

# Sustainability Report

JUNE 2022

20  
21



## About this report

This is McLaren Racing's first annual Sustainability Report, covering the calendar year from 1 January to 31 December 2021. This report relates to the sustainability impacts across our operations and the full value chain of our Formula 1, IndyCar, esports and Heritage programmes. It also refers to the launch and pre-season developments of our Extreme E team and the recent announcement of our entry into Formula E.

McLaren Racing aims to provide transparent, robust and comprehensive reporting on sustainability in line with its ambition to pursue best practice and apply globally recognised standards on environmental impact measurement.

This report has been developed with reference to the Global Reporting Initiative (GRI), and includes relevant standard disclosures defined by the GRI guidelines. GRI is the global standard setter for impact reporting, providing and maintaining the world's most comprehensive and widely used sustainability disclosure standards. It helps organisations be transparent and take responsibility for their impacts through a global common language that enables informed dialogue and decision-making.



# Contents

<b>1</b>	<b>Introduction</b>	<b>04</b>	<b>3</b>	<b>Four strategic pillars</b>	<b>21</b>	<b>4</b>	<b>Business worth sustaining</b>	<b>42</b>
1.1	Message from our CEO	05	3.1	Net zero	23		McLaren Accelerator	44
1.2	Message from our Director of Sustainability	06		Our baseline GHG footprint 2019	24		Positive influence	45
1.3	About McLaren Racing	07		Data opportunities and fan travel	25		The thrill of the race	46
				Our roadmap to carbon net zero by 2040	25			
				Net-zero strides in 2021	26			
<b>2</b>	<b>Our sustainability approach</b>	<b>12</b>	3.2	Circular economy	28	<b>5</b>	<b>Join us</b>	<b>47</b>
2.1	Governance	14		Waste	28			
2.2	Our key stakeholders	16		Single-use plastic	29	<b>6</b>	<b>Appendix</b>	<b>48</b>
2.3	Materiality	18		Our roadmap	29		Data tables	49
2.4	Material topics	20		Innovative steps towards circularity	30		GRI content index	51
			3.3	Diversity, equality & inclusion	31			
				Values into action	31			
				The data	32			
				McLaren Racing Engage	33			
				Our roadmap	34			
				Positive steps in 2021	35			
			3.4	Health and wellbeing	37			
				Resources and support for our people	38			
				Our data	39			
				Our roadmap	39			
				Partnerships	40			
				Charitable fundraising in the community	41			





# Introduction







# 1.1 Message from our CEO

Sustainability needs to be at the heart of everything we do. Now more than ever.

The 2020 and 2021 seasons were some of the most turbulent and unpredictable in our sport's recent history. The covid-19 pandemic disrupted races and operations in ways we couldn't have foreseen. Our calendar, health and safety measures and ways of working had to change rapidly, while we were bereft of the buzz fans bring to every event. Beyond the pandemic though, the races themselves delivered their own on- and off-track drama and some tough lessons.

I'm immensely proud of how our people responded and rose to the relentless onslaught of challenges, adapting to external obstacles while continually seeking new ways to deliver value to our fans and partners. Through the toughest of times, we maintained focus, cohesion and a sense of purpose, while our race teams pushed to deliver on-track performance and spectacle, keeping alive our ambition of returning to the front of the grid.

This intense period of uncertainty and adjustment, in what was already a high-octane industry, has served as a vital reminder that the world won't stop for our sport.

The economic sustainability of McLaren Racing – and of all global sports franchises – relies on environmental and social sustainability. One of our five strategic objectives, sustainability also underpins each of the other four goals of racing, business, brand and culture. We can't fight for every

tenth of a second if our supply chains are disrupted, if our people aren't thriving, or if our teams lack the diversity and skillset needed to forge excellence.

Teams shouldn't have to choose between sustainable practices and success. While we each have a responsibility to report and manage our impacts, the challenges ahead demand a united front and organised action. I've spoken before about the need to come together as a sport to manage threats to fair competition, and I look forward to furthering our work with regulators, promoters and fellow sports brands to champion policies that are built on the principles of sustainability. This includes F1's plans to regionalise races in 2023. We fully endorse these proposals and we will remain active in our support of a 23-limit race calendar, not only as it relates to our net-zero targets but as part of our ongoing commitment to the health, wellbeing and mental fitness of our people.

The more we push for sustainability within our sport, the greater the opportunity we have to inspire innovations that drive demand for sustainable supply chains and spark positive behavioural change on a global scale.

This report represents our commitment to higher standards of accountability and transparency as we work to influence global conversations, partner values and fan activities, and advocate for regulatory

change in our industry. Through a combination of incremental and transformational steps, we're aiming to tread lightly on the planet but boldly on history.

It's my privilege to work for a team so valued by its fans, and with people and drivers who dedicate themselves to the Fearless Pursuit of Better, during and away from racing, providing worthy role models to the millions of people who admire them.

Our sport, brand and all they represent are worth fighting for in the long-term. Our founder Bruce McLaren didn't just live to race – he lived to improve the race and sought out every opportunity for efficiency and progress. We work to honour the spirit in which he built this team and to embed that spirit into every step of our sustainability journey.

Fearlessly Forward.

**Zak Brown**  
CEO, McLaren Racing

15 June 2022





## 1.2 Message from our Director of Sustainability

Sustainability is not just a buzzword or trend; it's a serious topic that requires authentic engagement and collective action. Since joining McLaren Racing in January, my priority has been to build as clear a picture as possible of our economic, environmental and social impacts and to develop a report that accurately shows where we are on our sustainability journey.

Our first annual Sustainability Report details our efforts over 2021 and how our commitments align with the United Nations' Sustainable Development Goals, government regulations and guidance, global frameworks, and the ambitions of our sport.

Across the industry we're seeing promising strides at both top-down and grassroots levels. F1's net-zero goal incorporates plans to power cars with 100% sustainable drop-in fuels, as well as advancing battery technologies for the next generation of the hybrid power unit, all of which pave the way for disruptive developments in the transport, shipping, aviation and EV industries.

Motorsport has a strong tradition of influencing consumer behaviours through ground-breaking innovations, but we also have power in our brand. We know racing fans want to support teams who do more

than pay lip service to global trends; they want brands whose logos not only conjure up sporting nostalgia but also represent hopes for a better and more equitable future for all. With the passion of our global fanbase, we know we have both the power and the responsibility to positively influence behaviours – from their participation in our ongoing campaigns and social missions, to race travel and sustainable practices in their daily lives.

The highlights from our 2021 reporting period give us confidence that McLaren Racing is on the right track, but we must of course accelerate our efforts and build viable, data-driven roadmaps that help us tackle the challenges ahead.

I hope this report brings about new opportunities for collaborative change that will help secure the long-term health of our

sport and I look forward to conversations that lead to greater alignment on topics such as net-zero targets, carbon accounting methodologies and race logistics.

Our first annual Sustainability Report is the product of a period of reflection and analysis and is an essential step in our ongoing commitment to meaningful action.

If we work together on sustainability, we can all win.

**Kim Wilson**  
Director of Sustainability

15 June 2022





1.3

## About McLaren Racing

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

In 2021, McLaren Racing competed in the Formula 1 World Championship, participating in 22 races across 20 different countries, and in the IndyCar Series which consisted of 16 races across the USA.

In 2021, McLaren Racing announced its entry into the Extreme E 2022 season, participating in testing in the UK in late 2021.

In 2022, McLaren Racing also announced its entry into Formula E.

McLaren Racing Limited is a large privately owned company incorporated in the United Kingdom. As of 31 December 2021, it comprised 839 permanent and full-time contract employees. The majority owner of McLaren Racing is the McLaren Group. MSP Sports Capital, Caspian, UBS O'Connor and Ares have a 29% stake in McLaren Racing, and their long-term investment will underpin and strengthen both McLaren Racing's financial position and its ambition to return to the front of the grid.





## Our purpose, vision, mission, values and culture

At McLaren Racing, racing and winning are at the centre of our mission. But they're not our only focus. We're also committed to building a better environment for our people to work in, and to creating a better place for everyone to live in.

We're writing the next chapter in the McLaren Racing story, and at its heart are our purpose, vision and values.

Our values are what we believe in to guide us in our Fearless Pursuit of Better: in short, what we call being 'Fearlessly Forward'.

### Our values



Our culture underpins our purpose and vision. It guides the way we act, think and deliver. It enables us all to achieve optimum performance and it drives us

to move forward without fear. It brings us all together as one team. A team that shares the same goals. The same ambitions. The same future.

### Our purpose

# THE FEARLESS PURSUIT OF BETTER

In everything we do  
whether on or off track

### Our vision

# TO DELIVER THE MOST EXCITING AND INSPIRING PERFORMANCE IN RACING

### Our mission

# TO WIN EVERY RACING SERIES WE COMPETE IN







## About this report

The purpose of this report is to detail sustainability impacts across our operations and full value chain and to demonstrate how we are addressing the economic, environmental and social issues of most significance to our organisation and our key stakeholders.

The GRI Universal Standards for Sustainability Reporting sets out principles for defining report content and quality. We have referenced the GRI 2021 standard in deciding what to include in this report and we have taken steps to meet the principles of report quality. We have considered feedback from our stakeholders and sustainability advisors, as well as industry best practice and benchmarking, which has informed our materiality assessment and the report content.

The Sustainability Report covers the reporting period from 1 January to 31 December 2021 and has been reviewed and approved by the McLaren Racing Executive Team. Its scope relates to McLaren Racing Limited and its 100% owned subsidiary, McLaren Triple Crown Limited, a company to hold, manage and preserve the pre-2020 heritage car collection of McLaren Racing Limited.

McLaren Racing has put in place internal controls and processes to safeguard the quality of our reported data and information, and we are working on improving the efficiency of our data collection to enable more effective decision-making and drive performance during 2022. Specific information about our performance can be found in the appendix.

## Summary

The 2020 and 2021 seasons taught us a great deal about the need for preparation in our sport, which, in the context of global warming, must go beyond race scheduling and basic contingency plans. While we work to decelerate the rise in global temperatures, we can't be blind to the fact that our climate is changing, and across our teams, sport and governing structures, we need to harness our know-how and technologies to adapt.

The latest report from the Intergovernmental Panel on Climate Change (IPCC) gives clear guidance on the need for transformational adaptation and resilience. These have been central tenets of motor racing since its foundation, but when we consider the very real present and future environmental risks, they take on new significance, and should invoke a greater sense of urgency in all of us.

McLaren Racing's strategy for a sustainable team, launched in April 2021, details the organisation's continued commitment to addressing sustainability through both its environmental and social areas of impact. This strategy is built on four pillars: two environmental, which relate to our 2040 net-zero greenhouse gas (GHG) emissions target and the transition towards a circular economy; and two social pillars that seek to advance diversity, equality and inclusion (DE&I), and promote mental and physical health and wellbeing.

During 2021, this strategy was augmented through independent expert input and analysis and innovative initiatives, including the development of a robust data-driven net-zero roadmap, the incorporation of bio-based materials solutions in the design of our F1 car, and the launch of the McLaren Racing Engage programme.

This report sets out our first baseline figures, against which our future progress will be measured. These figures are based on existing available data, and we will seek to update our baselines and adjust our targets accordingly as our data collection improves.

Crucially, in this report, as well as highlighting our progress and learnings over 2021, we identify the material topics that we'll report on and monitor over future reporting periods.





## Our key sustainability steps in 2021

Last year we took important steps towards our goals of building a circular economy, halving our carbon emissions by 2030 and reaching net zero by 2040 in line with the UN's Sports for Climate Action Framework target. The first non-negotiable move was to remove single-use plastic within our F1 team operations trackside, which we achieved in 2021, and aligns with Formula 1's key sustainability ambitions.



In our race operations, our engineers and partners demonstrated great ingenuity and vision as they built the principles of circular design into key infrastructure projects. These included a new engineers' island, timing stand and overhead lighting system, as well as our newly revamped Team Hub motorhome that we unveiled at the Monaco GP, all contributing to our low-carbon goal.

In June 2021 we announced our entry into Extreme E, the five-round all-electric off-road series with a core mission to raise awareness of climate change and promote gender equality. The decision to compete in this innovative new series followed a detailed evaluation of strategic, economic and operational criteria and saw us welcome McLaren's first-ever female driver Emma Gilmour to the team, to join Tanner Foust and our first female race engineer, Leena Gade.

Extreme E represents an early but important milestone in our electric motorsport journey, and last month we were able to announce another: our entry into the ninth season of Formula E. Through the acquisition of the Mercedes-EQ Formula E team, McLaren Racing will be entering the 2022/2023 ABB FIA Formula E World Championship, marking the beginning of the Gen3 era in the pioneering all-electric race series.

We launched our fully electric McLaren MX Extreme E car at the United Nations Conference of the Parties 26 (COP26) Climate Change Conference in Glasgow last November with His Royal Highness The Prince of Wales to herald this new, innovative form of motorsport competition. At COP26, we also announced our commitment to the UN Sports for Climate Action Framework on measuring, reducing and reporting greenhouse gas emissions, and to the UN Race to Zero campaign, which calls for resilient zero-carbon recovery that prevents future threats, creates decent jobs, and unlocks inclusive, sustainable growth. These commitments are vital in accelerating the pace of progress and help us keep sight of our role within a global community of changemakers.

Values in business mean more than ever before and it's increasingly important to us that our values, especially as they relate to sustainability, align with those of our partners and new prospects. This is evident in Dell and Alteryx recently expanding their partnerships to join our Extreme E programme, and in how we've embedded sustainability into the fabric of our 2021 agreement with Sustainability Partner AkzoNobel. The foundation of shared values not only makes for better relationships, but it helps us double-up our impact and contribution to a wider global agenda.



Our work doesn't start and end with the environment – our social responsibilities are just as important to our sustainability strategy. Last year we launched McLaren Racing Engage, a pioneering strategic alliance with the Women's Engineering Society, EqualEngineers, The Smallpeice Trust and Creative Access, designed to unlock Science, Technology, Engineering and Mathematics (STEM) pathways and promote F1 careers to under-represented and under-privileged groups. Within our own organisation, we have already begun to implement recommendations from our first DE&I review to help us maximise our chances of reaching and recruiting talent wherever it lies.

We rounded off the 2021 F1 season by carrying a striking livery designed by Egyptian-born artist Rabab Tantawy on the MCL35M race cars at the Abu Dhabi Grand Prix. Giving a global platform to an under-represented independent female creative is a strong symbol of not only our commitment to diversity, but our celebration of it too.

In IndyCar, we welcome the introduction of the new hybrid power unit that will see the racing series follow the example of Formula 1, while Arrow McLaren SP is uncovering opportunities for sustainable design, many of which will be showcased in our new IndyCar HQ that's being developed around circular design principles.





Our racing lifecycle

The lifecycle of our racing activities covers the full range of activities that deliver value not only on race day but through our brand as a whole. It covers upstream and downstream activities associated with our operations including the design and development of our cars, supply of materials, production and end-of-life.

Understanding our value chain gives us a fuller picture of where our impacts lie and highlights opportunities for maximising value and reducing our negative impacts.

In the context of motorsport, its governing bodies and the wider automotive industry, our value chain also enables us to identify which impacts and opportunities are outside of McLaren Racing’s direct control and therefore warrant our influence and leadership as champions for regulatory change.

PRE-LIFE

- Research and development**  
CFD modelling (reduces physical modelling and testing)
- Material acquisition**  
Low quantity stock (avoid wastage)
- Testing**  
Clay modelling and 60% scale wind tunnel testing
- Production**  
Lean manufacturing and minimum sub-contracting
- Race testing**  
Barcelona

RACING LIFE

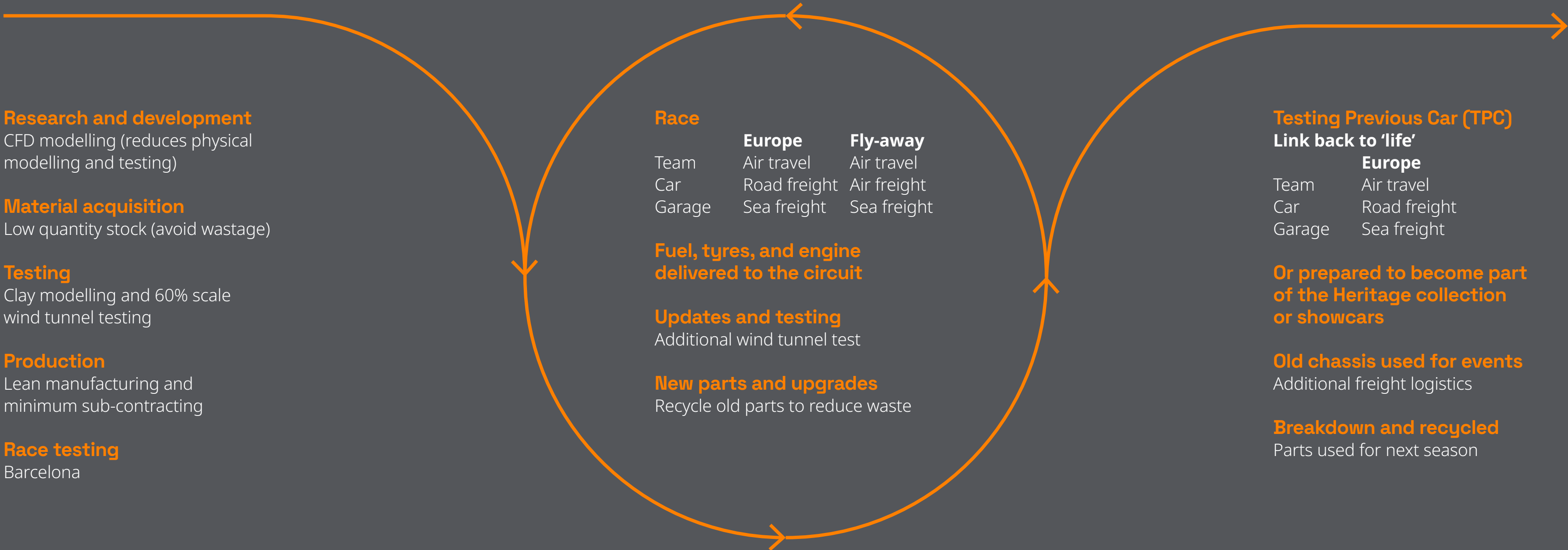
- Race**

	<b>Europe</b>	<b>Fly-away</b>
Team	Air travel	Air travel
Car	Road freight	Air freight
Garage	Sea freight	Sea freight
- Fuel, tyres, and engine delivered to the circuit**
- Updates and testing**  
Additional wind tunnel test
- New parts and upgrades**  
Recycle old parts to reduce waste

POST-LIFE

- Testing Previous Car (TPC)**  
**Link back to 'life'**

	<b>Europe</b>
Team	Air travel
Car	Road freight
Garage	Sea freight
- Or prepared to become part of the Heritage collection or showcars**
- Old chassis used for events**  
Additional freight logistics
- Breakdown and recycled**  
Parts used for next season





# 2

## Our sustainability approach







Sustainability is one of McLaren Racing's five strategic organisational goals.

Our sustainability approach is built on four key pillars, which we believe will enable us to maximise the positive impacts of our operations while minimising negative impacts. Through these four pillars, which encompass the material topics laid out in 2.3, we aim to achieve bold goals across our economic, environmental and social sustainability ambitions by 2030 and 2040.

Drawing on the GRI standards and its principles of transparency and accountability, we're evolving our route map and advancing our understanding of McLaren Racing's impact landscape.

We acknowledge the full extent of the challenges ahead and aim to implement our programme with speed and purpose over the next two years, taking incremental steps that are built upon strong foundations. We want to develop an infrastructure that enables us to progress at pace, while adapting to new information, guidance and regulations.

By working to embed a culture of sustainability into every facet of our organisation and across all levels of decision-making and activity, we're striving to implement science-based measures and tangible actions that are aligned with relevant global objectives and regulations, and to contribute wherever possible to the UN SDGs.





24

Governance

In 2021 we established more robust processes around our sustainability governance. What began as a small and organically formed sustainability team evolved into a dedicated taskforce with a defined structure and clear purpose. Over the past year we have developed our roadmaps and reporting practices, and actioned additional audits and reviews. The appointment of a Director of Sustainability was an F1 first and coincided with the launch of the McLaren Racing Sustainability Advisory Council and a recruitment plan for 2022.

McLaren Racing Executive Team

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

- Zak Brown, Chief Executive Officer
- Andreas Seidl, Team Principal, McLaren F1
- Daniel Gallo, Chief People Officer
- Laura Bowden, Chief Financial Officer

McLaren F1 Racing Management Team

- Andrea Stella, Executive Director Racing
- James Key, Executive Director, Technical
- Piers Thynne, Executive Director, Operations

Arrow McLaren SP

- Taylor Kiel, President



Zak Brown



Andreas Seidl



Daniel Gallo



Laura Bowden



Andrea Stella



James Key



Piers Thynne



Taylor Kiel

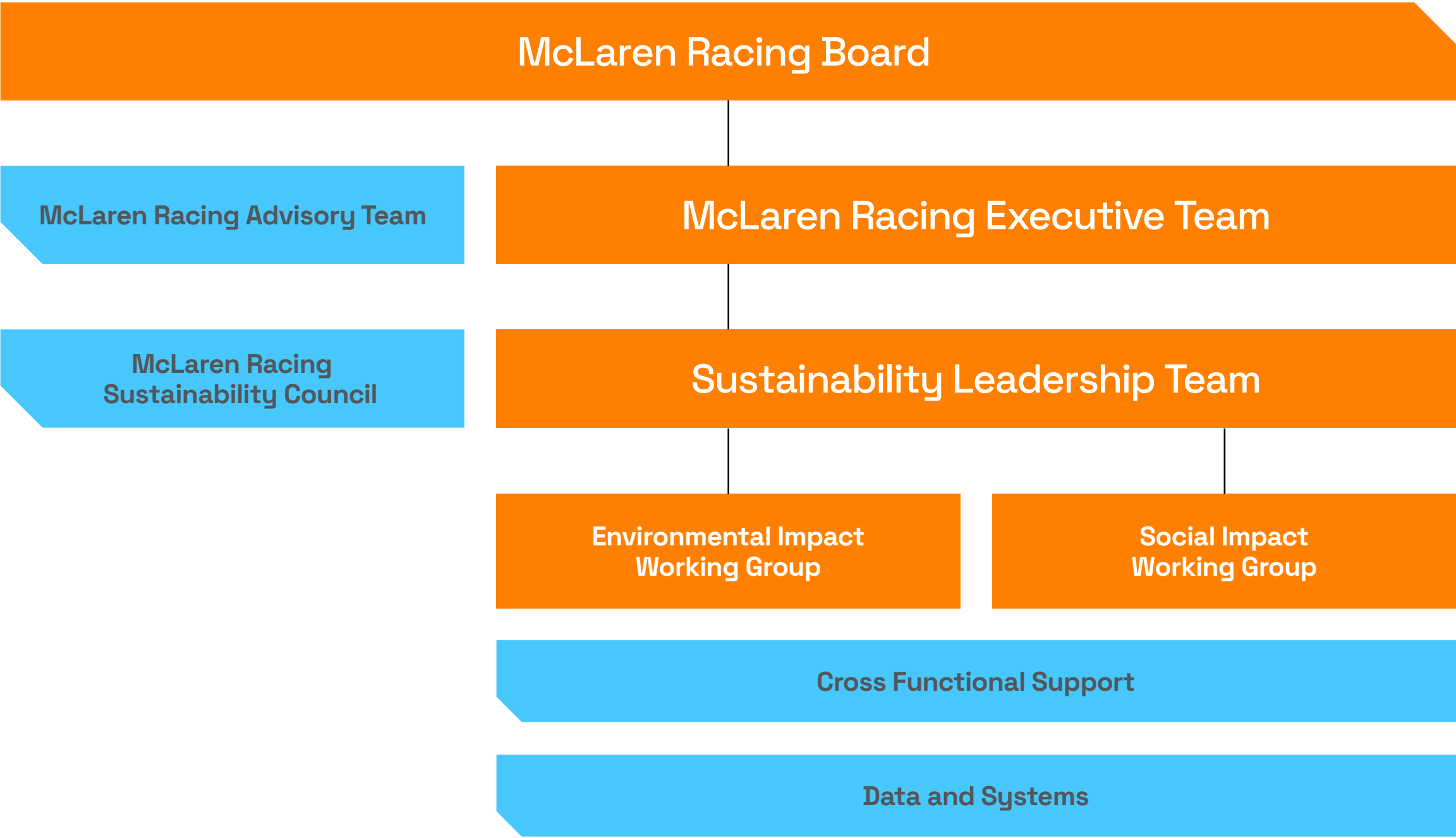




Our **Sustainability Leadership Team** comprises senior operational and support function leaders from across McLaren Racing and provides oversight and guidance on the sustainability programme. To support the leadership team, we’re recruiting skilled and experienced personnel to the sustainability function, while continuing to draw on external parties for specialist expertise. We aim to build a team that acts as a centre of excellence and mobilises all departments to play their part in the sustainability programme.

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

The structure of our sustainability governance



Established in December 2021, the **McLaren Racing Sustainability Council** engages and works collaboratively with both sponsor partners of the team and external experts, drawing upon their knowledge and networks to define, shape and deliver a shared agenda that supports McLaren Racing’s sustainability programme and long-term ambitions. Chaired by our Director of Sustainability, the founding members are:

- JJ Davies, SVP Corporate Affairs, Dell Technologies
- Payal Jain, Chair, Women in Data®; Managing Director, JCRUV Consulting
- Mani Sarathy, Associate Professor of Chemical and Biological Engineering, and Associate Director of Clean Combustion Research Center; King Abdullah University of Science & Technology (KAUST)
- Rebecca Marmot, Chief Sustainability Officer, Unilever
- Emma Trickett, Head of Diversity & Inclusion, Sky

In 2022, we are expanding our Sustainability Council to welcome new members and collaborations that will ensure robustness and accelerate delivery of our sustainability programme.

The **Social Impact** and **Environmental Impact Working Groups (SIWG and EIWG)** provide a platform for McLaren Racing employees who are passionate about social and environmental issues, to offer essential on-the-ground insights that influence our sustainability programme and activities.

For cross-functional support across shared goals, we work closely with our McLaren Group colleagues on the sustainability aspects of shared services such as facilities management and people engagement at the McLaren Technology Centre (MTC).





2.2

Our key stakeholders

The following table presents the principal interest areas that our stakeholder research uncovered over 2021, as well as the channels and methods we use to engage with our nine key stakeholder groups.

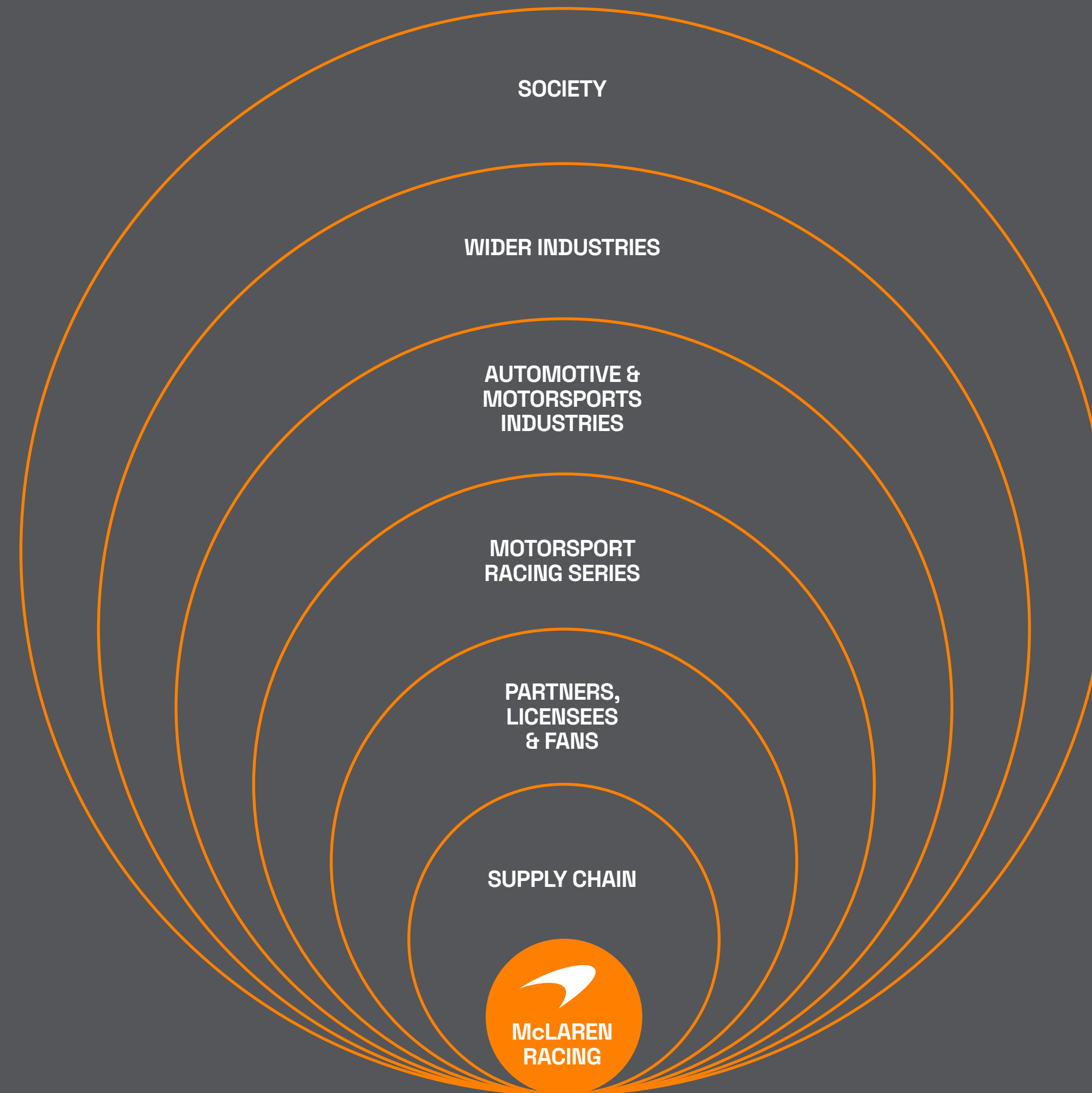
Stakeholder group	How we engage with them on sustainability	Key topics, concerns and insights
<b>Partners and prospects, licensees and franchisees</b>	<ul style="list-style-type: none"><li>• McLaren Racing Advisory Team</li><li>• McLaren Racing Sustainability Council</li><li>• Ongoing relationship development and management activities</li></ul>	<ul style="list-style-type: none"><li>• Strategy and material topics</li><li>• Sustainability credentials in merchandise supply chain</li></ul>
<b>Employees and contractors</b>	<ul style="list-style-type: none"><li>• Sustainability Leadership Team meetings</li><li>• Environmental Impact Working Group</li><li>• Social Impact Working Group</li><li>• Pulse surveys</li><li>• Open forums with CEO and Executive Team</li><li>• Focus groups</li></ul>	<ul style="list-style-type: none"><li>• Alignment with F1 sustainability strategy</li><li>• Business travel GHG footprint</li><li>• Sustainable procurement</li><li>• Enhancing the natural capital of the MTC campus</li><li>• Catering at the MTC from menu options and food waste to packaging and supply chain</li><li>• DE&amp;I education and awareness activities</li><li>• Diversity data and recruitment</li><li>• Effect of the covid-19 pandemic on mental and physical health and wellbeing</li></ul>
<b>Current and future fans</b>	<ul style="list-style-type: none"><li>• F1 global fan survey</li><li>• IndyCar global fan survey</li><li>• Brand insights and research</li><li>• Social media engagement and listening tools</li></ul>	<ul style="list-style-type: none"><li>• Strong awareness of F1's sustainability ambitions</li><li>• Sustainable innovations in fuel and engines</li><li>• Gender equality and diversity</li><li>• Human rights</li></ul>
<b>Organising bodies (F1, IndyCar, Extreme E)</b>	<ul style="list-style-type: none"><li>• Ongoing executive- and management-level engagement</li><li>• F1 Sustainability Forum</li><li>• F1 We Race As One taskforce</li></ul>	<ul style="list-style-type: none"><li>• Alignment with F1's sustainability strategy, including commitments to net zero, STEM initiatives and industry-wide representation.</li><li>• Collaboration opportunities</li></ul>
<b>Local communities</b>	<ul style="list-style-type: none"><li>• Meetings with Woking Borough Council</li><li>• STEM days at local schools</li><li>• Partnerships with organisations local to Arrow McLaren SP HQ</li></ul>	<ul style="list-style-type: none"><li>• Climate change, biodiversity, green infrastructure</li><li>• Local volunteering and charitable support</li><li>• Engagement in STEM subjects in schools</li></ul>
<b>Suppliers</b>	<ul style="list-style-type: none"><li>• Ongoing supplier tender and contract relationship management</li></ul>	<ul style="list-style-type: none"><li>• Partnerships to improve sustainable practices and reporting</li></ul>
<b>Investors and shareholders (McLaren Group, MSP Capital Partners, UBS)</b>	<ul style="list-style-type: none"><li>• Board meetings</li></ul>	<ul style="list-style-type: none"><li>• Our five-year plan and sustainability-related risks and opportunities</li></ul>
<b>Government and regulators (UK and US)</b>	<ul style="list-style-type: none"><li>• Legal and regulatory compliance, engagement and reporting</li></ul>	<ul style="list-style-type: none"><li>• UK government's Build Back Greener net-zero strategy to reduce emissions</li><li>• Reporting and compliance across multiple areas including Modern Slavery and Gender Pay</li></ul>
<b>Media</b>	<ul style="list-style-type: none"><li>• Journalist engagement</li><li>• Media reviews</li><li>• Daily media briefs</li><li>• Conference participation</li></ul>	<ul style="list-style-type: none"><li>• Sports response to climate action and contribution to net zero</li><li>• Race and gender diversity in motorsport</li></ul>





## Our approach to driving change

As well as identifying key stakeholders and working with them on sustainability, we have a platform that has the potential to expand our impact further as indicated by the following diagram.







## Materiality

Our materiality assessment has been conducted with reference to the **GRI 2021 Materiality Assessment** approach. As recommended in **GRI 3: Material Topics 2021**, we drew on internal and external stakeholder research to help us contextualise, identify, assess and prioritise our most significant economic, environmental and social impacts. The impacts assessed to be of highest significance are further categorised into material topics which form the basis of future reporting. We will review and manage these material topics to ensure they represent the most significant impacts in each reporting period.

### Understanding our context

We convened a group of internal subject matter experts and commissioned sustainability consultants to explore the sustainability risks and opportunities across our value chain. Our research encompasses industry benchmarks, as well as the actions and commitments of similar organisations and global sustainability leaders, including F1, motorsport championships such as Extreme E and Formula E, and other F1 teams.

### Partner sessions

In autumn 2020, we engaged with a selection of partners to map our sustainability goals to theirs and to determine where there were commonalities and disparities. These insights proved invaluable in helping us identify potential gaps or areas where we could afford to be bolder in our ambitions, while uncovering further opportunities for collaboration and conversation. These partner sessions informed the development of our sustainability strategy and manifesto, published in April 2021.

### McLaren Racing Sustainability Council

Following our partner sessions, we engaged with the McLaren Advisory Team (MAT) and established the McLaren Racing Sustainability Council. We shared our evolved plans with the MAT and sought their advice and views on the future trends that might impact our business model and in turn the scale and viability of our sustainability ambitions.

### Volunteer working groups

Two newly established employee working groups support our social and environmental impact goals and ensure we have a systematic approach to representing and incorporating our people's views into our strategies. The groups, which comprise passionate volunteers from across McLaren Racing, feed ideas and concerns into the following workstreams, with a current focus on:

- EIWG: Procurement, catering at the MTC, European race travel, protecting and enhancing nature at the MTC
- SIWG: Education and awareness activities, data, recruitment and employer brand

### A global mission

The latest report from the Intergovernmental Panel on Climate Change (IPCC) paints a worrying picture of the dangerous and widespread disruption caused by human-induced climate change, with a call for urgent action. There are clear implications for the private sector, which has a well-defined role to play in brightening what is currently a bleak outlook. This includes committing to transformational action to meet science-based targets on global temperatures; working to become climate resilient; adapting to inevitable changes to our ecosystem; engaging all stakeholders in a net-zero journey; and providing support to the communities in which we operate.

Our sustainability strategy maps to 10 of the UN's 17 SDGs. Adopted by member states in 2015, these goals called upon developed and developing nations alike to meet both the immediate and long-term needs of our planet and global community. They serve as an important framework for our strategic ambitions and highlight the role we play in a collective global journey towards sustainability.

We considered each of the UN's 17 SDGs and their associated 169 targets in relation to our impacts, and we believe McLaren Racing is well-placed to contribute to SDGs 3, 4, 5, 7, 8, 9, 10, 12, 13, 17. We have also noted an additional two goals, to which we do not directly contribute but have some degree of alignment. These are SDGs 11 and 15.

The IPCC's key messages and our wider research into the current global sustainability challenges enable us to contextualise our impacts and reinforce the need to contribute to all relevant UN SDGs.



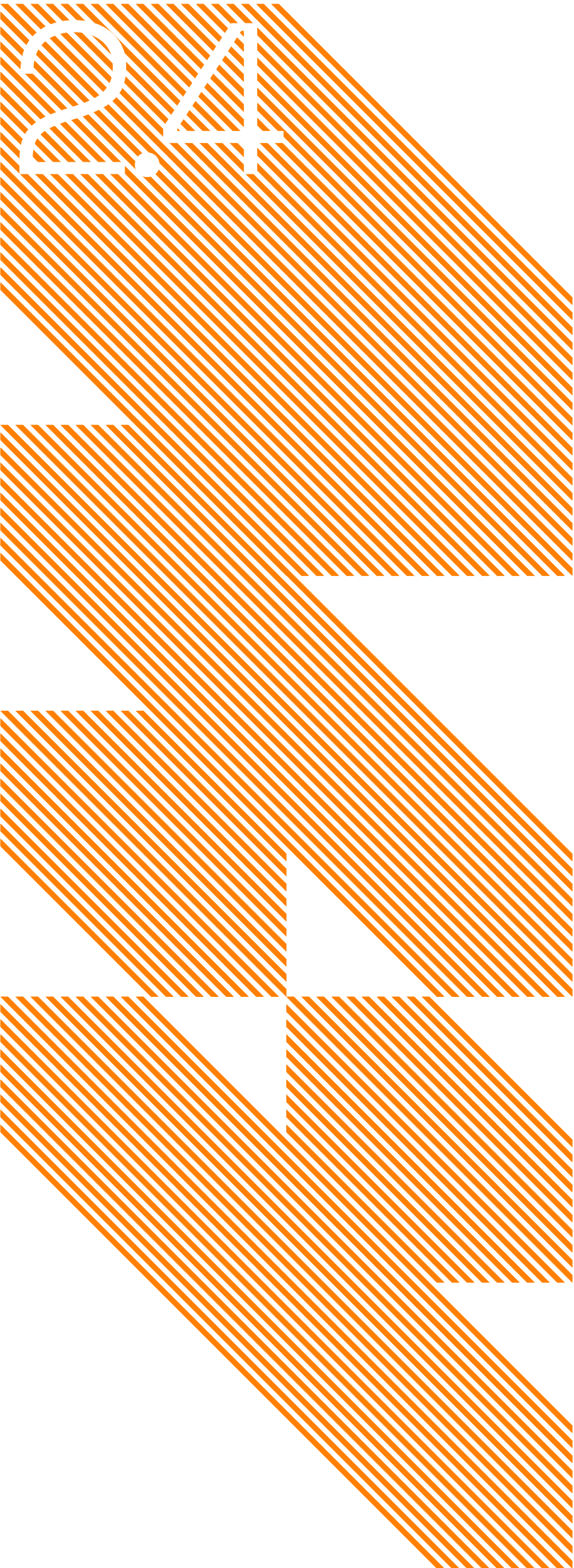


Our impacts

The following table assigns a priority level to each of the actual and potential impacts – positive and negative – of both our organisation and business relationships on the economy, environment and people. Priority levels were determined by considering McLaren Racing’s level of direct control and potential for impact, as well as industry priorities and global objectives.


Area	Impacts	Priority
Environment	Value chain greenhouse gas emissions Energy efficiency and consumption Sustainable logistics and travel Low carbon and renewable energy sourcing Sustainable innovations and technology Waste and end-of-life disposal Single-use plastic Materials and product sourcing Circular design Resource efficiency and overconsumption	Very high
	Partners and sponsors – association, influence and collaboration Sustainable packaging Protecting and enhancing nature and biodiversity	High
	Climate adaptation and resilience Air pollution Carbon removals Fan travel Food and drink Water consumption and management	Moderate
People	Diversity, equality and inclusion at work STEM education Occupational health, safety and wellbeing	Very high
	Employee training Local communities	High
	Security practices Fan wellbeing Employment policies and practices Responsible business practices	Moderate
Economy	Revenues and costs Financial risks of climate change Supply chain spend Innovations and technology	High
	Partner and sponsor activity Sustainable procurement	Moderate





Material topics

The impacts of highest significance each map to relevant UN SDGs and our four strategic pillars, and can be classified as the following material topics:

Pillar	Material topic	UN SDGs			
Net zero	Greenhouse gas emissions	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	 17 PARTNERSHIPS FOR THE GOALS	 13 CLIMATE ACTION	 7 AFFORDABLE AND CLEAN ENERGY
	Energy				
	Travel and logistics				
Circular economy	Innovation			 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
	Circular design				
	Waste				
Diversity, equality and inclusion	Diversity, equality and inclusion	 5 GENDER EQUALITY	 10 REDUCED INEQUALITIES	 8 DECENT WORK AND ECONOMIC GROWTH	
	Science, Technology, Engineering and Mathematics (STEM)				 4 QUALITY EDUCATION
Health and wellbeing	Health, safety and wellbeing at work	 3 GOOD HEALTH AND WELLBEING			



3

Four  
strategic  
pillars







Our four strategic pillars underpin our commitment to sustainability and encompass our material topics and the relevant UN SDGs.

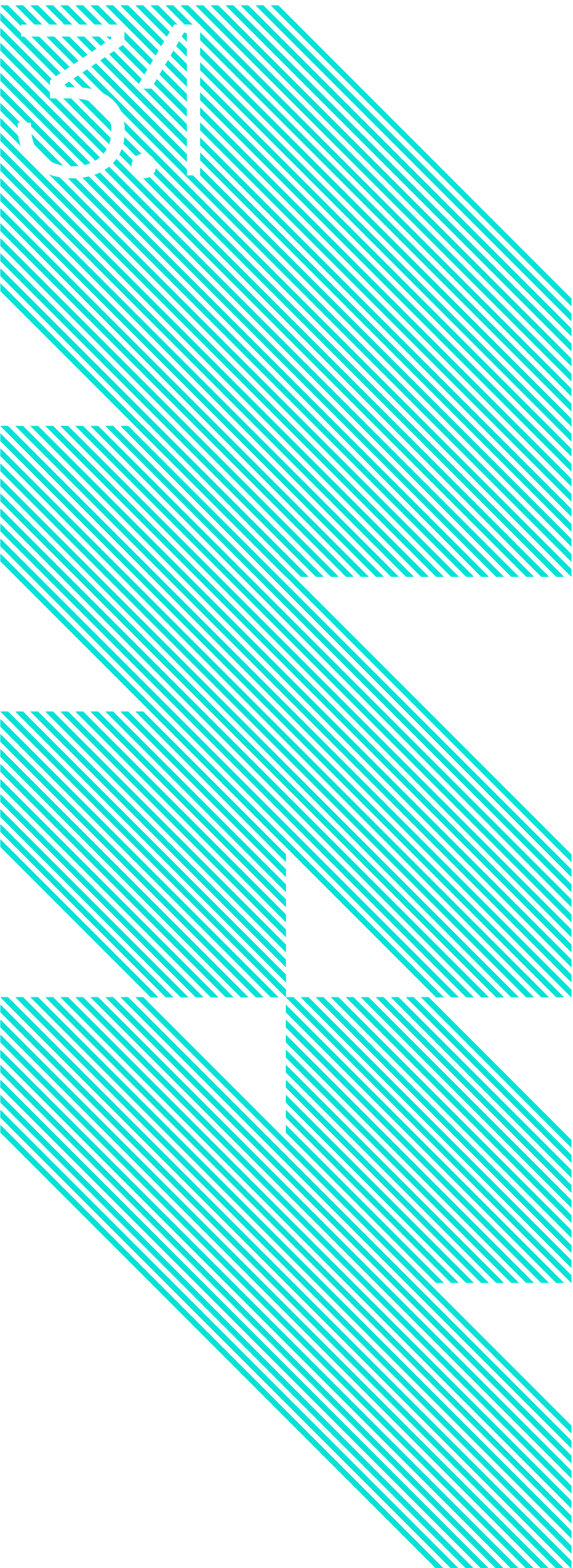
These pillars help us keep sight of what sustainability means to McLaren Racing in real terms so we can translate a bold mission into clear targets and practical actions that we can execute on both global and community levels.

Only by achieving clarity on our economic, environmental and social responsibilities can we hope to foster a culture where sustainability is second nature across all our operations. We want to give more than we take, embedding sustainability into every corner of our organisation to inspire future generations of fans, partners and our people across F1 and beyond.

While progress in some areas may seem more tangible and measurable than in others, all pillars are equally valuable in driving a sustainable future for our industry – a future that maximises our potential for value and positive impact, while reducing burdens on the planet.







Net zero

McLaren Racing recognises the growing threat and impact of climate change and is committed to delivering science-based actions that will accelerate the transition to net zero. We were the first F1 team to be awarded the Carbon Trust Standard in 2010, which we’ve since retained on a bi-annual basis, most recently in February 2021. In April 2022, we were awarded the Fédération Internationale de l’Automobile (FIA) three-star Environmental Accreditation for the ninth year running and in May we signed up to the Science Based Targets initiative (SBTi).

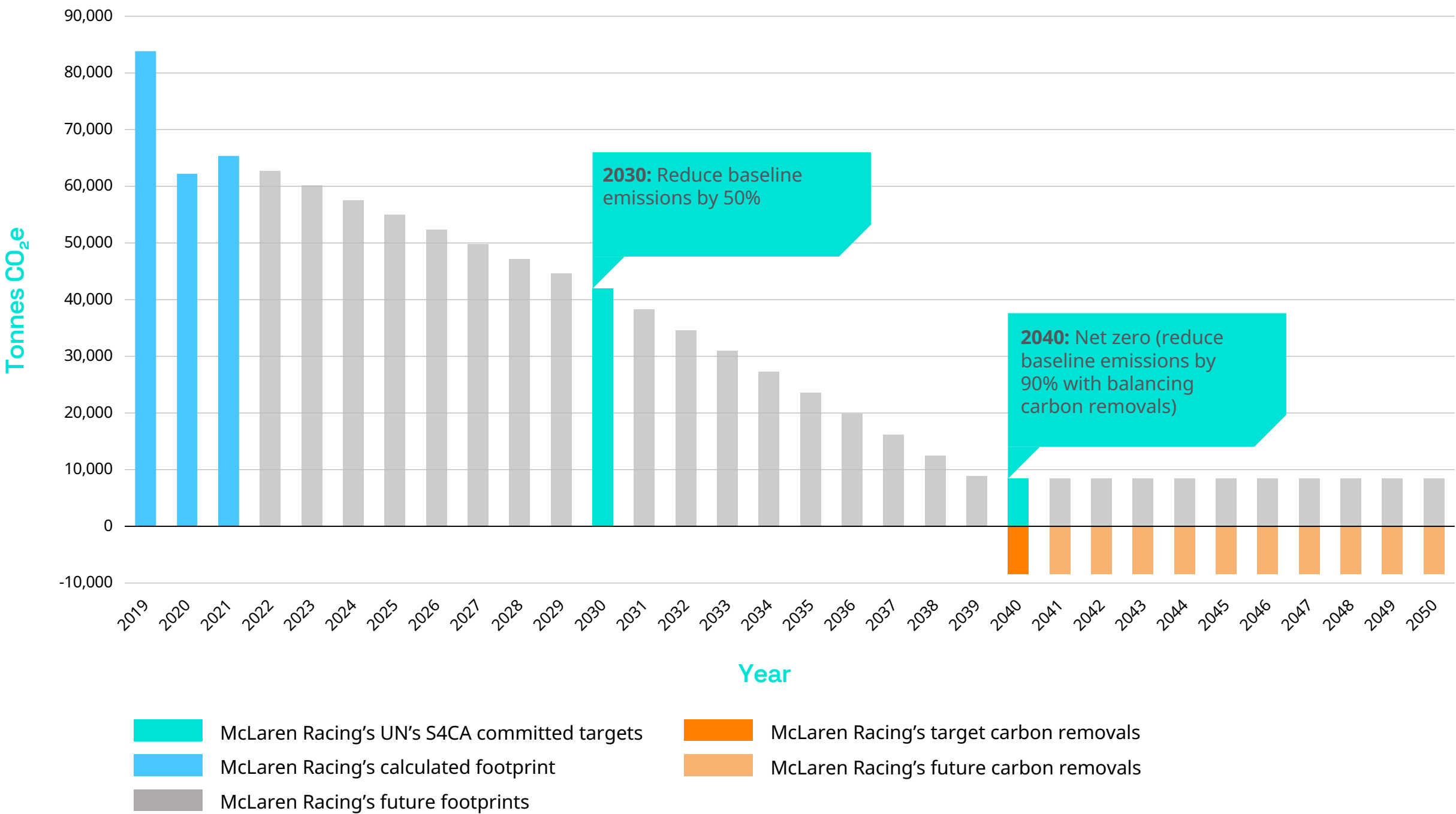
While we align with industry-wide goals and practices, our commitment to decarbonisation is our own; we’re aiming to go beyond compliance and certifications to take full ownership of our GHG footprint and net-zero roadmap. We need to keep up with evolving scientific advice, best practice and industry-wide shifts.

McLaren Racing is committed to joining the sports community to combat climate change, and in November 2021 we became a signatory to the UN’s Sports for Climate Action Commitment (S4CA). The framework includes measuring, reducing and reporting our GHG emissions in line with the 1.5-degree commitment enshrined in the Paris Agreement and to committing to halving our GHG footprint by 2030 compared to our 2019 baseline, and being net zero by 2040.

Similarly, the UN Framework Convention on Climate Change’s Race to Zero campaign exists to rally leadership and support from businesses, cities and investors for a healthy and resilient zero-carbon recovery that prevents future threats, creates decent jobs, and unlocks inclusive, sustainable growth.

Decarbonising our value chain requires us to uncover every opportunity for reducing GHG emissions – from the partnerships we build to the materials we use. We hope to promote a net-zero mindset across the entire organisation and empower every team member to understand they have a role to play, whatever their function.

Initial roadmap to net zero GHG emissions by 2040



Innovation is incremental, so we cannot afford to discount the small steps that might eventually lead to meaningful changes on a global scale. Our approach to net zero should mirror our on-track mindset and see us investing in research and development (R&D) that meets our greatest challenges, such as sustainable fuel, while working to make continuous adjustments that improve performance and efficiency.

While we can't always predict which solutions have the greatest potential for impact, we have a responsibility to be fearless in our pursuit of better, and continuously explore and test ideas that could unlock possibilities beyond the race track. A change that reduces emissions by just 1% on-track might be the innovation that revolutionises global consumer habits.







Our baseline GHG footprint 2019

Data is as crucial to our off-track responsibilities as it is our on-track performance. Our GHG emissions research has not only helped us better understand the size and scale of our impact and the challenges we face, but it has also highlighted the need to continue to improve data collection and transparency.

We established our baseline GHG emissions in line with the GHG Protocol Corporate Standard (“GHG Protocol”) and have selected 2019 as a suitable baseline year. This is due to the operational impact of the covid-19 pandemic during 2020 and 2021, which resulted in lower emissions due to a reduced racing calendar across fewer geographies. Our reporting covers sites under our operational control, where McLaren Racing has full authority over introducing and implementing McLaren Racing operating policies.

Where the McLaren Racing and Formula 1 net-zero commitments overlap is the factory-to-flag emissions: energy use at the MTC and trackside, race logistics, and business travel. Our GHG footprint for this scope is in line with footprints published by other F1 teams. As a racing team that participates in multiple race series, the sources of our emissions include and go beyond this scope. We also account for GHG emissions from the development and materials for our racing cars, marketing, trackside costs, corporate overheads and merchandise.

Our emissions statement is divided into three scopes. Scope 1 refers to direct emissions from our operations, while scopes 2 and 3 relate, respectively, to the direct and indirect emissions from our value chain.

The data collection and calculation process shows that McLaren Racing’s total emissions for 2019 were around 84,000 tonnes of CO<sub>2</sub>e (tCO<sub>2</sub>e), with our F1 operations accounting for 95% of this.

92% of emissions are scope 3, while emissions for purchased goods and services – estimated and reported in line with the GHG protocol – account for 77% of our total baseline footprint. 59% of our total emissions relate to the development of and

“Working on our 2019 baseline GHG footprint has reinforced why data-driven insights are important to help us prioritise initiatives to reduce our GHG emissions towards net zero.”

Harriet Thrower  
Sustainability Analyst, McLaren Racing



the materials used to build our racing cars.

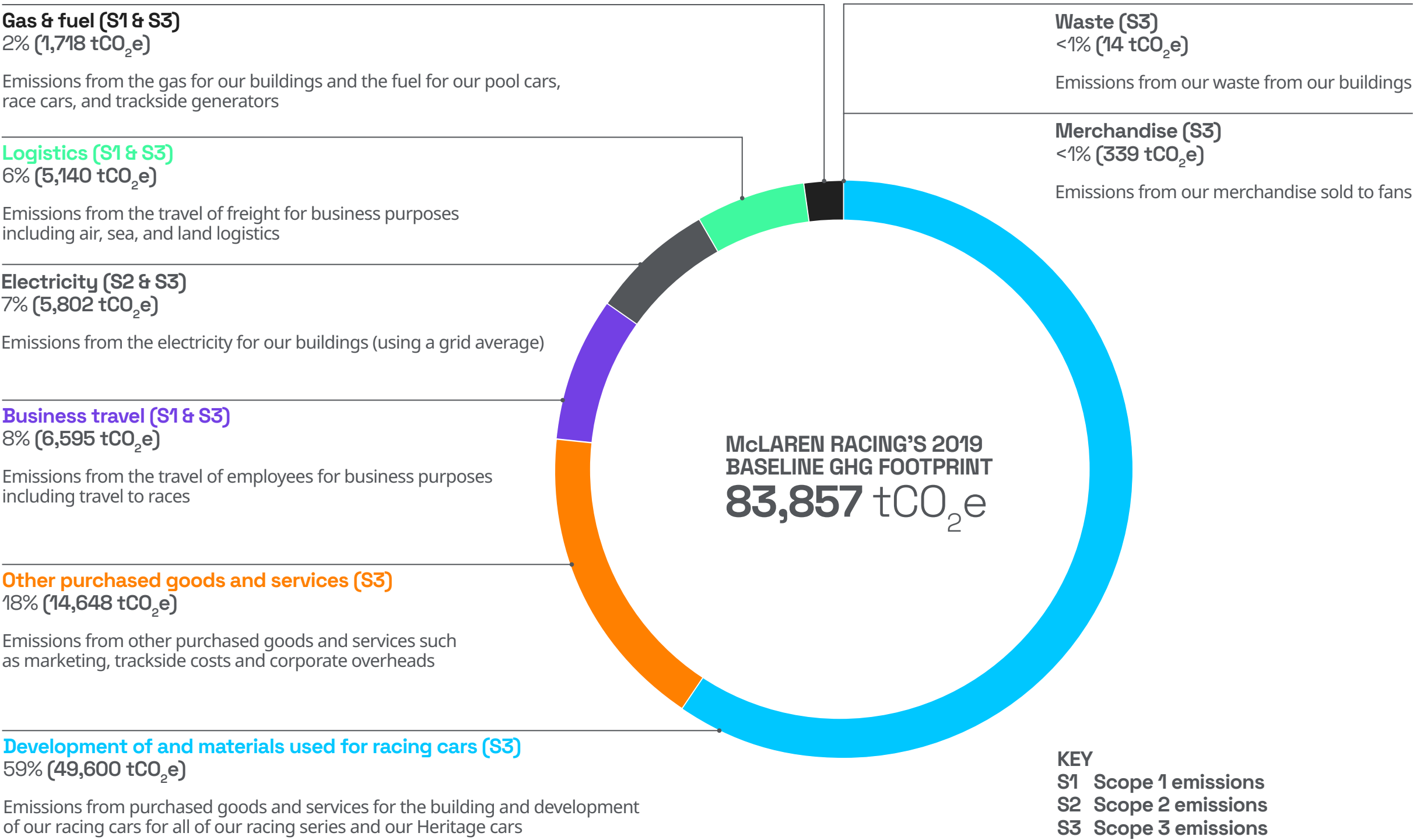
Using the location-based emissions approach to reporting our scope 2 emissions, renewable electricity purchased by McLaren Racing for use at the MTC and the electricity used at our Arrow McLaren SP headquarters in the USA account for 6% of our total GHG emissions.

The data determines that the most material topics relating to our emissions footprint are purchased electricity, purchased goods and services, business travel, and transport and

distribution. These topics are also noted in the materiality assessment in Section 2 and as focus areas will allow us to develop a strategy and business model that aims to prevent negative impacts and increase positive impacts on the economy, environment and people.

Our 2020 and 2021 GHG emissions footprints can be found in the appendix.

This chart has been recategorised for ease of understanding rather than categorising by the GHG Protocol scopes.







Data opportunities and fan travel

Our baseline GHG footprint reporting process has highlighted the need to improve our data completeness and data availability, and we intend to improve the quality and accuracy of our data over time. We are also exploring solutions that would improve data management and reliability, such as a GHG emissions data management system. Our purchased goods and services category is calculated using financial data using the US Environmentally-Extended Input-Output (USEEIO) database, and so, as our reporting mechanisms become more advanced and our data streams more accurate, it is likely the figure for purchased goods and services will decrease, although it would still represent a significant element of our overall footprint.

Our technical partnerships play a pivotal role in generating insights that will help us monitor and accelerate our journey to net zero. The data shows a clear opportunity to harness the power of available technologies and data insights that will expand our scope 3 reporting.

F1 has stated its intention to review how fan travel can be incorporated to ensure a more complete reflection of its carbon footprint, and we fully acknowledge and embrace our role in positively influencing sustainable fan practices, starting with, but not limited to, event attendance. As a UN Sports for Climate Action signatory, and in line with its framework, we are exploring ways to account for, reduce and influence attendee travel emissions, while engaging with our fans to encourage climate action across areas such as transport and ticketing. In line with current guidance from the SBTi, we would exclude fan travel emissions from our net-zero target.

Our road to net zero by 2040

Our roadmap is live and constantly evolving to ensure it stays relevant and accurate. We've developed a roadmap around our most material topics that lays out practical steps to halve our baseline emissions by 2030 and achieve net zero by 2040. We're starting with our own operations, where we have control over our emissions reductions, while working to influence our value chain, both upstream and downstream, through our suppliers and partners.

Across our activities, we have identified positive actions around different focus areas that will enable us to reduce our emissions.

Purchased goods and services, and franchises (76% of baseline footprint)

- Develop sustainable procurement policies and standards for our suppliers, franchisees and licensees and collaborate with them to identify opportunities for sustainable practices across materials, packaging, logistics and supply chain models (2022)
- Promote sustainability messaging on our franchised products regarding sourcing, use and disposal to positively influence fan behaviour while promoting our mission and values (2023 onwards)

Business travel (8% of baseline footprint)

- Continue to embrace the use of technology such as web-conferencing facilities to connect with team-mates, partners and other key stakeholders and reduce the need for travel (ongoing)
- Review our business travel policies and processes, promoting a shift from domestic and European air travel to rail where appropriate, while maximising technological alternatives (2022)
- Explore viability of prioritising airlines who use sustainable aviation fuels (2023 onwards)

Buildings energy use (7% of baseline footprint)

- Continue our initiative with our McLaren Group colleagues to gather employee ideas for improvements at the MTC (2022)
- Fitting LEDs in McLaren Racing's areas of the MTC saving an estimated 1,367,000kWh and 373 tonnes of CO<sub>2</sub>e per year (2022)
- Partner with McLaren Group colleagues, landlords and selected partners, to assess the economic and technical feasibility of solutions that might accelerate our shift to renewable energy generation and sourcing at our Woking sites (2022) and at AMSP HQ in Indianapolis, such as on-site renewable energy generation and passive design (2022)

Logistics and freight (6% of baseline footprint)

- Find opportunities to shift from air freight, which is 80 times more carbon intensive than sea freight per tonne km (2022 onwards)
- Engage with F1 over re-sequencing the race calendar to maximise efficiencies and reduce emissions from freight and business travel (2022 onwards)

More than  
**90%**  
of our GHG footprint is related to our indirect impacts (scope 3 emissions)

Gas and fuel use (2% of baseline footprint)

- Trackside energy use
- Explore best practice learnings and ways to enable the transition to low-carbon energy across all championships, including the use of decarbonised grid electricity at circuits, sustainable fuels such as waste vegetable oil or renewably generated hydrogen, and more efficient trackside generators (2022)

- Fleet emissions
- Move to an electric pool car fleet and work with our race-week hire car suppliers to transition to electric or sustainable fuels, depending on the available local infrastructure (2022–2023)
  - Use more efficient trucks for our F1 and IndyCar fleet (2023) and transition to more sustainable fuels, such as renewable diesel, biodiesel, hydrogen or electric (2022–2023)

Employee commuting (not currently within baseline footprint)

- Address future inclusion of employee commuter data in our baseline emissions in 2022
- Continue to enable and promote low-emission commuter practices through our car share and cycle-to-work schemes, EV car benefit scheme for UK employees, and shuttle busses between the MTC and Woking, while maintaining a hybrid working model (2022 onwards)

Fitting LEDs in McLaren Racing areas of the MTC will save an equivalent of  
**373** tonnes of CO<sub>2</sub>e per year





The nature of our business activities and the maturity of the global systems on which we rely will not allow us to eliminate our GHG footprint completely. Achieving net zero requires us to invest in carbon offsetting solutions while we investigate both natural and technological carbon removal solutions. We are therefore exploring how we can use our natural capital at the MTC to better sequester carbon and enhance the site's value as a carbon sink, while enriching the local biodiversity and improving natural spaces for our people and local community.

In order to bring crucial testing capabilities back to the MTC, we have launched a major upgrade project to transform the existing wind tunnel into a state-of-the-art facility. The project is progressing at pace and will allow the team to develop the car at the MTC, while removing the associated costs and emissions of business travel and goods transportation.

The FIA's aerodynamic testing restrictions clearly define and limit wind tunnel use, which allows us to calculate our potential impact on an annual rotation. The upper limit of hourly energy usage is estimated at around 6,000kWh per hour, equivalent to 1.6 tonnes of CO<sub>2</sub>e per hour. However, the true values are expected to be 30–50% lower depending on sub-systems in use and actual airline resistance.

Emissions data associated with our 2022 entry into the Extreme E championship is not included in our 2019 baseline, but we acknowledge that participation in additional racing series places greater demands on our operations and risks increasing our GHG emissions. Our challenge is to decouple growth from our environmental impact, and to implement sustainable, low-carbon practices from the outset, which are principles that underpin Extreme E.

More than 90% of our GHG footprint is outside of our direct control, which means that our ability to collaborate with and influence key stakeholders, such as racing organisations and governing bodies, our suppliers, our partners, our people and our fans, is fundamental to delivering our net-zero ambitions.



**Net-zero strides in 2021**

Successful partnerships are built on shared values, and since COP26 in November 2021, we have seen growing interest from our partners and prospects in our sustainability programme and collaboration opportunities. As we progress on our journey towards net zero, we have a clear responsibility to uphold sustainability as a core, non-negotiable value that underpins our partnerships, as well as working with organisations who directly contribute to decarbonising our value chain.

**Pioneering digital experiences sustainably**

In a year when non-fungible tokens (NFTs) made headlines, we wanted to explore sustainable ways of harnessing opportunities for fan engagement in this ground-breaking digital space. As well as enabling exciting digital experiences, it was vital that our collaborations did more than pay lip service to sustainability. In June 2021, we launched a multi-year technical partnership with Tezos as our Official Blockchain Partner, represented across our F1, IndyCar and esports teams. Tezos operates on a Proof of Stake mechanism that is significantly more energy-efficient than traditional Proof of Work blockchains. The pioneering mechanism allows them to operate with minimal energy consumption and a negligible carbon footprint, securing its network using two million times less energy than Proof of Work networks such as Bitcoin and Ethereum.

NFTs allow us to engage with our fans in new ways by enabling the McLaren Racing Collective, which we launched in October 2021. The McLaren Racing Collective is an innovative digital platform that serves collectors and fans through opportunities to win and buy McLaren Racing digital collectibles in the form of NFTs. The collectibles were released in five stages and fans were able to accumulate all 22 available components in order to assemble the digital MCL35M race car.





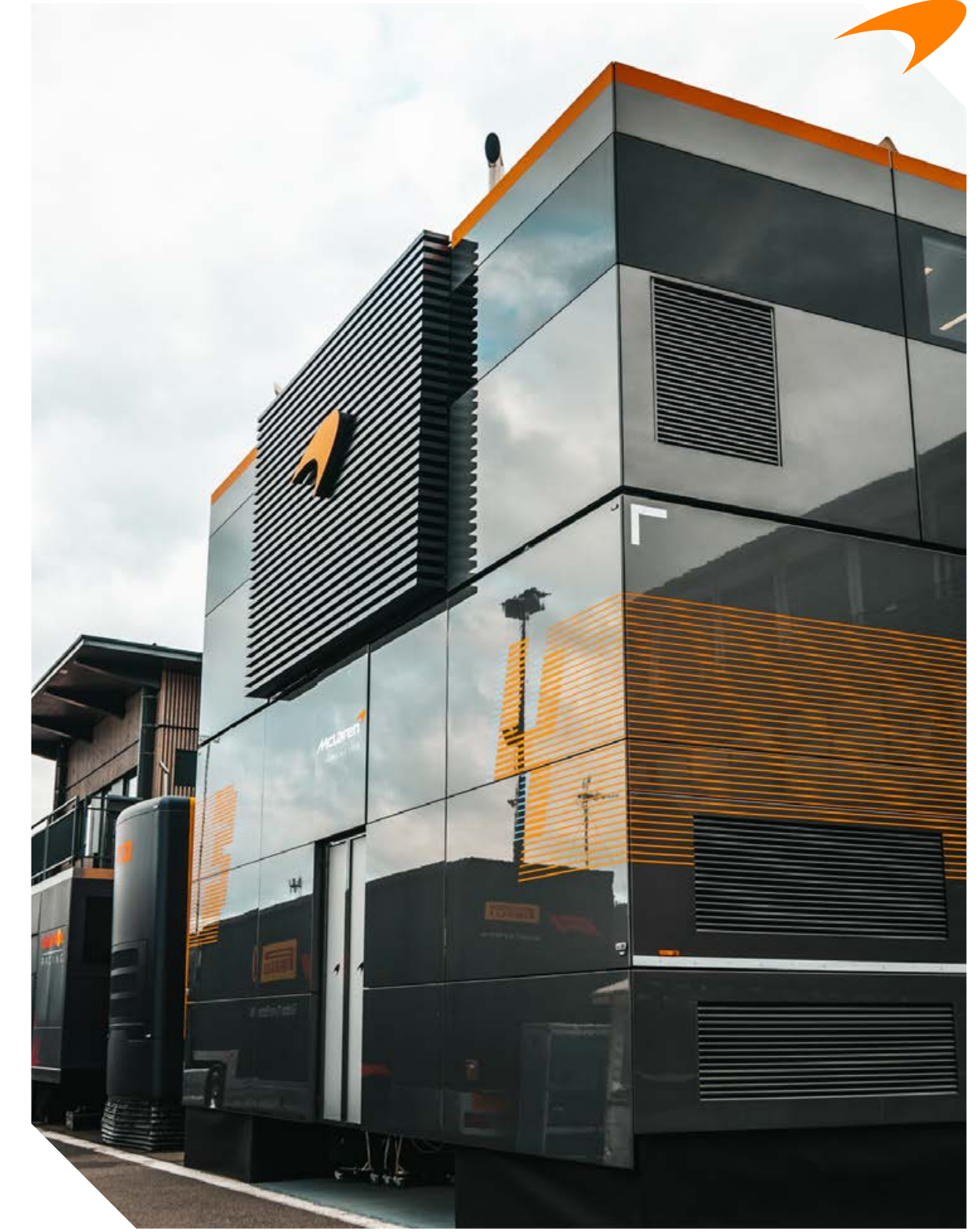
### Race logistics

Last year we continued our efforts to decrease the amount of freight transported to F1 races and to shift to lower carbon modes of transport. Starting with our European races, we were able to reduce our GHG footprint by updating our hospitality and engineering facilities.

We've reduced the number of trailers required to assemble Race Base, our newly designed state-of-the-art trackside engineering centre, from six to four, while Team Hub, the new name for our hospitality centre has cut our haulage requirement from 18 trucks to eight and is estimated to have halved the facility's GHG footprint. Our Team Hub is now located in Europe rather than the UK to reduce road mileage to races and further minimise our environmental impact.

Other infrastructure projects incorporated circularity principles and were designed to scale-back freight volumes. Our work with Bcomp on a new timing stand and engineers' island helped us achieve a reduction in travelling freight weight of 3,450kg. The team's previous timing stand and engineers' island had been made entirely of carbon fibre and were transported around the world via air freight, but the new timing stand and engineers' island are two-thirds flax and one-third carbon fibre. By using such a high percentage of flax in the new design, it was cheaper to make five sets of the new timing stand and engineers' island and transport them via sea freight. Coupled with the introduction of a new overhead lighting system for the garage, which also houses the power supply to the cars and equipment, this has decreased our amount of air freight and reduced our GHG footprint.

The Team Hub has cut our haulage requirement from **18 trucks to eight**, estimated to have halved the facility's GHG footprint



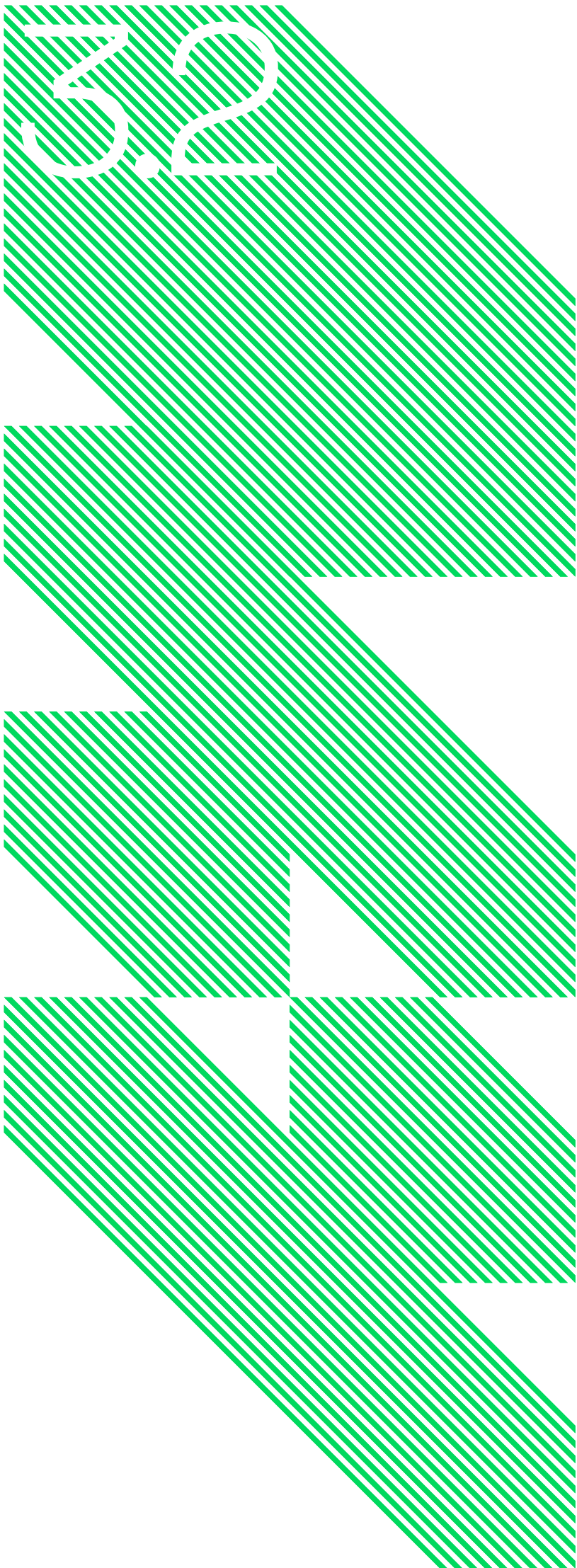
### Race Base

Race Base is a functionally enhanced and innovative engineering centre, out of which the team operates at European races. It was designed to replace the existing paddock engineering centre (PEC), and to meet the demands of the current F1 team, serving as a collaborative space where they could deliver the very best race engineering performance. Sustainability, cost reduction and energy efficiency were key design and build considerations.

Other features of the Race Base include newly manufactured generators to provide a more efficient and intelligent on-demand solution; significantly improved air-conditioning and compressed air systems to reduce energy usage; lighter trailers to reduce fuel consumption; wall panelling crafted from recycled plastic bottles and energy-efficient LED lighting with PIR sensors.

Race Base was deployed at all three of the last European triple-header races of 2021 and passed without any failures. The setup made a significant difference to race team management, engineers and the operational race team, and it has undergone further optimisation for the 2022 season.





Circular economy

McLaren Racing has a duty to be part of positive evolution, and we don’t take our responsibility lightly. Few industries are as well-placed to deliver innovations that, whether by accident or design, change the world.

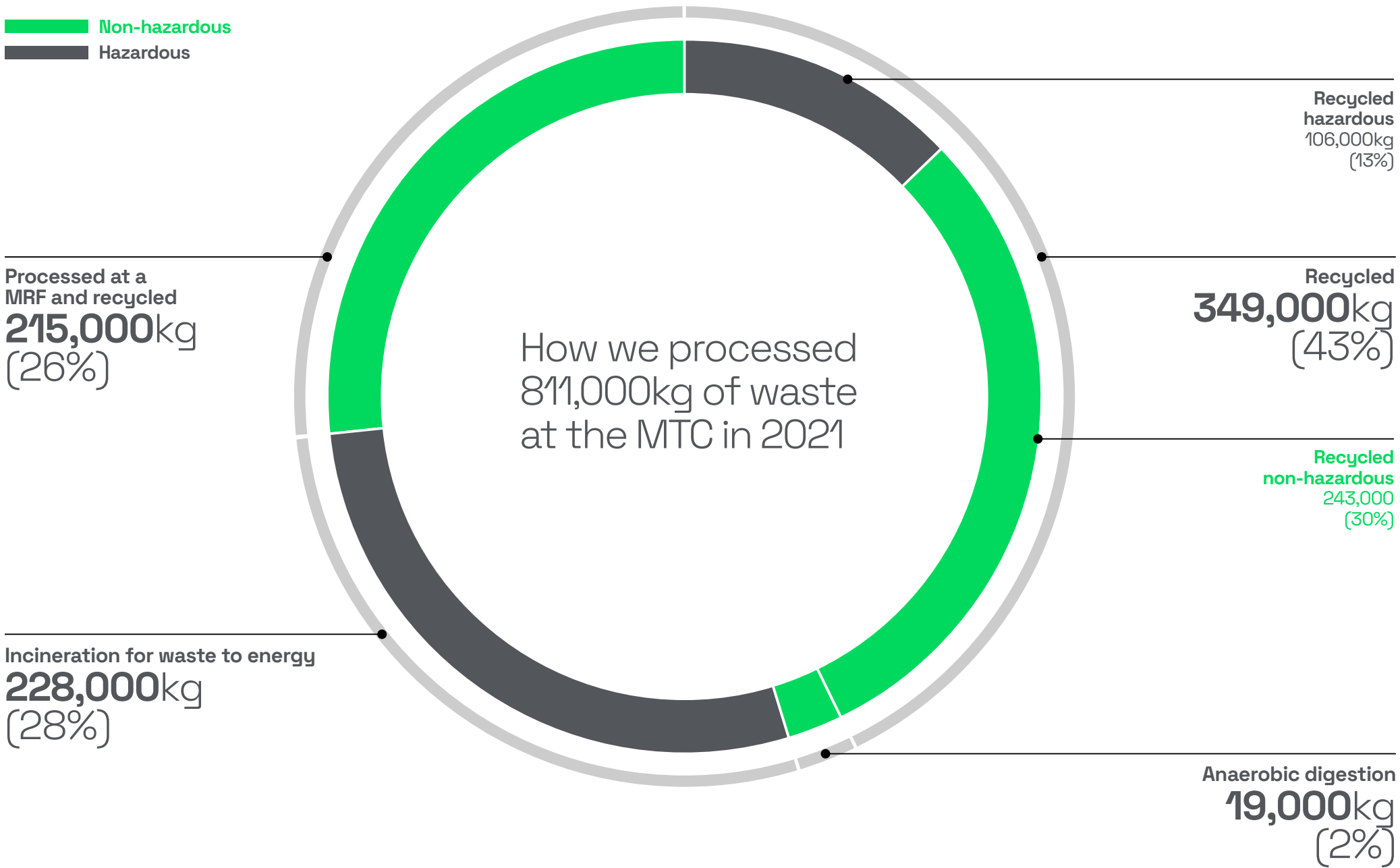
We’re striving to build on the deep-rooted traditions of Formula 1 to innovate beyond imagination and influence beyond brand. From the technologies we develop to the policy changes and initiatives we campaign for at the highest level, we have the power to influence sustainability practices in the motorsport and automotive industries, as well as driving positive consumer habits.

Accelerating our own transition to a circular economy requires us to boost our efforts across two key aspects of our operations and activities: disposal and design.

While improving our waste processes, we must also work concurrently on design, and incorporate the principles of sustainability into the earliest stages of any new innovations, factoring in potential environmental impacts such as product lifecycle and energy use.

In 2021 our priority regarding waste and disposal was to eliminate single-use plastic trackside while reducing waste from operational activities. In circular design, we continued our trials with Bcomp, who pioneer natural fibre alternatives to plastic and carbon fibre, and we’re continuing to explore alternatives to end-of-life incineration for waste-to-energy.

This section details our waste figures, our steps to eliminate single-use plastic, and demonstrates how embedding a circular mindset is already helping teams across the organisation take ownership of their sustainability goals.



Waste

Our waste policy is built on a commitment to reduce, reuse and recycle wherever possible, while seeking to eliminate the use of non-recyclable materials that damage our environment and ecosystems.

A comprehensive recycling programme has been in place at the MTC since 2016 and is now so effective that we send virtually no waste to landfill. While zero waste-to-landfill is a minimum standard for organisations with net-zero ambitions, waste processes at the MTC provide us with learnings we can apply across our trackside operations and our US operations.

On-site, we separate a select number of materials into waste streams, such as metals and cardboard, to then be recycled by third parties. General waste that cannot be separated at the MTC is sent to a local materials recovery facility (MRF) for processing and recycling.

Food waste is collected by Bio Collectors, a service certified by the British Gas Council to provide biogas directly to the National Grid, and is processed at an anaerobic digestion plant to be converted into biogas, digestate or liquor, a potential liquid fertiliser.

We weigh and monitor waste by its material category, and our waste includes food waste, office waste, metals, tooling block, carbon fibre off-cuts, packaging, swarf, contaminated rags and gloves, cutting

oil, and booth filters. Due to the nature of our activities, we produce waste at the MTC that is classified as hazardous, according to the UK government's waste classification code. Most of this waste consists of contaminated items such as PPE, rags, gloves, paper and booth filters that are disposed of safely in accordance with UK health and safety regulations via waste-to-energy. Some hazardous waste, including certain oils and fuels, can be recycled.

In total, McLaren Racing produced 811,000kg of waste at the MTC in 2021, of which 69% was recycled. The exact figures for waste generated are difficult to determine due to the impact of covid-19. In 2021, the amount of non-hazardous waste was significantly higher than in 2019 and 2020, when the pandemic first hit.

Our waste data for Arrow McLaren SP is recorded as less than 1% of the MTC figure, and therefore not significant to our overall waste data. 60% of this waste was recycled, with the remainder unaccounted for.

How we handle waste at the MTC needs to be replicable across our trackside operations, and we support Formula 1's commitment to a positive race print, transitioning to sustainable material use, with all waste to be reused, recycled or composted by 2025.





Single-use plastic

Trackside

The 2021 season saw us remove single-use plastic at our F1 trackside operations. The team sourced single-use plastic alternatives for at-track merchandise offerings and catering operations for employees and guests. For items that don't currently have non-plastic alternatives, the team has switched to biodegradable and compostable products.

Factory workstreams

We are committed to removing single-use plastics from our factory workstreams by the end of 2022. We have so far made significant strides and estimate that we will meet this target on time.

Adopting a quick-win approach allowed the team to identify immediate opportunities to reduce waste across packaging and cleaning materials, while moving several processes to digital formats, rather than paper printouts. These positive changes include:

- Phasing out purchase of plastic K-Bins in favour of cardboard recyclable versions
- Sourcing biodegradable alternatives to plastic bags, jiffy bags and bubble wrap
- Storing and reusing supplier tubes and boxes
- Replacing single-use brake cleaner cans with drums and refillable pump bottles
- Trialling washing and re-using rather than disposing of 50 to 80 microfibre cloths for the 2022 season

In 2021, the team were also able to find significant reductions in product and packaging waste by installing a more efficient glue machine. Requiring 20-litre tins rather than smaller refill packs, the machine not only saves around 1,000 plastic bottles and 5,000 plastic sleeves per year, but its accurate metering and dispensing functionality reduces adhesive waste too.

Our roadmap

We aim to establish and implement circularity practices that deliver against our net-zero ambitions and contribute to the transition towards an economy that's both restorative and regenerative by design.

Our circular economy goals centre on tackling waste and designing a circular F1 car. This will not only support our sustainability journey, but will drive demand for sustainable supply chain practices, from raw materials sourcing to reuse, recycling and responsible disposal. Following our positive strides in eliminating single-use plastics, we're broadening the scope of our ambitions to ensure we address how we use and dispose of all single-use products.

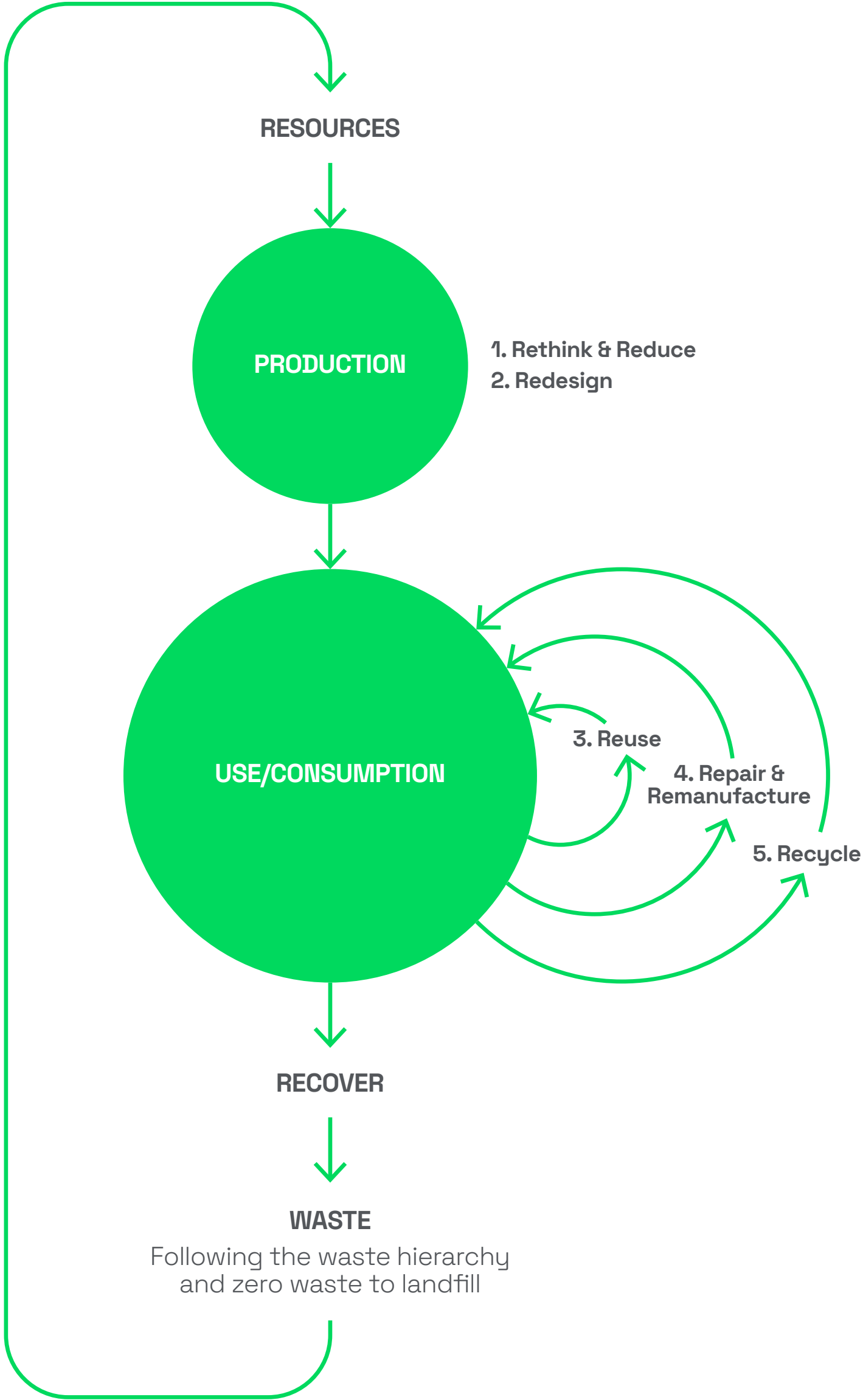
Waste elimination

- Map all waste and resource streams coming to and from our operations and set targets for waste reduction and secondary use and recycling (2022)
- Drive behaviour change by promoting a waste-as-a-resource mindset (2022–2023)
- Collaborate with our suppliers to minimise both packaging waste and single-use products at our sites and trackside (2022–2025)
- Establish local circular economy networks through industrial symbiosis, matching our outgoing waste and resource streams to the resource and raw materials requirements of local organisations

Circular F1 car

- Research the development of a fully circular F1 car and determine alternative bio-based and sustainable materials to influence our own design and procurement practices (2022–2025)
- Investigate appropriate recycling and reuse alternatives to end-of-life incineration of composite tooling blocks and scrap carbon fibre.

Driving significant change requires us to look beyond our direct activities and consider the full scope of impact on the environment as we continue our journey of waste reduction. Looking ahead, we aim to continue to send zero waste to landfill from all our operations, and from trackside by 2025, and will maintain avoidance of single-use plastic by focusing on innovative ways to reduce, reuse and recycle. We're extending the evaluation of our environmental impact beyond waste metrics and are currently exploring opportunities for circular redesign in our events, merchandise and production.







### Innovative steps towards circularity

Building a circular economy requires us to view innovation through a sustainability lens by factoring in waste, product end-of-life and our supply chain's GHG footprint into the earliest stages of design. However, traditional principles of smart business operations also continue to have a vital role in circularity. We want to pioneer change through strong relationships with partners at the cutting-edge of innovation, while also continuously looking for opportunities to reduce waste, use less energy and improve efficiency.

We welcome rule changes that would require Formula 1 and IndyCar teams to incorporate circularity-by-design principles into car development, drawing on the wealth of learnings from Formula E and Extreme E. Regulatory changes would inspire innovation, drive demand down the supply chain for sustainable materials, and could put teams on a level playing field so they don't have to choose between competition and values.

### Bcomp

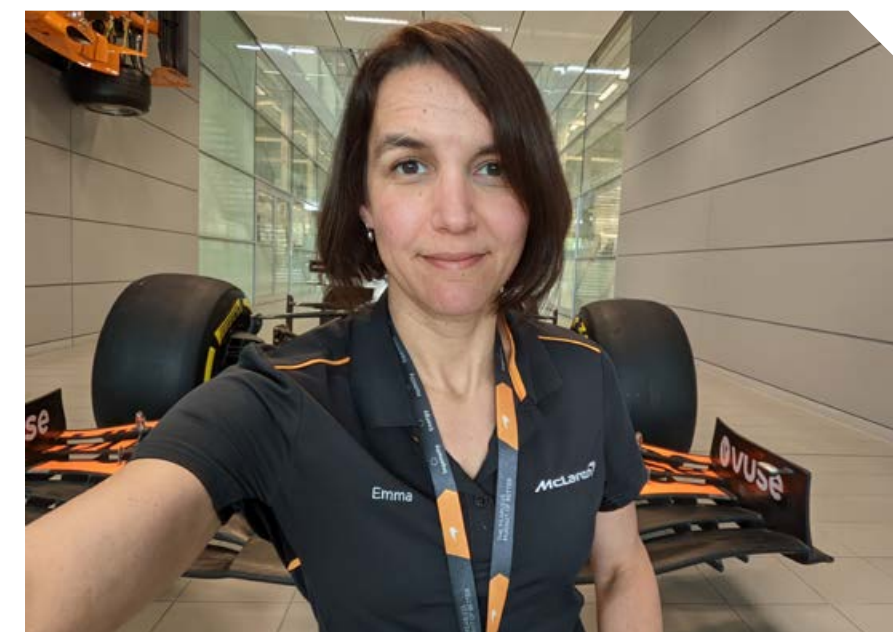
Our partnership with Bcomp has been a game-changer in helping us find new opportunities for incorporating natural fibre composites into our design and engineering. We worked with the Swiss cleantech specialist on Formula 1's first natural fibre racing seat, which made its debut at the 2021 British Grand Prix. Constructed from Bcomp's pioneering flax-based technologies ampliTex™ and powerRibs™, it has a 75% lower footprint than its carbon fibre counterpart. The pioneering technologies reduce reliance on carbon fibre and single-use plastic and allow the new seat to be ground down into a new base material or thermally recycled without residual waste-to-landfill.

Over 2021, Bcomp helped further our understanding of environmental impact through lifecycle analysis and showed that Lando Norris's Bcomp seat resulted in 85% lower CO<sub>2</sub> emissions than his previous seat. This means that, even when taking raw material production and manufacturing processes into account, we can reduce the vast majority of the seat's GHG footprint by replacing all carbon fibre plies with an optimised ampliTex™ and powerRibs™ flax natural fibre layout.

**“I have a passion for the environment, which is why I joined the environmental impact working group. I want to lead by example, by incorporating sustainability into my day-to-day working with our IT team and suppliers.”**

### Emma Patton

IT Project Manager and EIWG Member



### Responsible hardware disposal with Greensafe

IT asset disposition (ITAD) is a staple of any organisation's end-of-life management strategy, with zero waste-to-landfill a non-negotiable feature. While we continue to explore ever-more innovative solutions for sustainable and responsible IT hardware procurement, our work with Greensafe – enabled by our partnership with our managed service provider Softcat – ensures that IT materials are securely and sustainably handled.

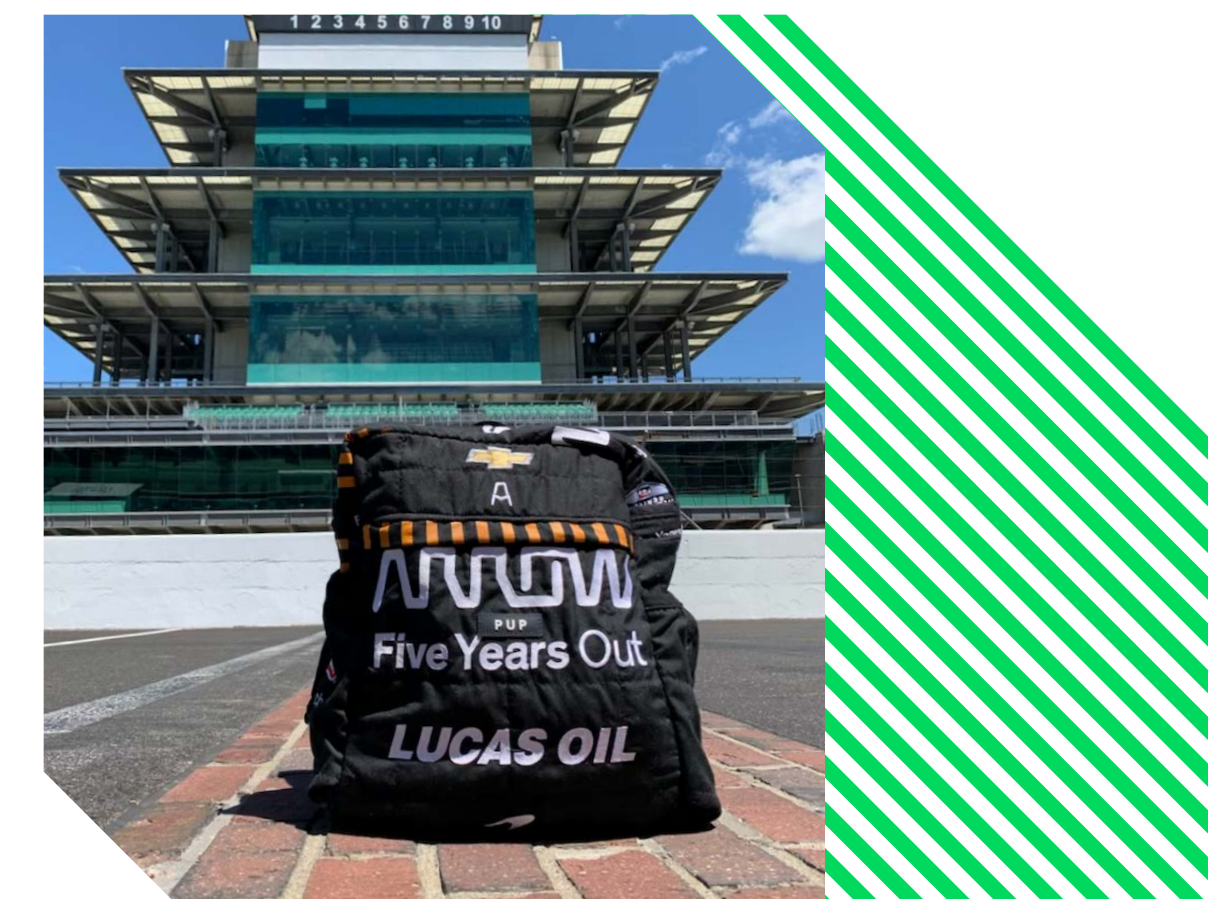
Since October 2021, Greensafe has supported our circular economy ambitions by providing secure IT asset disposal, refurbishment and recycling services. Operating on a 100% recovery rate and zero waste-to-landfill basis, between October 2021 and March 2022 they processed 1,437 McLaren Racing assets, all of which were either recycled or reused. This has helped us save 601 tCO<sub>2</sub> through reuse, while saving over 365 million litres of water. Using Greensafe for our ITAD processes means that over a six-month period we were able to prevent more than 5,000kg of potential IT hardware from going to landfill.

### Celebrating cities and repurposing waste

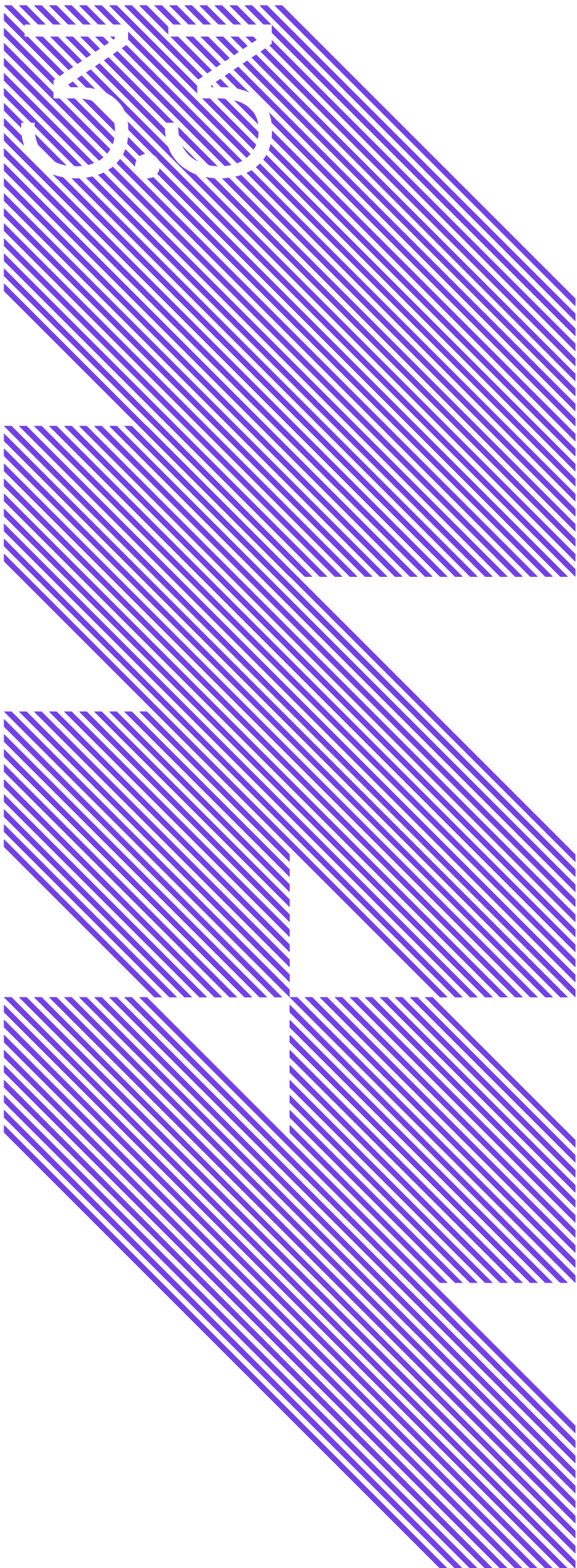
In 2021, Arrow McLaren SP partnered with People of Urban Progress (PUP), a citizen-led non-profit based in Indianapolis. PUP salvages products and materials that would otherwise be discarded or thrown away and turns them into handmade collectibles and works of art. PUP has used AMSP's old race suits, car parts and bodywork to create one-of-a-kind products that are sold to raise funds for local urban reuse projects. The programme has social sustainability impact as well, providing opportunities for designers and makers in Indianapolis. The partnership is continuing in 2022 and AMSP is working with PUP to understand how best to support its expansion.

Using Greensafe we prevented more than

**5,000kg**  
of potential IT hardware from going to landfill







Diversity, equality & inclusion

With 2020 marked as a pivotal year in the modern civil rights movement, it was vital that we continued to play our part in a global conversation while building momentum around our 2021 DE&I strategy.

McLaren Racing conceived the #WeRaceAsOne campaign in 2020 as a response to covid-19 and we were proud to see it implemented by Formula 1 on a sport-wide level over the 2020 and 2021 seasons. The campaign united teams, drivers, partners and fans behind a clear mission to represent the social recovery from the pandemic, while addressing the importance of diversity, equality and inclusion.

We will continue to champion these values and support future initiatives, but we also know that however sincere our sentiment or noble our core beliefs, the reality is inescapable: when it comes to representation in motorsport, there is more work to be done.

Values into action

In October 2020, as part of our existing strategy to establish a credible HR baseline and to drive a data-led DE&I programme across our business, we commissioned diversity consultancy Chanzo to undertake a strategic review of McLaren Racing. The review, which included a policy and process audit and comparator analysis, recognised our strong commitment to DE&I and set out recommendations for ambitious yet practical measures to improve our data and insights, recruitment practices and internal HR processes. Over 2021 we implemented a range of Chanzo's recommendations alongside measures from our pipeline that have not only delivered immediate impact but have also allowed us to better track our progress.

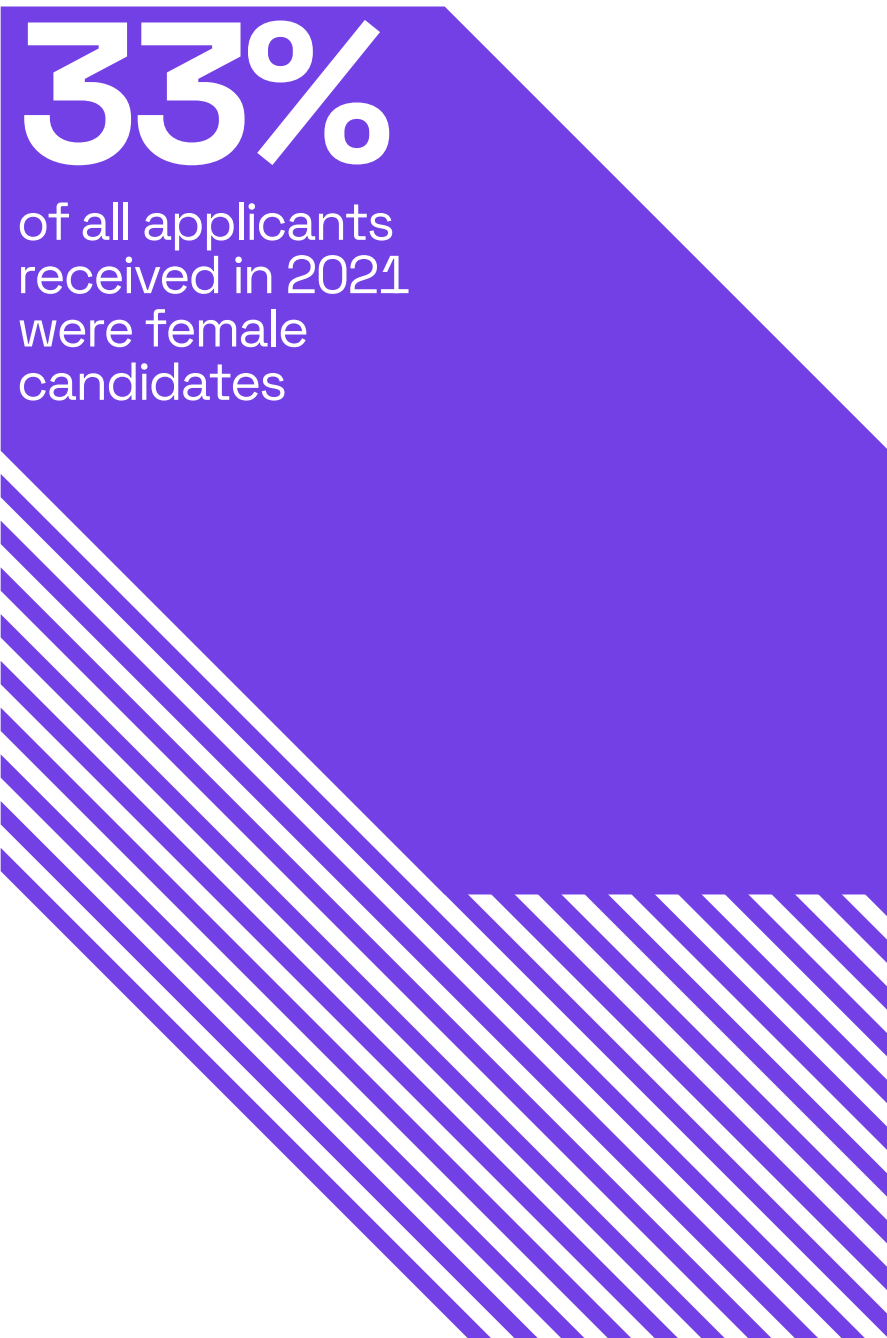


Diverse workforces don't just make moral sense; research shows they offer high-performance teams a competitive advantage. According to McKinsey & Company, gender diverse companies and ethnically diverse companies, respectively, are 15% and 35% more likely to out-perform others. We rely on diversity of thought and experience across all levels and functions, reflective of our fans, our partners and our communities, to challenge the status quo and drive innovation and performance. We're therefore committed to promoting a diverse and inclusive culture in our workforce and industry, and embedding these principles into the fabric of McLaren Racing as an organisation. This is set out in our diversity policy.

“The recommendations are aligned to McLaren Racing’s ways in that they are both ambitious yet practical. It’s a marathon not a sprint; DE&I education and awareness is not about launching lots of initiatives at once but little and often so that DE&I becomes naturally embedded in the ways of working.... Tackling the right priorities at the right pace will prevent interest and passionate advocacy slowly turning into passivity and tuning out. Walk the talk, listen to feedback and take action.”

Chanzo report, October 2020





The data

Thanks to our new Applicant Tracking System we now have rich data to show how we are working to de-bias recruitment. These positive measures include the introduction of psychometric and ability testing, gender decoder tools, leader coaching, and finding talent through new channels such as emerging universities and different advertising sources.

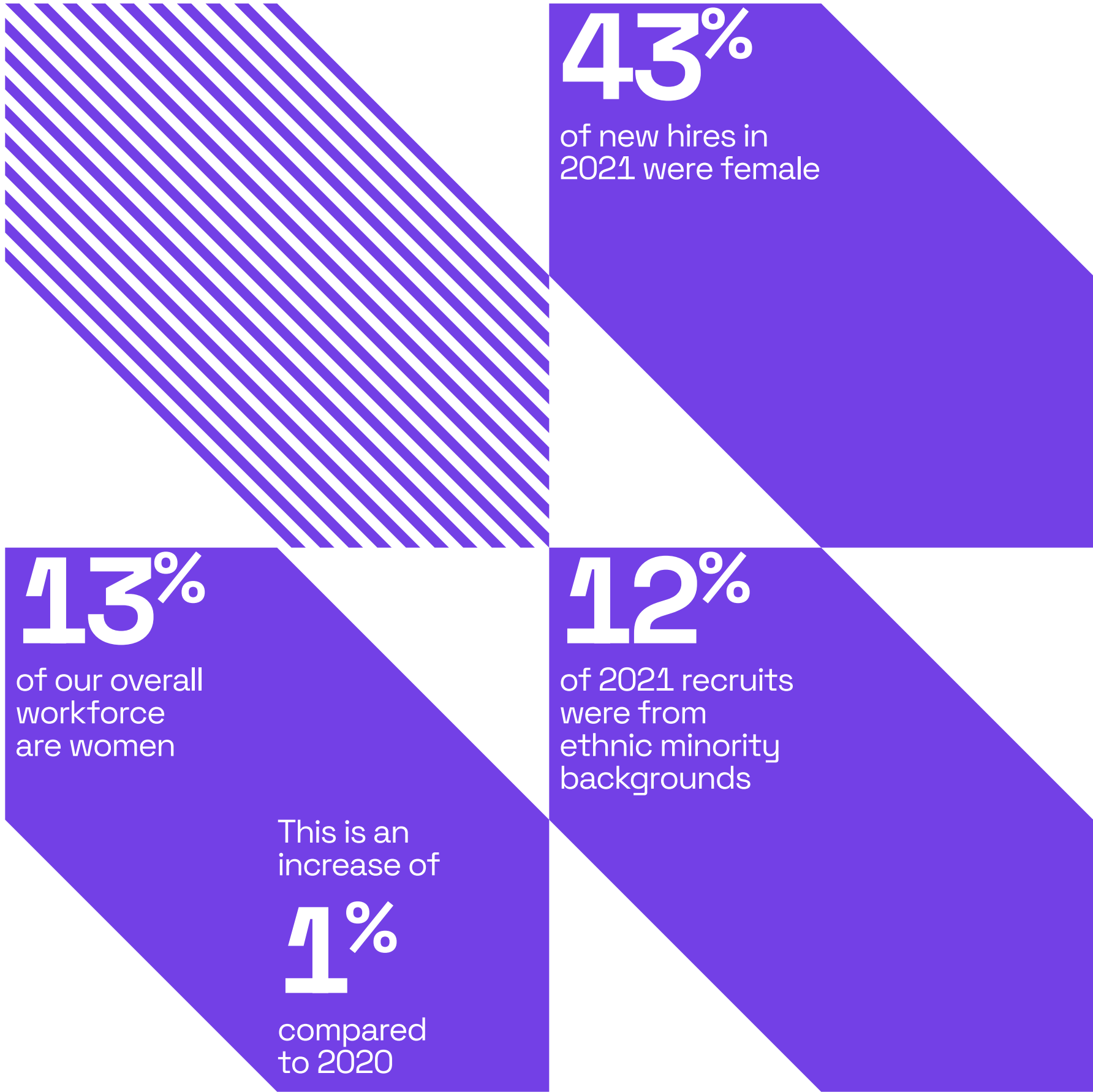
McLaren Racing's latest Gender Pay Gap report shows an increase in overall representation while our recent hiring trends give us cause to be optimistic about the future. 33% of all applications received in 2021 were from female candidates and 43% of new hires were female, while 12% of all 2021 recruits were from ethnic minority backgrounds. This has contributed to women now making up 13% of our overall workforce, an increase of 1% since last year. This is in line with the motorsports sector where a high proportion of roles are in manufacturing and engineering.

We remain confident that men and women are paid equally for doing equivalent jobs, although we recognise that our gender pay gap is still significant. This is driven by the high proportion of men we employ within our team, coupled with the relative scarcity of women within our sector's talent pipeline. The split of female talent shows women make up 5% of our technical functions compared with 58% in our non-technical functions, and so remains a clear area of focus for our team.

Our early careers programme has helped drive steady growth in the lower quartile of our workforce, which is now 30% female, up from 13% in 2017, and we now need to accelerate this in the middle and top quartiles. 17% of our Senior Leadership Team, comprising of our Executive Team and their direct reports, are women.

It's clear that by taking the time to re-examine our culture, ethos and processes, and implementing practical actions over 2020 and 2021, we have brought about tangible positive outcomes that indicate we're on the right path towards true representation and inclusion across our organisation.

88% of McLaren Racing staff had performance reviews via our performance system for the period January to December 2021. Employees who did not have a review during this time are those who left the company, were on leave, such as maternity leave, or who had a performance review after this time period. There were no recorded incidents of discrimination in 2021.





McLaren Racing Engage

In 2021 we launched our flagship DE&I programme McLaren Racing Engage to tackle the STEM skills shortage, address systemic inequalities, and find new ways to unlock the full potential of all individuals with talent, passion and a drive to succeed.

The first programme of its kind in F1, McLaren Racing Engage is a pioneering strategic alliance with four expert partners and aims to diversify talent in motorsport through multi-year investments in grassroots-level STEM initiatives, funding and mentorship programmes. The four partners are: Women's Engineering Society (WES); EqualEngineers; The Smallpeice Trust; and Creative Access.

- The alliance has been designed to drive a shared agenda to:
- Promote STEM and F1 as an accessible vocation to under-represented and under-privileged groups
  - Foster a diverse and inclusive culture within McLaren Racing's workforce and communities by providing accessibility to young people and under-represented groups
  - Advance meaningful and sustained change for McLaren Racing as an employer, and F1 as a sport and industry



Women's Engineering Society

Through our partnership with the WES, we provided sponsorship for the 2021 WES annual and student conferences, and we also took part in the annual WES Lottie Tour during Tomorrow's Engineers Week.

The Lottie Tour was designed to inspire a younger engineering audience by showing current female engineers 'touring' with Lottie Dolls. We kitted out our very own female engineer doll in McLaren Racing team kit, complete with ear defenders and safety shoes.



EqualEngineers

Engineering students from diverse backgrounds face multiple barriers to securing graduate employment in engineering. The EqualEngineers Pathways Programme is a 12-month programme that aims to ensure greater employability outcomes for engineering students through mentoring and online resources.

As a founding partner in the EqualEngineers Pathways Programme, McLaren Racing provides professional support for mentoring and career events, and we have so far matched 23 mentors with current undergraduates. We also joined the 2021 Engineering Talent Awards as a principal partner, supporting EqualEngineers in its efforts to raise the profile of the engineering and technology professions across the UK and celebrate diversity in the industry.



Smallpeice Trust

The Smallpeice Trust and McLaren Racing co-designed a STEM challenge day to introduce students to the world of engineering. This hands-on experience is centred around designing and building a race car as well as pitching for investment.

Using EngineeringUK's Equality, Diversity and Inclusion selection criteria, in 2021 we piloted a scheme that will see us bring the challenge day to 1,000 students across 15 local schools over 2022. In 2021, we also provided funding support to the Trust's Arkwright Engineering Scholarship programme, which awarded five students a two-year sponsorship and matched them each to a dedicated mentor from the McLaren F1 engineering team.



Creative Access

Creative Access works with McLaren Racing on improving inclusive strategies, policies and recruitment practices around hiring, educating and uplifting diverse talent in its creative functions.

In October, we launched the Creative Access Career Development Bursary to reduce and remove cost barriers to entering or progressing within the industry. In January 2022, the fund awarded grants to 25 individuals, providing financial support for training courses, software, equipment and relocation costs, as well as disability access support, care costs and bespoke coaching or mentoring.





Our roadmap

Better representation doesn't just rely on robust data collection and process reviews; it requires us to take measures to build an inclusive culture in which all our people can thrive. Our roadmap considers the multi-faceted nature of our organisation and maps our ambitions to our position and responsibilities as a sports team, as an employer, and as a brand for good.

Developing practical roadmaps around a long-term vision for DE&I goals requires a firm understanding of our employee experience. To improve our on-the-ground insight, we established the Social Impact Working Group (SIWG). This is a team of around 30 volunteers from core functions across McLaren Racing, whose goal is to help shape the strategies within our DE&I and Health and Wellbeing pillars. Through a range of methods from pulse surveys to trials, our SIWG has influenced our DE&I roadmap and uncovered opportunities for delivering education, awareness and mentoring programmes that support career progress for all, as well as celebrating diversity and fostering a sense of allyship across the organisation.

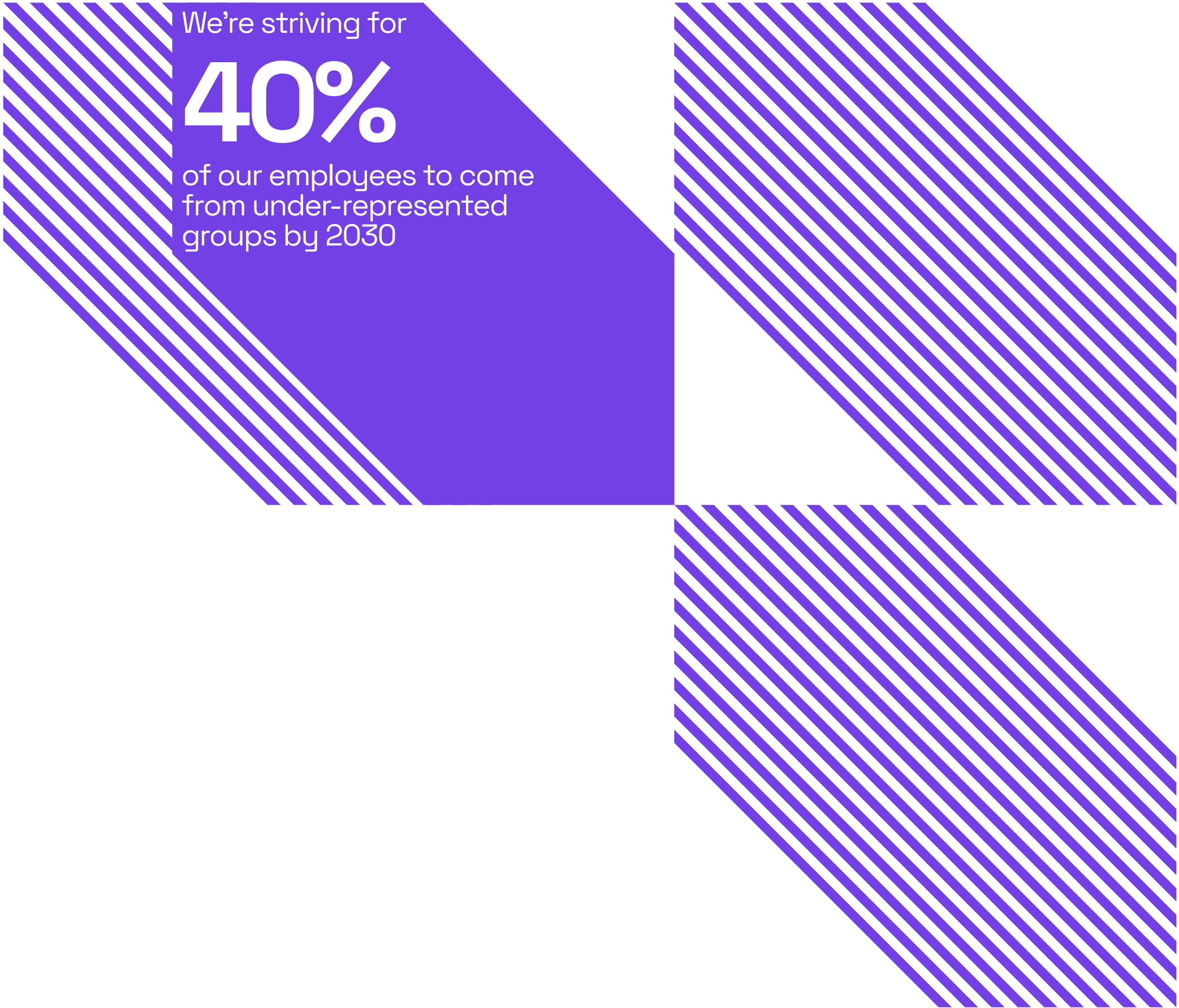
We're striving for 40% of our employees to come from under-represented groups by 2030. While the term diversity encompasses a broad demographic range, our initial focus is on improving female and non-white representation, which will likely result in a natural uplift across other under-represented groups. The driving force is not just a moral imperative to shift perspectives and change the reputation of a sport traditionally regarded as only open to a privileged few; it is a competitive need to harness the performance and power that true representation generates. Better access, opportunity and funding will enable us to find and nurture a wealth of untapped potential and talent that will enhance our sporting landscape.

We recognise that we are on the early part of our journey, sitting in the emerging segment of the Deloitte Diversity and Inclusion Maturity Model, but by continuing to identify and remove obstacles and risks of bias from our recruitment and onboarding processes, we're making important steps towards our internal targets, while being mindful of our responsibility to shape and influence the global landscape.

Daniel Gallo, Chief People Officer and Rebecca Constable, Director of People Experience, are active members of the Formula 1 Diversity and Inclusion taskforce, providing guidance on how the 10 teams can work together to amplify and accelerate Formula 1's commitment to improving diversity in motorsport. This includes the delivery of two workstreams scheduled over 2022 to inspire and support UK-based schoolchildren and international teenagers. As well as contributing to SDGs 4, 5, 8 and 10, many of our initiatives feed into or align with the recommendations made in the Hamilton Commission Report of July 2021 on improving the representation of Black people in motorsport.



Alongside McLaren Racing Engage programmes, our roadmap will also feature a new talent-focused initiative that will see us working to become a destination race team by exploring new ways to attract, maximise and retain the brightest and most diverse talent.







Positive steps in 2021

STEM

The 2021 report from the Institution of Engineering and Technology (IET) estimates the current UK STEM shortfall to be 173,000 workers, costing the UK economy £1.5 billion a year. McLaren Racing recognises the vital role STEM education has in sustainable innovation and technological advancement, so we actively engage with our people, partners and community to forge pathways to STEM careers for young people, particularly young females, from a range of backgrounds.

Beyond McLaren Racing Engage, we have launched several partnerships and initiatives that seek to address this skills shortage by diversifying and strengthening the STEM talent pool.

Renewed partnership with KAUST

Ahead of the inaugural Saudi Arabian Grand Prix, we collaborated with long-term partner The King Abdullah University of Science and Technology (KAUST) at their 2021 Research Open Week. KAUST is dedicated to advancing science and technology through interdisciplinary research, education and innovation. Established in 2018, the partnership with McLaren Racing aims to advance research in the areas of computational fluid dynamics, machine learning, fuels and lubricants, as well as advanced mathematics, sensors and electronics.

“I wanted to be a STEM ambassador to give something back and to show younger generations the amazing world of engineering. It’s particularly interesting in Formula 1, as we are constantly developing and progressing and can see the results of that right in front of us. There’s no other industry quite like it! It’s so important to promote STEM subjects to show just how limitless the possibilities are, particularly to young girls. As a STEM ambassador, you are a real-life example of what can be achieved. Even if it helps one child to realise what they’re capable of, it’s more than worth it.”

Meghann Whattam  
STEM Ambassador, Race Logistics



Dell x Substitute Teacher

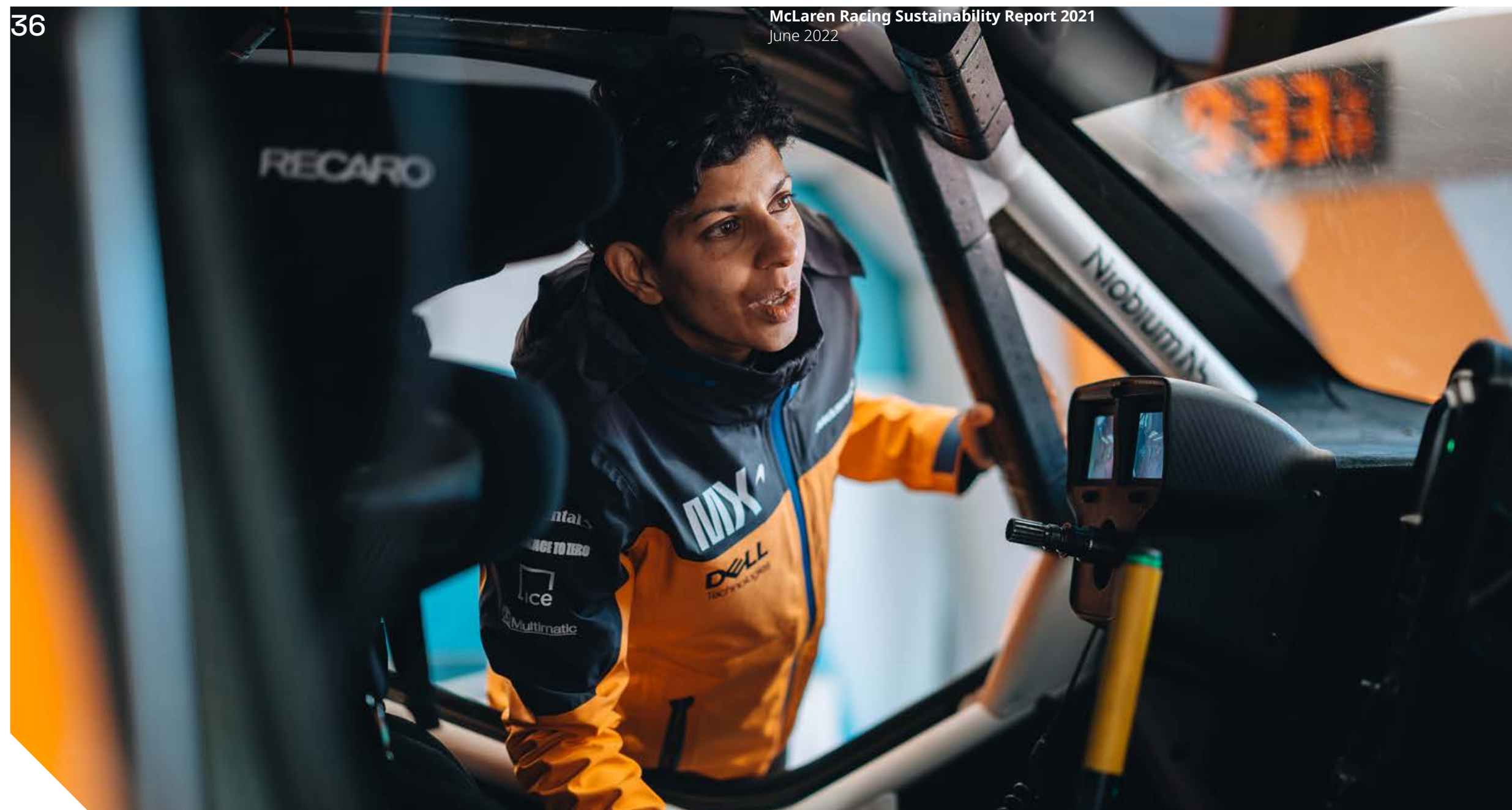
Following its 2020 success, Daniel Ricciardo and Lando Norris returned to the virtual classroom to introduce a second series of Substitute Teacher, in partnership with Dell Technologies. The award-winning video series used a Formula 1 lens to bring STEM subjects to life and gave young audiences the opportunity to learn from Dell and McLaren Racing’s best and brightest about the analytics, physics, speed, health and technology that make F1 happen.

STEM ambassadors

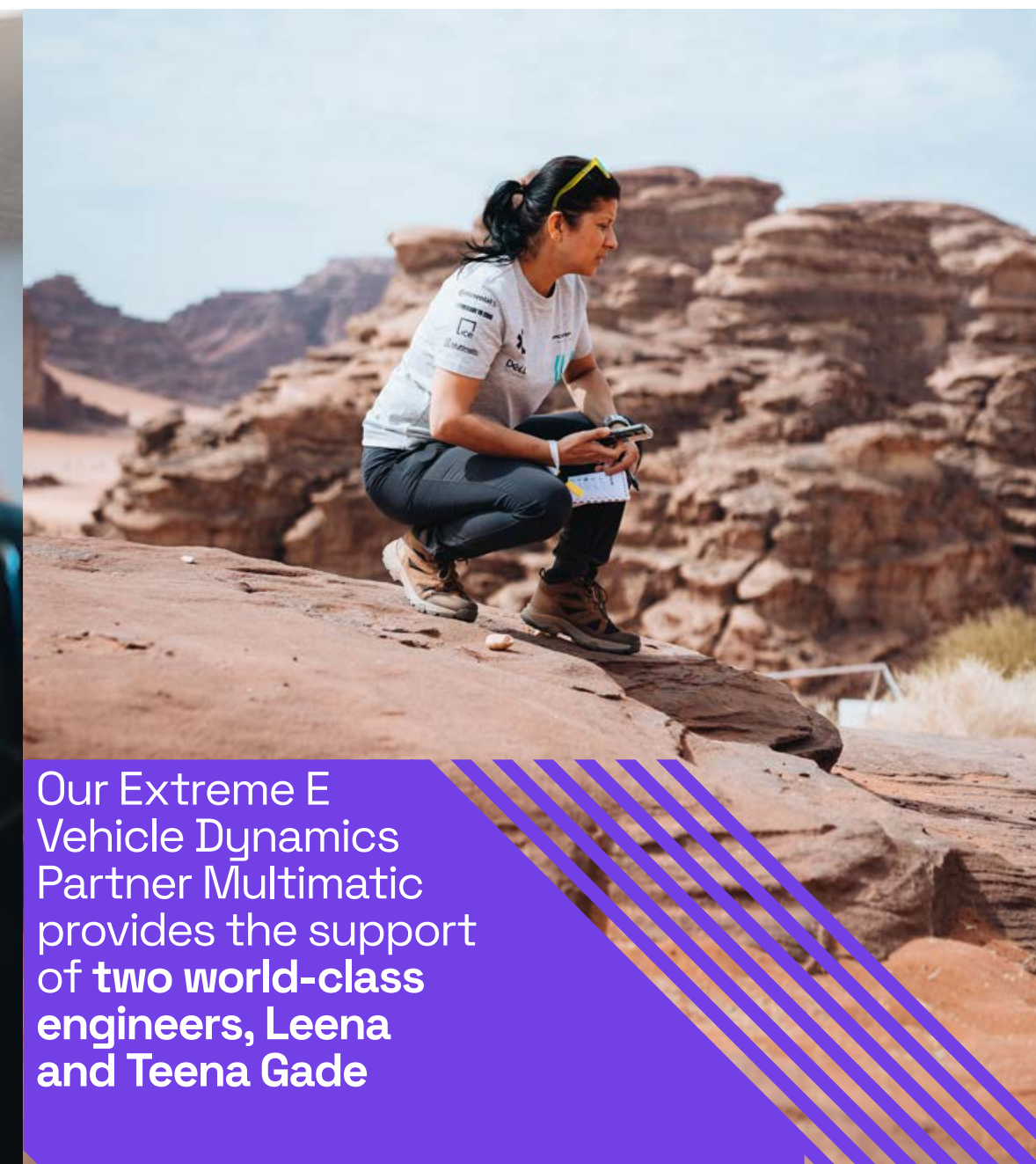
We have 45 STEM ambassadors within McLaren Racing and over 100 across McLaren Group, each with a unique background, skill set and insight into technical and non-technical roles. We run several STEM initiatives from students in schools upwards to current and prospective employees.







Our Extreme E Vehicle Dynamics Partner Multimatic provides the support of two world-class engineers, Leena and Teena Gade



### F1 in Schools World Championship

June 2021 saw the Aramco F1 in Schools World Championships 2020(21) reach its conclusion. Part of a leading global STEM education initiative, the annual competition sees students from around the world deploy their advanced engineering skills to design and develop a miniature compressed air-powered car.

Since 2016, McLaren Racing has supported the Research and Development Award, which last year went to Electron from England. The young engineers received a trophy, which was designed and built by our team at the MTC.



### Women in motorsport

Our own workforce data is evidence of low female representation in motorsport, but we continue to be optimistic about the future as we drive forward our DE&I initiatives. Our approach requires us to make the sector itself attractive and accessible to women, but also to draw interest specifically towards engineering roles and male-dominated STEM pathways, rather than those solely within the business support function, which still accounts for the majority of female representation in motorsport.

### Driven Women

Driven Women is a network of passionate and enthusiastic people across McLaren Racing and McLaren Group with a vital role to play in developing talent and contributing to an environment that embraces diversity and equality ethics. In 2021, the Driven Women network hosted their International Women's Day event, an International Women in Engineering Day event, AGM, virtual networking events and competitions for its network across McLaren Racing.

### Our first female driver and race engineers

One of the most significant steps towards a more representative racing landscape was the announcement of our first-ever female driver. Ahead of the 2022 Extreme E season, we announced Emma Gilmour as McLaren Racing's first-ever female driver who will compete for the McLaren Extreme E team in 2022. Our Extreme E Vehicle Dynamics Partner Multimatic also provides the support of two world-class engineers, race engineer Leena Gade and her sister Teena Gade, undertaking performance and systems engineering.

Extreme E has given us our first ever female driver in Emma Gilmour



# 3.4

## Health and wellbeing

The drive to support optimal mental and physical health is not simply a result of modern office environment trends or pressure to appear more attractive to potential recruits. We of course take our responsibilities as an employer seriously but as an elite sports team, health and wellbeing is more than a benefits package or set of values; it is a critical component of both our on-track performance and wider operational efficiency.

We are open and honest about the demands of what is a fast-paced, high-performance industry, but we recognise that people are not robots and require the right support to enable them to perform – and enjoy performing – at the highest level. Key to this is a viable F1 race calendar, and we have stated that the optimum number of annual races is 20, while we believe 23 is the annual limit for races, before they begin to affect wellbeing or drive higher costs. As we evolve our business and enter new championships, we are actively reviewing our organisational design and resource levels to ensure we have a balanced and human-centred approach to growth, and we will continue to influence conversations at a regulatory level to maintain and guard the health and wellbeing of our people.

We can only reach optimum performance when our people are the healthiest they can be. Health and wellbeing a material topic maps directly to our fourth strategic pillar, and relies on us fostering a healthy working environment. As well as providing practical health and wellbeing support, we're also working to embed a 'check-in' culture,

where conversations about wellbeing are considered vital, rather than detrimental, to both career progress and team success. In our race team and across our wider organisation, we're starting to favour the language of mental fitness over mental health, to demonstrate how our people – and society at large – should afford it the same approach and priority level as physical fitness.

Health and safety is a vital, yet often overlooked, aspect of the health and wellbeing pillar. We subscribe to McLaren Group's health and safety policy and are committed to preventing accidents, incidents and ill-health in all our operations, while promoting employee welfare. McLaren Racing's health and safety management system is based on the Health and Safety Executive's guidance document HSG65 and follows the *Plan, Do, Check, Act* approach. Our policy statement is signed by the McLaren Group Chairman and we use an in-house online system to manage compliance. The management system includes detailed procedures for hazard identification and risk assessment, which are communicated to employees both in

department briefings and via the internal health and safety online hub. All contractors, including temporary staff who are managed and directed as employees, are required to comply with McLaren Group's health and safety rules. A health and safety induction is given to all contractors, and those based at the MTC are required to attend an induction before commencing work.

Beyond our internal culture, we want to maximise our influence in our local communities and across our global fan and partner networks, using our on- and off-track role models to destigmatise mental health and promote positive causes.







Resources and support for our people

Organisations have a responsibility beyond remuneration, and we offer a comprehensive benefits package that puts a particular focus on health and wellbeing, while providing on-site and online services and resources to deliver constant support.

The MTC Fitness and Wellbeing Centre is open 24/7 to support all shift patterns for McLaren employees and offers a fantastic range of health and wellbeing facilities and services, including a swimming pool, coaching and bootcamp sessions, and livestreamed and on-demand online classes.

All our health and wellbeing support is offered via our internal Health and Wellbeing site. This is a one-stop hub for health and wellbeing resources and includes access to our list of Mental Health First Aiders, quick links to our Healix Healthcare benefits, as well as our mental health guides, webinars and our on-demand video library. We regularly update the hub with new resources, blogs and information, and run campaigns around Mental Health Awareness Week and World Mental Health Day.

Healix Healthcare helps us deliver a range of tools and services as part of our employee benefits package. These include a 24/7 Virtual GP, an employee assistance programme, health cash plan, private medical insurance and POWR, an online health and wellbeing tool designed to help people manage their overall health, wellbeing and performance.



Wellbeing webinar series with Cognacity

In 2021 we ran a series of live webinars led by an expert panel of performance psychologists from Cognacity. The series provided expert insights and practical tools and tips, helping people build productive habits to positively impact their health and wellbeing. It featured talks from a range of guest speakers including clinical psychologist Dr Marisa Lang and consultant psychiatrist Dr Judith Mohring, and covered topics such as sleep, resilience, hormone health and nutrition. Our live sessions each reached an average of 70 participants and were then uploaded as on-demand videos to our online health and wellbeing library.

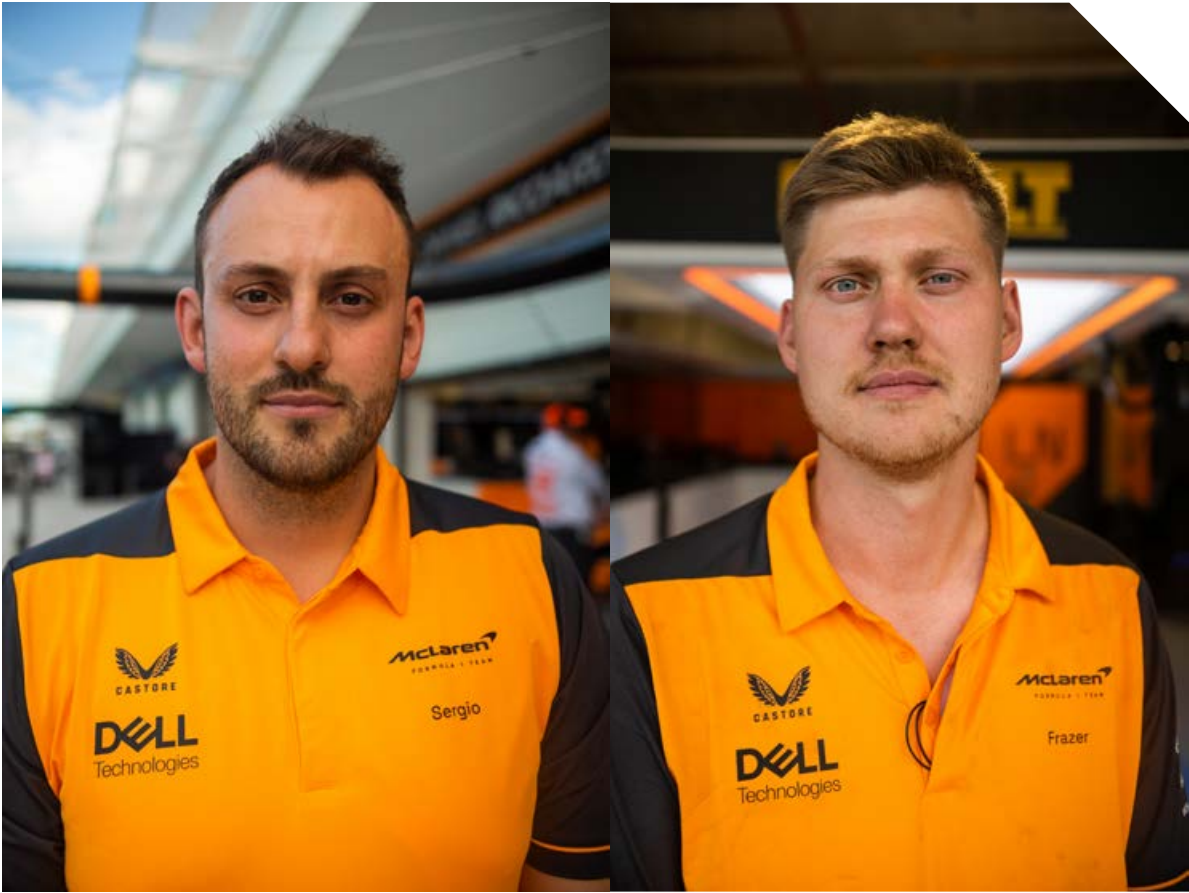
Mental Health First Aiders

Mental Health First Aiders (MHFAs) at McLaren Racing act as ambassadors for promoting positive mental health and wellbeing. We trained more than 30 MHFAs across 2021 to afford better mental health support across all shift patterns and departments. Our team of MHFAs are visible on our Mental Health online hub, featured in our employee spotlights through our internal comms channels, and are easily identifiable by the MHFA logos in their email signatures. MHFAs act as a point of contact for team members who might be experiencing a mental health issue or emotional distress. They are not therapists or psychiatrists, but they can give initial support and signpost an individual to appropriate help if required.



“The Team is a hugely supportive network, but sometimes it’s actually when there’s more people around that you can feel the lonliest. It’s important to embrace those feelings, know that it’s normal and that there is a high chance someone in the team is feeling the same. It’s good to try to take yourself away from any pressures to recharge and take a moment for yourself.”

Nathalie Sigston  
Specialist, Merchandise and Licensing  
McLaren Mental Health First Aider





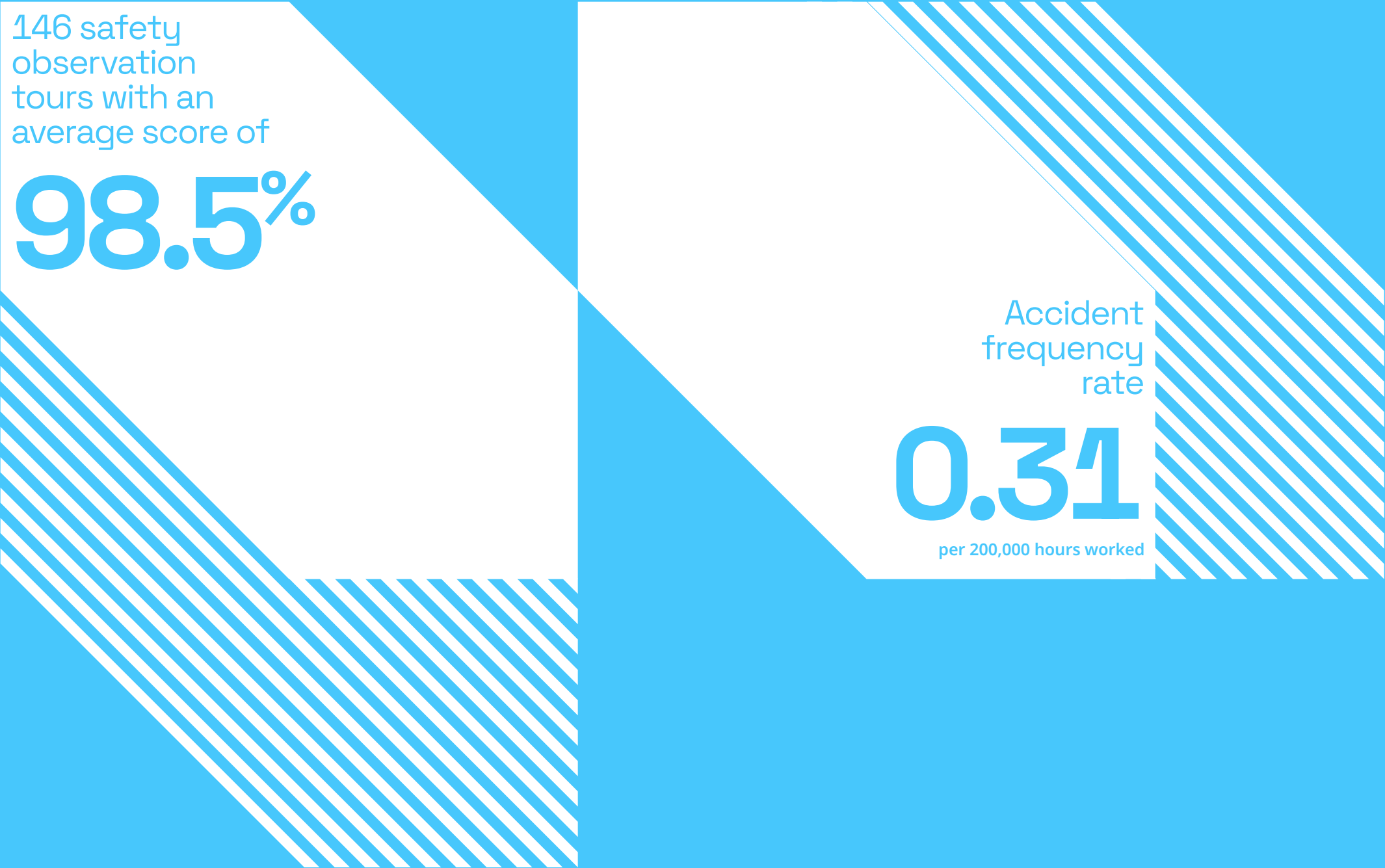


Our data

In 2021, we continued to operate in the context of the covid-19 pandemic, with a focus on providing regular testing and support to our people through flexible and hybrid working models, and health and wellbeing resources.

Our accident frequency rate per 200,000 hours worked was 0.31. There were 27 incidents, of which seven were lost time incidents. All incidents, bar one, were related to the production of the F1 car, 74% of which were hand or finger injuries. We conducted 146 safety observation tours with an average score of 98.5%.

We continued to provide employee assistance and support via our Employee Assistance Programme. We will analyse the information coming through this programme and will report on this next year.



Our roadmap

Our health and wellbeing roadmaps are largely driven by our SIWG. The current focus is to engage more with our people through internal channels such as Yammer and employee-driven posts and polls, while promoting resources to ensure awareness of available support.

We're also exploring ways to draw on our race team's health and wellbeing data and learnings with a view to identifying and rolling out systems that promote healthy working practices and counterbalance high-load work sprints across the wider organisation.

While we are confident in the quality and range of support we provide our people, we are seeking ways to validate and benchmark our health and wellbeing offering through accreditation or an external accredited reporting framework, with a view to committing to Mind's Workplace Wellbeing Index by the end of 2022. This will help us formalise our approach and better measure and report on the impact of our programmes.





Our objective is to positively impact the communities where we work and race through charitable initiatives, fundraising and volunteering.

Partnerships

Mind

Few things are as effective in the fight to normalise mental health dialogue than amplifying voices and conversations. We acknowledge the unique opportunity we have to positively influence our fans, especially our younger ones, by championing positive role models – not only our drivers but people from across our organisation. Our partnership with Mind is the cornerstone of our approach to health and wellbeing.

2020 took an unprecedented toll on our collective health, but it was also a year for bold steps, where more people spoke publicly about how they handled such seismic changes. A powerful example of this was the recorded conversation between four McLaren Racing

engineers as they reflected on their experiences of hotel quarantine in Australia following early covid-19 cases. Lando Norris’s blog about his own mental health journey also sent a clear message to younger audiences that drive, competition and fearlessness can go hand-in-hand with authenticity and vulnerability.

In 2021 we were proud to extend our partnership with Mind to raise awareness of mental health and support. Last year’s fundraising initiatives included a helmet auction, our Stream for Mind gaming tournament and raffle, and a competition to win t-shirts designed by our F1 drivers. These events, campaigns and competitions have brought McLaren’s total fundraising in response to the covid-19 pandemic to more than £435,000 since the Austrian Grand Prix in 2020. All money raised will help Mind provide support services so that no one has to face a mental health problem alone.



Salus Optima

Our race team have a comprehensive health and human performance strategy in place to ensure optimal support and performance across key areas such as health, mental fitness, injury management and wearable tech. To facilitate this strategy, our tech solutions specialists Salus Optima developed a health and wellbeing digital product, designed to enhance performance by providing personalised, dynamic and actionable recommendations across fatigue, nutrition, and physical and mental training. The mobile app solution draws on a range of factors including schedule, on-track demands, location and travel, as well as personal goals, to provide real-time tailored health and wellness guidance to each member of the travelling race team.

Cognacity

Following a successful support programme in 2020 that helped our race team adapt to the immediate challenges of the pandemic and covid-19 restrictions, Cognacity provided us with mental fitness support at four grands prix over the 2021 season. Tom Stallard, Race Engineer and Head of Human Performance at McLaren Racing, brought in clinical psychologist and Cognacity founder Dr Phil Hopley at the height of the pandemic in the summer of 2020 to help the team with their resilience and performance. Dr Phil’s assessments, recommendations and support led to lasting individual, sub-team and cultural changes, bringing about positive mindset shifts that improved communications, team engagement and personal resilience.





Charitable fundraising in the community

Our fundraising and community initiatives drive our social impact and in 2021 we continued our partnerships with charities who work tirelessly to improve the lives of people in our local communities and across the UK.

The Great Rickshaw Relay Challenge for BBC Children in Need was an opportunity for our engineers to design a rickshaw that enabled five inspirational young people to each cycle a leg of a 150-mile route, raising funds for 2,500 local projects in communities across the UK.

Closer to home, in the countryside surrounding the MTC, the Woking & Sam Beare Hospice Woodland Walk saw more than 500 people take part in a sponsored nature trail, raising £28,000 for Woking & Sam Beare hospices. The funds will support specialist palliative care to people with advanced life-limiting and terminal conditions.

The Change a Life Challenge also marked a 20-year partnership with White Lodge and through a range of sponsored outdoor activities raised money to help provide life-changing services to babies, children and adults with disabilities and/or learning needs across Surrey.

Woking & Sam Beare Hospice Woodland Walk saw more than 500 people take part in a sponsored nature trail, raising

£28K

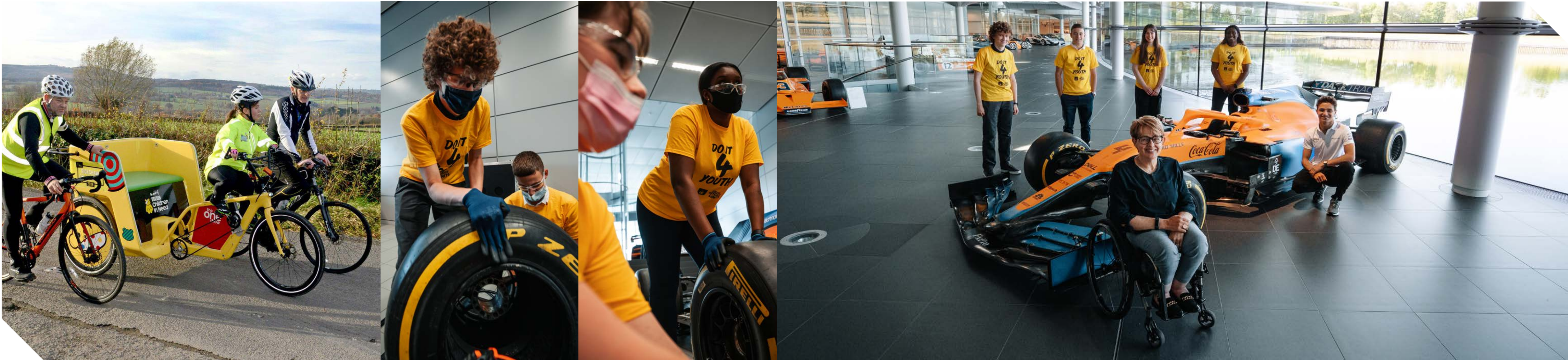
Duke of Edinburgh's Award

Last summer McLaren Racing partnered with the Duke of Edinburgh's Award (DofE) for a new fundraising challenge, Do It 4 Youth. The key themes behind the challenge are core values shared by both McLaren Racing and the DofE: resilience, teamwork and mental wellbeing. The vital funds raised through the campaign enable more young people across the UK, regardless of their background, to be able to take part in the DofE Award.

The Do It 4 Youth challenge kick-started a five-year plan by the charity to get a million more young people from communities hardest hit by covid-19 to take part in the DofE award scheme to help build resilience, confidence and to feel strong, powerful and limitless. Participants had four weeks to complete four challenges called Get Up, Skill Up, Free Up and Hand Up, which encouraged physical activity, learning new skills, giving up bad habits, and volunteering in their local communities. The DofE Award has a 65-year history of supporting young people and helping them find belief in themselves to reach their full potential.

Driving impact through our partner network

Arrow McLaren SP continues to support Conquer Paralysis Now (CPN), the non-profit started by AMSP's co-owner Sam Schmidt. CPN is a leading authority on spinal cord injury (SCI) research and treatment, and funds scientific research and technological advances that might one day lead to a cure for paralysis. In 2021 Vuse, one of AMSP's key partners, renewed its pledge to support CPN. AMSP and Vuse also teamed up to support Disabled American Veterans (DAV) across the United States, which saw the donation of a vehicle to a veteran in St. Petersburg and a wheelchair van to DAV in Indianapolis. This shows the vital role values-based partnerships play in spotlighting good causes and driving collective action.







4

Business  
worth  
sustaining





A large, abstract graphic on the left side of the page, composed of several overlapping, parallel orange lines that form a series of nested, slanted rectangular shapes, creating a sense of depth and movement.

## Leveraging the power of racing to build a better world

While we recognise the scale of the challenges before us, it's important not to lose sight of our inherent value both as an elite sports team and as a brand. Sustainability should go beyond measuring our economic, environmental and social impacts on the world; for McLaren Racing, it's about building a business that's worth sustaining. As well as our sustainability commitments, we want to continue to deliver maximum value, to our people, partners and fans – whether it's measurable or not.





McLaren Accelerator

Formula 1 isn't just a racing series – it's a high-speed R&D lab.

Innovations from McLaren and F1 have powered positive change in consumer automotive, healthcare, aviation, trains, logistics and even smart cities. F1 is making radical changes from within, leading on sustainable fuels and thermal efficiency, and it's clear that in an increasingly collaborative world, we have a responsibility as a team, sport and business to share knowledge and resources that contribute to a sustainable future for all. For our partners, we want to create opportunities to harness our technological expertise and see how they can apply it to their own sustainability journeys.

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

Unilever partnership

In 2021, we partnered with Unilever on sustainability and innovation. Unilever was a founding member of our Sustainability Advisory Council, helping us develop our sustainability programme and advising on climate change leadership.

Our partnership has also included a project to find and develop efficiencies across some of Unilever's operational assets and product launches. With our experience integrating disruptive technologies into sustainable processes and design, as well as our expertise in building high-performance, race-ready teams, we were able to bring about significant improvements in both waste reduction and performance enhancement. Following a process of rapid prototyping and piloting, we demonstrated value and scalability of operational improvements before facilitating roll-out. Key outcomes included increasing asset utilisation and efficiency in multiple manufacturing environments and reducing product time-to-market by replacing traditional design and validation approaches with F1-derived digital design, analysis and validation tools.

Education and collaboration are key to the Accelerator approach, and we were pleased to not only support scalable innovations but scalable knowledge too. Together, we scaled learnings, processes and mindset shift training to over 1,500 engineers across Unilever's global teams and built agility within the supply chain to support delivery under pressure, which aligns with the recommendations of the Intergovernmental Panel on Climate Change (IPCC) recommendations for building teams that are resilient and adaptable to climate change challenges.

This project is helping Unilever to reduce demand for new infrastructure and land development, reduce raw material wastage and uncover energy savings in manufacturing processes such as cooling tunnel electrical consumption. We also helped to identify the potential to replace fossil fuel-powered manufacturing processes with sustainable fuel alternatives.

By tying common success markers to sustainability principles and applying F1 ingenuity to business challenges, our Accelerator programme can help us uncover new opportunities to deliver value and maximise the potential of our partnerships.

We scaled learnings, processes and mindset shift training to over 1,500 engineers across Unilever's global teams







## Positive influence

With #fanslikenoother, there's nothing more important to us than nurturing our relationship with millions of McLaren supporters around the world. Every experience and interaction – whether it's at track on race day or on Instagram – is designed to build trust, deliver value and foster a sense of pride and connection within a global community.

As members of the F1 sustainability forum, we're seeking to collaborate not compete and raise overall standards across the sport, which means informing and empowering all those we influence.

We don't take our responsibility to our fans lightly. We've designed our communication channels to allow us to truly listen to what people are saying, not just about races or drivers, but about social and environmental issues. Fan surveys indicate that sustainability is increasingly important to motorsport and F1 fans, who value teams that show a commitment to improving from within while using their platform to influence on a global scale.

The power of McLaren Racing as a brand affords us huge opportunity to positively influence values and behaviours, which aligns with the principles found within the Sports for Climate Action framework, and our commitment to:

- Undertake systematic efforts to promote greater environmental responsibility
- Educate for climate action
- Promote sustainable and responsible consumption
- Advocate for climate action through communication

Building on discussions within F1 to build sustainability into fan travel, we'll continue to look at how we can deliver value to our fans, from role models and campaigns to activities and content that all have the power to reflect and influence positive behaviours and messages.







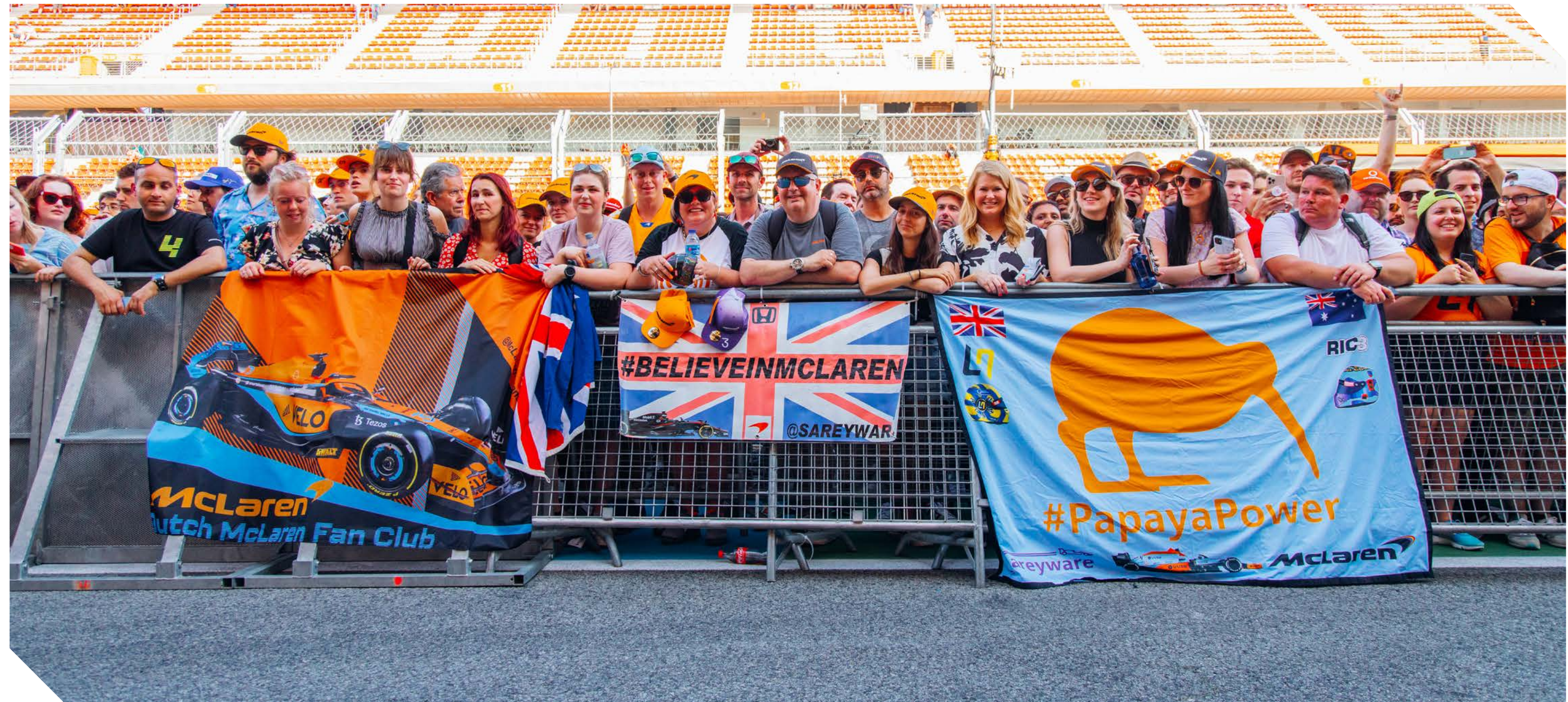
## The thrill of the race

At the heart of McLaren Racing is the human endeavour and experience. Teamwork, ingenuity, innovation, dedication and resilience – but also joy for millions of people.

We believe there is inherent value in racing that can't always be measured in championship points or lap times. We know that it's the stories behind the races that keep fans invested – not just of drivers, rivalries or on-track incidents, but of personal memories of attending a first race or of a grandparent eating steak and chips while a grand prix played on a 10-inch black and white television. These memories, experiences and stories are valuable beyond measure, and they're worth making.

As technology continues to change our sport's landscape, and we work to adapt to and minimise the causes and effects of climate change, we're dedicated to keeping sight of what our sports teams represent, the priceless experiences they create, and the emotions they evoke.

There's no reason that the principles of sustainability can't go hand-in-hand with the passion of racing; moving towards a sustainable world will require us to do more to communicate and celebrate the positive strides that will secure the longevity of our treasured sport.







5

## Join us

Our first-ever sustainability report is one of the most important milestones on our sustainability journey so far. While there is still much to do, the positive steps we have outlined and our future roadmaps give cause for optimism.

We hope that by improving our data and insights and continuing to engage with our partners, people and fans, we can play our part in influencing and contributing to a truly global mission.

We welcome your feedback on this report and hope that it sparks necessary conversations that bring about meaningful change.

To discuss sustainability at McLaren Racing or collaboration opportunities, please email us on [McLarenRacingSustainability@mclaren.com](mailto:McLarenRacingSustainability@mclaren.com)







# 6

## Appendix







Data tables

Environmental sustainability

Table 1 – Environmental sustainability data tables

Disclosure	Unit of measurement	2019 (baseline)	2020	2021
Gross direct (scope 1) GHG emissions	Tonnes of carbon dioxide equivalent (CO <sub>2</sub> e)	1,781	1,321	1,564
Gross locations-based energy indirect (scope 2) GHG emissions		4,712	3,965	3,665
Gross market-based energy indirect (scope 2) GHG emissions		298	298	298
Gross other indirect (scope 3) GHG emissions*		64,248	49,829	48,664
Total GHG emissions		83,857	62,159	65,296
Total fuel consumption (non-renewable)	GJ	Total: 30,232 Petrol: 1,633 Diesel: 16,495 Natural Gas: 11,686 LPG: 20 E85: 398	Total: 20,868 Petrol: 1,047 Diesel: 10,273 Natural Gas: 9,130 LPG: 20 E85: 398	Total: 27,508 Petrol: 965 Diesel: 12,480 Natural Gas: 13,647 LPG: 18 E85: 398

Disclosure	Unit of measurement	2019 (baseline)	2020	2021
Electricity Consumption (at the MTC)	kWh	17,269,231	15,727,533	15,858,128
Total energy consumption (excluding IndyCar electricity and gas)	GJ	92,400	77,486	84,597
Total waste	kg	667,423	554,590	811,229
Total hazardous waste generated	kg	290,654	252,865	334,039
Total non-hazardous waste generated	kg	376,769	301,725	477,190
Hazardous waste recycled	kg	82,584	70,441	105,611
Hazardous waste – waste to energy	kg	208,070	182,424	228,429
Non-hazardous waste recycled	kg	345,179	294,975	458,102

\* The purchased goods and services section of the GHG footprint has been calculated using financial data and the USEEIO database.





Social sustainability

Table 2 – Employment data table

Type of employment and employment area							
Gender	Total (839)	Permanent (795)	Fixed Term (44)	Full-Time (789)	Part-Time (16)	Technical (F1)	Non-Technical
Female	15%	14%	30%	14%	62%	4%	45%
Male	85%	86%	70%	86%	38%	96%	55%
Not specified	<1%	<1%	0%	<1%	0%	0%	0%

Numbers in brackets indicate the total number of employees in each category as of 31 December 2021

We have 22 contractors who work within Composite Laminating, Quality, Composites Assembly, Internal Events, Finance, People Team, Internal Logistics, and Machining. The majority are PAYE via agencies, and the others are direct via their own limited company.

Within this period, there were a total of 74 leavers with a turnover rate of 8.75%.

Table 3 – Employment area by age

Employment area		
Age	Technical	Non-Technical
Under 30	22%	37%
30–50	54%	51%
51+	24%	12%

Table 4 – Work-related injuries for employees

	Fatalities	Total recordable injuries	Accident frequency rate*	Total lost time incidents (LTI)	Total LTI days lost	Safety observation tours
Number	0	27	0.31	7	37	146

\*per 200,000 hours worked





GRI content index

Statement of use

McLaren Racing has reported the information cited in this GRI content index for the period 1 January 2021 to 31 December 2021 with reference to the GRI Standards.

GRI 1 used	GRI 1: Foundation 2021	
GRI standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	<a href="#">Financial Statement 2021</a>
	2-2 Entities included in the organization's sustainability reporting	2021 Sustainability Report <a href="#">page 02</a>
	2-3 Reporting period, frequency and contact point	2021 Sustainability Report <a href="#">page 02</a> and page 47
	2-4 Restatements of information	Not relevant – this is our first sustainability report
	2-5 External assurance	2021 Sustainability Report <a href="#">Section 2.1</a>
	2-6 Activities, value chain and other business relationships	2021 Sustainability Report <a href="#">Section 1.3</a>
	2-7 Employees	Data Tables in the appendix of the 2021 Sustainability Report
	2-8 Workers who are not employees	Data Tables in the appendix of the 2021 Sustainability Report
	2-9 Governance structure and composition	2021 Sustainability Report <a href="#">Section 2.1</a> <a href="#">Financial Statement 2021</a>
	2-10 Nomination and selection of the highest governance body	Board members are either McLaren investors, McLaren Group Executive Team members or McLaren Racing Executive Team members
	2-11 Chair of the highest governance body	Paul Walsh is the Executive Chairman of McLaren Group
	2-12 Role of the highest governance body in overseeing the management of impacts	2021 Sustainability Report <a href="#">Section 2.1</a> and <a href="#">Financial Statement 2021</a> (page 12)
	2-13 Delegation of responsibility for managing impacts	2021 Sustainability Report <a href="#">Section 2.1</a> and <a href="#">Financial Statement 2021</a> (page 12)
	2-14 Role of the highest governance body in sustainability reporting	2021 Sustainability Report <a href="#">Section 2.1</a>
	2-15 Conflicts of interest	<a href="#">Financial Statement 2021</a> (pages 7–9)
	2-16 Communication of critical concerns	This is not applicable for the defined scope of the 2021 Sustainability Report.
	2-17 Collective knowledge of the highest governance body	This is not applicable for the defined scope of the 2021 Sustainability Report
	2-18 Evaluation of the performance of the highest governance body	Information not available
	2-19 Remuneration policies	There is a Remuneration Committee in place
	2-20 Process to determine remuneration	There is a Remuneration Committee in place
	2-21 Annual total compensation ratio	Information not available
	2-22 Statement on sustainable development strategy	2021 Sustainability Report <a href="#">Section 1.1</a>
	2-23 Policy commitments	<a href="#">Financial Statement 2021</a> and 2021 Sustainability Report <a href="#">Section 3.4</a>
	2-24 Embedding policy commitments	<a href="#">Financial Statement 2021</a> and 2021 Sustainability Report <a href="#">Section 3.4</a>
	2-25 Processes to remediate negative impacts	This is not applicable for the defined scope of the 2021 Sustainability Report
	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">Financial Statement 2021</a>
	2-27 Compliance with laws and regulations	Not applicable
	2-28 Membership associations	Not applicable
	2-29 Approach to stakeholder engagement	2021 Sustainability Report <a href="#">Section 2.2</a>
	2-30 Collective bargaining agreements	Not applicable
GRI 3: Material Topics 2021	3-1 Process to determine material topics	2021 Sustainability Report <a href="#">Section 2.3</a>
	3-2 List of material topics	2021 Sustainability Report <a href="#">Section 2.4</a>
	3-3 Management of material topics	2021 Sustainability Report <a href="#">Section 3</a>





GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	201-2 Financial implications and other risks and opportunities due to climate change	<a href="#">Financial Statement 2021</a> (page 12)
	201-3 Defined benefit plan obligations and other retirement plans	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	201-4 Financial assistance received from government	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Information not available
	202-2 Proportion of senior management hired from the local community	Information not available
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	203-2 Significant indirect economic impacts	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Material but information currently unavailable
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	205-2 Communication and training about anti-corruption policies and procedures	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	205-3 Confirmed incidents of corruption and actions taken	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report

GRI 207: Tax 2019	207-1 Approach to tax	<a href="#">Tax Strategy</a>
	207-2 Tax governance, control, and risk management	<a href="#">Tax Strategy</a>
	207-3 Stakeholder engagement and management of concerns related to tax	<a href="#">Tax Strategy</a>
	207-4 Country-by-country reporting	Not applicable
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Material but information currently unavailable
	301-2 Recycled input materials used	Material but information currently unavailable
	301-3 Reclaimed products and their packaging materials	Material but information currently unavailable
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Data Tables in the appendix of the 2021 Sustainability Report
	302-2 Energy consumption outside of the organization	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	302-3 Energy intensity	Material but information currently unavailable
	302-4 Reduction of energy consumption	Material but information currently unavailable
	302-5 Reductions in energy requirements of products and services	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	303-2 Management of water discharge-related impacts	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	303-3 Water withdrawal	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	303-4 Water discharge	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	303-5 Water consumption	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report





GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Material but information currently unavailable. More information will be available once we complete a renewed biodiversity study of the site
	304-2 Significant impacts of activities, products and services on biodiversity	Material but information currently unavailable. More information will be available once we complete a renewed biodiversity study of the site
	304-3 Habitats protected or restored	Material but information currently unavailable. More information will be available once we complete a renewed biodiversity study of the site
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Material but information currently unavailable. More information will be available once we complete a renewed biodiversity study of the site
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Data Tables in the appendix of the 2021 Sustainability Report
	305-2 Energy indirect (Scope 2) GHG emissions	Data Tables in the appendix of the 2021 Sustainability Report
	305-3 Other indirect (Scope 3) GHG emissions	Data Tables in the appendix of the 2021 Sustainability Report
	305-4 GHG emissions intensity	Data Tables in the appendix of the 2021 Sustainability Report
	305-5 Reduction of GHG emissions	Material but information currently unavailable
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Not applicable
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	2021 Sustainability Report <a href="#">Section 3.2</a>
	306-2 Management of significant waste-related impacts	2021 Sustainability Report <a href="#">Section 3.2</a>
	306-3 Waste generated	2021 Sustainability Report <a href="#">Section 3.2</a>
	306-4 Waste diverted from disposal	2021 Sustainability Report <a href="#">Section 3.2</a>
	306-5 Waste directed to disposal	2021 Sustainability Report <a href="#">Section 3.2</a>
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Material but information currently unavailable
	308-2 Negative environmental impacts in the supply chain and actions taken	Material but information currently unavailable

GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Data Tables in the appendix of the 2021 Sustainability Report
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits are provided to all full-time and part-time employees.
	401-3 Parental leave	This is not applicable for the defined scope of the 2021 Sustainability Report.
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	2021 Sustainability Report <a href="#">Section 3.4</a>
	403-2 Hazard identification, risk assessment, and incident investigation	2021 Sustainability Report <a href="#">Section 3.4</a>
	403-3 Occupational health services	2021 Sustainability Report <a href="#">Section 3.4</a>
	403-4 Worker participation, consultation, and communication on occupational health and safety	This is not applicable for the defined scope of the 2021 Sustainability Report.
	403-5 Worker training on occupational health and safety	Data Tables in the appendix of the 2021 Sustainability Report
	403-6 Promotion of worker health	2021 Sustainability Report <a href="#">Section 3.4</a>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	This is not applicable for the defined scope of the 2021 Sustainability Report.
	403-8 Workers covered by an occupational health and safety management system	This is not applicable for the defined scope of the 2021 Sustainability Report.
	403-9 Work-related injuries	Data Tables in the appendix of the 2021 Sustainability Report
	403-10 Work-related ill health	The data is currently unavailable due to confidentiality
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	404-2 Programs for upgrading employee skills and transition assistance programs	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	404-3 Percentage of employees receiving regular performance and career development reviews	2021 Sustainability Report <a href="#">Section 3.3</a>





GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2021 Sustainability Report <a href="#">Section 3.3</a>
	405-2 Ratio of basic salary and remuneration of women to men	<a href="#">Gender Pay Gap Report</a>
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	2021 Sustainability Report <a href="#">Section 3.3</a>
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	This is not material for the defined scope of the 2021 Sustainability Report.
	413-2 Operations with significant actual and potential negative impacts on local communities	This is not material for the defined scope of the 2021 Sustainability Report.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Material but information unavailable
	414-2 Negative social impacts in the supply chain and actions taken	Material but information unavailable
GRI 415: Public Policy 2016	415-1 Political contributions	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report

GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	417-2 Incidents of non-compliance concerning product and service information and labelling	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
	417-3 Incidents of non-compliance concerning marketing communications	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Deemed immaterial through our materiality assessment, see <a href="#">Section 2.3</a> of the 2021 Sustainability Report



