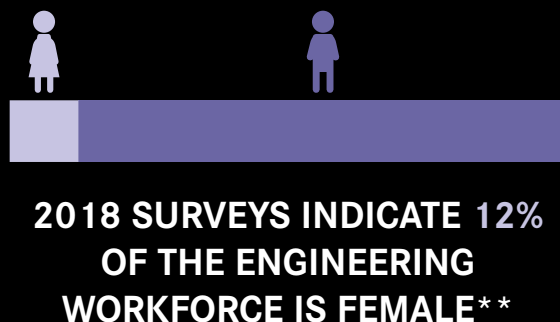
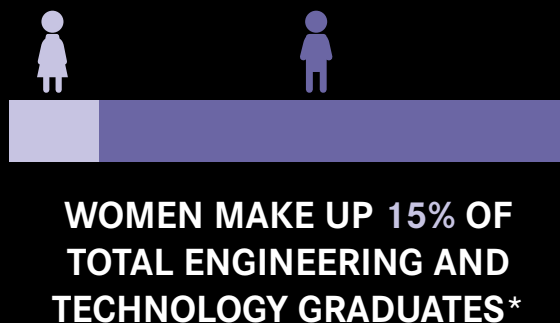
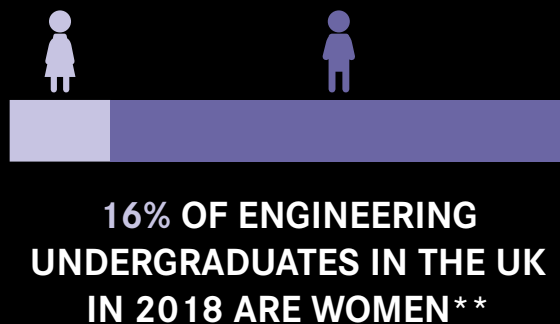


GENDER PAY REPORT

April 2018 Snapshot



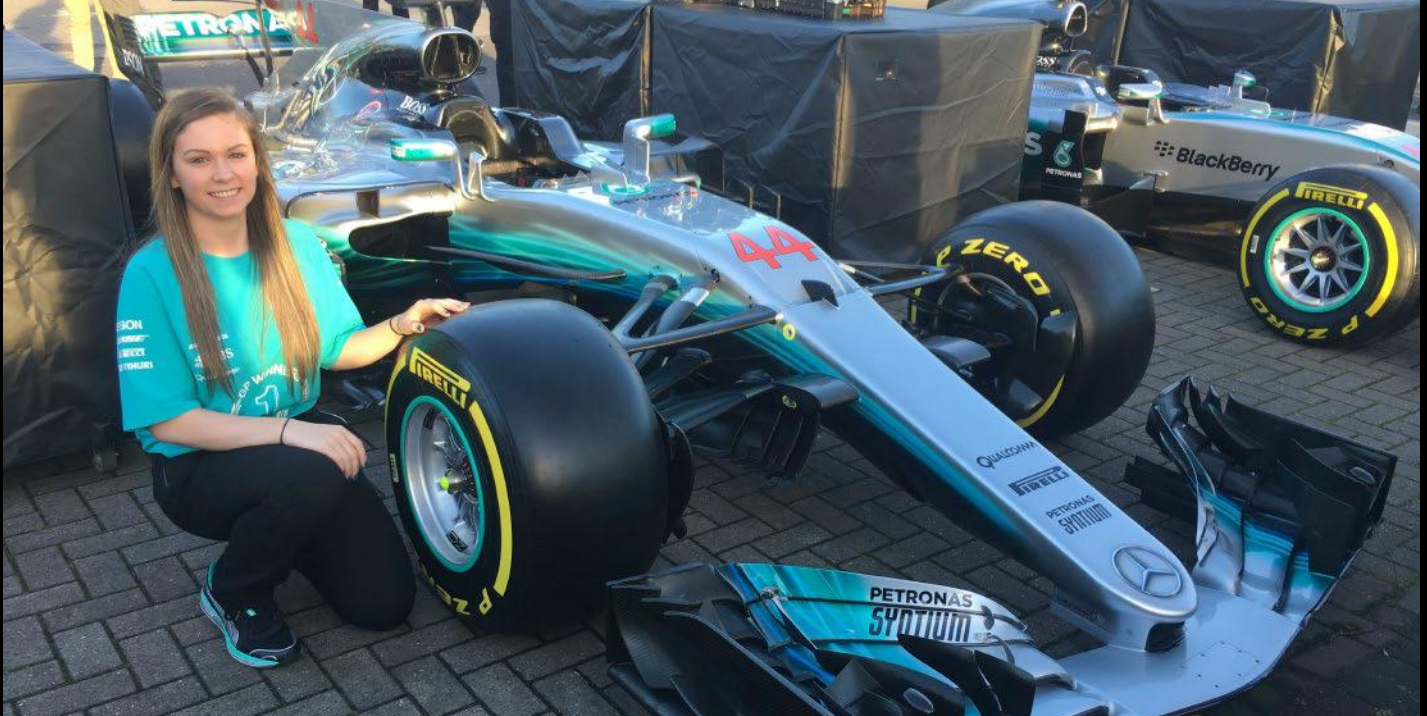
In the 12 months since our last Gender Pay Gap Report, we are pleased to have seen a small improvement in our mean hourly pay gap and a bigger improvement in our mean bonus gap. At the same time we have seen a slight increase in our median pay gap, mainly owing to the recruitment of more female graduates into entry-level positions this year.

Across the engineering and technology sector as a whole, numbers have remained relatively static. 2018 figures indicate that currently 12% of the engineering workforce is female. Women make up 15% of all engineering graduates, so organisations still face a shortage of females in the talent pipeline.

We remain actively committed to closing our company's gender pay gap. However, we know that meaningful change will realistically take time and that is reflected in the figures published in this second annual report.

*Source: WISE 2018 Workforce Statistics <https://www.wisecampaign.org.uk/statistics/2018-workforce-statistics/>

**Source: Engineering UK 2018 Synopsis and Recommendations https://www.engineeringuk.com/media/1576/7444_enguk18_synopsis_standalone_aw.pdf



Amber Nelson, Graduate Test and Development Engineer

“For someone who grew up watching Formula One on TV, working in it now is somewhat surreal. Some days it’s a very tough job, with long hours and hard work, but when the car hits the track and brings home the silverware, you know it was all worth it. Sometimes it goes wrong on track too, but whether we win or lose, the whole factory is also feeling what you’re feeling. The best part of working in motorsport for me, aside from the success on track, is the vast array of engineering disciplines you can experience, from design to testing, engineering calculations to model creation, coding and simulation to hands on experience, the opportunities are endless!

“I had the opportunity to complete an Undergraduate Placement as a Technology Engineering Design Engineer at Mercedes-Benz Grand Prix Limited during my university degree and post-graduation I was re-employed as a Graduate Test and Development Engineer. I look forward to increasing my knowledge further across all car systems and to the opportunities that await in the future.”



Claire Simpson, Aerodynamics Group Leader

“One of the things I love about this job is that the aim is so clear – to make the car faster! Seeing the rewards of all the hard work pay off at the track is incredibly satisfying, and all the more so as that success can only be achieved by working as a team.

“The aerodynamics of the car are fascinating. We can’t physically see what is happening in the flow field but to improve the car performance we need to really understand in detail exactly how all the flow structures interact with each other. I feel lucky to work in an environment where we have the tools and expertise to try and solve these problems every day.”

EQUAL PAY

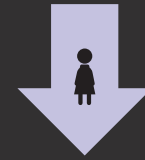
The Gender Pay Gap is the difference between the average (mean and median) earnings of men and women, expressed as a percentage of men's earnings.

The gender pay gap is not the same as equal pay, which refers to paying men and women the same amount for the same, or similar, work. Equal pay is a legal requirement under the Equality Act.



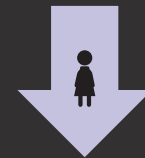
PAY GAP

Based on a snapshot of data from April 2018, we are required to publish gender pay gap figures as follows:



33.3%

LOWER (MEAN)



20.2%

LOWER (MEDIAN)

On average, women working in this team earn 33.3% less per hour than men. The median figure is 20.2% less per hour.

This figure difference is driven by the fact that there are more men in senior, higher-paid roles within the team, which is a consequence of the fact that women make up just over 10% of our total workforce.

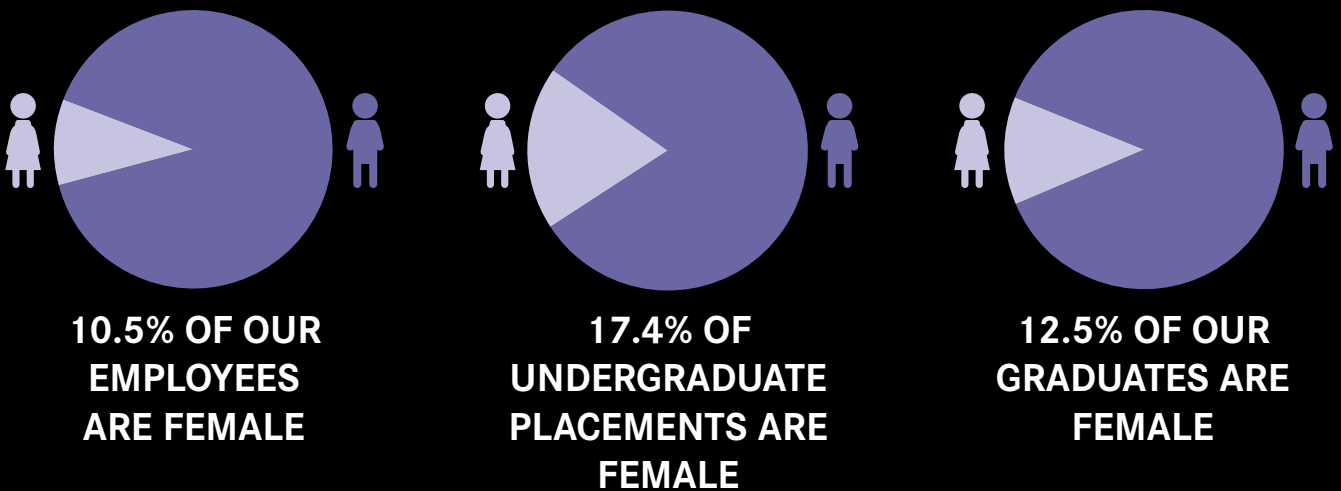
This is not uncommon in the engineering profession as a whole, where women make up 12% of employees*. In our company women currently fill 50% of non-technical roles.

PERCENTAGE OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE

PAY QUARTILES

	MEN	WOMEN
TOP QUARTILE	93.7%	6.3%
UPPER MIDDLE QUARTILE	96.2%	3.8%
LOWER MIDDLE QUARTILE	89.5%	10.5%
LOWER QUARTILE	79.8%	20.2%

Pay quartile data shows that our population is made up predominantly of men in all four quartiles. This data demonstrates the reason for our gender pay gap.



as at 05/04/2018

NON-TECHNICAL EMPLOYEES



50% FEMALE

TECHNICAL EMPLOYEES



6% FEMALE

BONUS GAP

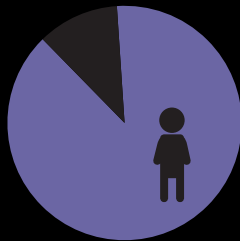
Our bonus pay gap (35.9% mean, 0% median) is driven by the variety of bonus structures being employed in the business and the number of men in senior roles.

35.9%

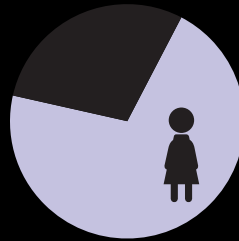
**LOWER
(MEAN)**

0%

**LOWER
(MEDIAN)**



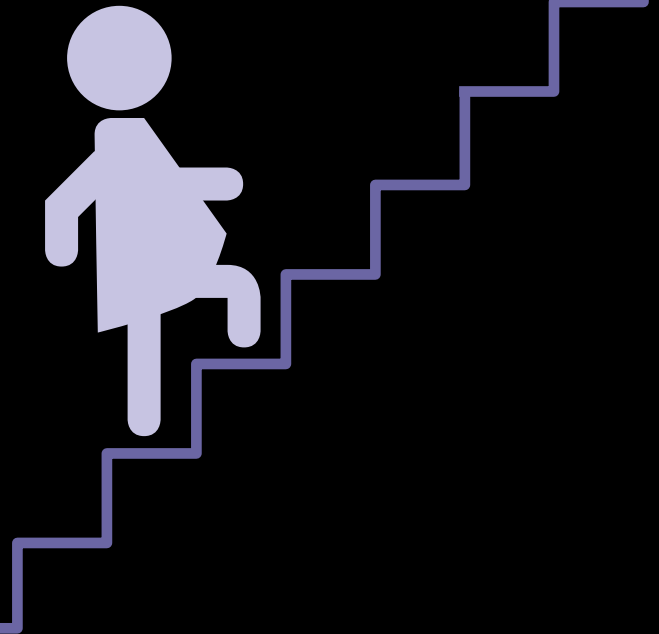
**94% OF MEN
RECEIVED
BONUSES**



**85.2% OF WOMEN
RECEIVED
BONUSES**

All male and female employees who were employed on the bonus payment date in January, and not serving notice to leave, received a bonus for the 2018 Formula One Constructors' Championship win.

WHAT WE ARE DOING TO CLOSE THE GAP



We know that the engineering industry as a whole continues to have a shortage of women in senior roles. This year we have been working to attract more female applicants for roles with the Team. We have seen some success at graduate-level and we will support these talented female engineers as they progress in their careers. We continue to invest in initiatives to encourage and advance the development of our colleagues so that everyone is able to fulfil their potential.

Since April 2018 we have implemented an extensive programme of unconscious bias training for all our hiring managers to ensure that no employee receives less favourable treatment than another because of their age, gender, disability or other protected characteristic.

Through regular outreach work in schools and through our relationship with organisations such as 'F1 in Schools', we aim to inspire more

young people to study engineering and technology-related subjects. We are proud to continue our partnership with Dare To Be Different – an initiative launched to inspire, connect and develop women who work in, or would like to work in, motorsport.

We are also pleased to once again be a sponsor of International Women in Engineering Day which is held on 23rd June each year. Through this, we are joining the campaign to attract more women into engineering-based roles. Our INWED Factory Day on 23rd June 2018, hosted in collaboration with Dare To Be Different, gave local schoolgirls the opportunity to spend a day with our female engineers and hopefully inspired them to consider a career in motorsport or engineering.





OUR COMMITMENT

Through the hard work of our talented workforce, we have the amazing opportunity to win both Formula One World Championship titles for the sixth time in a row in 2019.

To embrace this challenge, we will become better than ever on and off the track as a Team and as individuals. We will continue to build an inclusive workplace where every Team member has the same opportunities to achieve their personal and professional goals; and where our female colleagues are supported and encouraged to develop, grow and realise their full potential.

At the same time, we recognise the importance of inspiring the next generation of young women to consider a future in engineering and to see motorsport in particular as an opportunity for a fulfilling and exciting career.

I confirm that the data reported is accurate.

TOTO WOLFF, TEAM PRINCIPAL & CEO