Sustainability at McLaren Racing
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INTRODUCTION

The fearless pursuit of better

At McLaren Racing, we don’t have a sustainability strategy. We have a strategy for a sustainable team. Our aim is to embed sustainability in every decision we make and action we take.

It is an approach based on parallel priorities: minimising our negative impact by working towards climate action and transitioning to a circular economy, while maximising our positive impact in the areas of diversity, equality and inclusion, and the promotion of health and well-being.

For decades, Formula 1, motorsport and McLaren have been an innovation lab for technologies that have transformed the automotive industry and beyond. We believe a natural part of our existence is helping tackle some of society’s most important challenges.

McLaren has a legacy of sustainability leadership: 10 years ago we were the first F1 team to be certified carbon neutral and have successfully retained the Carbon Trust Standard award, most recently in February 2021. McLaren was also the first team to be awarded the FIA Institute’s Environmental Award in 2013, which we have consistently maintained at the three-star level.

Compliance though, in our view, is simply a minimum. Our ambition is to help drive and champion the sport and industry agenda forward, in partnership with all our stakeholders, to positively contribute to a truly sustainable future.

The following pages summarise the approach McLaren Racing is taking on sustainability into the long term and the work the team has already begun doing in key areas.
Our commitment
As an organisation that operates across technology, racing and mobility, we recognise our ability and responsibility to provide solutions to sustainability challenges through our people, processes and operations. We are therefore committed to:

1. Minimising our carbon footprint
2. Championing circular economy principles
3. Promoting a diverse, equal and inclusive culture in our workforce and industry
4. Positively impacting the health and well-being of our people and communities

These are the four pillars that underpin our strategy for a sustainable team and are the foundations of the decisions we make on a daily basis.
## OUR COMMITMENT

### Key moments of sustainable innovation

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1960</td>
<td>McLaren Racing founded</td>
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<tr>
<td>1963</td>
<td>‘Nostrils’ aerodynamic device designed by Bruce McLaren</td>
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<tr>
<td>1966</td>
<td>McLaren Racing founded</td>
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<tr>
<td>1969</td>
<td>F1 tech on Mars lander</td>
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<tr>
<td>1972</td>
<td>‘Nostrils’ aerodynamic device designed by Bruce McLaren</td>
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<tr>
<td>1981</td>
<td>Introduction of carbonfibre to motorsport (MP4/1) transforming survival rates in motorsport industry</td>
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<tr>
<td>1997</td>
<td>McLaren pioneers high-fidelity simulation in F1, accelerating advances in virtual product development that minimise use of physical resources.</td>
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<td>2000</td>
<td>McLaren becomes first carbon neutral F1 team recognised with the Carbon Trust Standard certification, re-evaluated every two years</td>
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<td>2003</td>
<td>MTC opened with ecological design built-in Mission Control provides centralised information hub for coordination of remote activities and reduces volume of team travel.</td>
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<td>2004</td>
<td>First Hybrid engine victory in F1 (Hungarian GP)</td>
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<td>2009</td>
<td>Powering the first fully electric motorsports series (Formula E)</td>
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<td>2010</td>
<td>Developed a battery to last entire Formula E race</td>
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<tr>
<td>2011</td>
<td>McLaren Racing becomes first team to be awarded the FIA Institute’s Environmental Award, with three star status, maintained since every two years</td>
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<td>2014</td>
<td>McLaren used its data expertise to help monitor over 1,000 seriously ill children at Birmingham Children’s Hospital. McLaren’s analytics platform has also been used to help people with neurological disorders.</td>
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<tr>
<td>2018</td>
<td>Introduction of natural fibre composite</td>
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<td>2020</td>
<td>McLaren helps produce more than 13,000 ventilators for the covid-19 pandemic</td>
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<td>2020</td>
<td>A sustainable team strategy</td>
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A strategy for a sustainable team
Embedding sustainability in every decision we make and action we take, inspiring future generations of fans, partners and talent across F1 and beyond.

**CO₂**
Achieve a net-zero carbon footprint by 2030 and champion innovation that helps others

**Diversity, equality & inclusion**
Promote a diverse and inclusive culture in our workforce and industry

**Circular economy**
Accelerate the transition to a circular world in our activities and those we influence

**Health & well-being**
Inspire, influence and impact our people, our fans and the communities, where we work and race

We aim to achieve our bold long-term goals by 2030 supported by near term initiatives that create tangible impacts.
Our strategy framework
Of the 256,551 tonnes of carbon that F1 emitted as a sport in 2018, only 0.7% of that figure was from the cars themselves. Huge strides in efficiency have been made through the introduction of state-of-the-art powertrain technologies. The V6 turbo-hybrid era has seen the development of the most efficient internal combustion engines in the world – delivering more power using less fuel and hence CO₂ than their standard petrol and diesel counterparts. Where the thermal efficiency of a petrol engine has long stood at around 30%, current Formula 1 engines are reaching more than 50%.

Equally impressive is the how rapidly these technologies have been developed to deliver efficiencies we could never have imagined just half a decade ago. And crucially, in that time, the knowledge and technology from this pioneering work has transferred to the wider automotive industry, which has led to ground-breaking advances in electric motors, batteries, energy management, eTurbos and more.

The data clearly shows that there is real scope to reduce the carbon footprint of the sport in other areas. The biggest contributors to F1’s carbon footprint are logistics (45%) and personnel travel (27.7%), and the sport is taking a holistic approach to reducing its environmental impact in all areas.

When it comes to major global sports, F1 is not alone in this regard. However, there is an opportunity to lead and make a positive contribution to the sustainability agenda on the world stage.

Racing around the world is intrinsic to the sport of Formula 1 – it is, after all a world championship – but that only serves to sharpen our focus on racing as sustainably as possible.

At McLaren Racing, we recognise the impact of climate change and we are dedicated to de-carbonisation across our operations. In 2019, F1 announced its ambitious sustainability plan to have a net-zero carbon footprint by 2030. Our commitment to helping turn this plan into action is reflected in our objective to also achieve a net-zero carbon footprint by the end of the decade.
ACHIEVE A NET-ZERO CARBON FOOTPRINT AND CHAMPION INNOVATION THAT HELPS OTHERS

— Advance our strategy to tackle material emissions across the value chain
— Engage partners in best practice
— Deepen understanding of impact through benchmarking and assessment of operations
— Drive sustainability improvements throughout the supply chain
— Champion sustainable innovation and produce sustainable races

INTRODUCTION

OUR STRATEGY FRAMEWORK

GIVING BACK

IN SUMMARY

It’s an objective we’ve already taken positive steps towards. In 2013, McLaren Racing received the FIA Sustainability Accreditation Award. Not only were we the first F1 team to receive this award but we did so with the highest honours, attaining the three-star level. Since then, we have been successfully re-accredited on a two-year rolling basis, most recently in February 2020.

Our continued efforts in this area have seen us reach other important milestones which include receiving the FIA Award of Excellence; McLaren Group and MTC facilities achieving the Carbon Trust Standard consistently since 2011; and our technologies gaining ISO 14001 accreditation – the international standard for an effective environmental management system.

While certifications and awards are important in reflecting progress, they reflect compliance. Our objective is to decarbonise our value chain by 2030. By identifying our greatest emissions sources, such as air travel and purchased electricity, we are developing a roadmap to reduce our footprint across our operations.
Championing a circular economy

Waste reduction and transition to a circular economy is a critical component of any effective sustainability strategy, and it’s no different for us. As one of our four key pillars, we aim to accelerate the transition to a circular world in our activities and those we influence.

Currently, at McLaren-controlled operations, almost no waste is sent to landfill. Instead, we employ a comprehensive recycling programme and focus on methodologies and material use that enables us to turn waste into energy.

An example of this is our pioneering use of sustainable composites. In 2020, we became the first F1 team to use natural fibre composites; working with sustainable lightweighting specialist Bcomp to develop a natural fibre racing seat. By optimising the mechanical properties of flax fibres through fabric architecture, it was possible to make a seat with the required strength and stiffness, but with a 75% lower CO2 footprint compared to its carbon fibre counterpart. And, crucially, because flax is a CO2-neutral raw material and its fibres are biodegradable, the seat can be ground down into a new base material or thermally recycled without residual waste, rather than end up in landfill at the end of its life.

This is just the beginning for the application of this technology and we are exploring a range of further applications both on and off the car.
ACCELERATE THE TRANSITION TO A CIRCULAR WORLD IN OUR ACTIVITIES AND THOSE WE INFLUENCE

— Focus on innovative ways to reduce waste, recycle and reuse
— Champion product end of life innovation
— Reduce single-use plastic from on-site and trackside operations
— Reduce waste to landfill from on-site and trackside operations

OUR STRATEGY FRAMEWORK

Waste, energy and consumption management

Looking ahead, we aim to send zero waste from all of our operations, including trackside, to landfill by 2023 and will eliminate the single-use plastic by focusing on innovative ways to reduce, reuse and recycle. We’re not solely focused on our racing operations either: We’re also extending the evaluation of our environmental impact beyond our F1 team. For example, we’re carrying out a full lifecycle assessment of the batteries McLaren Applied supplies to all Formula E teams.

Driving significant change requires us to look beyond our direct activities and consider our direct impact on the environment as we continue our journey of waste reduction.
OUR STRATEGY FRAMEWORK

Diversity, equality and inclusion

McLaren Racing is fuelled by brave innovation, but brave innovation relies on diversity of thought and experience across all levels and functions, reflective of our fans, our partners and our communities. We are therefore committed to promoting a diverse and inclusive culture in our workforce and industry. We acknowledge we still have much work to do. For example, women currently comprise 12% of our workforce, and our objective by 2030 is for our workforce to be more representative of the population. More of our employees will be women, and more will be from different ethnic and socio-economic backgrounds.

In July 2020, we kickstarted our DE&I programme with an ongoing need to increase the pool of female and BAME talent in all areas of motorsport.
We will continue to influence and back the DE&I agenda of F1, including the #WeRaceAsOne campaign, the F1 D&I Taskforce, and stand united with F1 in clear support of its ‘End Racism’ message, which is carried on both McLaren race cars. Having conceived the #WeRaceAsOne campaign, we wholeheartedly support the initiative. Our return to the track in the wake of the covid-19 pandemic was a huge opportunity for our sport to make a positive contribution and impact on wider society, many parts of which have been disproportionately affected, with existing social issues being exacerbated. We remain committed to working with F1 to drive diversity, equality and inclusion and help those most impacted by the coronavirus crisis and its aftermath.

DIVERSITY, EQUALITY AND INCLUSION

As a sports team

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PROMOTE A DIVERSE AND INCLUSIVE CULTURE IN OUR WORKFORCE AND INDUSTRY

— Robust DE&I governance
— Increase DE&I awareness to our people, fans and partners
— Invest in grassroots level education and training
— Improve recruitment practices to enhance diversity
— Close the ethnicity and gender pay gaps
As an employer

We have a responsibility not only to our workforce but to motorsport and wider society to inspire people from all backgrounds to fulfill their potential. At McLaren, this includes creating a culture of inclusion, development and reward where everyone can bring their true and best self to work and thrive. One of the first steps we have taken is to conduct a listening programme with our people through July and August of this year to help shape our approach, priorities and policies across the entire diversity spectrum, including race, gender balance, religion, mental health and our STEM work for the future.

We have also engaged some of the foremost leaders in DE&I and have partnered with Jean Tomlin OBE, CEO of Chanzo, to help develop our strategy and guide our implementation. We are drawing on this invaluable external expertise to ensure our detailed long-term plan, covering recruitment, STEM, apprenticeships, outreach, family-friendly policies and inclusive employer brand, is fit for purpose now and in the future.
As a brand for good

By increasing our already strong commitment to STEM as a core driver of DE&I we want to build a diverse pipeline of talent, promoting the breadth of opportunities in racing and encouraging more young people across all sections of society to pursue STEM careers. Currently, we run several STEM initiatives in schools and this extends to learning opportunities for our employees too. We believe this is a critically important area of work to encourage more people from a range of backgrounds, particularly young females, to pursue a career in STEM, and to also bring technology and ingenuity to the fore as a force for good.

We have over 30 STEM ambassadors within McLaren Racing, each with a unique background, skill set and offering; across both technical and non-technical roles.
OUR STRATEGY FRAMEWORK

Health and well-being

Advocacy of better physical and mental health is something we critically value at McLaren Racing and continuously strive to educate ourselves about, to provide the necessary support to our people. We know that we can only reach optimum performance when our people are the healthiest they can be. Over the past two years we’ve achieved some important milestones, but we can do more to positively impact our people, our communities and our partner charities.

MENTAL HEALTH FIRST AIDERS

We have 11 Mental Health First Aiders at McLaren Racing who act as our ambassadors for promoting positive mental health and well-being. They are supported by a wider network of 22 Mental Health First Aiders who work across the McLaren Group.

POSITIVELY IMPACT OUR PEOPLE AND COMMUNITIES, WHERE WE WORK AND RACE

— Invest in employee health and well-being
— Become a value output organisation
— Positively impact our people, fans, partners
— Give back to the communities where we work and race
— Go above and beyond for our charity partners to drive meaningful impact
GIVING BACK

VentilatorChallengeUK

As part of the VentilatorChallengeUK consortium – a group of major industrial, technology and engineering businesses from across the aerospace, automotive and medical sectors – McLaren Group deployed its capabilities in design, rapid prototyping, electronics, production and high-value manufacturing, via a joint effort from McLaren Racing, McLaren Automotive and McLaren Applied, to scale up production of desperately needed ventilator equipment in record time.

We answered the urgent call to save lives during the 2020 Covid-19 crisis by playing a pivotal role in the production of 13,437 medical ventilators to treat patients – accelerating production from 50 a week to 200 a day and doubling NHS stock. We manufactured more than 100,000 individual components in just 10 weeks and throughout the crisis not one NHS patient went without a ventilator when it was needed. It’s an achievement that has been recognised by the Royal Academy of Engineering, which announced McLaren – as part of the VentilatorChallengeUK consortium – a winner of the President’s Special Award for Pandemic Service.
Our partnership mental health charity Mind is the centrepiece of our #WeRaceAsOne effort. Since announcing the partnership with Mind in July, we have raised more than £200,000 through donations from fans and team members, including the #MoveforMind challenge, ecommerce sales of merchandise and a prize draw of Carlos’s and Lando’s own helmet designs. McLaren Racing continues to raise awareness of mental health in support of Mind as part of the #WeRaceAsOne campaign. This includes but is not limited to:

- Lando and Carlos wearing personally hand-painted helmet designs in support of World Mental Health Day at the Eifel Grand Prix
- A prize draw for fans to win drivers’ race-worn helmets which raised £70,550 for Mind
- The Mind logo featuring on the McLaren F1 car throughout the season, as well as ‘We’re Supporting Mind’ and ‘#WorldMentalHealthDay’ branding during the Eifel Grand Prix
- A content series focusing on mental health challenges as told by our own people
- The entire McLaren Racing team taking part in Mind’s #MoveforMind fundraising challenge by getting active for better mental health
- A blog from Lando encouraging people to visit Mind’s new peer support platform Side by Side if they are struggling with mental health
BBC Children in Need

McLaren has a strong partnership with BBC Children in Need. In 2018, we donated more than £45,000 to the charity, raised through internal fundraising and partner product auctions. We also donated a brand-new custom rickshaw for The One Show’s Rickshaw Challenge, developed and built by a team of engineers from McLaren Racing and McLaren Applied.

The McLaren rickshaw helped BBC Children in Need raise £4.5 million in 2018, £8.5 million in 2019 (50% of which was matched funding by The Hunter Foundation) and £5.2 million in 2020. In addition to supporting BBC Children in Need at the Turkish Grand Prix to coincide with its appeal week in 2020, we donated a percentage of profits from the ‘Eva merchandise range’ that was based on Lando Norris’ special edition helmet for the British Grand Prix, designed by six-year-old Eva Muttram.

£45k
Donated to charity in 2018

£4.5m
Raised by the McLaren Rickshaw in 2018

£8.5m
Raised by the McLaren Rickshaw in 2019

£5.2m
Raised by the McLaren Rickshaw in 2020
CHARITY PARTNERSHIPS

Community Support

Over the past two years, we have actioned 182 charity requests for local and international charities at a cost of just over £15,000 to the company. Charities that we support in our local community include:

• White Lodge
• Woking & Sam Beare Hospices
• Children With Special Needs Foundation

We work closely with the Make A Wish Foundation to grant several life-changing wishes for children with critical illnesses and support local schools every year by donating merchandise to their summer and Christmas raffles, raising much-needed funds for educational resources.

In 2019, a group of around 30 volunteers from across the McLaren Group came out in force to help the Horsell Common Preservation Society maintain the Commons that border our main Woking campus. And, later that year, we hosted the fifth annual Work Inspiration event for young people in the local community. Over the course of the day, students from seven local schools took part in a range of unique learning experiences designed to help develop skills for the future.
In summary
While we are not yet where we want to be, we recognise that it takes time to deliver positive sustainable change. We hold ourselves accountable – and expect to be held accountable by our people, partners and fans – for continuous improvement and progress in this area. And we know that we will be judged on our actions and outcomes, not words alone.