



# Sustainability Report 2023

April 2024



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# 01

# Introduction



## A message from our CEO

In our 60th anniversary year, we gave a lot of thought to what we want our team's legacy to be. We are clear that we have a fair way to go to balance the incredible growth we've seen across our sport in recent years with our desire to minimise our impact on the planet.

The challenges we collectively face are incredibly complex, and we will undoubtedly face bumps in the road on our path towards a more sustainable future. But it's also important to recognise that we have come a very long way and there is a huge amount to be proud of.

We pioneered the use of recycled carbon fibre on our F1 cars at last year's US GP – an important step towards our ambition of developing a circular F1 car. McLaren was the first team to introduce carbon fibre in 1981, so it was fantastic to introduce a more sustainable alternative. What's just as exciting is the potential to use recycled carbon fibre across other industries well beyond motorsport.

**“We can help tackle some of the world’s biggest environmental challenges by leveraging McLaren’s expertise to directly flow into high-quality sustainability-focused projects.”**

We launched our Climate Contribution Programme, a collaboration that brings together motorsport know how and high-quality projects that specialise in carbon removals and the restoration of damaged ecosystems. This model is a great example of a more meaningful and impactful approach to collaboration in the sustainability space. We can help tackle some of the world's biggest environmental challenges by leveraging McLaren's and our partners' expertise to directly flow into these projects. We also see this as an opportunity to help raise awareness of these important initiatives among our global fan base.

We are proud to have made significant progress towards our ambitious DE&I targets. 45% of new starters in 2023 came from an underrepresented background – including women, ethnic minorities, people with disabilities, neurodivergence, the LGBTQ+ community, people from low socioeconomic backgrounds, and military veterans in the US – up 6% from 2022. This means that in total, 29% of our team are now from an underrepresented background and we are on track to reaching our 40% target by 2030.

Together with our partners Cisco, Cadence and Google we launched the 60 Scholars initiative to support the next generation of female STEM leaders through a programme of accelerated learning and mentorship. We also welcomed the all-female F1 Academy to

our racing portfolio with driver Bianca Bustamante as the first female driver to join the McLaren Driver Development Programme.

As a sport, we must continue to raise sustainability standards and aim to lead by example. But only strong collaboration with partners, other teams, rights holders and regulators can help us have a meaningful collective impact. For example, we'd like to see further progress around the 2026 regulations, an opportunity to firmly bake key sustainability requirements into this framework.

As a team, we will continue to push, innovate and collaborate to keep up the momentum and build on the success we've had to date. At McLaren Racing, we want to play a meaningful part in finding solutions to some of the challenges our planet is facing – and I'm excited about the possibilities and what the next year has in store for us.

Forever forward.

**Zak Brown**  
Chief Executive Officer  
9 May 2024



# A message from our Director of Sustainability

**“We are focused on accelerated action and cross-industry collaboration to help scale the solutions the world needs at pace.”**

When I look back on our sustainability performance in 2023, one thing that strikes me is that just as with our F1 on track performance, it was very much a year of two halves. We started the year wanting to invest in sustainability but finding that this was restricted by the F1 and Formula E cost caps, as an unintended consequence of the financial regulations. This tested our ability to keep our long-term sustainability goals in sight and we had to quickly pivot our strategy.

Nonetheless, we delivered some great progress within these constraints: using data to gain a much more granular understanding of our GHG footprint, benchmarking ourselves against recognised best practice, driving operational efficiencies and delivering two pioneering programmes to support women’s careers in motorsport: 60 Scholars and the award-winning Returnship.

We used those insights to better understand the levers we need to pull to unlock positive change and reduce our negative impact. I believe that our sustainability strategy is much stronger as a result, and I am encouraged that we have received external validation from the Science Based Targets initiative, the Global Benchmark for Sustainability in Sport, and the Carbon Trust.

We also deepened our collaboration with the FIA, F1 and other F1 teams to start unlocking

the sustainability barriers faced in our sport and enabling more investment outside of the cost cap. The competitive nature of sport can sometimes make collaboration counter-intuitive, but we cannot allow that to slow down the pace of progress. We need increased transparency and standards of reporting across the sport for our collective credibility and to better align so we can tackle the big challenges we’re facing.

At McLaren Racing, we focus on data insights, a high-performance culture, the power of our extensive partner ecosystem and our brand values. That is what we leveraged in the second half of 2023: pioneering recycled carbon fibre on our F1 car, progressing our Circular F1 Car project, and launching our ground-breaking Climate Contribution Programme.

Whilst we are making strong progress in reducing emissions within our direct control, we are also aware that the growth of our sport – including race calendars requiring more travel and race logistics – as well as the complexity of our supply chain mean we need to double down and continue to push for solutions so we can achieve a balance that allows us to reduce our overall impact on the planet.

Incremental operational efficiencies are not enough to help us reach our net zero targets. We must lean into technological

advancement to effectively address the emissions intensity of our operations, and I am convinced that collaboration across sectors is the key to unlocking our collective potential to find climate solutions.

I am proud of the progress we have made against our social sustainability pillars over the last two years, but of course we all know that there is still a long way to go. One large focus for 2023 has been opening up more pathways for women into motorsport. As we move forward, we want to see a real step change across other areas of DE&I and are stepping up our support around team wellbeing.

Our mission is clear: to set the standard for high sustainability performance in sport. We are now focused on accelerated action and cross-industry collaboration to help scale the solutions the world needs – and to do so at pace. My hope is that we can inspire and encourage others to join us in taking meaningful action now.

**Kim Wilson**  
Director of Sustainability  
9 May 2024

# 2023 key takeaways

Launched the Climate Contribution Programme,

**3**  
new climate partnerships with leading organisations to help scale and accelerate climate solutions

**Highest**  
performing motorsport team in the annual Global Sustainability Benchmark in Sports, ranking 9th overall

Advocated for sustainability in **F1 regs**  
influencing changes to financial regulations and became a leading voice in the series-level working groups

## Net zero

**First** motorsport team to have a validated science-based net-zero target

**16%↓** lower emissions per race than 2022 across all series

**25%↓** reduction in scope 1 & 2 emissions from our fuel and facilities since 2019

## Circular economy

**First** team to use recycled carbon fibre on an F1 car, harnessing innovation and new technology

Developed a new Paddock Club suite, recycling, reusing and repurposing **24.4** tonnes of old kit

**Completed** circular F1 car materials analysis and defined a mission statement for the project

## Diversity, equity and inclusion

**45%** of new starters in 2023 came from an underrepresented background, up 6% from 2022

Launched the 60 Scholars programme, empowering **60** aspiring female leaders of tomorrow and opening up pathways to STEM careers

Piloted an award-winning programme to reignite careers of women returning to STEM roles, placing **60%** into permanent roles

## Health and wellbeing

Provided **72hrs** of mental health support over 12 weeks during car build

Trained 30 more Mental Health First Aiders, with **7%** of our team now qualified, as at December 2023

**24/7** access to wellbeing facilities and services for our team members

# Our targets and 2024 priorities

	Sustainability	Net zero	Circular economy	Diversity, equity and inclusion	Health and wellbeing
Our goals and targets	<p>Set the standard for high performance in sport</p>	<p>Halve our GHG emissions and switch to 100% renewable electricity by 2030</p> <p>Reach net-zero GHG emissions by 2040</p> <p>Balance our residual emissions using high-quality carbon removals</p> <p>Invest in the Climate Contribution Programme to reduce and remove emissions beyond our value chain</p>	<p>Design and build a circular F1 car</p> <p>Reduce our consumption, maximise the value of our resources, and design waste out of our processes</p>	<p>40% of our team to come from underrepresented groups by 2030</p> <p>10% of our people to be STEM ambassadors</p>	<p>10% of our people to be mental health first aiders (MHFAs)</p> <p>Deliver sustainable high performance through an inclusive health and wellbeing strategy</p>
Our 2024 priorities	<ul style="list-style-type: none"> <li>Deepen our Climate Contribution Programme, applying our motorsport mindset and know-how to accelerate climate solutions</li> <li>Collaborate to improve sustainability standards and unlock progress through regulations in F1</li> <li>Continue to hold ourselves to the highest standards, leading by example</li> </ul>	<ul style="list-style-type: none"> <li>Launch a programme to incorporate sustainable aviation fuel (SAF) into our logistics and business travel</li> <li>Use HVO biofuel for our road logistics to all European F1 races</li> <li>Engage with our supply chain and identify opportunities to reduce our indirect emissions</li> </ul>	<ul style="list-style-type: none"> <li>Expand our use of circular materials on the F1 car</li> <li>Set a metric and target for the Circular F1 Car project</li> <li>Work with the FIA and F1 ecosystem to incorporate circularity into the sport</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen our diversity data and insights</li> <li>Continue the 60 Scholars programme, building on the success of 2023</li> <li>Ensure inclusivity is weaved into our policies and systems</li> <li>Build on our team's DE&amp;I network offering</li> </ul>	<ul style="list-style-type: none"> <li>Open a world-leading Health and Human Performance Centre at the MTC</li> <li>Invest in retraining and increasing our MHFAs</li> <li>Define our metrics for success in health and wellbeing to inform future priorities</li> </ul>

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FORMULA E



Esports Series



McLaren Racing is one of the most successful teams in motorsport history. Since we were founded by Bruce McLaren in 1963, we have won 20 Formula 1 World Championships, the Indianapolis 500 three times and won the prestigious Le Mans 24 Hour race at its first attempt.

McLaren Racing in 2023



Today, we are proud to be the only team competing in Formula 1, IndyCar, Formula E, Extreme E and esports. McLaren Racing also competes in F1 Academy with ART Grand Prix and McLaren Driver Development programme member, Bianca Bustamante.

McLaren Racing Limited is a large, privately owned company incorporated in the United Kingdom. As of 31 December 2023, we had a team of 1,188 employees.

The majority owner of McLaren Racing is the McLaren Group, which also includes McLaren Automotive, a creator of luxury, high-performance supercars. MSP Sports Capital, Caspian, UBS O'Connor and Ares have a 29.25% stake in McLaren Racing, and their long-term investment underpins and strengthens both McLaren Racing's financial position and its ambition to return to the front of the grid.

# About McLaren Racing



The McLaren Racing 2023 Sustainability Report covers the calendar year from 1 January to 31 December 2023. This report describes our sustainability strategy and impacts across our operations and the full value chain of our McLaren Formula 1 team, Arrow McLaren IndyCar team, NEOM McLaren Extreme E team, NEOM McLaren Formula E team, McLaren Shadow esports team, F1 Academy programme, and Heritage programme. The report is divided into chapters according to McLaren Racing's four sustainability pillars, followed by our wider impact across our value chain and stakeholders.

We follow high sustainability reporting standards and apply globally recognised standards in sustainability measurement, such as the SBTi Corporate Net Zero Standard and ISO 14064. We listen carefully to the feedback on our reporting and what is working well for our stakeholders. This year, we have focused our report on describing our progress in the last year and our plans for the future. We present detailed information on our governance and management of sustainability in chapter 7 of the report.

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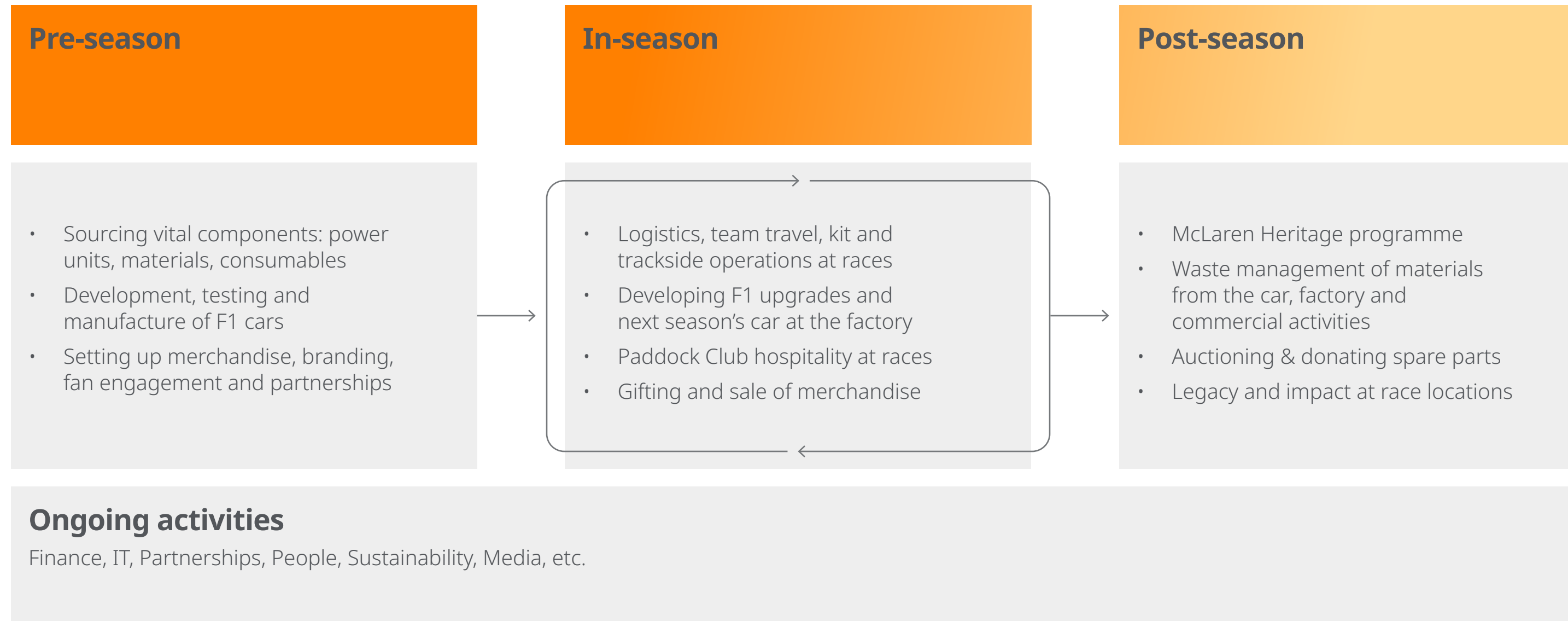
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# What we do

## At McLaren we are all chasing one thing. Performance.

Our business model is designed to ensure we deliver high performance across all that we do. As a constructor in Formula 1, our work includes the design and development of our race cars, producing merchandise, our commercial partnerships, the supply of materials, production and managing the end-of-life of our vehicles. The business model works both on and off the track, across commercial and sporting activities, to deliver value to us and our stakeholders.

We are aware of our sustainability impacts across our value chain before, during and after the racing season. Taking a holistic view allows us to work towards reducing our negative impacts whilst realising opportunities to create value.



### Our partners

We are proud to partner with some of the most recognised and ground-breaking brands in the world. We do not only use partnerships to optimise our own operations through their expertise and technologies; we also partner with businesses who share our passion for driving positive change. Together with our partners, we can have an impact way beyond our own immediate reach.

Our work with our partners is highlighted throughout this report, illustrating the areas where we have collaborated to accelerate progress together.

Sustainability is incorporated into our company goals, and is one of our five business priorities. Our sustainability strategy is focused on the areas which are particularly material – those where we have greatest impact and impact most significantly on our business performance.

# Our sustainability approach

## We put sustainability at the heart of everything we do.

### Our sustainability strategy

Our approach to sustainability is shaped to deliver on McLaren Racing’s vision, mission, strategic goals and values.

Everything we do feeds into our vision to be the most pioneering and exhilarating racing team in the world. Since 2022 we have focused our work on four pillars of sustainability that help us to achieve our goals and our mission – to set the standard for high performance in sport.

The work we do in each of the four pillars is built on our values. We’re innovative in our approach to finding solutions; respectful of the challenge, inclusive of people and ideas, energetic in our pursuit of goals, and brave in setting our ambitions.

### Our approach

Our approach to sustainability leverages the unique skills and capabilities of McLaren Racing. We aim to progress our strategy with authenticity by leaning in to what makes us unique and using it to make an impact, both within the world of motorsport and more widely.

Our racing know-how and expertise, our high performance culture, and the global reach of our brand are key to our successes on and off the track.

### Driving innovation

Motorsport is a major driver of innovation in automotive technology and manufacturing. Through our work we have an extraordinary opportunity to find new solutions to sustainability challenges and speed the use of new approaches.

### Led by science

We follow the science and align with ambitious global plans such as the Science Based Targets initiative, the United Nations (UN) Sports for Climate Action framework and the UN Sustainable Development Goals.

We recognise the extent of the challenges ahead and know it is crucial to sustain momentum, implement changes with speed and purpose, and find opportunities to collaborate with like-minded organisations.

### Our global reach

We race around the world in five racing series, and our brand is a household name. We have a global partnership network and fan base that allows us to use our platforms to advocate for progress. We have a responsibility to use our reach and influence to affect positive change.

# Our sustainability strategy

Our vision	Be the most pioneering and exhilarating racing team in the world			
Our mission	Set the standard for high performance in sport			
Our five strategic goals	<p><b>Sustainability</b></p> <p>To place a <b>genuine commitment to sustainability</b> at the heart of everything we do, meeting our <b>moral and regulatory obligations</b> to create a <b>diverse and sustainable sport</b></p>			
	<p><b>Racing</b></p> <p>To build a <b>sustainable operation</b> that can compete and win at the pinnacle of racing globally, delivering <b>year on year improvement</b> to on-track performance in all of our racing series</p>	<p><b>Culture</b></p> <p>To build a high performance, diverse and <b>values-driven culture and environment</b> across McLaren Racing that engenders strong advocacy and employer brand recognition</p>	<p><b>Business</b></p> <p>To grow the franchise value through <b>efficient process</b> and profitable revenue generation that enables performance and creates a <b>sustainable business</b> that can compete under the new financial regulations</p>	<p><b>Brand</b></p> <p>To create an engaging and inspiring brand that <b>appeals to our fanbase</b> as well as <b>new partners</b>, whilst deepening existing relationships</p>
Our four sustainability pillars	Net zero	Circular economy	Diversity, equity and inclusion	Health and wellbeing
Our values	Innovative      Respectful      Inclusive      Energetic      Brave			

# 02

# Net zero



As climate change accelerates we are seeing a devastating impact on the communities we race and work in. The latest science describes the climate crisis as “code red for humanity”,<sup>1</sup> and that rapid emissions reductions are needed to keep global temperature rises to 1.5 °C. We have an important role to play. We’ve committed to taking urgent and science-based action to contribute to decarbonising our sport, and reaching net-zero emissions in our value chain by 2040.

# Our approach

We know that the journey towards net-zero is a complex one. It requires both incremental gains and transformative step changes in the way that we, and the industries around us, operate. We're honest with ourselves about the scale of the challenge, and it hasn't deterred us from being ambitious and holding ourselves to the highest standards.

The growth of motorsport and the complexity of our supply chain continue to be the main drivers of our emissions, particularly as race calendars require ever more air freight and business travel.

## Our net zero roadmap

# 1

### Taking action

- Implement opportunities for emissions reductions across our value chain
- Invest in key emissions reductions projects within our own operations
- Look beyond our value chain to compensate for unavoidable emissions

# 2

### Working with partners and stakeholders

- Engage with our series to design race calendars which minimise logistics emissions
- Work with regulators to design rules which allow us to invest in sustainability without compromising performance
- Collaborate with suppliers to decarbonise our value chain and wider industry

# 3

### Innovation

- Continue to explore innovative technology, materials and solutions to enable decarbonisation
- Lead by example, setting the standard and sharing good practice across our industry

# 4

### Wider contribution

- Invest in projects which credibly and permanently remove carbon from the atmosphere
- Work with organisations to help scale and accelerate climate solutions

**In our mission to set the standard for sustainability in sport, we align to the highest recognised standards, follow best practice, and make data-driven decisions, adjusting our approach when needed.**

Since we launched our sustainability strategy, we've realised a lot of benefits from improved operational efficiency, maintaining some innovative practices from COVID such as our strategy team operating remotely from Mission Control in Woking. We have gathered more accurate data which is allowing us to focus in on priority areas. We've also grown as a business, now competing in five international championships.

We are proud of the growth in our team, which is pushing us forward and giving us more opportunities to compete on track. Following our entry into Formula E and our expansion of our IndyCar, alongside the growth of the F1 calendar, we're including some additional metrics to track our GHG performance on a per-race basis.

This provides valuable insight into how we operate in different race series, and what each one is doing to improve. It will also enable us to identify good practice from across our series and find ways to continue racing whilst minimising our environmental impact.

While we are making positive progress in reducing impact of our own operations, there are still challenges to overcome, particularly where emissions are not within our direct control. These present opportunities for us to influence beyond our own operations, and doing this is a core element of our strategy.

We need ongoing engagement with our regulators, race series, and partners to tackle the biggest sustainability challenges that we face as an organisation, and to find ways of operating at a lower emissions intensity.

**Industry commitments and platforms to drive progress**



We are the first motorsport team to have our net-zero targets approved by Science-Based Targets initiative (SBTi). You can find more details on [page 63](#).



We are a signatory of the UN's Sports for Climate Action Commitment (UN S4CA) and Race to Zero campaign. As a UN S4CA signatory we published a **transition plan** in 2023 that describes our strategy to reach net-zero emissions by 2040.



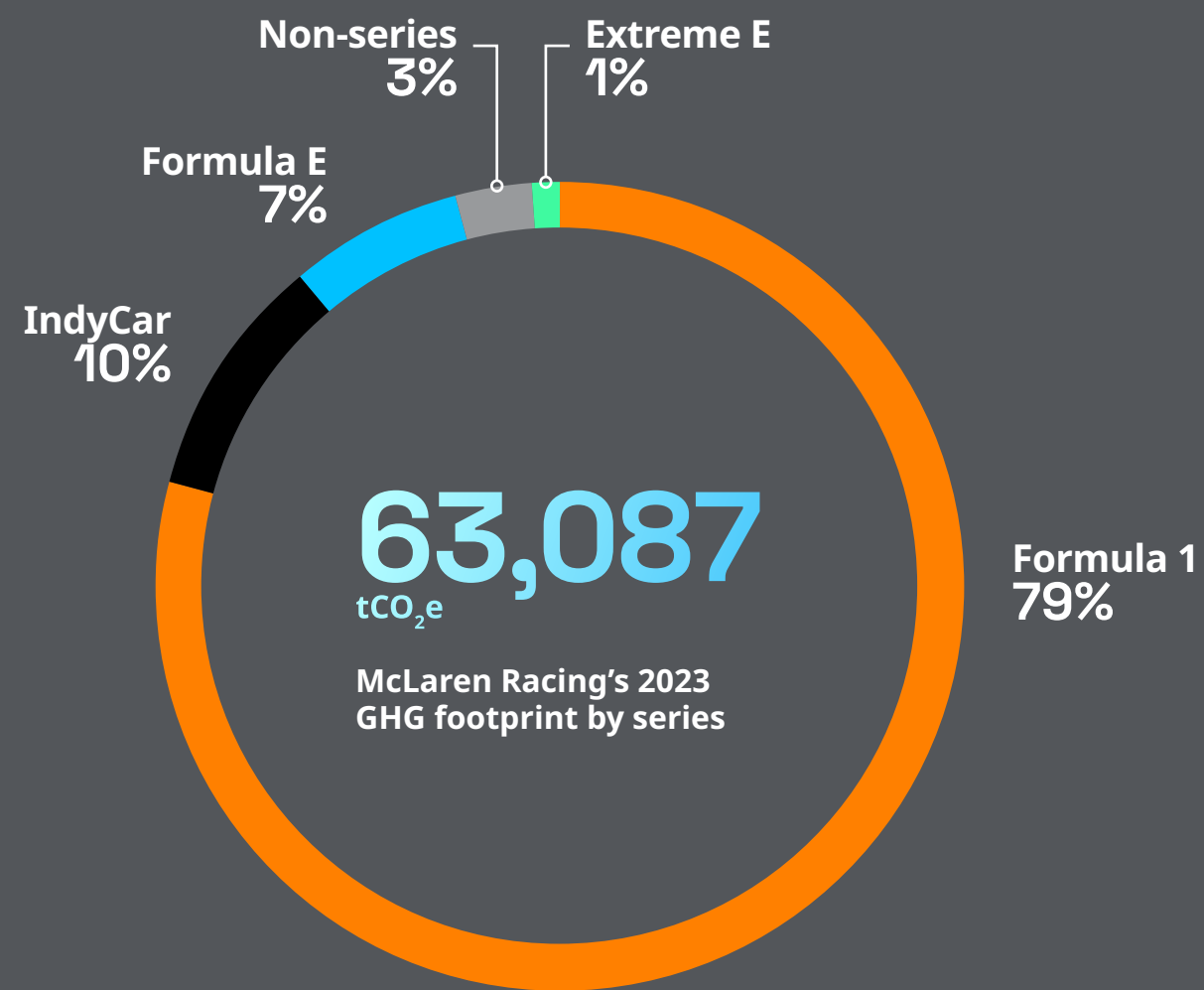
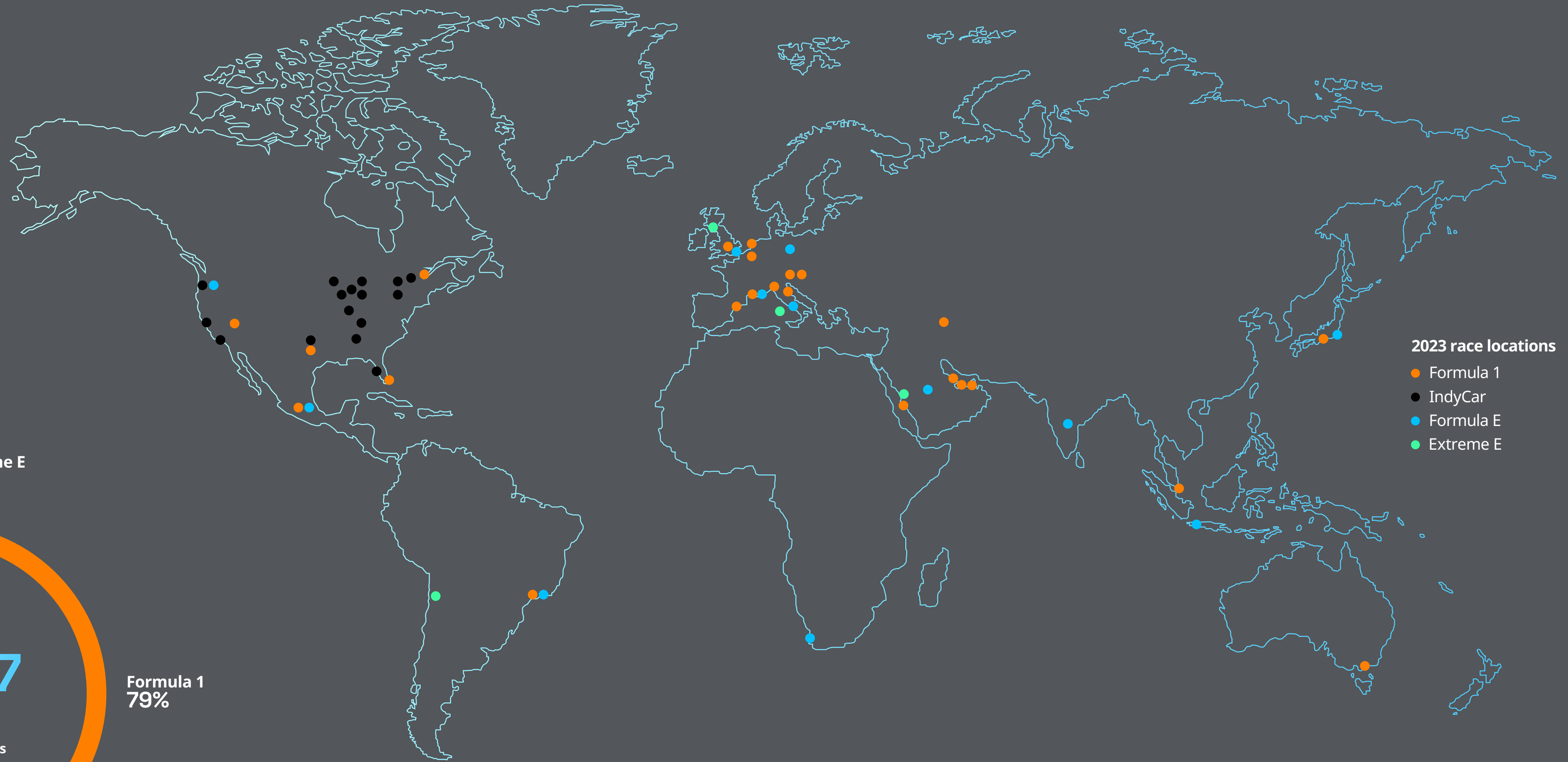
In 2022 we were among the first to be awarded the Carbon Trust Route to Net Zero standard, which renews every two years. In 2023 we have had our GHG footprint assured by the Carbon Trust to the ISO 14064 standard.



We have retained the FIA three-star Environmental Accreditation since 2013, which guides our approach to operations.



Our unique position as a multi-series team gives us an opportunity to learn good practices from each of our championships, apply them in our other operations, and raise our game across the board.



# Our global race footprint

# Emissions per race

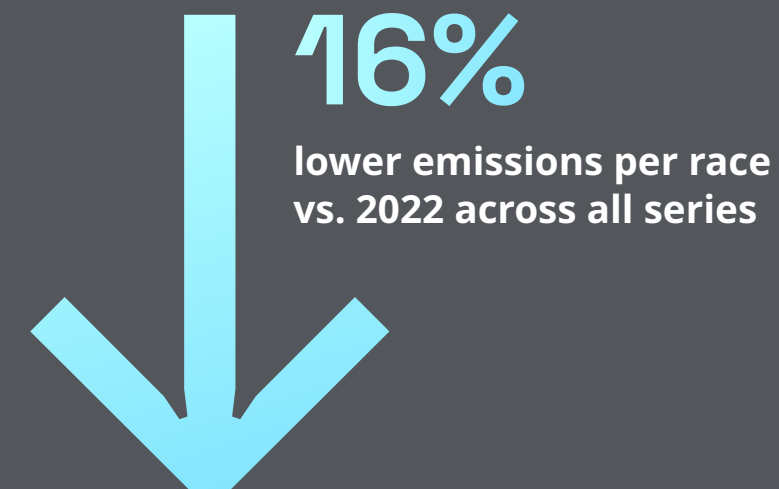
Since 2019, McLaren Racing has grown into a multi-series race team competing in five different championships across the globe. Our sport is rapidly expanding in scope and popularity and we're proud to be part of this growth – but we are also conscious that we can't let our emissions grow in line with our increased activity as we progress towards net-zero in 2040. We need to maximise the benefits of each race weekend whilst minimising our impacts.






As we've grown as a team and as a business, and as we progress towards net-zero, it's important that we keep track of how each of our series are performing.

To show the differences in our operations and to monitor progress within each series and across McLaren, we've considered our GHG footprint on a per-race basis in 2023 and looked at how this compared to 2022. This approach offers us a new perspective on how trends across our series affect our emissions profile, and informs our approach to tackling each.

F1 is our most emissions-intensive series. This is primarily driven by the fact that it is a constructor series, since the complex supply chain that we have as a constructor isn't present in other series. There are also more F1 races that are further away, and require more freight and travel than other series.

By comparison, our electric racing series are less emissions intensive because we don't manufacture the race cars directly. Formula E and Extreme E both feature double-header events where two races take place in a single weekend, meaning there is twice the on-track action and competition for a single round of freight and travel.



Emissions per race (tCO <sub>2</sub> e)	2022	2023
	<b>1,908</b> across 22 races and 3 sprints	<b>1,733</b> across 23 races and 6 sprints
	<b>261</b> across 17 races	<b>366</b> across 17 races
	—	<b>274</b> across 16 races
	<b>140</b> across 5 races	<b>55</b> across 10 races
	<b>1,764</b>	<b>1,475</b>

McLaren Racing emissions per race is calculated as a weighted average of individual series emissions. See page 65 for further information and calculation methodology.

# Progress against our targets

We have been working hard to reduce the emissions impact of our direct operations, meaning our fuel and energy consumption at our facilities and on the road, otherwise known as scope 1 and 2 emissions.

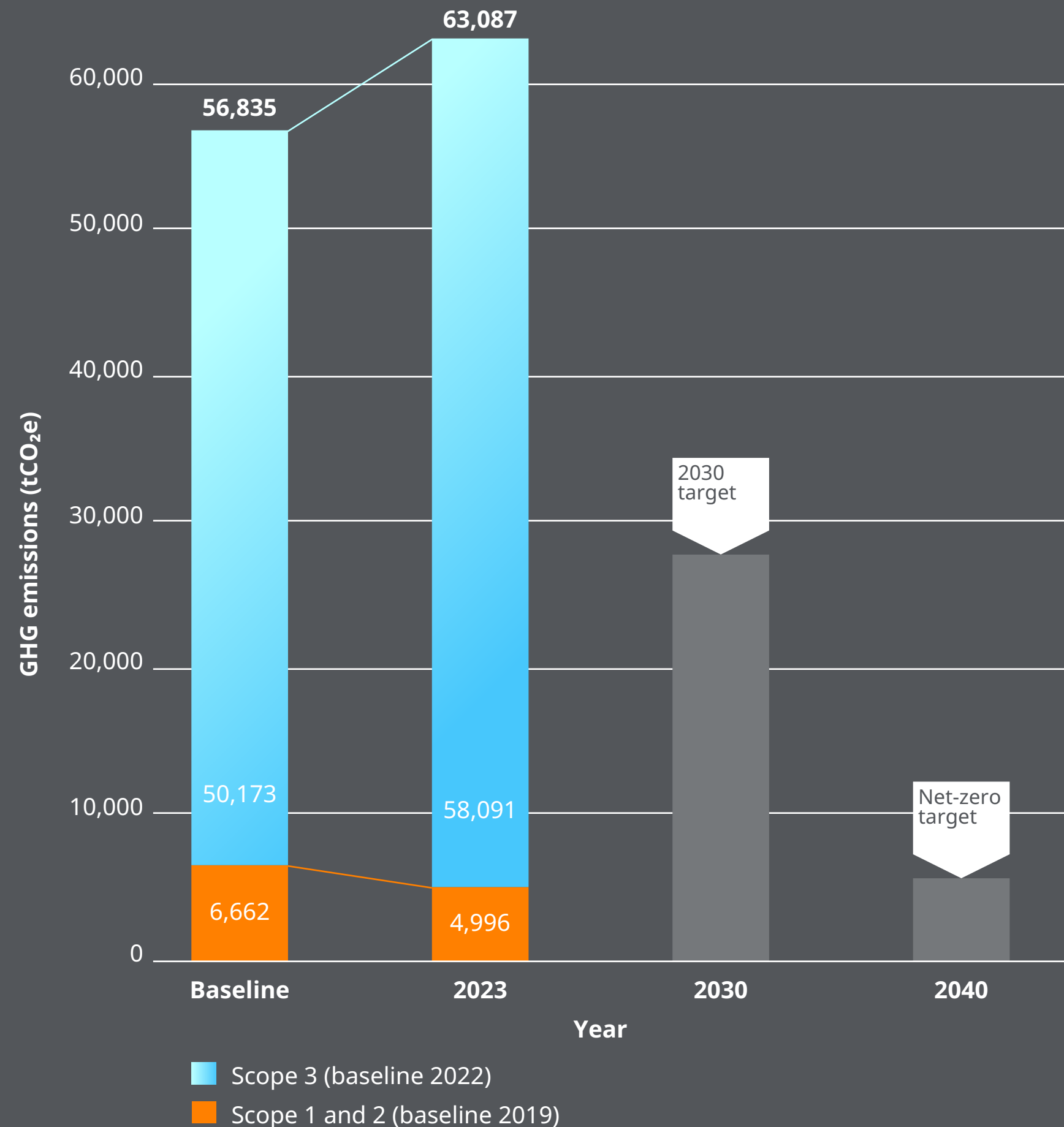
Since 2019 we've achieved a 25% reduction in direct operational emissions through a combination of efficiency and optimisation projects. We've maintained these reductions despite acquiring two new sites to support our Arrow McLaren IndyCar and NEOM McLaren Electric Racing teams, and opening the McLaren Racing Composites facility in Woking.

Our indirect emissions, known as scope 3, are a complex landscape of activities consisting of business travel, logistics, supply chain, and other smaller contributors to our footprint such as employee commuting and waste. Since we initially reported our 2019 GHG footprint, we have come a long way in improving the accuracy of our data and the depth of our analysis in these areas, resulting in a more representative scope 3 footprint.

In line with best practice and our validated science-based target, we have set our baseline years to account for the improved quality of our scope 3 emissions data in 2022. Going forward, we will measure our progress against a baseline which combines our scope 1 & 2 emissions from 2019, with our Scope 3 emissions from 2022. For more detail on our emissions data, [see page 63](#).

Measuring our 2023 emissions against this baseline, we see that our 25% reduction in our direct emissions has been counterbalanced by a 16% increase in our indirect emissions, resulting in a net 11% increase across all scopes. This is driven by the growth of our business – our first season in Formula E and running a third car in IndyCar – and the growing demands of race calendars.

McLaren Racing GHG emissions and targets, baseline vs 2023



Our 2040 net-zero targets at a glance

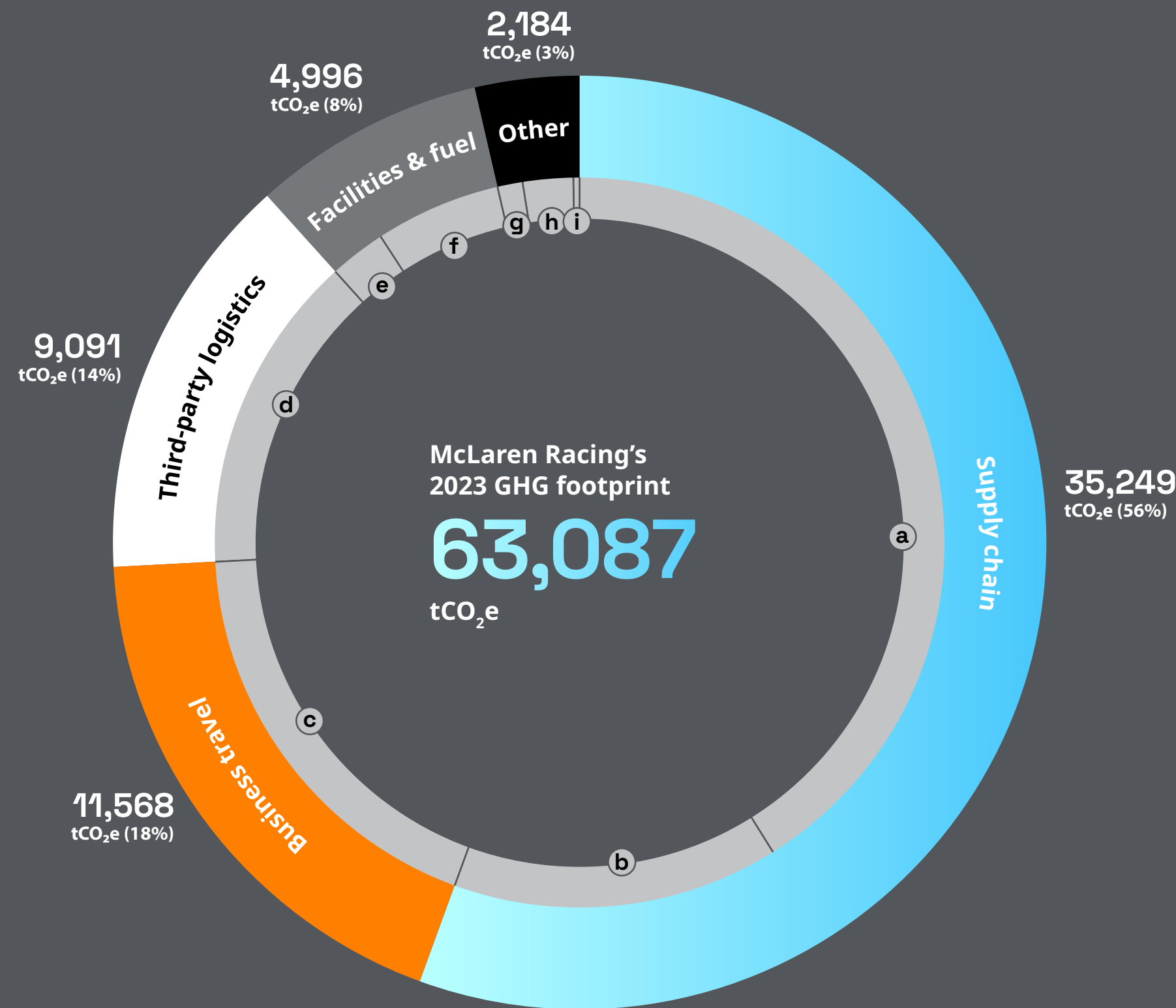
Target	Baseline year(s)	2023 progress
Reduce scope 1&2 GHG emissions by 90%	2019	↓ 25%
Reduce scope 3 GHG emissions by 90%	2022	↑ 16%
Reduce total GHG emissions by 90%	2019 + 2022	↑ 11% net

What's changed in scope 1 & 2, baseline to 2023  
↓ 25%

What's changed in scope 3, baseline to 2023  
↑ 16%

- Electricity savings and efficiencies at Woking facilities ↓ 20%
- Reduced consumption of natural gas, generator fuel and vehicle fuel ↓ 7%
- Growth from series (additional sites + trucks) ↑ 2%
- First full season in FE ↑ 7%
- F1 calendar changes and team growth ↑ 5%
- Growth of Arrow McLaren IndyCar Team, including a third car ↑ 3%
- Increased activity in Heritage and central services ↑ 1%

We split our GHG footprint into four key areas where we are focusing our emission reduction efforts: facilities, logistics, business travel, and supply chain.



We plan to decarbonise by taking actions to reduce the most material areas of our GHG footprint. We integrate these decarbonisation actions into our wider business plans and strategies.

We will always push hard for change, advocate for more sustainable ways of going racing, and be among the first to pioneer new solutions and technologies to reduce our impacts.

Alongside reducing our GHG footprint, we aim to make wider contributions by helping to accelerate and scale the impact of climate solutions that the world needs to urgently transition to net zero. This approach is rooted in using McLaren Racing's capabilities to make a positive impact, whilst neutralising our residual GHG emissions as we reach net-zero. [Read more about our Climate Contribution Programme on page 55.](#)

- a** Scope 3 Category 1: Purchased Goods and Services
- b** Scope 3 Category 2: Capital Goods
- c** Scope 3 Category 6: Business Travel
- d** Scope 3 Category 4: Upstream Transportation and Distribution
- e** Scope 1: Direct Emissions
- f** Scope 2: Purchased electricity
- g** Scope 3 Category 3: Fuel- and Energy-Related Activities
- h** Scope 3 Category 7: Employee Commuting
- i** Scope 3 Categories 5, 11 and 12: Waste Generated in Operations, Use of Sold Products, End-of-Life Treatment of Sold products

Our immediate priorities are:

### Supply chain

**Working with suppliers to reduce the impacts of our supply chain**

- Map our supply chain and work with suppliers to procure lower-carbon alternatives
- Assess product emissions to target areas of highest opportunity
- Continue to innovate and develop sustainable materials, e.g. recycled and bio-based carbon fibre
- Develop and implement a sustainable procurement policy

### Business travel

**Reducing the impact of our team's global travel**

- Switch from indirect to direct flight routes
- Influence scheduling of race calendars to minimise travel
- Switch to hydrogen, hybrid and electric vehicles for team road travel
- Invest in a programme to implement sustainable aviation fuel (SAF)

### Logistics

**Moving to low carbon logistics**

- Transition from air freight to sea and road freight where possible
- Work with series to influence race calendar changes to lower team logistics emissions
- Reduce and lightweight our freight
- Invest in a programme to implement sustainable aviation and marine fuels (SAF and SMF)

### Facilities and fuel

**Low-carbon operations powered by renewable energy**

- Transition our fleet to lower-carbon alternatives including biofuel, electric and hydrogen,
- Install on-site renewable generation and low carbon heating systems
- Install EV charging infrastructure at our facilities
- Implement energy efficiency measures

# Our decarbonisation priorities

In 2023 we completed several emission reduction projects across our operations.

# Our progress in 2023

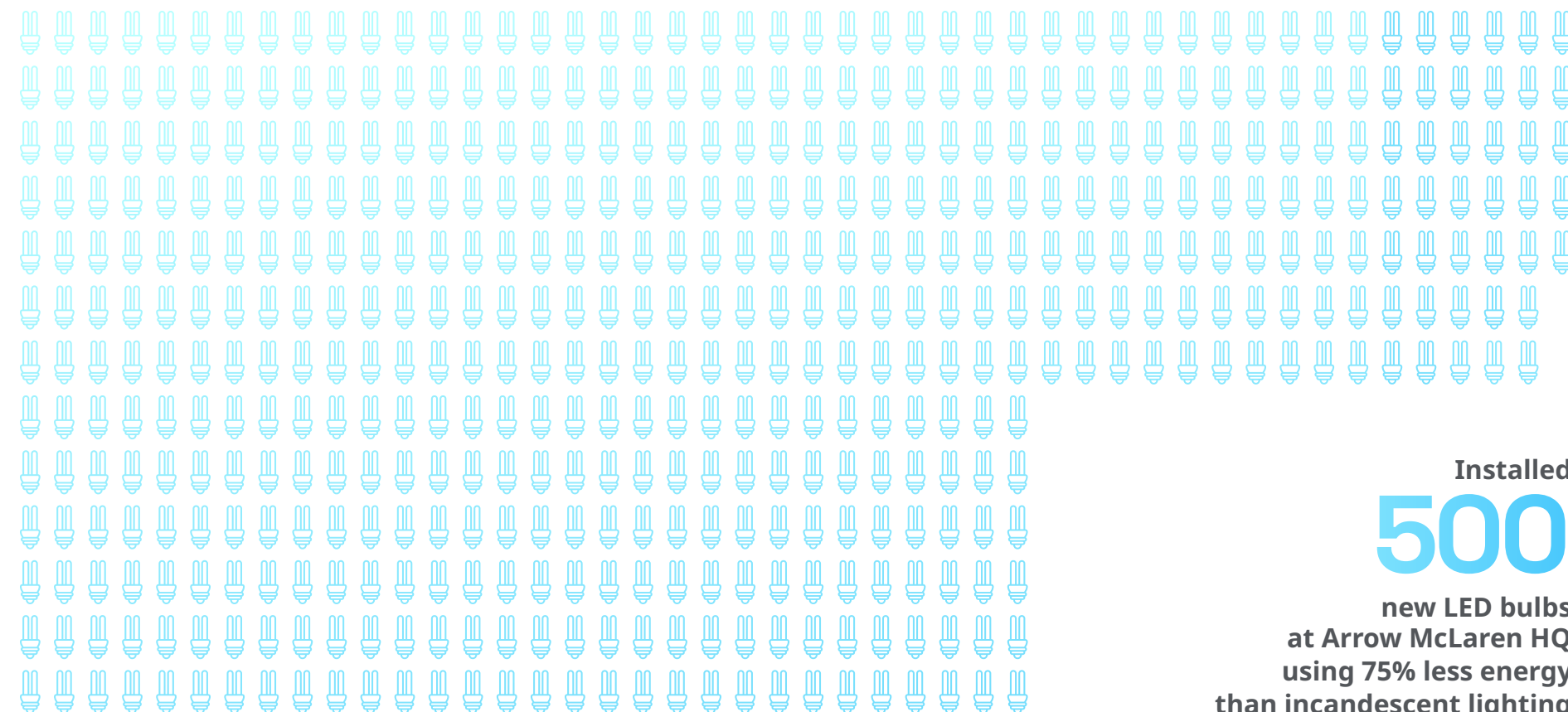
## Switching to renewables

As of January 2024, all McLaren Racing sites are using renewable electricity. Our Bicester site now procures electricity through a renewable tariff and our Indianapolis facilities through renewable energy certificates (RECs), produced locally through wind power.

Our target is to power all of our facilities using renewable energy and to work towards using the highest quality sources.

## LED lighting in Indianapolis

Our Indianapolis facility housing our Arrow McLaren IndyCar Team completed the transition to energy-efficient LED lighting. The nearly 500 new LED light bulbs and fixtures are estimated to use 75% less energy, and last up to 25 times longer, than incandescent lighting.<sup>2</sup>



## Biodiversity improvements

We have improved our land management practices at the MTC, increasing the height of the meadow under trees to provide more habitat options, clearing land to create woodland glades, and using the harvested timber to create eco-piles.

We have also ceased cutting in a number of areas to improve habitats, and created low-maintenance zones to allow woodland and marginal plants to establish themselves.

## Paddock Club freight

Our new Paddock Club hospitality suite allows us to transport more of our kit by sea freight, including AV equipment which was previously sent by air. We introduced the kit partway through 2023 and are monitoring its sustainability metrics using a bespoke data capture tool. [Read more about our new Paddock Club on page 29.](#)

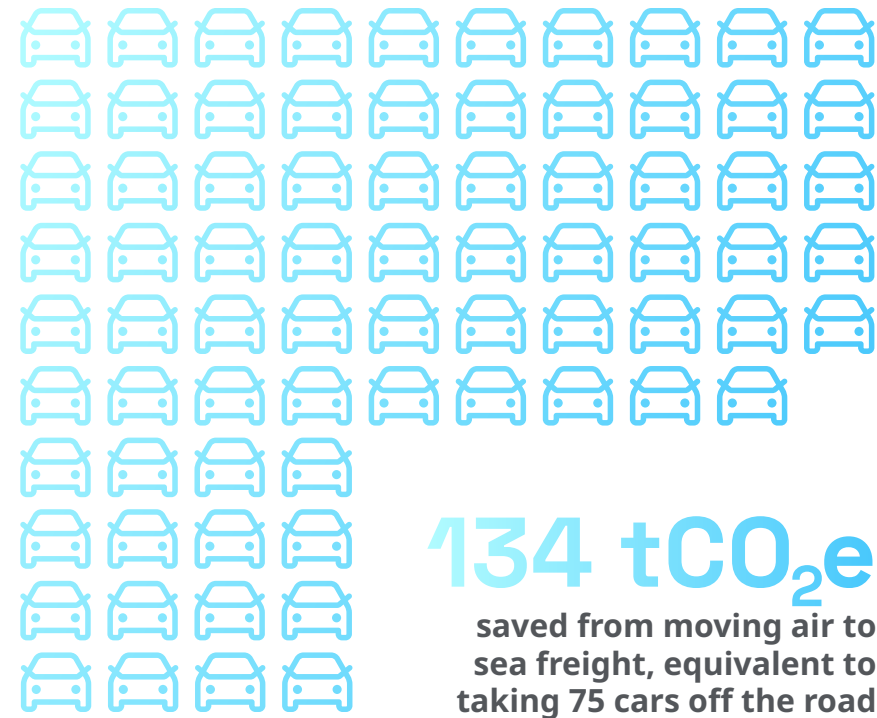


### F1 air to sea freight

In 2023 we continued our programme to reduce the amount of F1 freight we send by air, and transfer it to sea freight instead. Per kilo of freight, this reduced emissions by 97% in 2023.<sup>3</sup>

This year we transferred a further 934kg of freight from air to sea, saving 134 tonnes of CO<sub>2</sub>e – equivalent to taking 75 cars off the road.<sup>4</sup>

Whilst we are pleased with the emissions savings of this programme, we are seeing diminishing returns as the demands of the race calendar require a lot of kit to be air freighted. To continue reducing, we need to look at ways to reduce the mileage or intensity of air freight.



### Trackside energy

Formula 1 trialled a centralised energy solution at the Austrian Grand Prix in 2023, which included HVO biofuel generators and solar electricity. This was successful in reducing emissions for teams and the event as a whole. We have seen our other race series Formula E and Extreme E take this same approach to trackside energy with success.

We strongly believe that collaboration like this will be key in decarbonising trackside activities and F1 events, and look forward to future projects of this type which positively affect the sustainability of motorsport overall.

### Partnering with Ecolab on SAF

In February 2024 we announced Ecolab as an official partner of our F1 team. Part of our partnership in the coming years includes developing a programme for sustainable aviation fuel (SAF), working together to incorporate SAF into the delivery of McLaren’s net-zero commitment.

Emissions from aviation are a significant portion of our GHG footprint across logistics and business travel. Reducing the emissions intensity of these activities will be key to meeting our targets.



### Innovating to reduce logistics emissions with DP World

Our logistics emissions account for around 14% of our GHG footprint, and reducing our logistics footprint is critical to reaching net-zero emissions. With the addition of the Las Vegas GP in the F1 calendar we saw an opportunity to showcase a more sustainable future for freight logistics.

We worked with our Official Logistics Partner, DP World, and our freight logistics providers to use a combination of rail, trucks using biofuel and an electric truck. We transported our garage and hospitality units via this route from the United States Grand Prix in Austin to the Las Vegas Grand Prix, resulting in significant emissions savings.

The use of an electric truck for our freight was a first in F1 logistics. We see a significant opportunity for future race calendars to be adapted to maximise the availability of sustainable logistics solutions.

[Watch the journey here](#)

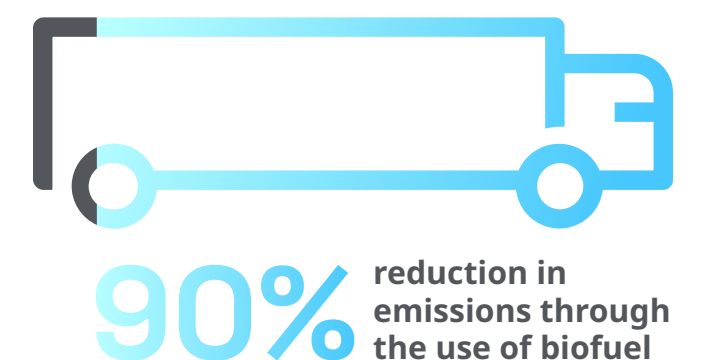


### Phasing in biofuel

Biofuels are an important technology which enable us to reduce emissions associated with transportation while making use of existing transport infrastructure. In 2023 we fitted a biofuel storage tank at the MTC, so that any of our fleet leaving the MTC from 2024 onwards will be fuelled with HVO. This includes all our trucks for European F1 races, vans and pool cars.

This will be key to reducing the impact of our road vehicles travelling to European races, reducing emissions by up to 90%<sup>5</sup> compared to regular road diesel.

We are also using HVO in our trackside generators at European F1 races from 2024 onwards.



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# 03

# Circular economy



We see working towards a circular economy as a significant innovation opportunity. It brings potential to explore novel materials, build resilient supply chains and enhance manufacturing processes. We recognise the need to find new, lower impact business models and methods that can reshape not only our operations, but which can inspire wider change.



# Our approach

Working towards a circular economy means minimising the resources we consume, designing waste out of our processes, and maximising the value of the products and materials we use. We do this by identifying high-potential circular products and processes, using more sustainable materials, keeping those materials in circulation for longer, and treating them correctly after we've used them.

Circularity also requires us to innovate with our value chain partners and suppliers to find new solutions, and engage and work with regulators and series to unlock more circular approaches.

We are continuing to develop innovative approaches to circular materials, and are working with the FIA to research further opportunities to help motorsport advance towards a more circular operating model.

In 2023 we built a more detailed understanding of our material and environmental footprint across our operations.

We continued our circular F1 car project and launched an innovative new circular component made of recycled carbon fibre. We also explored the biggest opportunities for circularity and the best metrics to track our progress as we take the project forward.

## Our circular economy roadmap

### 1

#### Setting a baseline

- Measuring our resource usage and waste to identify hotspots and improvement opportunities
- Mapping out our constructor activities to understand our own impacts
- Mapping our supply chain to understand our wider impacts
- Setting metrics to measure circularity across our operations

### 2

#### Optimising our operations

- Finding waste reduction solutions and efficiencies across our existing operations
- Implementing circularity principles into the design of our events and hospitality experience
- Eliminating single-use disposable items and materials wherever possible

### 3

#### Harnessing innovation

- Developing, using and showcasing emerging, more sustainable materials
- Taking a data-driven, science-led approach to target our impacts and measure progress
- Researching circularity solutions that could be implemented at team, series and sporting levels

### 4

#### Embedding circular thinking

- Educating and supporting our teams on how they can champion circularity within their roles
- Engaging with our racing series and event organisers to improve waste recycling, signage and data in the paddock
- Influencing our stakeholders to unlock progress through regulations



Our Circular F1 Car mission statement

**We will create a circular F1 car. To do this, we will continue increasing circularity across our own constructor activities, leading by example. We will share learnings, influence regulations, and collaborate with the wider F1 ecosystem.**

**We will track progress by developing, monitoring and reporting against a single metric which measures total material use.**

**We will achieve this by taking actions informed by our research. These will include using products for longer, keeping them in circulation after use, and reducing virgin material consumption.**

**The Circular F1 Car project**

In 2021 we committed to design and build a circular F1 car. Since we set ourselves this challenge, our understanding of the circular economy and our opportunities to progress towards this goal have grown significantly.

In our 2022 Sustainability Report, we gave an overview of our F1 car manufacturing process through a circular economy lens. Several areas of opportunity and challenge became clear: the materials that we use, the energy we consume at our factory, our uncompromising drive for car performance, the regulations which we work within, and the complexity of our supply chain.

During 2023, we worked to better understand our data relating to the circular F1 car project, and map out our F1 constructor activities in more detail. Using this mapping, we can trace the journey of materials from extraction, through their use phase, all the way to disposal. We can identify opportunities for recycling, waste reduction, and circular economy practices.

As our thinking has developed, and with the support of our partners Deloitte, we have defined a clearer mission statement for the project. We are also working towards metrics which will allow us to track progress towards a fully circular F1 car. We will report against this circularity metric in our 2024 report and onwards.

This year we completed an analysis of the raw materials we and our suppliers use in the production of our F1 car, and where they go after we have used them. This includes the materials that end up on the car, and also other materials that we use at the factory for aerodynamic testing, tooling, 3D printing and other processes.

## The materials that go into developing, building and running our F1 cars for a season weigh as much as 550 cars.

The diagram on this page visualises the flow of materials across the life cycle of our F1 cars, by weight.

It is clear from our analysis that the opportunity for circularity runs much deeper than the parts that we see on the car itself once it reaches the track. Another key finding is that whilst we previously considered materials mainly in the context of their emissions impact, assessing circularity by weight gives us a different perspective.

For example, carbon fibre appears small next to rags & PPE in terms of weight, but per kilo it produces 34 times more GHG emissions in its life cycle than rags.<sup>6</sup> This makes it a key area of opportunity for innovation.

By weight, over half of the materials that go into the development of our cars are consumables, which include oil rags and PPE at the factory. This presents an opportunity to optimise our use of consumables and find more circular alternatives.

Metals are also an important component of our car manufacture, and our analysis has helped us identify opportunities to improve segregation and quality of recycling. Metals also tend to have high GHG emissions per tonne, so making improvements in this area will also help us reduce our supply chain emissions towards net-zero.

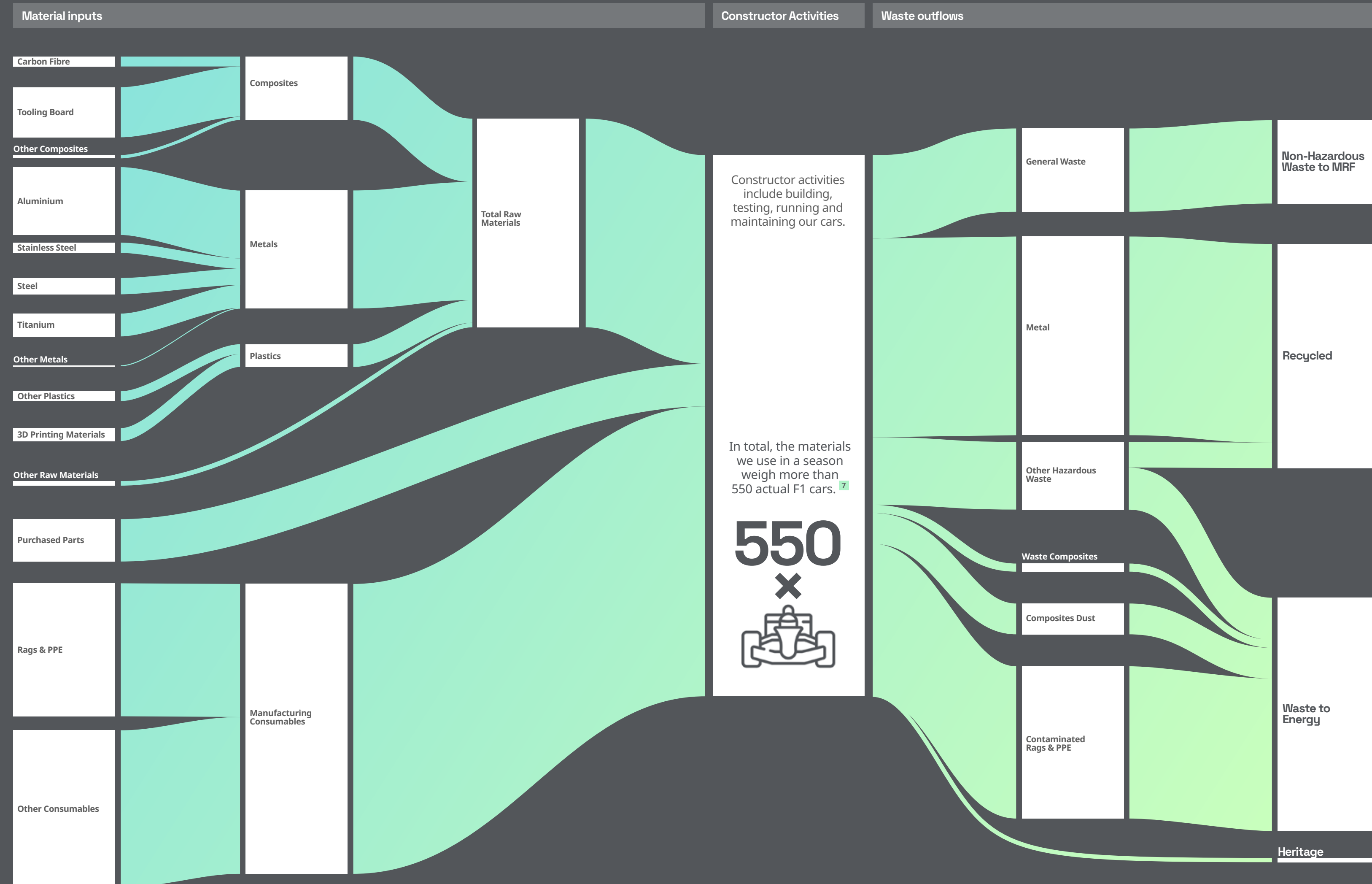
These are just some examples of findings from our work to date, and we look forward to uncovering more opportunities as we set metrics and begin to measure our progress.

### The path forward

We are continuing to progress our research into circular F1 car design and manufacture in collaboration with our partners Deloitte.

Like our net-zero target, we know we can't achieve this alone. There is a lot that goes into an F1 car which sits outside of our own manufacturing operations, such as tyres and our power unit.

We are committed to sharing our findings with our wider stakeholders in F1, including the FIA and other teams. Our intention is that the sport will benefit from, and contribute to, research into circular F1 car manufacture.



Constructor activities include building, testing, running and maintaining our cars.

In total, the materials we use in a season weigh more than 550 actual F1 cars.<sup>7</sup>



**4x**  
which we keep for Heritage

In 2023 we made significant progress in our work to integrate innovative circular and low impact materials into our operations.

# Using innovative materials

## Pioneering recycled carbon fibre in F1

The manufacture of carbon fibre has a significant GHG footprint. Recycling carbon fibre is challenging and it is difficult to maintain the quality needed for high performance applications.

We trialled the use of cutting-edge recycled carbon fibre (rCF) on the MCL60 at the 2023 US Grand Prix. This marked an important step on our goal to develop a fully circular F1 car and our work to identify and test pioneering technologies and materials on our journey to achieve our net-zero target. The car components manufactured using rCF were the first of their kind and were used on the cockpit branding panels.

Together with innovative composites organisation, V Carbon, we sourced recycled materials made using newly developed technologies. The carbon fibre used was waste from production in other industries, and in future could come from any number of sources as the technology develops and scales.

The environmental benefits of recycled carbon fibre include a 90% reduction in life cycle emissions compared to standard carbon fibre, equivalent to 27 tCO<sub>2</sub>e for each tonne of material.<sup>8</sup>

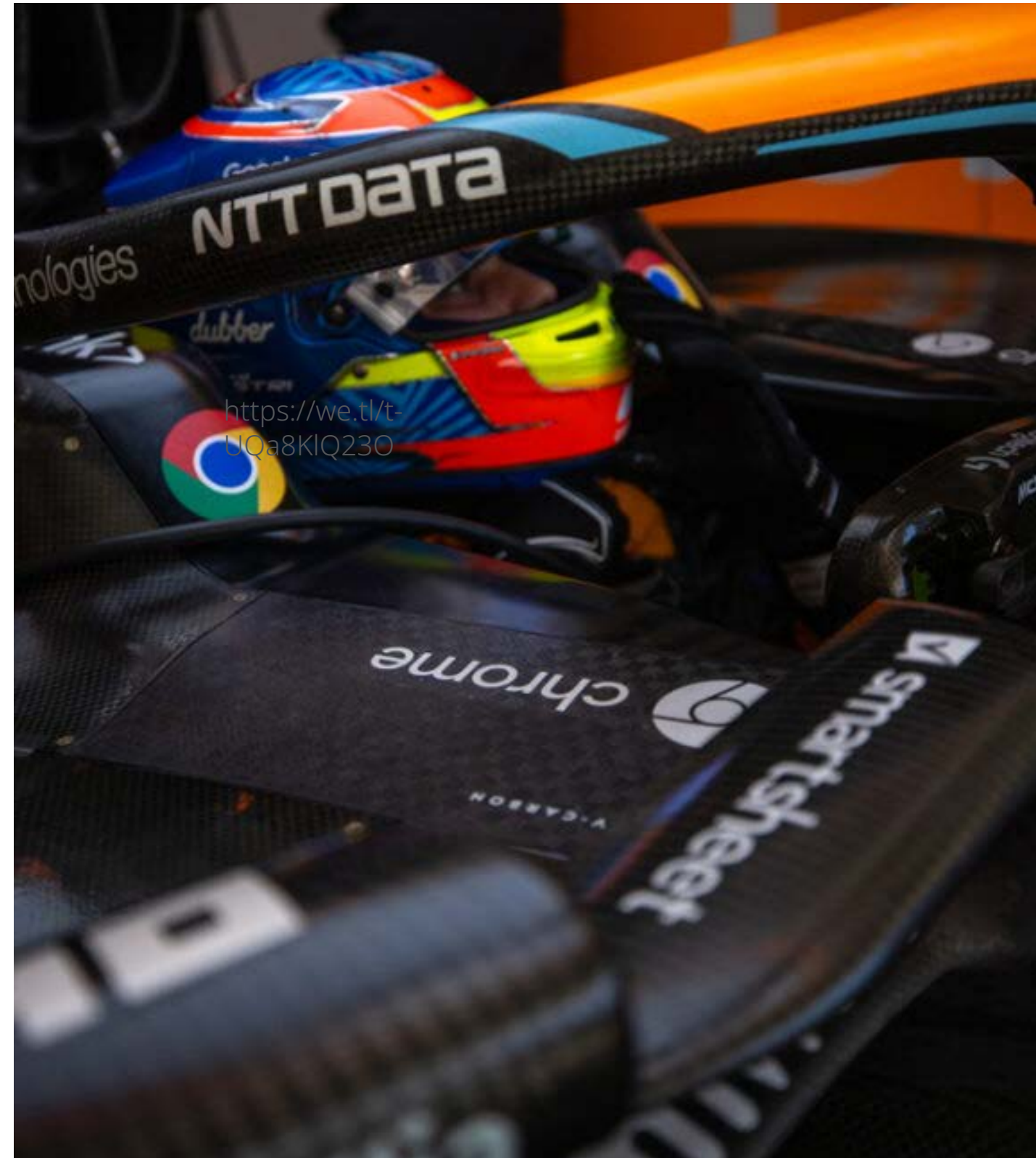
If just one per cent of the carbon fibre manufactured globally in 2022 was rCF, it would have saved 32,535 tCO<sub>2</sub>e – almost half of our total 2023 GHG footprint.<sup>9</sup>

*“This unlocks the potential to use it in other areas, considering that the mechanical properties are near enough the same as normal carbon fibre. The feedback has been really good so far, and it will be interesting to see how far it takes us.”*

**Jacob Tidy, Composites Apprentice**

We will continue our work with V Carbon to test the use of rCF where possible within regulations and where there will not be a performance deficit. We expect that the material will continue to improve in performance and new use cases will emerge as we test its capabilities further. We’re exploring wider uses of the material too, such as on show cars and pit crew equipment.

Whilst we are innovating with recycled carbon fibre, we continue to use bio-based flax fibre in applications on and off the car, as a more sustainable alternative to virgin carbon fibre.



## Bio-based composites

Alongside using recycled carbon fibre and natural flax fibre to manufacture components, we are testing a carbon fibre that uses 20% bio-derived content in the resin, which binds and sets carbon fibre components into their shape.

We’ve also started using bio-based vacuum bags in our manufacturing process. By using bio-based products we are aiming to move away from use of fossil fuel based materials to reduce our carbon and environmental impact.

Crucial to all these innovations is that they have no impact on our on-track performance, but they do carry a positive impact on circularity.



# Our new Paddock Club

The McLaren Paddock Club provides a base for our guests at F1 events. In 2023 we completed an ambitious redesign of our hospitality facilities.

We saw an opportunity with our new Paddock Club, to design and build the kit in a way that would minimise its impacts across its life cycle. We also know that this is an ongoing opportunity, so we are closely monitoring the sustainability performance of our hospitality offering and looking for further improvement areas.

### Design stage

We considered a number of sustainability impacts during the design of the new kit, and worked to minimise them ahead of building it.

The logistics associated with moving the kit from one location to another is a significant emissions source during the kit's life cycle. In the design phase, we worked to minimise this by renting local furniture, reducing the number of elements in the suite, designing modular elements, and reducing the number of audio-visual (AV) components.

A key design consideration was the capacity of the facility. We know that for many races, a capacity of 300 people is adequate. We designed to cover this capacity in the core kit, and now have an extension kit for races when we need a larger capacity. This modular design means we only need to transport and service the full kit when needed.

We know that the AV equipment we use is important to the energy efficiency of the facility. We specified the most efficient equipment possible to reduce energy demand, and we shifted the transport of AV equipment into sea freight rather than air freight to reduce its emissions impact.

### Materials choices

We made a number of choices to reduce the embodied carbon and other impacts of the materials we used in construction. This included using fabric graphics made from recycled plastic bottles, and FSC-certified timber for wooden elements.

### Emissions monitoring

We have implemented a carbon measurement platform to allow us to measure and minimise carbon at our trackside events. The system allows us to measure emissions from the Paddock Club's energy consumption, assess travel emissions for crew members, and calculate the carbon impacts of food and drink served in the suite.

The system is now used by our hospitality team and suppliers, and will help us to identify further areas where we can improve.

### Recycling of old facilities

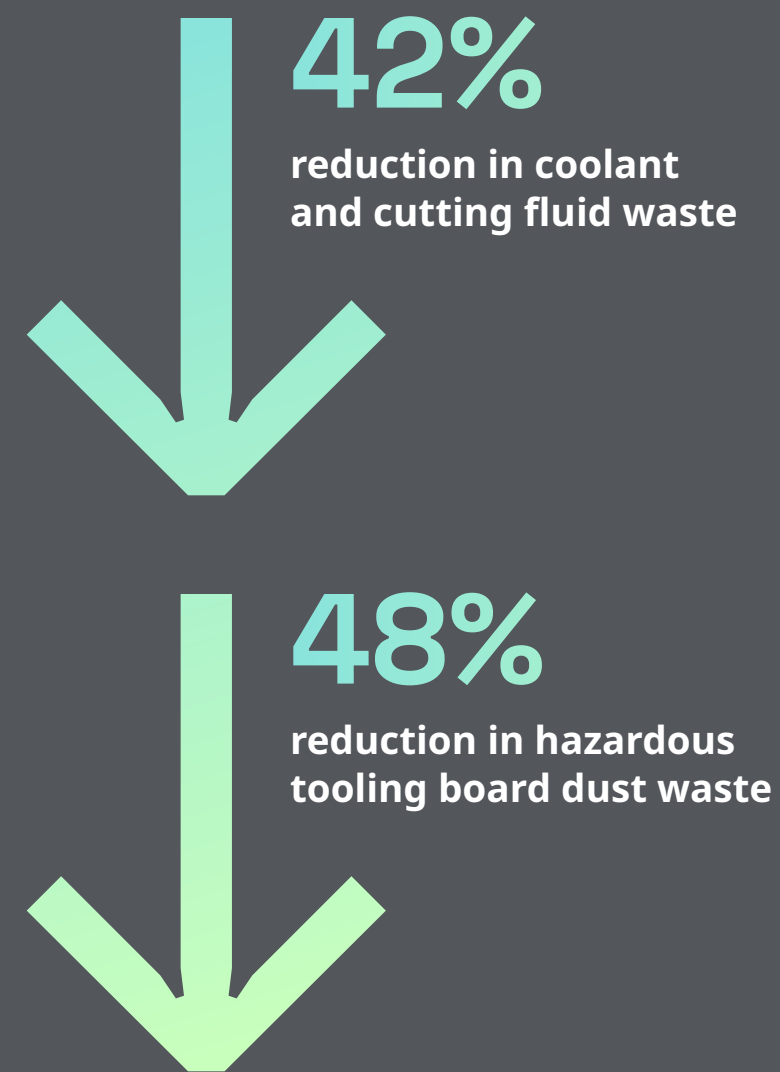
Everything from the old paddock club kit was dismantled, sorted, and then reused where possible, and otherwise recycled, avoiding 24.4 tonnes of waste to landfill.<sup>10</sup> This included all the aluminium structures, panels, flooring, AV equipment, and displays.

# Our waste footprint

As with our GHG emissions, we have been working to improve the quality of our waste data to better understand trends and highlight improvement areas. More accurate and comprehensive data has enabled us to map our materials use for the Circular F1 Car project, and to look for opportunities in our other waste-generating operations.

Infrastructure projects, such as building our new wind tunnel and our move to a new composites facility, are key drivers of waste volume. These tend to result in large, one-off volumes of waste which we have not always been able to track in granular detail for past projects. We are proactively improving our approach to these starting with the recycling and reuse of Paddock Club kit in 2023 and the construction of our Health and Human Performance Centre in 2024.

In terms of operational waste, we've seen a 80% reduction in hazardous recycled waste, equivalent to 91 tonnes. This doesn't mean we're recycling less; it is driven primarily by a reduction in material usage and better recirculation of coolants, oils and soluble liquids which are used to operate and maintain our machines.

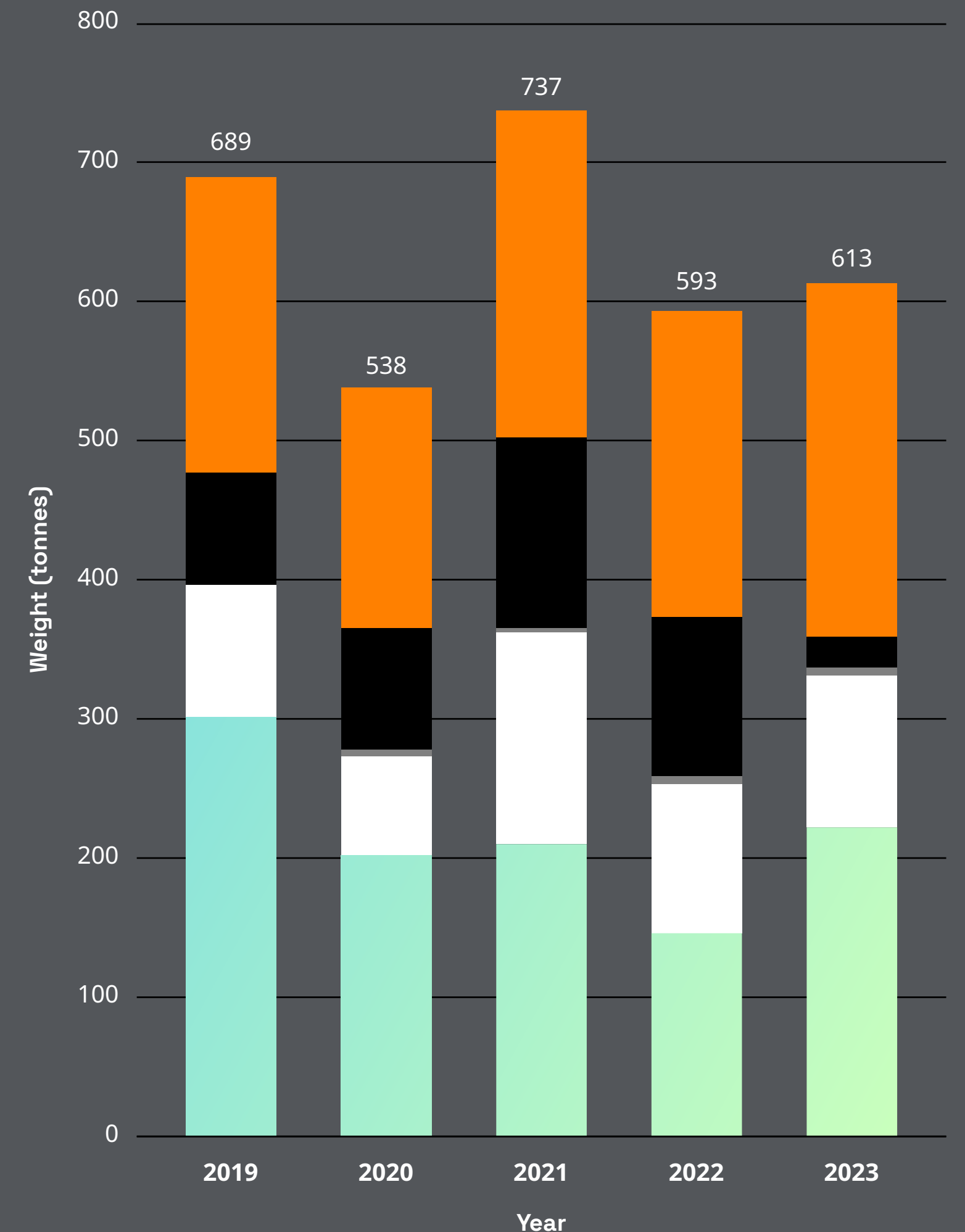


Other key changes to our waste in 2023 included:

- A 48% reduction in hazardous tooling board dust waste at MTC resulting from a waste reduction project
- An increase in recycled non-hazardous waste, mostly waste steel from setting up our new composites facility
- An increase in the volume of hazardous waste (of which 46% is contaminated rags, paper and gloves) going to waste-to-energy.



McLaren Racing's waste processing from UK sites, 2019-2023



# Waste reduction projects

We made a number of improvements to reduce our waste in 2023.

**New briquette machine for titanium swarf**  
 In 2023 we introduced a new machine in our metals workshop which compacts waste metal shavings to improve the quality and efficiency of our metal recycling. The machine reduces contamination of metal waste, reduces the transport space required for waste, and allows for greater coolant and chemical reuse in machines.



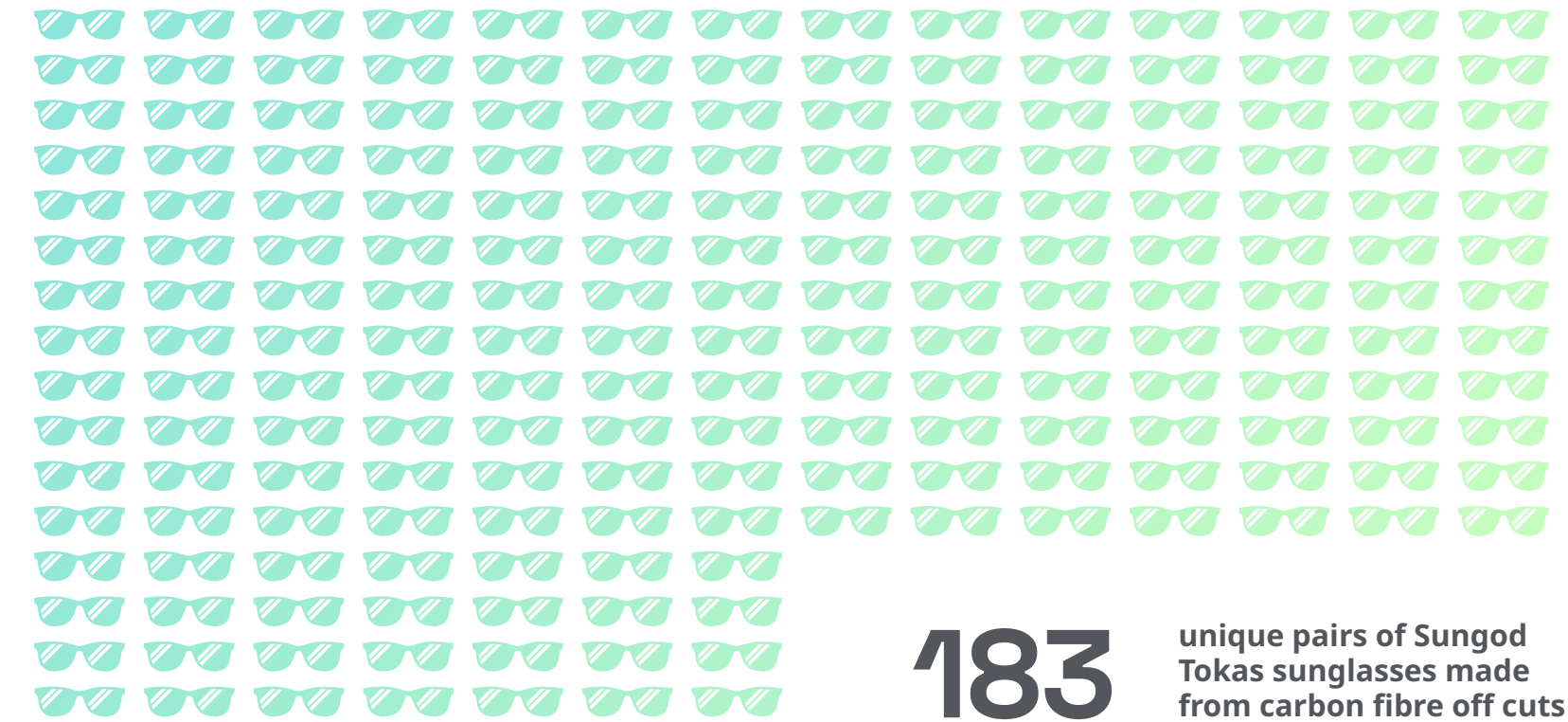
 **467 meals**  
 saved by redistributing unused food from the MTC restaurant

 **5×500g**  
 bags of coffee grounds given away to staff every week

**Avoiding food waste in catering**  
 Our catering providers at the MTC work with Olio to collect and redistribute unused food. We give the collected goods to local food banks and shelters; in 2023 we donated 232kg of food, the equivalent of saving 467 meals.<sup>11</sup>

A worrying amount of decent fruit and vegetables get wasted every year in the UK. Our chefs focus on using surplus fruit and vegetables from Waste Knot to create delicious, seasonable recipes. Between January and November, we received 240kg of vegetables and 160kg of fruit which have been incorporated into dishes served in our restaurant.<sup>12</sup>

In a typical week, our Juice Bar gives away five 500g bags of coffee grounds.<sup>13</sup> These are used by staff as an ingredient in brownies and for fertilising their gardens.



**Reducing the use of travel foam**  
 We have used smart design principles to reduce the amount of travel foam used to protect equipment during transit. This work also allows us to reduce freight weight, and the associated GHG emissions from logistics.

**Using recycled plastics in trackside products**  
 All padding in our team kit and merchandise padded gilets and jackets are made from THERMOLITE® 100% recycled PET bottles.

**New waste partnership at McLaren Racing Composites**  
 We started work with 'Community Wood Recycling', a network of social enterprises who collect and reuse waste wood in the most environmentally beneficial way while creating jobs and training for disadvantaged people. In 2023 they rescued 2.4 tonnes of wood from our waste streams, reusing 1.1 tonnes and recycling 1.3 tonnes into wood chips that are used for applications including the manufacture of particle board.<sup>14</sup>

 **2.4 tonnes**  
 of wood rescued from waste streams

# 04

# Diversity, equity and inclusion

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Diversity, equity and inclusion is central to who we are as a team and makes a crucial difference to our performance. We're working to inspire and enable all talent to build careers in motorsport, STEM and at McLaren Racing. While we, and our sport, have a lot of work to do to meet our goals, we're already seeing our programmes have an impact by successfully bringing new talent into our team.

# Our approach

Our target is for 40% of the team to come from underrepresented groups by 2030.

For us, this includes women, ethnic minorities, people with disabilities, neurodivergence, the LGBTQ+ community and those from low socioeconomic backgrounds. In the US we also include military veterans.

A key focus for us in 2023 was to accelerate our impact supporting women in motorsport. We delivered impactful programmes across 2023, including working to inspire women to enter into the motorsport industry, supporting women at

the start of their careers as well as experienced professionals, and championing female driving talent.

## Our DE&I roadmap

We have several levers which we can pull to affect our DE&I metrics and advance our strategy. These are the roles we can play in not only making our own organisation more diverse and inclusive, but also advocating for wider change across our sport, industry, fan base and the wider world.

### 1

#### As a team

- Providing education and knowledge to our team in order to drive an equitable and inclusive culture and enabling them to become advocates and allies
- Introducing new routes into motorsport that enables diverse talent to commence a career in motorsport
- Reviewing and improving our policies, processes and ways of working to ensure we remove blockers and equitably support all

### 2

#### As a leading voice in our industry

- Working with race series and teams to collaborate on shared DE&I initiatives and providing access to our team for events and inspiration
- Advocating for change across our industry
- Sharing best practice and experience across our sport

### 3

#### As a brand for good

- Through the McLaren Racing Engage alliance, work with our social enterprise partners to deliver long-term initiatives that support underrepresented talent
- Inspiring the next generation to pursue a career in Science, Technology, Engineering and Maths (STEM) via our STEM Ambassador network delivering inspiration talks at schools
- Advocating and inspiring young people to pursue a career in motorsport through partnerships with academic institutions and industry initiatives

### 4

#### Working with our partners

- Creating and deliver programmes that inspire, develop and provide opportunities to underrepresented talent, delivered with our partners
- Collaborating with partners, their people and internal experts to knowledge share and provide expertise to accelerate our shared DE&I agendas
- Supporting and promoting our partners' DE&I and STEM programmes



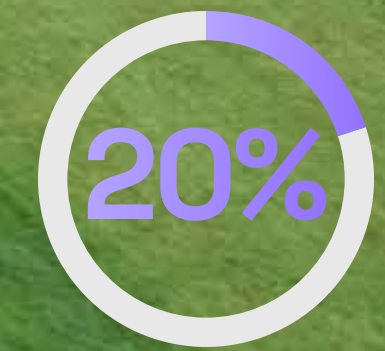
We are proud of the progress we have made against our DE&I metrics in 2023, but appreciate that there is still a long way to go. Transforming our workforce to become more diverse and inclusive is a long-term goal which needs incremental progress to achieve.

# Where we are today

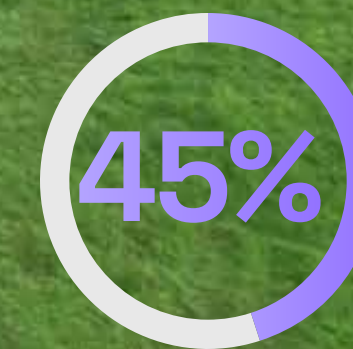
Our focus for 2023 has been women in motorsport, which is reflected in the activities and initiatives that we've undertaken this year. As we move forward, we are broadening our focus to other areas of DE&I.



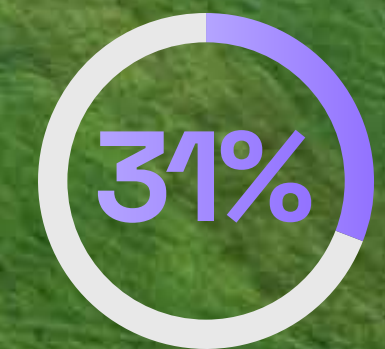
of our team are from an underrepresented background, up 3% from 2022 <sup>15</sup>



of the McLaren Racing population are female, up 3% from 2022 <sup>17</sup>



of new starters in 2023 came from an underrepresented background, up 6% from 2022 <sup>16</sup>



of our early careers population is female; this includes apprentices, graduates, interns, and trainees <sup>18</sup>

# As a team

## Embedding inclusion at the heart of our culture

At McLaren Racing, our vision, mission, values and behaviours define our culture, inspiring our pursuit of high performance.

This year, we rolled out our rebranded values to incorporate 'inclusive'. As a team, we embrace diversity, in all forms, and empower each person to contribute to team success.

Across the year we mark a number of special days as an opportunity to engage the team on our work to drive diversity, equity and inclusion and highlight our work with partners.



**International Women in Engineering Day**  
McLaren Racing were again an official sponsor of International Women in Engineering Day 2023. We hosted an all-female panel event on the Boulevard to celebrate female engineering talent.



**International Women's Day**  
We hosted an event with Mamta Singhal MBE, design engineer and diversity advocate, to explore shared experiences on navigating male-dominated workplaces.



**National Inclusion Week**  
Taking place in September, this year's theme was 'Take Action Make Impact'. During the week we called on all team members to support our journey to becoming a more inclusive sports team.



**Pride**  
To celebrate Pride Month, we were joined by LGBTQ+ activist and racing driver, Charlie Martin. The event aimed to catalyse important conversations around inclusion and being your authentic self in the workplace.



### Creating new routes into motorsport through apprenticeships

McLaren Racing have worked with the University of Sheffield's Advanced Manufacturing Research Centre (AMRC), McLaren Automotive and partners across our supplier network to redesign and launch the Level 3 Composites Technician apprenticeship standard. 2023 was the first year of the new programme, and McLaren Racing's cohort comprised of all females.



### Enhancing our family friendly policies

In 2023 we reviewed our extended parental leave policies and support to enhance our family friendly approach and to support female talent within the team. We have made improvements including enhancing our period of full maternity pay from 18 weeks to 36 weeks, and reducing the required tenure for eligibility from two years to one. We also introduced improved communications and support to help team members throughout this important life stage.

Our Arrow McLaren IndyCar team echoed these changes as they rolled out a new and enhanced parental leave policy to our US-based team. This incorporated an increase in short term disability payment for those on maternity leave, alongside enhanced leave entitlement for fathers or partners.



### Internal networks driving change

We find internal networks an effective way to support our diverse team and enable wider changes. In 2023 highlights of our network activity included:

#### Driven Women

This network is formed of over 250 team members across McLaren Racing and McLaren Group who champion an environment of diversity and inclusivity. Alongside playing a key part in our International Women's Day event, the network hosts regular tea breaks and social run clubs as networking offerings.

#### STEM Ambassadors

Since 2022, we have increased the number of STEM Ambassadors within McLaren Racing by 71%, bringing the total to 77. Each provides a unique background, skill set and insight into technical and non-technical roles: from Aerodynamics to Commercial and Marketing.

Our goal is for 10% of our team to be STEM ambassadors.

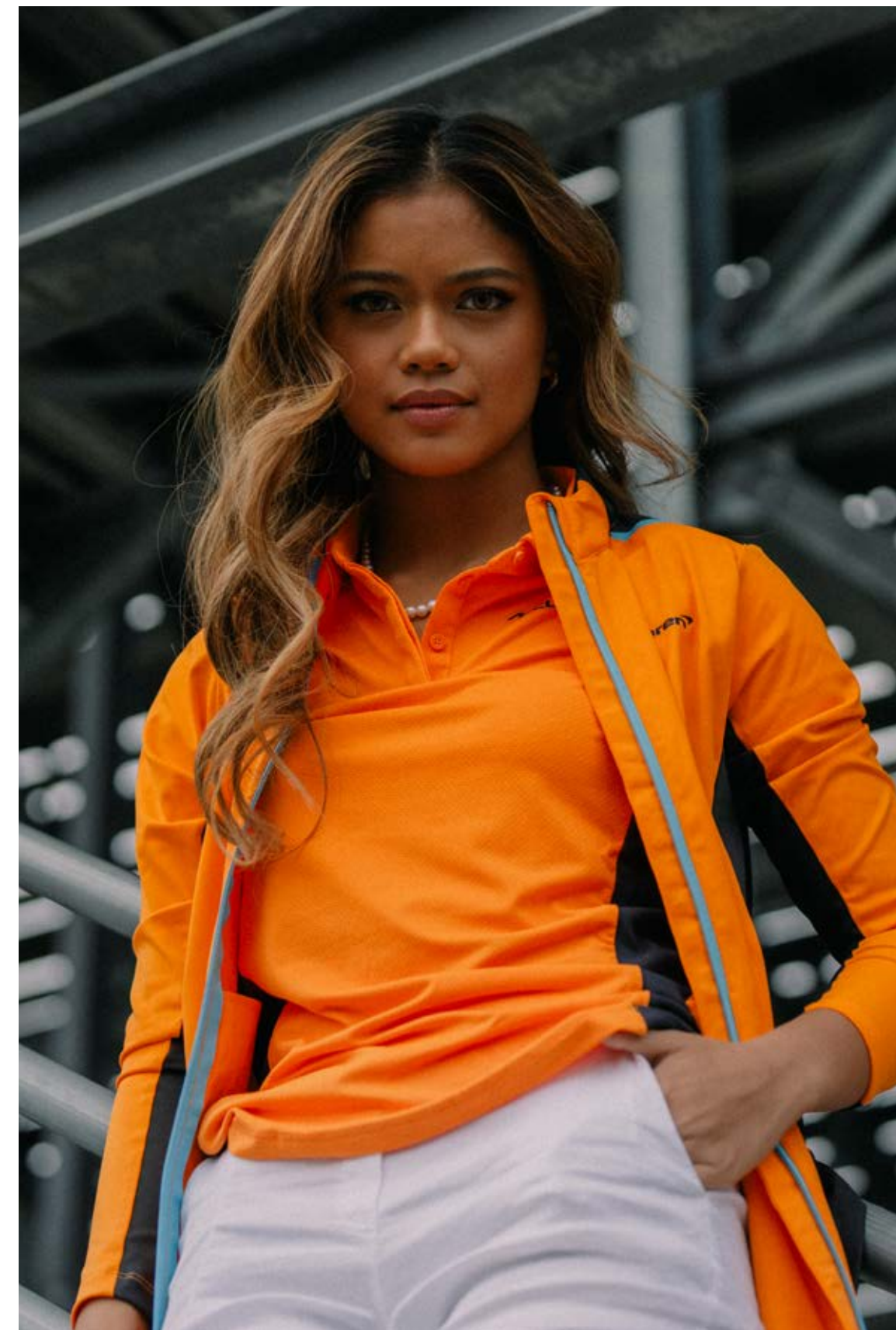
In the 2022-23 school year, the network reached 4,800 young people by taking part in 42 STEM events. These included visiting primary and secondary schools and engaging with higher education institutions across the UK and internationally.

#### Military Network

In 2023, we established our Military Network, connecting those across McLaren Racing and Automotive who are associated with the military in various capacities: reservists, veterans, as well as those with spouses/family members in the military.

This group offers an opportunity for those with military connections to connect, provides support for new starters with a military background, and is planning outreach activities in the coming years.

# As a leading voice in our industry

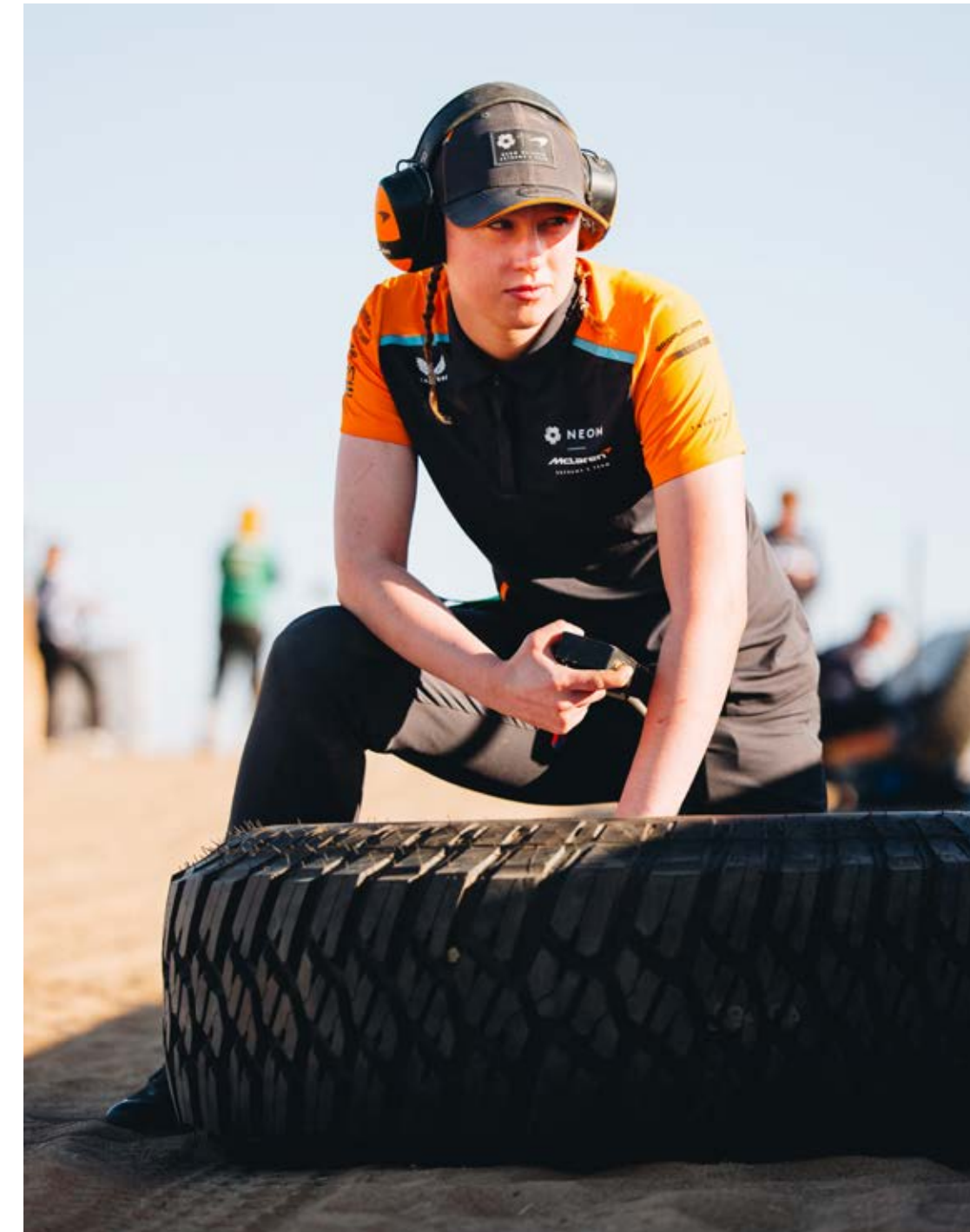


We recognise that we cannot act alone. To drive long-term change in our business we must address systemic barriers in motorsport. That's why in 2023 we worked with our partners to improve access into our sport.

### F1 Academy

The F1 Academy, Formula 1's all female driver category, launched in 2023 to develop and prepare young female drivers to progress to higher levels of competition.

Bianca Bustamante joined the McLaren Driver Development Programme in 2023, becoming the first female driver to enrol in the team's development programme. Bianca is also representing McLaren by running the team's livery on her F1 Academy race car for the 2024 season, racing with ART Grand Prix. Bianca joins our talent pipeline which has an overarching aim to help drivers progress towards Formula 1, IndyCar and Formula E.



### Working with F1

In 2023 we deepened our work on diversity, equity and inclusion in partnership with F1:

#### F1 Scholar

We hosted an F1 Scholar for two weeks as part of the F1 Engineering Scholarship Programme. This scholarship programme aims to increase career opportunities in F1 for students from underrepresented groups.

#### F1 STEM days

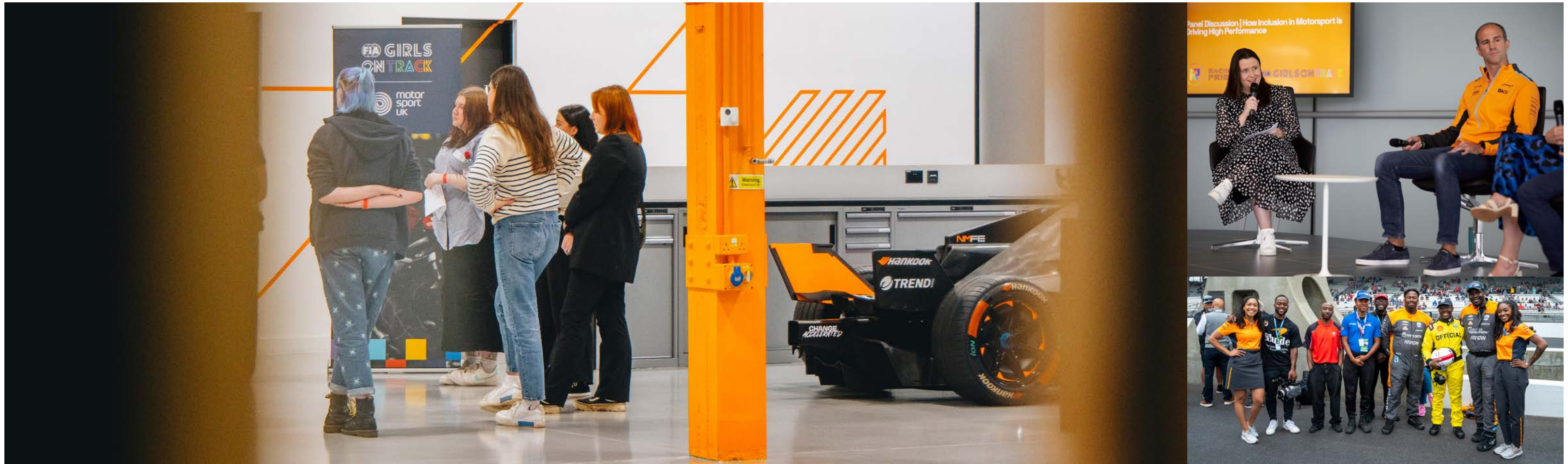
In 2023 F1 rolled out a STEM day initiative, which was developed by McLaren in partnership with the Smallpeice Trust, across the UK. The day was delivered to 400 year-9 students at seven schools across the UK, supported by representatives from across the F1 paddock including McLaren Racing Engineers.

### Diversifying motorsport with Extreme E

We continued our work with Extreme E, and its Racing for All programme, to support access to careers in the sport for diverse talent. In 2023 the NEOM McLaren Extreme E team hired a Racing for All ambassador into a Junior Mechanic role and continued to support the Extreme E Ambassadors programme in providing new routes into motorsport for aspiring underrepresented talent.

In 2023 the racing series recruited a second cohort of ambassadors. All of those hired were alumni of McLaren Racing's 60 scholars programme.





# As a brand for good

The McLaren Racing Engage alliance is our flagship programme to diversify the pool of talent entering motorsport. Working with our social enterprise partners we design and deliver programmes that inspire, support and provide opportunities within McLaren Racing for underrepresented talent.

In the third year of the alliance we delivered significant impact:

### FIA Girls on Track UK

In 2023, we announced our newest Engage Alliance partner, FIA Girls on Track UK. We will work together to provide support for women aged 18–23 who are interested in pursuing a career in the world of motorsport.



We kicked off the partnership by hosting a group of 48 young women at our NEOM McLaren Electric Racing team site in Bicester. The attendees reported a 46% increase in confidence to pursue a career in motorsport following the event.<sup>19</sup>



*“A key focus for us is to inspire and enable more women to join the motorsport industry and Girls on Track was therefore an obvious choice for us given the incredible work they already do in this space. Driving an inclusive and diverse team is an ongoing process, but something we are committed to for the long-term together with brilliant partners such as Creative Access, Path to the Pits, Smallpeice Trust, Women’s Engineering Society, and now Girls on Track UK.”*

Kate O'Hara-Hatchley, Head of Diversity, Early Careers & Development



### Creative Access

We work with Creative Access to support our work to hire, educate and uplift diverse talent in our creative functions and provide access to internships and bursaries.

#### Internships

We provide internships to provide new opportunities for diverse talent. We hosted two interns in 2023 in Brand Management and Fan Engagement.

#### Bursaries

The McLaren Racing x Creative Access Career Development Bursary reduces and removes financial barriers to progressing within the industry. Over the last two years, the bursary has provided over £20,000 support and reached 86 individuals. Between 2022 and 2023 the bursary was offered to 69% female recipients. 67% of the women were from low socioeconomic backgrounds, and 67% of the women from ethnic minority backgrounds.

Over 95% agree that the bursary has helped them to develop the confidence they need to progress in their career in the creative industries.

90% also agree that it has helped them to develop the knowledge and skills they need to progress their career in the creative industries.<sup>20</sup>



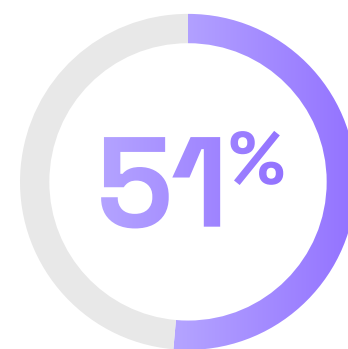
### The Smallpeice Trust

Our work with the Smallpeice Trust aims to inspire young people to pursue STEM subjects at school and beyond through STEM days and events at McLaren Racing locations. Alongside this, we support the next generation of engineering talent through the sponsorship of Arkwright Scholars each year.

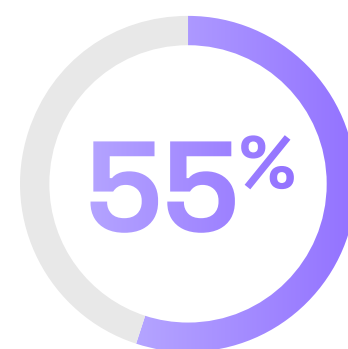
#### 2023 STEM Days

Our STEM days, designed by our engineers and the Smallpeice Trust team, inspire school children by setting students the task of designing, building and racing a mock F1 car.

Our highlights from the year included 18 STEM days delivered to schools within a 10-mile radius of the McLaren Technology Centre and two STEM days delivered to local schools at our Bicester site.<sup>21</sup>



**51%** of the 107 additional students reached since we expanded STEM days to our Electric Racing at our Bicester site were female



**55%** of students reached by STEM days would now consider a career in engineering



### Arkwright Engineering Scholarships

In 2023, we sponsored a larger intake of seven Arkwright Engineering Scholars (four female, three male). Each scholar receives financial support, a McLaren Racing Engineer as a mentor and a week of work experience with the team. In total we have sponsored 12 scholars through the Engage Alliance. This year we invited 60 Arkwright Engineering Scholars to the MTC to gain an insight to showcase motorsport as an accessible vocation for all.



### NEOM McLaren Electric Racing Talent Programme

In 2023, McLaren Racing welcomed four members from NEOM's Graduates Opportunities in Work programme to the NEOM McLaren Electric Talent Programme, an initiative designed to nurture and shape young future industry leaders from Saudi. Each year, selected candidates are seconded to live and work in the UK, learning from industry experts and immersing themselves in a different culture.

The first cohort of secondees were provided with a unique opportunity in 2023, with their visions for the future contributing to NEOM McLaren Formula E Team's world first generative-AI designed livery in motorsport.





### The Women's Engineering Society

In 2023 we continued our work with the Women's Engineering Society, to inspire more women to pursue a career in engineering and provide networking and upskilling opportunities for experienced female engineers.

### International Women in Engineering Day

We were again an official sponsor of International Women in Engineering Day (INWED) 2023. To celebrate we hosted a panel of female engineers from across McLaren Racing and Automotive who shared their personal career journeys and experiences.

We shared video content from Emma Gilmour, NEOM McLaren Extreme E driver, who talked about the importance of female engineers within motorsport.



### Path to the Pits

We formalised our partnership with Path to the Pits in 2023 in order to expand our work together across four IndyCar races. Working with local colleges and tech education programmes, the programme introduced young adults aspiring to work in STEM careers to racing and the wide range of careers available within motorsport.

At the trackside events, participants get a tour of the paddock, get to network with industry insiders and receive resume and career guidance. Participants also receive exclusive invitations to virtual panels and discussions with professionals in the Arrow McLaren IndyCar team.

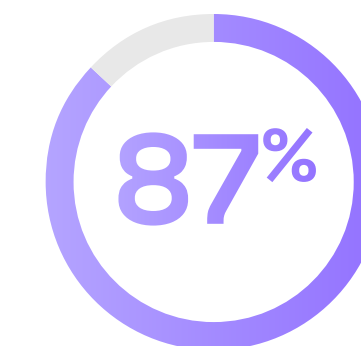
Beyond the Path to the Pits program, the Arrow McLaren team also hosted 9 summer internships in 2023, of which 8 were from underrepresented groups.



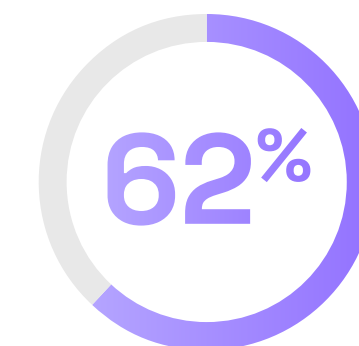
### Inclusion at Arrow McLaren

In 2023 we founded the Arrow McLaren Engagement Council, aimed at fostering a workplace culture that values and prioritizes the inclusion, well-being, and satisfaction of all members of our team. The Council organises a variety of initiatives, from celebrating cultural holidays to organizing charitable volunteering.

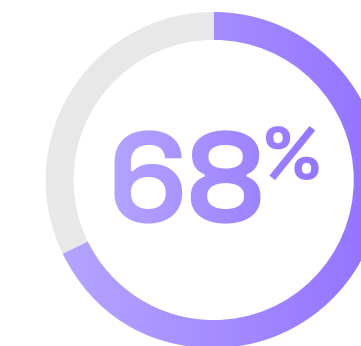
Over the course of the programme:



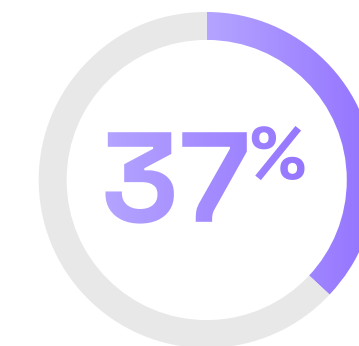
87% of participants were from underrepresented communities: female, ethnic minority, LGBTQ+ or military



62% of participants had never been to a race previously



68% of participants were STEM-focused



37% of participants were female<sup>23</sup>

# Working with our partners

Our work with our partners allows us to extend the reach and impact of our diversity, equity and inclusion programmes to create meaningful impact in motorsport and wider STEM industries.

## 60 Scholars

During our 60th birthday year, we launched a new legacy programme, '60 Scholars', to identify and support the next generation of female leaders in STEM. The programme empowers 60 aspiring female STEM leaders of tomorrow and provides them with profile raising skills, confidence and a large network. Uniquely, this is a collaborative programme alongside our founding partners Google, Cisco and Cadence.

The programme includes a series of technical masterclasses, delivered by each organisation, provides access to the McLaren Racing team and an event hosted at the McLaren Technology Centre to hear from current female leaders in STEM. Participants, from 28 different universities across the UK, were given access to apprenticeship, internship and graduate opportunities at each of the partner organisations. Alumni were offered roles including engineering internships and graduate roles at McLaren Racing.



*"Google, Cadence and Cisco are some of the best technology brands in the world, and they not only help us with our experience inside McLaren but also with their broad global reach. This has been a fantastic opportunity for us to work together to create great opportunities around STEM. I believe that, together, we have found some of the brightest talent for the future in STEM."*

Zak Brown, CEO, McLaren Racing





*“Seeing the support McLaren have put into the programme and how it enabled people from different backgrounds to refresh their careers was an inspiring experience. I learnt a huge amount and it reinforced how important connection and curiosity are in the workplace. I had a great mentor who was a brilliant source of advice and introductions which helped me settle in, and continues to be a supportive voice in my future career plans.”*

Lisa Jarman, Technical Analyst

### The Returnship programme

In 2023 we launched a Returnship programme to help reignite the careers of women returning to roles in STEM.

We created 10 Returnship placements, offering unique opportunities over a six-month period within engineering, software, data science and analytics. The programme was designed to suit different women at different stages in their career, with successful candidates being supported through a series of workshops, 1-1 transitional coaching and a mentoring.

At the end of the programme, 60% of the cohort were placed into permanent roles, illustrating the fantastic impact of the programme and the talent found as a result. The programme won the Large Employers Diversity and Inclusion Award at the Personnel Today Awards, a testament to its success and positive impact.



## VUSE

### Vuse: Driven By Change

Vuse – a brand of Principal Partner BAT – has been running the Driven by Change programme for three years. It champions and gives opportunities to underrepresented artists through motorsport including the canvas of McLaren’s F1 cars.

In 2023, we worked with artist Nujood Al-Otaibi who designed the livery for the MCL60 at the Abu Dhabi Grand Prix. The design takes inspiration from the unique way in which Nujood interprets sound, and the impact that nature has on her hearing.



*“I found a study about architectural acoustics and how sound plays a great role in physical*

*places such as large landscapes like fields, deserts, and beaches. Because there are no walls, sound can travel anywhere and come back to me. This was really amazing, and it inspired me.”*

Nujood Al-Otaibi, Artist

# 05

# Health and wellbeing



The health and wellbeing of our team is critical to our performance on-track and as a business.

Motorsport is a high-pressure environment and as a multi-series team we race throughout the year, around the world. Our people drive our success and it is essential that we provide them with the support, expertise and facilities to optimise their health and wellbeing.

As a team, we also work to showcase the importance of wellbeing to our fans, partners and the communities we operate and race in.

# Our approach

Health and wellbeing is highly personal to each individual. We take a targeted approach, informed by feedback, to support our teams' health and wellbeing.

Working in a high-pressure environment across settings from operations, to office, to trackside, each team faces particular challenges and peak periods. We work closely with our leaders and use feedback from our teams, to understand the

blockers to peak performance and design highly personalised on-demand support and aim to deliver sustainable and long-term positive impacts on health and wellbeing.

## Our health and wellbeing roadmap

### 1

#### Physical Health and Wellbeing

- Building a world-class health and human performance facility for our UK teams
- Providing access to facilities, support and incentives to improve physical health
- Incorporating medical support into physical wellbeing

### 2

#### Mental Health and Wellbeing

- Providing mental health support across the team
- Equipping more of our team members to support themselves and each other
- Providing the support and resources our trackside teams need for their health and wellbeing away from home

### 3

#### Education and Resources

- Providing benefits, training and resources to enable wellbeing
- Showcasing health and wellbeing issues to raise the profile of the importance of wellbeing
- Role-model wellbeing to our people and fans

# Physical health and wellbeing

## F1 trackside support

Trackside life is demanding. Across our race series our teams need to balance high performance with the demands of travelling across time zones, changing climates and being away from loved ones, whilst working in a fast-paced industry.

We have rolled out a number of physical wellbeing initiatives in 2023 to support our F1 trackside team in maintaining their physical wellbeing throughout the race season.

As our climate becomes more extreme, with the acceleration of climate change, we are working to reduce the impact on our trackside teams and help them protect their health and performance in challenging conditions.

## Pre-season screening

Prior to the start of the F1 season, regular travellers are offered a thorough medical screening which consists of a number of varying health assessments. This investment is to optimise the health and wellbeing for the forthcoming season, especially for those who may face difficulties prioritising their health when they're frequently travelling.

The screening includes radiologists, cardiologists, respiratory exams and a blood test evaluation. Not only is this to assess their current health, but also acts as reassurance that we care about our employee's long-term health and are dedicated to providing a continuity of care.

## Trackside medical team

Once the season is underway, the team have access to medical care and advice from the McLaren Medical Team. The Medical Team consists of:

### The team doctor

The team doctor is present at every Grand Prix throughout the season and provides trackside personnel with both clinical support and wellbeing advice. The focus is on travel health and ensuring team members feel supported when at track, as well as when they're travelling.

### The team physiotherapist

This level of support is available full-time in the form of a multi-disciplinary Injury Assessment Clinic, treatment clinic, as well as injury prevention with stretching, strength and conditioning sessions. It is acknowledged that the demands of trackside roles vary, so a variety of sessions are available to promote inclusivity and offer help to all team members. Mindfulness activities are also run by the physiotherapist. These include pilates and yoga, as well as groups who walk, cycle, or run together around the F1 circuit.



## IndyCar team wellbeing

Our Arrow McLaren IndyCar team has a dedicated performance coach to oversee the physical wellness of all our people. We offer all the team an enhanced wellness package that includes:

- 24/7 access to gym facilities
- Tracking of fitness progress through heart rate monitors provided to all team members.
- Financial incentives and a rewards program to promote physical activity
- Three fitness training sessions available per day for all employees
- Physical therapy available to all employees



*“This year we’ve enhanced the support we offer our team before, during and after the racing season, to maximise their health and wellbeing both at the track and back at base. With the 2023 F1 calendar consisting of 23 races, it is vital for the team to operate at peak mental and physical performance throughout the season. It’s a cornerstone of how we operate as a sports team.”*

Dr. Justin Hughes, F1 Team Doctor

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# Mental health and wellbeing

In our high performance environment, protecting our people’s mental health is vitally important. We provide mental health support and are making first aid available to team members across McLaren Racing.

## Mental Health First Aiders training

In 2023 we continued to develop our successful Mental Health First Aiders (MHFA) programme which equips team members with the knowledge and confidence to support our team with mental health and wellbeing conversations. We trained an additional 30 Mental Health First Aiders in 2023, bringing our total to 88 in the UK and 95 globally. We focused on broadening provision across our different locations and race series and therefore focused on our Electric Racing and IndyCar teams.

## Mental Health First Aider support programme

In 2023 we introduced a Mental Health First Aider Support Programme, recognising that one-time training for MHFAs does not fully equip them to feel confident in their role and handle the diverse range of mental health and illness conversations.

This support programme has three elements: a monthly mental health briefing to keep our team up-to-date on topics that are important to their role; quarterly community calls to provide personal check-ins and in-depth resources on key topics; and confidential 1:1 support with external experts.



*“I have some mental health challenges away from track and ones that are on track. The performance and the personal side are the two things that I struggle with most. It can affect me for weeks if I have a bad run of results or I’m struggling in qualifying or races. It’s not always something I’d say I talk about, because I don’t think it’s easy for anyone to talk about.”*

Lando on his personal mental health challenges

## F1 car build support

The F1 car build is a particularly demanding time for the team, during which we want to safeguard and optimise both their physical and mental health. We have partnered with performance psychologists, Cognacity, to enhance our ongoing work around the wellbeing and performance of the team and provide on-site support for the duration of the F1 car build programme.

Each team member was offered a free, confidential appointment with a Cognacity clinician, who were also on hand in the communal, workshop and office areas. The on-site support provides access to confidential, clinical, professional support and gives our team professional advice and specific wellbeing interventions to improve health and mental wellbeing. This could be on sleep, nutrition, exercise, performance, or any other aspects of health & wellbeing that are important to our people.

During the 2022–23 car build period, we provided 72 hours of mental health support over 12 weeks, including 1:1 consultations.

## Mental health at trackside

We have taken a multi-layered approach and have both a psychologist and a psychiatrist on hand to safeguard our team. These professionals join the team at particularly demanding times of the season, such as at the end of a double or triple header.

In addition to the medical professionals, we have also integrated mental health support within the team itself by training 18 trackside team members as Mental Health First Aiders. These individuals act as a first point of contact for anyone wanting support or advice.

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Our new benefits include Access to free mortgage and remortgage advice seven days a week, a Diesel Card to help team members save money on fuel, tax-efficient donations to UK registered charities, life assurance cover and a new virtual GP service that is available through an app.

We also extended our Employee Assistance Programme to our Arrow McLaren IndyCar Team in 2023, to offer all employees and their families 24/7 assistance across a range of issues including: counselling and resources for marriage, divorce/separation, grief, stress, financial concerns, drug and alcohol problems. This is aimed at improving access to, and coverage of, behavioral health benefits.



Health and Wellbeing forms a core part of our benefits provision for all team members. In addition to our existing policies, we introduced new benefits in 2023 to offer our team greater choice and flexibility.



### Upskilling our leaders

In 2023 we delivered seven “Supporting your Team’s Wellbeing” training sessions as part of our Management Fundamentals programme to 70 people managers across McLaren Racing.

The training equips managers for their role in mental health conversations, to recognise the signs of mental health challenges, adapt their approach to mental health support, and promote and role model positive mental health.

### Wellbeing Week

During National Mental Health Awareness Week in May, we hosted our annual ‘Wellbeing Week’ for the team. This year’s offerings focused upon three key elements of wellbeing:

#### Physical Wellbeing

We offered a free comprehensive health check delivered by our Occupational Health Team.

#### Mental Wellbeing

Our partner Cognacity delivered a ‘Performing Under Pressure’ workshop, to help team members deal with the challenges of stress and ever-increasing demands more effectively.

#### Financial wellbeing

We ran a ‘Financial Wellbeing and Support’ session in which team members heard about the services that they can access to support financial wellbeing.

Our Technical, Operational, Commercial, and Race teams attended a variety of sessions throughout the week, providing them with a comprehensive view of how they can support wellbeing.

### World Mental Health Day

For World Mental Health Day 2023, we hosted ‘mindfulness walks’ at both our McLaren Technology Centre and McLaren Racing Composites sites. Led by our Mental Health First Aiders, team members joined to either walk or run the routes in celebration of this year’s theme: “Mental health is a universal human right”.

In order to mark World Mental Health Day and to raise awareness of Mental Health challenges we delivered a campaign, showcasing an honest conversation between Lando Norris and his performance coach Jon Malvern. Lando opened up about the challenges he experiences and discusses the methods he’s used to overcome them. The campaign shared resources referenced in the conversation in order to signpost viewers to additional information and support.

### New Health and Human Performance Centre

In 2024, we will be investing in a new facility which is being purposefully designed to provide a best-in-class space for everyone to focus on their health and wellbeing, and ultimately drive performance.

The space is being designed with five core service pillars in mind, with education and preventative care the common thread across all pillars. These pillars are GP and occupational medicine, musculoskeletal health, mental wellbeing, physical wellness, and financial wellbeing.

The services and amenities provided by the new performance centre will enhance everyone’s physical and psychological performance and ensure we have a holistic and inclusive wellbeing offering for our employees.

# Education and resources

# 06

# Our wider impact



We believe in the power of motorsport to inspire change and drive innovation, and the tremendous possibilities this offers to accelerate a shift to a more sustainable world. We work with an incredible network of stakeholders, partners, communities and engage our fanbase to help drive and inspire change on a global scale.



# Our sport Working to make regulations more sustainable

F1 is governed by regulations that shape the ability of teams to work on sustainability. We see significant potential for regulations to enable more sustainable racing, and have been working with race series and partners to find solutions that allow us to progress our sustainability strategy and innovate in sustainability without impacting performance.

In 2023 we were a leading voice in discussions with the FIA on how to incorporate sustainability into F1 regulations. Together with other teams and F1, we agreed changes to the financial regulations which allow teams to conduct some environmental initiatives outside of the F1 cost cap. This means we can now expand our sustainability programme and invest more in our Net Zero and Circular Economy pillars without affecting our performance on track.

Much of the progress that we have made in 2023 has been enabled by these changes, including the launch of our Climate Contribution Programme (see [page 55](#)), our switch to biofuel for road logistics, and growing our sustainability team.

However, we recognise that there is still significant work that needs doing in the regulations space to enable sustainability across our sport and unlock progress towards our targets.

While the regulation changes in 2023 were welcome, we still have a long way to go and see the need for changes to our sport to accommodate more sustainable operations. We are actively working with the FIA on sustainability and see the 2026 F1 regulation changes as an important opportunity to collaborate and enable further progress on sustainability.



GSBS | Global Sustainability Benchmark In Sports

### Benchmarking our progress

We participate in industry benchmarks as an opportunity to learn about our strengths and weaknesses and understand how we compare to our peers.

The Global Sustainability Benchmark in Sports (GSBS), an independent non-profit organisation, has established a benchmark for sustainability in professional sports organisations based on international standards and performance indicators.

In 2023 McLaren Racing was proud to be ranked ninth in the benchmark overall, and as the leading motorsport team and F1 organisation. This result recognises the hard work of our team and the progress we are making on sustainability and we will look to address the gaps highlighted by the benchmark as we continue to improve.

We were also proud to be nominated for the Pioneering and Innovation Award at the 36th Autosport Awards in recognition of our work on our circular F1 car and using recycled carbon fibre.

### Collaborating on regulations

In 2024 we will be undertaking a research project endorsed by the FIA and in collaboration with our partners Deloitte, to better understand the circular economy challenges and opportunities across F1.

The intention of this project is to unlock more circular practices across the sport, by providing transparent and research-based advice on how regulations could facilitate this.

We are aware that we won't have all the answers; particularly on the topics of tyres and power units, we will need other stakeholders to collaborate with us and the FIA to move this forward. We will be sharing the findings of our research in 2024.

We are also actively working with other teams, F1 and the FIA to inform regulations for sustainability across F1 and unlock key progress areas.

**Deloitte.**

# The Climate Contribution Programme

We realise that reducing our emissions isn't going to be enough to meet our climate change targets – we also need to remove carbon from the atmosphere and support the restoration of damaged ecosystems.

That's why we have decided to establish our Climate Contribution Programme, to work with organisations with climate solutions that we can help to scale and accelerate using our F1 know-how. Through the programme we have partnered with three leading organisations that specialise in credible, high quality carbon removal programmes and support the restoration of damaged ecosystems:

Another aim of the Climate Contribution Programme is to compensate for at least 10% of our 2019 baseline GHG emissions, which will be needed to meet our science-based net-zero target in 2040.

We will deepen our relationships with these three organisations in 2024 and onwards, using our know-how and racing expertise to help them grow to the scale they need at pace.

Watch the launch video 



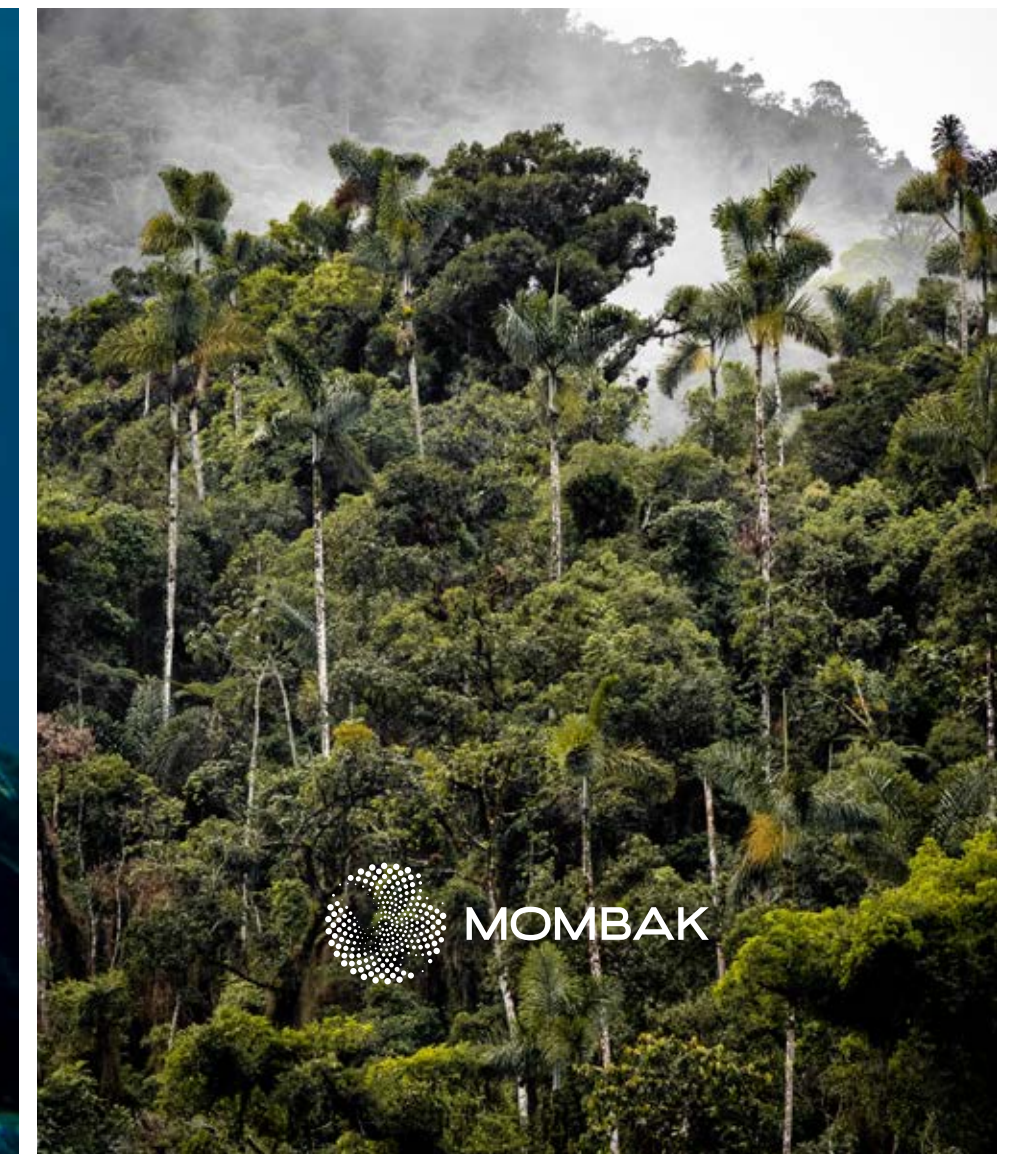
## UNDO

A world-leading carbon dioxide removal project specialising in enhanced rock weathering, a nature-enabled technology that permanently removes CO<sub>2</sub> from the atmosphere while enriching soil health.



## Great Barrier Reef Foundation

An Australian non-profit focused on scaling solutions that restore and enhance the resilience of coral reefs and ocean habitats.



## Mombak

An organisation based in Brazil working to rebuild the Amazon rainforest by developing high-integrity and large-scale carbon removal projects, reforesting degraded pastureland using native and biodiverse tree species.

Through McLaren Accelerator we harness our technical expertise and data insights to accelerate the sustainability journey of our partners. It is our business incubator where our people power sustainable innovation through collaborative R&D projects with our corporate partners.

# McLaren Accelerator

## NEOM: Oxagon x McLaren Accelerator

NEOM is a Title Partner of the McLaren Formula E and Extreme E racing teams and McLaren is a founding partner of Oxagon, a region in NEOM set to be a blueprint for the future of advanced and clean industries and a hub for innovation.

The partnership operates two Oxagon x McLaren Accelerator workstreams:

### Advanced & clean manufacturing

Transforming the manufacturing industries within NEOM by deploying innovations in Saudi Arabia and globally. During 2023 we benchmarked UK industrial innovation to recommend approaches to develop and operate a future manufacturing ecosystem.

### Research & innovation

Developing Oxagon's collaborative ecosystem and building a pipeline of tenants for the Research & Innovation Campus. The collaboration delivers a nine-month programme to foster innovation and advance clean industries. In 2023, McLaren Accelerator supported the first cohort of companies on the programme with an in-person experiential masterclass held at MTC, plus online masterclass and mentoring sessions hosted by McLaren subject matter experts.



## Great Barrier Reef Foundation Accelerator

The Great Barrier Reef Foundation (GBRF) is the leading global charity working to find and grow the best solutions to protect the world's greatest reef.

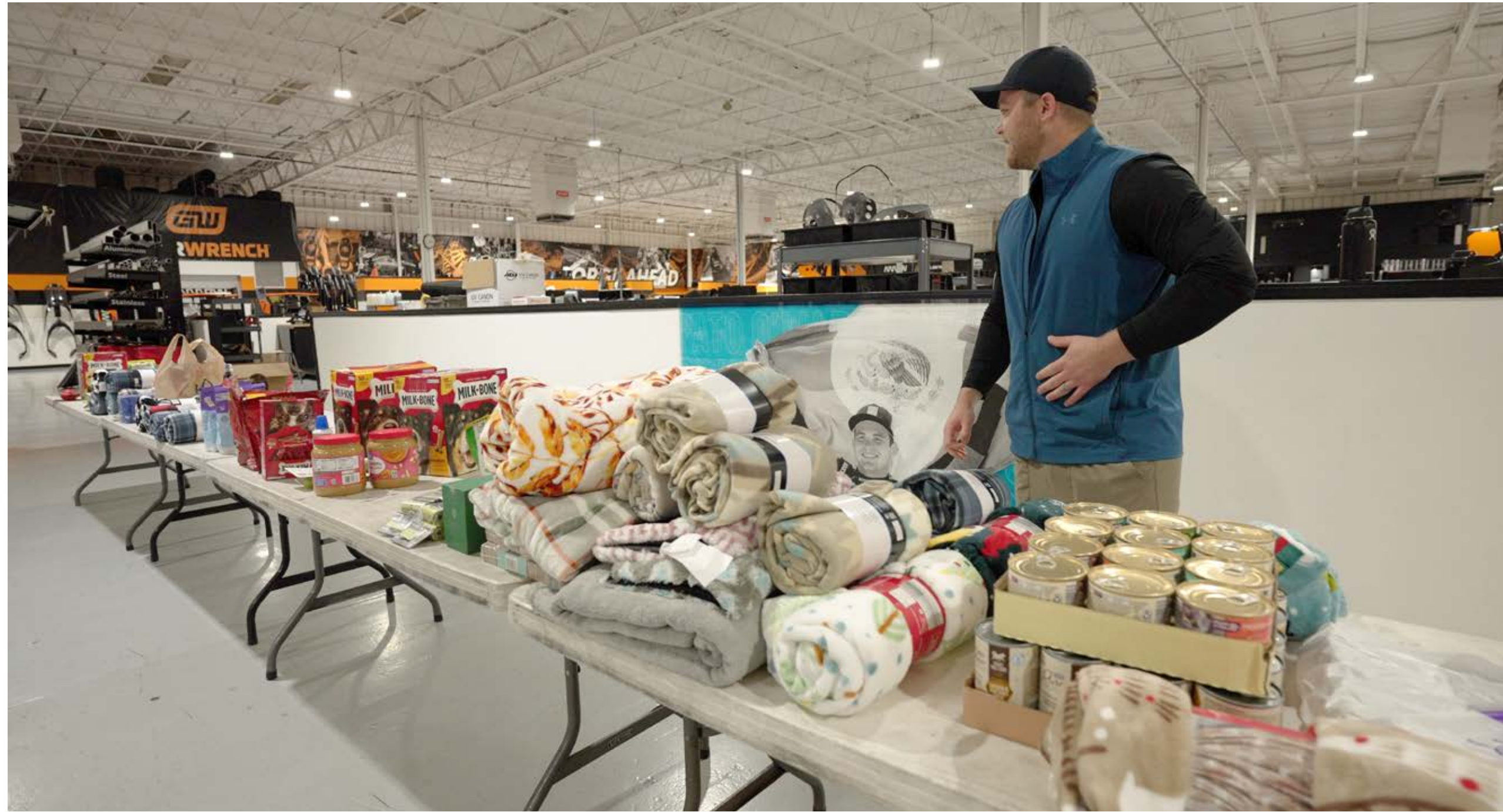
McLaren Accelerator is working with the GBRF to apply our innovative thinking and know-how to accelerate coral reef restoration at scale by helping the team of marine scientists optimise their set-up.

In 2023 we launched the partnership with our team exploring the work of the Foundation to understand the current process from coral spawning through to planting on the reef. We explored the bottle-necks and barriers the team experience and need to work through to achieve their goal of installing two million coral devices a year by 2025. We helped the team identify incremental and step-change opportunities to achieve this goal and prioritise opportunities to be further explored.

Ultimately our work through the Accelerator aims to identify opportunities and partnerships to deliver future funding and expertise.







### Arrow McLaren community activity

Our IndyCar team participated in a Junior Achievement Job Fair in September, where 6,000 school-age attendees learned about careers in motorsports.

The Indy team also celebrated diversity and heritage by marking key national dates through the year. We marked Dia de los Muertos during Hispanic Heritage Month accompanied by a social

media campaign, and held a walking tour of African American history in Indianapolis in honor of Black History Month.

To give back during the holiday season, members of our team donated dog and cat supplies to the Animal Care Services of Indianapolis, contributing to the team's campaign to support local shelters and promote adoption of animals in need.

# Partnering with communities

## smartsheet

### Smartsheet Sponsor X

Smartsheet launched Sponsor X to give a platform to deserving non-profits. For select grands prix during the year, they gave up their on-car branding and collaborated with McLaren to support the non-profits throughout race week and beyond.

For the US Grand Prix, they drew attention to Girlstart, a non-profit empowering young girls to become the next generation of leaders in STEM.

At the British Grand Prix, Smartsheet spotlighted UK-based non-profit STEAM Co. who run sessions to support children with critical thinking and problem solving.

## alteryx

### Alteryx Datathon

In March 2023, McLaren Racing and Alteryx hosted a unique Datathon at the McLaren Technology Centre, inviting students from universities across the UK to analyse real-world data from the McLaren F1 team. This event was part of the Alteryx SparkED programme, through which it aims to empower people, to acquire data and analytic skills via free software licences, teaching materials, learning content and certifications.



# 07









# Governance

# Governance

Good governance is vital to helping us deliver strong sustainability performance. The McLaren Racing Executive Team and Board of Directors provide strategic leadership and oversight of sustainability at McLaren Racing.

## McLaren Racing Executive Team

The McLaren Racing Executive Team provides strategic leadership on sustainability and reports via the CEO to the Board.

	<b>Zak Brown</b> Chief Executive Officer		<b>Laura Bowden</b> Chief Financial Officer		<b>Louise McEwen</b> Chief Marketing Officer		<b>Matt Dennington</b> Co-chief Commercial Officer
	<b>Steve Atkins</b> Chief Communications Officer		<b>Daniel Gallo</b> Chief People and Sustainability Officer		<b>Chloe Todd</b> Chief of Staff		<b>Nick Martin</b> Co-chief Commercial Officer

## McLaren Racing Team Principals

	<b>Andrea Stella</b> Team Principal, McLaren F1		<b>Gavin Ward</b> Team Principal, Arrow McLaren		<b>Ian James</b> Team Principal, NEOM McLaren Formula E Managing Director, NEOM McLaren Electric Racing
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## McLaren F1 Technical Executive Team

	<b>Piers Thynne</b> Chief Operating Officer		<b>Rob Marshall</b> Chief Designer		<b>Peter Prodromou</b> Technical Director, Aerodynamics		<b>Neil Houldey</b> Technical Director, Engineering
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# Our governance structure

## McLaren Advisory Team

The McLaren Advisory Team (MAT) is a group of trusted global business leaders who represent a cross-section of sectors. The MAT meets quarterly to provide McLaren Racing and its partner ecosystem with invaluable strategic insights and expertise.

## External governance structures

McLaren Racing is an active member of various forums, committees and industry groups across motorsport and beyond, which facilitate closer collaboration with some of our key external stakeholders.

Engaging with these groups gives us a voice in discussions around regulations, and a space to contribute to our series' wider environmental, social and governance (ESG) goals.

## McLaren Racing Board

The McLaren Racing Board provides strategic oversight and decision-making on our sustainability goals. It meets quarterly, and sustainability is a standing agenda item in Board meetings.

## McLaren Racing Executive Team

The McLaren Racing Executive Team provides strategic leadership on sustainability and reports via the CEO to the McLaren Racing Board of Directors.

## 2023 McLaren Racing Sustainability Steering Committee

McLaren Racing Sustainability Steering Committee oversees and facilitates delivery of the sustainability strategy and integration into business processes and decision-making.

## Employee networks

Our Employee Networks provide platforms for McLaren Racing employees who are passionate about social and environmental issues. They offer insights that influence our sustainability programme and activities, as well as facilitating inclusion, support and collaboration among our people.

### Driven Women

### STEM ambassadors

### Military network

### Eco-mmunity

# Our stakeholders

As a cross-series motorsport team, we operate in a unique and complex stakeholder landscape. We have a wide platform from which to influence these stakeholders, from suppliers and partners through to fans and local communities, and to bring them with us on our sustainability journey.

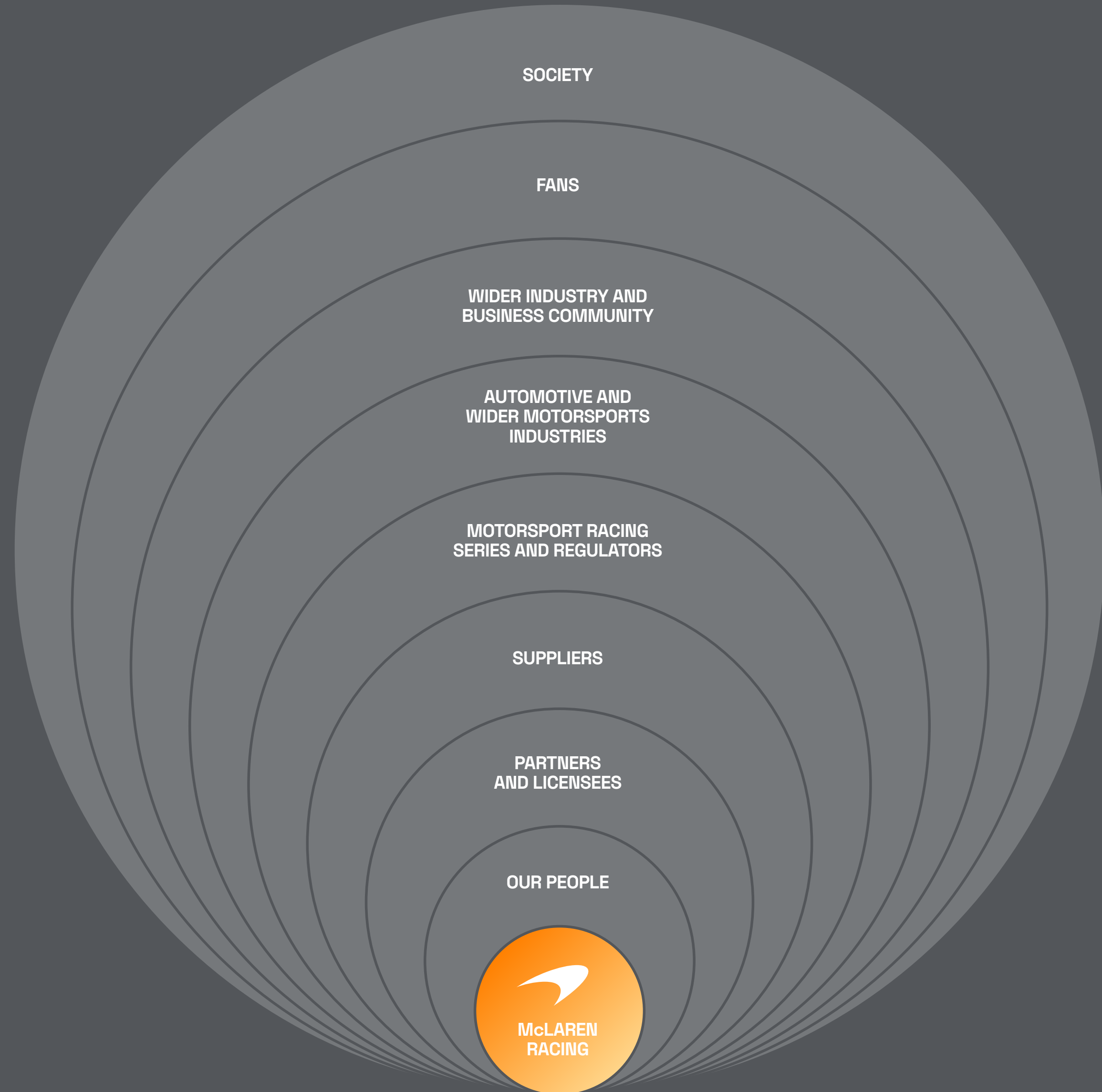
## Materiality

We use materiality assessment to identify and prioritise areas where we can have the greatest impact.

We review our materiality assessment every two years to ensure that it reflects changes to our business, the expectations and interests of our stakeholders and to ensure that we are taking a practice approach.

In 2023 we refreshed our materiality assessment using a double materiality approach that considers both our impact on sustainability outcomes, and the impact of sustainability issues on our business.

We are validating the results of this materiality refresh to align it to our stakeholder perceptions and needs. We will report in greater depth on the process and results in 2024.



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# 08

# Appendices

## Appendix A

# Improving our GHG data

As a high performance racing team we know that measurement matters, and we understand the importance of accurately keeping track of our performance and the factors that drive it. We've been aligning our data processes to leading standards, particularly as we have validated our science-based targets and have been working to improve the accuracy of our GHG data. In 2023 we have made a number of important improvements, mostly to our Scope 3 emissions calculations, which this appendix explains in greater technical detail.

We have applied these changes to our 2023 footprint, but also to our 2022 footprint (our baseline year for our scope 3 net-zero target). We've done this because we want to have more comparability between years, and do not want to give the impression that these methodology changes have resulted in actual emissions reductions.

This section describes the changes that we've made to our methodology, and their impacts on our 2022 footprint.

### Supply chain emissions

Our supply chain emissions are the largest area within our GHG footprint. This is largely due to the emissions associated with the production and transport of the goods and materials we purchase.

Most of these emissions are associated with the production of our F1 cars. From 2019 to 2022, these emissions were calculated using a spend-based methodology which attributes emissions per unit of spend in this area.

During 2023, we identified two hotspots in our GHG footprint where greater precision in measurement would allow us to take more targeted action: Raw Materials and Outwork.

#### Raw materials

For most raw materials used in our F1 car manufacture, we have shifted to calculating emissions based on the physical volume of materials we procure, and using life cycle analysis techniques to support our calculations. This approach allows us to apply more accurate emissions factors.

This was a particularly important change, since our use of high quality, expensive, materials means that the previous spend-based approach overstated our emissions.

We have applied this updated methodology to our 2022 footprint, and have found that our emissions from raw materials were significantly lower in some areas than previously calculated. For example, using a weight-based emissions factor for our composites laminating department

has shown that the emissions from these are 72% lower than using our previous spend-based calculation methodology.

#### Outwork

Outwork is manufacturing of F1 parts that is outsourced to third parties, usually to build capacity during busy periods. We have less visibility of the emission sources for this work and so have previously used spend-based factors to calculate the emissions in this area.

In 2023 we explored this area of our footprint in detail and developed a bespoke methodology that more accurately reflects the emissions associated with the materials, processes and suppliers used in outwork. As with raw materials, we found that this more accurate approach resulted in fewer emissions than our previous methodology, reducing our footprint in this area by 49.7%.

### Recategorising emissions

We identified the need to recategorise emissions associated with the power units and tyres leased by our different racing teams. The recategorisation means that we applied a different accounting approach that accounts only for the emissions in use, and have restated our 2022 footprint.

In our 2023 data, we have been able more accurately identify and split out capital goods from purchased goods & services within our purchasing data, which is why this category has increased compared to 2022. We are working to improve the capital goods categorisation within our 2022 baseline footprint. This will not change the overall GHG footprint total, just how the data is categorised between Scope 3 Categories 1 and 2.

### Transport emissions

In line with the SBTi Net Zero Corporate Standard, we have expanded the scope of our scope 3 transport emissions, i.e. logistics and business travel, to also include emissions from the extraction and processing of transport fuels.

We are now calculating all transport emissions on a well-to-wheel basis, and this is reflected in both our 2022 and 2023 footprints.

### Our science-based targets

Our validated targets are more detailed than before, and provide us with more granular detail and near-term ambitions to work towards. This includes having a different baseline year of 2022 for our scope 3 target – this is due to the significant improvements we have made in our scope 3 emissions data, which makes 2022 a more representative year to base our performance on.

#### Our near-term targets

##### We commit to:

- reduce absolute scope 1 GHG emissions 80% by 2030 from a 2019 base year.\*
- increase active annual sourcing of renewable electricity from 97.7% in 2022 to 100% by 2030.
- reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, upstream transportation and distribution, and business travel 50% by 2030 from a 2022 base year.

#### Our long-term targets

##### We commit to:

- reduce absolute scope 1 and 2 GHG emissions 90% by 2040 from a 2019 base year.\*
- to reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, upstream transport & distribution, and business travel 90% by 2040 from a 2022 base year.

\* The target boundary includes land-related emissions and removals from bioenergy feedstocks.

# Appendix B

# Data tables

## Environmental sustainability

Table 1 – GHG emissions and electricity consumption

Disclosure	Unit	2019*	2020	2021	2022**	2023
Gross direct scope 1 GHG emissions	tCO <sub>2</sub> e	1,868	1,321	1,564	1,627	1,522
Gross locations-based energy indirect scope 2 GHG emissions		4,794	4,019	3,717	3,151	3,474
Gross market-based energy indirect scope 2 GHG emissions		298	298	298	168	68
Gross other indirect Scope 3 GHG emissions		78,163	56,016	55,222	50,173	58,091
Category 1 – Purchased Goods And Services		64,248	49,829	48,664	30,830	26,193
Category 2 – Capital Goods		Not separated from Category 1 in 2019	Not separated from Category 1 in 2020	Not separated from Category 1 in 2021	1,515	9,056
Category 3 – Fuel- and Energy-Related Activities		777	592	653	632	711
Category 4 – Upstream Transportation and Distribution		4,710	2,194	2,078	7,325	9,091
Category 5 – Waste Generated in Operations		15	13	17	23	26
Category 6 – Business Travel		8,413	3,387	3,810	8,680	11,568
Category 7 – Employee Commuting		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	869	1,408
Category 8 – Upstream Leased Assets		Not separated from Category 1 in 2019	Not separated from Category 1 in 2020	Not separated from Category 1 in 2021	248	-
Category 11 – Use Of Sold Products		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	50	36
Category 12 – End-of-Life Treatment of Sold Products		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	2	2
<b>Total GHG emissions</b>		<b>84,826</b>	<b>61,355</b>	<b>60,502</b>	<b>54,952</b>	<b>63,087</b>
Electricity Consumption (across all sites)	kWh	18,368,080	16,734,908	16,878,920	15,326,913	15,846,912

\* Baseline year for our SBTi targets for Scope 1 and 2 emissions.

\*\* This is a restatement and is now our baseline year for our SBTi targets for Scope 3 emissions.

We include an emissions intensity metric in our SECR in our financial reporting due to reporting requirements. We have not included this intensity metric here as it is not representative for McLaren Racing.

Scope 3 Categories 9, 10, 13, and 15 are not material for McLaren Racing.

Scope 3 Category 14 is included in our SBTi targets as an estimation in our 2022 GHG footprint until we are able to calculate this more accurately. Therefore, this category is excluded from the assurance for our annual GHG footprint and it does not appear in this table.

Two suppliers are excluded from Categories 11 and 12 in 2023 due to availability of data.

The difference in capital goods emissions between 2022 and 2023 is due to a change in how we categorise capital goods in our 2023 footprint.



Table 2 – McLaren Racing GHG emissions intensity per race, by series

Series	2022			2023			% change		
	Emissions per series (tCO <sub>2</sub> e)	Emissions breakdown by series as % of total	Number of events	Emissions per race (tCO <sub>2</sub> e)	Emissions per series (tCO <sub>2</sub> e)	Emissions breakdown by series as % of total			
F1 + sprints	47,689	90%	22 + 3	1,908	50,249	82%	23 + 6	1,733	9% decrease
IndyCar	4,430	8%	17	261	6,222	10%	17	366	40% increase
Formula E	1,083	–	–	–	4,379	7%	16	274	/
Extreme E	698	1%	5	140	551	1%	10	55	61% decrease
<b>Total</b>	<b>52,816</b>	<b>100%</b>	<b>47</b>	<b>1,746*</b>	<b>61,401†</b>	<b>100%</b>	<b>72</b>	<b>1,475*</b>	<b>16% decrease</b>

We define a race as an event which awards championship points for a series we compete in. This includes F1 Sprints.

Double headers (present in the Formula E and Extreme E calendars) are counted as two races.

† This excludes activities not attributable to a specific series, e.g. electricity in common areas of our facilities and our Heritage programme. These total 1,686 tCO<sub>2</sub>e, or 2% of the total GHG footprint.

\* Total emissions are weighted based on series contribution to McLaren GHG footprint and summed to obtain a weighted average emissions per race.

Table 3 – Waste data

Disclosure	Unit	2019	2020	2021	2022	2023
<b>Total waste</b>	Tonnes	<b>689</b>	<b>538</b>	<b>737</b>	<b>594</b>	<b>614</b>
<b>Total hazardous waste</b>		<b>274</b>	<b>258</b>	<b>369</b>	<b>332</b>	<b>266</b>
Hazardous waste recycled		81	87	137	114	22
Hazardous waste incinerated with energy recovery		194	171	232	218	244
<b>Total non-hazardous waste</b>		<b>414</b>	<b>280</b>	<b>368</b>	<b>262</b>	<b>348</b>
Non-hazardous waste recycled		301	207	213	152	229
Non-hazardous waste incinerated with energy recovery		19	2	4	2	10
Non-hazardous waste processed at MRF		95	71	152	107	109

Waste reported is for our Woking sites only.

Data are provided by our waste management provider, who provide mass figures for each waste stream upon collection.

The data are compiled monthly by McLaren Group. All waste is processed off site.

## Social sustainability

Table 1 – Employment area

Gender	Type of Employment and Employment Area						
	Total (1,188)	Permanent (1,121)	Fixed Term (67)	Full-Time (1,167)	Part-Time (21)	Technical	Non-Technical
Female	18%	16%	39%	17%	43%	8%	50%
Male	56%	56%	49%	56%	33%	62%	32%
Other	<1%	<1%	0%	<1%	0%	<1%	0%
Prefer not to say	<1%	<1%	0%	<1%	0%	<1%	0%
Unknown	26%	27%	12%	26%	24%	29%	18%

Table 2 – Employment region

Region	Employee Count
US	110
UK	1,078
<b>Total</b>	<b>1,188</b>

Table 3 – Employment area by age

Age	Employment Area	
	Technical	Non-Technical
Under 30	28%	42%
30–50	51%	49%
51+	21%	9%

Table 4 – Health and safety data\*

Year	Fatalities	Total recordable injuries	Accident frequency rate	Total lost time incidents (LTIs)	Total LTI days lost	Safety observation tours
2021	0	27	3.50	7	37	146
2022	0	43	4.88	1	7	142
2023	0	59	5.67	0	0	34**

Numbers in brackets indicate the total number of employees in each category as of 31 December 2023.

We have nine contractors who work within Composite Laminating, Quality, Electronics, Vehicle Design, Production Engineering and Aerodynamic Development. Contractors are not included in the figures in the employment tables.

Within 2023, there were a total of 168 leavers with a turnover of 14.9% as of 31 December 2023.

\*These data are for Woking-based employees only.

\*\*In 2023, as well as completing standard SOTs, we also trialed alternatives to understand whether a different format would meet our needs. This resulted in a decrease in the number of standard SOTs in 2023. In 2024, we expect to see this return to previous levels.

# Appendix C

# Footnotes

Ref #	Page #	Figure	Methodology / source / clarification note
1	<a href="#">14</a>	The latest science describes the climate crisis as “code red for humanity”, ...	Quote taken from the <a href="#">United Nations</a> .
2	<a href="#">21</a>	The nearly 500 new LED light bulbs and fixtures are estimated to use 75% less energy, and last up to 25 times longer, than incandescent lighting.	Statistics taken from the <a href="#">U.S. Department of Energy</a> .
3	<a href="#">22</a>	Per kilo of freight, this reduces emissions by 97%.	Calculated as the difference in emissions between sending 934 kg of freight by sea rather than by air for the 2023 F1 season. This was calculated using <a href="#">UK Government Conversion Factors for GHG reporting</a> and the routes of our air and sea logistics for 2023, which were supplied by our logistics team and suppliers.
4	<a href="#">22</a>	This year we transferred a further 934kg of freight from air to sea, saving 134 tonnes of CO <sub>2</sub> e – equivalent of taking 75 cars off the road.	Calculated by converting the emissions to the equivalent number of cars on the road using average mileage per UK car from <a href="#">Table NTS0901 from the Department for Transport</a> . The emissions were calculated using an average unknown fuel car emission factor from the <a href="#">UK Government Conversion Factors for GHG reporting</a> .
5	<a href="#">22</a>	This will be key to reducing the impact of our road vehicles travelling to European races, reducing emissions by up to 90% compared to regular road diesel.	Statistics taken from <a href="#">Crown Oil</a> .
6	<a href="#">27</a>	For example, carbon fibre appears small next to rags & PPE in terms of weight, but per kilo it produces 34 times more GHG emissions in its life cycle than rags.	Comparison carried out using internal McLaren LCA and the following research paper: <a href="https://journals.sagepub.com/doi/full/10.1177/01410768211001583">https://journals.sagepub.com/doi/full/10.1177/01410768211001583</a>
7	<a href="#">27</a>	The materials that go into developing and building our F1 cars for a season weigh as much as 550 finished F1 cars.	Calculated using the assumption that one F1 car is 798kg as per the technical regulations.
8	<a href="#">28</a>	The environmental benefits of recycled carbon fibre include a 90% reduction in life cycle emissions compared to standard carbon fibre, equivalent to 27 tCO <sub>2</sub> e for each tonne of material used.	Data supplied by V Carbon, from an independent LCA study.
9	<a href="#">28</a>	If just one per cent of the carbon fibre manufactured globally in 2022 was rCF, it would have saved 32,535 tCO <sub>2</sub> e – almost half of our total 2023 GHG footprint.	Data supplied by V Carbon and using statistics from <a href="#">Statista</a> .
10	<a href="#">29</a>	Everything from the old paddock club kit was dismantled, sorted, and then reused where possible, and otherwise recycled, avoiding 24.4 tonnes of waste to landfill.	Data supplied by our previous Paddock Club supplier.
11	<a href="#">31</a>	We give the collected goods to local food banks and shelters; in 2023 we donated 232kg of food, the equivalent of saving 467 meals.	Data supplied by Olio, using the assumption that 0.42kg of food counts as one meal equivalent.

\* For these statistics, where there is unknown information regarding gender, assumptions are made using employee titles.

Ref #	Page #	Figure	Methodology / source / clarification note
12	<a href="#">31</a>	Between January and November, we received 240kg of vegetables and 160kg of fruit which have been incorporated into dishes served in our restaurant.	Data supplied by Waste Knot and Restaurant Associates.
13	<a href="#">31</a>	In a typical week, our Juice Bar gives away five 500g bags of coffee grounds.	Data supplied by Restaurant Associates.
14	<a href="#">31</a>	In 2023 they rescued 2.4 tonnes of wood from our waste streams, reusing 1.1 tonnes and recycling 1.3 tonnes into wood chips that are used for applications including the manufacture of particle board.	Data supplied by our waste management supplier for our Woking sites, in partnership with Community Wood Recycling.
15	<a href="#">35</a>	29% of our team are from an underrepresented background (up from 26% in 2022)*	Calculated using data from our HR systems, with information on characteristics supplied by employees.
16	<a href="#">35</a>	45% of new starters in 2023 came from an underrepresented background (a 6% increase from 2022)*	Calculated using data from our HR systems, with information on characteristics supplied by employees.
17	<a href="#">35</a>	20% of McLaren Racing population are female (up 3% from 2022)*	Calculated using data from our HR systems, with information on characteristics supplied by employees.
18	<a href="#">35</a>	31% of our early careers population is female: this includes apprentices, graduates, interns, and trainees*	Calculated using data from our HR systems, with information on characteristics supplied by employees.
19	<a href="#">39</a>	The attendees reported a 46% increase in confidence to pursue a career in motorsport following the event, compared to prior to attending.	Statistic taken from a survey of participants and the averages calculated from the answers.
20	<a href="#">40</a>	Creative Access bursary statistics: <ul style="list-style-type: none"> <li>- Over the last two years, the bursary has provided over £20,000 support and reached 86 individuals.</li> <li>- Between 2022 and 2023 the bursary was offered to 69% female recipients. 67% of the women were from low socioeconomic backgrounds, and 67% of the women from ethnic minority backgrounds.</li> <li>- Over 95% agree that this bursary has helped them to develop the confidence they need to progress in their career in the creative industries.</li> <li>- 90% also agree that it has helped them to develop the knowledge and skills they need to progress their career in the creative industries.</li> </ul>	Data supplied by Creative Access.
21	<a href="#">40</a>	The Smallpeice Trust stem day statistics: <ul style="list-style-type: none"> <li>- Our highlights from the year included 18 STEM days delivered to schools within a 10-mile radius of the McLaren Technology Centre and two STEM days delivered to local schools at our Bicester site.</li> <li>- 107 additional students reached since we expanded STEM days to Electric Racing at our Bicester site.</li> <li>- 55% of students reached by STEM days would now consider a career in engineering.</li> </ul>	Data supplied by the Smallpeice Trust.
22	<a href="#">42</a>	Path to the Pits statistics: <ul style="list-style-type: none"> <li>- 87% of participants were from underrepresented communities: female, BIPOC, LGBTQ+ or military</li> <li>- 68% of participants were STEM-focused</li> <li>- 62% of participants had never been to a race previously</li> <li>- 37% of participants were female</li> </ul>	Data supplied by Path to the Pits.

\* For these statistics, where there is unknown information regarding gender, assumptions are made using employee titles.

