

2024

SUSTAINABILITY REPORT





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A MESSAGE FROM OUR CEO

When I look through this year's report, there are so many things to be proud of – but a few things really stand out to me.

The first is how our sport is uniquely placed to play a meaningful and active part in finding and accelerating climate solutions. Innovation, technology, data and rapid R&D are our lifeblood – and so much of that know-how and expertise can be applied well beyond our sport.

Take the testing and development of innovative new materials. McLaren Racing pioneered the use of carbon fibre in 1981 – and we pioneered the use of recycled carbon fibre when we first trialled it on the F1 race cars in 2023 and further expanded its use last year. With a potential 90% reduction in carbon emissions compared to virgin carbon fibre, the material is structurally strong enough to withstand the pressures and forces of a race car, which means it can have uses across other industries including manufacturing, automotive and aerospace – something we're tremendously excited about.

But we wanted to go even further and develop a clear framework for using more circular materials and practices when building our race cars to help us minimise the resources we consume and the waste we produce. So together with our Official Transformation Partner Deloitte UK, and commissioned by the FIA, we developed a clear methodology to measure circularity in F1 car manufacture.

The result of this work is the F1 Constructors' Circularity Handbook, which acts as a guide for F1 teams to measure the circularity of their individual chassis manufacture and to better understand and improve their practices. Our hope is that by sharing information back with our sport, the data gathered will highlight focus areas and opportunities to address in future F1 developments.

Sometimes, the best collaborations come from the most unexpected places – and who could have predicted that our race engineers would work so brilliantly alongside marine biologists to accelerate the restoration and protection of one of the most vital ecosystems on the planet – the Great Barrier Reef.

We joined forces with the Great Barrier Reef Foundation in 2023 with one clear mission: to accelerate coral reef restoration by growing and planting more climate-resilient coral on the reef. In 2024, we made huge strides and, by applying a racing mindset, were able to identify key areas to optimise and scale the Foundation's efforts. And by the end of 2025, we will deploy an automated system that can assemble an incredible 10,000 coral-seeding devices per day.

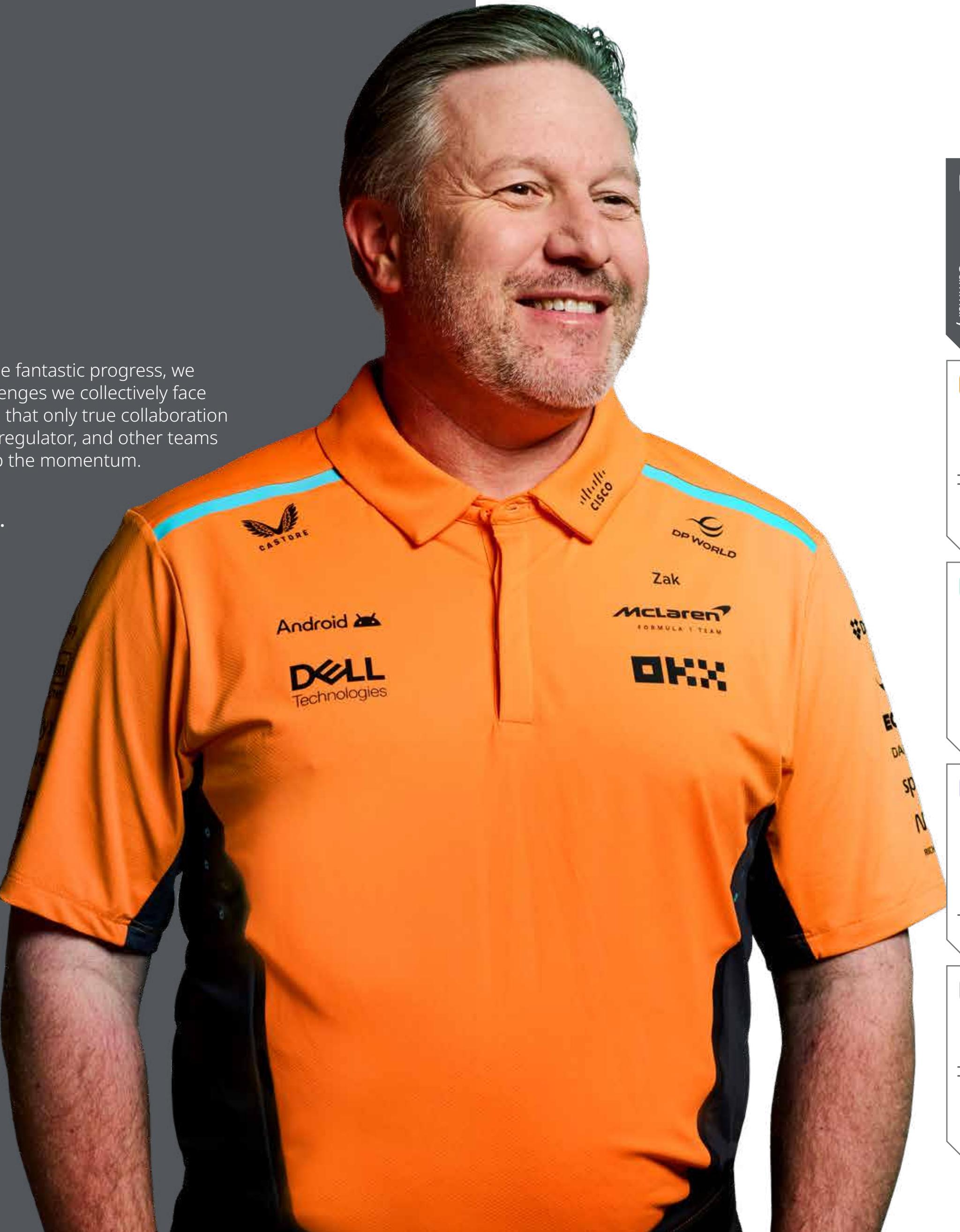
Finally, I'm thrilled to see that we're making progress in our efforts to embed more diversity and inclusion in our sport. We were the first F1 team to add a female driver to our Driver Development Programme, we are passionate supporters of the all-female F1 Academy series, and we run a number of programmes to help open up pathways for women into our sport and STEM careers more generally.

60 Scholars entered its second year and was delivered alongside official programme partners Google, Cisco, and Deloitte UK. The aim of the programme is to identify and support the next generation of female STEM leaders through an immersive mentorship and learning course. Udemy also supported the programme as our Official Learning and Skills Partner. It's fantastic to see the programme resonate so well, and I cannot wait to see how the career paths of these brilliant young women develop. In 2024, 43% of all new starters came from underrepresented backgrounds, and 33% of all our people are now from underrepresented backgrounds.

While we've made some fantastic progress, we are clear that the challenges we collectively face remain significant, and that only true collaboration with our partners, the regulator, and other teams will allow us to keep up the momentum.

So let's keep pushing.

Zak Brown
Chief Executive Officer
15 May 2025



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A message from

OUR DIRECTOR OF SUSTAINABILITY

At McLaren Racing, we believe that high performance and sustainability go hand in hand. Just as we push the limits of speed and engineering on the track, we are pushing the boundaries of what's possible in sustainability. Racing is about innovation, agility, and resilience – qualities that are just as crucial in our response to the global climate and social challenges we face today.

In 2024, we didn't just talk about sustainability; we delivered real progress. We created a new way of measuring our circularity, pioneered the use of recycled carbon fibre in performance parts on our F1 Car, and achieved 37% material circularity in our F1 constructor activities. We reduced our greenhouse gas emissions per race by 23% compared to 2023, switched to biofuel for our road logistics, and invested in sustainable aviation fuel with the support of our partner Ecolab, bringing us on-track to deliver our science-based targets.

Beyond reducing our own footprint, we expanded our Climate Contribution Programme, working with the Great Barrier Reef Foundation to accelerate coral reef restoration, supporting UNDO's enhanced rock weathering for carbon removal, and partnering with Mombak to restore degraded areas of the Amazon rainforest. This is sustainability in action – applying our F1 engineering approach and mindset to speed up the scaling of high-quality climate solutions.

But sustainability isn't just about the environment; it's about people. In 2024, we deepened our commitment to diversity, equity, and inclusion. We launched new internal networks, supporting LGBTQ+ employees and those with African and Caribbean heritage. 33% of our team now comes from underrepresented backgrounds, and we continued to open

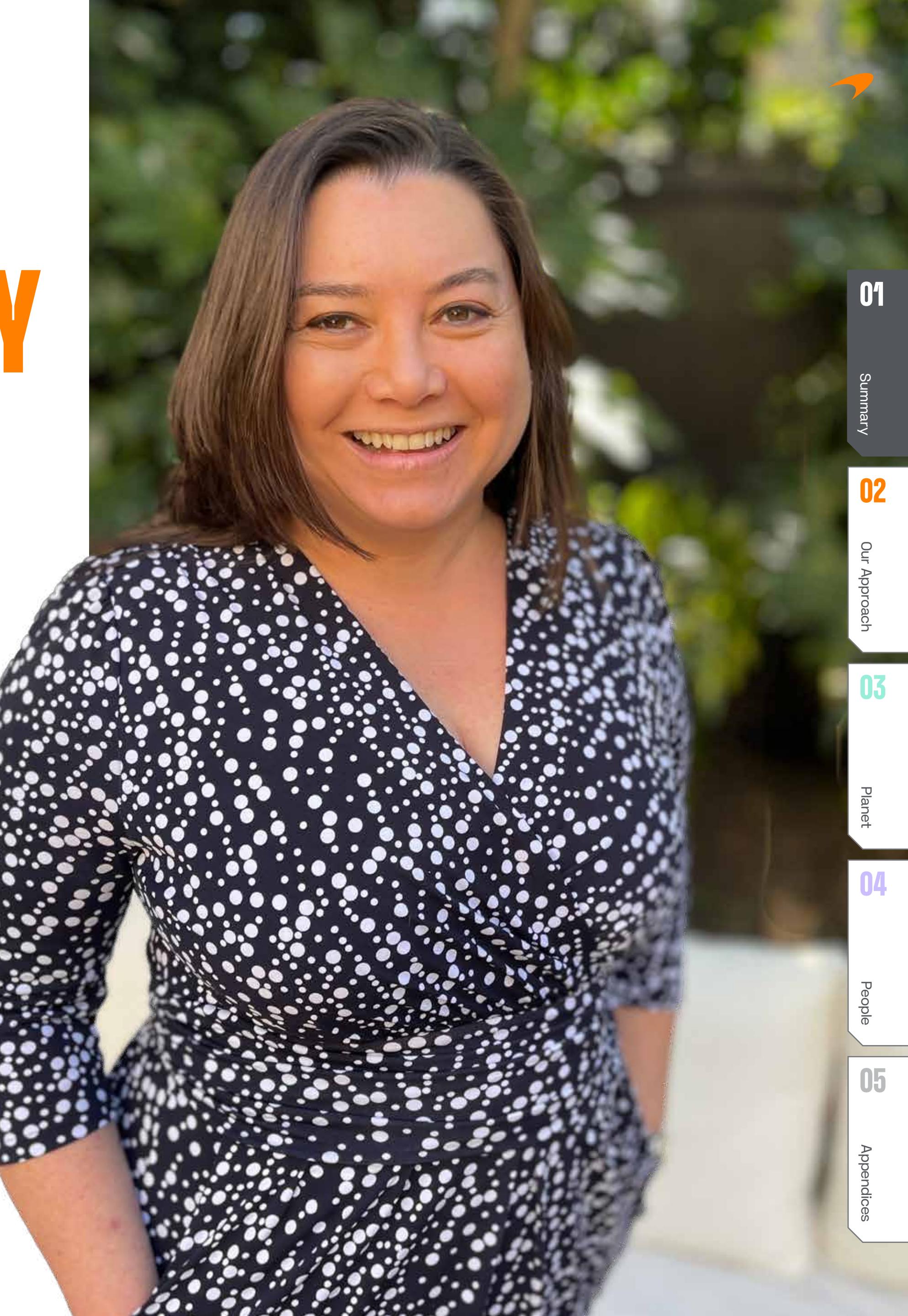
doors for future talent through our McLaren Racing Engage alliance and our 60 Scholars programme. In 2024, FIA Girls on Track UK was a new partner, which helps more young women access a career in motorsport.

We also focused on well-being and mental health, opening the Optimum Nutrition McLaren Performance Hub, a state-of-the-art space at the MTC, dedicated to support our people's fitness, recovery, and resilience. And we brought nature into our workplace, installing four beehives and a wellness walk at MTC, reinforcing our belief in the value of connecting with nature to team wellbeing.

But we are not doing this alone. Sustainability is a collective effort, and we are working with regulators, partners, series organisers and teams across our sport to drive systemic change.

We are proving that performance and sustainability are not competing forces – they are two sides of the same mission: to set the standard for high performance in everything that we do. The challenges ahead are complex, but we embrace them with the same mindset that makes us competitive on track. Because at McLaren, sustainability isn't a compromise. It's how we win – today, and for the long run.

Kim Wilson
Director of Sustainability
15 May 2025



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INTRODUCING McLAREN RACING

McLaren Racing is an elite sports team, a rapid research and development lab, and a precision manufacturer of Formula 1 race cars. All that we do is designed to deliver performance.

McLaren Racing in 2024

1,312
Employees

88
Races

6
Series

22
Countries

40
Podium Finishes

14
Pole Positions

12
Race Wins

1
World Championship

We set ambitious targets and use our unique range of capabilities to drive performance towards these. We aim to positively impact people and the planet whilst reducing our negative impacts, applying our high-performance culture and winning mindset to drive progress in sustainability just as we apply them to racing on track.

Our network of partners and ever-growing fan base give us the platform to promote, influence and champion sustainability beyond our own activities.

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2024 SUSTAINABILITY PERFORMANCE

PLANET

37%

material circularity in our F1 Constructor activities, calculated using the new F1 Constructors' Circularity Handbook

Funded

1 MILLION

US gallons of sustainable aviation fuel to cover our air travel

23% ↓

lower GHG emissions per race vs. 2023

48% ↓

reduction in F1 road freight emissions from switching to biofuel

PEOPLE

33%

of team members are from underrepresented backgrounds, well on the way to our 40% target by 2030

7,623

students reached through our STEM ambassadors across our outreach programmes

83

of our Team members are active STEM ambassadors

Opened the
MPH

a world-class health and human performance facility

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REPORT SUMMARY



Planet

Circular economy

Our goal is to design and build a circular F1 Car. This year we led our sport by creating a Handbook to measure the circularity of our F1 Car manufacture, in collaboration with Official Transformation Partner Deloitte UK. Commissioned by the FIA, this Handbook can be used as a guide by all F1 teams to drive both individual and collaborative progress, and build the foundations for enhancing sustainability in F1.

We continued to pioneer use of recycled carbon fibre, trialling the material on a new part of our F1 Car at the British Grand Prix, and made further operational improvements across our series to keep materials in circulation for longer.

Climate action

Our targets are to halve our emissions by 2030 and reach net-zero by 2040 against our baseline.

In 2024 we reduced our absolute GHG emissions by 8.6% compared to 2023, in pursuit of our validated science-based decarbonisation targets. We focused on implementing lower-emission fuels in our operations to realise immediate emissions benefits, expanding our use of biofuel to halve our F1 road freight emissions, and establishing a sustainable aviation fuel programme for air travel with support from our partner Ecolab, and air logistics in collaboration with F1. Together, these covered an additional 14.7% of our footprint.

We also supported two high-quality carbon removal projects outside of our own operations, as we look to use our team's engineering and technical capabilities to help accelerate the scaling of climate solutions.

Nature

We aim to improve our understanding of our interface with nature, enhancing it in our own operations whilst advocating for positive change across our sport.

Our partnership with the Great Barrier Reef Foundation continued throughout 2024, as we collaborate on opportunities which can dramatically accelerate their work to grow and plant more climate-resilient coral on the reef.

In our own operations, we improved access to nature for our team at the MTC and enhanced local biodiversity with bee hives and planting. We have also joined the United Nations' Sports for Nature Framework, bringing nature firmly into our strategic framework for sustainability.

People

Diversity, equity and inclusion in our team

We continued to refine our DE&I strategy to maximise our impact both internally and externally, investing in our people, talent, and culture to cultivate a cohesive and inclusive workplace. Our internal networks help us create a sense of belonging, connecting and supporting team members.

This year we founded two new internal networks, Racing Roots and Driving Pride, expanding our support for team members from underrepresented backgrounds.

We signed the Armed Forces Covenant to formalise our support for the Armed Forces community and hosted events to celebrate diversity during International Women's Day, International Women in Engineering Day, and Pride Month. We partnered with the Business Disability Forum and Racing Pride to enhance our efforts.

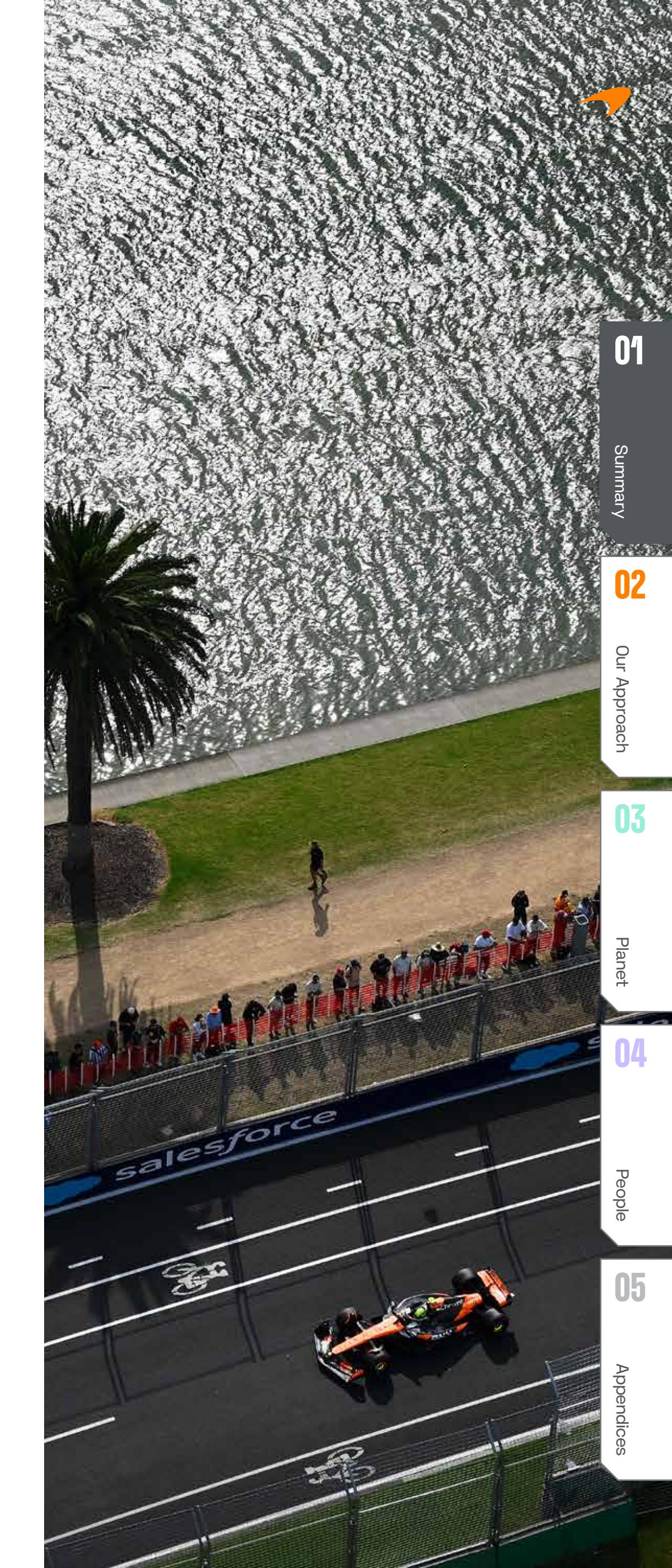
Diverse motorsport

We extended our flagship McLaren Racing Engage Alliance with FIA Girls on Track, Creative Access, the Smallpeice Trust and Women's Engineering Society to inspire, support and provide opportunities within McLaren Racing for talent from underrepresented groups. We continued our 60 Scholars Programme with our official programme Partners Google, Cisco, and Deloitte UK. The programme aimed to demystify and open career paths in STEM industries for a new cohort of young people. Udemy also supported the programme as our Official Learning and Skills Partner.

We signed the F1 Diversity and Inclusion Charter and continued to support women drivers through the McLaren Driver Development Programme, F1 Academy and the Formula E women's test.

Wellbeing

We opened our new, state-of-the-art Optimum Nutrition McLaren Performance Hub to provide the team comprehensive fitness and wellness support at the MTC. We celebrated days throughout the year to engage the team on important health and wellbeing issues, including World Mental Health Day and Movember. We continued our mental health first aider provision, including gearing it up for our Arrow McLaren IndyCar team.



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ABOUT THIS REPORT

Our 2024 sustainability report describes our approach and performance in the calendar year from 1 January to 31 December 2024. The report aims to provide a transparent and balanced view of our sustainability performance across our value chain, including our operations both at our factories and at track. It covers our McLaren Formula 1 Team, Arrow McLaren IndyCar team, NEOM McLaren Electric Racing, McLaren Shadow F1 Sim Racing Team, F1 Academy, and Heritage programme.

The structure of this report is aligned with the themes of our sustainability strategy: People and Planet. In these chapters, we showcase our performance against our goals and targets, highlight our key progress areas, and detail plans for the future. We listen carefully to the feedback on our reporting and what is working well for our stakeholders. We follow leading sustainability reporting standards, including holding validated decarbonisation targets in line with the Science Based Targets initiative (SBTi) Net-Zero Standard, and externally verifying our greenhouse gas emissions data in line with ISO 14064.

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OUR SUSTAINABILITY STRATEGY

Our vision	Be the most pioneering and exhilarating racing team in the world				
Our mission	Set the standard for high performance in sport				
Our sustainability themes	Planet	People			
Our priority topics	Circular economy Climate action Nature	Our team & people Our brand for good Our industry Wellbeing			
Our values	Innovative	Respectful	Inclusive	Energetic	Brave

Everything we do at McLaren is shaped by our vision, mission, strategic goals and values.

In 2024, we evolved our strategy, consolidating it into two broad themes representing the areas in which we are driving performance in sustainability: People and Planet.

Our focus on Planet allows us to show the synergy between circular economy and decarbonisation, define how we manage our impacts on nature, and integrate our Climate Contribution Programme with our other goals.

Our People focus helped us clarify our ambitions for diversity, equity and inclusion, how this ties in with health and wellbeing to drive performance, and how we implement this internally whilst driving it forward in the broader motorsport industry with the support of our partners.

Our approach to sustainability across both themes is to use our unique capabilities and assets to make an impact within our business, within motorsport and beyond.

Led by science

We understand the power of science to break down a problem and unlock solutions. We follow the science to understand the sustainability issues we are working on and design our programmes to work at the speed necessary, partnering with likeminded organisations. We align with global frameworks to shape our approach, including the Greenhouse Gas Protocol, Science-Based Targets initiative (SBTi), United Nations (UN) Sport for Climate Action framework, and the UN Sport for Nature initiative.

We hold validated decarbonisation targets, have our annual GHG footprint assured to the ISO 14064 standard, and have retained the FIA 3* Environmental Accreditation since 2013, most recently renewing this in 2024.



Our global reach

McLaren Racing is a household name around the world. We have a global partnership network and fanbase that allows us to advocate for progress. We use our reach and influence to drive positive change.

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GOVERNANCE

Our approach to governance helps us to set the standard for sustainability in our sport. The McLaren Racing Executive team and Board provide strategic leadership and oversight of sustainability at McLaren.

Our in-house team of sustainability experts delivers against our strategic priorities and guides the wider organisation on its sustainability journey, with the support of our stakeholders.

McLaren Racing Limited is privately owned and incorporated in the United Kingdom, and is a subsidiary of McLaren Group Limited. McLaren Group Limited is majority owned by long-term strategic investor Bahrain Mumtalakat Holding Company ("Mumtalakat"), the sovereign wealth fund of the Kingdom of Bahrain.

Contributing to the sustainability governance of our sport

We are proud to actively participate in the governance of sustainability within our sport. We use every opportunity to contribute to FIA and series-level ESG working groups, which are comprised of sustainability experts representing various motorsport organisations, including F1 Teams, Formula One Management, and the FIA. These groups facilitate closer collaboration with some of our key external stakeholders. We engage with these groups to have a voice in discussions around regulations, and to contribute to wider sustainability goals within motorsport.

McLaren Racing Executive Team

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



Zak Brown
Chief Executive Officer



Daniel Gallo
Chief People and Sustainability Officer



Laura Bowden
Chief Financial Officer



Louise McEwen
Chief Marketing Officer



Chloe Todd
Executive Director, Business Strategy & Chief of Staff



Nick Martin
Co-chief Commercial Officer



Matt Dennington
Co-chief Commercial Officer



Alessandro Alunni Bravi
Chief Business Affairs Officer
From February 2025



Andrea Stella
Team Principal, McLaren F1



Tony Kanaan
Team Principal, Arrow McLaren
From February 2025



Kevin Thimjon
President, Arrow McLaren
From February 2025



Ian James
Managing Director and Team Principal, NEOM McLaren Electric Racing

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OUR STAKEHOLDERS

We engage with a complex landscape of stakeholders, including our people, partners, suppliers, series, regulators, the wider motorsport and automotive industries, our fans, and our communities.

We also have a wide platform from which to engage beyond our own team, from direct business relationships with our suppliers and partners, to fans and the communities that we work and race in. We carefully target our engagement and listen to feedback, aiming to bring all our stakeholders on our sustainability journey.

Our partners

We are proud to work with some of the best-known and innovative brands in the world. Our partnerships enable us to optimise our operations by applying leading expertise and technologies. Together with our partners, we are driving positive change way beyond the boundaries of our immediate reach. Our work with partners is included throughout this report, highlighting where our collaborations are accelerating progress.

Our platform

As a leading sports team, we aim to maximise the reach and influence of our work on sustainability. In 2024, our sustainability activity had more than 19 million impressions across our social media platforms, and we see strong and sustained interest from our partners to collaborate towards reaching our sustainability goals.



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CIRCULAR ECONOMY

Working towards a circular economy means minimising the resources we consume and the waste we produce, keeping materials in circulation for as long as possible. It also builds resilience into our supply chain and maximises the value of our materials and resources. In short, it's doing more with less.

In a world where resources are constrained, sourcing is more difficult and supply chains are easily disrupted, a circular economy is critical for performance, not only in motorsport but across all industries.

We are committed to driving progress towards circularity, exploring innovative materials and processes which can change the way we use natural resources.

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

Our ambition

We will create a circular F1 Car.

To do this, we will continue to increase circularity across our own constructor activities, leading by example. We will share learnings and collaborate with the wider F1 ecosystem.

We will make progress by taking actions informed by our research, using products for longer, keeping them in circulation after use, and reducing virgin material consumption. We track our progress by monitoring and reporting against a single metric which measures the proportion of circular materials going into and out of our operations.

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CIRCULAR F1 CAR

Our goal is to design and build a circular F1 Car, but we know it won't be achievable without long-term, systemic change in our sport. By working towards this ambitious goal, we are building our understanding and scoping out the biggest opportunities to improve.

The cars you see on the track represent a fraction of the materials used to test, develop and build an F1 Car. Back at our 24-hour factory, there is extensive research and development, testing and rapid prototyping that consumes materials and generates waste.

This is the current cost of performance, and we are working to optimise our resource use within the constraints of regulations, competitiveness on track, and our reliance on our supply chain.

Efficiencies within our own operations will only take us so far. From our work, we see that the most impactful circularity opportunities require collaboration. This is why we are committed to collaborating with the FIA and other F1 Teams to accelerate progress towards a circular economy.

We cannot work towards our goal effectively if we can't measure our progress. As we did with our GHG emissions footprint in 2022, we have started by looking at the data and baselining where we currently are on our journey towards a circular F1 Car.

When we started working towards our circular economy goals, there was no well-established standard or methodology for measuring progress (such as the GHG Protocol for calculating emissions). The uniqueness of motorsport and F1 as an industrial sector only made this trickier. We resolved to change this.



Circular materials on the F1 Car

In 2024 we continued our work to bring circular innovations into our operations. At the British Grand Prix at Silverstone, we continued our trial of recycled carbon fibre (rCF) with V Carbon, incorporating this innovative circular material into performance parts of the car during practice sessions and obtaining valuable data which will shape our future use of the material. Using rCF has the potential to reduce the carbon emissions of parts by 90% compared to the use of virgin carbon fibre¹.

[Read more about our use of recycled carbon fibre here](#)



The F1 Constructors' Circularity Handbook

In 2024, commissioned by the FIA and in collaboration with Official Transformation Partner Deloitte UK, we developed a methodology to measure circularity in F1 Car manufacture, and codified the approach we developed so that others could also benefit from it. The result of this work is the F1 Constructors' Circularity Handbook ("the Handbook"), which we have developed to create a robust and consistent measurement which F1 Teams can use and to promote the adoption of circular practices across the sport.

The Handbook acts as a guide which any F1 team can use to measure the circularity of their individual chassis manufacture and to better understand and improve their practices. The aim is by sharing information back with the FIA, the data gathered will highlight focus areas and opportunities to address in future F1 developments.

Ultimately, our vision is that the rules of F1 should promote and reward circularity. We know that we can only achieve this through strong collaboration within our ecosystem, and by backing up the theory with data.



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MEASURING CIRCULARITY

Our circularity metric

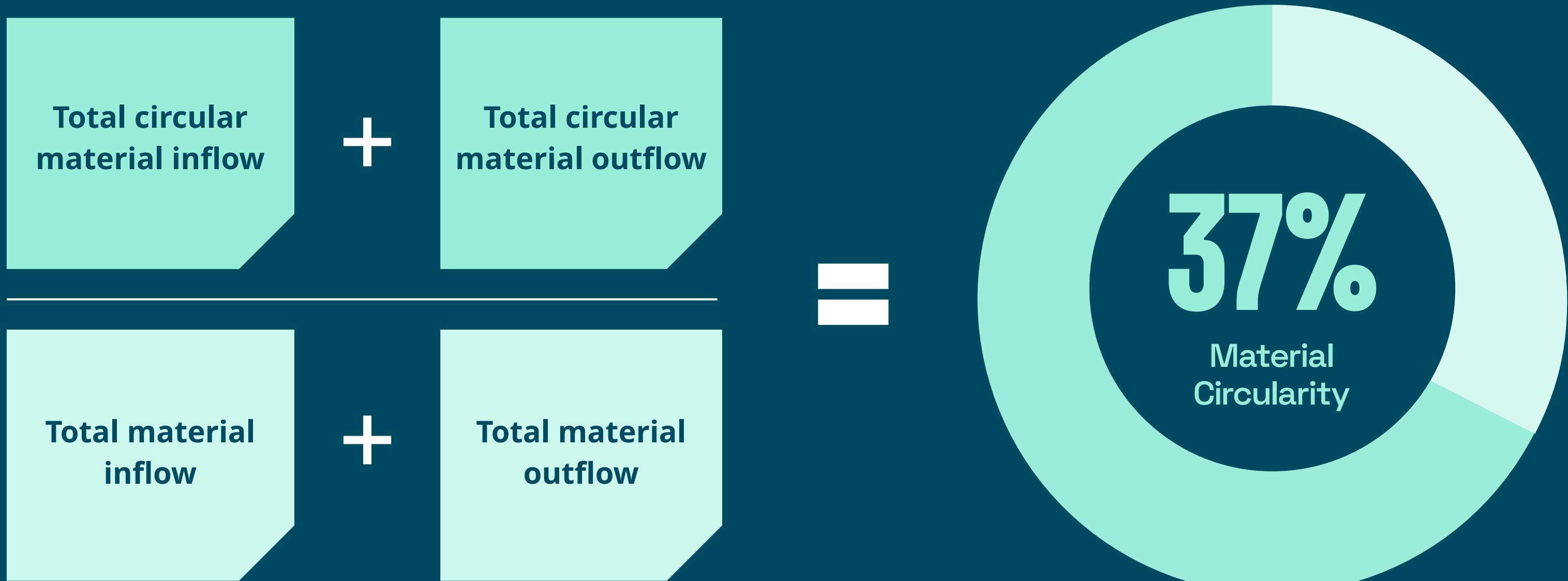
We have followed the Handbook ourselves to calculate a baseline circularity metric. This percentage expresses the current level of circularity of our manufacturing operations.

This single percentage expresses the combined circularity of inflows and outflows to paint a holistic picture of our raw material consumption. A score of 100% represents a circular car.

The metric considers materials going both into our factory for car development and manufacture, and the material disposed of afterwards. We refer to these as "inflows" and "outflows", and we measure them by weight.

The calculation accounts for materials used in all our factory activities, not just what ends up on the F1 car. It includes materials such as moulds and consumables used for manufacturing, components for scale models used in wind tunnel testing, and much more.

Our circularity metric for 2024 was **37%**² which serves as the baseline from which we will assess our progress towards a circular F1 car. We have prepared our 2024 metric using the best data, methodologies and resources available to us, accepting that pioneering in this space comes with challenges and limitations. We expect it to improve year-on-year in scope and accuracy as we move our circular economy programme forward. Our full notes on how we have calculated our circularity metric can be found in Appendix A on page 56.



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ANALYSING OUR PERFORMANCE

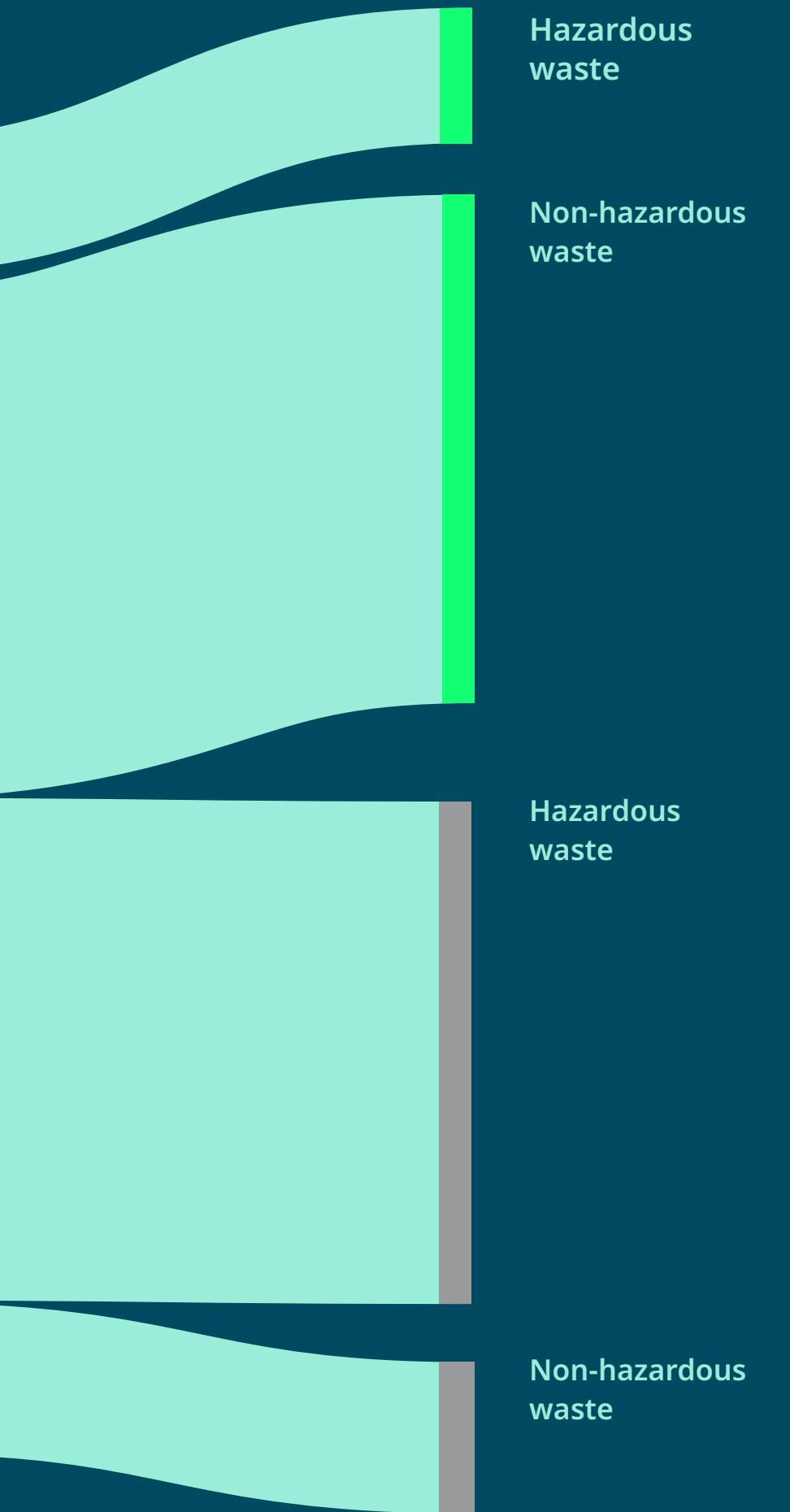
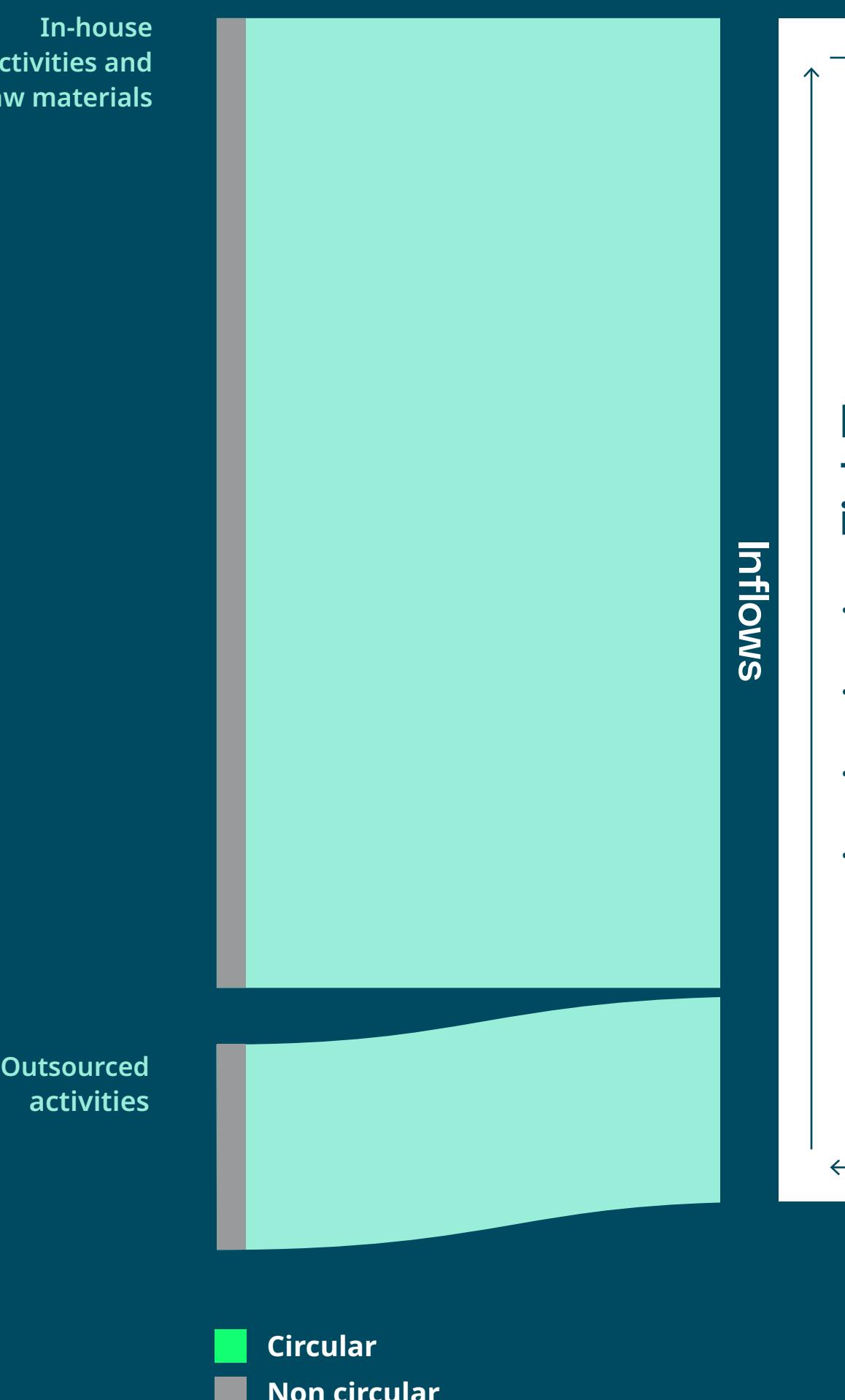
This diagram visualises the scale of circular material inflows and outflows either side of our F1 Constructor activities.

Our overall performance in this metric reflects the progress we have made in circularity of our outflows. Our recycling practices at our manufacturing sites makes up the circular portion of our outflows. We also avoid disposing of some materials altogether by preserving retired F1 Cars and parts through our Heritage programme.

There is still significant opportunity to improve our outflow circularity, particularly with complex materials like composites and tooling block, and hazardous waste such as oil contaminated items. F1 innovation will be key to driving progress here, as new technologies are needed to establish and scale recycling processes.

On the inflow side, we are currently reporting zero circularity, since we have assumed that materials are not circular until we find out more about their origin, or substitute in circular alternatives. Our recycled carbon fibre trials are a significant technological step, but small in the context of our F1 manufacturing operations as a whole. This highlights significant opportunity in our raw materials sourcing and supply chain by using more circular alternatives in place of virgin materials.

We are looking to introduce bio-based and reusable consumables, whilst scoping opportunities to use recycled metals and composites in applications where it won't affect our F1 Car development or performance. By doing this, we are targeting our most significant inflows, and we expect to see improved circularity in future years following implementation of these projects.



The diagram presented here is illustrative and not to scale

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CIRCULARITY IN PRACTICE



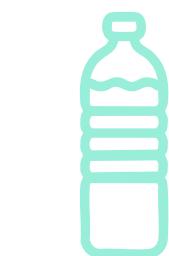
Building circularity into our catering

Our catering provider at the MTC continued their work to build circularity into the food we serve to our team³.



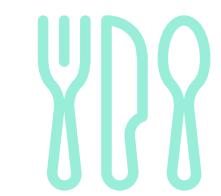
In 2024 we saved over
1.2 TONNES

of surplus vegetables and fruit produced by farmers that would have otherwise been wasted.



We saved nearly
28,000

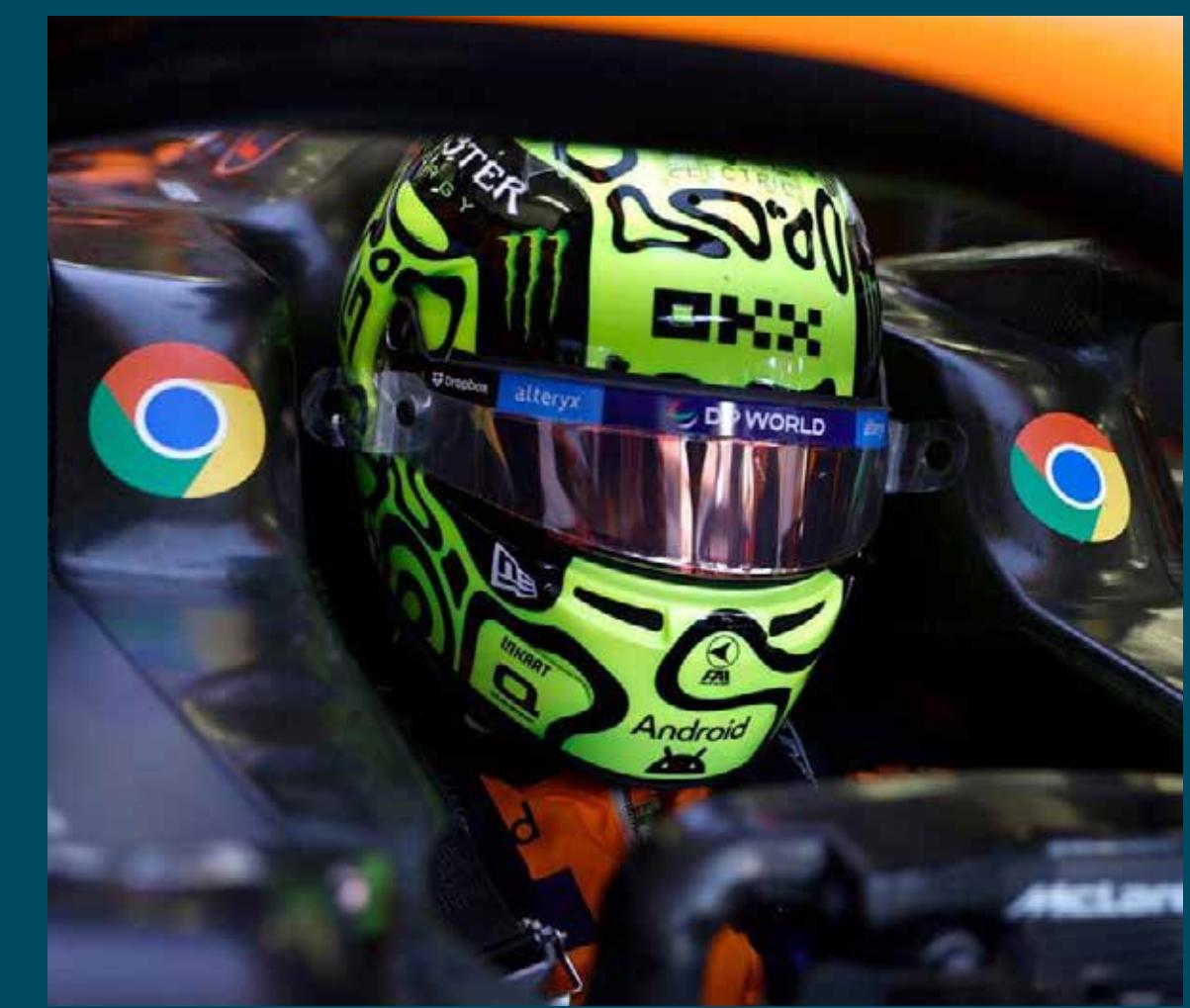
plastic bottles by installing two flavoured water taps, as well as avoiding transporting 14T of packaged drinks.



We donated over 250kg of food to 60 households, the equivalent of nearly
500 MEALS

IndyCar composting

In 2024 we launched a composting programme at our Arrow McLaren workshop to manage all the organic waste from our operations. The programme covers a range of materials, including food scraps from meals and paper towels from our restrooms. The compost made from our organic waste is purchased twice a year and offered to team members for use in gardens and houseplants. While we're making progress in our operations, we recognise that the bulk of organic waste is produced at home. To make it easier for team members to compost, we offer them a discount on curb-side composting services from a local hauler.



Case study: Environmental data science with Alteryx

Alteryx partners with the McLaren Formula 1 team to enhance the team's analytic and automation processes. We use Alteryx across McLaren to support teams from Finance and Logistics, to R&D and Operations.

We also use Alteryx to support the calculation of our circularity metric and GHG emissions. It enables us to connect our business information systems, helps us ensure we're using the highest quality data for emissions calculations, and aggregates data from a range of sources. These sustainability metrics provide us with the key insights that inform our strategy and actions, and allow us to measure the effectiveness of our interventions.

alteryx

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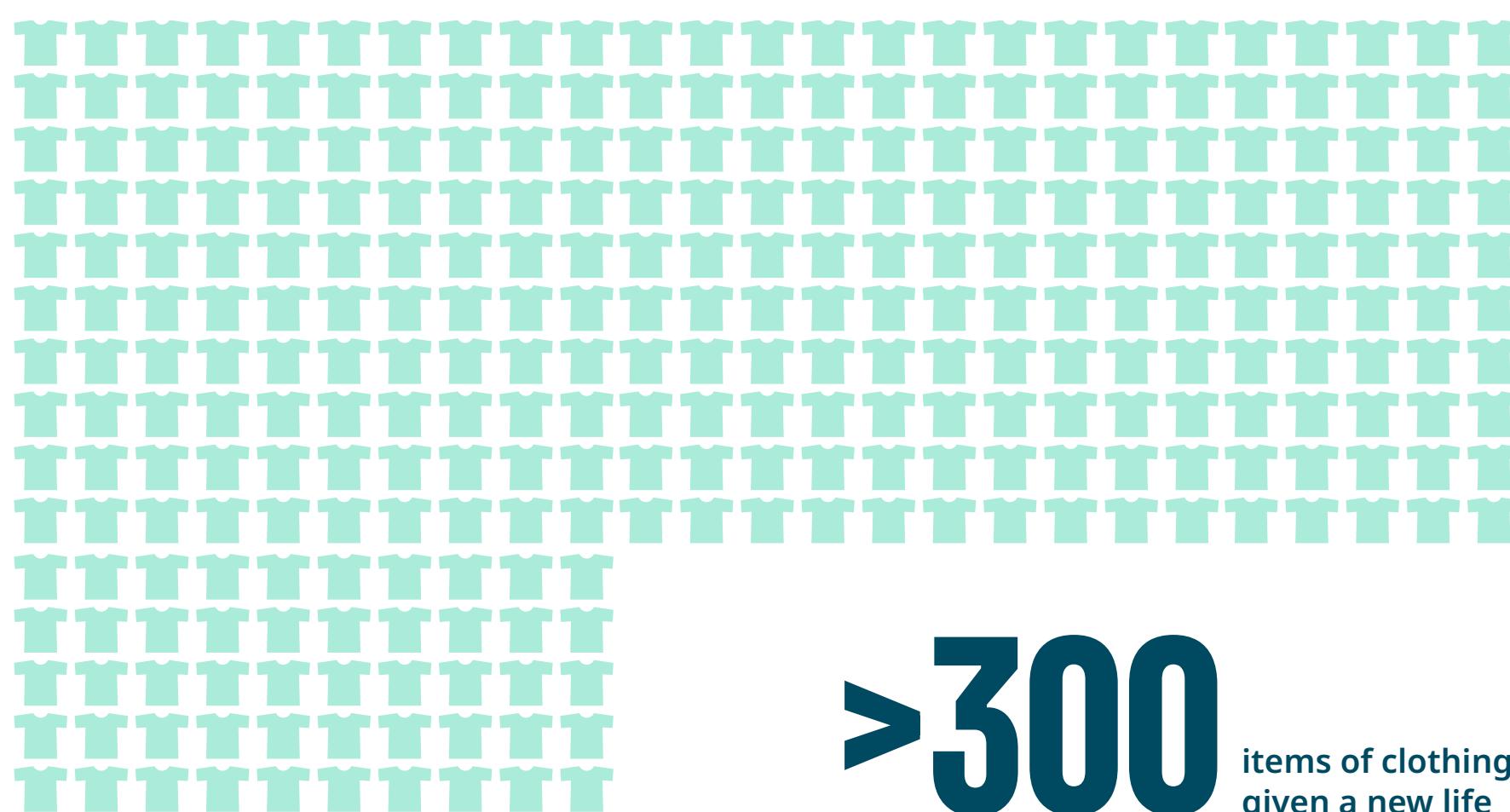
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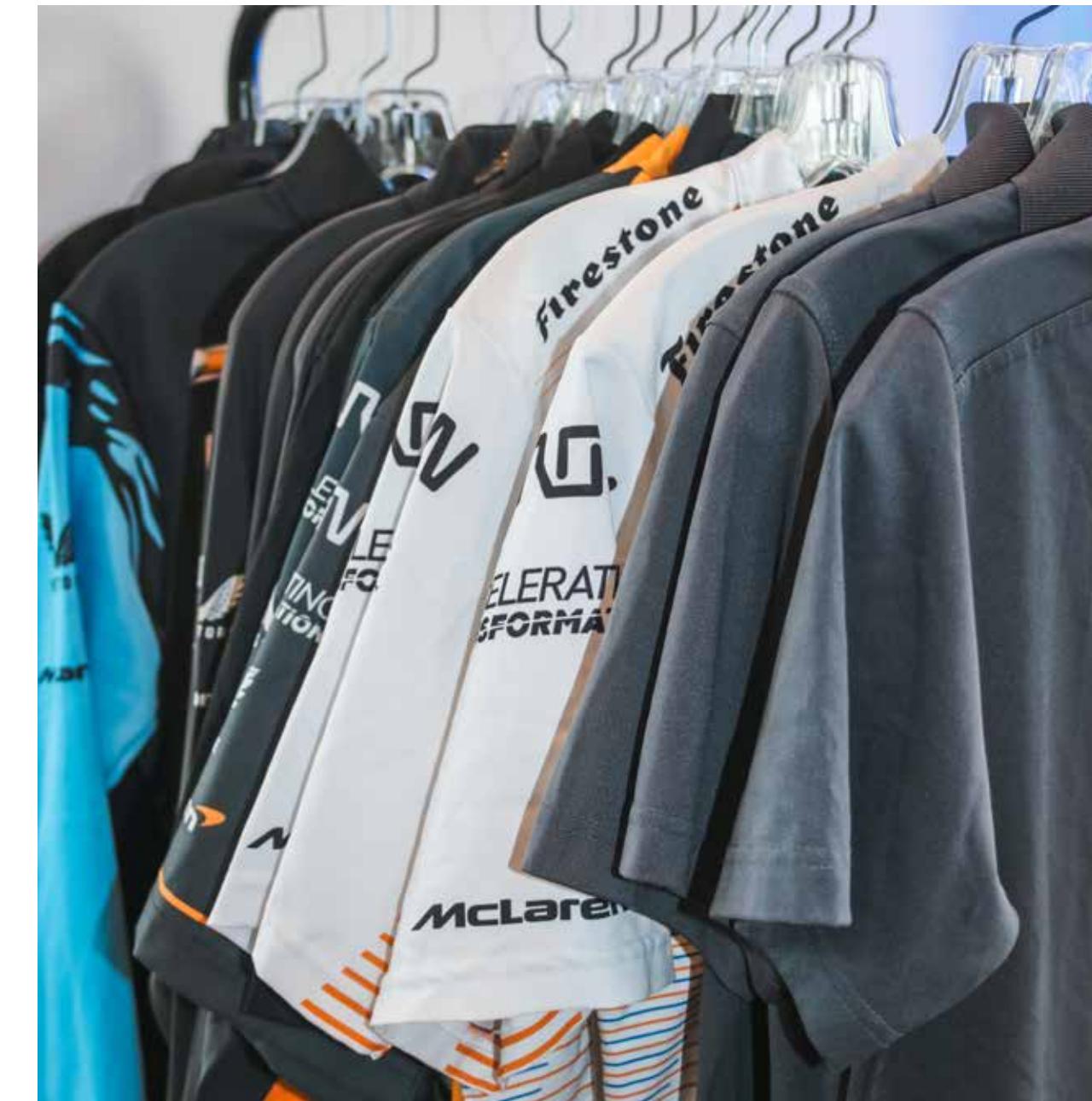


A NEW LIFE FOR OUR INDYCAR TEAM KIT

In May 2024, Arrow McLaren IndyCar team hosted a Fan Fundraiser at Team Principal Tony Kanaan's personal garage. The team collected gently used and outdated kit and apparel from past years, then invited fans to purchase vintage kit at accessible prices, meet Tony and Arrow McLaren driver Alexander Rossi, and race on simulators in Tony's garage.



The event included signings of merchandise by Tony and Alexander, along with a silent auction of 2023 crew fire suits. In total, over 300 items were sold on to fans, and all \$5,500 of proceeds went to Earth Charter Indiana, a local climate action nonprofit.



The Fan Fundraiser showcased the power of our people and our brand to add value to items that would otherwise have become waste, giving them a new life as fanwear. It also demonstrated the value of authentic community engagement and how we can champion positive change locally.



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CLIMATE ACTION

Pace and performance are critical to combatting the climate crisis, now more than ever. We must act to both reduce global emissions to net-zero, accelerate climate solutions, and build climate resilience into our ecosystem. We are keenly aware of the challenge and the opportunity ahead of us, and of the part that we must play.

Our actions lean into our strengths as a racing team. We harness innovation in fuels and energy to reduce our impacts, whilst contributing our engineering expertise to climate solutions, supporting projects which need to scale and develop.

As the first motorsport team to have our decarbonisation targets validated by the Science-Based Targets initiative (SBTi), we are proud to maintain high standards for transparency and accountability whilst progressing towards ambitious targets.

Our ambition

Our targets are to halve our greenhouse gas (GHG) footprint by 2030 and reach net-zero emissions by 2040 against our baseline.

We will seek out and implement new energy sources, technologies and products which will reduce emissions in our own operations and our value chain, decoupling our impact from business growth. Alongside reductions, we are compensating our residual emissions using high-quality carbon removals, and partner to support projects with the potential to deliver these removals at scale.

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OUR 2024 FOOTPRINT

Elite motorsport is a data-driven industry, where identifying opportunities and acting on them at pace is critical for performance. Our approach to our GHG emissions is no different; we start by looking at the data to assess the most impactful interventions, then implement them and monitor their performance.

In 2023 we improved our environmental data, set our baseline, and identified significant opportunities in lower-emission energy and transport solutions. 2024 was a year of implementing these solutions, focused on realising decarbonisation opportunities across our activities.

Emissions from our own operations, which are made up of fuel and electricity consumption, make up only 9% of our total footprint. We continue to focus on reducing these, however the largest opportunity lies beyond our own facilities in our supply chain, third-party transport and business travel.

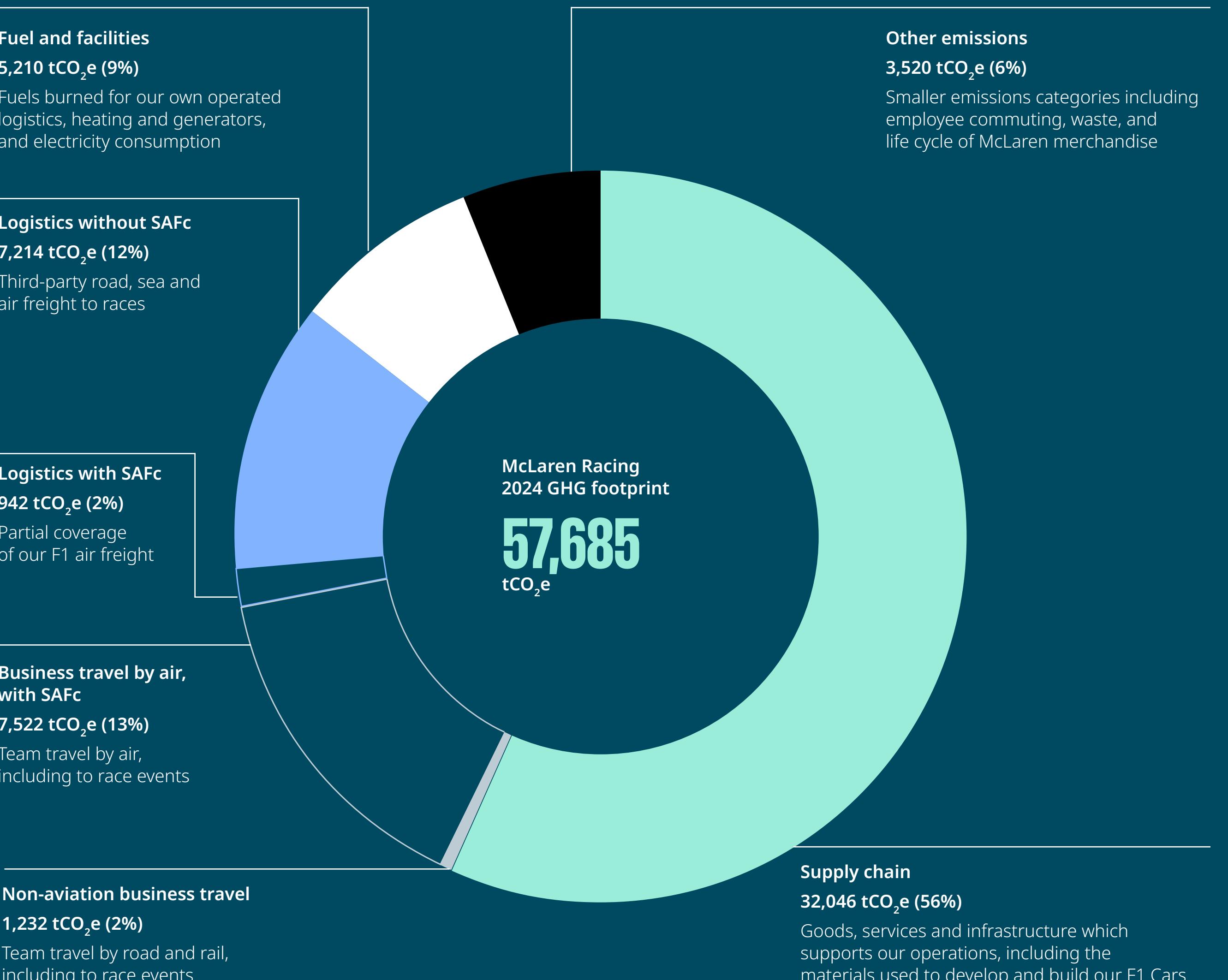
Sustainable aviation fuel

In 2024 we funded the use of over one million US gallons of sustainable aviation fuel (SAF), by sourcing SAF certificates (SAFc) to cover 942 tCO₂e of our emissions from air freight and 7,522 tCO₂e of our emissions from business travel by air.

Whilst our use of SAFc does not currently contribute directly to our validated science-based targets, we are proud to champion the use of lower-emission fuels as a pathway to reducing climate impacts in our value chain whilst not compromising our ability to go racing.

Read more about our SAF programme on P26

For full information on our progress against our validated science-based decarbonisation targets, see GHG data tables in **Appendix B**.



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OUR PROGRESS IN 2024

By focusing on initiatives that drive performance against our climate targets and taking advantage of streamlined race calendars, we have achieved a net reduction of 8.6% in absolute GHG emissions in 2024 compared to 2023⁴. This pushes us in the right direction towards our decarbonisation targets.

In addition, we have funded sustainable aviation fuel with support from our partner Ecolab, which has reduced emissions in the aviation industry by 8,464 tCO₂e, equivalent to 14.7% of our 2024 footprint.



vs. 2023

↑ 0.5%

Increased business activities, including selling of merchandise and purchasing of goods and services

↑ 2.0%

Increased natural gas and electricity consumption to support business growth

↑ 0.6%

Expansion of our team, leading to increased commuting

5.5%

Completion of our state-of-the-art wind tunnel, reducing emissions from infrastructure projects

5.9%

Logistics optimisations, along with more streamlined race calendars in F1 and FE

0.3%

Using HVO biofuel as a substitute for diesel in our F1 trucks

These changes have delivered a reduction in our total emissions of

8.6%

we also funded sustainable aviation fuel certificates equivalent to

14.7%

of our footprint

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REDUCING OUR EMISSIONS

We must sustain this year's strong performance in GHG emissions reductions to stay on track to achieve our ambitious science-based target.

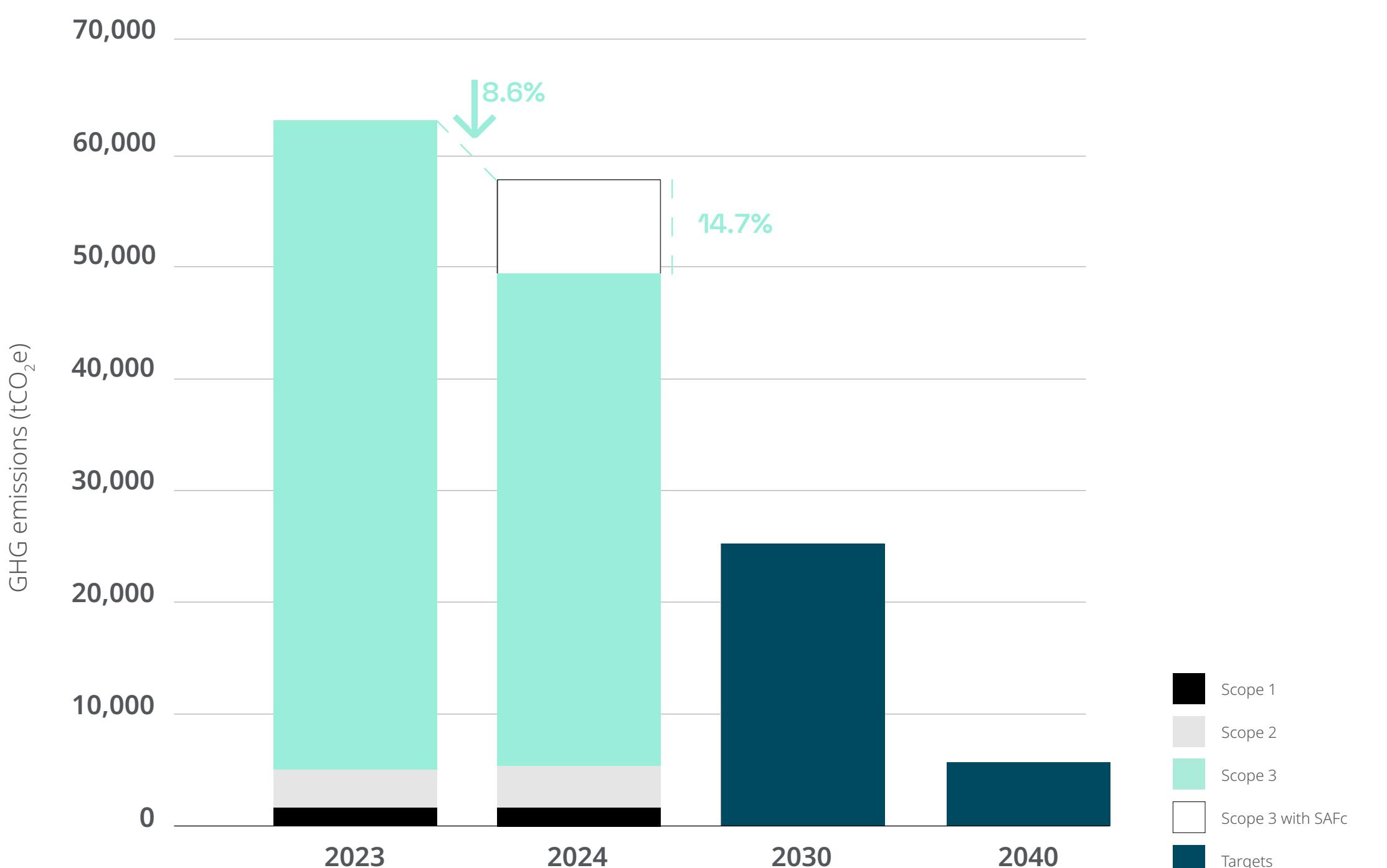
Whilst our focus on decarbonisation projects has resulted in reductions, we have also experienced some changes in the wider context of our business. Changes such as adjusted race calendars and fewer large infrastructure projects at our Woking campus have enabled us to unlock reductions in our GHG emissions by travelling less and spending less on construction materials and services.

We know that the scale of our activities will change year-on-year in line with our business, so we still need to decouple growth from emissions and find ways to keep operating with a lower environmental impact.

Going forward, we aim to maintain and grow our current emissions reductions activities, including funding the use of sustainable aviation fuel through our SAFc investments. We are supportive of market developments, standards and systems which will enable us to credibly decarbonise beyond our own operations, and hope that we can incorporate SAFc into delivery of our science-based targets in future.

Alongside this, we are shifting our attention to our supply chain, which is our single largest opportunity for GHG emissions reductions. We will be working with suppliers and partners to identify where we can substitute in products and services with lower environmental impacts, which complements our focus on building a circular economy.

GHG emissions by scope, year-on-year



Decarbonisation in practice

Energy at our headquarters

We have continued sourcing renewable electricity at our sites, including Arrow McLaren HQ in Indianapolis which is now on a renewable energy credit (REC) plan. This brings us to 100% renewable electricity at our Woking campus and our US facilities, building on our 97% coverage in 2023.

Our new wind tunnel was completed in 2023 and has been operational since. We are using more energy on site as a result, but the emissions from this activity are mitigated through our renewable electricity sourcing.

A large portion of our direct emissions are from combusting natural gas for heating, which we will address with future infrastructure projects.

Biofuel for road logistics

Since January 2024 we have fuelled all outbound vehicles from MTC with hydrotreated vegetable oil (HVO) biodiesel. HVO is a renewable fuel that directly replaces mineral diesel and can reduce greenhouse gas emissions by up to 90%⁵.

Our implementation of HVO has resulted in a 48% reduction in our emissions from our own logistics compared to 2023⁶.

We plan to continue to expand our use of HVO through participating in F1's Event Energy Transition, which plans to expand the availability of HVO and other renewable energy sources at European races from 2025, and developing means to fuel vehicles with HVO whilst on the road.



SUSTAINABLE AVIATION FUEL

Logistics and business travel account for around 30% of our emissions, most of which is air travel. Over the last three years we have successfully improved the efficiency of our operations by diverting air freight to road and sea where possible and reducing freight volumes and weight.

Some air travel will always be needed for us to go racing, and the best currently available solution for meaningfully reducing aviation emissions is to use sustainable aviation fuel (SAF) in place of traditional jet fuel.

SAF is renewable or waste-derived aviation fuel which meets strict sustainability criteria. It has the potential to significantly reduce emissions compared to traditional jet fuel, typically by 75–90%⁷.

In 2024 we funded two SAF programmes, using book-and-claim systems:

- A McLaren SAF programme, established in collaboration with our partner Ecolab, to cover 100% of our business travel by air – 7,522 tCO₂e.
- F1's SAF programme, compensating 16% of our air freight emissions – 942 tCO₂e.

Our combined investment in SAF covers around 15% of our total 2024 footprint. By investing in innovative lower-emissions fuels we are signalling demand to the market and supporting the ongoing development of these alternatives.



SAF collaboration with Ecolab

In 2024 we entered a multi-year partnership with global sustainability leader Ecolab. This exciting partnership is built on a shared vision of innovation and excellence, pushing the boundaries of sustainability as much as we push the limits of engineering on track. It emphasises the importance of a winning spirit, collaboration, and speed in tackling our shared environmental challenges and driving innovative solutions.

Ecolab is part of the Greater MSP Consortium, which is establishing the first SAF blending hub in Minnesota. Through this connection, Ecolab has supported McLaren in sourcing SAFC in 2024 to cover its business travel emissions, and we are working towards deepening our collaboration to make continued progress towards our decarbonisation goals in 2025 and beyond.

We will use the best of both organisations' capabilities to work collaboratively and at pace to further develop our SAF programme in future years.

ECOLAB®

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REDUCING EMISSIONS PER RACE

Series	2023	tCO ₂ e per race	2024	Difference
	1,475 across 72 races	1,135 across 68 races	-23%	
Formula 1 	1,733 across 23 races and 6 sprints	1,321 across 24 races and 6 sprints	-24%	
IndyCar 	366 across 17 races	343 across 17 races	-6%	
Formula E 	274 across 16 races	148 across 17 races	-46%	
Extreme E 	55 across 10 races	65 across 4 races	+17%	

Our sport is growing, in both scope and popularity. We are proud of the role we play as competitors, whilst recognising that we must decouple our emissions from this growth. To track our decarbonisation progress in the context of our activities, we monitor our performance against an intensity metric which expresses our emissions on a per-race basis.

 **23%**
reduction in emissions per race across all series

In 2024 we achieved a reduction of 23% in emissions per race across all series compared to 2023⁸, based on a weighted average and accounting for funding of SAF and resulting SAF certificates (SAFc).

Our progress in F1 is driven predominantly by our investment in SAFc, use of HVO biofuel in road logistics, and changes to the order of the F1 calendar to reduce flying distances. F1 continues to be our most emissions intensive series, primarily due to our role as a Constructor, and due to the volume of travel and freight needed.

Our SAFc investment has also helped us reduce emissions per race across all our series, including Arrow McLaren IndyCar team, where we achieved a decrease in emissions per race despite participating in an additional non-championship race at The Thermal Club.

In Formula E, we reduced the weight of freight we send to races, driving a reduction in our NEOM McLaren FE Team's emissions.

Emissions per race for Extreme E increased due to the low number of races in a shortened season.

We do not report emissions for F1 Academy or the F1 Esports Series, since these races sit outside of McLaren Racing's operational control.



NET-ZERO BEYOND McLAREN

Whilst we are focused on reducing our GHG emissions, we know that this will only take us so far. To reach net-zero, we must also neutralise the remaining 10% of our GHG emissions by removing excess carbon dioxide from the atmosphere⁹.

We need carbon removal solutions to be high-quality, effective, and available at scale in the future. We want to be part of the solution, so we have partnered with two high-quality carbon removal projects, investing in carbon removal credits to signal demand to the market.

McLaren Accelerator, our in-house team of experts that use the know-how, expertise, and high-performance culture we apply to our on-track performance to wider applications, are also working directly with these projects to help scale and accelerate their carbon removal solutions.

Learn more about our Climate Contribution Programme



Our climate contribution partners

We have partnered with two leading carbon removal projects, UNDO and Mombak, which are developing different methods of long-term carbon removal and storage.

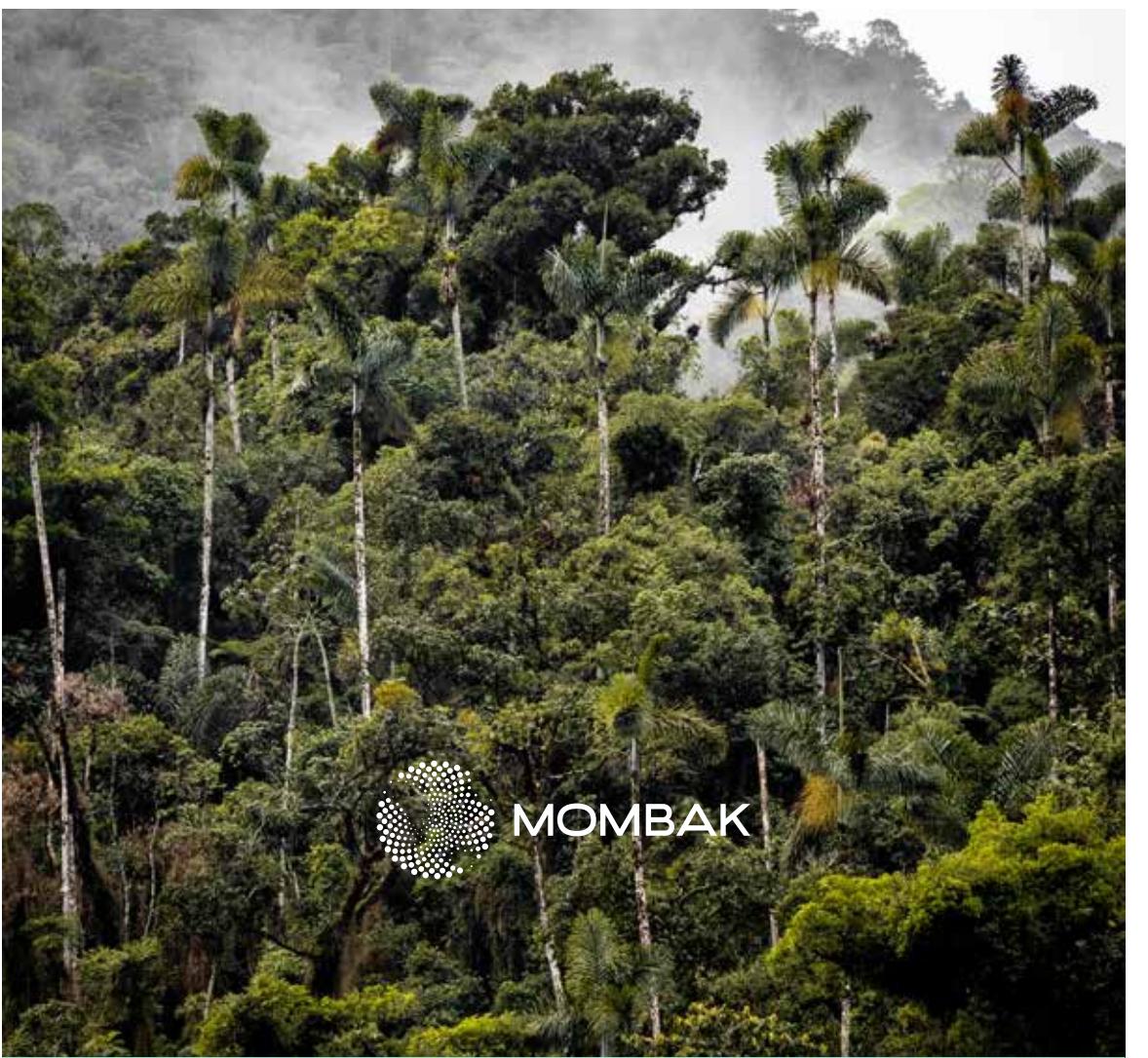
These partnerships are built on collaboration beyond financial support or exchange of carbon removal credits. McLaren is exploring ways to directly support these projects by leveraging the mindset, processes and know-how of an elite motorsport team to unlock efficiencies and implement technology.



UNDO
PUTTING CARBON IN ITS PLACE

UNDO

UNDO is a UK-based organisation that specialises in enhanced rock weathering. This nature-based technology permanently captures carbon dioxide whilst boosting soil and crop health, benefiting local farmers who have mineral-rich silicate rock spread on their land for free.



MOMBAK

Mombak

Mombak is restoring native forests in the Brazilian Amazon to remove carbon at scale, combining rigorous science with deep local engagement to deliver durable climate and community impact.

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NATURE

At McLaren Racing, we are inspired by the precision, design and performance that comes from the natural world. Nature enhances the health and wellbeing of our people, it provides high quality materials that inspire innovation and supports the communities we work and race in.

We have a role to play in enhancing nature whilst minimising our negative impacts. We have formalised our commitment by joining the United Nations Sports for Nature framework, and we have aligned our approach with the principles of protecting, enhancing, reducing supply chain risks and inspiring action for nature.

Our next priority is to build a deeper understanding of our risks and supply chain impacts on nature.

Our ambition

McLaren Racing aims to enhance and protect nature in our operations and supply chain.

We partner with organisations to regenerate nature, applying our expertise to help restore ecosystems by scaling and accelerating solutions.

Our platform enables us to inspire action and engage with our people and our fans on nature-related topics within and beyond motorsport.



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OUR APPROACH TO NATURE

Our approach was developed through a careful programme of analysis that explored our most significant nature related impacts. This view of the materiality of our nature impacts will be further developed as we progress with the implementation of our strategy and will help us to focus our actions in the areas of greatest impact.

Enhancing and protecting nature through our operations

We are committed to integrating nature-positive practices throughout our business operations and logistics, and recognise the positive impact that access to nature has on our wellbeing and performance.

Protecting nature in our supply chain

We recognise that our supply chain has an impact on nature and are committed to identifying and reducing nature risks as we build our high performance supply chain.

Regenerating nature with our climate contribution partners

We see an opportunity to apply our technological expertise to restore and regenerate ecosystems and work with our partners to help scale impactful solutions.

Inspiring action for nature

We aim to inspire through nature, driving education and action both within and beyond the world of motorsport.

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RESTORING CORAL REEFS

Our approach to nature goes beyond our own operations and activities as a racing team. Since 2023 we have joined forces with the Great Barrier Reef Foundation (GBRF), a leading charity dedicated to safeguarding the Great Barrier Reef, and coral reefs around the world, in a pioneering three-year partnership to help accelerate coral reef restoration.

We have formed a joint project team with the Reef Restoration and Adaptation Program (RRAP) to help increase the effectiveness and reduce the cost of current restoration efforts. By collaborating with the McLaren Accelerator team, Australia's leading marine scientists believe we can fast-track and scale up the deployment of heat-tolerant corals.

In 2024, the joint team conducted a full value stream mapping exercise, detailing the key RRAP process stages. By applying a racing mindset, we were able to identify and prioritise the opportunities to efficiently and effectively impact the KPIs of number of coral seedling devices assembled per day, at an improved unit cost and increased survival rate. This has led us to focus on the design and prototyping stage for new technologies, with plans to undergo real world testing during late 2025 coral spawning.

Our partnership demonstrates that the high performance and collaboration endemic to a racing team can be applied to any challenge, including driving environmental solutions.



Great Barrier
Reef Foundation

Learn more about
our work with GBRF



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OUR PROGRESS IN 2024



Supporting nature at the MTC

The MTC is an extraordinary site for nature, incorporating 50 hectares of land adjoining the Horsell Common nature reserve. The MTC has a number of high value nature habitats, including wet and deciduous woodlands as well as a priority pond habitat.

In 2024 we installed four beehives at the MTC, with 20,000 bees in each hive. Our bees are adding to the local biodiversity of the site. The hives have produced honey and beeswax which we have made into candles. We have shared these with our employees, enhancing the connection to the nature that we have at our headquarters.



Enhancing nature in campus projects

In 2024 we built a new car park at the MTC to accommodate our growing team's commuting needs. We saw this as an opportunity to protect and enhance nature.

Key features of the project:

- The trunks of removed trees have remained on site to enhance biodiversity by creating new habitats. Other parts of the trees have been used to create biofuel.
- Once the car park is finished, planting will contribute to a biodiversity net gain of over 15%¹⁰.
- We've used a grid and gravel surface which uses recycled materials, rather than paving or tarmac, reducing the GHG footprint by 50% compared to block paving¹¹. The permeable surface also improves drainage.

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COLLABORATING TO DRIVE ACTION

Tackling the wider nature impacts of motorsport requires collaboration with our regulators, with the communities that we race in, and our racing ecosystem. To support change in 2024 we provided input to the FIA as it developed an approach to supporting nature in our sport.



Sports for Nature

The United Nations Sports for Nature framework aims to deliver transformative action for nature across sports, by 2030 and beyond, enabling sports to champion nature and contribute to its protection and restoration. The UN-backed initiative asks signatories to commit to work towards progress in four areas:

- Protecting nature and avoiding damage to natural habitats and species.
- Restoring and regenerating nature wherever possible.
- Understand and reduce risks to nature in our supply chain.
- Educate and inspire positive action for nature across and beyond sport.

We are proud to be the first motorsport team to become a signatory of the UN Sports for Nature framework.



Case study Supporting nature at Arrow McLaren IndyCar

At Arrow McLaren, we look for opportunities for our team to support nature outcomes. In 2024 our team activities have included two litter cleanups where team members volunteer to walk to our campus and pick litter on their way. We collected approximately 22kg of litter each day and made a significant difference to our neighbourhoods.

We also volunteered with Keep Indianapolis Beautiful to help plant more than 100 trees in Eagledale, the community neighbouring the Indianapolis Motor Speedway. Eagledale is an underserved community severely lacking in trees, so this project brought tangible benefits to people who are impacted by our sport.

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PEOPLE

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OUR TEAM

112

USA Employees

1,200

UK Employees

1,312

Total Employees

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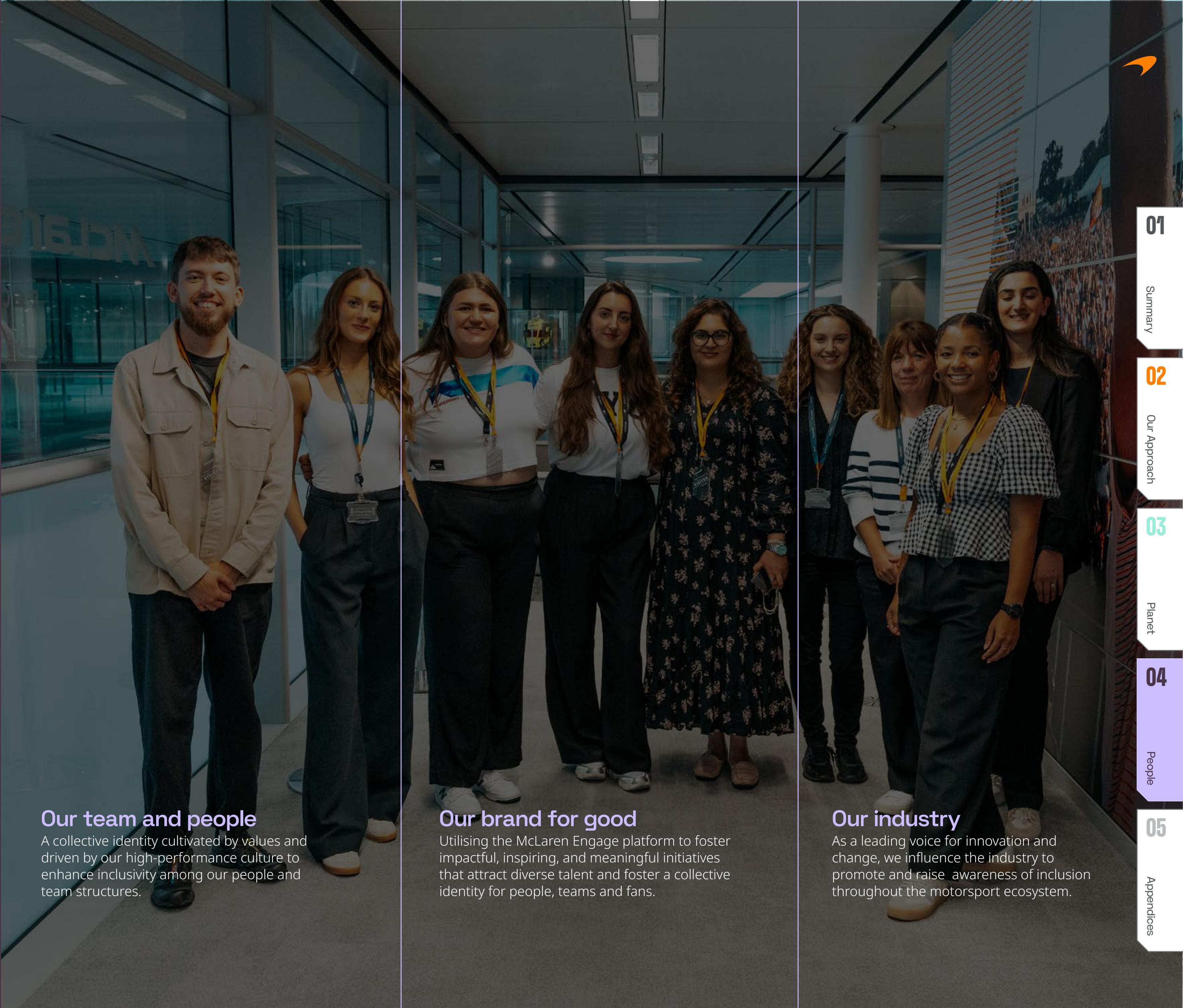
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OUR APPROACH

Our target is for 40% of the team to come from underrepresented backgrounds by 2030. For us, this includes women, people of different races and ethnicities, persons with disabilities, neurodivergence and the LGBTQ+ community.

We also track our people's socioeconomic data, and military background in the US.



Our team and people

A collective identity cultivated by values and driven by our high-performance culture to enhance inclusivity among our people and team structures.

Our brand for good

Utilising the McLaren Engage platform to foster impactful, inspiring, and meaningful initiatives that attract diverse talent and foster a collective identity for people, teams and fans.

Our industry

As a leading voice for innovation and change, we influence the industry to promote and raise awareness of inclusion throughout the motorsport ecosystem.



OUR PROGRESS IN 2024

In 2024, we continued to focus on accelerating our progress, particularly in supporting and developing women and girls in motorsport.

Through our McLaren Racing Engage initiatives, we helped women and girls at each stage in their careers – inspiring more women and girls to enter the motorsport industry, building the pipeline of strong STEM talent, and supporting women at the start of their careers as experienced professionals. We also championed women drivers through our driver programmes.

We have successfully supported diversity and inclusion by growing our internal community networks. Our networks connect and empower our people; their insights help inform our DE&I strategy and approach.

We recognise that we have a long way to go to ensure that our team is truly diverse, inclusive and equitable. We are making important progress in some areas, including in building a more diverse and more inclusive pipeline of talent into our business and improving our hiring practices.

In 2024, we conducted a company-wide data drive that has since provided a deeper understanding of our team's DE&I makeup. We asked all team members to complete their DE&I data to enhance the accuracy of our tracking and, consequently, the effectiveness of our DE&I strategy.

Individuals identifying as female, ethnic minority, neurodiverse, disabled, or part of the LGBTQ+ community were regarded as coming from an 'underrepresented' background. Our methodology ensured that there was no double counting of individuals who may have selected multiple categories and also allowed team members to choose a 'prefer not to say' option for each field.

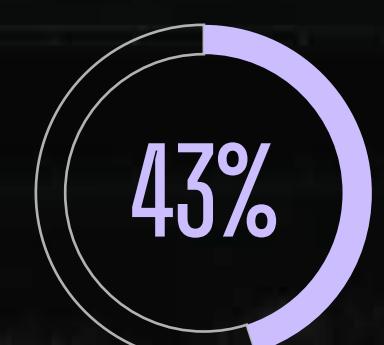
For more details on our DE&I data, see **Appendix C** on p.58.



Underrepresented population



Early careers female population



New starters from underrepresented backgrounds



McLaren female population



Diversity, equity and inclusion drives a greater sense of community and increases our variation in thought. The more diverse our input, the greater the output.

Zak Brown, CEO



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OUR TEAM & PEOPLE

2024 was a special year for McLaren Racing, seeing the team reclaim the F1 Constructors' Championship for the first time since 1998.

Success in a field as competitive as motor racing is a combination of planning, design, technology, endeavour, determination – and most importantly, the people at the centre of it all.

We passionately believe that diversity, equity and inclusion in the business is unlocking performance for the team.

Our ambition

High performance is integral to our culture at McLaren Racing, and it stems from a diversity of thought and experience. This is why this target is crucial to our goal of setting the standard for high performance in sport. Getting this right enables us to innovate more quickly and fosters a culture of trust that allows our team to perform at the pinnacle of the sport, day in and day out – all of which will ultimately lead to on-track success across our race series.



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BUILDING OUR COMMUNITIES

We have supported diversity and inclusion by growing our internal networks. The networks connect and empower our people; their insights help shape our DE&I strategy and approach. In 2024, we continued this strategy and expanded our network offerings.

Military Network

A network connecting team members associated with the military – either as reservists or veterans or those with spouses, partners or family members in the military. The group provides support for team members and conducts outreach activities. As a result of the first outreach event, two applicants completed pilot work experience with us, and one was hired as a full-time project engineer.

 Since the inception of the McLaren Military Network last year, we've seen how effective it has been as a platform for connecting those from similar backgrounds and experiences across the team. Signing the Covenant was, therefore, the next step in strengthening the support that we as a network and the wider business will look to provide military personnel.

Ollie, Military Network Lead



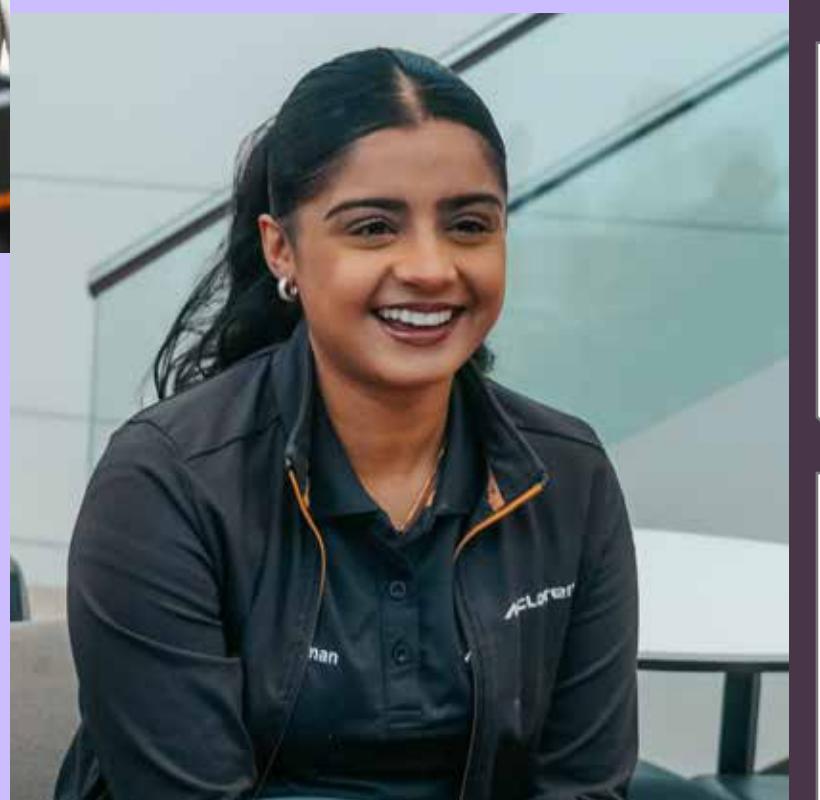
Racing Roots

Set up in 2024, Racing Roots offers a nurturing environment for anyone with an affinity towards African and Caribbean culture and society to promote unity and inclusion across McLaren Group.



STEM Ambassadors

A network of skilled team members who work with schools and universities to deliver STEM events. 83 team members are ambassadors, an increase of 8% compared to 2023¹². Nearly half of our ambassadors are women. In 2024 our ambassadors delivered 38 events, reaching 6,300 young people.



McLaren Armed Forces Covenant

In 2024, McLaren Racing signed the McLaren Armed Forces Covenant, signifying our commitment to supporting members of the Armed Forces community. The Covenant describes how we will recognise the value that members of the Armed Forces community bring to our business and provide wellbeing and career support. As a result of the progress we have already made, we have been awarded the Bronze Award for the Defence Employer Recognition Scheme.



Driving Pride

In 2024, we established a new LGBTQ+ network to create a safe, supportive space where team members can connect and be themselves. The aim is that alongside nurturing and celebrating diversity and inclusivity, the network will contribute to driving long-term performance and wellbeing.

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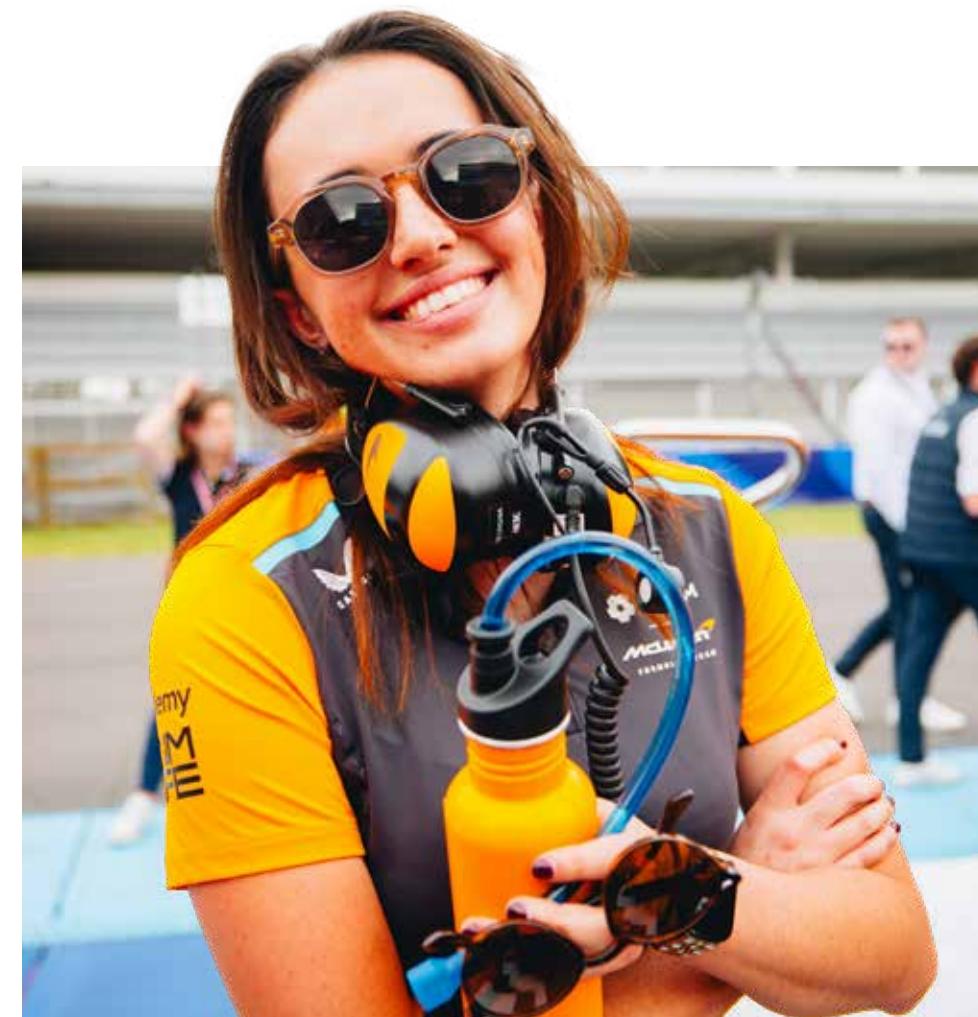


AWARENESS RAISING



[It is important] to show the next generation of young women and young girls that anything they want to do in motorsport is achievable. I think if you put your mind to it you really can do anything, and that's what international women's day is all about"

Georgina, Electric Racing Communications



International Women's Day



We used International Women's Day to highlight and celebrate the contributions women make to our team and sport. Across March, we held activities for our people, including Q&As with senior leaders, a networking event and team member spotlights.

Watch the video

Pride Month



We are committed to fostering a sense of belonging for our LGBTQ+ team members. We believe in everyone's right to bring their whole self to work, and part of this includes providing a space for team members to celebrate diversity, access support and feel heard. To mark Pride Month in June, we shared helpful resources with the team to help team members learn more about Pride and hosted several employee events in partnership with Racing Pride, including an LGBTQ+ Focus Group session.

International Women's in Engineering Day (INWED)



INWED celebrates female engineers across the globe. To celebrate INWED, we hosted a panel session for the team chaired by Mamta Singhal, MBE, a Design Engineer and diversity in engineering advocate. Mamta was joined by three McLaren Racing colleagues – Cristina Gutiérrez (Driver, NEOM McLaren Extreme E Team), Dr Sophie Darragh (Senior Manager, Accelerator Projects) and Erin Williams (Senior Aerodynamics Associate) – to share what inspired them to follow their careers in engineering and motorsport.

"Letters to My Younger Self"

Watch the video

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OUR BRAND FOR GOOD

Our Brand for good is about utilising the McLaren Racing Engage platform to foster impactful, inspiring, and meaningful initiatives that attract diverse talent and foster a collective identity for people, teams and supporters.

The McLaren Racing Engage Alliance is our flagship programme to diversify the pool of talent entering motorsport. Together with our social enterprise partners, we inspire, support, and provide opportunities within McLaren Racing for underrepresented talent.

We're working with our partners to inspire and enable all talent to build careers in motorsport, science, technology, engineering, and mathematics (STEM). There's a lot of work to do across our sport to address significant disparities in access to STEM careers. Together, we can and are making progress, and our programmes are already bringing new talent into our team.



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OUR DE&I PARTNERSHIPS

We work with an incredible group of expert partners who help us shape our approach and learn from best practice.



Business Disability Forum

In 2024 we joined the Business Disability Forum – a not-for-profit membership organisation that supports organisations on disability inclusivity. Through our membership our People team are provided with expert support and guidance and were provided with a bespoke workshop on disability inclusion in the workplace.



Racing Pride

Racing Pride advocates for LGBTQ+ inclusion in motorsport and the broader automotive industry. Its mission is to uplift, empower, support, and unite LGBTQ+ individuals and allies through visibility, community, and education. We collaborate with Racing Pride to review and develop inclusive internal policies, focus on upskilling our managers, and co-host employee events. Racing Pride has provided allyship briefings for 80 of our business leaders¹³, emphasising the significance of inclusive leadership and effective communication strategies. All McLaren Racing team members were offered free membership to Racing Pride, granting access to safe, moderated chats, regular events, and news updates.

Watch the video



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ENGAGE ALLIANCE

Our Engage Alliance demonstrates how we invest in programmes as part of our long-term strategy. By nurturing the next generation of STEM professionals, McLaren Racing fosters a broader pool of future talent capable of driving innovation and contributing to our success. Equally important, these initiatives reflect the company's commitment to inclusivity and social impact – positioning McLaren Racing as an employer of choice for both emerging talent and current employees who value opportunities that create meaningful change.

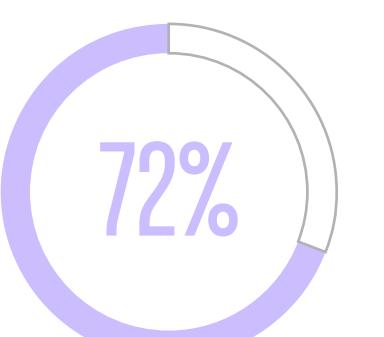


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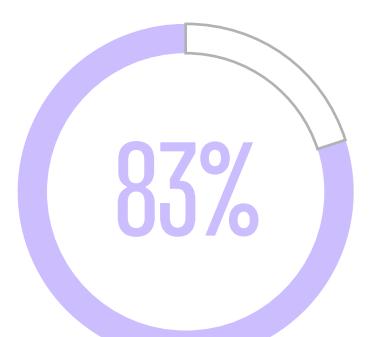
McLaren Racing, in collaboration with Creative Access, is investing in developing individual talent and transforming organisational culture. Their bursaries provide financial support to overcome barriers faced by individuals from underrepresented backgrounds. The programme emphasises mentorship, particularly for mid-career women, helping to address leadership pipeline gaps and enhance retention. Overall, McLaren's investments aim to create long-lasting systems for talent development and promote diversity, equity, and inclusion as part of its strategic vision.

Career Development Bursary

In 2024 we awarded a Career Development Bursary to 36 individuals, who received a total of £30k in funding.



of recipients were from Black, Asian, or ethnically diverse backgrounds¹⁴.



of participants agreed that the bursary helped them develop the knowledge and skills to progress in their careers.

Mentoring Programme

Through Creative Access we created a pilot mentoring programme, pairing five senior female mentors from McLaren Racing's Commercial and Brand Creative teams with mid-level women professionals from underrepresented groups looking to progress in creative careers.

All the mentees agreed that the programme improved the knowledge and skills they need to progress in their careers. Our mentors also agreed that the programme improved their skills and confidence in working with colleagues from underrepresented groups.



Having regular encouragement and positive reinforcement from a mentor really helped me overcome self-doubt and make big leaps in my career even in a short time.

A Creative Access Mentee



The Smallpeice Trust

Our work with the Smallpeice Trust aims to inspire young people to pursue STEM subjects at school and beyond through STEM days and events at McLaren Racing locations. We also support the next generation of engineering talent by sponsoring Arkwright Scholars, with an additional seven sponsored in 2024.

In 2024 we hosted 15 STEM Days to 921 students in our local communities. Overall, 24% of these students identified as coming from an underrepresented background, with 20% receiving free school meals.

We invited 30 Arkwright Engineering Scholars to the MTC for a Connect Day, to meet F1 team members and get an inside look at engineering and motorsport. 53% identified as female¹⁵.



Today's activities gave me a clearer view of engineering and gave me a consideration about it for my future career.

Year 9 female student, Jubilee High School



Women's Engineering Society

We sponsored the WES' International Women in Engineering Day. The **#enhancedbyengineering** campaign, which celebrated the female engineers who have made a difference to people's everyday lives and are helping to build towards a brighter future, reached a global audience of **284.5 million**¹⁶.



FIA Girls on Track UK

We work with Girls on Track to support women aged 18-23 interested in pursuing a career in motorsport.

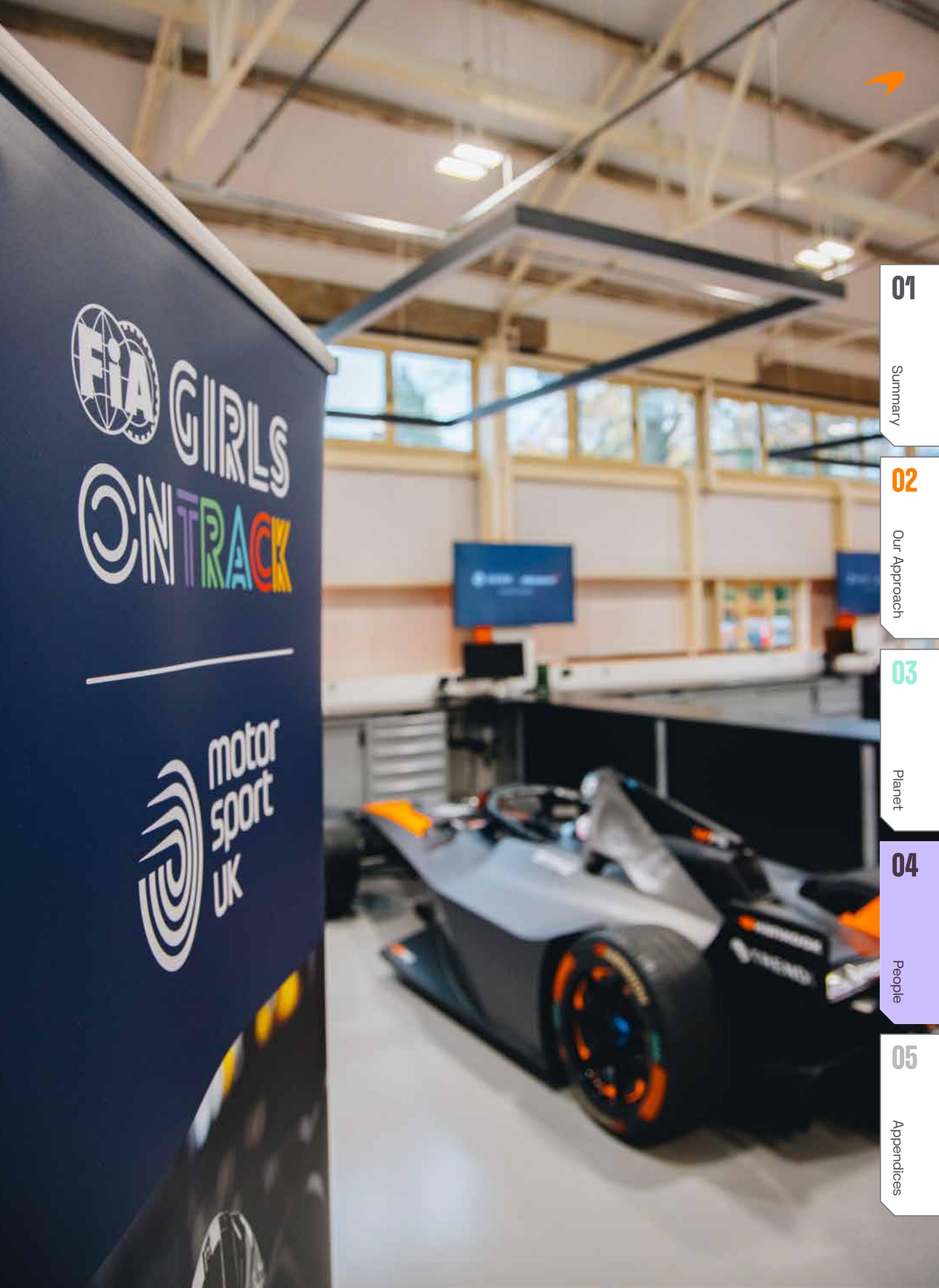
In 2024, we created a 'nurture cohort' to inspire and support 48 young women to pursue careers in motorsport. We hosted a series of events at our Electric Racing Bicester Heritage site, the MTC, and online for this cohort, and since participating, **four have joined as new team members in early career roles and programmes**.

Our communications department also hosted three members of the Girls on Track community for a week of work experience.



This experience [being part of the cohort] has reignited my passion and strongly influenced my aspirations for the future as an aerodynamicist.

Nicole, Nurture Cohort member



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60 SCHOLARS

60 Scholars

Our 60 Scholars programme, now in its second year after our 60th anniversary year in 2023, identifies and supports the next generation of female STEM leaders. We teamed up with our Official Programme Partners, Cisco, Deloitte UK and Google to deliver an immersive six-week course supporting and inspiring the next generation of female STEM leaders.

60 successful students aged between 18 and 25 were selected for the programme, including mentorship sessions, panel discussions, skills workshops and hands-on racing experiences with inspiring figures from McLaren Racing and its partner organisations. We launched the 2024 programme at the MTC, where scholars met representatives from McLaren Racing and our partners. The 2024 cohort came from a range of diverse backgrounds and are based all over the UK.

Google



Udemy



We're pleased to be offering the next cohort of future leaders in this field an opportunity to gain experience, but this wouldn't be possible without the valued support of our partners who will each bring specific skills to this year's programme.

Matt Dennington, Co-chief Commercial Officer, McLaren Racing



I want more women to not only see STEM as a viable career option but also to thrive in traditionally male-dominated roles. It's not just about gender diversity, it's about real, multifaceted diversity.



Kim Wilson, Director of Sustainability, McLaren Racing

Our 60 Scholars programme focused on:

- Community:** Scholars will build their STEM community of peers and mentors through a mixture of intimate mentorship sessions and hands-on development events at the McLaren Technology Centre.
- Knowledge:** Scholars will gain a deeper understanding of potential career pathways in STEM through career seminars from leaders across McLaren and our partners.
- Skills:** Scholars will develop practical and universal skill sets to set them apart from day one through skills workshops delivered by experts at McLaren and our partners.

Udemy supported the programme as the Official Learning and Skills Partner of 60 Scholars, providing the participants with flexible and effective upskilling opportunities through its online learning platform.



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NEOM McLaren Electric Racing Talent Programme

This annual secondment initiative aims to nurture NEOM's future leaders by immersing them in the fast-paced environment of motorsport, fostering skill development, knowledge transfer, and cultural exchange.

In 2024, the inaugural cohort of four secondees began their 12-month placements in the UK. The programme combines hands-on experience, mentorship, and tailored training to accelerate career development and enable participants to bring key learnings back to NEOM's transformative projects. The programme has laid the groundwork for a steady stream of skilled talent, strengthening NEOM's mission to build a sustainable, innovation-driven future.



Path to the Pits – Women in Motorsports North America (WIMNA) SHEro Award

We enthusiastically nominated Vicky Martinez Muela for the WIMNA SHEro Award. Vicky is the President and Founder of Path to the Pits, a non-for-profit organisation whose mission is to pave the way for bright and aspiring individuals in motorsport. We were delighted that in 2024 she was selected as the national winner.

During a chance meeting with Arrow McLaren's Director of Partnerships in 2022, Vicky pitched the idea of Path to the Pits. At the time, Vicky was a committed elected city council member for her hometown of El Monte, California, and an educator. She was initially inspired by seeing a female pit crew leader in action!

Vicky proposed the creation of a programme that would bring new faces to the industry. She described a programme that would inspire a new generation, beyond the traditional motorsports fan. Vicky wanted young people, particularly women and folks from underrepresented communities, to have impactful and educational opportunities on-track. From this conversation Path to the Pits was created.

The 2023 season saw the Path to the Pits' first full year in operation. The non-profit hosted participants at six trackside events, where they gained behind the scenes access, met with Arrow McLaren team members from across all departments, engaged in professional development exercises, and enjoyed the energy of watching on-track events. Of the 450+ Path to the Pits participants, 87% came from underrepresented communities including women, BIPOC, LGBTQ+ and/or military personnel¹⁷.



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OUR INDUSTRY

As a leading voice for innovation and change, we influence the industry to promote and raise awareness of inclusion throughout the motorsport ecosystem.

We recognise that we cannot act alone. To drive long-term change in our business, we must address systemic barriers in motorsport. That's why, in 2024, we worked with our partners to improve access to our sport.



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McLaren Racing
Sustainability Report 2024



WORKING WITH F1

We recognise that we cannot act alone. To drive long-term change in our business, we must address systemic barriers in motorsport. That's why in 2024, we worked with our series to improve access into our sport.

F1 Charter

In 2024 McLaren signed F1's Diversity and Inclusion charter ("the Charter") along with F1 Teams, Formula 1 and the FIA. The Charter promotes collaboration to remove barriers to diversity in our workplaces, improving our ways of working and engaging with stakeholders to drive innovation, focusing on four areas:

- Attract:** We will target and support initiatives that seek to attract underrepresented groups to motorsport. To support this effort, we will gather demographic data in an aligned way to improve our collective talent pipelines and recruitment practices.
- Retain:** We will put in place processes to mitigate bias in our organisations and create cultures of inclusion so a diversity of people can thrive in our sport.
- Create:** We will listen to and encourage all perspectives in the design, development, and delivery of our products and services, encouraging our supply chains to do this too.
- Engage:** We will communicate our commitment to DE&I with our external stakeholders: listening, learning, and improving to deliver a better, more inclusive experience.

McLaren Racing was a key contributor to the Charter, and we have operationalised its commitments, embedding these into the next phase of our Diversity, Equity and Inclusion strategy.

Learn more about the F1 Charter here



F1 Scholar 2024

In 2024, McLaren Racing supported F1's initiatives by offering a scholarship placement at the McLaren Technology Centre. The scholar spent two weeks with colleagues at the heart of our engineering teams, learning about our work and experiencing the fast-paced work environment of a racing team. We will continue to support F1 in 2025, bringing further opportunities for students.

Learn more about F1 Scholar here



F1 STEM Challenge

In 2023 F1 rolled out a STEM day initiative, which was developed by McLaren in partnership with the Smallpeice Trust, across the UK. During the academic year ending in 2024, 402 students participated in eight F1 STEM Challenges¹⁸ which were supported by F1 team members, including those from McLaren.

F1 Untold stories

Jemma Murphy, engineering graduate at McLaren Racing, featured in the F1 Untold Stories series, who was inspired to start a career in motorsport after watching her cousin race in Formula Ford.

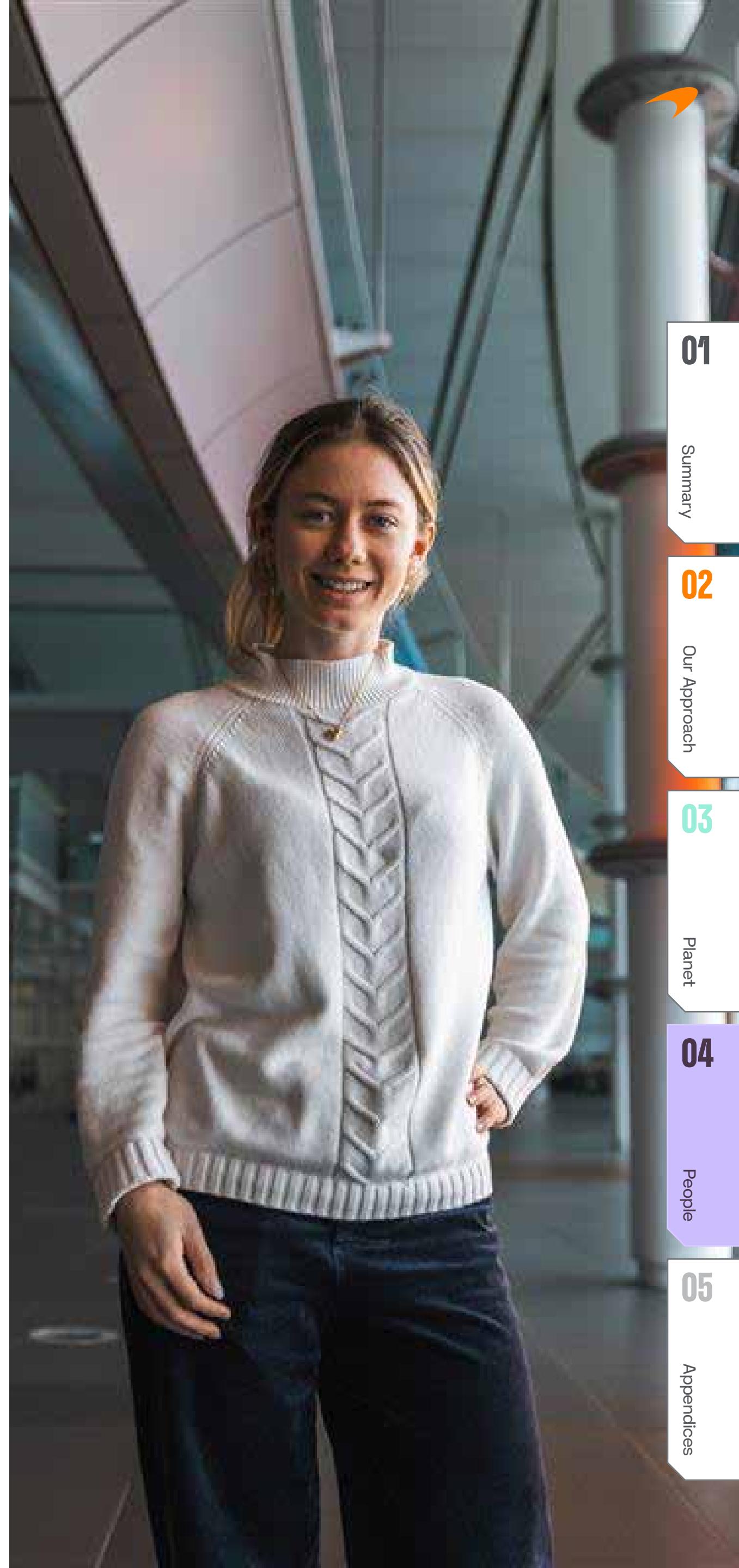
Jemma reflects on the challenges as a woman when faced with a lack of representation, highlighting how diversity can help to boost performance by bringing in different perspectives.

Watch the video



 I would say to girls who are looking to join the industry that it is definitely a place for you

Jemma Murphy, F1 Engineering Graduate



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F1 ACADEMY

In 2024 Ella Lloyd joined the McLaren Driver Development programme and will represent the team in the 2025 F1 Academy season with Rodin Motorsport. The F1 Academy is Formula 1's all-female driver category, launched in 2023 to develop and prepare young female drivers to progress to higher levels of competition. In line with the F1 Academy regulations limiting drivers to a maximum of two years in the series, Ella will be stepping in for Bianca Bustamante, who represented McLaren in the F1 Academy in 2023-2024.

Ella's involvement in the McLaren Driver Development programme, led by Stephanie Carlin, will see her join the team's talent pipeline, which has an overarching aim to help drivers progress towards Formula 1, IndyCar and Formula E.

Both Ella and Bianca represented the NEOM McLaren Formula E team in FE's first Women's Test – the first-ever all-women test session for an FIA World Championship at Circuito del Jarama in Madrid.

The McLaren Development Drivers were two of 17 drivers to take part. Between them, they shared three hours in the new GEN3 Evo car, which made its hotly anticipated debut at FE's Season 11 opener in Brazil on 7 December.

Both drivers impressed the NEOM McLaren Formula E Team with how quickly they adapted to the new machinery in their first taste of the all-electric series. In addition to the significant personal benefits of taking part, the duo were able to get up to speed swiftly enough to assist the team with their learning of the new car.

Learn more about F1 Academy



 It was incredible, probably the fastest car I have ever driven in my life. The team made every single moment special, learning and growing with them.

Bianca Bustamante
2024 F1 Academy driver



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WELLBEING

Behind every victory are those in the garage and on the pit wall, those who design, produce, and build our cars, the teams who support our partnerships, our Finance team driving efficient spending of the cost cap, our People team who cultivate our culture, and many more.

Our people's extraordinary performance across the whole team won the F1 Constructors' Championship in 2024. Our people's health and wellbeing are vital to enabling them to perform at their best.

Our ambition

We aim to provide our teams with access to world-class health and human performance facilities and support to enhance their physical health and wellbeing.

We provide mental health support across the team, equipping more of our team members to support themselves and each other and providing the support and resources they need.

We will provide benefits, training and resources to enable wellbeing, and role-model wellbeing to our people and fans.

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ACTION IN 2024

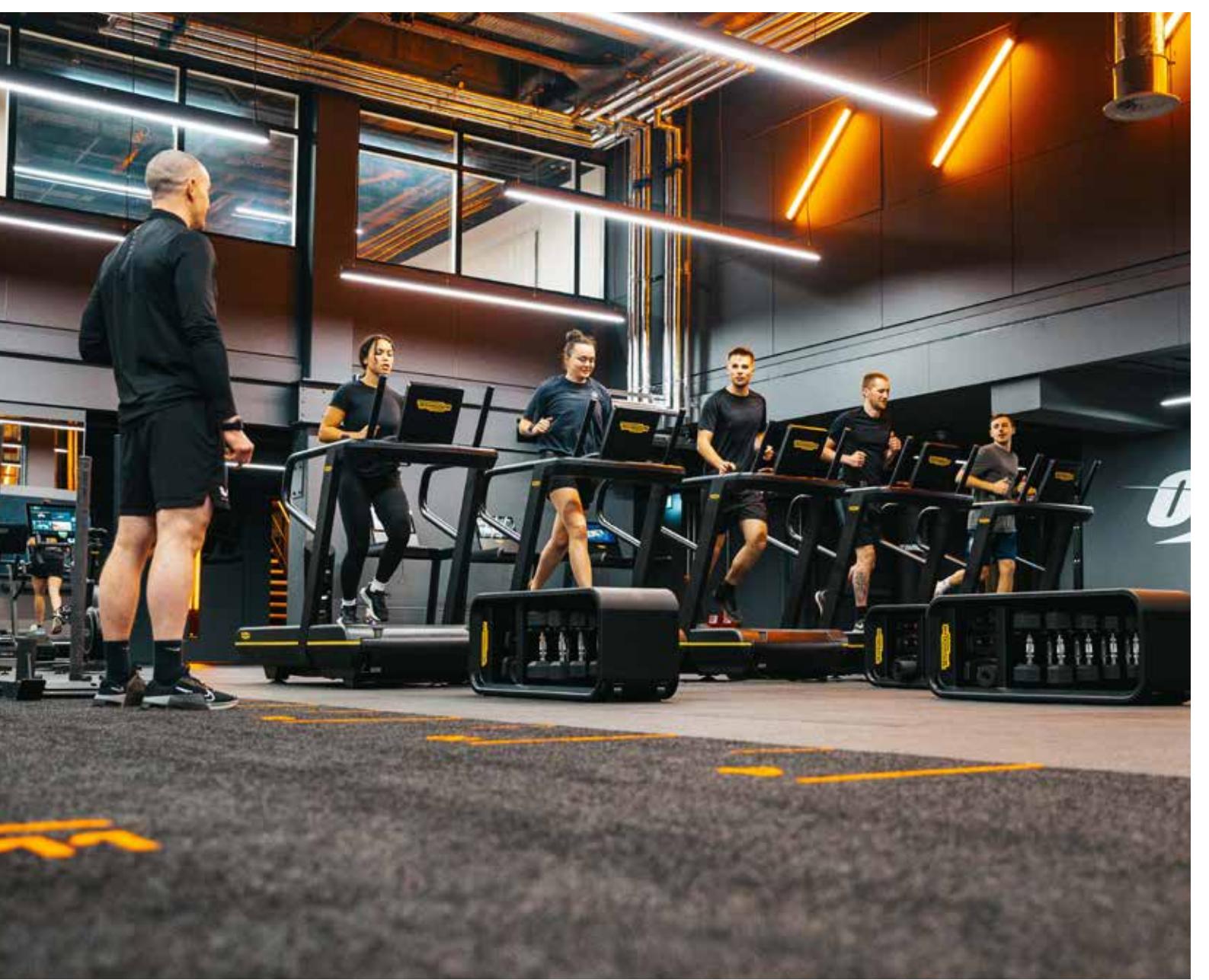
Investing in human performance

In 2024, we opened the Optimum Nutrition McLaren Performance Hub, or MPH, a new multi-million-pound facility providing a comprehensive, state-of-the-art fitness and wellness experience.

Based at the MTC in Woking, the MPH consists of over 12,000 square feet of best-in-class health and wellbeing facility sponsored by one of our key partners, Optimum Nutrition.

Optimum Nutrition, the Official Sports Nutrition Partner of the McLaren Formula 1 Team and an Official Partner of the McLaren F1 Academy, has provided invaluable guidance and expertise throughout the facility's development.

The MPH is an investment in our people, from elite athletes through to team members who are novices in the gym. Our focus is on education and prevention, enhancing the physical and mental wellbeing of everyone on the team at all levels.



At McLaren Racing, our people are our biggest asset and differentiator. The physical and mental health of our entire team is fundamental in our drive for high performance, and the new facility will help us enhance everyone's ability to operate at a high level, physically and mentally, to make us more performative and resilient.

Daniel Gallo,
Chief People &
Sustainability Officer,
McLaren Racing



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RAISING AWARENESS

We celebrate days throughout the year to engage the team on important health and wellbeing issues.

World Mental Health Day

This year we supported World Mental Health Day with the theme "it's time to prioritise mental health in the workplace". We hosted wellness walks at the MTC and MRC to help the team take a break and walk outside. Wellbeing walls were set up across our UK offices for team members to write notes and suggestions on how to prioritise mental health. We soundtracked the week with a McLaren Racing "feel good" soundtrack that we invited team members to use and contribute to. And we ran a series of mobility and mindfulness workshops in the MPH studio.

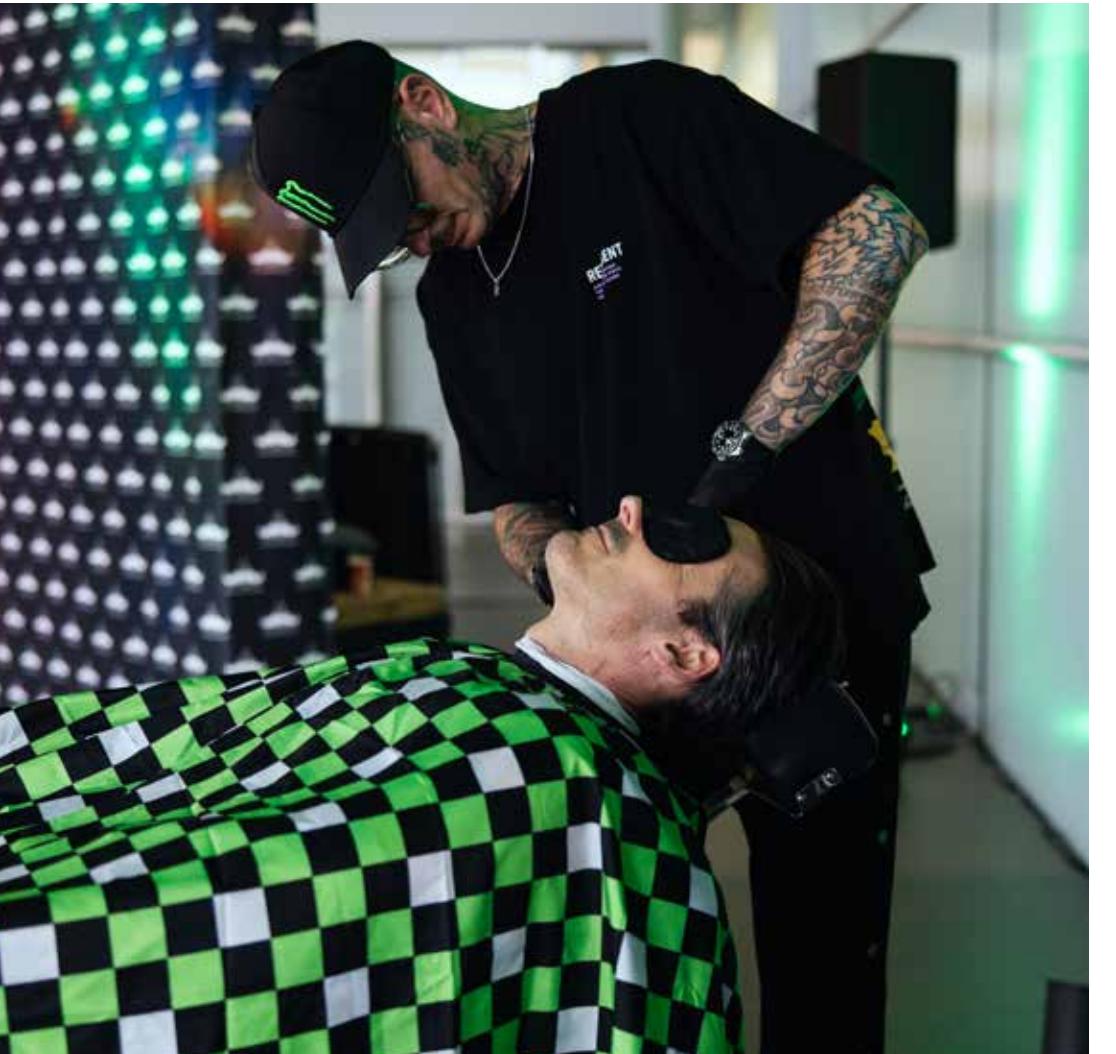
At McLaren we launched "Pick up the Phone" for World Mental Health Day



Talking about mental health

Talking about the importance of mental health shouldn't just be reserved for awareness days or special occasions. Fostering an environment that supports our team members' mental wellbeing is something we are committed to every single day.

Creating this safe space is crucial to nurturing our high-performance culture. When our team members feel supported and mentally healthy, they're able to perform at their best and thrive. A few of our team members sat down and openly shared some of their own experiences with mental health, advice they would give to others on how people can look after their own mental health and how people can support others who may be experiencing mental health struggles.



Supporting men's health with Movember

Throughout November, many of our team members and colleagues from across Racing and Automotive raised money for Movember by either growing a Mo or completing the **Move for Movember 60km fitness challenge**. We started the month with a "shave down" with the founder of Movember; we raced with Movember branding on our F1 Cars at the Brazilian Grand Prix and our Formula E cars at pre-season testing in Madrid to help raise awareness of Movember with our global audience. At the end of November, we invited all the teams who had fundraised to a special celebration on the MTC Boulevard.

We raised over
£6,000



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SUPPORTING OUR RACE TEAMS



F1 trackside support

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

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

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

Pre-season screening

Prior to the start of the F1 season, regular travellers are offered a thorough medical screening which consists of a number of varying health assessments. This investment is to optimise the health and wellbeing for the forthcoming season, especially for those who may face difficulties prioritising their health when they're frequently travelling. The screening includes radiologists, cardiologists, respiratory exams and a blood test evaluation. Not only is this to assess their current health, but also acts as reassurance that we care about our employee's long-term health and are dedicated to providing a continuity of care.

Trackside medical team

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

The team doctor

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

The team physiotherapist

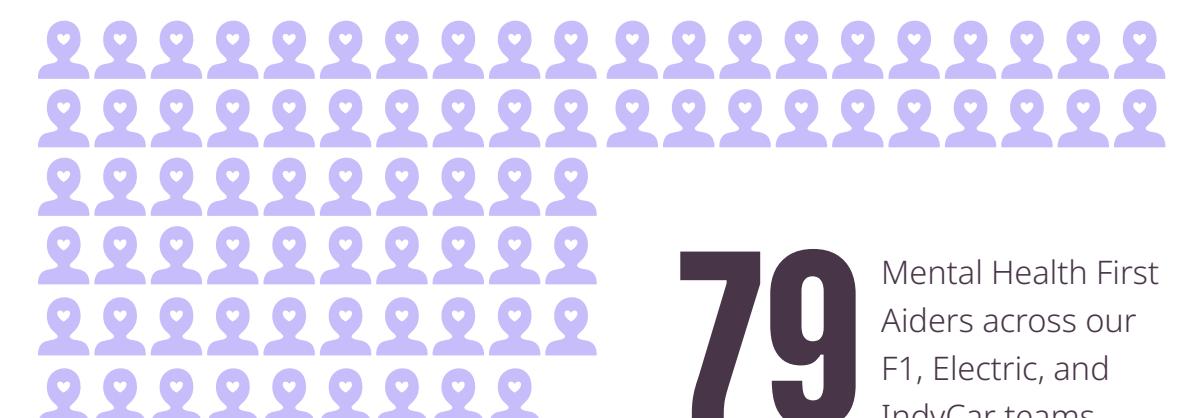
This level of support is available full-time in the form of a multi-disciplinary Injury Assessment Clinic, treatment clinic, as well as injury prevention with stretching, strength and conditioning sessions.

It is acknowledged that the demands of trackside roles vary, so a variety of sessions are available to promote inclusivity and offer help to all team members. Mindfulness activities are also run by the physiotherapist. These include pilates and yoga, as well as groups who walk, cycle, or run together around the F1 circuit.

Continuing to provide mental health first aid support

Our network of 79 Mental Health First Aiders (MHFAs) across our F1, Electric, and IndyCar teams continued to support our team members as a point of contact if a team member or someone they are concerned about is experiencing a mental health issue or emotional distress. They are on hand to provide initial support and signpost to appropriate help if required.

14 team members undertook refresher training to ensure their skills are kept up to date to best support themselves and those around them.



79
Mental Health First
Aiders across our
F1, Electric, and
IndyCar teams

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Supporting health and wellbeing in IndyCar

In 2024, we continued to dial up our support for the health and wellbeing of our Arrow McLaren IndyCar team. We invested in medical support with a new Team Doctor, providing free urgent care for injuries and illness, and a full-time physical therapist to support our people with evaluating, managing and rehabilitating musculo-skeletal injuries.

Our people also have 24/7 access to our team gym for team members and their spouses, with a professionally facilitated strength and conditioning program available to all team members five days a week. We use sports science to help our people perform, creating customised hydration protocols and distributing wellness packs for our traveling team, and gait analysis for all team members to ensure they wear appropriately supportive footwear from our Arrow McLaren partner, HOKA.

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APPENDIX A: CALCULATING OUR CIRCULARITY METRIC

Purpose of the circularity metric

Measuring circularity is important for facilitating a mainstream move towards more sustainable resource consumption, ultimately supporting the journey to net-zero as well.

To this end, we have created a methodology intended to:

- Facilitate a robust and standardised measurement of circularity within F1;
- Highlight hotspots of non-circular materials at McLaren Racing, where interventions could have the highest impact;
- Promote the importance of circularity, both within F1 and society, and encourage innovation in the space.

Metric scope and boundary

We defined a “system boundary” which combines physical, organisational and time boundaries to determine the limits of the calculation. These limits are as follows:

- Physical boundary – a team’s factory and operational facilities, i.e. the MTC and Woking campus
- Organisational boundary – technical functions within the McLaren F1 Team, excluding other racing series and non-technical activities.
- Time boundary – One calendar year, from 1 January 2024 to 31 December 2024.

The metric’s scope covers materials, manufacturing consumables and finished components used to manufacture our F1 Car chassis. It currently excludes the power unit and tyres, since these are not manufactured by the McLaren F1 Team.

In the interest of preserving data quality, we have used only data sources which we have a high level of confidence in. The metric does not count trackside waste, consumables stocked by vending machines at MTC, or consumables purchased by third parties when manufacturing components for McLaren Racing (raw materials for outsourced manufacturing are included).

Calculation methodology

We took six steps to calculate our metric, as prescribed by the F1 Constructors’ Circularity Handbook: identify material flows; collect the data; quantify material weight; apportion its circularity; aggregate these numbers; and calculate overall circularity.

Material inflows are defined as materials flowing into the system boundary. This is largely comprised of purchased raw materials and consumables used for in-house manufacturing, and outsourced parts. A range of data sets were used from across business functions to cover all in-scope inflows. Data relating to these materials usually contained weight or volume data, which were used to calculate their contribution to our total material inflow by weight, following the methodology prescribed by the Handbook.

Inflow data limitations:

- **Primary weight data** was available for the majority of records in our purchasing and operational data sets. These records were used to generate spend-to-weight estimation factors to apply to materials where only spend data was available.
- **Estimated data** based on the above factors account for ~20% of records. We expect that this may result in underestimation of weight for manufacturing consumables, which are typically high volume and low spend.
- **Invalid data** could not be included in our calculation. This is where a material has neither spend nor weight associated with it. Of all material records, ~0.5% were invalid for use in our metric.

Material outflows are defined as only those flowing out of the system boundary, meaning waste streams out of the factory. Data provided by our waste handlers covered all waste streams and was exclusively weight-based, requiring no use of spend-to-weight conversions.

Outflow data limitations:

- **Our shared site** means that some of McLaren Racing’s waste at the MTC is aggregated with waste from other areas of our Woking campus, which includes McLaren Group and McLaren Automotive. To control for this in our calculation, we estimated McLaren Racing’s portion of these shared waste streams based on our headcount.
- **General waste** is collected from all areas of McLaren Racing including marketing and shared spaces. We apply an adjustment based on headcount of all F1 Technical employees to estimate the amount of general waste from operational areas.
- **The material recovery facility (MRF)** we send our waste to provides us a breakdown of materials sent to recycling and recovery as a percentage, which we use to apportion outflow circularity. This breakdown applied to the whole MRF, not only waste from McLaren.

Attributing circularity

We define inflow materials that come from reused, re-manufactured, repurposed, recycled and/or renewable bio-based sources as circular. For outflows, any waste sent to landfill or waste-to-energy were counted as non-circular, whilst all destinations on the r-ladder are circular. In the absence of information concerning a material’s circularity, we do not attribute any circularity to it and assume it is 100% non-circular.

As 2024 was our first year calculating the metric, we took a conservative approach and assumed that all inflows were non-circular in the absence of evidence of their circularity. Going forward, we will be working with our suppliers to gather data on inflow circularity as we realise opportunities to improve.

Next steps

We will continually improve data quality, including determining which of our existing inflows are circular, to improve the metric’s accuracy. Additionally, we will aim to reduce our use of conversion factors by retrieving more direct weight data.

In parallel, we will research, develop and implement more circular processes and materials in collaboration with our technical teams, with a view to target non-circular hotspots identified by our 2024 metric. This will improve our know-how in solving circularity problems while moving us towards our goal of circularity in F1 Car manufacture.

We will collaborate with other F1 Teams and the FIA to encourage uptake of the circularity metric beyond McLaren Racing, simultaneously gathering feedback on the calculation methodology to refine it so that it becomes useable across F1 and wider motorsport, driving the changes we need to realise circularity in our sport.

Acknowledgement

We have worked with Deloitte UK, our Official Transformation Partner, to support the development and implementation of that methodology. This involved assessing our data to identify its limitations and articulating relevant assumptions for transparency and disclosure. All data used for the purpose of calculating the initial material circularity metric of our F1 car constructor activities and relevant assumptions, including the final calculation and presentation of the figures and facts in this report, are owned by McLaren Racing.

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APPENDIX B: OUR GHG EMISSIONS DATA

Tracking our progress

We hold near-term and net-zero targets which were validated by the Science-Based Targets initiative in January 2024.

The full wording of our targets is as follows:

Near-term targets:

We commit to:

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

Net-zero targets:

We commit to:

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

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

We benchmark performance internally by comparing absolute GHG emissions and per-race GHG emissions year-on-year and against our base year. Externally, we benchmark through reporting and participation in benchmarks such as Global Sustainability Benchmark in Sport (GSBS) and the UN Sports for Climate Action framework.

Whilst McLaren Racing does not currently apply offsets within the reported inventory, we retired Sustainable Aviation Fuel certificates (SAFc) to compensate our emissions from aviation activities across scope 3 Categories 4 and 6, totalling 8,464 tCO₂e for the 2024 reporting period. We have also financially

contributed to the development of high-quality carbon removal credits through our Climate Contribution Programme, detailed on [page 28](#).

Scope and boundaries of our GHG emissions

McLaren applies the operational control approach to define its organisational boundaries. All entities and facilities over which McLaren exercises full operational control are included in the GHG inventory. This includes the McLaren Technology Centre and all supporting sites in Woking, Arrow McLaren IndyCar HQ in Indianapolis, and NEOM McLaren Electric Racing in Bicester. All GHG emissions are reported on a calendar year basis, i.e. from 1 January to 31 December 31 2024 for the purposes of this report.

McLaren accounts for its scope 1 and scope 2 (market and location based) emissions in full. All emissions from relevant scope 3 categories are calculated for upstream and downstream activities. Market-based scope 2 calculations are based on our purchasing of renewable tariffs, evidenced through REC and REGO certificates.

Scope 3 categories 9, 10, 13, 14 and 15 are excluded as these activities are not relevant to McLaren Racing's business operations.

Baseline and restatement policy

Our GHG baseline consists of two base years, split by emissions scope. The base year for scope 1 and 2 emissions is set at 2019, whilst the base year for scope 3 is set as 2022. We have taken this approach due to the significant scope 3 data quality improvements we made in 2022.

Recalculation of base year emissions will occur if a difference of more than 5% of the base year is identified in the event of structural changes (e.g., new race series or divestitures) or error corrections. We identified no such differences in 2024 to trigger a recalculation.

We are committed to maintaining high data quality and improving our data over time. As such, we will also recalculate and restate emissions in the event of a significant methodological change or discovery of new data sources in excess of 5% of our baseline.

Year-on-year changes in emissions due to fluctuations in racing calendar, travel intensity, and operational activity do not trigger base year recalculation but are clearly documented in reporting narratives.

Emissions calculation and assurance

Our GHG emission calculations follow the GHG Protocol guidelines, basing our calculations on activity and quantity data where possible and spend data or estimations otherwise. Emission factors are sourced from UK BEIS/DEFRA datasets, International Energy Agency (IEA), Ecoinvent, Exiobase, as well as supplier-provided emissions factors.

Alongside absolute emissions we calculate an intensity metric expressed as tCO₂e per race event. Total GHG emissions per race are weighted based on each series' contribution to McLaren's GHG footprint and summed to obtain a weighted average emissions per race.

We obtain third-party assurance of our GHG inventory on an annual basis for confidence in the consistency, credibility and accuracy of our emissions data. In 2024, our GHG inventory was assured by LRQA in line with the GHG Protocol and ISO 14064 (Part 3 for greenhouse gas emissions).

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APPENDIX C: OUR PEOPLE AND DIVERSITY DATA

We want our DE&I goals to be ambitious but achievable, and a key step towards that is gathering detailed baseline data across our team. Understanding where we are on this journey is critical, and it helps us measure the impact and effectiveness of our outreach, recruitment, and engagement programmes.

In 2024, we undertook a significant data drive across our team to increase the personal diversity demographic data we hold. The data drive directly led to a positive shift in our results, with the organisation's underrepresentation rising from 29% to 33% during this reporting period. This progress can be directly attributed to our improved data collection, signalling greater trust and confidence from our team in sharing their personal information. We continue to enhance our data collection with new technology and inclusion initiatives.

We are pleased to report that one-third of our workforce comes from underrepresented backgrounds, with the female population accounting for the largest proportion. While this is a good baseline for us to establish, this clearly illustrates that two-thirds of our team may not reflect broader societal diversity, or employees may have preferred not to disclose.

The number of females remained steady at 20%. We achieved balanced gender ratios in our Commercial and Business Support functions; however, in our Technical functions, which represent 66% of our workforce, only one in ten team members are female. This, however, is against the backdrop of 15.7% female representation in the wider Engineering sector, according to Engineering UK. This provides a clear area of focus for us to ensure our outreach activities continue to prioritise targeted interventions that inspire and create opportunities for females considering a career in STEM, specifically in motorsport.

We're already starting to see the impact of these initiatives: During this last reporting period, females constitute 30% of our early career cohort. This clearly shows that our early talent pipeline is more balanced than the current workforce.

43% of our new starter population came from underrepresented backgrounds, surpassing our overall underrepresentation figure of 33%.

This results indicates progress and suggests that our brand and outreach activities are effectively engaging a broader talent pool and are providing a strong foundation for long-term change. However, we recognise that this requires continuous focus and targeted action to maintain momentum and fulfil our Diversity and Inclusion commitments.

Strategic Focus: Our ongoing progress

We remain committed to making meaningful progress as we strive for 40% of our workforce to come from underrepresented backgrounds. We specifically focus on early talent, experienced hires, and career progression into leadership roles.

1. Development and progression: Enhancing avenues for women and underrepresented groups to advance into senior positions via leadership development, mentoring, and sponsorship initiatives is crucial. We aim to undertake a root cause analysis to comprehend and tackle the distinct experiences of individuals with diverse identities.
2. Recruitment and talent: To continue attracting diverse talent at every level of the organisation, especially in technical and leadership positions. We need to develop pathways for diverse hires to guarantee a lasting impact.
3. McLaren Racing Engage: To continue to advocate for change through our McLaren Racing Engage programme, influencing our industry and working with partners to bring about change.

Dimension	Count	% of workforce	Prefer Not to Say	Sample size
Female	263	20.0%	0%	100%
Ethnicity (minority only)	92	7.0%	1.2%	77%
LGBTQ+	38	2.9 %	4.3%	75%
Disability	98	7.4 %	2.0%	60%
Neuro-diverse	90	6.8%	3.3%	59%
Socioeconomic	185	14.1%	3.8%	43%

* Note: Numerical representations correspond to the distinctive characteristics of each individual. Certain employees possess multiple characteristics; consequently, we have reported these figures (lower figure of 33%) to prevent double-counting.

Under the National Statistics Socio-economic Classification, the underrepresented socio-economic backgrounds often include: Routine and semi-routine occupations, Long-term unemployed, Clerical and intermediate occupations, Technical and craft occupations, Small business owners (with fewer than 20 employees). We have calculated our underrepresentation data based on these categories.

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APPENDIX D: SUSTAINABILITY DATA TABLES

Disclosure	Unit	2019*	2020	2021	2022**	2023	2024
Gross scope 1 GHG emissions	tCO ₂ e	1,868	1,321	1,564	1,627	1,522	1,434
Gross location-based scope 2 GHG emissions		4,794	4,019	3,717	3,151	3,474	3,776
Gross market-based scope 2 GHG emissions		298	298	298	168	68	7
Gross Scope 3 GHG emissions		78,163	56,016	55,222	50,173	58,091	52,475
Category 1 – Purchased Goods And Services		64,248	49,829	48,664	30,830	26,193	26,441
Category 2 – Capital Goods		Not separated from Category 1 in 2019	Not separated from Category 1 in 2020	Not separated from Category 1 in 2021	1,515	9,056	5,607
Category 3 – Fuel- and Energy-Related Activities		777	592	653	632	711	1,588
Category 4 – Upstream Transportation And Distribution		4,710	2,194	2,078	7,325	9,091	8,156
Category 5 – Waste Generated in Operations		15	13	17	23	26	25
Category 6 – Business Travel		8,413	3,387	3,810	8,680	11,568	8,753
Category 7 – Employee Commuting		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	869	1,408	1,795
Category 8 – Upstream Leased Assets		Not separated from Category 1 in 2019	Not separated from Category 1 in 2020	Not separated from Category 1 in 2021	248	-	-
Category 11 – Use Of Sold Products		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	50	36	110
Category 12 – End-of-Life Treatment of Sold Products		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	2	2	2
Total GHG emissions		84,826	61,355	60,502	54,952	63,087	57,685
Electricity Consumption (across all sites)	kWh	18,368,080	16,734,908	16,878,920	15,326,913	15,846,912	17,322,359

*Baseline year for scope 1 and 2 emissions.

** Baseline year for scope 3 emissions.

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

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

Scope 3 Category 14 was included in our 2022 GHG footprint and scope 3 baseline. These categories have since been reclassified under Scope 3 Category 11. Therefore Scope 3 Category 14 excluded from the assurance for our annual GHG footprint, and it does not appear in the above tables.

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Waste data

Disclosure	Unit	2019	2020	2021	2022	2023	2024
Total waste	Tonnes	689	538	737	594	614	717
Total hazardous waste		274	258	369	332	266	394
Hazardous waste recycled		81	87	137	114	22	37
Hazardous waste incinerated with energy recovery		194	171	232	218	244	357
Total non-hazardous waste		414	280	368	262	348	323
Non-hazardous waste recycled		301	207	213	152	229	216
Non-hazardous waste incinerated with energy recovery		19	2	4	2	10	7
Non-hazardous waste processed at MRF		95	71	152	107	109	100

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.

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Intensity metrics

	2023				2024**				% change
	Emissions per series (tCO ₂ e)	Emissions breakdown by series as % of total	Number of events	Emissions per event (tCO ₂ e)	Emissions per series (tCO ₂ e)	Emissions breakdown by series as % of total	Number of events	Emissions per event (tCO ₂ e)	
F1 + sprints	50,249	82%	23 + 6	1,733	39,632	82.2%	24 + 6	1,321	23.76% decrease
IndyCar	6,222	10%	17	366	5,836	12.1%	17	343	6.20% decrease
Formula E	4,379	7%	16	274	2,508	5.2%	17***	148	46.09% decrease
Extreme E	551	1%	10	55	258	0.5%	4	65	17.09% increase
Total	61,401	100%	72	1,475*	48,235	100%	68	1,135*	23.02% decrease

* Weighted for total series contribution to McLaren GHG footprint and summed across series

Our entry into Formula E in 2023 and increase in F1 sprint events has impacted the overall emissions intensity of races.

** This data includes the contribution from Sustainable Aviation Fuel certificates purchased by McLaren to inset emissions from business flights and Formula 1 air freight.

*** this includes the 16 races of Formula E Season 10 in 2024, and the opening race of Season 11 in December 2024.



SOCIAL SUSTAINABILITY DATA TABLES

Employment area

Type of Employment and Employment Area							
Gender	Total (1,312)	Permanent (1,230)	Fixed Term (82)	Full-Time (1,287)	Part-Time (25)	Technical (861)	Non-Technical (451)
Female	256	230	26	245	11	74	182
Male	852	799	53	841	11	620	232
Other	2	2	0	2	0	2	0
Prefer not to say	13	12	1	12	1	12	1
Unknown	189	187	2	187	2	153	36

Numbers in brackets indicate the total number of employees in each category as of 31st December 2024.

We have 20 contractors who work within technical and commercial teams. Contractors are not included in the figures in the employment tables.

Within 2024, there were a total of 201 leavers with a turnover of 15.7% as of 31st December 2024.

Employment Region

Region	Employee Count
US	112
UK	1,200
Total	1,312

Employment area by age

Employment Area		
Age	Technical	Non-Technical
Under 30	257	164
30–50	443	222
Over 50	161	65

Health and safety data*

Year	Fatalities	Total recordable injuries	Accident frequency rate	Safety observation tours
2021	0	27	3.50	146
2022	0	43	4.88	142
2023	0	59	5.67	34**
2024	0	66	5.28	119

*This data is for Woking-based employees.

**In 2023, as well as completing standard Safety Observation Tours (SOTs), we also trialled alternatives to understand whether a different format would meet our needs. This resulted in a decrease in the number of standard SOTs in 2023.

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Footnotes

Reference	Page	Figure	Explanation
1	17	Using rCF has the potential to reduce the carbon emissions of parts by 90% compared to the use of virgin carbon fibre	Data supplied by V Carbon, from an independent LCA study.
2	18	Our circularity metric for 2024 was 37% which serves as the baseline from which we will assess our progress towards a circular F1 car.	Calculated in accordance with methodology presented in the F1 Constructors' Circularity Handbook: see Appendix A for further details.
3	20	In 2024, we saved over 1.2 tonnes of surplus vegetables and fruit produced by farmers that would have otherwise been wasted.	Underlying data provided by our catering and food disposal suppliers, and charity partners. Meal donations calculated on the basis that 0.42kg of food counts as one meal equivalent. We saved nearly 28,000 plastic bottles by installing two flavoured-water taps, as well as avoiding transporting 14t of packaged drinks. All data supplied by our catering provider (Restaurant Associates) and food waste disposal suppliers (Waste Knot and Olio) at the McLaren Technology Centre.
4	24	...we have achieved a net reduction of 8.6% in absolute GHG emissions in 2024 compared to 2023.	Calculated as the net difference in absolute GHG emissions between 2023 and 2024 calendar years, across Scope 1, 2 and 3 emissions and all applicable Scope 3 emissions categories.
5	25	HVO is a renewable fuel that directly replaces mineral diesel and can reduce greenhouse gas emissions by up to 90%.	Statistics taken from Crown Oil. (https://sustainability.crownoil.co.uk/alternative-fuels/hvo-fuel/)
6	25	Our implementation of HVO has resulted in a 48% reduction in our emissions from our own logistics compared to 2023.	Calculated as the percentage change in Scope 1 mobile combustion emissions from our F1 Team activities, between 2023 and 2024.
7	26	[SAF] has the potential to significantly reduce emissions compared to traditional jet fuel, typically by 75–90%.	Estimates from Delta Airlines: https://www.delta.com/us/en/about-delta/sustainability
8	27	In 2024, we achieved a reduction of 23% in emissions per race across all series compared to 2023.	McLaren Racing emissions per race is calculated as a weighted average of individual series emissions. See page 27 for further information and calculation methodology.
9	28	To reach net-zero, we must also neutralise the remaining 10% of our GHG emissions by removing excess carbon dioxide from the atmosphere	Definition of 'net-zero' provided by the Science-Based Targets initiative (SBTi) Corporate Net-Zero Standard: https://sciencebasedtargets.org/net-zero
10	32	Once the carpark is finished, planting will contribute to a biodiversity net gain of over 15%.	Estimated by comparing the number of biodiversity units before and after the project's completion, using the UK Government methodology and guidelines. (https://www.gov.uk/guidance/understanding-biodiversity-net-gain)
11	32	We've used a grid and gravel surface which uses recycled materials, rather than paving or tarmac, reducing the GHG footprint by 50% compared to block paving. The permeable surface improves drainage.	Calculated using product GHG data provided by EcoGrid, compared to industry standard block paving.
12	39	83 team members are ambassadors, an increase of 8% compared to 2023.	Data collected internally by our McLaren Racing STEM network. Increase is calculated as the net difference in total STEM ambassador headcount between 2023 and 2024.
13	42	Racing Pride has provided allyship briefings for 80 of our business leaders.	Data collected by recording headcount at each briefing session, both in-person or virtual.
14	43	72% of recipients were from Black, Asian, or ethnically diverse backgrounds. 83% of participants agreed that the bursary helped them develop the knowledge and skills to progress in their careers.	Data provided by Creative Access.
15	43	In 2024 we hosted 15 STEM Days to 921 students in our local communities. Overall, 24% of these students identified as coming from an underrepresented background, with 20% receiving free school meals. We invited 30 Arkwright Engineering Scholars to the MTC for a Connect Day, to meet F1 team members and get an inside look at engineering and motorsport. 53% identified as female.	Data provided by The Smallpeice Trust.
16	44	The #enhancedbyengineering campaign, which celebrated the female engineers who have made a difference to people's everyday lives and are helping to build towards a brighter future, reached a global audience of 284.5 million.	Data provided by Women's Engineering Society.
17	46	Of the 450+ Path to the Pits participants, 87% came from underrepresented communities including women, BIPOC, LGBTQ+ and/or military personnel.	Data provided by Path to the Pits.
18	48	During the academic year ending in 2024, 402 students participated in eight F1 STEM Challenges which were supported by F1 team members, including those from McLaren.	Data provided by Formula One Management.

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