

2022

McLaren Racing Sustainability Report

MAY 2023

McLaren
RACING



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A message from our CEO

“Now is the time to level the playing field so teams no longer have to choose between investing in car performance and investing in sustainability. It’s an impossible choice.”

As we mark our 60th anniversary this year and celebrate many proud achievements from the past six decades, we also want our team’s future legacy to be a positive driving force for securing a sustainable future for our sport, our communities and our planet.

None of us have all the answers to some of the very complex challenges we face, and although our sport is still at the beginning of our collective sustainability journey, we have come a very long way over the past three years and there is much to be proud of.

But now’s the time for bold decisions. We need a genuine step change or we risk losing important ground and stalling on our continued commitment to advancing sustainability as a strategic priority. Our sport’s economic sustainability relies on getting this right. We need to continue to raise the bar to deliver impactful programmes other businesses and corporate partners want to be part of. Our growing global fan base rightfully expects us to demonstrate real leadership on the issues they deeply care about. And of course, we can’t fight for every tenth of a second if our supply chains are disrupted, if our people aren’t thriving, or if our teams lack the diversity and skillset needed to forge excellence.

The challenges are significant, but the truly global reach of our racing series – including our first year in Formula E and second year of Extreme E in 2023 – also provides us with an incredible opportunity to use our platforms to drive positive change. Our sport has an unrivalled ability to inspire collective action to help us address the environmental, social and economic challenges we face.

With innovation firmly baked into everything we do, our sport is also in a unique position to meaningfully contribute to the development of clean and more sustainable technologies that can spark the positive changes needed on a global scale.

But to unlock this incredible potential, we need to find better ways to share expertise and insights across our industry. Only true collaboration will help us drive meaningful change. We rise and fall together. We each have to play our part, raise our standards, take accelerated action to reduce our negative impacts. And we need to support each other along the way.

For this to happen at pace, now is the time to level the playing field so teams can work towards achieving the same targets and no longer have to choose between investing in car performance and investing in sustainability. It’s an impossible choice. Our sport needs a clear regulatory framework with financial, technical and sporting regulations that better enable us all to innovate and invest in sustainability. And if we want to achieve a step change with the new set of 2026 regulations, then those decisions need to be made now.

What could that look like in practice? Technical regulations could actively encourage the adoption of more sustainable materials and processes to enable us to achieve our goal of developing a fully circular F1 car. We could introduce clear sustainability criteria to cover core requirements for the race calendars across our series, the paddock and motorhomes. Promoters and competition organisers could be required to meet certain sustainability standards.

Diversity, equity and inclusion, as well as training and team wellbeing initiatives could sit outside of the cost cap. Likewise, costs for intern and apprentice programmes could be excluded from the cost cap so we don’t limit our ability to provide pathways into motorsport and STEM careers to people from under-represented backgrounds. We see huge potential in all these areas.

We are excited about the opportunities this could offer to foster greater collaboration with other teams and galvanise team efforts and help us all deliver on our ambitions. From rights holders and regulators to teams, promoters, partners and fans – if we all find ways of coming together to work towards a common goal, I truly believe that we can tackle the challenges we face and future proof the sport we all love.

And at McLaren Racing we will absolutely continue to play our part.

Forever forward.



Zak Brown
Chief Executive Officer

18 May 2023



A message from our Director of Sustainability

“Our mission to ‘set the standard for high performance in sport’ applies to sustainability as much as it applies to our on-track performance.”

To that end we must look outside of sport to the latest developments in science, emerging global trends and other businesses leading the charge to gather inspiration and insights that will help shape our own journey towards best practice corporate sustainability.

Aligning to external sustainability standards, seeking expert advice, collaborating and learning from others are all hugely important to me. In the last year, my focus has been on laying solid foundations to enable our teams to positively contribute to our sport’s sustainability agenda. We have invested in improving our data quality and bringing in the specialist expertise required to focus our efforts where it matters most.

As the only racing team to participate in F1, IndyCar, Formula E and Extreme E, as well as esports, we have a unique opportunity to foster innovation and cross-learning across our sport to accelerate the changes needed to positively address our economic, environmental and social impacts. Participating in two electric racing series for the first time in 2022, for example, has opened up opportunities to learn from the approach of incorporating sustainability into the design of a series from the very beginning.

Last year, we set our ambition to develop a fully circular F1 car. This significant long-term project is also fundamental to achieving our targets to halve our emissions by 2030 and reach net zero by 2040. We need multiple stakeholders from our regulators, competitors, suppliers and partners to come on this journey with us to help explore the issues and solutions that will make this an on-track reality.

Ultimately of course, the best judges of whether we are credibly playing our part in transitioning to a net zero, circular, more equal and healthier society are our partners, our fans, our people and sustainability experts. Being recognised on the Power List for the BBC Green Sports Award for Ambition and Impact in October 2022 gives me confidence that we are on the right track.

I am also delighted that we can demonstrate strong progress in delivering operational improvements across our four sustainability pillars; 22% less GHG emissions since 2019; 19% less waste generated compared to 2021; 33% of new starters in 2022 came from underrepresented backgrounds; and 6% our team are now trained as mental health first aiders.

These results show how every single member of our team has a part to play in driving the changes needed, by bringing sustainability considerations to front of mind when making decisions in their day-to-day roles and behaviours.

My hope is that whatever the scale, we are demonstrating through our actions that we are willing to experiment, share our learnings and collaborate. We have a rich ecosystem of partners, and together we have an immense opportunity for joint sustainability programmes that speed up and scale solutions and raise awareness of these crucial changes. We are continually developing our partner collaborations on sustainability and I look forward to sharing our successes and learnings over the coming year.

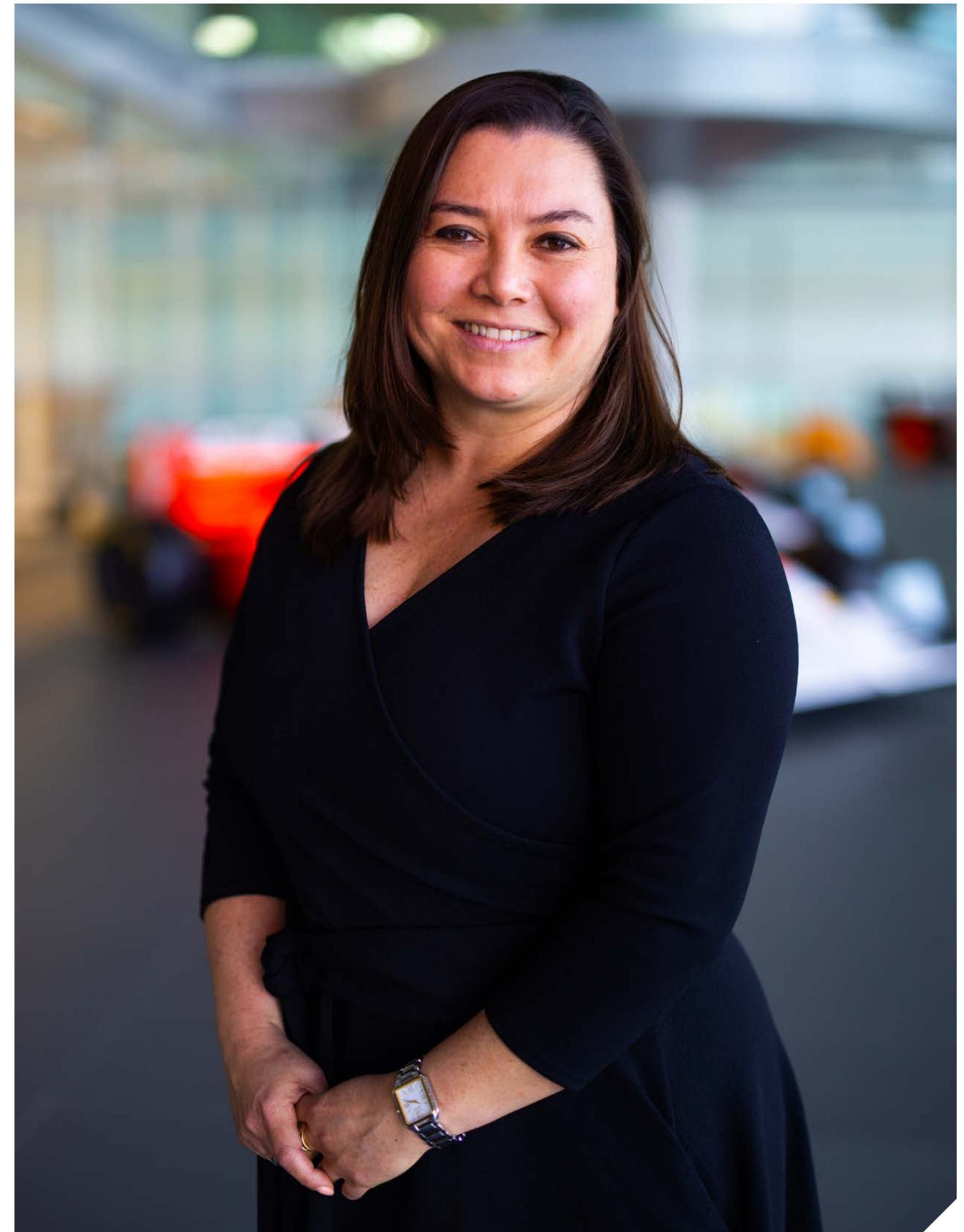
We also want our fans to join us in our sustainability journey and will continue to showcase what we’re doing in this space and how everyone’s actions can cumulatively have a big impact.

We are all pointing in the same direction and it is now time for accelerated action and industry-wide collaboration that drives meaningful change in the next few years.



Kim Wilson
Director of Sustainability

18 May 2023



2022 highlights

Net zero

Reduced our GHG emissions by **22%** against our 2019 baseline



Converted our lighting to LEDs at the MTC, saving enough electricity to power **100** average UK homes in a year

Reduced air freight emissions by **9%** over the last two years by transporting more of our race equipment by sea freight



Travelled by train to the Belgian GP instead of plane saving £19,000 and reducing GHG emissions by **61%**



Circular economy

19% reduction in total waste disposed vs. 2021 and sent zero waste to landfill



Identified **56** factory efficiency projects. 18 are currently being implemented and eight are complete, saving packaging, waste and costs

Continued to eliminate single-use plastics from our operations wherever possible, from catering to operations, saving over **387** coffee cups a week at the MTC



Saved **880** meals from going to waste by donating unused food from the MTC



Diversity, equity and inclusion

1 year anniversary of the McLaren Racing Engage alliance celebrated and expanded to the US via the Path to the Pits programme

Over **4,000** students reached at **36 events** supported by our 45 STEM Ambassadors

Launched our first scheme supporting women returning to the technology and engineering industries in partnership with Entain

33% of new starters in 2022 came from underrepresented backgrounds

Health and wellbeing

6% of the team are trained as mental health first aiders

75% of team members opted to upgrade from our standard healthcare plan to a premium plan

40% of the Operations team signed up for webinars exploring health and wellbeing pressures faced by our team

Launch of our Social Media Community Code to enable fans to engage with us and each other in a respectful, positive and safe environment





About McLaren Racing

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

In 2022 McLaren Racing raced across five series, participating in 56 races in 22 countries.

McLaren Racing Limited is a large, privately owned company incorporated in the United Kingdom. As of 31 December 2022, it comprised 1,030 employees and full-time contractors. 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.

At McLaren we are all chasing one thing.
Performance.



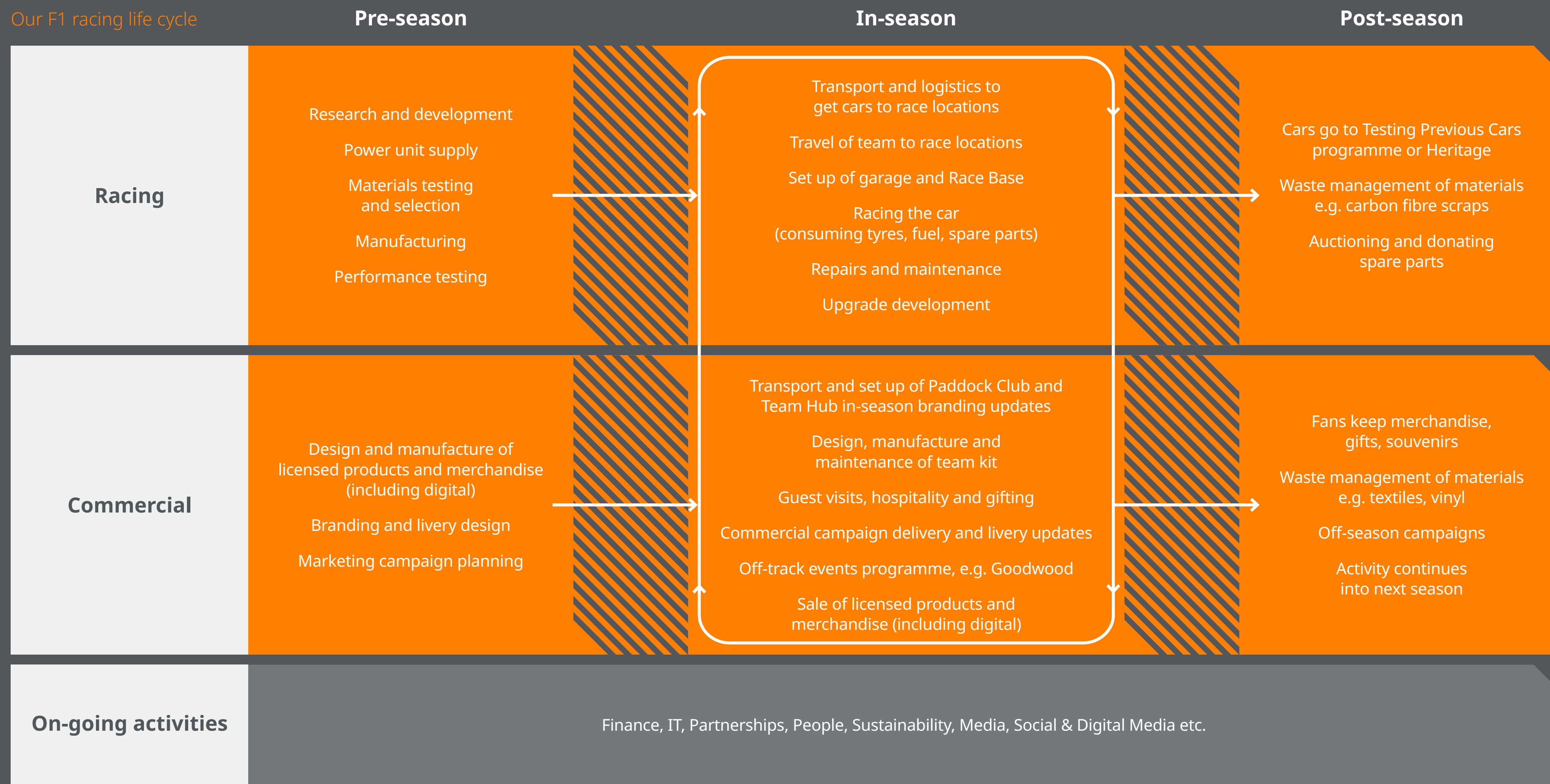
What we do

The business model of a sports team is complex, and a motorsport team even more so. Being a constructor in Formula 1 adds even more dimensions to McLaren Racing, as the scope of what we do expands into engineering and a host of other activities.

The life cycle of a constructor in a Formula 1 season includes the design and development of our race cars, producing our merchandise, our commercial partnerships, the supply of materials, production and managing the end-of-life of our vehicles. The business model delivers value both on and off the track, both commercial and sporting, for us and our stakeholders.

Understanding our value chain across all activities before, during and after the racing season gives a fuller picture of where our impacts lie. With this view we can highlight opportunities for maximising value and reducing our negative impacts.

Our F1 racing life cycle



About this report

The McLaren Racing 2022 Sustainability Report covers the calendar year from 1 January to 31 December 2022. 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 and Heritage programme.

McLaren Racing aims to provide transparent, robust and comprehensive reporting on sustainability to pursue best practice and apply globally recognised standards in sustainability measurement. After the publication of our first sustainability report in 2022 we have listened to feedback from our stakeholders and have made changes to simplify it.

This report has been developed with reference to the Global Reporting Initiative (GRI), and includes relevant standard disclosures defined by the GRI guidelines. GRI is the global standard setter for impact reporting, providing and maintaining the world's most comprehensive and widely used sustainability disclosure standards.

Further information on McLaren Racing's sustainability strategy and activities is available on our website at:
www.mclaren.com/racing/sustainability



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Our sustainability approach

We put our commitment to sustainability at the heart of everything we do: sustainability is incorporated across our strategic company goals and is one of our five business priorities. Our sustainability strategy is focused on the areas which are particularly material for the business and our stakeholders, which we describe as our four pillars of sustainability. We set ambitious goals to maximise the positive impacts of our operations while minimising negative impacts.



Our sustainability strategy

Our approach to sustainability is structured around McLaren Racing's vision, mission, strategic goals and values. These elements combine to build the structure of our sustainability strategy.

Everything we do feeds into our vision to be the most pioneering and exhilarating racing team in the world. In turn, our four sustainability pillars support us in to achieving our goals and our mission. Our mission is the same whether we are racing or advancing in sustainability: we set the standard for high performance.

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.

Motorsport is at the forefront of innovation in automotive technology and manufacturing, and we believe we have an extraordinary opportunity to find new solutions to sustainability challenges and accelerate the deployment of new approaches. Our reach across five racing series, and our global partnerships network, mean we can use our platforms to advocate for positive change, a responsibility we take very seriously.

We follow the science, aligning with ambitious global plans such as the Science Based Targets initiative and the United Nations (UN) Sports for Climate Action framework. We embed this thinking across our activities and race series, implementing measures and processes which advance our sustainability strategy, contributing to the UN Sustainable Development Goals, and making a positive and lasting impact. While we see an opportunity to lead the way, we also recognise the extent of the challenges ahead, so it is crucial to sustain momentum, implement changes with speed and purpose, and find opportunities to collaborate with like-minded businesses.

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

Sustainability
To place a **genuine commitment to sustainability** at the heart of everything we do, meeting our **moral and regulatory obligations** to create a **diverse and sustainable sport**

Racing
To build a **sustainable operation** that can compete and win at the pinnacle of racing globally, delivering **year on year improvement** to on track performance in all of our racing series

Culture
To build a high performance, diverse and **values-driven culture and environment** across McLaren Racing that engenders strong advocacy and employer brand recognition

Business
To grow the franchise value through **efficient process** and profitable revenue generation that enables performance and creates a **sustainable business** that can compete under the new financial regulations

Brand
To create a more engaging and inspiring brand that **attracts and retains our fanbase** as well as **attracting new partners** and deepening existing relationships

Our four sustainability pillars

Net zero

Circular economy

Diversity, equity and inclusion

Health and wellbeing

Our values

Innovative

Respectful

Inclusive

Energetic

Brave



Our sustainability strategic pillars

We have built our sustainability strategy on four pillars. These are based on the ambitions we have set out for ourselves, and the issues which are most material to us and our stakeholders.

There are strong synergies between each pillar, like reconciling the travel demands of racing with the wellbeing of our people, or encouraging diverse ideas to solve the complex problem of circularity. Sometimes there are also trade-offs which require careful balancing, so we don't underestimate the challenge of achieving each pillar's objectives in parallel.

Here is a summary of what each pillar means to us, our related goals, and some of our plans to make tangible progress against them.

Net zero

Climate change presents our sport with an existential challenge to overcome. Our response is to reach for the most ambitious and robust targets we can, and start making progress towards them now.

We've committed to setting an ambitious science-based target to reduce our emissions by 50% by 2030, and by 90% by 2040 compared to our 2019 baseline, balancing the remainder with high quality carbon removal or sequestration projects to achieve net zero. We aim to validate this target in 2023.

We are finding and capitalising on a range of opportunities to reduce our operational GHG footprint. In parallel, we are developing our approach to contributing to climate solutions beyond our value chain and influencing regulatory change within our sport to enable faster progress.

Circular economy

We're aware of the impact that raw materials and waste have on the planet, and we can leverage our huge innovation potential to contribute to the solution.

Our ambition is to lead our sport in innovation. We will develop ways to improve the sustainability of materials we use, reduce waste, and keep resources in circulation for as long as we can in pursuit of a more sustainable future for sport.

In the next year we will be developing our understanding of this space, with a special focus on how we develop and construct our F1 cars. We will be working closely with our race series, partners, and regulators to enable us to progress towards a more circular economy.

Diversity, equity and inclusion

We want to promote and embed a diverse and inclusive culture across our team, and to be the most inclusive place to work within sport.

Our aspiration is for 40% of the team to come from underrepresented groups by 2030. This extends across all our race series and includes women, ethnic minorities, people with disabilities, neurodivergence, the LGBTQ+ community and those from low socioeconomic backgrounds.

To be a leading voice within our industry, we are actively advocating and promoting the importance of DE&I within motorsport and the race series in which we operate.

Health and wellbeing

In a sport with such intense physical and mental demands, the wellbeing of our people is critical, both trackside and at our offices.

We take a holistic approach, providing support to our team with access to resources and benefits that aid their physical, mental and financial wellbeing.

We're developing approaches to measure the impact of our wellbeing support across the team in order to understand what we are doing well and where we can improve which will help us set ambitious targets for 2024 and beyond.

As a team, we aim to positively promote and role-model the importance of wellbeing to our fans, partners, people and the communities in which we race and operate.



Governance

We continue to adapt and improve our governance approach to ensure that we are delivering strong oversight and control of our sustainability performance. The McLaren Racing Executive Team, Management Team and Board of Directors provide strategic leadership and oversight of sustainability at McLaren Racing.

In 2022 we evolved our governance to drive effective delivery of our sustainability strategy. Key changes included:

- McLaren Racing Sustainability Steering Committee:** We have established a new sub-committee of the Executive Team, chaired by the Director of Sustainability to facilitate the integration of sustainability into the business strategy and decision-making processes.
- Our work with partners:** The Sustainability Advisory Council was formed in 2021 and our partner members provided invaluable support to develop our sustainability strategy. With this in place we have evolved our approach to work with selected partners on focused projects designed to accelerate progress towards achieving our sustainability goals. We continue to engage with our partnership networks to maximise collective opportunities to drive positive change within our spheres of influence.

McLaren Racing Executive Team

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

McLaren Racing Executive Team



Zak Brown
Chief Executive Officer



Steve Atkins
Chief Communications Officer



Laura Bowden
Chief Financial Officer



Daniel Gallo
Chief People and Sustainability Officer

McLaren Racing Management Team



Matt Dennington
Executive Director, Partnerships & Accelerator



Nick Martin
Executive Director, New Business

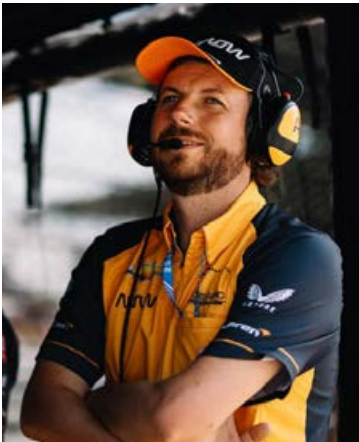


Louise McEwen
Executive Director, Brand & Marketing

McLaren Racing Team Principals



Andrea Stella
Team Principal, McLaren F1



Gavin Ward
Racing Director, Arrow McLaren



Ian James
Team Principal, NEOM McLaren Formula E
Managing Director, NEOM McLaren Electric Racing

McLaren F1 Technical Executive Team



Piers Thynne
Chief Operating Officer, McLaren F1



Peter Prodromou
Technical Director, Aerodynamics



Neil Houldey
Technical Director, Engineering and Design



Our governance structure



Our stakeholders



We focus our engagement with our stakeholders on areas where we can drive progress together.

Stakeholder group	How we engage with them on sustainability	What we focus on
Partners and prospects	On-going relationship development and management activities	Projects with selected partners that accelerate delivery of our sustainability goals and connecting partners on their sustainability journey, sharing experiences and insights.
Our people	Sustainability Leadership Team meetings Environmental Impact Working Group Social Impact Working Group Employee engagement surveys Open forums with CEO and Leadership Team Focus groups Driven Women Network STEM Ambassadors	Engaging with our people to listen and respond to their feedback, help them realise their ideas and support them to make a positive difference by working for McLaren.
Current and future fans	F1 global fan survey 2022 IndyCar global fan survey 2022 Brand insights and research Social media engagement and listening tools	Understanding what matters to our global fanbase, with the aim of inspiring them to champion positive change and reduce negative social and environmental impacts.
Racing series organising bodies (F1, IndyCar, Extreme E, Formula E, esports)	Ongoing executive and management level engagement F1 Sustainability Forum FE Sustainability Working Group F1 Teams D&I Working Group	Working together to improve sustainability performance, supporting each series' own sustainability objectives.
Local communities	Meetings with Woking Borough Council STEM days at schools local to the MTC Host local school visits at the MTC Supporting local charities with fundraising activities and volunteering Partnerships with organisations local to Arrow McLaren in Indianapolis, US	Playing an active and positive role in the communities we work in.
Suppliers	On-going supplier tender and contract relationship management	Setting high sustainability standards within our supply chain. Encouraging suppliers to collaborate with us to provide innovative and more sustainable solutions.
Investors and shareholders	Board meetings	Managing long-term risks and realising sustainability opportunities.
Government and regulators	Legal and regulatory compliance, engagement and reporting	Understanding emerging legal and regulatory requirements relevant to our company.
Media	Journalist engagement Media interviews and briefings Conference and event participation	Providing media engagement and exciting content that helps inspire and accelerate change.



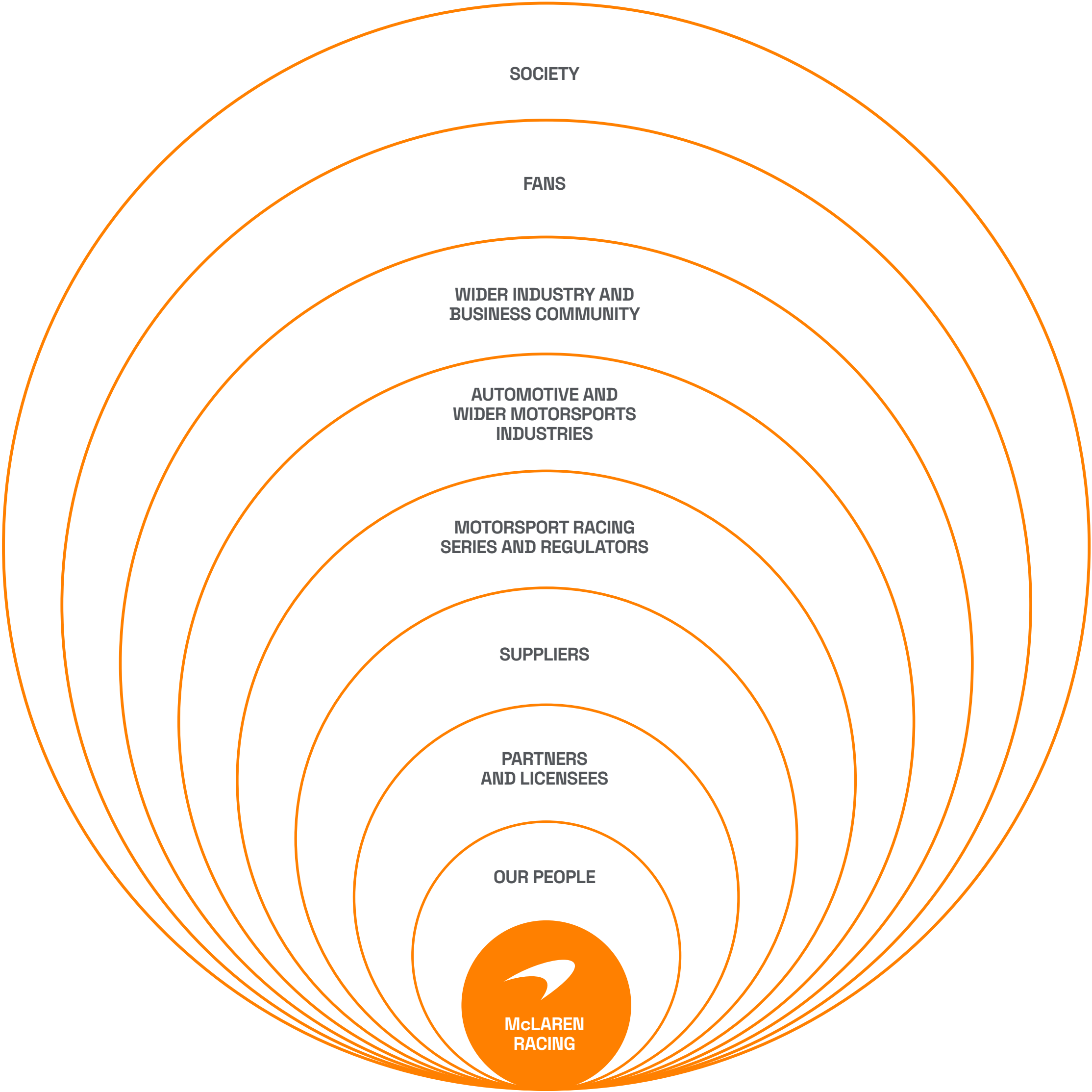
Spheres of influence



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.

This diagram illustrates how our influence ripples through our stakeholder groups. At the core is McLaren Racing, and closest to us are our people, partners, and suppliers. These are groups which McLaren Racing has very close relationships with, where our activities have direct impact.

As the sphere expands into our racing series, communities, fans, and wider industry, our influence is less direct but broader in scope. These groups are not as directly affected by our activities, but we can have huge impact through working with these groups to achieve positive outcomes in the sustainability space.



Materiality



We conducted a materiality assessment in 2021 to identify and prioritise areas where we can have the greatest impact and that are of most interest to our stakeholders. We plan to complete a comprehensive review of our materiality assessment every two years in line with best practice.

In 2022 we have made minor updates, including identifying biodiversity, our impact at race locations, and human rights, as topics that we will continue to explore in the coming years.

More information on our materiality process can be found in our 2021 sustainability report.

Our impacts
We assign a priority level to our actual and potential impacts – positive and negative – from our organisation and our wider business relationships on the economy, environment and people.

Priority levels were determined by considering McLaren Racing's level of direct control and potential for impact, as well as industry priorities and our company objectives.

Area	Impacts	Priority
Environment	Value chain GHG emissions	Very high
	Energy efficiency and consumption	
	Sustainable logistics and travel	
	Decarbonised energy sourcing	
	Sustainable innovations and technology	
	Waste and end-of-life disposal	High
	Single-use plastic	
	Materials and product sourcing	
	Circular design	
	Protecting and enhancing nature and biodiversity	
	Partners and sponsors – association, influence and collaboration	Moderate
	Sustainable packaging	
	Biodiversity	
	Climate adaptation and resilience	
	Air pollution	
	Local impact at race locations	
	Fan travel	
	Food and drink	
	Resource efficiency and overconsumption	
	Water consumption and management	

Area	Impacts	Priority
People	Diversity, equity, and inclusion at work	Very high
	Science, Technology, Engineering and Maths education	
	Occupational health, safety, and wellbeing	
	Employee training	High
	Local communities	
	Security practices	Moderate
	Human rights	
	Fan wellbeing	
	Employment policies and practices	
	Responsible business practices	
Economic	Revenues and costs	High
	Financial risks of climate change	
	Supply chain spend	
	Innovations and technology	Moderate
	Partner and sponsor activity	
	Sustainable procurement	



3

Our four sustainability pillars

Net zero

Circular economy

Diversity, equity and inclusion

Health and wellbeing



Net zero

Climate change is already having a devastating impact on some of the most vulnerable communities around the world. It is also having a very real impact on the motorsport community. We must take urgent and science-based action, in collaboration with our stakeholders and partners, to decarbonise our operations and sport, and transition to become a net zero company. Without concerted action, increasingly extreme weather will not only risk driver, team and fan safety, and strain supply chains and logistics, it will also risk our ability to continue to race in some of our host countries in the future.

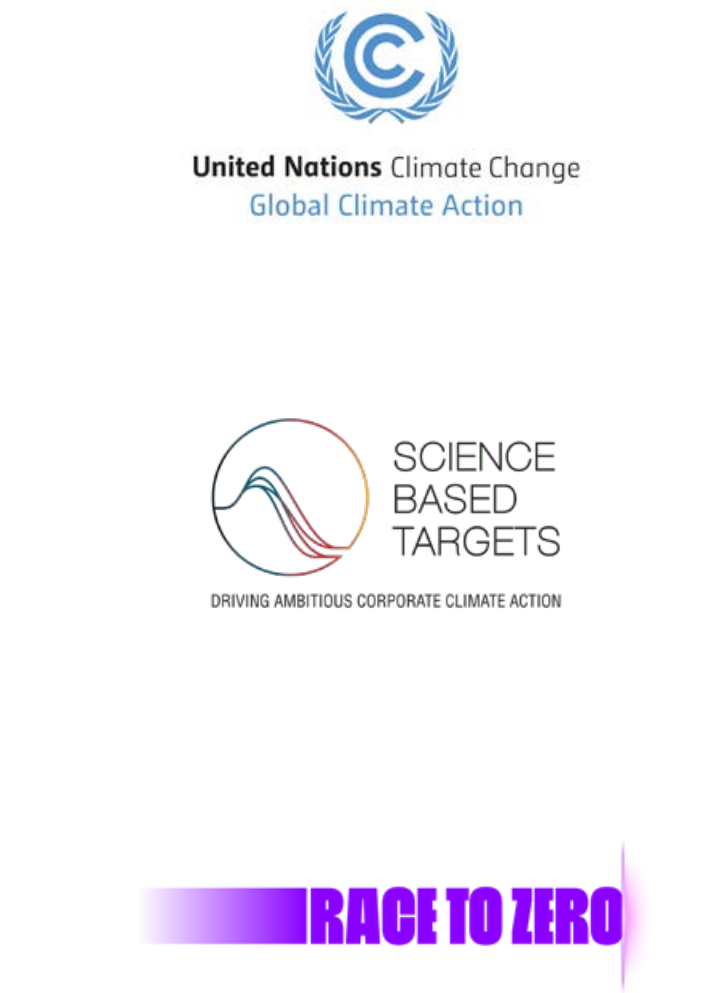


Our approach

Our approach to achieving net zero is grounded in science. We apply recognised best practices, align to the most recent standards, and strive to meet ambitious targets. We were the first F1 team to be awarded the Carbon Trust Standard in 2010, which we've since retained on a bi-annual basis, most recently in February 2021. In April 2022, we signed up to the Science Based Targets initiative.

We work closely with our partners and through the wider sporting and racing community to drive change. We are a signatory to the UN's Sports for Climate Action Commitment (S4CA) and Race to Zero campaign. These frameworks include measuring, reducing and reporting our greenhouse gas (GHG) emissions in line with the Paris Agreement, the predominant international treaty on climate change. This means we are committed to halving our GHG footprint by 2030 compared to our 2019 baseline, and to achieving net zero emissions by 2040. By pursuing these targets, we are committing to do our part to keep the planet within 1.5°C of warming.

Decarbonising our operations and our value chain requires us to uncover every opportunity for reducing GHG emissions – from the fuel and energy we consume, to the partnerships we build to the materials we use. The challenge is ambitious and requires us all to participate. We are promoting a net zero mindset across the organisation, helping every team member to understand the role they can play.



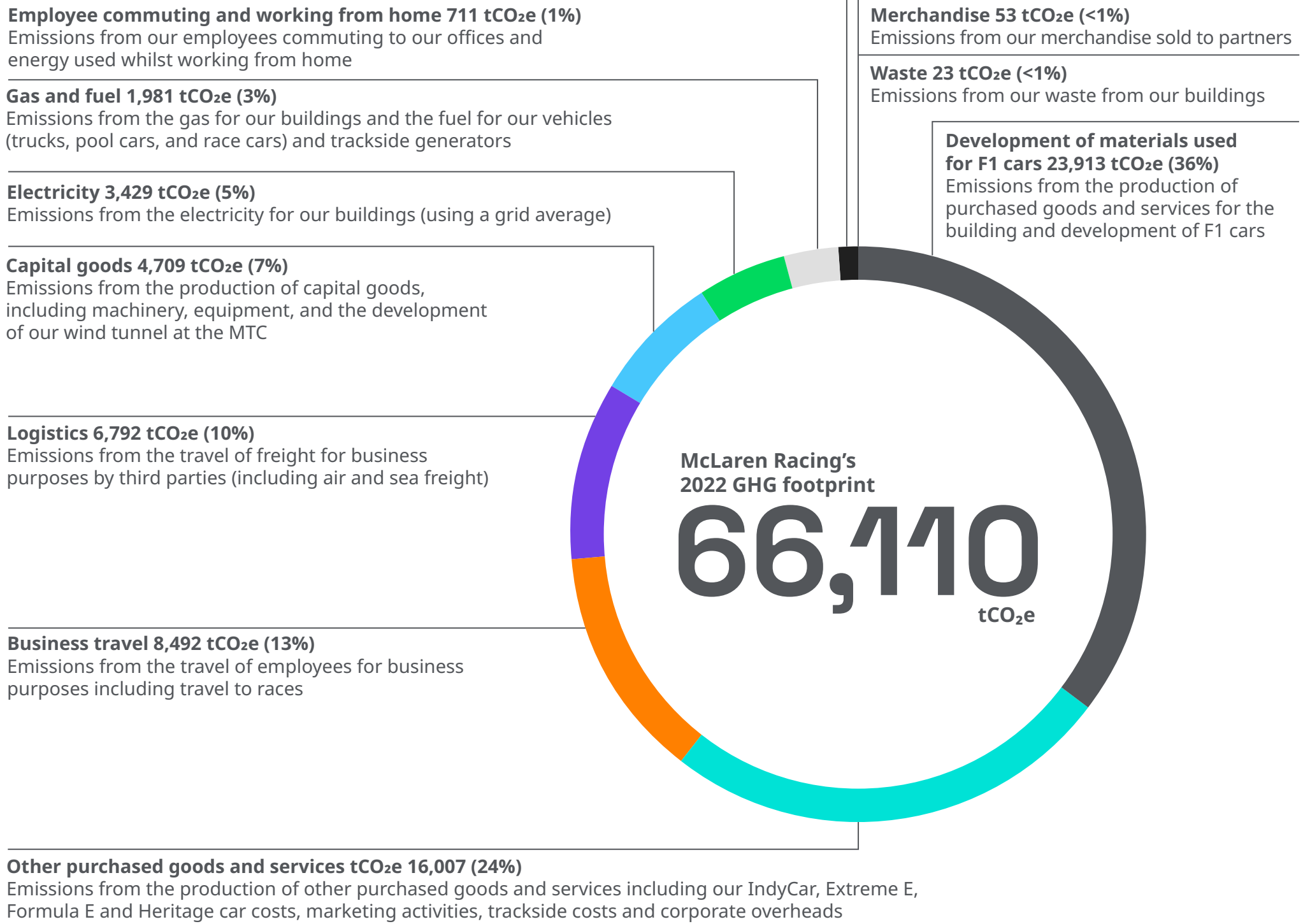
We see great potential to harness the power of our industry's ability to innovate and develop technologies to deliver change across other sectors. Even small improvements made on track, could eventually lead to meaningful changes on a global scale. We are investing in research and development (R&D) to address our greatest challenges, while working to make continuous adjustments that improve performance and efficiency.

We are continuously refining the measurement of our GHG footprint to identify our emission hotspots and priority areas for action.

Our decarbonisation roadmap

We follow the Science Based Targets initiative's definition of net zero and are planning to cut our emissions by 90% against our baseline and compensate for the remaining 10% through carbon reduction or removals beyond our value chain.

We are focusing our decarbonisation efforts in the following areas:



Detailed information on our GHG emission footprint can be found in the appendix (page 45).

Our priorities for 2023

- Embed sustainability into our supplier relationships, looking for opportunities to decarbonise our supply chain through buying lower-carbon products and services.
- Continue to use our voice in discussions with governing bodies and race series to enable sustainability in motorsport, through regulatory change and industry influence.
- Validate our 2030 and 2040 net zero targets with the Science-Based Targets initiative.
- Begin implementing buildings energy efficiency opportunities identified in 2022, and assess options for more renewable energy sourcing.
- Build on the reductions we've made in logistics, exploring new options for light-weighting and freight reduction.
- Develop our approach to investing in climate solutions beyond our value chain.



Our greenhouse gas footprint

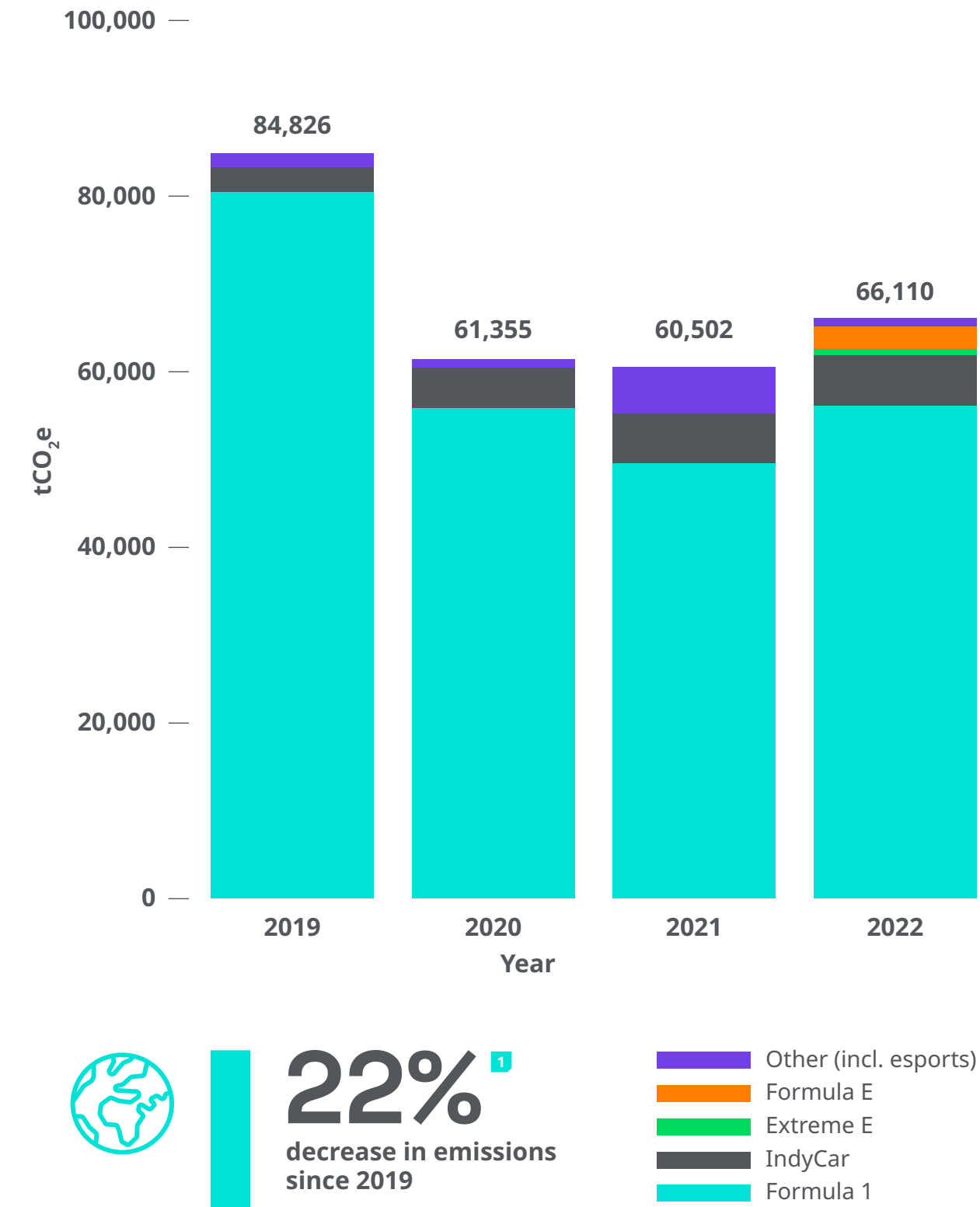
Since 2019, we have achieved a 22% reduction in our total GHG emissions both in our direct operations and across our value chain, taking a significant step in the right direction to decarbonising our business. Initially, much of this reduction was due to the covid-19 pandemic and its effect on global travel and business. However we have taken the positive learnings where we can, and safeguarded the reductions we made in our footprint. Despite the gradual return to normal business operations, we have not reverted to 2019 emissions levels.

Compared to the previous year, our 2022 emissions have risen by 9%. This increase is driven by a few key factors, most notably entering new racing series and setting up our Electric Racing teams, and an increase in travel, since some races still had restrictions in place in 2021. These increases were balanced with some positive developments, including using less energy and fewer materials to construct our F1 cars, and the successful delivery of decarbonisation initiatives across the business such as reducing our air freight and installing LED lights. We have also improved the accuracy of the data we use to calculate our emissions, giving us a better picture of our footprint.

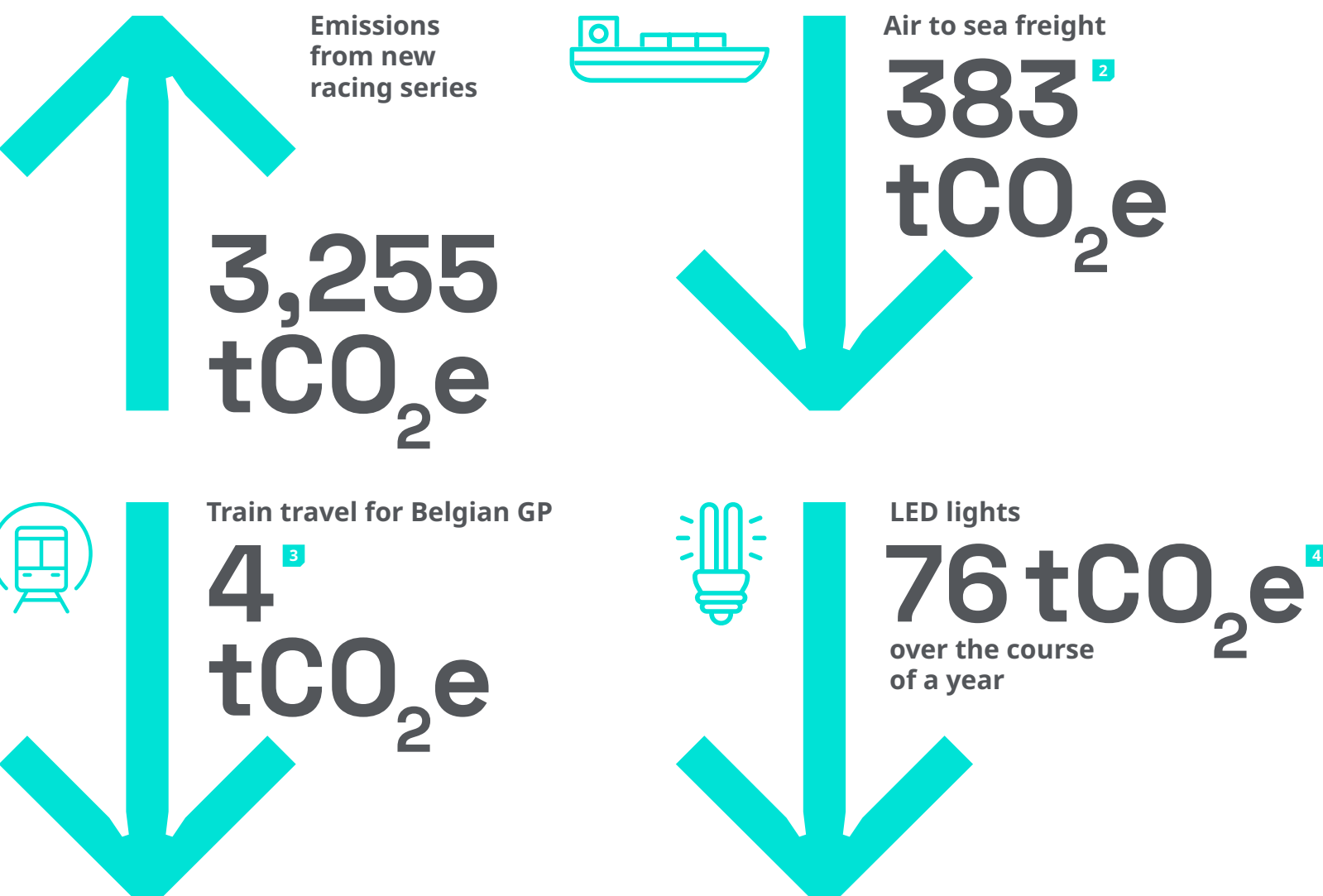
Our F1 operations account for 85% of our footprint. This is due to the number of races in the calendar and larger logistics footprint compared to other series, as well as the unique model of the F1 Constructor's Championship which means we use our own materials and energy to produce F1 cars at the MTC. Since 2021, our F1 team's footprint has increased by 13%. This is largely due to increased travel in 2022 resulting from covid-19 restrictions lifting around the world. There were also more flyaway races within the calendar than in 2021; these factors have caused our business travel and logistics emissions to rise.

Naturally, our F1 operations are also our biggest opportunity to decarbonise as an organisation. Our goal to achieve net zero emissions by 2040, combined with the introduction of the F1 cost cap, has meant that we are more careful in our use of resources, such as carbon fibre and electricity, to avoid unnecessary costs and waste.

McLaren Racing's GHG emissions by racing series 2019-2022



Emissions in 2022



Updates to our GHG data

In 2022 we have made some additions to our footprint in the form of our Electric Racing teams. We've included emissions from our new NEOM McLaren Formula E Team, and our first season racing in Extreme E.

We've also improved our data collection and GHG footprinting process for Formula 1 and IndyCar, gathering more detailed information. Thanks to this improved data, we have restated our GHG footprints for 2019, 2020 and 2021 for greater accuracy. Further details on the changes are available in the appendix.

We continue to report our GHG emissions in line with the GHG Protocol Corporate Standard, and we include emissions from everything that falls within our operational control. Our footprint includes emissions from all five of our racing series (F1, IndyCar, Formula E, Extreme E, and esports). This also includes all physical locations under our operational control such as the McLaren Technology Centre in Woking, Arrow McLaren HQ in Indianapolis, and our Formula E HQ in Bicester.

Accreditations and standards

In 2022 we retained the FIA three-star environmental accreditation for the ninth year running. This accreditation sets the standard for motorsport teams and helps us focus our efforts on continuous improvement in this space.



We were also among the first organisations to achieve the Carbon Trust Route to Net Zero Standard Taking Action certification in 2022. This replaces the Carbon Trust Standard certification, which McLaren has held since 2010, demonstrating that we are making progress towards our climate goals. This is a landmark achievement in our ambition to set the standard for sustainability performance in sport.



Fan emissions

Fan travel emissions continues to be an area that we are exploring. We do not sell tickets directly to our fans and therefore according to the GHG Protocol fan travel is not within our reporting boundaries. However, we recognise that this is an important area and have an opportunity to influence the wider sport, and we want to be able to measure the impact of changes that we can help implement. We are therefore exploring what footprinting methodology and data capture we could apply to accurately account for this alongside our GHG footprint. We have already explored opportunities for data collection regarding the travel of our guests to and from F1 events, and gathering information, calculating the impact of this travel and exploring opportunities to reduce emissions in this area is a key focus for us in 2023.



Improving biodiversity and reducing GHG emissions from the McLaren Technology Centre

In 2022 we commissioned two expert studies to identify opportunities to:



Review our approach to land management at the MTC campus in order to protect and enhance the biodiversity and associated ecosystem services, including carbon reduction and provision of nature-based recreational facilities for our people and the local community.



Save energy, increase the MTC's energy efficiency, reduce GHG emissions from energy use and increase our energy supply resilience through on-site renewable energy generation.

Land management report findings

A UK Habitat Classification Survey and Preliminary Ecological Appraisal of the MTC site was conducted to assess its baseline biodiversity value. Overall, the study identified several habitats of high value, including wet woodlands and lowland mixed deciduous woodland, as well as a priority habitat pond. Areas of neutral grassland (wildflower meadow) and other broadleaved woodland are also in good condition. Overall, the MTC was assessed as a well-managed site.

The study identified opportunities to further enhance the condition of the wildflower meadow and the woodland areas and to plant further woodland. The creation of insect hotels, reduced landscaping maintenance of planted areas, green walls and vegetable beds for use by employees and/or the local community may also contribute to employee and community enjoyment of the natural surroundings and improve biodiversity. Together these can increase the biodiversity value of the site by around 5.7%. We've already implemented some of these initiatives over the winter, including the reduced maintenance and creation of insect hotels, and other opportunities will be assessed for implementation from Autumn of 2023.

The study also assessed the carbon sequestration value of the habitats present at the MTC. The soil and vegetation are estimated to contain around 5,200 tCO₂e, with the largest carbon stores in the wildflower meadow and woodland areas. It is estimated that the site is currently sequestering just over 100 tCO₂e per year, meaning we can expect an additional 1,800 tCO₂e to be sequestered by 2040. The study confirmed that we will need to invest in additional nature-based solutions to meet our net zero commitment.



Energy report findings

Our study of energy efficiency and decarbonisation options for the MTC identified opportunities in four areas:

1. Operational energy savings, through behaviours and building energy controls
2. Building energy efficiency, through improvements to buildings and equipment
3. Low-carbon heating
4. On-site renewable energy generation

The MTC campus is a shared site across the McLaren Group, including McLaren Racing and McLaren Automotive. These results apply to the whole site and the resulting impacts and benefits are shared across the Group.

In 2023 we will use the recommendations to build a decarbonisation plan for the MTC and will focus initially on opportunities to use energy more efficiently. One of the first projects to be implemented will be to pilot the use of new, energy efficient heating units to replace older units that are currently in use. If successful and rolled out across the whole building, we estimate this could reduce our annual energy use at the MTC, and corresponding GHG emissions, by 5%.

Installing on-site solar PV could meet up to 15% of the MTC's energy requirements. We are also exploring how we can help accelerate the transition of the UK grid to renewable electricity through investing in power purchase agreements.



Shifting to lower-carbon logistics

The F1 race schedule means that teams rely on air freight and air travel to ensure that equipment and people arrive in time for race events. In 2022 we have progressed two major initiatives to reduce the GHG footprint of our racing logistics: using sea instead of air transport for our freight, and travelled to the Belgian Grand Prix by train rather than plane.

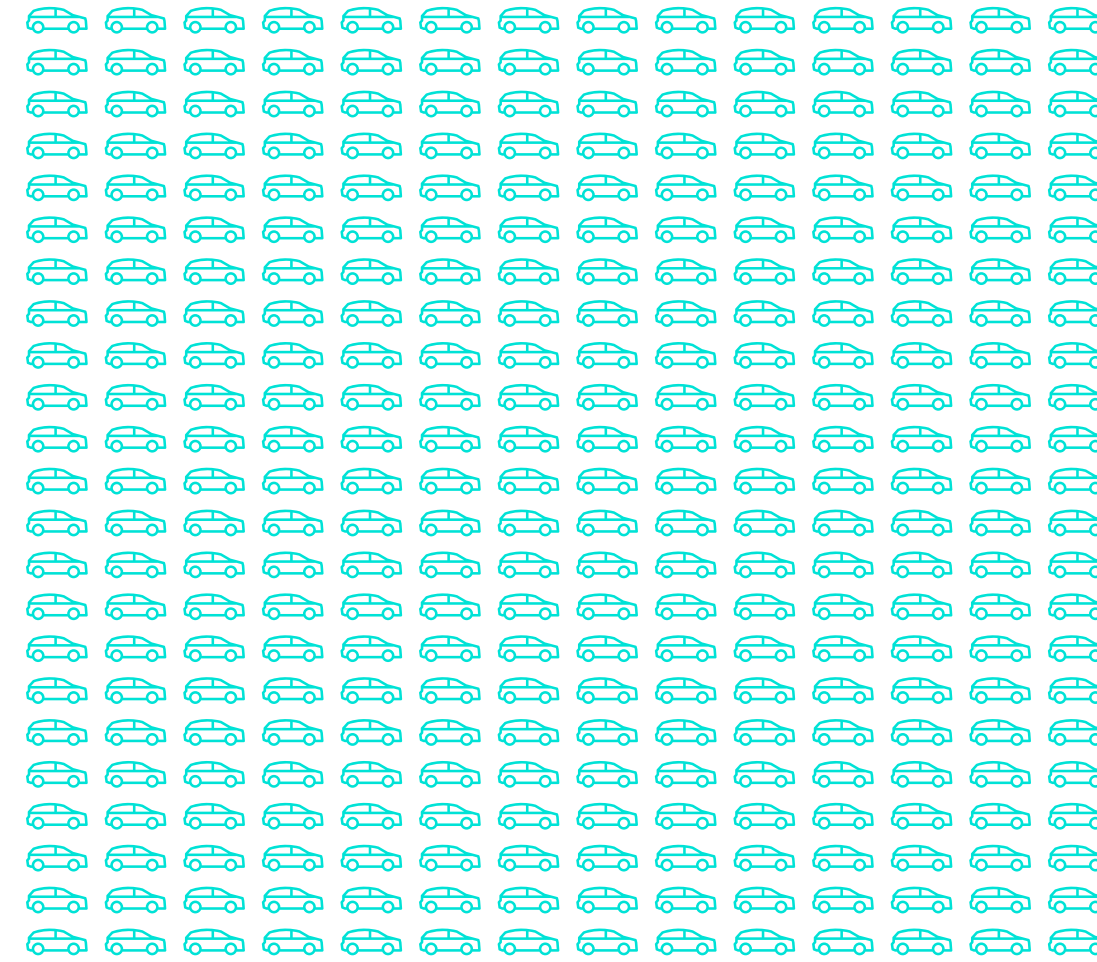
Maximising use of sea freight

Since 2021 we have focused on transitioning parts of our F1 air freight into sea freight, reducing the weight of the containers that we send by air. This is not only more cost-effective, but significantly less carbon intensive than air freight. We're extending our efforts in this area for future seasons to further reduce our logistics emissions.



In 2021, we transferred 3,346 kg of our freight from air to sea by creating six sets of freight that can be transported to different race locations at different times during the F1 calendar.

In 2021 and 2022 combined, this has saved 601 tCO₂e from transport, a 9% reduction compared to using air freight. That's equivalent to taking 413 cars off the road per year in the UK.



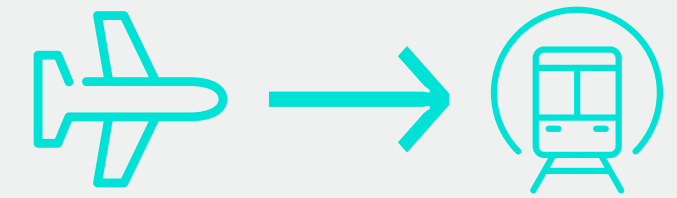
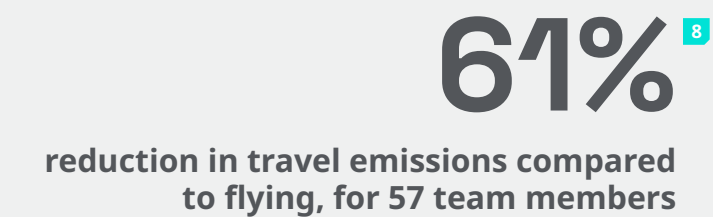
"Rethinking how we serve race locations, coupled with our careful logistics planning, has allowed us to continue to reduce the use of air freight. We're excited about the potential to expand this approach to races in 2023, having already **identified an extra 934 kg of freight that will be transported by sea in 2023.**"

MARCUS CURTIN, MANAGER,
SEA FREIGHT & INFRASTRUCTURE

MOVING FROM PLANE TO TRAIN

For the Belgian GP in 2022 we trialled travel via the Eurostar and Eurotunnel instead of by plane. 57 members of the team travelled to Brussels by Eurostar and nine vehicles travelled via the Eurotunnel. This change is estimated to have reduced the footprint of these travellers for this trip by 61% and saved £19,000 in total.

However, this trial also highlighted the difficulties in balancing time, cost and carbon considerations with employee wellbeing and cost cap implications. In some cases, more time was spent in transit using rail than air travel, raising considerations around staff wellbeing. We will take the learnings from this trial to better understand how we can effectively reduce our environmental impact when travelling to races.



WORKING JOURNEYS

We explored how we can reduce the number of trips to transport our components between our Woking sites to increase efficiency, saving time and GHG emissions. We estimated we can save a total of 220 trips per season which equates to 708 km, further than driving from Woking to Zandvoort.



LED LIGHTS SAVINGS

Further work has been completed in 2022 to convert our lighting in the MTC to LEDs, which is estimated to be saving us 360,000 kWh per year.

This will save the equivalent of the electricity needed to power 100 average UK homes per year. We now plan to extend this project to outdoor lighting.



Circular economy

Working towards a circular economy means minimising the resources we consume and the waste we produce, and maximising the value of the products and materials we use. We do this by keeping materials in circulation for longer, and making sure that they are disposed of correctly at end of life. By thinking in a circular way across our operations, we can reduce our environmental impacts, save cost, and improve efficiency.



Our approach

Our sustainability objectives are strongly interlinked. Since 36% of our GHG emissions are associated with the materials we use and the waste we dispose, advancing towards circularity is crucial for achieving our net zero target.

We can't realistically meet our emission reduction targets in 2030 and 2040 without correspondingly reducing the footprint of our materials and processes, particularly in constructing our F1 cars. This combined with the clear benefits of reducing waste and pollution means that creating a circular economy is a strategic priority for us.

We compete in a sport focused on relentless innovation, and this is evident both in our own operations and in our relationships with the series we participate in. Circularity has huge potential for positive sustainability outcomes both within McLaren and in our spheres of influence: from the carbon fibre components manufactured at the MTC, to the tyres used at each race, to the textiles used in our team kit and merchandise. There are many opportunities for us to develop, promote and share sustainability practices across our sport.

Whilst there is much we can do to advance our circularity journey, we're part of an ecosystem of organisations including our partners, suppliers, fans, automotive manufacturers and many more, all which rely on each other to make real progress.

It's clear to us that we can't do this alone. We need the support of our value chain to realise the vision of a fully circular economy, and we are leading the drive towards shared progress. Our approach is to follow the science, assess where our greatest circularity impacts are, engage with our suppliers, race series and regulators to unlock progress and address these impacts, and move our whole value chain towards a more circular economy.

Our 2023 priorities

In 2023 we aim to develop a deeper understanding of our impacts and the current state of circularity at McLaren Racing. We plan to complete our work to quantify our baseline assessment of our materials and their environmental impacts and establish clear waste and circularity goals which link to our wider strategy and targets.

Our other key priority is to engage more widely on circularity within our value chain. We will be working closely with partners and suppliers to target the highest impact areas that we identify in our circularity assessments.

The biggest opportunity to improve sustainability performance across our supply chain is to work with regulators and race series to develop technical, sporting and financial regulations which enable greater circularity. We continue to work with these stakeholders closely and share our learnings about materials, processes, and waste management.

Our circular economy roadmap

OPERATIONS

- Measuring our waste to identify hotspots and improvement opportunities
- Find waste reduction solutions by using innovative materials and increased operational efficiency
- Engaging and educating our teams on steps they can take

TRACKSIDE

- Implement circularity principles into the design and delivery of our events and hospitality experience
- Engage with the racing series organisers to improve waste recycling and signage in the paddock
- Reduce use of single-use disposable items and materials



The circular F1 car project

This year we started a project to assess the sustainability impacts of our F1 constructor activities. The materials and processes we use to construct our cars make up 36% of our GHG footprint, so this project is an essential lever for reaching our net zero target.

We've started out by conducting a life cycle assessment, or LCA, of our F1 car. This is a scientific methodology used to assess the environmental impact of materials and processes, from raw material extraction through to end of life. Based on the work performed so far, we have identified several key contributors to the car's impact, detailed on this page.

As this project progresses, we will be updating our work with more detailed information. For the circular F1 car to become a reality in the longer term, we need this to be a collaborative process, so across the board we are engaging with partners, suppliers, race series, and waste treatment providers to improve our understanding and find solutions.

In 2022, we also continued our work with our partner Bcomp to design more circular bodywork. A keel panel, constructed from flax, was run in Friday testing on the McLaren car at the Abu Dhabi Grand Prix. The successful test demonstrated that the panel could be used on the car in future races.



Bodywork and aero

Materials

Metals, carbon fibre

Carbon fibre is strong, lightweight, and heat resistant, making it the best material for constructing an F1 car. Recycling technologies do exist; however these require further innovation to make recycled carbon fibre viable for use in our F1 cars. Unlike with the power unit and tyres, we do a lot of the manufacturing of the carbon fibre parts ourselves, at the MTC.

There are also some bio-based alternatives to carbon fibre which are in development and which we have successfully trialled in Lando's seat, bodywork and pit stop equipment.

Our focus

We are scoping out parts of the car that can be made out of recycled carbon fibre with current technologies, working with the wider industry on recycling R&D. In parallel, we are looking for more opportunities to use bio-based alternatives to carbon fibre.



Safety and structural parts, e.g. Halo

Materials

High performance metals, carbon fibre

These parts are specified by the F1 technical regulations. They use high-performance, lightweight metals which often require a lot of energy to extract, refine and manufacture.

Our focus

The GHG footprint of these metals differs depending on the supply chain, so we are looking to assess which suppliers offer the most sustainable solutions. We're also exploring improved recycling techniques.

Power unit

Materials

Various metals, lithium-ion battery, other materials

Our power unit is produced externally; we want to gain a better understanding of its sustainability impacts and what we can do to improve them.

Our focus

Understand the material supply chain relating to the power unit, work with our suppliers and share learnings from our circularity initiatives to improve its footprint.

Research & development

Materials

Plastics for rapid prototyping, tooling board

We use plastics for quickly producing and testing potential car components, called rapid prototyping. Additionally, some parts are used directly on the car, providing opportunities to avoid high carbon metals. This comes with a trade-off that many of these materials cannot currently be recycled effectively.

Our focus

We are looking into schemes to efficiently collect and transport rapid prototyping materials to recycling facilities in the UK, which with some development could allow for reprocessing without impacting the performance of the material. For materials that we currently send to waste-to-energy, we want to investigate recycling technology and processes to keep this material in circulation.



Tyres

Materials

Natural and synthetic rubber, other polymers and fibres

We don't produce the tyres we use, but we know that they are likely to be a significant contributor to the car's impact.

Our focus

Other series including Indycar, Extreme E and Formula E are exploring potential solutions to tyres. As a cross-series team, we are looking to our non-F1 series for inspiration.



Progress in our circularity metrics

We take a tiered view of our opportunities in circular economy. Our preference is to reduce the amount of material we consume, then explore opportunities for reuse, then recycle where reuse is not possible. We ultimately seek to eliminate the use of non-recyclable materials that damage our environment and ecosystems. This approach will reduce the total volume of waste that we dispose, and instead drive more sustainable outcomes.

In 2022, at the MTC, we disposed of 19% less waste than in 2021, a difference of 144 tonnes, equivalent to 147 UK households worth of waste per year. In 2022 we disposed of 65 fewer tonnes of metal waste, since we cleared out a lot of stock in 2021. We also saw a significant decrease in construction waste as we progressed the construction of our new wind tunnel.

If we look at the longer term trend in our waste disposal, we see highs and lows caused by the covid-19 pandemic, which resulted in reduced activity in 2020 and some stock clearance in 2021. Overall, we are trending in the right direction, showing a 14% decrease in waste disposed in 2022 compared to 2019. This is largely driven by improved resource efficiency and better

A reduction of 144 tonnes of waste from 2021, equivalent to

147

UK households per year

management of materials at the MTC, as well as improved data collection processes.

Our waste management process

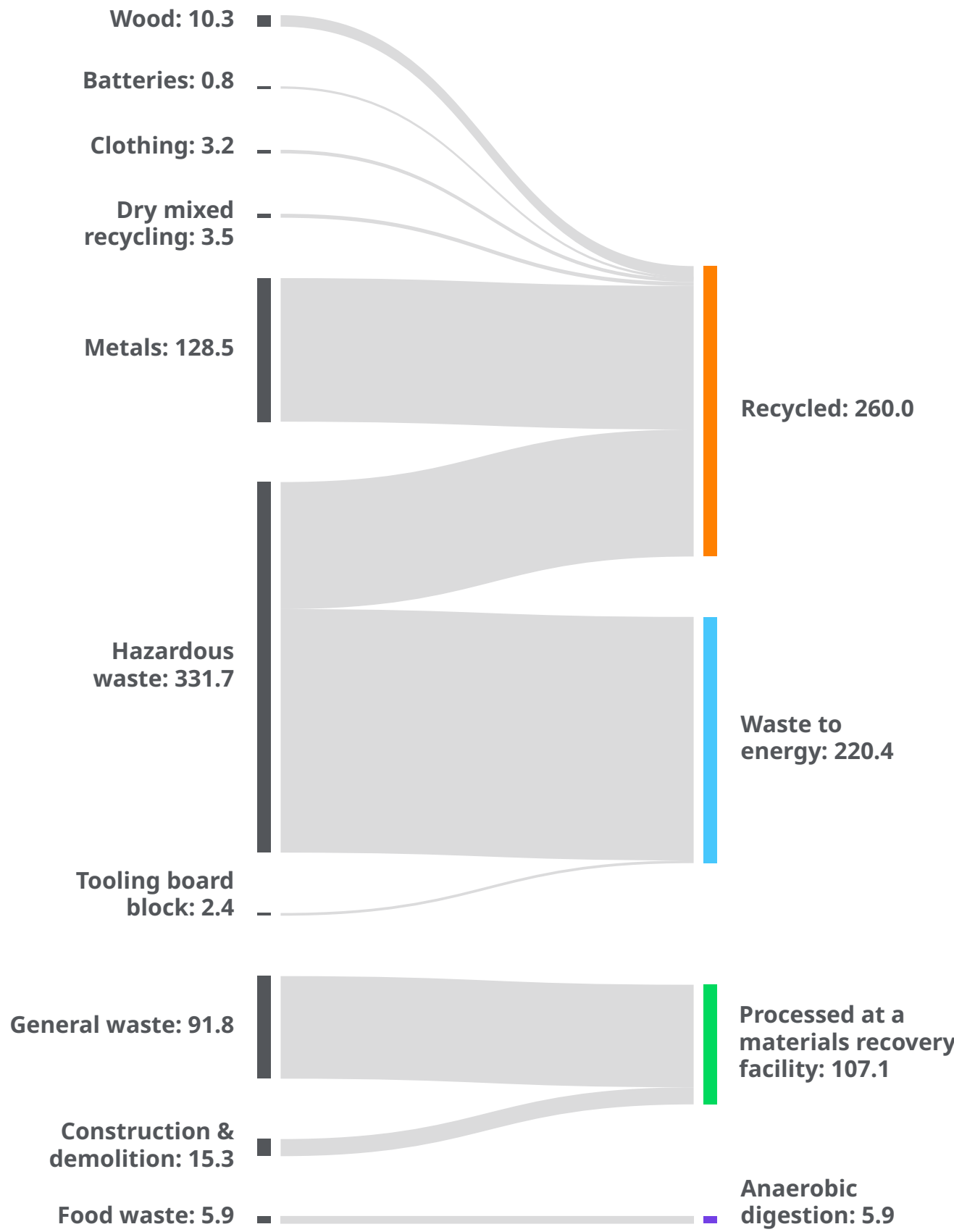
A comprehensive recycling programme has been in place at the MTC since 2016, and we send no waste directly to landfill. We're continually improving our waste processes as we gather better data and learn more about the materials we use.

At the MTC, we separate a select number of waste materials to then be recycled by third parties. General waste that cannot be separated at the MTC is sent to a local materials recovery facility (MRF), where most waste is recycled. The remaining unrecyclable waste is processed into residue-derived fuel for energy generation. Our food waste is processed at an anaerobic digestion plant to be converted into biogas and liquid fertiliser.

Our largest waste stream is hazardous waste that is incinerated for waste-to-energy. To reduce this flow in 2023, we will be working to understand the major components of this stream and looking to implement circular solutions, with the support of our partners.



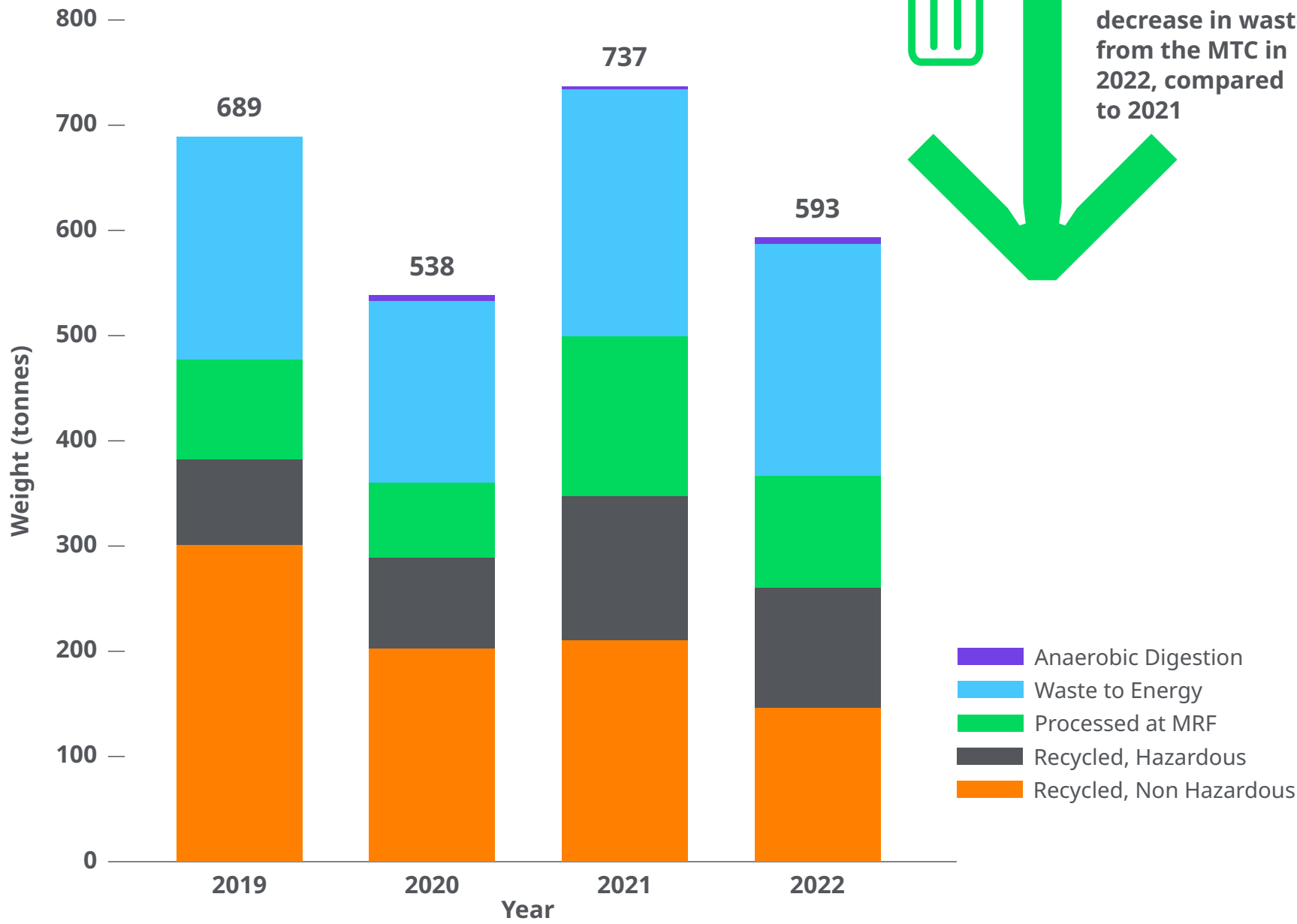
McLaren Racing's waste streams from our Woking sites 2022 (tonnes)



We improved our data collection methodologies in 2022 and as a result have restated our waste data reporting in 2019–2021. Restated data for previous years can be found in the Appendix on [page 45](#) broken down by disposal route.

McLaren Racing's waste processing from our Woking sites 2019–2022

See appendix on [page 45](#) for further details on waste data



Improving our processes

We don't currently collect data on waste disposed at the Arrow McLaren and Formula E team sites. There are recycling schemes in place at both Arrow McLaren and Bicester, and we will conduct a waste audit this year to help us improve our data for these sites.

Improvements in measurement and waste stream analysis will be a key part of our roadmap to circularity and waste management best practice.

At our race events, we follow the waste practices established by the series. Where possible we aim to replicate our waste handling practices used at the MTC across our trackside operations. Our approach supports F1's commitment to ensure all waste from F1 race events is recycled or composted by 2025.

Recycling week 2022

In celebration of recycling week, we launched a campaign to improve our waste recycling at the MTC. We listened to feedback from staff and introduced clearer and improved recycling bins and a video campaign to engage the team. As a result, we have avoided contamination of our office waste so it can be more effectively separated, meaning it's easier and cheaper to turn it into valuable new materials.

All office waste is now sent to a materials recovery facility to be separated and recycled and food waste is sent to an anaerobic digester where it produces biogas to generate electricity.

Comparing recycling results to the same period in the year before shows the positive change this initiative had, with the amount of recycling diverted from general waste increasing by more than 700%. ¹²

Single-use plastic

In 2022, we continued in our mission to remove single-use plastics from our operations. We didn't achieve our target of eliminating them completely by the end of 2022 due to operational limitations, so in 2023 we're looking to take a new approach and set a more informed target which will reflect the good progress that we are making in this area.

AT THE MTC, OUR ACHIEVEMENTS INCLUDE:

- Removal of sachets for sauces, instead using refillable containers
- Removal of all plastic cutlery
- Removal of all disposable cups from our on-site coffee shop and vending machines
- Replacement of takeaway boxes with recyclable cardboard boxes in our on-site restaurant

We also continued our work to remove single-use plastic at our F1 trackside operations. We sourced single-use plastic alternatives for trackside merchandise offerings, gifts made from ocean-bound plastics, and catering operations for employees and guests.

Factory work streams

In the 2021 sustainability report, we committed to removing single-use plastics from our factory by the end of 2022. We have made significant improvements to items we directly control, for example our new safety glasses however there is still more work to be done with our suppliers to influence what they send to us and how they package it.

Savings of
£55k
on factory consumables
per year including
coolant and chemicals

SUCCESSFUL PROJECTS INCLUDE:

Changing safety glasses to a product made of recycled plastic and recyclable at the end of use.

Re-use of cardboard packaging and bubble wrap which reduces the purchase of new raw materials.

Reducing waste coolant by sucking used coolant back into the machines from waste, allowing for reuse.

Use of digital laminate books for instruction manuals, rather than a library of printed books and process sheets.

Installing a new water plant which reduces our wastewater volume and our use of chemicals.

Adding two electric vans to the fleet that the transport team use for driving across the UK and Europe, performing pick up/drop offs to suppliers, events, and races.



"In 2022, the team identified 56 projects and ideas, and chose 18 to proceed with this year with a mixture of short, medium, and long-term goals. In the short term we will be working on collecting and reusing the cardboard packaging and bubble wrap

we receive and switching our safety glasses to a product made from recycled plastic."

CHARLES ANDERSON, MANAGER, INTERNAL LOGISTICS

Catering

In 2022 our catering providers at the MTC worked with Olío to collect and redistribute unused food. Collected goods are provided to local food banks and shelters. We anticipate this may prevent approximately 370kg of food waste, or the equivalent of 880 meals, a year.

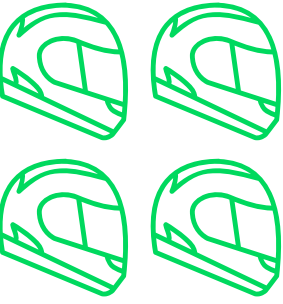
Food waste



880 meals
saved by redistributing unused
food from the MTC restaurant

Disposable cups

On average, 1,107 hot drinks are sold at the MTC every week, and around 35% of previous sales used single-use paper cups. By eliminating disposable cups, we are saving 387 cups and lids, approximately 4.9 kg of waste, each week. This is equivalent to the weight of four race helmets.



4.9kg
of single-use
paper cups waste saved
each week, equivalent
to four race helmets

UPCYCLING FIRE SUITS

Working with our partner People for Urban Progress, to upcycle our single-use fire suits from the 2022 Indy 500, saving 300m² of fabric from landfill while also creating goods that can be used by our title partner Arrow Electronics.

Approximately 25 fire suits
were upcycled, saving
300m²
of fabric from landfill



AUTOGRAPH CARDS

Our collectable driver cards are printed on FSC certified card, and use a bio-laminate made from cellulose, making the cards fully recyclable.

MTC LANYARDS

MTC lanyards are recyclable and recycled from plastic bottles and produced in the UK. MTC visitor passes are aluminium which will be recycled at end of life.

OCEAN-BOUND PLASTIC

Working with our suppliers to work with brands including Repreve and Reborn to turn ocean-bound plastics into gilets, softshell jackets, and caps (of which plastic in the visor is also made from ocean-bound plastics).



GIFTED JACKETS

Removal of plastic
bag packaging from
1,400
of our gifted
jackets in 2022



Diversity, equity and inclusion

Diversity, equity and inclusion isn't just about doing the right thing; it is central to who we are as a team and is ultimately a performance differentiator. By building a diverse, equitable and inclusive team we will be more innovative, solve problems and collaborate better, all of which will bring success on and off the track.

We know that both we, and the wider world of sport, have more work to do to achieve our goals in this space. Through our work within our team, across the race series we compete in, and with our partners, we aim to inspire and enable all talent to enter a career in motorsport and with McLaren Racing.



Our approach

Diversity, equity and inclusion is at the heart of McLaren Racing's strategic priorities. Our aim is to be the most diverse and inclusive team in sport. Our aspiration 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.

We know that more diverse teams make for stronger teams and deliver higher performance. We not only see an opportunity to drive inclusion within our own team, but also within our sport and in close collaboration with our stakeholders and partners.

2022 saw us expand our race series with the launch of McLaren Electric Racing. This provided not only a fantastic opportunity to broaden our racing credentials, but it also meant we expanded our reach across the motorsport industry as well as our platforms to engage our global fanbase on sustainability issues. We are incredibly proud to have our first female Extreme E driver in Emma Gilmour.



"It has been amazing to support talented future engineering leaders through the Arkwright Engineering Scholarship. Some of the scholars had highlighted McLaren Racing as their dream career destination in their application, so it's been really rewarding to let them know that McLaren funds their scholarship. The aim here is to support the scholars over two years, providing a series of touch points through mentoring, financial support and work experience which will result in them continuing their engineering journey, and one day, hopefully joining the McLaren Racing team."

ELLIE WATTS, SENIOR SPECIALIST, EARLY CAREERS & DIVERSITY

Our diversity, equity and inclusion roadmap

AS A TEAM

- ↳ Upskilling the whole team on the role diversity plays in driving performance and their role in championing this agenda
- ↳ Targeted development programmes to champion and support underrepresented groups
- ↳ Introducing accessible new career routes into motorsport
- ↳ Reviewing our policies and processes to ensure that inclusivity is weaved throughout the business and that we attract and retain underrepresented talent

AS A BRAND FOR GOOD

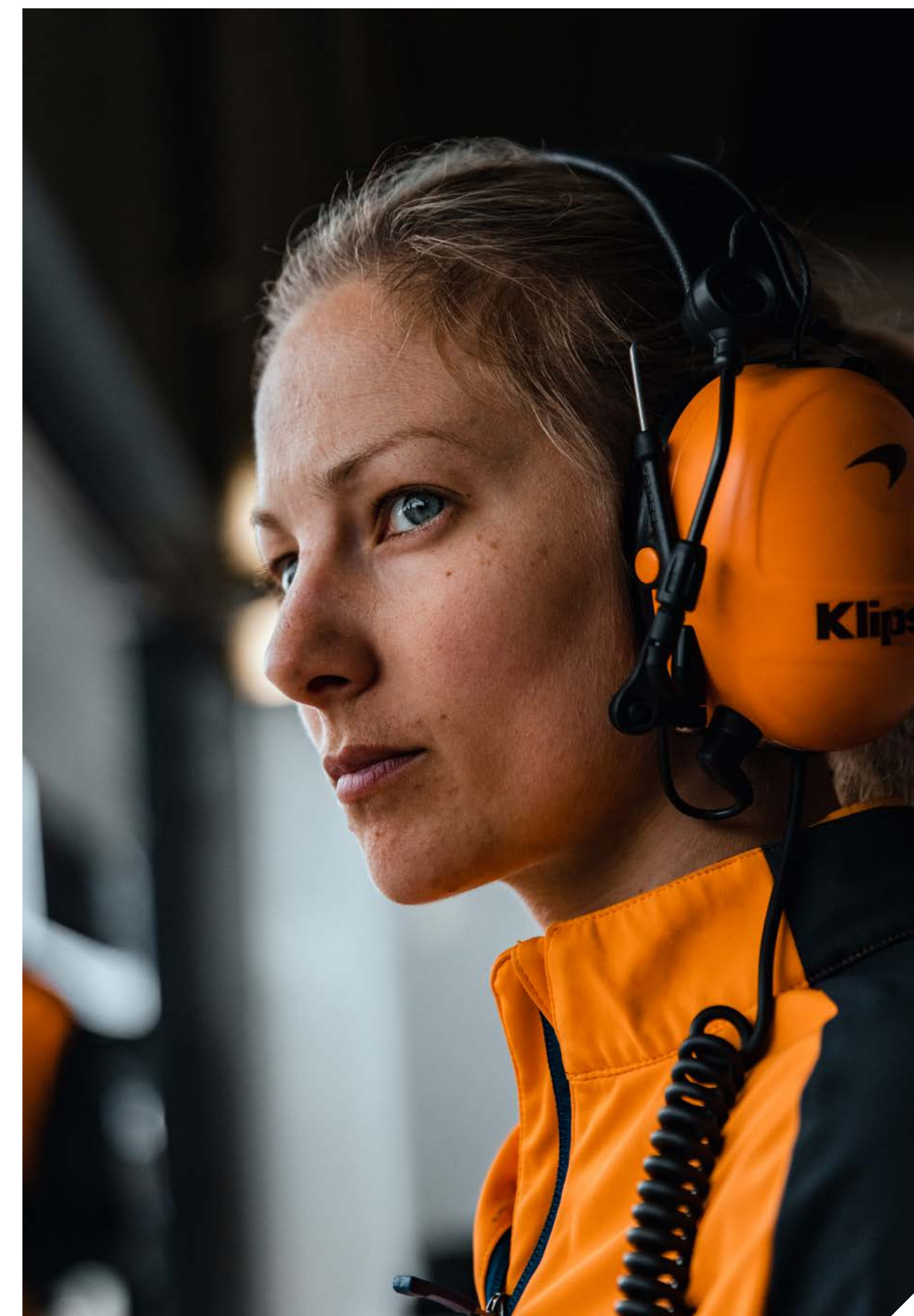
- ↳ Expanding our Engage Alliance to the US with the Path To The Pits programme with our IndyCar team
- ↳ Increasing the impact we make with our Engage Alliance programmes, inspiring and supporting more individuals to pursue STEM careers
- ↳ Supporting women in motorsport through existing and new initiatives

AS A LEADING VOICE IN OUR INDUSTRY

- ↳ Advocating for change across our industry
- ↳ Expanding our influence through Formula E, Extreme E and IndyCar initiatives, forums and partnerships
- ↳ Sharing best practice and experience across our sport

WORKING WITH OUR PARTNERS

- ↳ Launching programmes and initiatives that can meaningfully tackle our shared challenges
- ↳ Collaborating and innovating to drive positive change within motorsport and in the locations where we race



Where we are today



Embedding inclusion into our business processes

Measuring progress

We can't effectively drive change on diversity, equity and inclusion without good information about diversity within the business. That's why in 2022 we implemented a new HR system. This platform has given us the ability to capture accurate and detailed data relating to the demographics of our team and allows us to track our progress and identify areas for improvement.

Building inclusion into recruitment and onboarding

In 2022 we made improvements to our recruitment and onboarding processes to remove and prevent any biases or blockers and to ensure that our team understood their role in driving best practice. We launched 'best practice for recruitment' training to our managers – over 200 leaders from across the business. The training covered topics ranging from how to make the process fair and inclusive, unconscious bias, to job adverts and diverse interview panels.

Driving diversity

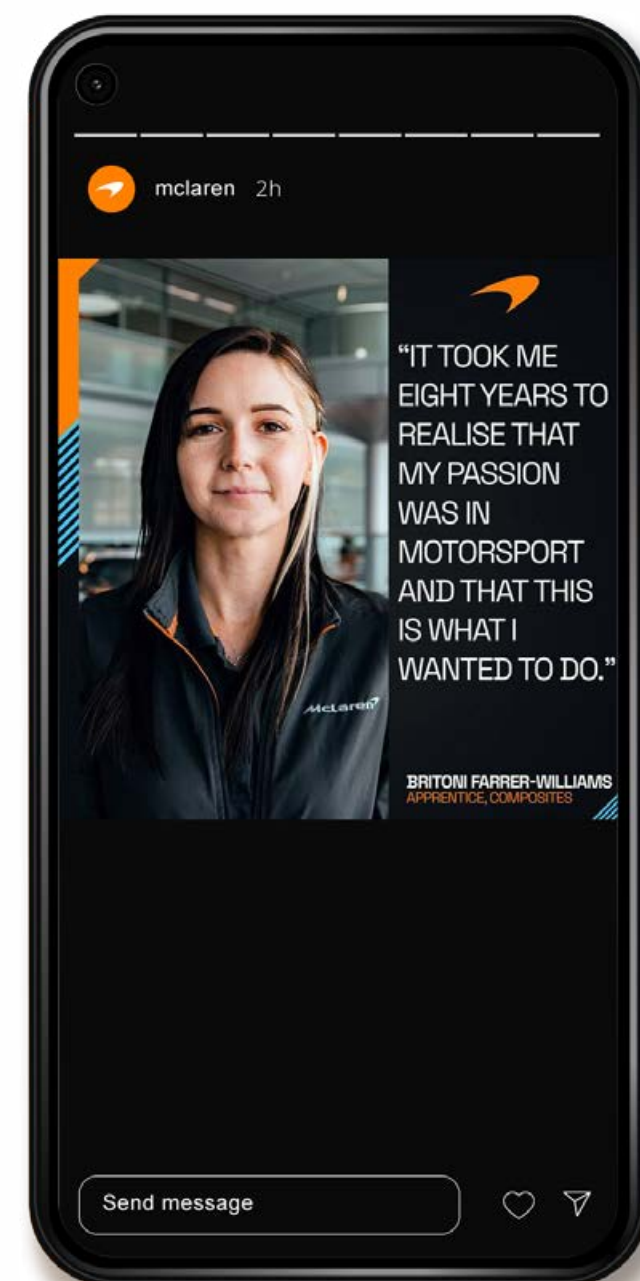
Future talent

Our early careers pipeline is one of the biggest opportunities we have to impact our overall diversity. In 2022, 15% of new starters joined as graduates, interns, and apprentices. 16% of the early career employees joining us were female and 7% were from an ethnic minority group. While our early careers intake shows diversity moving forward, this represents a small percentage of our workforce and there are still improvements to be made, including reaching wider talent pools. In the coming year we will provide training for team members on DE&I, our goals and how important diverse and inclusive teams are in driving performance for the business.

Science, Technology, Engineering and Maths Ambassadors

We have 45 STEM ambassadors within McLaren Racing, each with a unique background, skill set and insight into technical and non-technical roles. We run several STEM initiatives including targeting students in schools and current and prospective employees.

In 2022, our STEM Ambassador network supported 36 events reaching over 4,000 pupils and students, ranging from five to 25 years old. The network has also mentored over 20 further and higher education students, hosted 15 work experience students and engaged over 1,000 members of the general public at the Goodwood Festival of Speed by showcasing motorsport technology, STEM careers and sharing their own career journeys.



Driven Women

Driven Women is a network of 250 passionate and enthusiastic people across McLaren Racing and McLaren Group who contribute to an environment that embraces diversity and equity. The network drives key internal initiatives such as International Women in Engineering Day.

On International Women in Engineering Day (INWED) we hosted a panel conversation and networking event, supported by our Alliance partners the Women's Engineering Society (WES) and the Smallpeice Trust. Our focus was to showcase role models within our industry at this event and through a social media campaign to discuss what more can be done to support female talent entering and remaining within the industry.

33

work experience students hosted
across various departments in 2022

Extending our impact through the McLaren Racing Engage Alliance

In 2021, we launched our flagship DE&I programme McLaren Racing Engage to tackle the STEM (Science, Technology, Engineering and Maths) skills shortage, address systemic inequalities, and find new ways to unlock the full potential of all individuals with talent, passion and a drive to succeed. The strategic alliance is a partnership with four experts in this space that aims to diversify talent in motorsport through multi-year investments in grassroots-level STEM initiatives, funding, and mentorship programmes.



OUR PARTNERS



2022 has been a year of delivering inspirational programmes that drive real change:

Inspiration

15
STEM days delivered to 1,000 students in the Woking area with the Smallpeice Trust and our F1 engineers

656m
potential reach of WES' International Women in Engineering Day social media campaign, officially sponsored by McLaren Racing

11.1m¹⁸
potential reach of WES through a social media campaign profiling our work promoting the Lottie Tour with WES, with the Lottie Doll travelling to the Mexico GP and touring around the MTC ¹⁸

139
aspiring female engineers attended the Women's Engineering Society Student Conference

982
graduate engineers attended the Equal Engineers Careers Fairs attended by the team

2
summer internships in our marketing teams with Creative Access across Fan Engagement and Brand Experience

Scholarships and Bursaries

5
Arkwright Scholarships awarded in partnership with the Smallpeice Trust

61
bursaries awarded as part of the McLaren Racing x Creative Access Career Development Bursary, to remove financial blockers for creative talent looking to progress their career

Mentoring



The experience of an Arkwright Engineering Scholar:
“I have enjoyed the time I have spent with both my mentor and sponsor. I have had the opportunity of spending key time in professional engineering environments that has helped me to further learn about the industry I wish to pursue. I have now gained more contacts to aid me in getting the jobs and opportunities I wish to. As well as this, I have learnt a vast amount more about complex engineering and design tasks that take place in such a fast-moving industry.”

CATE, ARKWRIGHT SCHOLAR 2021

5 F1 engineers mentored our Arkwright Scholars



23
engineering mentors supported the first cohort of the Pathways Programme with Equal Engineers, supporting underrepresented undergraduate engineering talent to pursue their career goals

A key aspect of our partnership with the Smallpeice Trust is the work experience and internships STEM days which have been co-designed with McLaren Racing using Formula 1 as the vehicle to boost engagement with STEM subjects at school, positively changing perceptions and demonstrating that Formula 1 is a career to aspire to whatever your background. We are also active sponsors of the Smallpeice Trust Arkwright Scholarship scheme, aimed at supporting those studying towards A levels who have a keen interest in Engineering. The Scholarship provides a mentoring relationship between the student and a McLaren Racing team member over the two-year programme and work experience opportunities in the summer. The aim of both initiatives is to provide a steppingstone to the world of motorsport but also, to act as a talent pipeline.



Creative Access – removing barriers to progressing in the creative industry

We work with the social enterprise, Creative Access, to provide Creative Access Development Bursaries to address cost barriers to entering or progressing within the creative industry. In 2022, the second year of our collaboration, we awarded support to 61 people, 69% of those awarded were female and 74% were from a low socioeconomic background.



“I’ve enjoyed every day of my placement here. I’ve loved communicating with different people across different cultures from fans to team members with different experiences. The placement has confirmed my interests in social media and communications. I would love to work within motorsport following my studies.”

**MARGO, CREATIVE ACCESS
FAN ENGAGEMENT INTERN**



Our work with Creative Access also saw two summer internship opportunities in our Fan Engagement and Brand Experience teams.



“Being awarded the bursary has had a huge impact on my life and work. It gave me a confidence boost to know that someone believed in the value of my work.”

**ZAHRA, 2022 CREATIVE ACCESS
BURSARY AWARDEE**



Extreme E ambassador programme

McLaren Racing supported the Extreme E team in designing an ambassador programme aimed at providing female motorsport enthusiasts with the chance to gain hands-on, live championship experiences in the fields they are studying, with the goal of increasing future female employment opportunities within motorsport and engineering.

Four student ambassadors are placed with Extreme E for the season. They are part of the Extreme E team during race weeks, and work with the Science Committee, Legacy Programmes and support the sustainability elements of each race.

“What stood out to me was the amount of interesting people that I met! There were so many people with very interesting stories – I could talk to them for a long time about their life and work experiences. It was really insightful. Everyone had different backgrounds and the range of people that I met was great.”

AMANDA, EXTREME E STUDENT AMBASSADOR
(Pictured above far right)



F1 D&I working group STEM day

McLaren Racing has developed a STEM Day programme in partnership with the Smallpeice Trust for students aged 10–16. In 2022, we donated this programme to the wider F1 racing series and teams and supported two pilot days, attended by 106 students, 70% boys and 30% girls. This was a resounding success with 90% of participants saying that they understand engineering better following the challenge. As a result, the F1 D&I working group will roll this out across schools in the UK with support of the 10 teams.

Arrow McLaren IndyCar Path To The Pits pilot

In 2022 our Arrow McLaren IndyCar team worked with Path To The Pits, a grassroots educational programme designed to introduce young adults to motorsport. It’s the first programme of its kind in the US and focuses on inspiring 18–25 year old women and those from diverse communities who are actively considering their career paths. Working with the Arrow McLaren IndyCar team at the St Louis and Laguna races, the team hosted over 20 young people providing on-site track tours of the garage and pit lane. They also heard expert insight from the team throughout the day about their careers and routes in motorsport.

We plan to expand this programme in 2023 across more races to reach even more young people.

Health and wellbeing

As a high-performance sports team, health and wellbeing is a critical component of both our on-track and wider business performance. Offering the right level of support is vital to help our teams thrive in the high-pressure and fast-paced motorsport environment. As a team, we also strive to role model the importance of wellbeing, not only within our team, but to our fans, partners and in the communities we operate and race in.



Our approach

We focus on where we can have the most impact for our team, listening to understand their needs and tailoring our approach to provide the right level of support.

Across the team, regular employee engagement surveys and our network groups provide regular feedback and ideas. We align our approach with global best practice, such as utilising Mental Health First Aid (MHFA) England training and support for our mental health first aiders and providing a range of solutions that enable our team members to flex the support to their individual needs such as our trackside support with Cognacity. Our aim is that our team ‘makes wellbeing a priority’.

Our health and wellbeing roadmap



For 2023, we are looking to adapt and enhance our existing health and wellbeing provision.

Physical wellbeing

In 2023 we plan to encourage use of our on-site gym and fitness offerings at the MTC. This will be done via health awareness week initiatives and internal employee groups.

Building awareness and breaking stigma

In 2023 we plan to have at least one key awareness day or initiative per quarter. We will use these to highlight health and wellbeing topics and encourage people to discuss these to build awareness and break stigma.

Supporting our people

We are committed to positively impacting the health and wellbeing of our people by offering a wide range of support to all our employees.

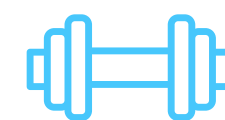
Supporting healthcare

We offer a premium healthcare plan to all our team members. In 2022, in addition to providing healthcare to employees as standard, we offer a premium healthcare plan which 75% of our employees have opted into. The support provided includes:

- An automatic free Health Cash plan for all team members, so they can claim back on the costs of a wide range of benefits for themselves and their family. This includes dental and optical treatment, physiotherapy, consultations and diagnostic tests and prescriptions
- Free access to a 24/7 virtual GP service, 365 days a year
- Private Medical Insurance for employees.
- Use of Healix POWR, an interactive online health and wellbeing tool designed to help people manage their overall health, wellbeing and performance
- Access to an Employee Assistance Programme for advice and guidance on topics including finances, relationships, health, legal information, or even mental wellbeing

On-site gym

The MTC has an on-site fitness and wellbeing centre that re-opened to all McLaren employees in 2022, following the covid-19 pandemic. The centre has flexible access and a range of health and wellbeing services and exercise programmes. The gym is open 24/7 to support all our shift patterns.



24/7
gym access at the MTC

Mental Health First Aiders

Our trained network of mental health first aiders provides a first point of contact for people in the team who need support on mental health. 6% of the McLaren Racing team have trained as Mental Health First Aid (MHFA). By the end of 2023 we hope to bring this number to 10% in line with our First Aid provision.

In 2022 we trained an additional 46 new mental health first aiders, bringing our total to 58 across the McLaren Racing team. Through 2023 we want to continue increasing the visibility of our MHFA network, ensuring that all functions, shifts and race series are represented and know that there is someone they can reach out to for support with their mental wellbeing.

We are also looking to extend our MHFA network to the US and are exploring with the Arrow McLaren team what training would best suit their needs.



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Mental Health
First Aiders

In 2022 we also explored how we can better support mental health first aiders across the business. Based on what our first aiders have told us we have implemented a programme of support including:

- Quarterly refresher sessions for first aiders, delivered by an expert provider
- Provide a monthly newsletter
- Dedicated email support from mental health experts
- An internal site for the network to share resources and support
- Increased visibility and communications around mental health awareness days, including a wellbeing calendar marking key awareness days.

WHAT IS A MHFA?

Mental Health First Aiders (MHFAs) are a point of contact if you, or someone you are concerned about, are experiencing a mental health issue or emotional distress. They are not therapists or psychiatrists, but they can give initial support and signpost to appropriate help if required.

“I have seen first-hand, with family and friends, how mental health can affect people on many different levels. I think it is important that people see their mental health as important as their physical health so any opportunity to encourage conversation around mental health I want to be involved in.”

**ARABELLA TURNER, ASSOCIATE,
FINANCE ANALYST – F1 TECHNICAL & RACING
AND MENTAL HEALTH FIRST AIDER**



Mental health awareness days

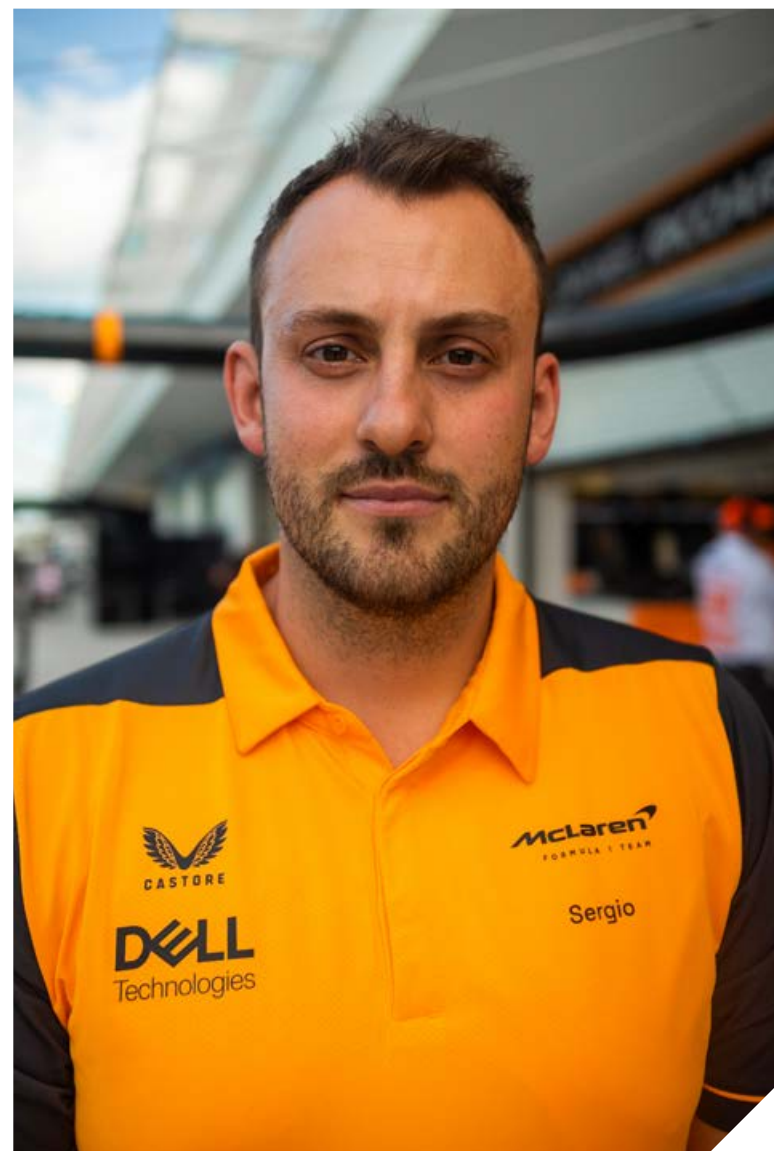
During 2022 we placed increased focus on mental health awareness days. Our activity included celebrating World Mental Health Day. We raised awareness of the day, profiled our Mental Health First Aiders, and published an internal article on mental health. The theme of this year's World Mental Health Day was "Make mental health and wellbeing for all a global priority."

We will continue our active engagement programme in 2023 to increase the visibility and awareness of good mental health across McLaren Racing.

"Mental health, unfortunately, still has a bit of stigma around it, but I think we are doing everything we can at McLaren to break that. I believe my role allows me to be approachable to anyone at any point."

"The way that I look at the role of a Mental Health First Aiders is that you are very much like a physical first aider. You are there as the first point of contact for someone who is struggling with something."

SERGIO STELITANO, THE TEAM'S PERFORMANCE COACH, WHO TAKES CARE OF THE TRAVELLING TEAM'S HEALTH & WELLBEING



Manager training

In 2022 we rolled out a new bespoke learning and development programme for all managers and team leaders across McLaren Racing – Management Fundamentals. The programme consists of seven bite-sized modules and includes "Supporting the wellbeing of your team". Delivered by a mental health expert, the live session explores the factors that affect a team's wellbeing and the role of wellbeing in driving performance. It is designed to increase the managers' awareness of mental health and illness and help them to spot the signs of team members struggling with mental health and understand how to best support them.

We provided on-site support to the

342

members of our Operations team, as they headed into our car build programme – often the most pressured time of the year.

Trackside support

The team working at track as part of the McLaren Racing Team experience the unique physical and mental pressures of elite racing. To support them in their racing journey, and to help our team to thrive in this environment, we provide bespoke support from Cognacity and Healix health services at every event. We provide a team physio to support injury prevention, treatment and recovery. The physio also leads regular trackside Pilates classes. Dr. Phil Hopley, the team's mental fitness and performance doctor attends many races and is available online for our team. He's supported by 10 race team mental health first aiders to ensure our team have a range of support options available when they need them.

Operations support

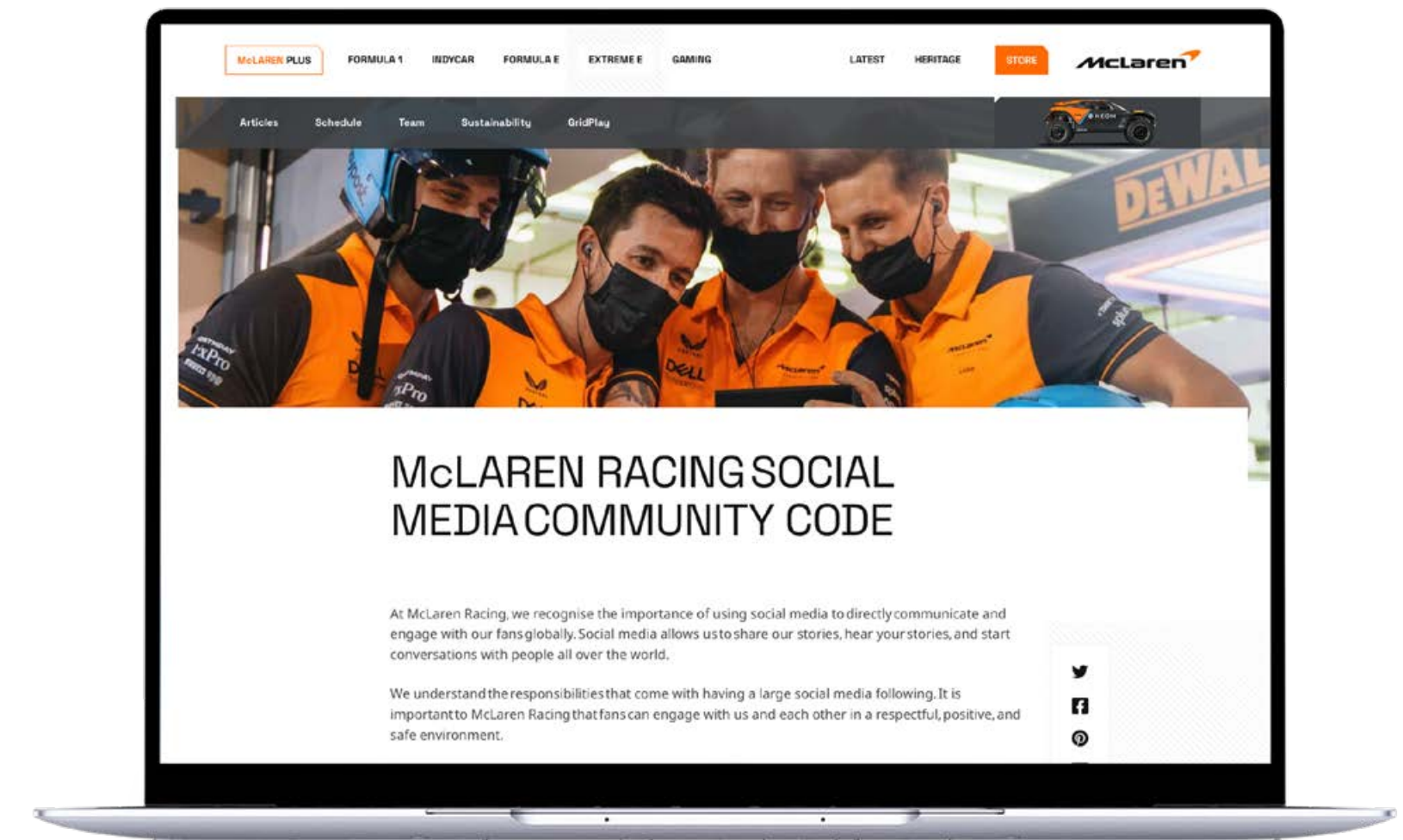
Following the successful track-side partnership with Cognacity, we are piloting extending their support to the whole McLaren Racing team.

The on-site support allowed team members to access confidential, clinical, professional support to give them tips, professional advice, and specific wellbeing interventions to improve their health and mental wellbeing. This could be on sleep, nutrition, exercise, performance, or any other aspects of health and wellbeing that are important to them.

The support provided includes offering webinars exploring the pressures our team face working in motorsport including:

- High performance routines
- Technology, wellbeing & performance
- Hormone health
- Optimal sleep routines
- Women & perfectionism

40% of team members signed up for webinars in 2022.



Social media community code

We understand the responsibilities that come with having a large social media following. It is important to McLaren Racing that fans can engage with us and each other in a respectful, positive, and safe environment. McLaren Racing has a zero-tolerance policy on racism, homophobia, bullying, abuse, hate speech or discrimination of any kind on our social media channels. People participating in such actions are not welcome in our online community.

The McLaren Racing Social Media Community Code sets clear guidance on what is acceptable when engaging with us, our drivers, our team, and fellow fans. It also outlines what will not be tolerated. This is a collective effort, and we call on our fans to support us in our mission to create a welcoming, safe, and inclusive online environment for all.

McLaren Racing has a dedicated team actively monitoring comments posted on our social media channels and comments received via direct message. We remove posts that breach our social media community guidelines, and block users that violate our policy.

WE WILL NOT TOLERATE ANY FORM OF ABUSE OR DISCRIMINATION INCLUDING:

- Racism
- Homophobia
- Sexism
- Hateful, abusive, and offensive language
- Sexual harassment
- Incitement to violence



4

The power of racing to build a better world

At McLaren Racing, we believe in the power of sport to inspire change and drive innovation, and the tremendous possibilities this offers to accelerate a shift to a more sustainable world. That's why alongside our sustainability commitments, we work with an incredible network of stakeholders, partners, communities and engage our fanbase to reach beyond our own platforms and help drive and inspire change on a global scale.



Our sport

Across all series we race in, we advocate for change and innovation that will progress us towards a more sustainable motorsport industry. We collaborate with teams, tracks, partners, and common suppliers to share best practices, and to promote cross-series learnings in sustainability.

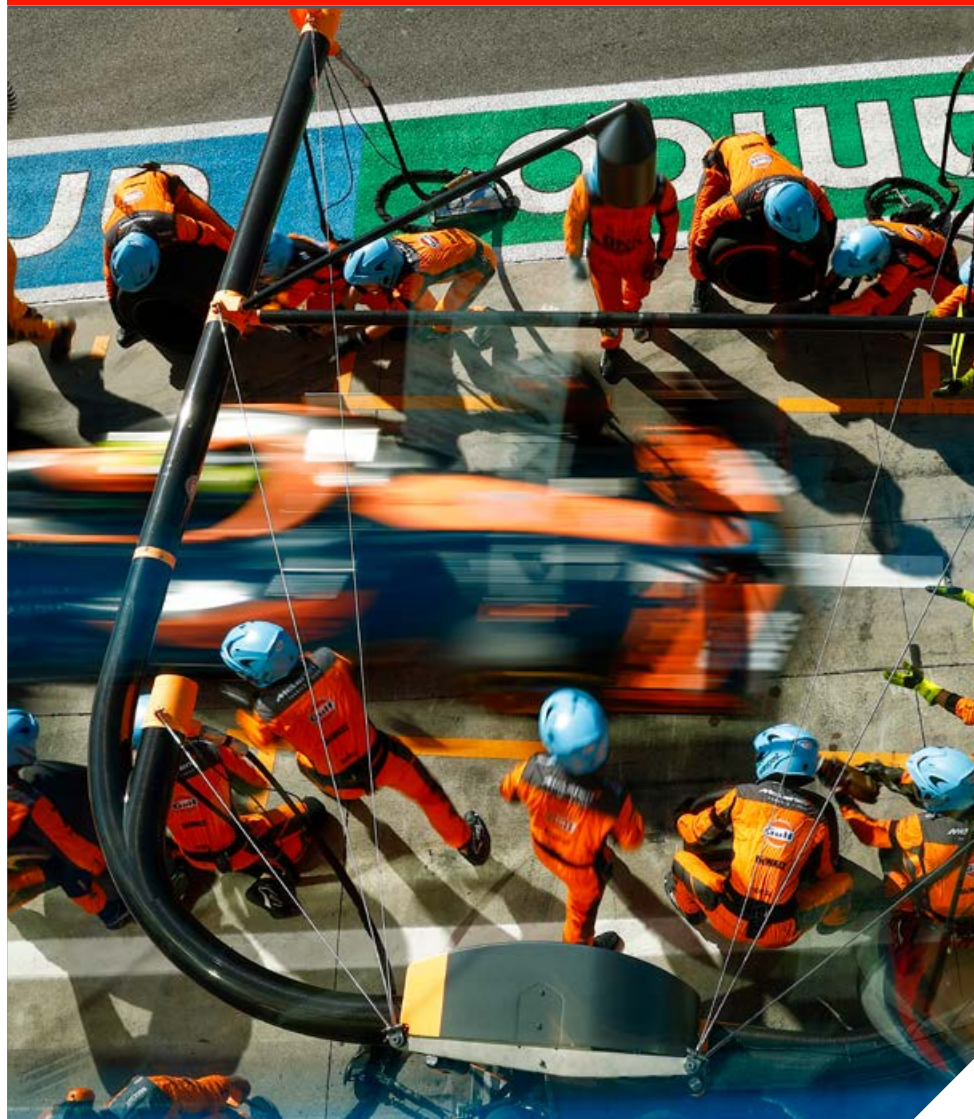
As well as our direct relationships with other organisations, we participate in series-wide activities such as knowledge sharing forums, or aiding the development of technical, sporting, and financial regulations to allow for more investment and innovation.



We support F1 in its pursuit of the series' sustainability goals, aligning to the UN Sports for Climate Action framework, sharing our GHG footprint data, and working towards higher standards for sustainable events.

The F1 cost cap has resulted in good sustainability outcomes but also presents limitations. We have been at the forefront of discussions with F1, the FIA and other teams to enable financial and technical regulations to accommodate sustainability initiatives without affecting the cost cap, allowing us and other teams to make the sport more sustainable.

We work collaboratively towards series-wide improvements, regularly participating in F1 working groups on sustainability and D&I. We also have a strong working relationship with F1's own sustainability team, to find areas where we can cooperate for shared outcomes in sustainability.



We support IndyCar in becoming a more sustainable series through use of biofuels in cars, sustainable fuel solutions for logistics, natural rubber in tyre manufacture, and considerations for the next generation of IndyCar chassis. We are looking to pilot initiatives in many of these areas which will have a positive impact on the series as a whole, whilst targeting larger impacts such as the next gen chassis.

We also share our GHG footprint data with IndyCar to assist with the monitoring and management of GHG emissions at a series level, whilst sharing successes in our circular economy initiatives to encourage wider adoption.



We share goals with Formula E through our common commitments to UN Sports for Climate Action, Race to Zero, and the Science-Based Targets initiative. We work closely with Formula E to achieve our goals at both team and series level, sharing data and providing feedback to one another.

Since sustainability is a shared pursuit, we are assisting Formula E with data generation regarding the use phase of the Gen3 cars, and with planning for the Gen4 era to keep the cars and sport at the forefront of sustainability.

We also participate in the Formula E sustainability forum and working groups, sharing ideas with other teams to play our part in elevating the sport.



As with Formula E, we share common goals with Extreme E through our support of the UN Sports for Climate Action framework.

We participate in legacy projects at race locations, giving back to communities and the environment locally whilst helping the series raise the profile of key sustainability issues. We also supported Extreme E in designing its Ambassador Programme.

As the Extreme E calendar looks to grow, we are also working with the series to maintain its commitment to clean transport and operations as its logistics demands increase.



Our partners

We are proud to partner with some of the most recognisable brands in the world. This not only allows us to maximise opportunities across our operations, we also want to partner with like-minded businesses to drive positive change and have an impact across industries and platforms we would not normally reach – whether that's around developing a fully circular F1 car, or encouraging more people from underrepresented backgrounds into motorsport.

Goldman Sachs

New partnership with Goldman Sachs

In 2022 we announced a new multi-year sustainability partnership with Goldman Sachs. This partnership between two high performance organisations includes a shared commitment aimed at accelerating progress towards McLaren Racing's net zero goals. In 2022, Goldman Sachs supported our studies into improving biodiversity and reducing carbon emissions at the MTC.

ashurst

Sustainability Hackathon

We hosted a two-day Sustainable Futures Hackathon at the McLaren Technology Centre in collaboration with Ashurst Advance, law firm Ashurst's new law offering and BRYTER. Areas explored included supply chain decarbonisation, decarbonisation of buildings, the gathering of sustainability data, organisational GHG footprint tracking, and overall community impact. The winning team focused on the decarbonisation of buildings and developed a tool to enable an informed decision to either re-build or retrofit, depending on environmental, social and governance factors.



Working in partnership with AkzoNobel

In 2022 we announced an extension of our partnership with AkzoNobel, our long-standing paint and coatings supplier.

Since first partnering with AkzoNobel in 2008, we've achieved several improvements in paint technology together. As well as contributing to the performance of our F1 cars, the advances we've made have also crossed over to drive innovation in other industries.

This kind of close collaboration has also expanded into other areas of our partnership. In 2022 we worked together with a local artist, ahead of the Brazilian Grand Prix, to create a stunning mural at a local community centre. Incorporating McLaren's team colours, the artwork was intended to be a catalyst for a broader conversation around diversity and inclusion, as well as serving as a rousing reminder to women and young girls that they can be whoever they want to be.



Deloitte.

Deloitte

We extended our partnership with Deloitte in 2022. This extension came alongside a refocusing of the partnership to centre around supporting McLaren's sustainability mission, advancing towards a net zero and circular economy.

Through their advisory services, Deloitte have helped us to articulate the link between McLaren's carbon emissions and car development. Deloitte supports our desire to explore opportunities to really step up our efforts to develop a fully circular F1 car.



Entain returnship

In 2021, we welcomed Entain's PartyCasino and PartyPoker Brands as partners. Through the partnership we work together to create impactful opportunities for advancing diversity and inclusion.

In 2022, we launched our first returnship scheme supporting women getting back into the technology and engineering industries. The six-month returnship is supported by a 1:1 transitional coach who specialises in the return to work, along with a workplace buddy and mentor who will help the interns to navigate the business. Opportunities provided will include exposure to Software Engineers, Quant Analysts and .Net Developers and will allow interns to gain invaluable insights into both companies. At its conclusion, we aim to convert our returnship team members into full time hires where possible.

PARTY CASINO

party poker





Electric Racing title partnership

In June 2022 McLaren Racing announced a new strategic partnership with NEOM, bringing together two organizations committed to creating a better future with a specific focus on talent development, and innovation.

Through this partnership, NEOM became a Title Partner of the McLaren Formula E and Extreme E racing teams as 'NEOM McLaren Electric Racing'.

McLaren will collaborate with NEOM across multiple areas, becoming a founding partner of Oxagon, a city in NEOM set to be a blueprint for the future of advanced and clean industries and a hub for innovation. McLaren will be located within Oxagon's Research and Innovation Campus.

Additionally, through its bespoke Accelerator program, where performance-driven data can be translated into the culture and thinking of its partners, McLaren will lend its digital and analytical expertise as a technical partner of Oxagon's advanced and clean manufacturing ecosystem.

A further significant element to the partnership will be rolled out during 2023 when McLaren and NEOM will create a bespoke program to nurture engineers and students. This program will see Saudi graduates from NEOM's Graduate Program take part in placements with McLaren Racing.



Dell Substitute Teacher

In 2022 we continued the hugely successful Dell Substitute Teacher series on YouTube, branching into our 3rd season. This season focused on key sustainability topics such as health and wellbeing, DE&I, reducing waste and climate change – all championed by drivers including Emma Gilmour and Lando Norris.



smartsheet

Sponsor X

Our Sponsor X initiative donates advertising space to showcase organisations doing incredible work on diversity in the locations we race. In 2022 our support included local non-profit DeadlyScience at the Australian Grand Prix, and amplifying the work of The Hidden Genius Project at the US Grand Prix in Austin, Texas. These charities are focused on mentoring and providing resources to underrepresented groups, aligning to our goals in DE&I.



vuse

Driven By Change

Driven By Change gives underrepresented creatives the platform to showcase their work to a global audience through motorsport. Through our partnership with BAT, we vary our branding race-by-race, at all times in line with applicable regulations and legislation. This gives us the opportunity to incorporate designs from emerging artists. For the Abu Dhabi Grand Prix, we featured the work of Anna Tangles, who coupled her trademark linear style with McLaren's papaya and blue colourway to celebrate the limitless power of creativity.

Across the year our work with BAT also saw Colombian muralist Dast create a spectacular mural at the iconic Grimaldi Forum during the Monaco Grand Prix, and Mexican artist Luis Pablo, design a giant kiwi bird for display on the Boulevard at the MTC.



KAUST partnership

McLaren has partnered with the King Abdullah University of Science and Technology (KAUST) since 2018. KAUST was the first mixed-gender university campus in Saudi Arabia and almost 40% of the students are women. The foundation of the partnership is "Extreme Performance Technology" and a focus on advanced fuels and materials, vehicle efficiency, aerodynamics, artificial intelligence and machine learning, sustainability, and advanced sensors. We work together to motivate KAUST students, researchers and faculty members to solve real-world problems in the fast-paced and technologically demanding environment of F1 racing. Researchers in KAUST's Clean Combustion Research Centre developed capabilities to measure and simulate the extreme conditions in F1, and this kind of work inspires innovation that can be used in many other applications important to Saudi Arabia and internationally. The partnership opens doors to talent development for KAUST graduate students

through research, internships and engineering forums. McLaren has also hosted KAUST students and personnel at track, joining members of our race team to see how they work and get inspiration for their own careers.



McLaren Accelerator

Harnessing our technical expertise and data insights to accelerate the sustainability journey of our partners

McLaren Accelerator is our business incubator hub designed to accelerate sustainable innovation through collaborative R&D projects within our corporate partners. Drawing on almost six decades of expertise, and powered by our people, processes and technology, we support our partners in having a positive impact on the planet and society by increasing efficiencies and reducing waste within their operational environments.



In 2022 we've helped our partners at Unilever to deliver cleaner, more efficient manufacturing processes for laundry detergent powders. Laundry detergent powders are produced by spraying a slurry of ingredients into a tower, which is blasted with hot air to dry the slurry into a powder. The key controls used in this production process are automated, and in 2019 Unilever implemented an initial level of digitisation and machine learning which providing a significant increase in efficiency. Since 2022, the Unilever x McLaren Accelerator team have been working to further improve energy efficiency and product quality throughout the Spray Drying Tower process. We've produced a digital model of the process that uses artificial intelligence and machine learning to simulate the tower in which the laundry detergent is made and predict outcomes of process changes. Using this approach, we've developed a new moisture control

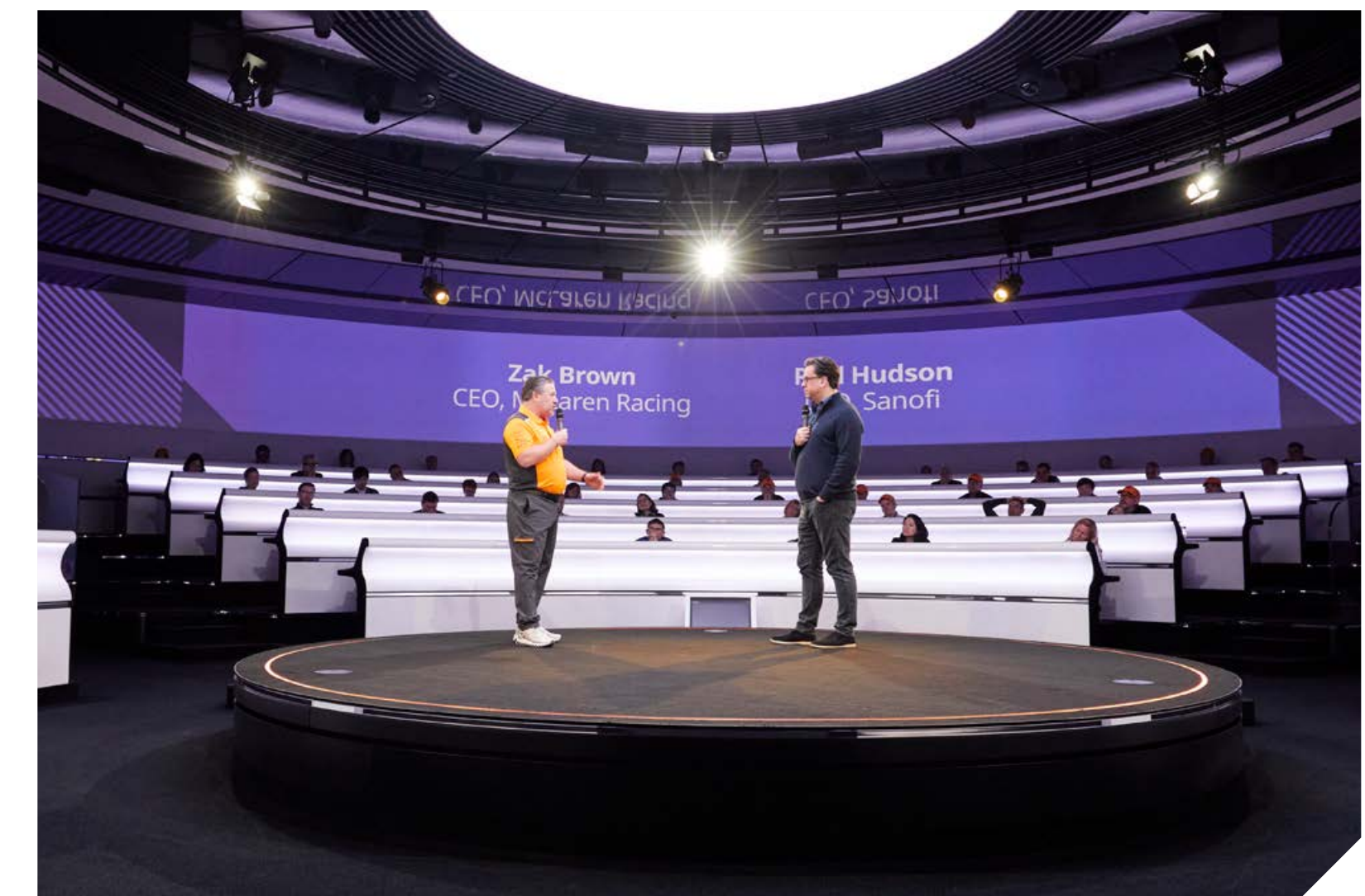
system which reduces energy requirements and product variation, with simulated energy efficiency improvements of >20%. Unilever began implementing the new control system MACS (McLaren AI Control System) in real operating conditions in March 2023. The digital model simulates thousands of hours of tower production in minutes, enabling ideal configurations to be rapidly produced for any scenario to improve laundry detergent product quality. Through this process, we focused on Unilever team technical development through inspiration, mentoring and total transfer of expertise, creating a sustainable platform to next steps.

sanofi

In 2022 we announced a multi-year partnership with global healthcare company Sanofi. The partnership will see McLaren Racing collaborate with Sanofi's Manufacturing & Supply team to optimise the drug giant's manufacturing operations and support of the supply of its broad global product portfolio, in order to more effectively meet patients' needs around the world. With a unique data-driven approach through its bespoke Accelerator programme, applying F1 ingenuity to industrial challenges, McLaren Racing will bring its digital and analytical expertise to help Sanofi teams focus on major factors impacting performance, and better anticipate and resolve them. In year one of this collaboration, we have been working to improve the efficiency of Sanofi production lines and have delivered up to a 40% reduction in losses when production is switched from one product to another on a pilot line. We're now working to scale this approach across 24 manufacturing sites and 200 production lines, improve the use of assets and therefore reduce the energy used throughout the production process.

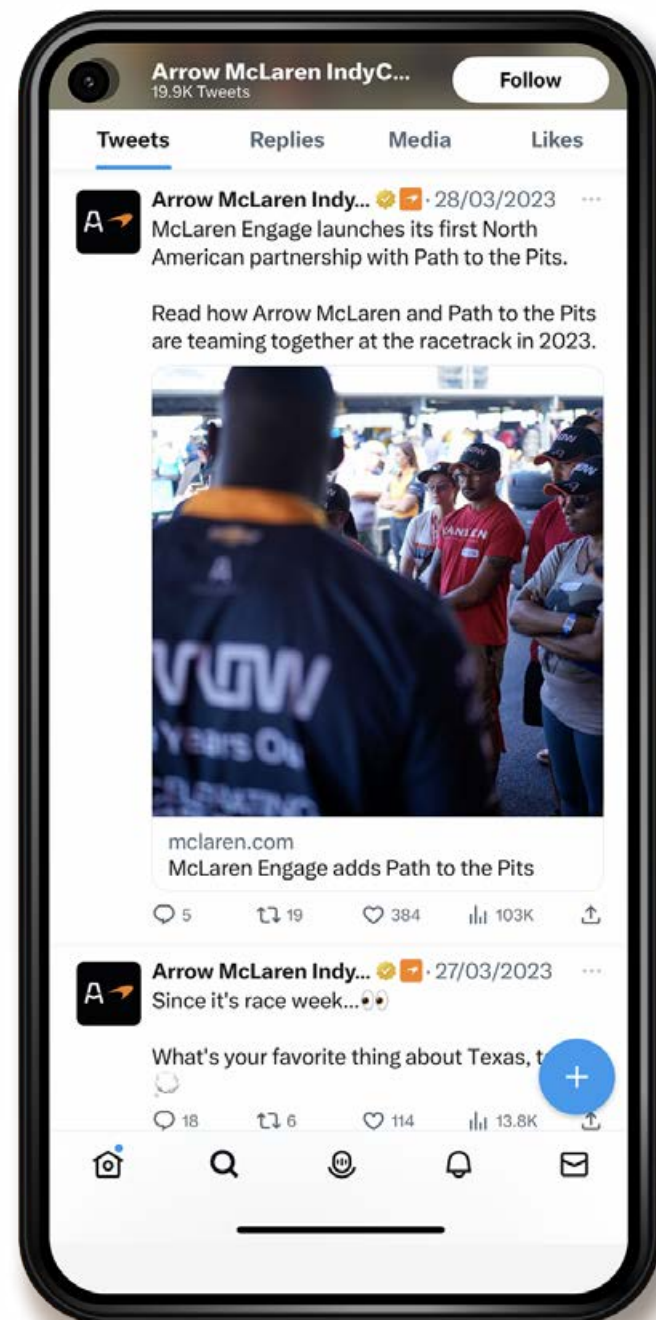
"We are thrilled to partner with McLaren and learn from their winning spirit and culture of going over and above. I see a lot of commonalities in our shared values to stretch, with courage and determination, so we can maximise performance and operational excellence. We want to run our lines with the speed, precision and efficiency of an F1 racing team."

PAUL HUDSON, CEO, SANOFI



Partnering with communities

We are fortunate to have an incredible platform to reach millions of motorsport fans and communities around the globe. We understand this opportunity also comes with a responsibility to demonstrate leadership on the issues our communities care about, and to bring our global audience along with us on our sustainability journey. We support a range of charities where we work, both at the MTC and in the UK as well as where we race around the world.



In 2022 our charitable work included:

In our December festive tombola, we raised

£1,789

for Woking Food Bank, local to the MTC

27 charity visits to the MTC
with a total of 209 guests

In December, we raised

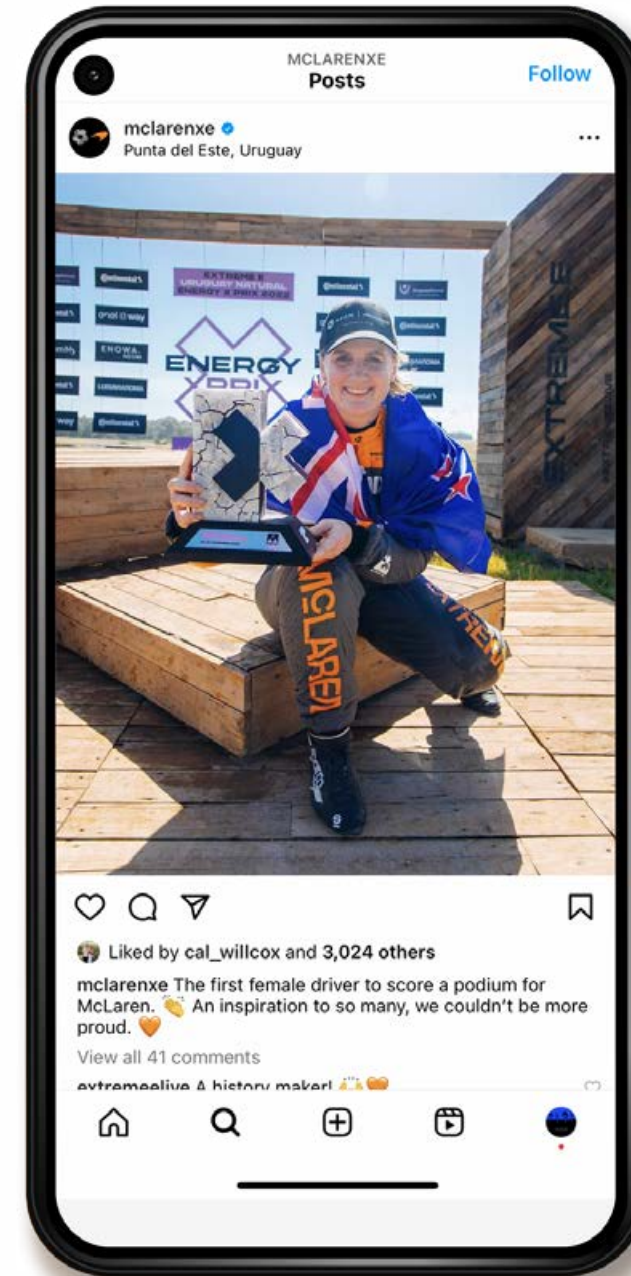
£4,528

through a staff merchandise sale for
White Lodge, a local charity to the MTC

We raised

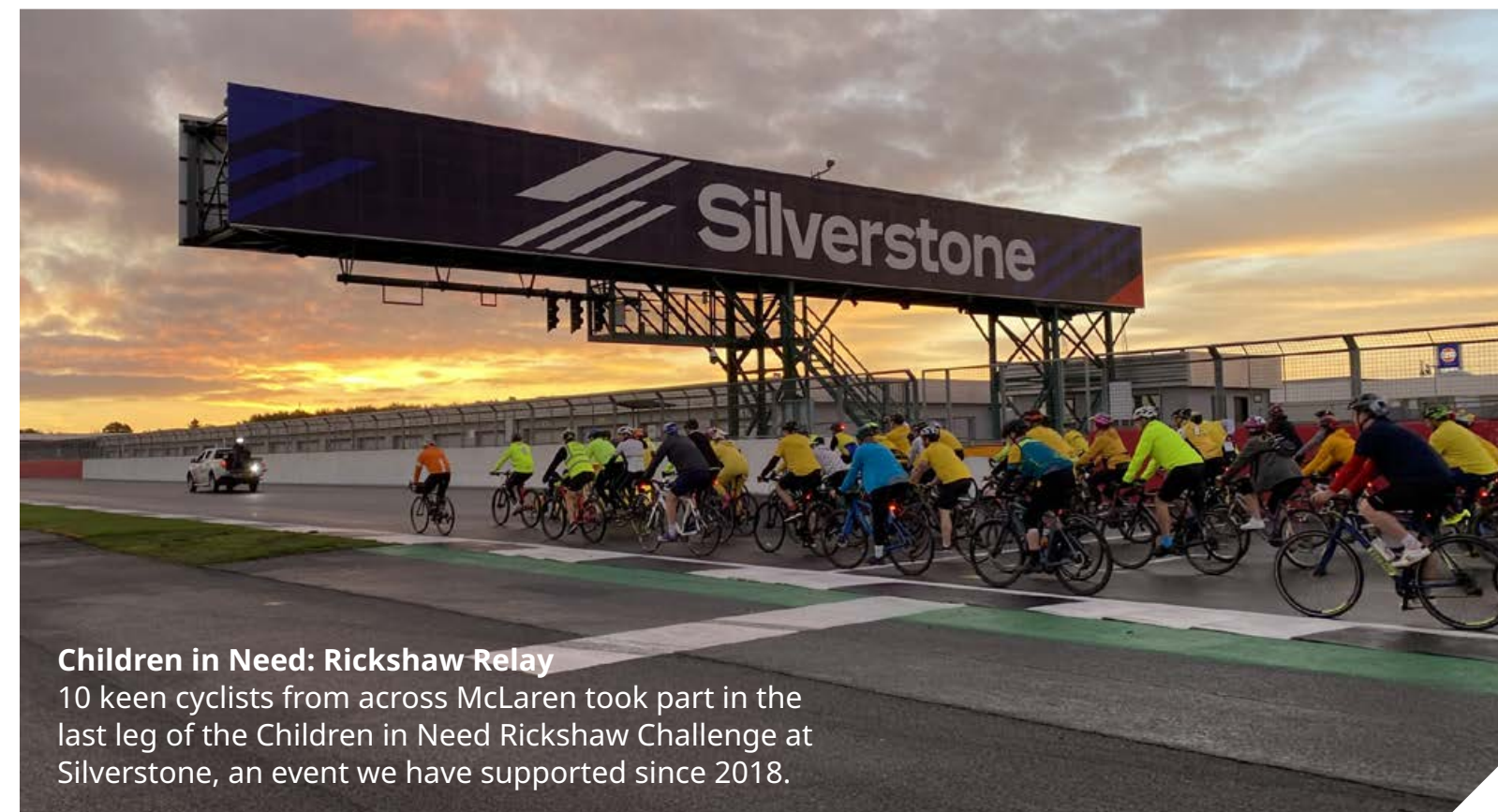
£18,500

through a charity auction for an MTC tour



UNICEF Ukraine

We supported UNICEF's vital work to bring aid to children caught in the Ukraine conflict. We donated to the UNICEF emergency appeal and reached out to McLaren colleagues, friends and fans to raise awareness of UNICEF's work globally and their Ukraine emergency appeal.



Children in Need: Rickshaw Relay

10 keen cyclists from across McLaren took part in the last leg of the Children in Need Rickshaw Challenge at Silverstone, an event we have supported since 2018.

One Lap for Mind

In 2022 we continued to raise awareness for mental health through our ongoing partnership with Mind. Ahead of McLaren Racing's home Grand Prix, on 30 June our trackside team took part in the One Lap for Mind challenge at Silverstone, to raise awareness and vital funds for the mental health charity. To officially launch the activity, Lando Norris walked the track, as Daniel Ricciardo officially waved the flag to start the challenge. Our CEO Zak Brown also participated by cycling his 5.9km lap around Silverstone. We encouraged our fans to walk, run, cycle or swim the distance of a Silverstone lap. £25,568 was raised for Mind.

£25,568

raised through One Lap for Mind

£5,110

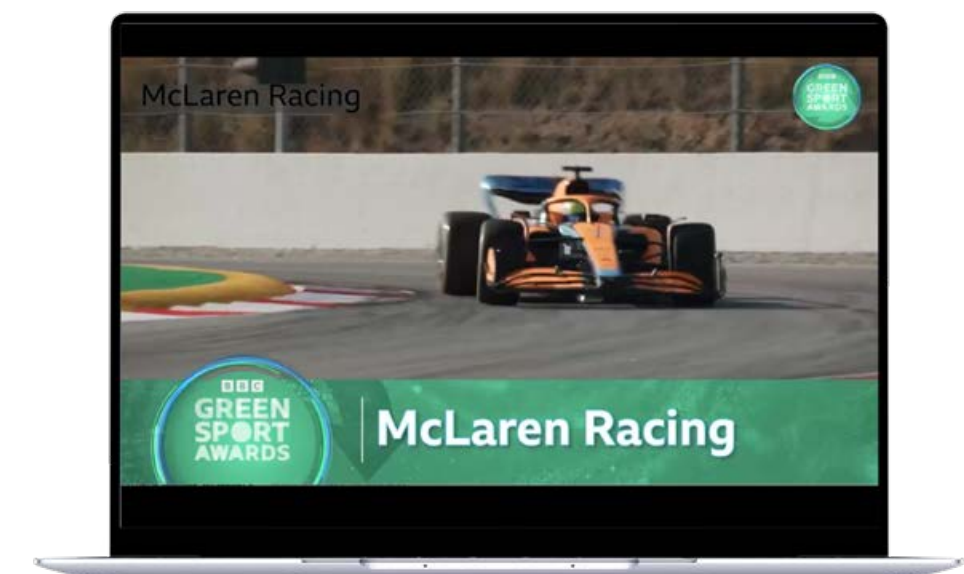
raised through a staff raffle for Mind



Sport Positive Summit and BBC Green Awards

In September we made the BBC Green Sport Awards Ambition and Impact Power List for 2022.

Our Director of Sustainability, Kim Wilson, spoke at the Sport Positive Summit, and met with other sports leaders to learn about and share best practices. She discussed McLaren's sustainability journey at the Putting Innovation At The Heart of Sustainability panel.



Our journey as a team

Just like delivery of a high-performance racing car, building a sustainable organisation requires the input of the whole McLaren Racing team. We are therefore putting in place organisational structures, engagement mechanisms and campaigns to raise awareness around sustainability, and give every single team member a chance to get involved and help shape how we operate as a responsible business.



Litter picking

A great example of work driven by our passionate environmental impact working group is our bi-monthly litter pick. The litter pick is organised by the working group who invite volunteers from across the team to contribute. The litter pick covers the footpaths around the MTC and the local Horsell Common. We hosted the first litter pick in April when we worked with Woking Borough Council to organise a litter pick in celebration of Earth Day. In the October litter pick, there were 18kg of litter collected.

Our sustainability portal

We launched a sustainability portal this year to allow employees to share sustainable ideas relating to net zero, circular economy, diversity, equity and inclusion, health and wellbeing, and communication. Ideas that are submitted are directed to the topic leads within the company who consider the suggestions, engage with the individuals who raised them, and implement them, as appropriate. Ideas that have been suggested by employees include energy saving solutions, food waste reduction, increasing plant-based options in the canteen, and single-use plastic reduction.

IN 2022 OUR PROGRESS INCLUDED:

Working groups to nurture sustainability champions

Our Social Impact and Environmental Impact Working Groups provide a way for McLaren Racing employees who are passionate about social and environmental issues, to share essential on-the-ground insights that can shape our sustainability programmes and activities. The groups allow

like-minded colleagues to connect, share knowledge and generate ideas on how to improve. They also allow us to test our engagement initiatives and help us to organise events and initiatives. Working group members become sustainability champions within their own teams.

 **18kg**
of litter
collected in
October 2022

Our sustainability hub

Last year we launched the Sustainability Hub on our intranet where key information about our sustainability strategy and impacts are communicated. There is also information on how to get involved, FAQs, and sustainability related articles and events. It's the first point for employees to go for information about sustainability at McLaren Racing and who to contact to find out more.



5

Appendix



Changes to our GHG footprint methodology

In 2022 we made various improvements to our GHG footprint methodology. These changes fell into two categories: adding new emissions sources which we were previously unable to report on; and improving data quality and completeness.

New emissions sources:

- Employee commuting and working from home, added to 2022 footprint. Calculated using employee headcount, commuting survey data and extrapolation.
- Additional data from Arrow McLaren IndyCar team, including purchased goods and services, business travel and accommodation.
- Business travel using private jets. This has been back-dated for 2020 and 2021.

Improving data quality and completeness:

- We have included emissions from additional business travel that is in a spend format, including trains and coaches for 2022. This has been back-dated for 2019–2021.
- We improved our accommodation data by collecting data as room nights. This is an improvement over the spend-based methodology used in prior years.
- We have applied quantity-based calculations for Arrow McLaren's emissions in various categories, including electricity use for 2022. This is an improvement over the estimations or spend-based calculations used in prior years for Arrow McLaren.

Additional changes:

- We re-evaluated our Scope 3 emission categories based on improved data, to determine their materiality to our footprint and provide a more detailed breakdown. As a result, we have split out capital goods and upstream leased assets, which were previously captured in purchased goods and services.
- We have removed emissions from licensed merchandise from our footprint, to align with the GHG Protocol calculation methodology for the "franchises" scope 3 category. We are currently working with our licensees to collect the relevant information to add merchandise emissions into our footprint.
- Based on the changes made, we have restated our GHG footprints for 2019, 2020 and 2021. These can be found on [page 45](#).

GHG Footprint verification

To support us in ensuring accuracy and credibility of our emissions reporting, our 2022 GHG footprint has been verified by the Carbon Trust, in accordance with ISO 14064-3:2019.



Environmental sustainability

Table 1 – Environmental sustainability data tables

Disclosure	Unit	2019*	2020	2021	2022
Gross direct scope 1 GHG emissions	tCO ₂ e	1,868	1,321	1,564	1,627
Gross locations-based energy indirect scope 2 GHG emissions		4,794	4,019	3,717	3,151
Gross market-based energy indirect scope 2 GHG emissions		298	298	298	168
Gross other indirect Scope 3 GHG emissions		78,163	56,016	55,222	61,332
Category 1 – Purchased goods and services		64,248	49,829	48,664	41,349
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	3,031
Category 3 – Fuel- and energy-related activities		777	592	653	632
Category 4 – Upstream transportation and distribution		4,710	2,194	2,078	6,792
Category 5 – Waste generated in operations		15	13	17	23
Category 6 – Business travel		8,413	3,387	3,810	8,493
Category 7 – Employee commuting		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	711
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 9 – Downstream transportation and distribution		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	2
Category 11 – Use of sold products		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	50
Category 12 – End-of-life treatment of sold products		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	2
Total GHG emissions (location-based)		84,826	61,355	60,502	66,110
Electricity consumption (across all sites)	kWh	18,368,080	16,734,908	16,878,920	15,329,124

*Baseline year

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 10, 13, 14 and 15 are not material for McLaren Racing.

Disclosure	Unit	2019*	2020	2021	2022
Total waste	tCO ₂ e	689	538	737	594
Total hazardous waste		274	258	369	332
Hazardous waste recycled		81	87	137	114
Hazardous waste incinerated with energy recovery		194	171	232	218
Total non-hazardous waste		414	280	368	262
Non-hazardous waste recycled		301	207	213	152
Non-hazardous waste incinerated with energy recovery		19	2	4	2
Non-hazardous waste processed at MRF		95	71	152	107

Waste reported is for our Woking sites only.

Data is provided by our waste management provider, who provide mass of waste stream upon collection.

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



Social sustainability

Table 1: Employment area

Type of Employment and Employment Area							
Gender	Total (1030)	Permanent (965)	Fixed Term (65)	Full-Time (1010)	Part-Time (20)	Technical	Non-Technical
Female	17%	16%	34%	16%	55%	7%	49%
Male	82%	83%	66%	83%	45%	92%	51%
Not specified/Genderqueer	<1%	<1%	0%	<1%	0%	<1%	0%

Numbers in brackets indicate the total number of employees in each category as of 31 December 2022.
We have 12 contractors who work within Composite Laminating, Quality, Electronics, Machining, Communications and Vehicle Design.
Within 2022, there were a total of 138 leavers with a turnover rate of 14.38% as of 31 December 2022.
The increase in headcount in 2022 compared to 2021 is due to McLaren Racing expanding into other racing series, including the acquisition of the Mercedes-EQ Formula E team (now the NEOM McLaren Formula E team).
14 people from the US were not categorised into a specific employment type and are therefore excluded from breakdowns in tables 1 and 3.

Table 2: Employment Region

Region	Employee Count
US	86
UK	958
Total	1,044

Table 3: Employment area by age

Employment Area		
Age	Technical	Non-Technical
Under 30	25%	42%
30–50	49%	48%
51+	26%	10%

Table 4: Health & 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

All data for UK based employees.
2021 data includes a restatement for accident frequency rate.



Footnotes

Ref #	Page #	Figure	Methodology / source / clarification note
1	20	22% reduction in emissions since 2019	See page 45 in the appendix for our detailed GHG footprint.
2	20	Air to sea freight 383 tCO ₂ e	Calculated as the difference in emissions between sending 3,346kg of freight by sea rather than by air in 2022. This was calculated using UK Government Conversion Factors for GHG reporting and the routes of our air and sea logistics for 2022, which were supplied by our logistics team.
3	20	Train to Belgium 4 tCO ₂ e	Calculated as the difference in emissions due to utilising train and road travel to the Belgian GP rather than air travel. This was calculated using UK Government Conversion Factors for GHG reporting, Eurostar emission factors and Eurotunnel emission factors .
4	20	LED lights 76 tCO ₂ e over the course of a year	Calculated as the difference in energy usage between LED lights and previous light fittings at the MTC, using estimations from our facilities department based on energy metering data. This was calculated using the UK Government Conversion Factors for GHG reporting .
5	21	5,200 tCO ₂ e stored in soil and vegetation 100 tCO ₂ e per year is captured and stored	Results from a carbon storage baseline study, as part of a third-party land management report commissioned by McLaren Racing.
2	22	9% Total air freight emissions reduction since 2021	Calculated as the difference in emissions between sending 3,346kg of freight by sea rather than by air in 2022. This was calculated using UK Government Conversion Factors for GHG reporting and the routes of our air and sea logistics for 2022, which were supplied by our logistics team.
6	22	3,346kg Freight transferred from air to sea since 2021	Calculated using freighting data supplied by our financial and logistics teams.
7	22	601 tCO ₂ e saved in 2021 and 2022, equivalent to taking 413 cars off the road a year in the UK	Emissions converted to the equivalent number of cars on the road, using average mileage per UK car from Table NTS0901 from the Department for Transport. The emissions were calculated using an average unknown fuel car emission factor from the UK Government Conversion Factors for GHG reporting .
8	22	61% reduction in travel emissions compared to flying, for 57 team members	This is the reduction in emissions due to train and road travel to the Belgian GP rather than air travel. This was calculated using UK Government Conversion Factors for GHG reporting, Eurostar emission factors and Eurotunnel emission factors .
9	22	220 trips saved per season between our Woking sites	Calculated using transport mileage data supplied by our F1 Quality department
10	22	360,000 kWh saved per year, enough to power 100 UK homes	Calculated using estimations from our facilities department on kWh reductions in the LED lights compared to the previous light fittings in the MTC. This was calculated using the UK Government Conversion Factors for GHG reporting. We used 3,600kWh of electricity as an average UK household since this is what the Department for Business, Energy and & Industrial Strategy uses.
11	26	A reduction of 144 tonnes of waste from 2021, equivalent to 147 UK households per year	Calculated using an average weight of food waste per person per year in the UK, multiplied by the average number of people per households in England and Wales. Average figures taken from UK government statistics.
	26	Waste volume by year graph	See page 45 in the appendix for detailed waste data
12	26	amount of recycling diverted from general waste increasing by more than 700%.	Calculated as a comparison between 2021 Q4 recycling data and 2022 Q4 recycling data from the MTC, after new waste collection and labelling introduced
13	27	[food waste] Equivalent to 880 meals per year	Figure provided by our surplus food collection partner, calculated using WRAP averages of weight per meal.
14	27	Approximately 25 fire suits were upcycled, saving 300m2 of fabric from landfill	Data on surface area of fabric supplied by our partner, People for Urban Progress.
15	30	33% of UK-based new starters in 2022 came from underrepresented groups	Calculated using data from our HR systems, with information on characteristics supplied by employees.
16	30	26% of the Arrow McLaren team are from underrepresented groups	Data from our Arrow McLaren People team's system which tracks underrepresented groups
17	30	17% of all McLaren Racing employees are women, +4% since 2020	Calculated using data from our HR systems, with information on characteristics supplied voluntarily by employees.
18	31	656m potential reach of WES' International Women in Engineering Day social media campaign	Data supplied by WES
18	31	11.1m potential reach of WES through a social media campaign profiling our work promoting the Lottie Tour with WES	Data supplied by WES
19	35	We provided on-site support to the 342 members of our Operations team	Data supplied by our People team



