



AMG
PETRONAS
FORMULA 1 TEAM

Sustainability Report

2025





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Introduction

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There is no sport like this one. Around the world, millions of fans share in the exhilaration of human enterprise and technical performance at the pinnacle of motorsport.

We are proud to compete in Formula One, and we respect the responsibility and opportunities this brings.

In 2025, we made significant investments in new materials, new efficiencies and in scaling new sustainable solutions. In an era when innovation drives performance and shapes industry futures, the pursuit of smarter and faster technologies has become a defining challenge of our time.

These investments are backed by a clear business case and made by a team that knows how to move first and how to move fast. While we are driven by performance on track, we've seen time and again that our innovations bring benefits far beyond the grid.

We invest in our people with the same conviction because the goals we're seeking to achieve require us to be at our best – driven, brave, committed and collaborative. I have always believed that our car is only as good as the team behind it. Create the conditions, provide the support, build the culture and they unlock unstoppable progress.

Our ambition is to become one of the most sustainable global professional sports teams and as you'll see in this report, 2025 was the year that sustainability became inseparable from performance. I am proud to lead a team so committed to that goal – and so capable of achieving it.

Ambition gets you attention. Commitment earns you respect.

Toto Wolff
Co-Owner, Team Principal & CEO

01 About Us

The Mercedes-AMG PETRONAS F1 Team is the works team of Mercedes-AMG, competing at the pinnacle of global motorsport – the FIA Formula One World Championship™.

Formula One is one of the world's fastest growing sports, and for good reason. Combining elite teamwork, cutting-edge technologies, high-performance management and exceptional driving skill, teams develop race cars capable of competing in a high-octane environment across five continents each season.

Our team is based in Brackley and Brixworth in the UK. Brackley is where the car is designed, built and developed; Brixworth is home to Mercedes-AMG High Performance Powertrains, the team behind the power units that drive our cars. Across these sites, over 2,000 people work together to design, develop, build and race one of the fastest cars on the planet.

With a legacy that includes seven consecutive double World Championships from 2014 to 2020 and a record-breaking eighth Constructors' title in 2021, we are one of the most successful teams in F1 history.



Environment



reduction in market-based Race Team Control emissions with SAFc vs 2022 baseline (Scopes 1, 2 and selected Scope 3)¹



aviation emissions reduced through use of SAFc between 2022 and 2025 (11,504 tCO₂e saved in 2025)



of a bio-based carbon fibre composite on a technically performant car part



coverage of HVO100 for 2025 European season race and marketing trucks



market-based renewable electricity sourced through REGOs at Brackley factory



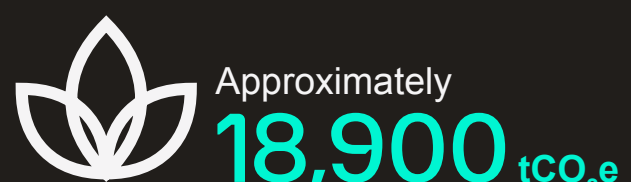
to transport race cars to a European race weekend using electric power, covering 673 km



reduction in energy consumption at Brackley factory per team member since 2022



attended our second Supplier Sustainability Event



of carbon removals committed across nature-based, hybrid and engineered portfolio, to be delivered between 2024-2030



and **ISO 14001 certification** maintained

Social



Brackley team members, 20% of whom are female, and 10% of whom are from minority ethnic groups



Exceeded two-year fundraising target for Helen & Douglas House in one year



More funds raised for charity than in any previous year



of our team members who joined in 2025 came from under-represented groups (women and minority ethnic groups)



students engaged in social impact activities through factory visits, scholarships, career fairs and outreach events



funded with Motorsport UK. Sustainable fuel used in the IAME Waterswift Restricted Cadet Class, supporting the next generation of young drivers



local, national and international causes supported through corporate donations

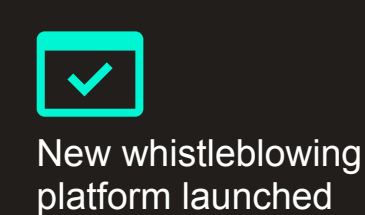
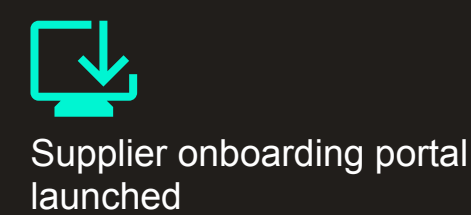
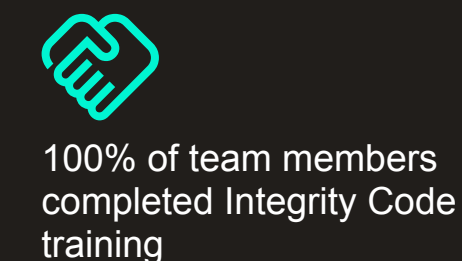
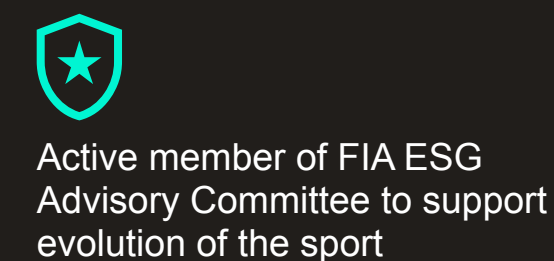
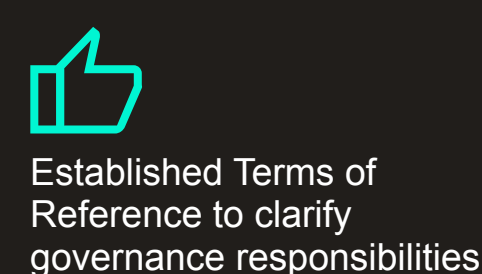


of team members had annual health assessments in 2025



consecutive year funding Brackley fireworks display

Governance



¹ Full footprint found on page 33
Definitions of Race Team Control, SAFc and other technical terms can be found in the Glossary on page 132

01 Our Sustainability Approach

Our approach to sustainability is shaped by our team’s mindset: All in Performance. This means demanding the very best from ourselves and giving our very best to each other every day.

Through our technical performance and our teamwork, we want to increase the positive change we create in the world.

To fulfil this ambition, we set bold goals, push for innovation and efficiency, and lead by example wherever we can.

Our Key Impact Areas

Our sustainability efforts are guided by nine priority areas across environmental, social and governance topics.

These are aligned with the United Nations Sustainable Development Goals (SDGs). While each area is distinct, they are interconnected; progress in one often supports progress across others.

In 2024, we completed our first Double Materiality Assessment (DMA), identifying the sustainability impacts, risks and opportunities (IROs) most relevant to our business. The DMA confirmed the commitment and maturity of our approach to managing key sustainability topics.

In 2025, our Environmental Working Group, Social Working Group and Governance Committee reviewed those findings and confirmed they remained valid, and that no new material IROs emerged. Our Governance Committee also began a broader strategic risk review, with findings that will shape our approach in 2026. A new third-party review of the DMA is also taking place in 2026.

We share more detail in the Governance chapter from page 110, and full DMA results are in the Appendix on page 122.

How We Report

The 2026 F1 technical regulations mark a significant shift for our sport. With that context, this report looks beyond a single season – tracking our progress over several years, not just 2025.

Mercedes-AMG High Performance Powertrains (HPP) features in some of our stories, but their activity is not included in our reported figures unless explicitly stated.

Methodologies and our basis of reporting are set out in the Appendix on page 122 and on **our website**.

Introducing Our Climate Transition Action Plan

Alongside this report, we have published our first Climate Transition Action Plan, which sets out our ambitious carbon reduction targets and the actions we will take to achieve them.

 [Read more](#)

Understanding Our Climate Claims

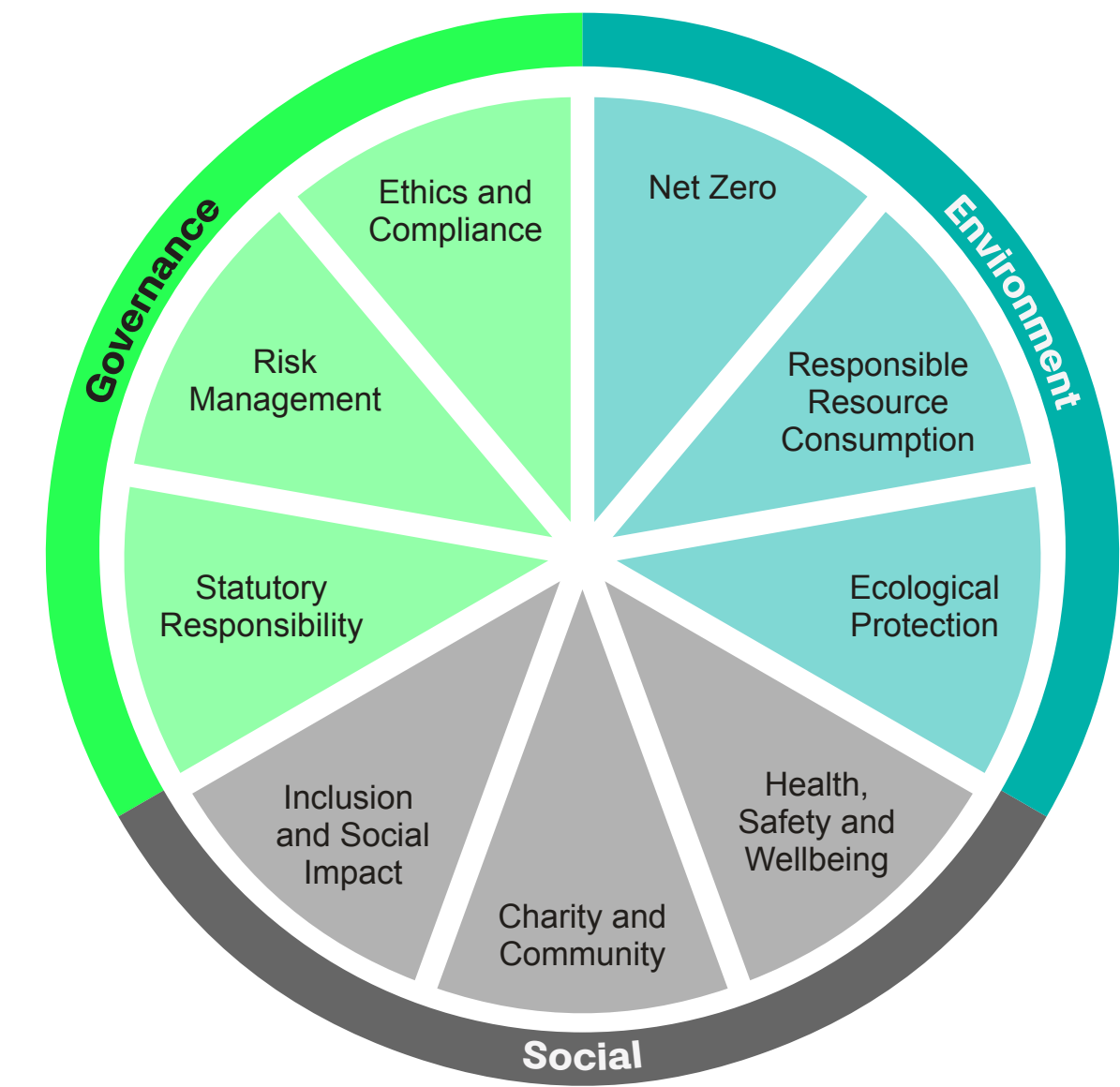
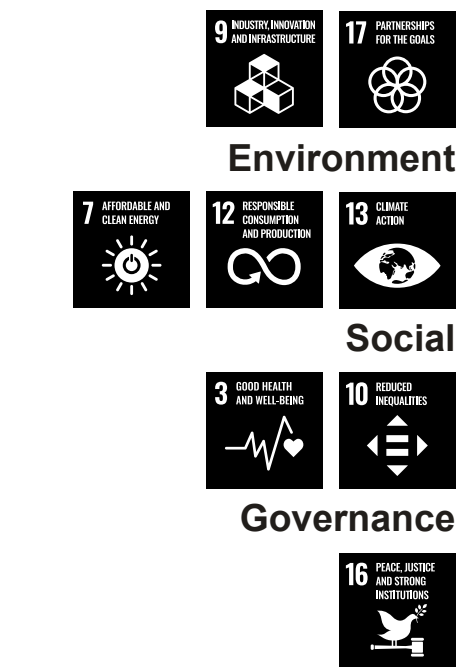
We report emissions using both ‘Race Team Control’ and total footprint boundaries. Where we reference Sustainable Aviation Fuel certificates (SAFc), we use a book-and-claim approach, meaning emissions reductions are allocated to us from SAF used elsewhere, rather than representing physical fuel use in our own flights.

We prioritise emissions reduction and use carbon removals only to address residual emissions. For environmental data, our baseline year is 2022. Full definitions of Race Team Control, SAF and other technical terms can be found in our Glossary on page 132.

How We Assure our Data

Our environmental data is managed through our ISO 14001:2015 certified Environmental Management System. Select aspects of our reported 2025 emissions footprint data has been independently assured by KPMG LLP to a limited level, in accordance with ISAE (UK) 3000 (Revised) and ISAE 3410 (full details can be found on page 33). Energy and carbon data alongside carbon-related financial disclosures are disclosed in the non-financial sustainability information statement and Streamlined Energy and Carbon Reporting (SECR) in our statutory accounts. There may be discrepancies in the statistics between these two reports because of different reporting boundaries.

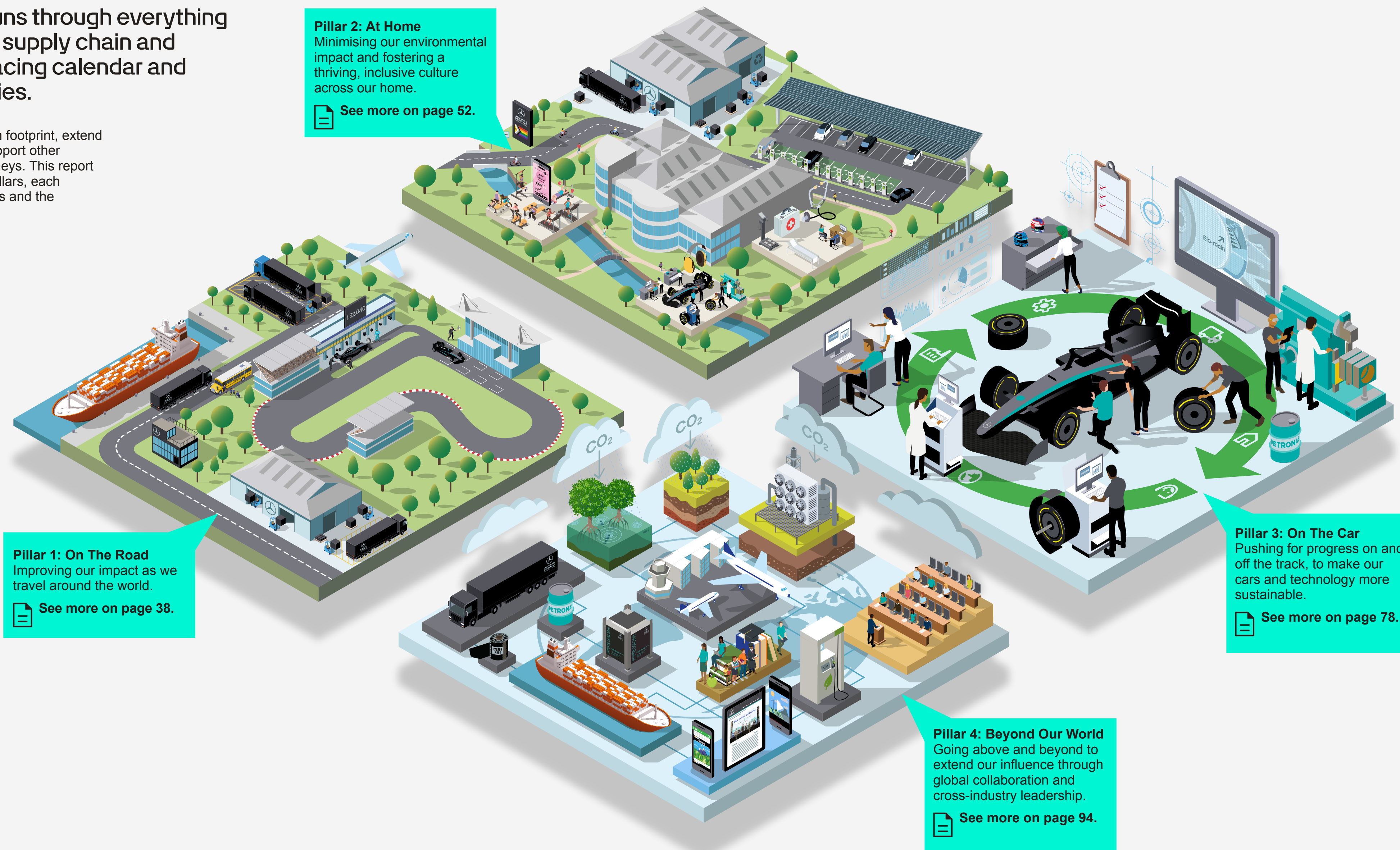
Our Overarching SDGs



01 Our Impact

Sustainability runs through everything we do, from our supply chain and factory to our racing calendar and local communities.

We work to reduce our own footprint, extend our positive impact and support other organisations on their journeys. This report is structured around four pillars, each highlighting our key projects and the progress we have made.



Pillar 1: On The Road
Improving our impact as we travel around the world.
See more on page 38.

Pillar 2: At Home
Minimising our environmental impact and fostering a thriving, inclusive culture across our home.
See more on page 52.

Pillar 3: On The Car
Pushing for progress on and off the track, to make our cars and technology more sustainable.
See more on page 78.

Pillar 4: Beyond Our World
Going above and beyond to extend our influence through global collaboration and cross-industry leadership.
See more on page 94.

Our Approach

Everything we do is shaped by one mindset: All in Performance.

We apply it on track, to our people and to how we run our business. The progress we report here is built, year on year, across every part of how we operate.

Section

02





















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Progress Tracker

Target		Progress			
Net Zero   	75% reduction and 25% removal for Race Team Control emissions by 2030 (Scopes 1, 2 & selected Scope 3)		-54% Race Team Control emissions with SAFc 2025 vs 2022		-28% Race Team Control emissions with SAFc 2025 vs 2024
	26% reduction in supply chain and downstream emissions by 2030		New target set as part of our first Climate Transition Action Plan, launching 2026		
	Full Net Zero across all Scopes by 2040, targeting 90% reduction and 10% removal		+1% total market-based emissions with SAFc 2025 vs 2022		-15% total market-based emissions with SAFc 2025 vs 2024
Responsible Resource Consumption   	Increase on-site renewable energy generation		1.1GWh of annual solar generation capacity installed on our new car park		
	Ongoing removal of single-use plastics and growth of expertise in circular economy		Raced a carbon fibre composite material using resin which contains 30% bio-based materials, derived from biodiesel by-products		
	Redevelopment of Brackley factory to deliver measured improvements to our energy, water and waste consumption		-2% overall energy consumption vs 2024 and -3% vs 2022	-3% energy consumption per person vs 2024 and -20% vs 2022	-9% waste reduction vs 2024 and -3% vs 2022
Ecological Protection   	Retention of FIA Three-Star Environmental Certification		Maintained in 2025		
	Redevelopment of Brackley factory to deliver biodiversity improvements		On track to deliver well above 10% Biodiversity Net Gain following completion of landscaping on the Brackley site		
	Continuous improvement of ISO 14001 certified Environmental Management System		Maintained certification for over a decade		

NB. This progress tracker does not include HPP activity. Our full emissions reporting starts on page 28



Shifting Gear

In 2025, for the first time, our business grew while our net carbon emissions fell from the previous year.

This marks an inflection point – a gear shift signalling that after years of effort, expertise and investment, our work is paying off. Every single team member should feel proud of their role in reaching this milestone.

Today, wherever you look across our business, sustainability is making its mark. There are the world-firsts: the bio-resin carbon fibre composite on the rear brake duct wheel shields of the W16; the first on the grid to use an electric truck to transport its cars to a European race weekend; and the development of our first Climate Transition Action Plan.

Our social impact tells the same story. Last year, we wrapped up Accelerate 25, our five-year inclusion and social impact programme, which has fundamentally changed how we recruit, develop and support our team members, and created life-changing opportunities for hundreds of young people. Our new buildings – including our state-of-the-art Health and Wellbeing Centre – are a physical expression of that same commitment to our people.

The shift runs even deeper than what you can see. Sustainable high performance is a mindset that runs across the whole business, in every department, at every level. This kind of leadership creates risk, which in turn requires a governance framework that is agile enough to keep us on track without slowing us down.

As an over 2000 person racing team, our ability to lead depends on the companies around us. Our partners and suppliers bring deep knowledge, shared values and a joint ambition to engineer change on and off the track. This report captures our successes to date – the results of our teamwork, early investment, innovation and data-driven learning. Our sustainability journey is going to get harder from here. We are starting to tackle problems we don't yet have answers to. As a team of problem solvers, we are in our element.

F1 has always been a place where we can prove to the world what's possible. We know what we're taking on, and we know what we're capable of.

Bradley Lord
Deputy Team Principal

02 Environment

Understanding Our Footprint

Our carbon footprint is comprised of the many activities we take part in on and off the track.

We report on two different footprints:

- Race Team Control emissions (Scopes 1, 2 and selected Scope 3 emissions)
- Total emissions (Scopes 1, 2 and 3 - which includes Supply Chain and Downstream emissions)

What are Race Team Control Emissions?

Race Team Control emissions – or RTCe – is the boundary we use to describe the emissions we have more direct control over. RTCe covers all Scope 1 and 2 market-based emissions, plus selected Scope 3 categories.

What are Supply Chain and Downstream Emissions?










Supply Chain and Downstream emissions cover the remaining emissions categories not included within RTCe. This includes purchased goods and services, capital goods, use of sold products and end-of-life treatment of sold products.

When combined with RTCe, this covers our total footprint.

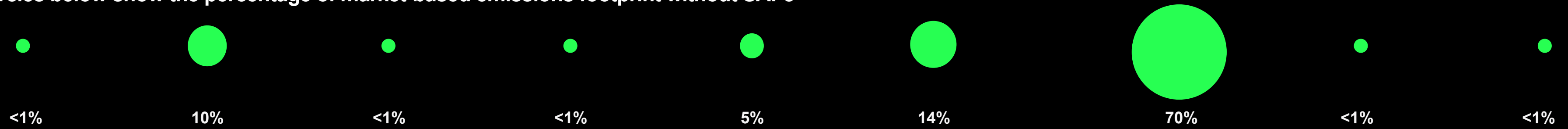


Our Total Footprint

Our emissions fall into two categories: Race Team Control emissions, covering the activities more under our control, and Supply Chain and Downstream emissions, which we have less control over. Combined, these equate to our total footprint.

Race Team Control Emissions						Supply Chain & Downstream Emissions		
2030 Target: 75% reduction, 25% removal						2030 Target: 26% reduction		
MGP Operations	Logistics	Waste	Fuel and Energy Related Activities	Commuting	Business Travel	Supply Chain	Product Use	End of Life Treatment
								
<ul style="list-style-type: none"> Energy and fuels used in all activities under operational control 	<ul style="list-style-type: none"> All team freight and logistics Freight associated with our e-commerce business 	<ul style="list-style-type: none"> Waste generated from our operations at our factory 	<ul style="list-style-type: none"> Upstream emissions from the production of fuel and energy used within activities under operational control 	<ul style="list-style-type: none"> Team member commuting Working from home 	<ul style="list-style-type: none"> All team travel to races, testing, events and meetings 	<ul style="list-style-type: none"> All purchased goods and services, and capital goods 	<ul style="list-style-type: none"> Customer team fuel usage 	<ul style="list-style-type: none"> End of life treatment of e-commerce products
Scopes 1 & 2		Scope 3				Scope 3		

The circles below show the percentage of market-based emissions footprint without SAFc



Our Emissions Reduction Targets

F1 enters a new era in 2026, and we go into it with a clear plan. Our first Climate Transition Action Plan, published alongside this report, sets out our two ambitious carbon reduction targets and the actions we will take to achieve them.



Near-Term Target: by 2030, reduce total emissions by 42% against our 2022 baseline.

We plan to reach this target by:

- Targeting Race Team Control Net Zero by 2030 through 75% reduction and 25% compensation using carbon removals (Scopes 1, 2 & selected Scope 3).
- Targeting 26% reduction in Supply Chain and Downstream emissions by 2030 (remaining Scope 3).

Both reduction targets are measured against a 2022 baseline and are set for our market-based footprint with SAFc. When combined, they align us to a 42% reduction across all emission Scopes by 2030, maintaining alignment with the 1.5°C pathway for absolute emissions reduction.

Long-Term Target: Net Zero across all Scopes by 2040, aligned with The Climate Pledge.

We plan to reach this by targeting a reduction in total emissions of 90% compared to 2022 across Scopes 1, 2 and 3, with any residual emissions compensated using carbon removals, in line with the Oxford Offsetting Principles.

Achieving this longer-term target means continuing to drive down our Race Team Control emissions and supporting our supply chain to decarbonise.



Progress on Our Emissions

Race Team Control Emissions Update

In 2025, we reduced our Race Team Control emissions (RTCe) by 54% against our 2022 baseline.

Even before SAFc was applied, our RTCe footprint fell by 7% from 2024 and by 2% from 2022, our baseline year, reflecting real operational progress across our activities. With SAFc we are making strong headway towards our near-term target of 75% reduction by 2030.

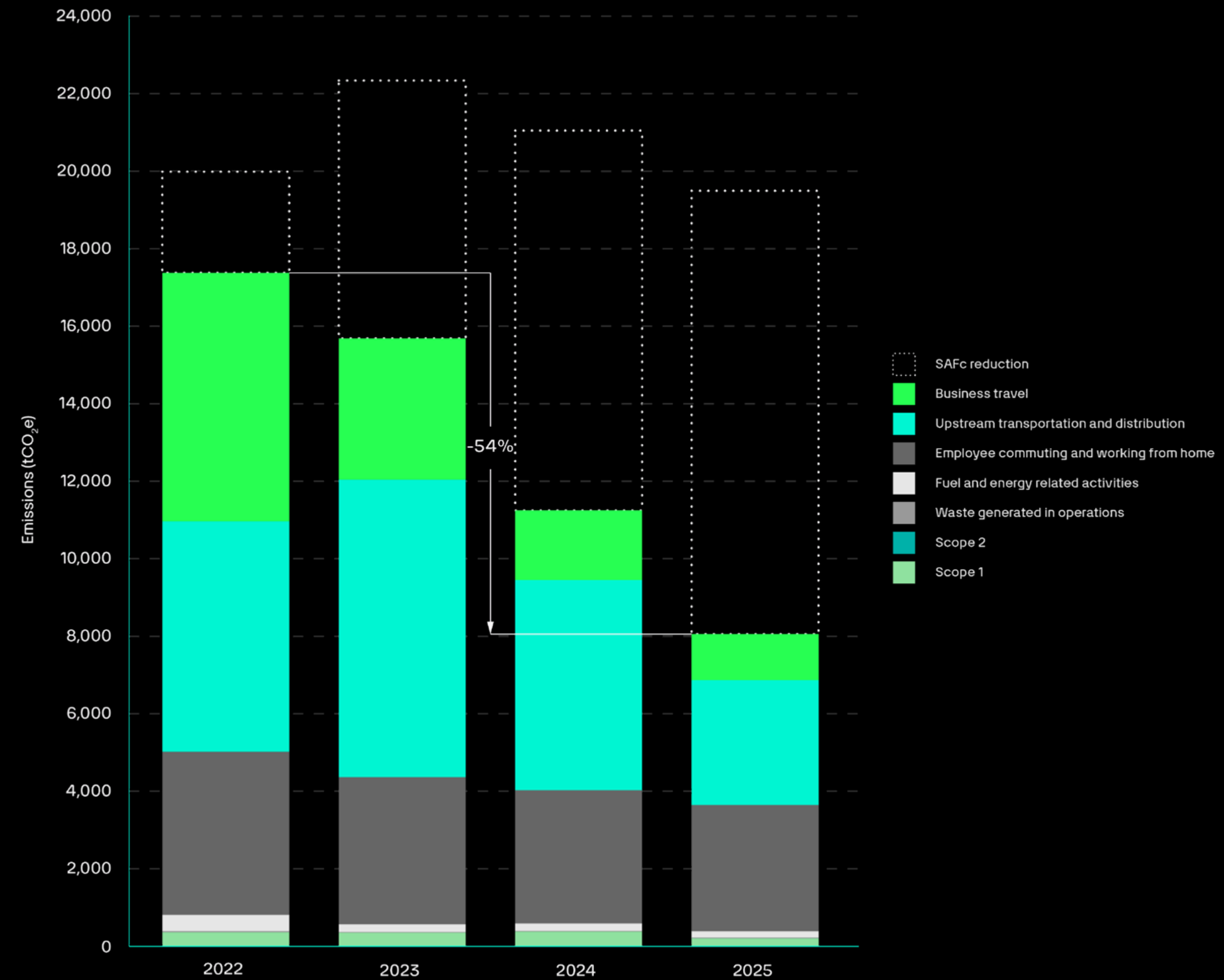
As a global sport, 67% of our RTCe come from aviation. Due to this, our investment in SAFc is (and will remain) the primary driver for emissions reductions. Other reduction projects include the use of HVO100 in our race and marketing trucks across the European season, our successful EV truck trial, as well as our internal lift sharing scheme and other commuting initiatives.

Focusing on Scopes 1 & 2

We ramped up our Scope 1 and 2 emissions reductions in 2025, with the goal of reaching 100% reduction by the end of 2026; compensating any residual emissions with carbon removals in line with the Oxford Offsetting Principles. Since 2022, our Scope 1 and 2 emissions have fallen by 44%.

This progress reflects the combined impact of work in both 2024 and 2025, as last year's improvements were reduced by an F-gas leak. Our key reduction activities for our Scope 1 and 2 emissions include using HVO100 biofuel for our trackside activities through the Formula One Management Event Energy Transition (EET), our transition to EV pool cars and ongoing site-wide gas removal.

RTC Market-Based Emissions with SAFc – 8,098 tCO₂e

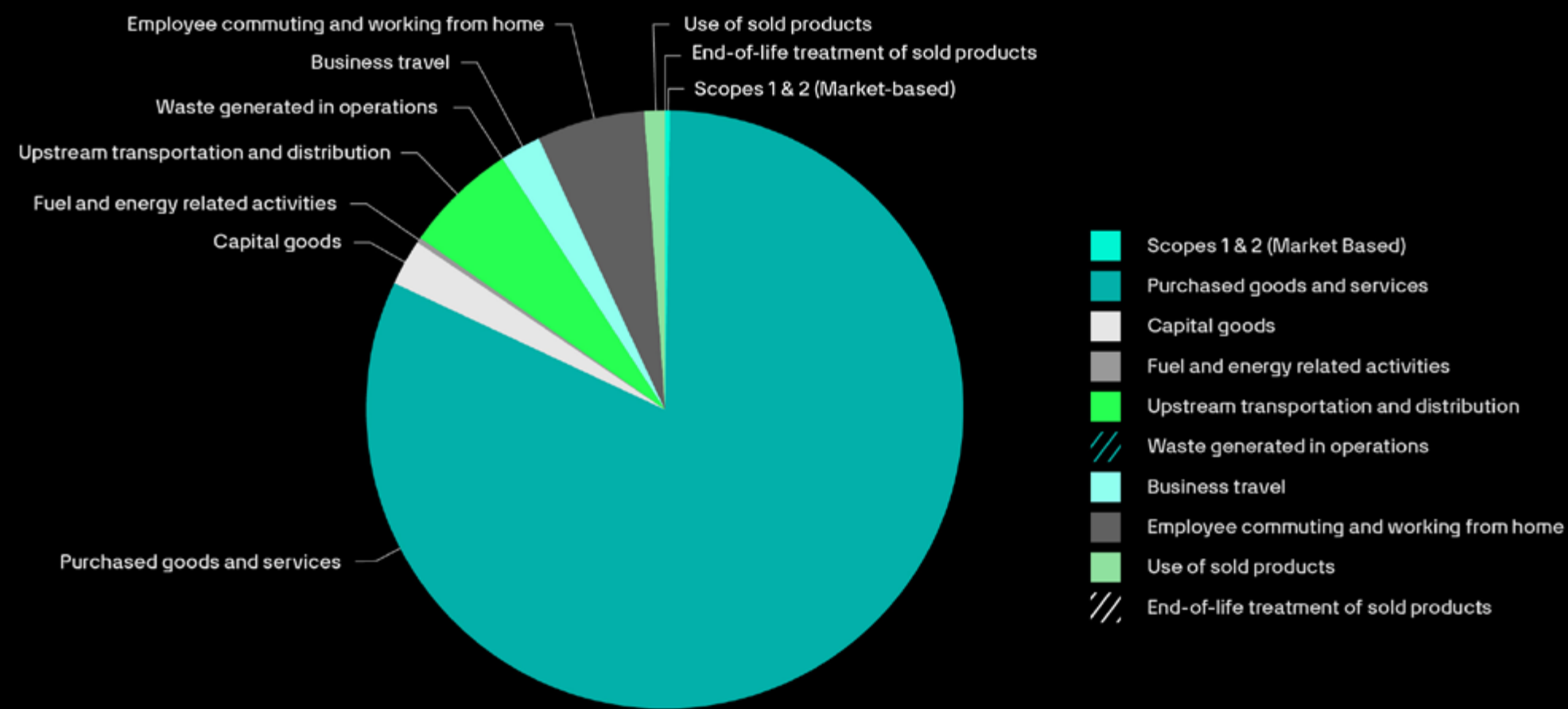


Total Emissions Update

Our total market-based emissions with SAFc reduced in 2025, down 15% from 2024 – though our total footprint remains 1% higher than our 2022 baseline.

This emissions increase of just 1% comes despite a growing F1 calendar and growth in our supply chain, and reflects our commitment to reducing our carbon footprint. There is still much work to do - particularly when it comes to tackling emissions reduction in our purchased goods and services category – see page 80.

Total Market-Based Emissions – with SAFc Purchase 54,462 tCO₂e



RTC Market-Based Emissions

	2022		2023		2024		2025	
	Without SAFc (tCO ₂ e)	With SAFc (tCO ₂ e)	Without SAFc (tCO ₂ e)	With SAFc (tCO ₂ e)	Without SAFc (tCO ₂ e)	With SAFc (tCO ₂ e)	Without SAFc (tCO ₂ e)	With SAFc (tCO ₂ e)
Scope 1								
Mobile Combustion & Stationary Combustion (Market-based)	350	350	300	300	207 ⁺	207 ⁺	177 [*]	177 [*]
Fugitive Emissions	17	17	55	55	176 ⁺	176 ⁺	29 [*]	29 [*]
Scope 2								
Electricity (Market-based)	0	0	0	0	0.5 ⁺	0.5 ⁺	1.8 [*]	1.8 [*]
Scope 3								
Fuel and Energy Related Activities	422	422	192	192	199 [§]	199 [§]	170 [†]	170 [†]
Upstream Transportation and Distribution	5,977	5,977	7,717	7,717	7,412 [§]	5,451 [§]	6,507 [†]	3,238 [†]
Waste Generated in Operations	28	28	22	22	13 [§]	13 [§]	15 [†]	15 [†]
Business Travel	9,075	6,447	10,359	3,664	9,707 [§]	1,808 [§]	9,429 [†]	1,194 [†]
Employee Commuting and Working From Home	4,234	4,234	3,822	3,822	3,455 [§]	3,455 [§]	3,274 [†]	3,274 [†]

Full details of the KPMG limited assurance can be found on page 125.

Our Approach to Carbon Removals

While emissions reduction is our primary focus, carbon removals have a role to play for any residual emissions in our footprint.

In 2025, we pivoted from procuring carbon avoidance or reduction credits to investing in carbon removals only. As we progress on our Race Team Control emissions reduction pathway to 2030, we will ramp up our investment in carbon removals, representing an increasing proportion of our Race Team Control emissions year on year. As recommended by the Oxford Offsetting Principles, we will make these investments by way of voluntary compensation for the emissions we are yet to reduce and with a view to helping scale and strengthen the market for carbon removal projects and technologies. We will not use these investments to make a Race Team Control Net Zero claim before 2030, nor will these investments divert funds and other resources from our emissions reduction efforts.

In 2025, we expanded our removals portfolio so that it balances more immediate impact with long-term durability, spreads risk across project types, geographies and timescales, and creates a positive impact in the places we go racing.

For a full account of our carbon removals strategy, head to page 100.

Full 2025 Emissions Table

Greenhouse Gas Protocol Category	2025	
	Emissions without SAFc Purchase (tCO ₂ e)	Emissions with SAFc Purchase (tCO ₂ e)
Scope 1		
Location-based	305 *	305 *
Market-based	177 *	177 *
Fugitive Emissions	29 *	29 *
Scope 2		
Electricity (Location-based)	2,977 *	2,977 *
Electricity (Market-based)	2 *	2 *
Scope 3		
Purchased Goods and Services	44,564 †	44,564 †
Capital Goods	1,313 †	1,313 †
Fuel and Energy Related Activities	170 †	170 †
Upstream Transportation and Distribution	6,507 †	3,238 †
Waste Generated in Operations	15 †	15 †
Business Travel	9,429 †	1,194 †
Employee Commuting and Working from Home	3,274 †	3,274 †
Use of Sold Products	487 †	487 †
End of life Treatment of Sold Products	0.2 †	0.2 †
Total Market-based Footprint	65,966 †	54,462 †
Race Team Control Footprint (Market-based)	19,602 †	8,098 †
Total Location-based Footprint	69,069 †	57,564 †
Race Team Control Footprint (Location-based)	22,705 †	11,201 †

† We engaged KPMG to provide independent limited assurance over the metrics in the table above indicated with the symbol † using the assurance standards ISAE 3000 (Revised) and ISAE 3410. KPMG has issued an unqualified opinion over the selected data, and the full assurance report is available on our corporate website <https://www.mercedesamgf1.com/sustainability/reports>.

* We previously engaged KPMG to provide independent limited assurance over the metrics in the table above (as disclosed within our SEC Reporting Disclosures within the 2025 Annual Report at available on Companies House) indicated with the symbol * using the assurance standards ISAE 3000 (Revised) and ISAE 3410. KPMG has issued an unqualified opinion over the selected data, and the full assurance report is available on our corporate website <https://www.mercedesamgf1.com/sustainability/reports>.

Sustainable Aviation Fuel has no impact on Scope 1 and 2 emissions and so the Scope 1 and 2 emissions with SAFc Purchase are identical to the assured emissions without SAFc purchase.

For details on the methodology used to calculate 2025 emissions, see the Basis of Reporting available on our corporate website <https://www.mercedesamgf1.com/sustainability/reports>.

Inclusion and Social Impact

Building a more diverse and inclusive team makes us faster, a belief that has driven five years of inclusion and social impact effort across our team.

Accelerate 25, launched in 2020 as a five-year initiative to increase diversity across our team, has not only exceeded our original targets but also fundamentally reshaped the way we operate.

Today, the principles that Accelerate 25 established are embedded seamlessly into our day-to-day practices.

Our focus has evolved from driving representation to building an inclusive culture where everyone feels valued and able to thrive. And our impact doesn't stop at our factory, we work to create meaningful opportunities for under-represented talent to access and succeed in motorsport and STEM careers.



Our social activity in 2025 focused on three key areas:

Supporting the Next Generation

Talent is everywhere but it often needs a helping hand. We focus on reaching young people early, igniting their ambition and expanding what they believe is possible. From tailored programmes in primary and secondary schools to university scholarships, we support under-represented talent at every stage of their journey into STEM learning.

Health, Safety and Wellbeing

Success on track is powered by all our team members giving their very best in pursuit of marginal gains. That's why we invest just as deliberately in our people as we do in our technology.

From bespoke wellbeing programmes, physical and mental health support, and world-class facilities, we create the conditions for our people to thrive.

Charity and Community

2025 was our most significant year of charitable donations to date. Across team-nominated partnerships, community giving and corporate donations, we raised more than in any previous year.



Governance Approach

Good governance gives us the confidence to move fast.

Our approach is to build a strong central foundation of clear standards, robust frameworks and rigorous oversight from which the rest of the team can operate smoothly and swiftly.

When our foundations are solid, we can take the risks that matter, like backing new technologies, building new partnerships or pushing into new territory.

Many organisational milestones have marked this journey – the certifications, programme launches and formal commitments that reflect how our approach has evolved since 2010.

Our Track Record

2010

- ISO 14001:2015 certification for our Environmental Management System

2020

- Launched our Sustainable Motorsport Strategy
- Earned FIA's Three-Star Environmental Accreditation
- Launched Accelerate 25

2023

- Introduced our Governance Ethics and Compliance Framework (GEC) and Integrity Code
- Launched Governance Committee
- Launched Sustainability Working Group

2025

- Established Terms of Reference to clarify governance responsibilities
- First team use of a bio-based carbon fibre composite material in race conditions
- Piloted using EV trucks to transport race cars to a European race weekend
- Refocused our Inclusion and Social Impact programme
- Raised more funds for charity than in any previous year

2018

- Started programme of sustainable development at our Brackley site

2022

- Introduced a comprehensive ESG structure
- Re-baselined our emissions to capture full carbon footprint
- Set Race Team Control emissions Net Zero target for 2030
- Made our first investment in SAFc
- Piloted HVO100 in our race logistics trucks

2024

- Became the first motorsport team to sign The Climate Pledge
- Set target of Net Zero across all emissions by 2040
- Completed first Double Materiality Assessment
- Agreed F1 D&I Charter
- Launched the Social Working Group



On The Road

Improving our impact as we travel around the world.

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03 On The Road

Our Freight Turns a Corner

F1's global reach is part of what makes it special. We will always travel the world, and we'll keep working to make our footprint smaller.

Since 2022, the total weight of freight we move has grown by 49% - there are more races and events, and they're bigger than ever, which means there's more equipment on the road, at sea and in the air. But the impact of moving it has reduced. Progress has been made even before SAFc is accounted for, emissions from our main freight mode (the transport used for the international leg of each journey) have fallen by 5% between 2022 and 2025 without SAFc, and 63% with SAFc.

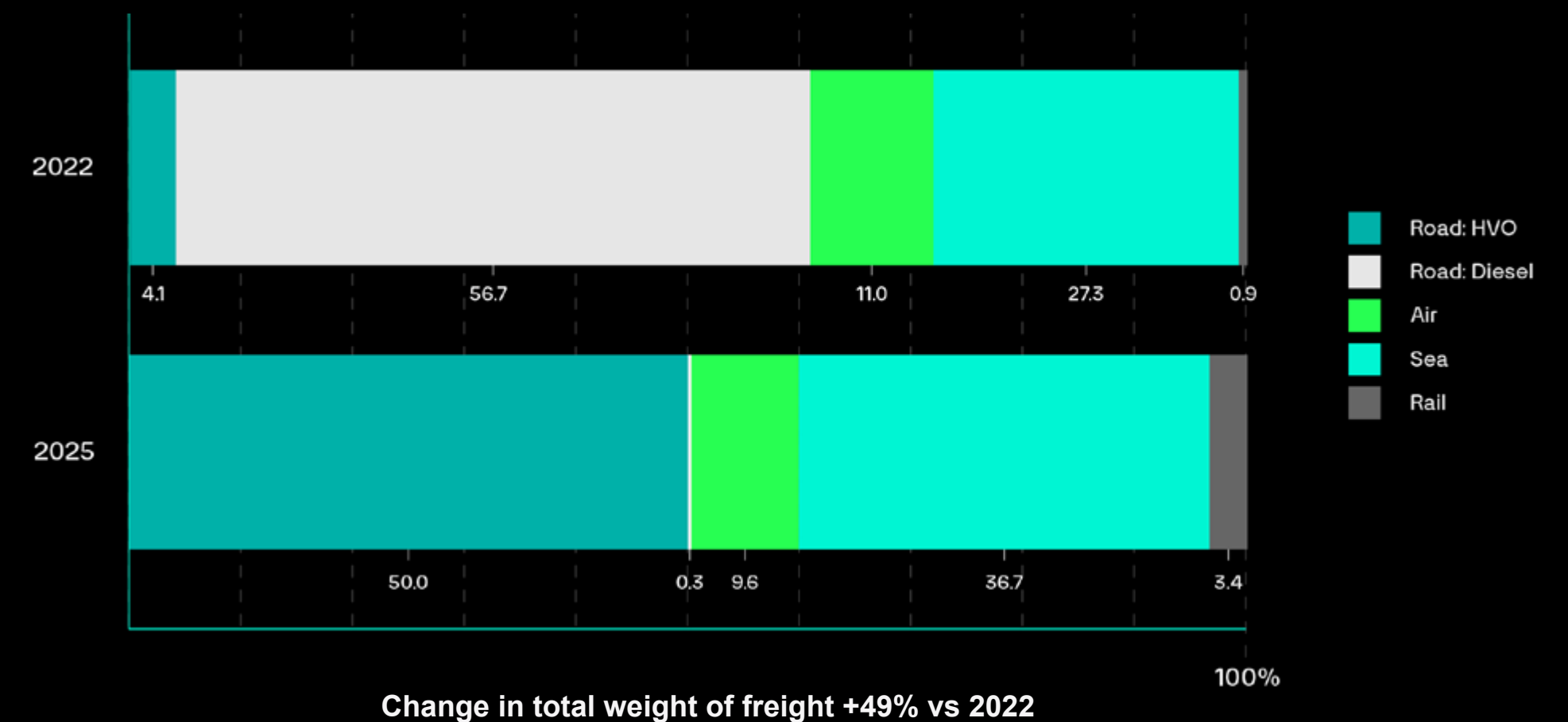
This has driven an overall reduction in our total freight and logistics emissions by 46% between 2022 and 2025 (with SAFc).

While air freight still forms most of our logistics emissions, its profile looks very different from 2022. A significant proportion of our aviation emissions are now addressed through SAFc using a book-and-claim model, which allocates verified emissions reductions from SAF use across the aviation industry.

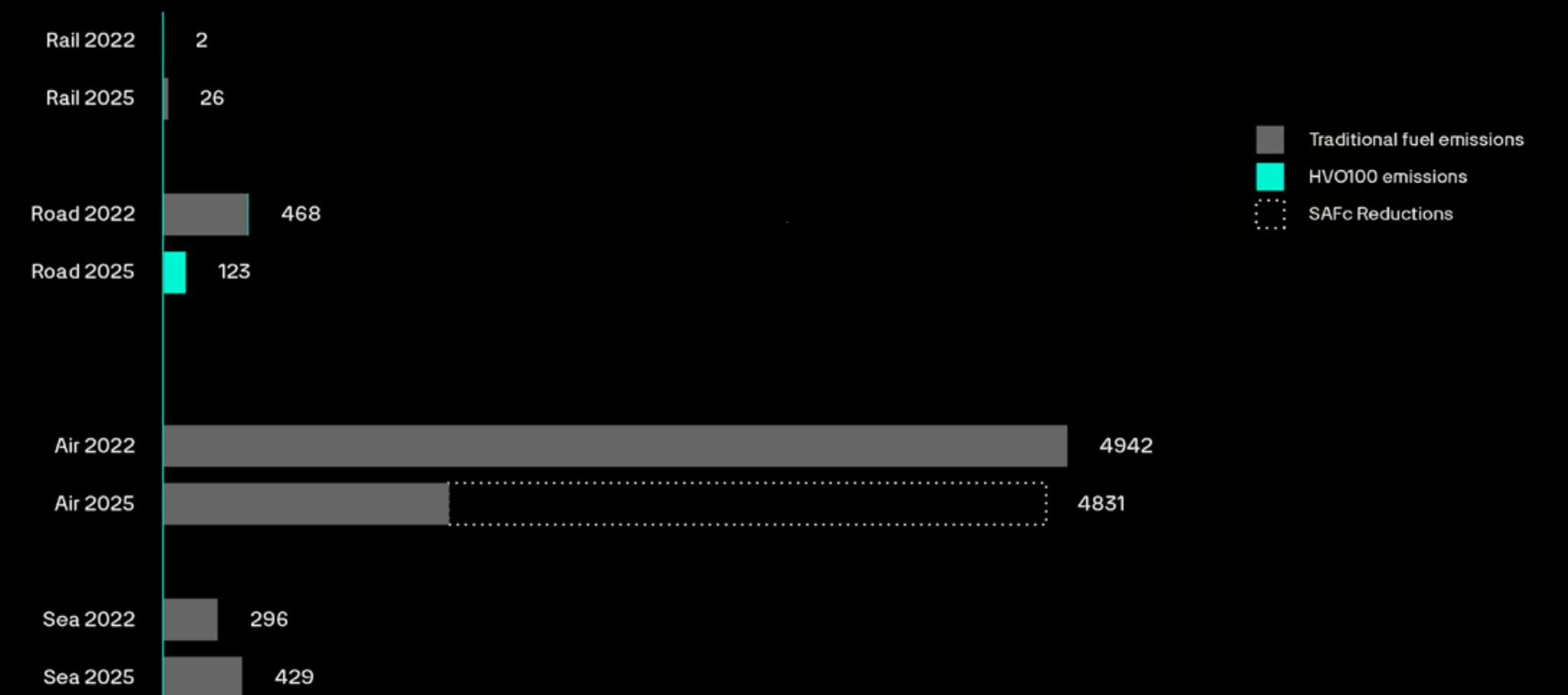
Similarly, nearly all our European road freight now runs on HVO100 - driving down emissions per mile by around 81% compared to diesel.

We have worked hard to shift the main freight mode to more sustainable alternatives, including sea freight, which is reflected in the comparison of main freight mode, proportioned by weight.

Comparison of Main Freight Mode, Proportioned by Weight



Freight Emissions Split by Main Modes of Transport, 2025 vs 2022 in tCO₂e



Better by Miles

Between 2022 and 2025, our European season trucks covered almost 1.4 million km running on HVO100, avoiding 1,197 tCO₂e compared to diesel.

In 2025 alone, the use of HVO100 in place of conventional diesel across our race and marketing trucks avoided 413.5 tCO₂e, 99% of fuel used was HVO100. That's the equivalent sequestration power of approximately 33,600 fully grown mangrove trees in one year.



In August 2025, we went further, becoming the first team on the grid to use electric power to travel to a European race weekend. For the Dutch Grand Prix, we transported our race cars and their supporting equipment to Zandvoort using a Mercedes-Benz Trucks eActros 600. The 673 km journey from Brackley to Zandvoort came after a successful pilot to Silverstone for the British Grand Prix.

The Mercedes-Benz Trucks eActros 600 is already in use for the 2026 European season, and work is underway to extend HVO100 use to race locations beyond Europe in the future. Few industries are better placed than F1 to accelerate innovation and adoption of more sustainable transport.

This is what F1 does best: proving what the future looks like, at speed.

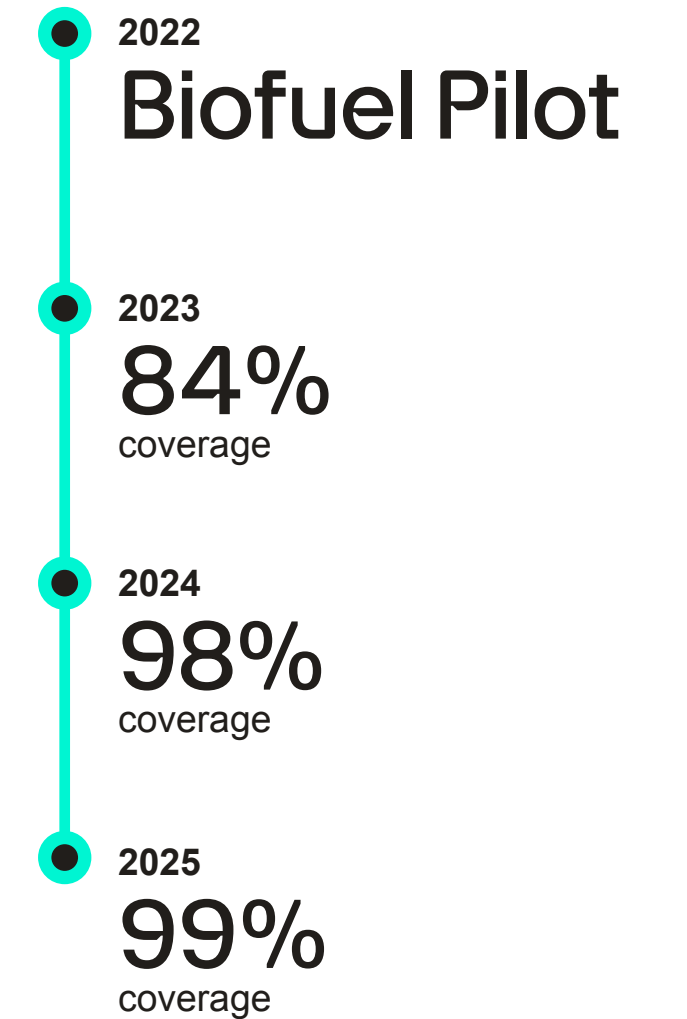


We are proud to be pushing the boundaries of what's possible in Formula One logistics once again. With the eActros 600 supporting the team at all nine European races this season, this project is a powerful demonstration that long-haul electric transport is not a future ambition, it's a reality today.

Ash Armstrong
eConsultancy Manger,
Daimler Truck UK

What is HVO100?

A second-generation biofuel made from renewable waste and residues, HVO100 cuts lifecycle emissions by up to 81% compared to diesel.



Quadrupling Emissions Reduction from Sustainable Aviation Fuel

In 2025, we quadrupled our aviation emissions reduction through our investment in Sustainable Aviation Fuel certificates (SAFc), compared to 2022.

In total, we covered 88% of aviation emissions last year, across freight and business travel, representing 11,504 tCO₂e emissions reductions allocated via SAFc.

Since we made our first SAFc investment four years ago, we've covered 56% of our total aviation footprint – representing 30,688 tCO₂e emissions reductions allocated via SAFc.

Flyaway races account for more than half the F1 season, and aviation makes up the majority of our Race Team Control emissions.

We apply strict standards to every purchase:

- ✓ Only second-generation feedstocks (non-food biomass)
- ✓ Contractual safeguards to ensure emissions reductions are not double counted
- ✓ No certificates linked to mandated supply

Our approach to SAFc has always been proactive. Our investments have helped build demand and supply, and we've shared our learnings on best-practice procurement with F1 and the wider sport. We are growing our commitment to purchasing SAFc out to 2030, which will further help the market for sustainable aviation fuels continue to scale.



How SAFc Works

Sustainable Aviation Fuel (SAF) is a renewable or waste-derived aviation fuel that can be used as an alternative to conventional fossil jet fuel. Sustainable Aviation Fuel certificates (SAFc) operate on a 'book-and-claim' basis allowing organisations to support the use of SAF even when it isn't available at the point of uplift.

Under this approach, emissions reductions associated with SAF are allocated to participating organisations based on verified purchases. We source SAFc from certified suppliers and rely on established certification schemes and contractual safeguards designed to support the integrity of the associated emissions reductions.

Our SAFc Journey



The Paddock Powers Up

Across the 2025 European season, F1's new centralised energy system delivered a significant reduction in carbon emissions compared to individual generator use across the paddock.

Known as the Event Energy Transition (EET), the solution has transformed how every team on the grid powers its trackside operations. Rather than running individual diesel generators in the paddock, pit lane and Event Technical Centre, teams now draw from a centralised low-carbon energy system.

In 2025, 99% of the energy supplied to this system came from sustainable sources, which for MGP translates to over 250,000 kWh sourced via HVO100, renewable electricity and solar power.

We have run our own freight and motorhome operations on HVO100 for several years now; helping to prove that biofuel can reliably power race operations at scale. F1's centralised solution expands this proof of concept across the grid.



We are applying the efficiency and innovation that define Formula One to the challenge of reducing our carbon footprint as a sport.

Whether it is investing in the latest fuel technology for our cars, trucks and planes, transitioning our events to green energy, rationalising our race calendar, or implementing ultra-efficient logistics processes, every part of the sport has undergone meaningful change.

We're grateful to the teams for acting as a collective to bring down trackside emissions by engaging in our centralised energy system.

Ellen Jones
Head of ESG, Formula One



Our Trackside Community Programme

Our sport takes us to five continents. Beyond the spectacle of race day, we want to make sure everywhere we go racing benefits from our presence.

In 2025, across 15 race weekends, we welcomed hundreds of people for trackside experiences. Every visit was shaped to meet the needs of those we welcomed, whether that was a deep dive into our engineering for a group of aspiring scientists, a once-in-a-lifetime moment for a child facing serious illness or an activity rooted in the culture of that race location.



Opening Doors

Girls Who Code - Akkodis, Austin

Together with our Team Partner Akkodis, we welcomed 12 members of Girls Who Code and five students from the University of Texas Longhorn Racing Team to spend a full day behind the scenes at the Circuit of the Americas.

The group toured the garage, heard from our Head of Trackside Electronics and Controls Evan Short, met our Head of Sustainability Alice Ashpitel and spent time with Sustainability Coordinator Kim Quaghebeur - a former Akkodis Lead the Charge candidate who joined the team through that pathway.

Seeds and Trees, Sao Paulo

Ten students from Escola Lasar Segall brought native Brazilian tree seeds to our garage and explained their ecological and cultural significance to George, Kimi and our 2025 Reserve Driver Valtteri Bottas. The drivers chose seeds and planted them in small pots, which were then planted at the paddock entrance.



Montreal

10 female engineering students from École de Technologie Supérieure and Concordia University met with George and Kimi.

Barcelona

10 children from REIR charity took part in a healthy eating Q&A with our drivers, as part of the F1 Community Experience Programme.

Sao Paulo

40 girls from the Girls on Track programme, an FIA initiative to inspire girls and women to become involved in motorsports, were hosted by the team.

Imola

40 representatives from the City of Imola's youth council who work on real civic issues met with Kimi. In 2025, their projects included anti-bullying, waste management and improving accessibility for blind citizens.

Las Vegas

Local Girl Scouts interested in STEM were invited to meet George.

Moments that Matter

Inclusive Pit Lane Experience

In Melbourne, in partnership with the What Ability Foundation and the Australian Grand Prix Corporation, we invited 200 guests with disabilities, along with their families and carers, to visit our garage. We adapted the garage for the occasion, turning off the music, dimming the lights, minimising fumes and making sure all communications were calm and clear.



Great Ormond Street Hospital

For many years, we have attended Great Ormond Street Hospital's annual Children's Christmas Party. Patients can sit in the showcar and have the opportunity to meet those who work on our race cars.



Montreal

Six guests from Make-A-Wish joined us trackside and enjoyed a garage tour.

Silverstone

Four families from our local children's hospice and charity partner Helen & Douglas House, plus eight guests from the Renaissance Foundation, visited the track and met our drivers. We arranged tickets for staff at Helen & Douglas House so they could attend the Grand Prix weekend, and hosted nine STEM students from our Social Impact partners in our motorhome.

Imola, Spielberg, Singapore, Las Vegas

Hosted Awabot's telepresence robots at several races, which allow critically ill children to explore our trackside home virtually.

Zandvoort and Monza

We hosted various charity interactions with our drivers and hosted a group of students from the Mulberry Schools Trust.

At Home

Minimising our environmental impact and fostering a thriving, inclusive culture across our home.

Section

04

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On The Road

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04 At Home

Lean Engineering

Our factory never stops. At any time, we could be running anything from our wind tunnel to machine shops and simulations – the full infrastructure of a competitive F1 operation.

This requires a lot of electricity and gas, but despite our requirements increasing, our demand intensity is dropping year after year – part of our broader commitment to decouple growth from resource consumption. Our team has grown by more than 20% since 2022. Over the same period, energy consumption per person has fallen by 20%.



Lower Carbon Engineering

Gas use has decreased

We continue to remove gas from as much of our operations as possible. Since 2022, gas consumption has fallen 49%, from 1.4 million kWh to 732,000 kWh.

This is the result of a sustained, multi-year programme: replacing gas-fired heating systems, transitioning gas heaters to electric alternatives and installing heat recovery units around high-energy processes.

Alongside these infrastructure projects, our Facilities team has been steadily optimising day-to-day performance - upgrading air handling units, deploying CO₂ sensors in key areas and maintaining equipment across the site to ensure efficiency gains keep compounding year on year.

Where gas remains in use – for example in our Paint Shop, where no viable electric alternative yet exists – we back it with Renewable Gas Guarantees of Origin (RGGOs) to reduce our market-based emissions.

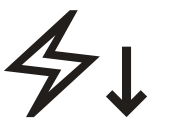
Electricity consumption has remained stable

The ongoing rollout of smart meters and energy dashboards across our Brackley and Brixworth sites has helped us optimise our energy use. By connecting more of the site to real-time monitoring, the team can better identify inefficiencies and act on them before they compound.

As a result of these efficiency efforts, and despite a growing factory and the switching of gas systems to electrical alternatives, our overall electricity consumption at Brackley has remained consistent since 2022 - with only a 1% rise in absolute consumption since 2022.

Overall, our combined gas and electric consumption has fallen by 3% since 2022.

Alongside our energy efficiency progress, we are delivering more of our energy needs from a cleaner source. As in previous years, 100% of our electricity is backed by Renewable Energy Guarantees of Origin (REGOs).



20%

energy consumption per person has fallen compared to our baseline year 2022



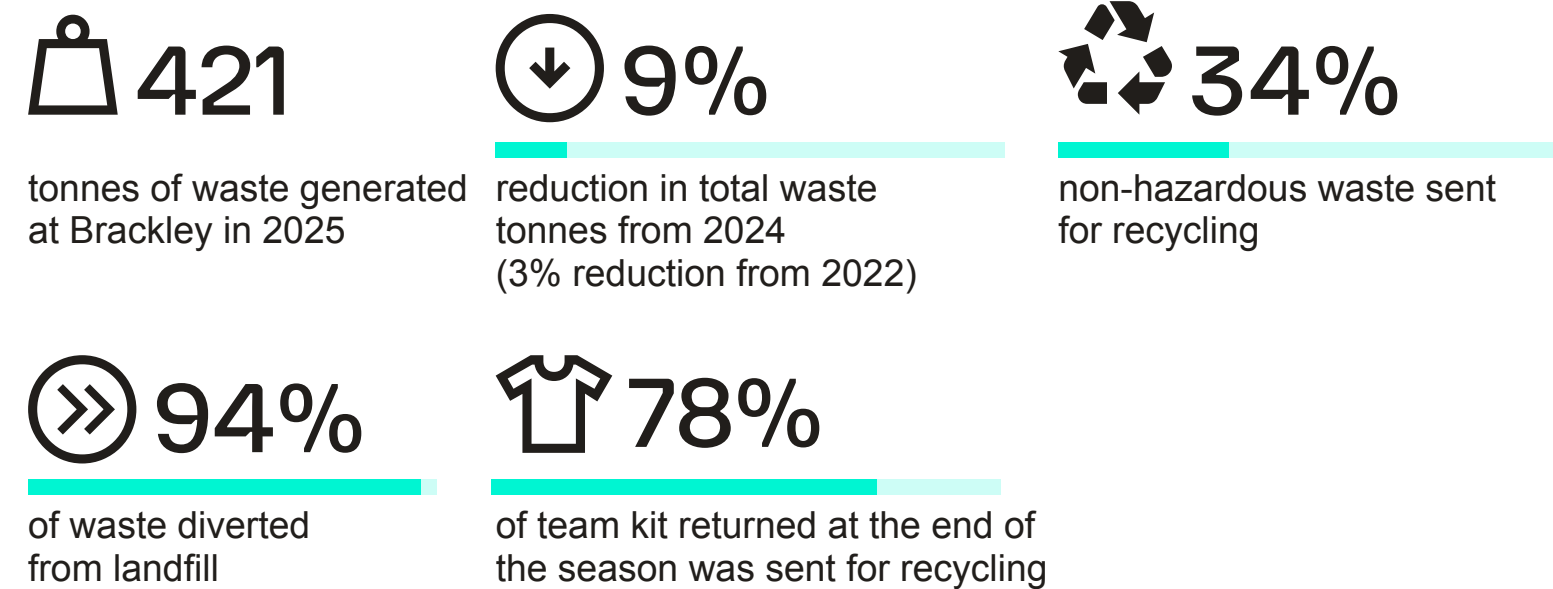
49%

reduction in gas consumption since 2022



Waste and Circularity

We are committed to reducing our overall waste and are working hard to reuse and recycle wherever possible.



∞ Closing the Loop

First race use of a bio-based carbon fibre composite using resin which contains 30% bio-based materials, derived from biodiesel by-products.

99% Circular Upgrade

Computational fluid dynamics (CFD) is one of the ways we simulate our car's performance without going to the track. The cluster of computers that simulate airflow around our race car is one of the most energy-intensive systems on site. Like all hardware, it eventually needs replacing.

When we upgraded the CFD cluster in 2025, we worked with our Team Partner Hewlett Packard Enterprise (HPE) to ensure the outgoing equipment didn't go to waste. HPE collected 8,700 kg of hardware: 99% was refurbished and returned to productive use, 1% was recycled. Nothing went to landfill.

Sorting Out Waste

HPP builds one of the most complex power units in the world. As a byproduct, they create and dispose of metal offcuts.

Last year, the Facilities team at Brixworth identified that with a modest investment in space and equipment, these offcuts could be segregated more effectively, to move them up the waste hierarchy to dedicated recycling streams, during disposal.

They made the case, got the green light and got on with it. What had been a disposal cost became a revenue stream, and materials that might otherwise have ended up in lower-value waste streams are now re-entering the supply chain.

Recycling More of Our Team Kit

2025 was our first season with Adidas as our Team Partner, which has paved the way for exciting developments for more sustainable kit options in 2026 and beyond.

Last year, we worked with a specialist recycling supplier to give outgoing kit a better end of life. 78% of team kit returned at the end of the season was sent for recycling into useful products, such as insulation, rather than disposed of via other routes – a strong result that we aim to build on.



Built for the Future

Creating the conditions for performance takes investment.

Eight years ago, we set out to reimagine our Brackley home. We wanted it to accommodate our growing team in a way that helped them perform to their fullest potential. At the same time, we needed our site to be future fit and to help us meet our ambitious sustainability targets.

Since 2022, we have spent approximately £60 million upgrading the facilities and machinery available to the team here at the factory, including the site redevelopment.

Helping People Perform

Our Health and Wellbeing Centre opening summer 2026, brings together a gym, restaurant and social spaces in one place. This reflects the high value we place on the wellbeing of our people - and the role we believe it plays in our collective performance.

Towards the end of the year, we'll also open our new Marketing building. Both buildings deliver environmental performance from the ground up, with high air tightness, solar gain management and heat pump technology.

Solar Canopy

Our new car park is topped by a solar array that will generate 1.1 GWh of renewable electricity annually. We optimised our two new buildings so they are as energy efficient as possible, which means that – even when they're at peak demand – the new solar canopy will be able to meet their needs.

Over at Brixworth, the installation of solar carports in 2025, combined with existing on-site renewable capacity, will take the site's annual generation close to 10% of the on-site electricity demand.

Biodiversity and Nature

The site redevelopment is targeting well above a 10% Biodiversity Net Gain across the site. We will achieve that figure through phased landscaping, including planting trees, hedgerows and wildflower areas, maintaining existing habitats for wildlife and installing bird and bat boxes.

Transitioning Our Pool Fleet

Emissions from our pool car fleet have fallen 48% between 2024 and 2025 and by 56% since 2022, with five of our eight Mercedes-Benz pool cars now electric.



We're asking people to give their all to put performance on our race cars. The environment we create has to reflect that: spaces that support their wellbeing and inspire their best work.

Richard Bruce
Business Services Director



1.1 GWh

of renewable electricity generated annually by a solar array



56%

reduction in car pool emissions since 2022

Behind the Numbers

Good governance is key to every step of progress we make at our factories.

Our disciplined approach is underpinned by two frameworks:

- Our **Environmental Management System**, certified to ISO 14001:2015, provides the structure for how we identify impacts, set annual targets and drive continuous improvement. We have held this certification for over a decade.
- The FIA's Three-Star **Environmental Accreditation** – the highest level available in motorsport, held since 2020 – provides independent external validation that we are pushing for best practice across our operations.



04 At Home

Going the Distance

Our commuting emissions are down 23% since 2022, despite the team growing by more than 20%.

Part of that reduction has come from car sharing. In 2025 alone, our team saved 580,000 km by sharing journeys to and from our Brackley site – the equivalent of over 98,000 laps of Silverstone.

Across both Brackley and Brixworth, our internal lift sharing scheme has avoided over 2 million km in total since its launch in January 2023.

Beyond lift sharing, more of our team are arriving by EV or hybrid vehicle, or by cycling, running or walking. We support that shift by providing EV charging on-site and improved facilities for those travelling under their own steam.

We track all this through an annual Travel Survey, which tells us where the biggest opportunities for change are. Our focus going forward is accelerating EV adoption, supporting users of the internal lift sharing scheme, and making active travel a practical option for more of the team.




23%
reduction in commuting emissions since 2022


580,000
km saved in 2025 (MGP)


2M+
km saved since its launch in 2023 (MGP + HPP)



It All Comes Down to the Team

What I value most about working in Formula One is the power of the team. Behind every breakthrough on track is a group of talented, united people - a reminder that performance at this level is always a collective effort. That same mindset shapes how we approach inclusion and social impact: not as something separate, but as fundamental to building a faster, stronger organisation.

In 2020, we launched Accelerate 25, a five-year commitment to building a more inclusive workforce, with a clear ambition that at least 25% of new hires would come from under-represented groups by 2025. By the time the programme concluded that figure had reached 37.8%, significantly exceeding our target. Today, 10% of our team members are from minority ethnic backgrounds and 20% are female.

These outcomes reflect a true team effort - from those leading the programme to the many team members who have contributed through recruiting, mentoring, training, and outreach. Progress has been driven by shared ownership and a collective belief that inclusion strengthens performance.

Talent, both within our team and across the pipelines we build, is critical to our success. But we know that sustained progress

requires focus, intent, and a commitment to meaningful impact over symbolic action. One of our key priorities is to reach young people earlier and support them throughout their journey, focusing on those less likely to see a future for themselves in STEM or motorsport, particularly young women and those from lower socio-economic backgrounds.

Through initiatives such as the Future Engineers Academy, launched with Star Academies, we are widening access and raising aspiration. The programme has already engaged more than 1,000 students in Birmingham, bringing STEM and motorsport within closer reach. This builds on our established partnerships, including the Mulberry STEM Academy, and is complemented by targeted scholarships and bursaries, such as those awarded to students at Imperial College's Department of Aeronautics.

The future of our sport depends on the breadth and quality of the talent we bring into it. Looking ahead, our focus remains clear - we want to build an inclusive, high-performing team and to create meaningful, lasting pathways for the next generation.

Anca Raines
Chief People Officer

Inclusion is Performance

Representation matters. By December 2025, 20% of our team members were female, up from 11% in 2020, and 10% came from minority ethnic backgrounds, up from 4% in 2020.

Those shifts are the result of Accelerate 25, which we launched in 2020 to widen access into the team and to build a culture in which everyone can thrive. In 2025, the programme reached its natural conclusion: the work it started is now embedded in how we recruit, develop and support our people.

Taking Steps to Close the Gap

In 2025, we made good progress towards closing our gender pay gap. In the 12 months to April 2025, both our mean and median hourly pay gaps decreased compared to the previous year. Our mean fell by 9.2 percentage points to 17.3%; our median by 3.8 percentage points to 15%.

One important driver of that improvement is that – in the same period – 16.7% of our female team members received a promotion, up from 10% the previous year.

The gap reflects long-term structural factors, with more men in senior technical roles and women historically under-represented in STEM and motorsport. We are addressing these through sustained work on how we attract, develop and retain talent.

A Wider Audience

In February 2025, the BBC came to our Brackley factory for a feature on women in F1, interviewing one of our engineers. The piece ran across BBC Bitesize, BBC Sport and the BBC homepage, reaching audiences well beyond our sport.

Our Head of Inclusion and Social Impact, Hiran Odedra, said at the time: “We want the best talent from wherever it is. We know that diversity, in terms of teams, brings creative thinking, innovation and performance”.



* Measured April 2024 to April 2025

Building the Infrastructure

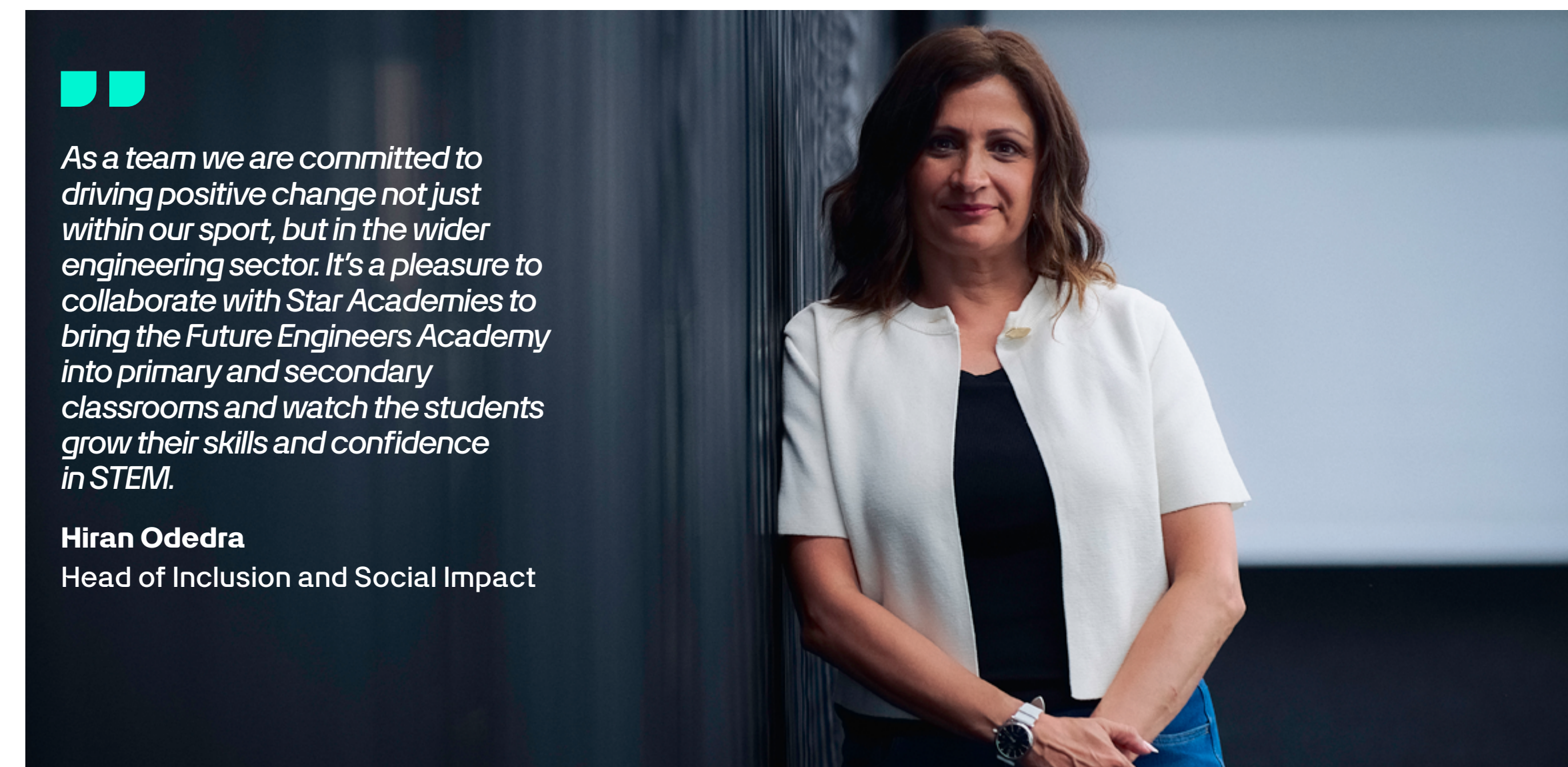
An inclusive culture is shaped daily through the choices people make, the spaces they create and the conversations they have.

Our job is to build the infrastructure that makes this easier. Our team member networks, including the EDI Committee and Women’s Network, create a space for connection, advocacy and community. We also relaunched an online resource that provides information on our inclusion and social impact programme.

Training reinforces this. Alongside our core diversity and inclusion module, we launched new e-learning resources on neurodiversity and ran face-to-face workshops on inclusion and team cohesion across the business.

Underpinning all this are our policies, which our HR and Governance teams review and update continually to better help everyone fulfil their potential.

Beyond our own team, we are part of the implementation group for F1’s D&I charter, agreed by all ten teams and the FIA to remove barriers across the sport, attract and retain a rich diversity of people, improve our ways of working and engage with stakeholders to drive innovation. The group has introduced measurable and timebound projects, and key performance indicators.



Wellbeing at the Edge

Formula One demands extraordinary things from extraordinary people.

Few workplace wellbeing programmes are built for an environment like ours: an intense race calendar, shift work, ongoing regulation change and the pressure to find performance.

Our approach has been to build something that matches the environment it serves: an integrated system that is driven by data and serious about outcomes. The Health and Wellbeing Centre, which opens summer 2026, is a clear expression of our commitment to wellbeing as performance. This purpose-built space is designed to help everyone on our site perform at their full potential.

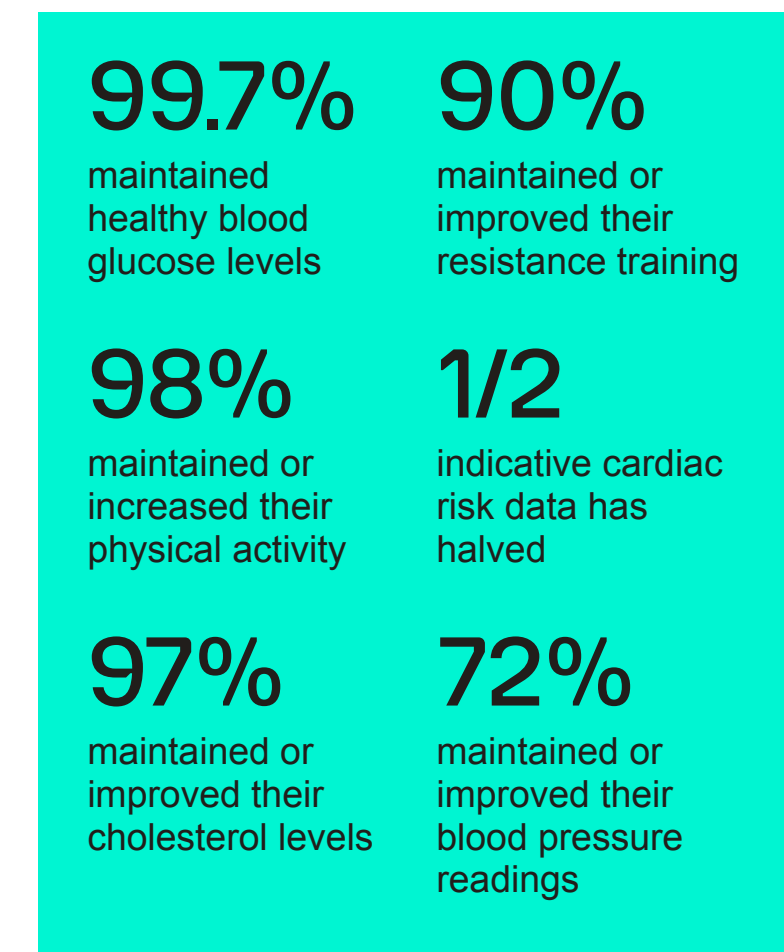


Sustained Engagement, Measurable Results

In 2025, over 85% of team members at Brackley participated in annual health assessments. Sustaining that level of participation across 1,300 people during an incredibly high-pressure year is something to feel proud of. It reflects our team's commitment to making wellbeing a valuable, well-integrated and easy-to-access service.

When we look at the whole team, year on year, the results are striking.

Between 2024 and 2025:



For team members who attend consistently, the results continue to compound. Compared to their own previous results, repeat attendees have reduced sedentary behaviour by a third, improved physical activity by 25%, increased resistance training frequency by 22% and improved cholesterol levels by 18%.

A Very Human Story

On-site GP appointments are available to all team members, removing one of the most common barriers to seeking care – finding the time.

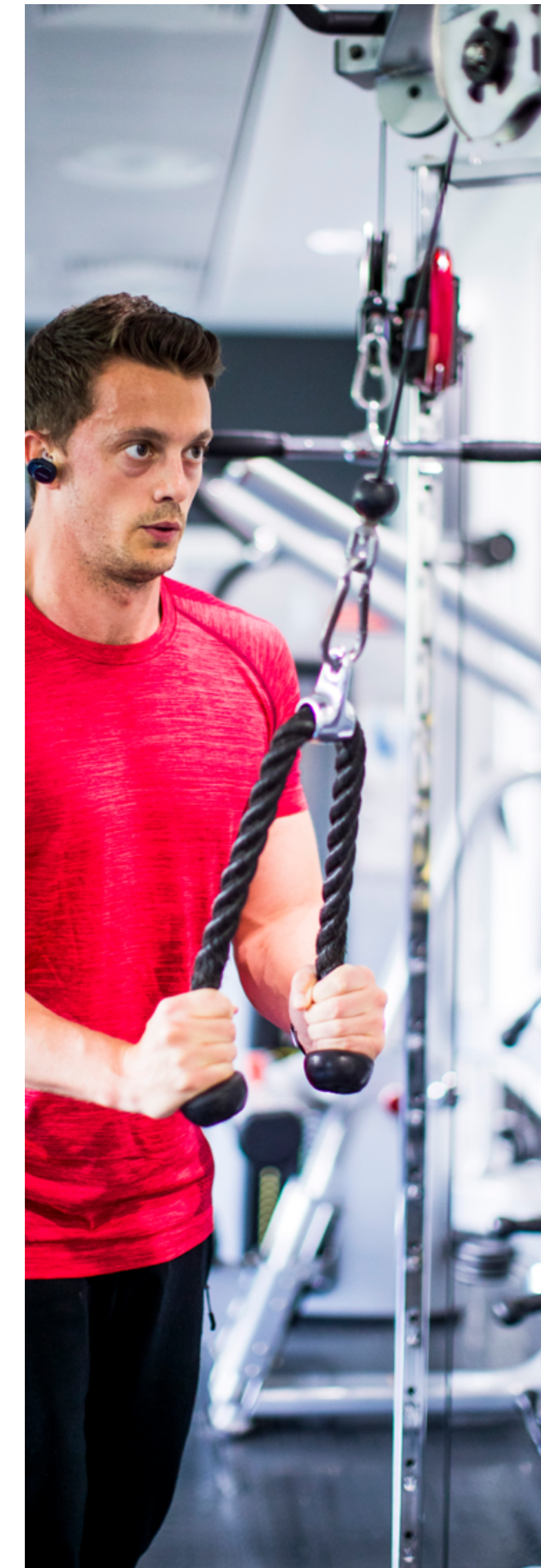
When it comes to health data, it's important to remember that behind every percentage point is a real person. In one case, an on-site GP appointment led to an early diagnosis of prostate cancer, followed by a successful course of treatment and a swift return to health.

We are proud that our wellbeing programme has reached and helped team members who might otherwise not have sought care.

Intelligence Driving Intervention

Working closely with our private medical insurance provider, we analyse anonymised claims and treatment data to understand common health issues. For example, musculoskeletal issues – knee and back pain in particular – come up most often, mostly from life outside work.

We have shaped our gym programme around that insight, shifting from reactive treatment to proactive intervention with more targeted strength and conditioning classes.



Safety Always Wins

Health and Safety is the highest-rated area in our team survey – scoring 93% in 2025, up from 92% in 2024.

That figure reflects a philosophy we call high-performance safety; finding the right balance between over-caution and under-control, so that our people are protected without slowing down our operation.

In 2025, three programmes put that philosophy into practice.

Safety Leadership Training

We delivered an immersive, scenario-based Safety Leadership Training programme for operational leaders across the business. The training used external case studies as well as real incidents from Brackley to explore when controls are too tight, when they're insufficient – and how to close the gap. We are rolling this training out across the team throughout 2026.

E-Learning Optimisation

We redesigned our core safety e-learning in 2025, replacing three hour-long modules with three short videos. Shorter, sharper content is more likely to be watched carefully. Across several hundred people, that efficiency compounds quickly.

Learning Teams

We piloted a new safety model in the wind tunnel that brings cross-functional groups together to explore safety observations collectively. Working across teams surfaces root causes and systemic patterns that a siloed approach would miss. We are now extending this Learning Teams model across the business.



Charitable Giving

In 2025, we raised more money for charity than ever before. Since 2020, our total charitable donations have exceeded half a million pounds.

Charitable giving is deeply embedded in our culture and contributes to our shared pride in our work. While our business provides financial and logistical support, our team shapes our charitable efforts through the connections they bring from their own lives.

Behind all our giving is the governance that makes it possible – raffle licences, safeguarding protocols, safety policies, council agreements – plus a Charity Committee to keep everything on track.



Our Official Team Charity Partner for 2025 to 2027 is Helen & Douglas House – our local children's hospice, and the first of its kind in the world. At the beginning of our partnership, we set a two-year fundraising target of £100,000 which we hit within just twelve months. We've since set a new target of £150,000 by December 2026, with an aim to reach £200,000 by December 2027.

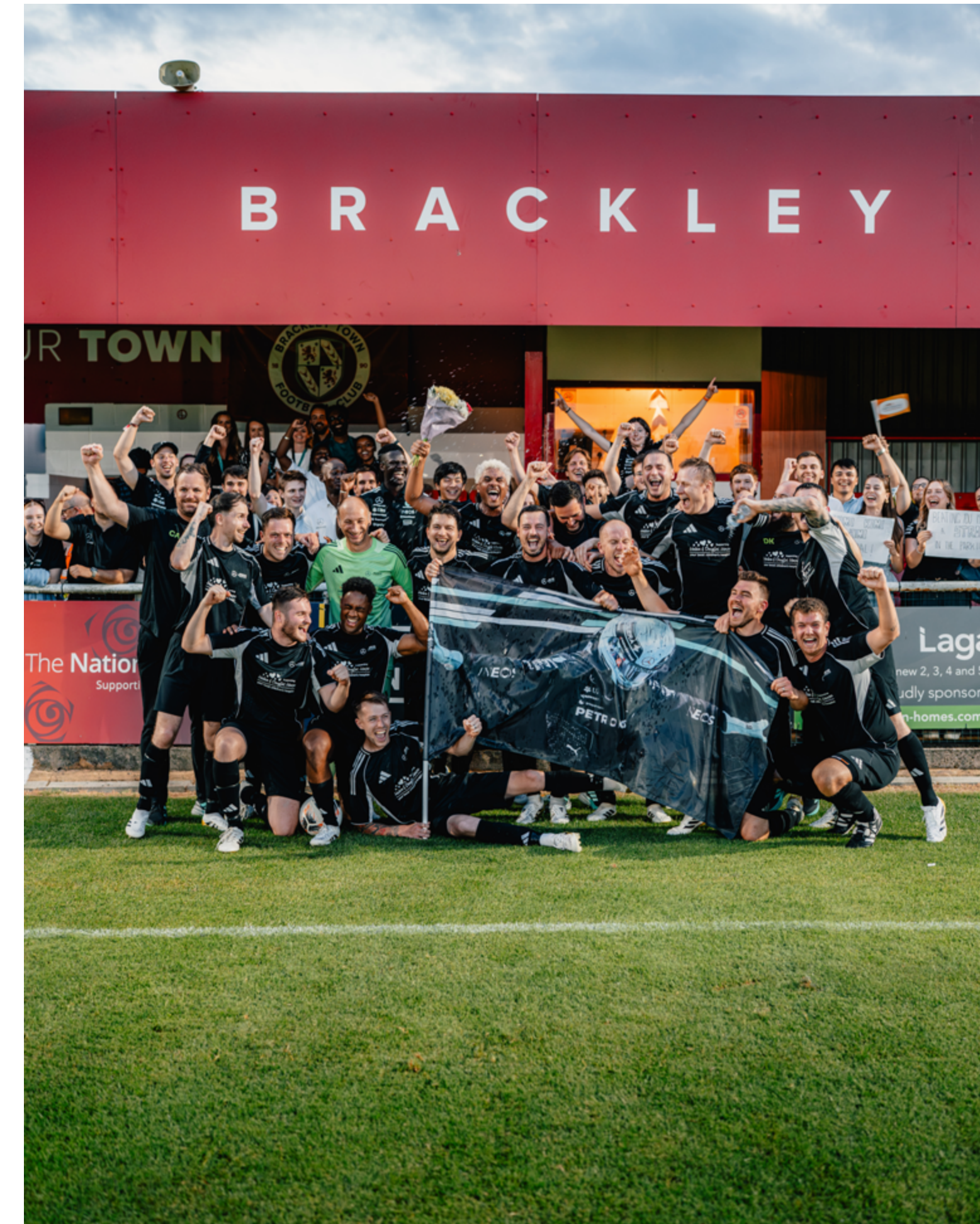


In April 2019, my daughter Penny was born with a rare genetic condition called Ogden syndrome, which affects 1 in 11 million people. Tragically, due to complications with her condition, we lost Penny just six months later. Helen & Douglas House gave our family the opportunity to keep Penny with us until her funeral by providing a Cuddle Cot. This is something that we didn't know existed until November 2019 but will always be grateful for. The support that Helen & Douglas House provided to our family six years ago - and continue to provide today - is invaluable.

Chris
Composite Fitter

How We Raised the Funds

Our fundraising programme offers a variety of ways to get involved, ensuring that every team member can support our chosen charity in a way that works for them.



Silverstone 10K

Brought over 40 team members onto the circuit in May, in the event's 40th year.



Charity Football Match

Held at Brackley Town FC, sold more than 600 tickets and raised over £5,000. We won the men's match; Aston Martin won the women's.



Christmas Raffle

Drew 500 participants and raised £12,440.



Last Hour of Pay

Where members of our team donated the equivalent of their final hour's wages for 2025 - added over £2,000 to our fundraising total.

Since 2020, our team has raised over
£500,000+

Moments Made for Families

We endeavour to go above and beyond for the charities that we support, and we are incredibly proud of the moments we delivered for families in the care of Helen & Douglas House in 2025.



It has been fantastic to see our team members come together over the last 12 months for our local children's hospice. All it takes is all of us, and this applies to everything that we do, both on and off the track.

Charitable giving is a great source of pride for our team and forms a key part of our identity, and we are so proud to have not only reached but exceeded our initial fundraising goal for Helen & Douglas House.

Rob Thomas
Managing Director



Four children and their families were invited to the British Grand Prix, where they spent time in our garage, chatting with George and Kimi and enjoying the paddock atmosphere.



We brought our W16 show car to Helen & Douglas House for an F1-themed 'Network Saturday' event for teenagers in the hospice's care.



We funded an afternoon of karting at Daytona Milton Keynes for siblings of children supported by the hospice as part of a respite programme for young carers.



We introduced the hospice to Silverstone Circuit, who gifted families Lap of Lights experiences over Christmas.



Dreams Made

For children like Meriel, joining us at the British Grand Prix was life-changing. Her mother said:

"I can't thank the team enough for the incredible experience that Meriel had at Silverstone. I really can't find the words to describe what it has all meant to her. As she said to me the day before - it really was more than a dream come true, something that she would never have dreamt possible, and then far exceeded all expectations."

"Unless someone knows a child with complex healthcare needs, it can be hard to realise that they are just like the rest of us, but restricted and limited in their life at every single turn by their conditions. Mercedes and Helen & Douglas House have given so much joy - more than I can possibly describe."



We would like to thank the Mercedes-AMG PETRONAS F1 Team and all their team members who have helped to raise over £100,000 for Helen & Douglas House, which will help so many local families. The hospice is a very special place where local families can create happy memories during their children's short lives, and the team has gifted many opportunities for families to make incredible memories together.

David Whittingham
CEO, Helen & Douglas House

04

At Home

Giving More

In 2025, we supported 70 local, national and international causes through donations of hand-signed memorabilia, factory tours and exclusive trackside experiences – auctioned or raffled by recipient charities to raise funds.



We donated items to the silent auction held at the Autosport Awards for the Grand Prix Trust, raising £15,600 to help F1 personnel put their lives back on track when things go wrong.



We donated a hand-signed Kimi race suit, gloves and boots, and a behind-the-scenes factory tour to the NIKI Awards auction – an event organised by Österreichische Sporthilfe and named in memory of our friend Niki Lauda. The items donated raised over €18,400.



George's special edition Baku helmet, which he designed in collaboration with the Blue Marine Foundation, was auctioned and raised £60,000 for marine protection projects around the world.



Supporting Our Community

We have been based in Brackley for almost three decades and have always explored ways to give back to the place we call home.

Many of our team members live here – their children go to local schools and they shop in local businesses. We are part of the fabric of the town, and that carries a responsibility that we take seriously.



The Saints Community Project

In 2025, team members continued a long-held practice of volunteering at The Saints Community Project, contributing to a weekly lunch club held for elderly residents at Brackley Town Football Club.



Brackley Fireworks

We funded the annual Brackley fireworks display for the ninth consecutive year. Organised by Brackley Town Council this free event brings around 6,000 local people together and, in 2025, raised £3,000 for Helen & Douglas House.



Brackley Food Bank

2025 marked five years of our support of the Brackley Foodbank – making us the largest and most consistent local supporter over that period.

Girls On Track UK

40 girls from local primary schools spent a day at our factory in collaboration with Girls on Track UK. They coded remote control cars, tested their reaction times and got up close to some of our championship-winning race cars.

On The Car

Pushing for progress on and off the track, to make our cars and technology more sustainable.

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05 On The Car

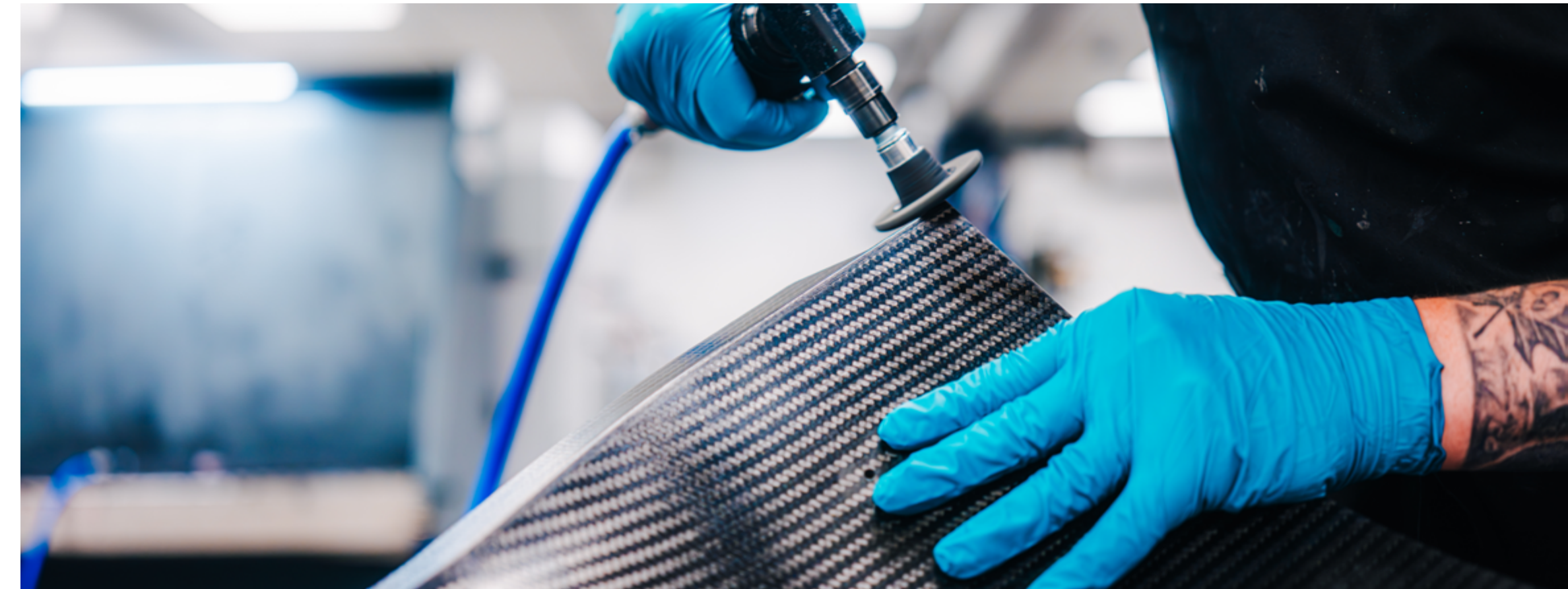
First Bio-Based Carbon Fibre Composite Material on the W16

In 2025, we raced our first ever bio-based carbon fibre composite material on a technically performant part of the car.

The component was a rear brake duct wheel shield on the #63 W16, containing resin which is 30% bio-based derived from biodiesel by-products. It debuted at the Azerbaijan Grand Prix – where George finished second – and subsequently raced over 7,000 km across multiple circuits and conditions.

Carbon fibre composites make up around 75% of an F1 car – and are used at scale across aerospace, aviation and construction.

The significance of this breakthrough extends well beyond our sport.



A First for Our Sport

Racing a new material isn't just an engineering challenge. Before a single kilometre is covered, it requires FIA sign-off and extensive qualification testing. Moving from petroleum-derived to bio-sourced resin requires years of research, iteration and deep collaboration across our supply chain.

Our Material Science, Procurement and Governance teams were central to making this happen, working alongside our Sustainability, Manufacturing, Planning, Technical and Trackside teams, as well as across our supply chain. Together, their expertise ensured what was technically possible was also fully compliant.

Beyond the Racetrack

Carbon fibre composites are incredibly light and strong, and are widely used in aerospace, aviation, construction and beyond. However, the composites are also energy-intensive to produce, difficult to recycle and often derived from fossil fuels.

Progress on reducing this impact has been slow. Until now.

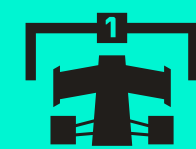
#63 W16, with the new composite material:



1 x win



2 x podiums



3 x top 3 sprint finishes



The Confidence to Commit

Few people get to see our business the way I do – from such different perspectives. Because of this, I can see how governance sits at the heart of everything we do, from contracting new suppliers and developing new drivers, to making sure we’re operating within the latest regulations. When that foundation is strong, it means we can take on more risk and use it to our advantage.

The development of the more sustainable carbon fibre composite introduced onto the W16 at the 2025 Azerbaijan Grand Prix is a good example. This project required a significant investment of time and resources, and the buy-in of multiple stakeholders across our supply chain. Everyone involved needed to understand how to remain compliant so they could make proactive choices rather than reactive ones.

Without that clarity and the confidence it unlocks, this material may never have got off the ground – let alone made it onto the podium.

Ultimately, we want to empower our people, not slow them down. Our team members are exceptional, and when they see an opportunity, we want them to know they can grab it rather than waste time finding out if they’re allowed to.

Good governance gives people the confidence to operate right up to the line, because they trust it’s in the right place.

Carrie Donaghy
General Counsel & Company Secretary

The Road to 2026

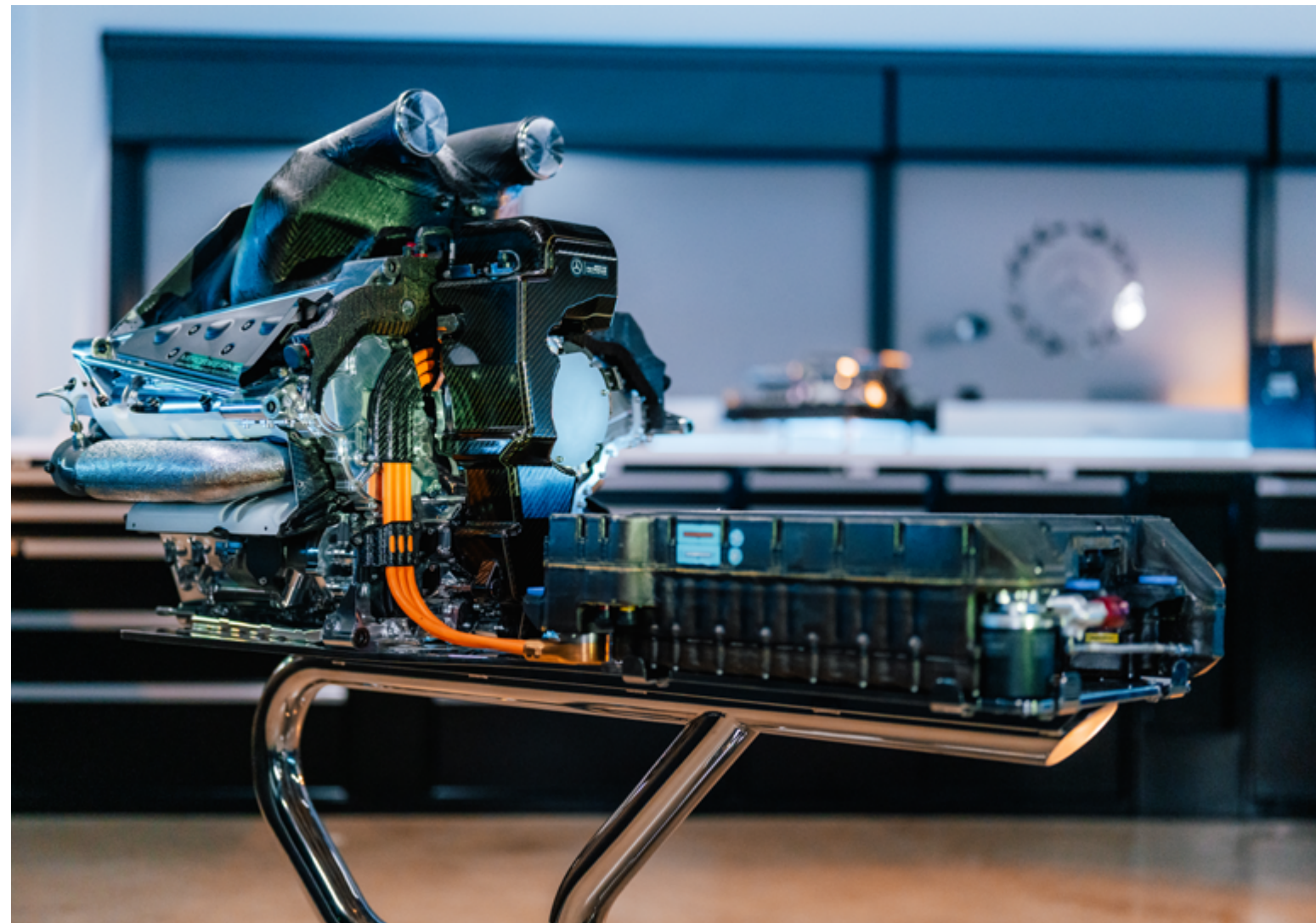
2026 represents the most sweeping regulation change F1 has seen in a generation.

New fuel, new dynamics, new power unit architecture, new sustainability standards. These changes will make our sport better, and they will create benefits far beyond the racetrack.

New Fuel: Every car on the grid must now run on Advanced Sustainable Fuel. To meet the new regulations, it must be independently certified, derived from non-food biomass, municipal waste or renewable synthetic sources, and must deliver a minimum 65% greenhouse gas saving against the EU Renewable Energy Directive.

Our Title and Technical Partner PETRONAS describes this fuel change as one of the biggest technical challenges of our work together so far.

New Power Unit: The engine that this new fuel runs in was built by Mercedes AMG High Performance Powertrains (HPP) in Brixworth. Electrical and combustion power now contribute approximately equally, with the electrical system delivering 350kW. Around half the energy stored in the fuel is converted into power – a thermal efficiency of roughly 50%.



More Powerful Together

Meeting the high bar set by the new regulations was only possible because of the close collaboration between our teams at Brackley and Brixworth, PETRONAS and many suppliers in our ecosystem.



We developed the fuel and the engine symbiotically, changing the fuel chemistry to better suit the engine design, and vice versa. Because this is a drop-in fuel, what we develop together here does not stay in F1 – it has real potential for road vehicles and freight fleets around the world.

Chan Ming-Yau
Principal (Fuel Technology),
PETRONAS

Driving Change

When F1 switched to hybrid power units in 2014, the technology transfer happened fast. Learnings from that era fed directly into the battery coolant fluids and engine oils used in hybrid and electric road vehicles today. 2026 carries the same potential. The electrical systems inside the new power unit share technology and suppliers with production EVs, which means innovations on track will feed back into the wider market.

Advanced Sustainable Fuel is closer to the fuel we use in our everyday cars than previous F1 fuels. The chemistry developed for F1 has direct relevance to road vehicles and freight fleets.

This is our brainprint in action: the toughest development environment in the world, producing technology that reaches beyond the grid.



The Pace of Change

One of the most exciting things about working in F1 is how fast things can change.

The 2026 power unit runs on a kind of fuel that simply didn't exist five years ago. Getting this fuel to the grid meant working with our partners to build an entirely new supply chain from scratch. That is the innovation mindset this team operates with.

Our new power unit is an equally impressive feat, converting around half the energy from the new Advanced Sustainable Fuel directly into performance. That's an extraordinary number by any standard, and I believe it will have positive implications that can reach well beyond F1.

None of this would have been possible without our Title and Technical Partner PETRONAS.

Hywel Thomas
Managing Director,
Mercedes-AMG High Performance Powertrains

Their engineers and chemists collaborated with our team every step of the way. The whole team should feel incredibly proud of what they've accomplished. We set the ambition high, as we always do, and we got there together.

At Brixworth, our sustainability story isn't just about the hardware. The ideas for reducing waste, cutting energy use and finding smarter ways to operate come from the people who work with these challenges every day. That's what it looks like when an innovation mindset and sustainable high performance are part of who you are.

Sustainable Karting Fuel

Nurturing the next generation of talent is central to who we are, on and off the track.

Our junior driver programme is one of the most established in F1, and our commitment to those starting out extends well beyond it. The drivers racing in the British Kart Championships today are the F1 grid of tomorrow.

In 2025, working with Motorsport UK, we funded the introduction of sustainable fuel into the IAME Waterswift Restricted Cadet Class from Round Three onwards. The fuel delivered a 55% reduction in emissions per litre used compared to its fossil fuel equivalent, measured on a well-to-wheel basis per the Renewable Energy Directive. Young drivers even reported a performance benefit – further proof that sustainability and speed are not a trade-off.

The story travelled. One of our junior drivers Ethan Jeff-Hall featured on BBC Bitesize, helping inspire the next generation of drivers.



Supply Chain Engagement

Engaging our suppliers on sustainability is one of the most powerful levers we have.

Our supply chain is our largest single source of emissions. Because these arise beyond our own operations, reducing them demands collaboration and shared commitment while creating an amazing opportunity to catalyse change.



In 2025, we formalised a target to reduce supply chain and downstream emissions by 26% by 2030 against a 2022 baseline, a commitment that sits at the heart of our first Climate Transition Action Plan, published in 2026 alongside this report. While our supply chain emissions were higher in 2025 than in 2022, for the first time they fell compared to the previous year. They fell by 12%, reflecting an inflection point as our supplier engagement begins to take effect.

Our supply chain engagement strategy focuses on three interventions: Building supplier capacity in this rapidly-evolving space, supporting suppliers to improve their data quality, and setting clear standards for what we expect.

Setting the Standard

2025 saw the launch of a formal Supplier Code of Conduct – designed by our Governance team and developed with multi-stakeholder input and external expertise.

The code sets minimum standards suppliers must meet, while also mapping a pathway to best practice across their environmental performance, labour and governance. Compliance is built into contract templates. A new supplier onboarding portal gives suppliers direct access to our expectations, guidance and resources.

Externally, regulatory pressure is also building. Our Governance and Procurement teams are working hard to help our suppliers stay ahead of new and upcoming regulations that affect them, such as the EU and UK Carbon Border Adjustment Mechanisms which will require many of our suppliers to act.

Our goal is to collaborate with our supply chain to raise the bar, while making sure we can all clear it.



Bringing Our Supply Chain Together

In 2025, we welcomed 59 suppliers to our second Supplier Sustainability Event.

Hosted by the Sustainability team, the day brought together teams across Manufacturing, Quality, Purchasing and Projects for presentations, discussion and direct engagement. The agenda ranged from resource consumption and innovation to energy efficiency and waste management, as well as our broader sustainability mission.

As a direct result of the event, several suppliers have now begun to provide more accurate emissions data – a critical foundation for more precise carbon accounting across our supply base.

Minimising Scrap

We have been working closely with our supply chain since 2023 to create a leaner approach to building a car. As part of this work, we have focused on reducing scrap materials and parts. Between 2024 and 2023, we reduced the number of scrapped components from external sources by 9%. This improved again in 2025, with a 14% reduction compared to 2024.



The Supplier Sustainability Event strengthens our relationships and drives mutual value with key suppliers. Giving them insight into our upcoming programmes, performance measures and sustainability journey encourages collaboration and innovation. It shares our vision and allows suppliers to understand how they can play their part in achieving Net Zero across all Scopes by 2040.

Pete Tang
Head of Purchasing



Beyond Our World

Going above and beyond to extend our influence through global collaboration and cross-industry leadership.

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Committing to the Mission

For me, sustainability is about people, planet and profit. The business case for sustainability has never been stronger but it's about so much more than the bottom line.

Done right, sustainability brings real cost efficiency through smarter operations and less waste. It's how we manage key risks, like the cost of transitioning to Net Zero. It also builds our brand, attracts incredible partners and improves our reputation and influence. Perhaps most importantly, it's how we draw in the best people, who want to work somewhere that holds itself to a higher standard.

The numbers always matter but so does the bigger picture. Sometimes the best reason to act is simply that it's the right thing to do.

We can fulfil the potential of sustainability because of our approach to governance. I chair our Governance Committee which exists to ensure we're making decisions with the right process and oversight.

Russell Braithwaite
Chief Financial Officer

Our approach means we have the confidence and alignment to make significant, long-term and pragmatic investments in our sustainability mission. A good example of this is our commitment to the carbon removals market. We could have taken the easy route – buying the credits and ticking the boxes. Instead, we've made the kind of investment that will help this critical market scale to meet the demand we can see coming down the track.

Sustainability is a strategic choice and underpins so much of our team's success. I am confident it will continue to put us in a competitive position – on and off the track.

Building Our Talent Pipeline

The next generation of engineers is in a classroom right now. Our job is to reach them, inspire them and keep the door open for them.

From primary and secondary schools in Brackley, London and Birmingham to universities across the UK, we run programmes at every stage of education and early careers.

- Primary**

Launched in 2025 in collaboration with Star Academies, the Future Engineers Academy introduced more than 1,000 students to STEM in their classrooms and at our factory, building the skills and confidence to pursue careers in engineering and motorsport from an early age.
- Secondary**

Now in its fifth year, our partnership with the Mulberry Schools Trust brings STEM education to students in East London, one of the most underserved communities in London. The programme's impact reaches far beyond the classroom, bringing wider socio-economic benefits to the area. In late 2025, we marked the anniversary with a celebration at our team's heritage site.
- Pre-University**

Through the Sutton Trust's Pathways to Engineering programme, we helped provide work experience and careers days for students from less advantaged backgrounds, supporting over 300 students since 2020.
- University**

Through Zero Gravity's scholarship programme, the team pledged £438,000 to support high-achieving STEM students from low socio-economic backgrounds to access higher education and maximise opportunities during their studies. The second cohort has now started university. In 2025, we launched our scholarship at Imperial College London, with the first recipient beginning their studies in the Department of Aeronautics. We also hosted an F1 scholar for a two-week placement at our factory.
- Early Career and Mentoring**

Through our mentoring scheme with Association for Black & Minority Ethnic Engineers (AFBE), a cohort of 18 aspiring engineers were paired with team members – one of whom is now completing an industrial placement with us. Through our partner Akkodis, the Lead the Charge programme continues to open routes into our industry. Kim Quaghebeur, who joined through that pathway, is now part of our Sustainability team.



We gathered at Silverstone in September to celebrate five years of our Mulberry Schools Trust partnership – one of the most significant collaborations of our Accelerate 25 journey.

Anca Raines
Chief People Officer



Unlocking Ambition

The scholarship has made a real difference — with finances sorted, I can focus on my studies and actually throw myself into university life. Visiting the factory and getting to speak with people at the top of the sport was a highlight I didn't expect so early in my degree. It's opened my eyes to what a career in this industry can look like.

Faizan Khan
Scholarship recipient and first year Aeronautical Engineering student at Imperial College London

Where We Race, We Invest

In 2025, we began a major expansion of our global carbon removals portfolio, backing the technologies and natural systems closest to the circuits we call home.



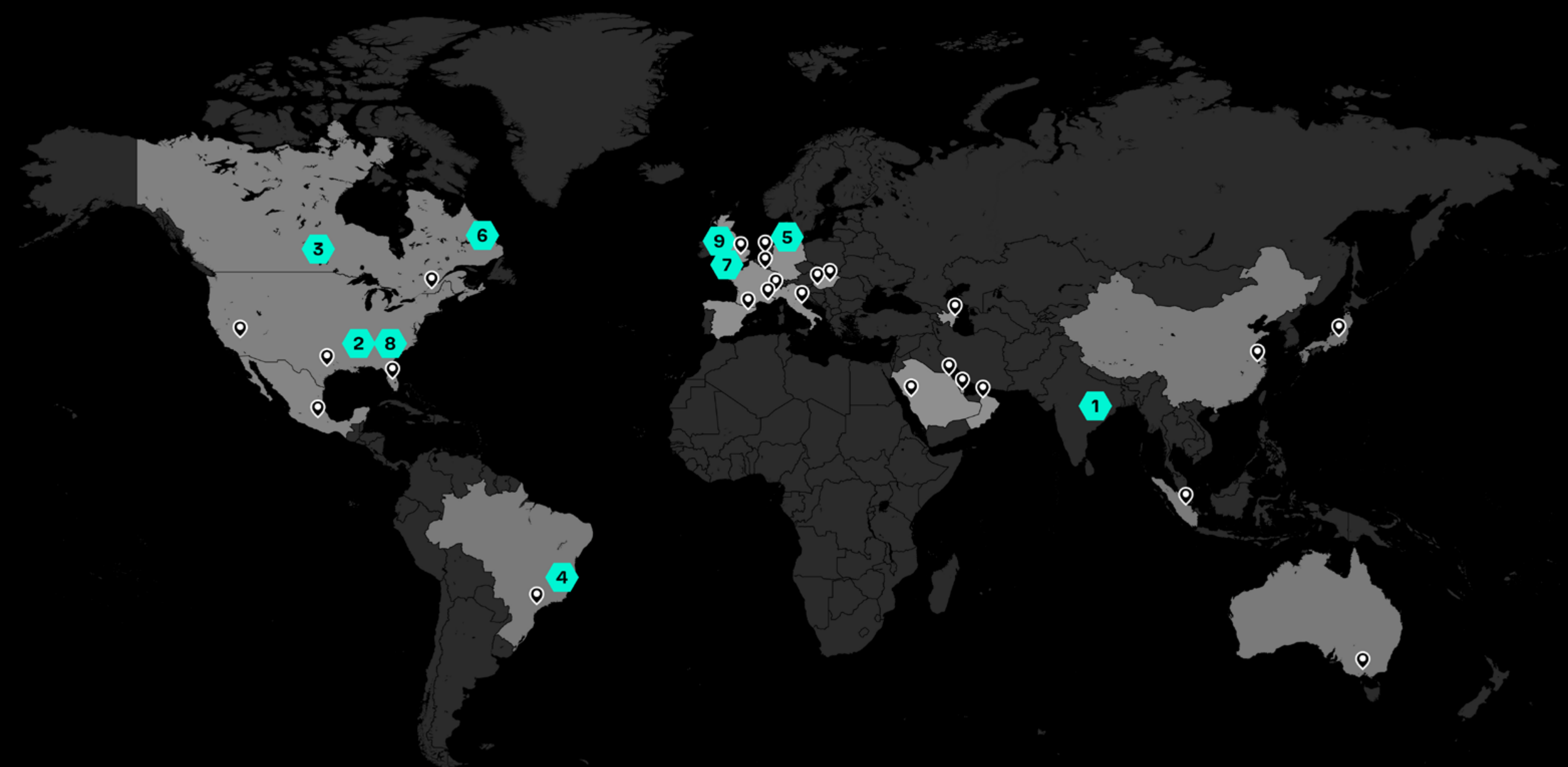
Carbon removals done well require real commitment to the right projects, for the long-term. We've shifted toward fewer, higher-quality removals, backing the technologies we believe in. We want to build beyond our own footprint to help grow a sector the whole world is going to need.

Alice Ashpitel
Head of Sustainability

Carbon Removals Locations

 2025 F1 race

- 1 India – Biochar**
Agricultural biomass waste is transformed into biochar, locking carbon away and supporting smallholder farmers.
- 2 USA – Biomass Storage**
Biological carbon is locked in stable form and stored permanently underground.
- 3 Canada, Global – Direct Air Capture**
CO₂ is drawn directly from the atmosphere and stored durably.
- 4 Brazil – Enhanced Rock Weathering**
Crushed basalt is applied to farmland to bind atmospheric carbon into rock for millennia.
- 5 Denmark, Global – Biogenic CO₂ Capture**
CO₂ from biogas plants is captured for permanent geological storage.
- 6 Canada – Ocean based**
Natural ocean chemistry is enhanced to increase CO₂ absorption at scale.
- 7 UK, Global – Direct Air Capture**
CO₂ is drawn directly from the atmosphere and stored durably.
- 8 USA – Reforestation**
Planting native trees in degraded agricultural land.
- 9 UK – Soil carbon sequestration**
Regenerative agricultural practices are implemented which capture carbon while restoring soil health.



Building Our Carbon Removal Strategy

We are investing in approximately 18,900 tCO₂e of nature-based, hybrid and engineered removals – between 2024 and 2030.

As we reduce our own footprint year on year, we will ramp up our investment in carbon removals. This will represent an increasing proportion of our Race Team Control emissions year on year to reach complete compensation of the remaining RTCe in 2030.



In 2025, we expanded our portfolio, building on previous nature-based and engineered removals and adding new projects across six technology types.

We race in some of the world's most biodiverse and ecologically significant locations. That race comes with responsibility. We invest in projects in the natural systems close to our races and in the communities we visit across the calendar. We prioritise investments that deliver tangible co-benefits, including healthier soils, restored forests, stronger coastlines and better livelihoods for farming communities.



Beyond Our Footprint

The carbon removal market needs catalytic investment. Global supply of durable removals currently represents a fraction of what we'll need by 2050. Our multi-year purchases signal demand, support projects to scale and help drive down costs.

This belief and ambition is shared by our partners including Signify, UBS and Nasdaq, who are similarly committed to investing in high-integrity climate solutions. We also recognise the pioneering efforts of Meta AI and Microsoft, whose leadership has accelerated the carbon removals industry.

Ecological Projects

Beyond removals, we are investing in projects that protect and restore ecosystems and generate co-benefits in the places we race.

Launch of Blue Carbon Collective

In 2025, we launched the Blue Carbon Collective in partnership with PETRONAS, funding mangrove conservation and restoration research in Malaysia.

Mangroves are one of the most valuable ecosystems on the planet. They protect coastlines from erosion and flooding, support extraordinary biodiversity, sustain the livelihoods of coastal communities and store carbon at up to four times the rate of tropical forests. They are also under threat: more than a third of the world’s mangrove forests have been lost in the past 50 years.

Eight of the races in our calendar take place within 100 km of an important mangrove ecosystem, which means the health of those ecosystems is directly tied to the places and communities we return to year after year.

The Blue Carbon Collective is a global south-south collaboration that draws on research developed by the University of São Paulo in Brazil and transfers that expertise to Universiti Putra Malaysia to replant part of the Sungai Santi mangrove region. 40,000 mangrove seedlings were planted in 2025 and achieved a survival rate well above average. Over 85 hectares will be restored in the Sungai Santi region over the project life.

The project aims to deepen our global understanding of carbon sequestration potential in mangroves, create lasting benefits for local communities and catalyse the restoration of degraded mangrove ecosystems at scale.



We are incredibly grateful for this early investment in innovation. Seed funding is often where the most important discoveries happen. Your donation allowed us to conduct the research and development necessary to explore new ideas, engage technical experts, and better understand the challenges of implementing technology within sensitive coastal ecosystems.

Sam Van Leer
President & Founder,
Urban Paradise Guild



Building Collaboration on Blue Carbon

In Miami, storm surges are so frequent that mangroves planted at the shoreline often don’t survive long enough to mature and provide protection. The solution is to plant them slightly further up the bank – but that requires a steady water supply. That’s why, in 2025, we donated funding to the Urban Paradise Guild so they could install a water pump.

Scientists in Brazil’s Blue Carbon Collective heard about this innovative solution to a challenge they experience in their own work and wanted to learn more. We made the connection and now this collaboration is spanning three race locations.

Blue Marine Foundation

In 2025, George became an ambassador for the Blue Marine Foundation, supporting its mission to protect at least 30% of the ocean by 2030. He designed a special edition helmet for the Azerbaijan Grand Prix in collaboration with the foundation, which was auctioned and raised £60,000.

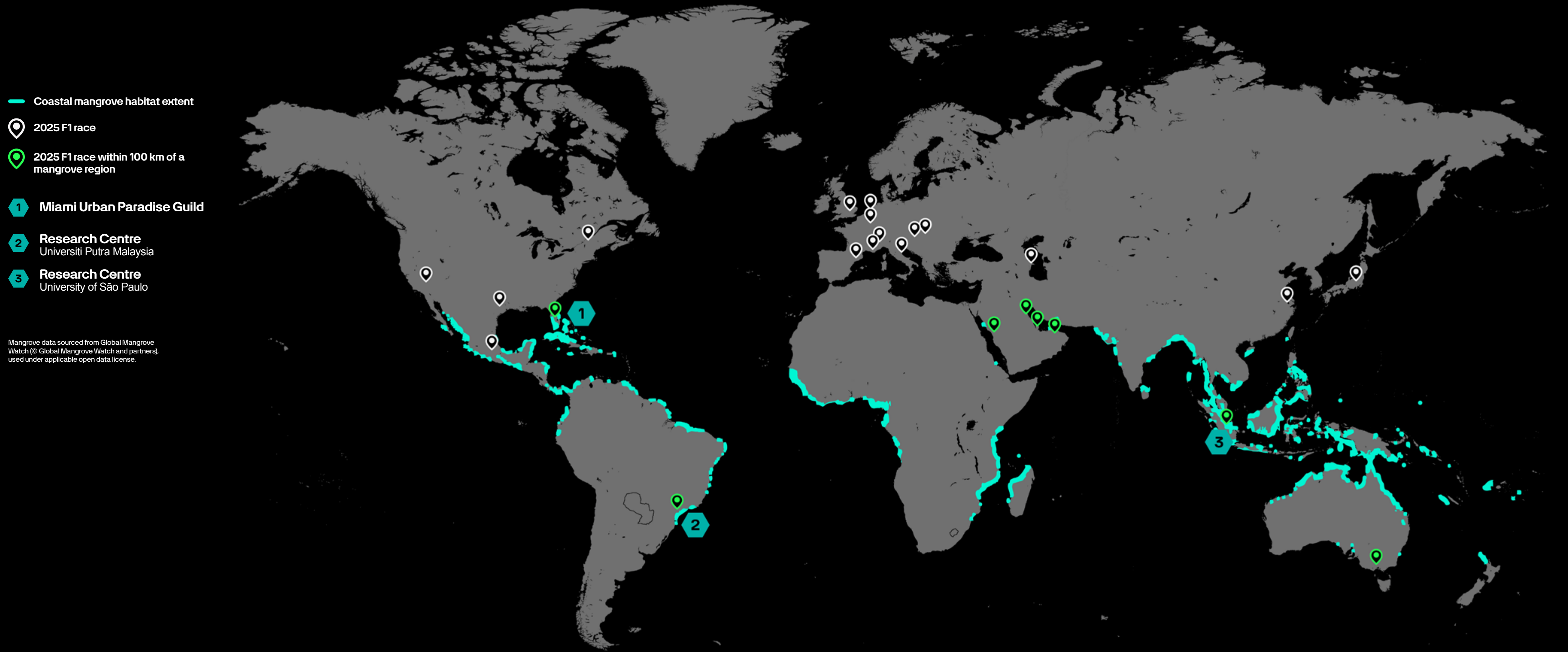


I’ve always loved being at sea. When I learned about what Blue Marine is doing – the scale of their ambition, and their belief that we can still have a healthy ocean that supports both people and marine life – it felt like something I had to be part of. The ocean needs its champions right now and I’m proud to be one of them.

George Russell
Driver

Blue Carbon Collective

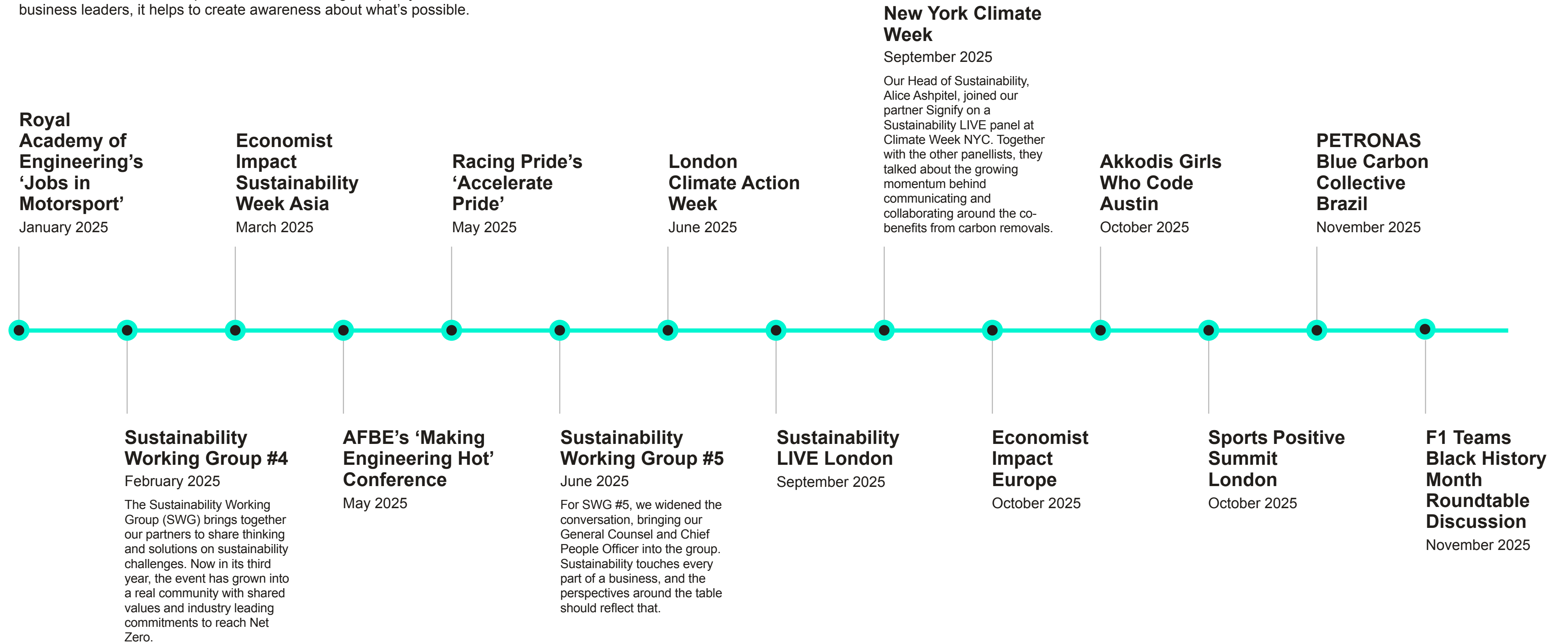
Investing in mangrove ecosystem research and restoration in the places we race.



2025 Sustainability Events

Sustainability is not solved in isolation. Across 2025, we attended conferences, summits and industry forums around the world, contributing to the debates shaping the field and bringing that thinking back into our work.

When an F1 team shows up in these rooms, alongside policymakers, scientists and other business leaders, it helps to create awareness about what's possible.



Governance

Strong governance provides integrity, resilience and long-term success. It means we can perform at our best on and off the track and set a high standard in our sport and beyond.

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Ethics and Compliance

The GEC Framework

The environment in which we operate is constantly evolving and increasing in complexity. In 2023, following a transition to an independent group status, we implemented a revised and bespoke Governance, Ethics and Compliance (GEC) Framework for our team. The framework remains live and continues to guide our approach, and will be reviewed and updated as necessary.

The GEC Framework comprises our Integrity Code and associated policies and procedures. Our approach allows us to operate responsibly within the fast-paced environment of F1 while protecting all our stakeholders.

The GEC framework includes commitments to climate protection and governance, and all core policies are reviewed on an annual basis and updated at least every two years.

Our Policies

Our policy framework gives every team member the resources and knowledge to make the right decisions, act ethically and meet our statutory responsibilities – often going further than the law requires.

In 2025, we worked on refreshing our Integrity Code and Tier One policies to reflect our updated values and current legal requirements. We also began work on a policy governing the responsible use of AI tools across the team, setting clear parameters for use and managing risks around data and intellectual property.

Core Policies in the Framework Include:

- Anti-Bribery & Corruption
- Anti-Fraud
- Anti-Money Laundering & Terrorist Financing
- Competition Law
- Due Diligence
- Gifts & Hospitality
- Risk Management
- Conflicts of Interest
- Data Protection & Information Security
- Environmental Protection
- Health & Safety
- Human Rights
- Political Engagement
- Sanctions & Export Controls
- Tax & Anti-Facilitation of Tax Evasion
- Whistleblowing

Refreshed Integrity Code

Our Integrity Code sets out the principles, guidance and instructions that help every team member navigate complex scenarios, make the right decisions and act in accordance with our values. It makes clear that our business objectives, on and off the track, can only be achieved with the utmost integrity.

Refreshed in 2025 and supported by mandatory annual training, the Integrity Code is at the heart of our culture, and our expectation is that all team members, and those with whom we work, act in a manner consistent with it.



New Platform for Whistleblowing

We are committed to open communication and encourage our team members to ask questions, seek advice or raise concerns through several channels, including our HR team, our Legal and Compliance team and our SpeakUp! whistleblowing platform.

In 2025, we migrated to a new platform to make it simpler and more accessible. Team members and third parties can now report concerns via a mobile-friendly interface, with QR code access available directly from our Whistleblowing Policy, Integrity Code and Supplier Code of Conduct. The platform remains available 24/7, by freephone or online, and allows concerns to be raised confidentially and, where legally permissible, entirely anonymously.

The business and its leadership regularly communicate the importance of reporting any legal or regulatory breaches as well as any breaches of our Integrity Code and associated policies. Usage of the platform in 2025 demonstrates that our team knows it is there and feels comfortable using it when they need to.

Risk Management

Risk is inherent in everything we do, from split-second decisions at the track to the long-term partnerships and investments that shape our business. Managing risk consistently and responsibly helps protect our people, performance, stakeholders and shareholder value.

Our ambition is to embed effective risk management into every level of the team, delivering reliability and resilience on track, supporting financial performance, contributing positively to society and creating lasting value.

Due Diligence

Our relationships present both opportunities and risks. To protect our team and stakeholders, we conduct risk-based Due Diligence before entering into any new relationship and continue this process throughout.

Due Diligence helps us guard against risks including bribery and corruption, money laundering, human rights abuses, tax evasion and sanctions breaches. Where risks identified are incompatible with our standards, we will not hesitate to decline or exit a relationship.

Our Management Committee defines our risk appetite which is cascaded through the business. Our leaders are accountable for managing risk, confirming appropriate risk controls are implemented and ensuring that risks are owned and, where appropriate, escalated within the team. In addition, team members are accountable for managing the risks associated with their own roles.

Data Privacy and Information Security

We take our responsibilities for data privacy and information security seriously. Our dedicated Data Protection Officer works closely with our Information Security team to ensure personal and confidential data is handled in line with GDPR and other regulations.

We use advanced technologies, conduct regular system testing, and draw on external expertise to safeguard data and mitigate cybersecurity risks. These advanced technologies are made possible through our partnerships, in particular our Principal Partner CrowdStrike – a global leader in cybersecurity.

Climate Risk


Climate-related risks and opportunities are identified through our Double Materiality Assessment (DMA) and reviewed by our Environmental Working Group, Social Working Group and Governance Committee. In 2025, all three confirmed of the Impacts, Risks and Opportunities identified in the 2024 DMA remained relevant, with no new material risks or opportunities emerging.

No material physical climate risks were identified as part of the 2024 DMA. In 2025, we engaged with Formula One Management to discuss how two borderline risks, extreme weather events and potential disruption to race events, are managed across the sport.

The 2024 DMA did identify two material transition risks: the availability of sustainable solutions such as sustainable fuels and carbon removal credits, and the increased costs associated with emissions reduction. Both remain active and are managed through our procurement strategy and long-term supplier engagement.

Building on a physical climate risk assessment completed by external experts in 2023, our Sustainability team extended this work in 2025 to cover our operations and supply chain across our global footprint. Findings were reviewed by the Environmental Working Group, with next steps identified for 2026.

Full details of our climate risk assessment methodology, time horizons and scoring criteria are set out in our statutory accounts.

 **Full details of our climate-related financial disclosures can be found in our annual accounts.¹**

Our First Climate Transition Action Plan

In 2025, we developed our first Climate Transition Action Plan, published in June 2026 alongside this report. It describes the targets we are committing to, how we will achieve them and how we will be held accountable along the way. The plan is structured around 'The 4 A's Of Climate Leadership' from the We Mean Business Coalition and supports the disclosures made in our annual sustainability reports and Group non-financial and sustainability information statements provided in our annual financial accounts.

The Climate Transition Action Plan is how we bring structure and accountability to our Net Zero ambition. It translates our commitment to The Climate Pledge into a clear pathway. We will report our progress annually our Sustainability Report.

 **Read more.**



Our Board and Management Committee

Our business and brand are unique, and we recognise that the governance challenges in F1 and the sports industry are distinct from those faced by other businesses.

We are committed to establishing and maintaining governance practices that are best in class in our industry, meet the high standards our stakeholders expect, and enable the team to operate effectively at pace.

In the fast-moving world of F1, maintaining robust governance standards is crucial for our performance on track, our reputation and our long-term success.



The Mercedes-AMG PETRONAS F1 Team is owned by three equal partners: Mercedes-Benz, INEOS and Toto Wolff's Motorsport Invest Ltd.

The composition of our Board reflects this ownership structure and features a wide range of expertise and experience. The Board plays a crucial role in ensuring our team's success both on and off the track by providing strategic oversight and decision-making.

The Board delegates responsibility for the day-to-day running of the company and racing team to our Management Committee (MCM), comprising our CEO and leaders representing finance, people, technology, legal, compliance, operations, communications and commercial.

The MCM regularly updates the Board through interactions at varying cadence, including formal Board Meetings. Compliance is a standing agenda item at both Board and MCM meetings.

The Board also delegates day-to-day responsibility for our climate strategy to the MCM and receives updates on climate-related matters at Board meetings throughout the year. These updates include a review of the Group's carbon footprint, progress against emissions and carbon targets, and the requirements to achieve them.

The MCM has embedded a sustainability strategy into its strategic business plan to guide business decisions in the context of capturing climate-related opportunities and managing climate risk.

Our Environmental Working Group, Social Working Group and Governance Committee are multidisciplinary teams of management representatives from across our company. Each group provides regular updates to the MCM, covering key decisions, activities and outputs as well as risks and opportunities for review.

As part of a flexible approach focused on optimising the quality of decision-making, relevant team members are invited to present to the Board and MCM on topics of particular importance, urgency or complexity.

By fulfilling their respective roles, the Board and MCM help to create a stable, well-funded, and strategically aligned environment that enables our team to succeed in a sustainable and responsible manner within both the highly competitive world of F1 and its other business endeavours.

Our Board

Jörg Burzer
Non-Executive Director
& Chair of the Board

Member of the Board of Management,
Mercedes-Benz Group AG

Michael Schiebe
Non-Executive Director
CEO, Mercedes-AMG GmbH

Toto Wolff
Executive Director
Co-Owner, Team Principal & CEO,
Mercedes-AMG
PETRONAS F1 Team

Rene Berger
Non-Executive Director
Managing Director, Motorsport Invest

Andy Currie
Non-Executive Director
Director, INEOS

Jonny Ginns
Non-Executive Director
Group Head of M&A, INEOS

Company Secretary
Carrie Donaghy

Our Management Committee

Toto Wolff
Team Principal & CEO

Rob Thomas
Managing Director

James Allison
Technical Director

Russell Braithwaite
Chief Financial Officer

Carrie Donaghy
General Counsel

Bradley Lord
Deputy Team Principal

Jayne Poole
Chief of Staff

Anca Raines
Chief People Officer

Richard Sanders
Chief Commercial Officer

Please note: the Board and Management Committee are correct as of the reporting date.

Statutory Responsibility

Board Duties and Responsibilities

Our Board's statutory responsibilities encompass legal compliance, financial integrity, risk management and ethical conduct, while also promoting social responsibility, environmental sustainability and stakeholder engagement.

Board members abide by their Directors' Duties under the UK Companies Act 2006. By discharging their responsibilities diligently, the Board fosters transparency, accountability and the long-term sustainability of our organisation.

Financial Reporting

Our compliance with statutory financial reporting obligations is achieved through rigorous internal controls and robust external audit processes. We adhere to all relevant accounting standards and regulatory requirements, ensuring the accuracy and transparency of our financial statements and other regulatory filings.

We have a well-resourced and dedicated team that works closely with our sport's regulator, the Fédération Internationale de l'Automobile (FIA), to ensure compliance with F1's Financial Regulations (Cost Cap).

Full-year Financial Regulation submissions are audited by the independent statutory auditor as well as the FIA. In addition, interim reporting is provided to, and audited by, the FIA who also carry out in-season visits and audits.

We have been awarded a Certificate of Compliance by the FIA, confirming our adherence to the Financial Regulations for all reporting periods under the Cost Cap.

Climate-related financial disclosure (UK CFD) reporting was included for the third time in our 2025 Financial Statements. These UK CFD disclosures provide transparency about how we address climate change in corporate governance, risk management, strategy and target setting. Selected aspects of the disclosures have been subject to limited assurance by KPMG LLP in accordance with ISAE (UK) 3000.



Governance Committee

Our Governance Committee was established in 2023 and continued to meet throughout 2025. Led by our Chief Financial Officer, it brings together representatives from across the business - covering sustainability, commercial, finance, operations, people, risk, audit, communications, IT, sporting, ethics, compliance and legal.

In 2025, the group formalised its operating model, establishing terms of reference, defined scope and long-term representation. It has moved from an initial focus on identifying governance gaps to functioning as a standing body through which business governance is actively managed and continuously improved.

Future-Fit Governance

Throughout 2025, we continued to act on findings from two pieces of work completed the previous year: an independent review of the corporate governance landscape and an ESG regulatory scan, which mapped existing and emerging regulations and identified potential gaps. Our Legal team undertook further analysis where regulatory risks were flagged.

In the fourth quarter of 2025, our Governance Committee began a broader review of strategic risks across the business. The findings have helped inform our governance priorities in 2026.

We continue to monitor changes in statutory responsibilities through regulatory updates, horizon scanning, active participation in industry associations and engagement with legal and compliance experts.

every dream needs a team

This work matters and it belongs to all of us. Thank you to everyone across the team who helped shape this year's sustainability achievements – and who continues to go above and beyond to show what's possible when we act together.



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Emissions Table

Greenhouse Gas Protocol Category	2022		2023		2024		2025	
	Emissions without SAFc Purchase (tCO ₂ e)	Emissions with SAFc Purchase (tCO ₂ e)	Emissions without SAFc Purchase (tCO ₂ e)	Emissions with SAFc Purchase (tCO ₂ e)	Emissions without SAFc Purchase (tCO ₂ e)	Emissions with SAFc Purchase (tCO ₂ e)	Emissions without SAFc Purchase (tCO ₂ e)	Emissions with SAFc Purchase (tCO ₂ e)
Scope 1								
Location-based	604	604	465	465	337 ‡	337 ‡	305 *	305 *
Market-based	350	350	300	300	207 ‡	207 ‡	177 *	177 *
Fugitive Emissions	17	17	55	55	176 ‡	176 ‡	29 *	29 *
Scope 2								
Electricity (Location-based)	3,226	3,226	3,521	3,521	3,558 ‡	3,558 ‡	2,977 *	2,977 *
Electricity (Market-based)	0	0	0	0	0.5 ‡	0.5 ‡	2 *	2 *
Scope 3								
Purchased Goods and Services	30,400	30,400	35,808	35,808	49,763 §	49,763 §	44,564 †	44,564 †
Capital Goods	5,626	5,626	5,656	5,656	2,252 §	2,252 §	1,313 †	1,313 †
Fuel and Energy Related Activities	422	422	192	192	199 §	199 §	170 †	170 †
Upstream Transportation and Distribution	5,977	5,977	7,717	7,717	7,412 §	5,451 §	6,507 †	3,238 †
Waste Generated in Operations	28	28	22	22	13 §	13 §	15 †	15 †
Business Travel	9,075	6,447	10,359	3,664	9,707 §	1,808 §	9,429 †	1,194 †
Employee Commuting and Working from Home	4,234	4,234	3,822	3,822	3,455 §	3,455 §	3,274 †	3,274 †
Use of Sold Products	552	552	679	679	457 §	457 §	487 †	487 †
End of Life Treatment of Sold Products	NA	NA	2	2	0.45 §	0.45 §	0.2 †	0.2 †
Total Market-Based Footprint	56,682	54,053	64,612	57,917	73,642 §	63,782 §	65,966 †	54,462 †
Race Team Control Footprint (Market-Based)	20,103	17,474	22,467	15,772	21,169 §	11,309 §	19,602 †	8,098 †
Total Location-Based Footprint	60,162	57,533	68,298	61,603	77,329 §	67,470 §	69,069 †	57,564 †
Race Team Control Footprint (Location-Based)	25,583	20,954	26,153	19,458	24,857 §	14,997 §	22,705 †	11,201 †

Annual Comparison – Market-Based with SAFc

This table summarises our market-based emissions, with the impact of SAFc included. It shows how our total footprint – Scope 1, 2 & 3 emissions – has changed since our baseline year of 2022, as well as our progress in reducing Race Team Control emissions.

	2022 (tCO ₂ e)	2023 (tCO ₂ e)	2024 (tCO ₂ e)	2025 (tCO ₂ e)	% change between 2022 and 2025	% change between 2024 and 2025
Scopes 1 & 2 (Market-Based)	367	355	384	207	-44%	-46%
Scope 3 RTCe	17,107	15,417	10,926	7,891	-54%	-28%
Scope 3 Non-RTCe	36,579	42,145	52,473	46,364	27%	-12%
Full Footprint	54,053	57,917	63,782	54,462	1%	-15%

RTCe categories

- Fuel and Energy Related Activities
- Upstream Transportation and Distribution
- Waste Generated in Operations
- Business Travel
- Employee Commuting & Working from Home

Non-RTCe categories

- Purchased Goods and Services
- Capital Goods
- Use of Sold Products
- End of Life Treatment of Sold Products

We engaged KPMG to provide independent limited assurance over the metrics in the table, over multiple years, using the assurance standards ISAE 3000 (Revised) and ISAE 3410. The specific limited assurance periods and scopes are indicated below:

† For the metrics in the table above indicated with the symbol † KPMG has issued an unqualified opinion over the selected data, in 2026, and the full assurance report is available on our corporate website <https://www.mercedesamgf1.com/sustainability/reports>.

* For the metrics in the table above (as disclosed within our SECR Disclosures within the 2025 Annual Report at available on Companies House) indicated with the symbol * KPMG has issued an unqualified opinion over the selected data, and the full assurance report is available on our corporate website <https://www.mercedesamgf1.com/sustainability/reports>.

§ For the metrics in the table above indicated with the symbol § KPMG issued an unqualified opinion over the selected data, in 2025, and the full assurance report is available on our corporate website <https://www.mercedesamgf1.com/sustainability/reports>.

‡ For the metrics in the table above (as disclosed within our SECR Disclosures within the 2024 Annual Report at available on Companies House) indicated with the symbol ‡ KPMG issued an unqualified opinion over the selected data, in 2025. The full assurance report is available on our corporate website <https://www.mercedesamgf1.com/sustainability/reports>.

Sustainable Aviation Fuel has no impact on Scope 1 and 2 emissions and so the Scope 1 and 2 emissions with SAFc Purchase are identical to the assured emissions without SAFc purchase.

For details on the methodology used to calculate 2025 and 2024 emissions, see the Basis of Reporting documents available on our corporate website <https://www.mercedesamgf1.com/sustainability/reports>.

Footnotes

Full details of our basis of reporting can be found on mercedesamgf1.com/sustainability/reports

Net Zero

54% reduction in market-based Race Team Control emissions with Sustainable Aviation Fuel certificates (vs 2022 baseline)

Based on comparison of 2025 market-based Race Team Control emissions (RTCe) with Sustainable Aviation Fuel certificates (SAFc), with the 2022 footprint.

30,688 tCO₂e aviation emissions reduced through use of SAFc between 2025 and 2022 (11,504 tCO₂e alone saved in 2025)

Savings taken from the data provided by the team's SAFc suppliers. Lifecycle assessments (Well-to-Wake) of our book-and-claim SAFc purchase compared to a lifecycle assessment of the same volume of jet fuel. Mass balance approach of the book-and-claim system was independently verified by a third party and confirmed no instances of non-conformities identified.

99% coverage of HVO100 for 2025 European season race and marketing trucks

Calculated by combining the total litres of HVO100 and diesel fuel used in the marketing and race trucks across the European season.

1% increase in total market-based emissions with SAFc vs 2022

Calculated by comparing the 2025 market-based total emissions with SAFc, and the 2022 footprint.

7% reduction in RTCe without SAFc between 2025 and 2024

Based on comparison of 2025 market-based RTCe without SAFc, and the 2024 footprint.

2% reduction in RTCe without SAFc between 2025 and 2022

Based on comparison of 2025 market-based RTCe without SAFc, and the 2022 footprint.

67% of our RTC emissions come from aviation

Calculated using RTCe, market-based, pre SAFc allocation. Total aviation activities come from Business Travel and Upstream Transportation and Distribution emissions categories.

44% reduction in Scope 1 & 2 emissions since 2022

Based on comparison of 2025 market-based Scope 1 and 2 emissions, and the 2022 footprint.

46% reduction in freight and logistics emissions since 2022

Calculated based on the difference between total Upstream Transportation and Distribution emissions in 2022 vs 2025.

5% reduction in emissions associated with main mode of freight transport (market-based, without SAFc) between 2022 and 2025

Calculated using the emissions associated with the main mode of freight transport between 2022 and 2025 without SAFc. Main mode of freight transport is the mode of transport used for the international leg of the trip (e.g. a pallet driven from Brackley to EMA, then flown to SIN, then driven to the track is counted as air freight).

63% reduction in emissions associated with main mode of freight transport (market-based, with SAFc) between 2022 and 2025

Calculated using the emissions associated with the main mode of freight transport between 2022 and 2025 with SAFc.

1.4 million km running on HVO100 across 2022-2025 European Seasons

Calculated for each year, using an average fuel efficiency (km/L) from available data and applied to the rest of the race and marketing trucks fuel consumption to estimate distances travelled 2022 to 2025.

1,197 tCO₂e avoided through HVO100 between 2022 and 2025 across European Season

Calculated using the annual difference between the Well-to-Wheel (WTW) emissions for HVO100 and average biodiesel blend from UK Government GHG Conversion Factors (between 2025 and 2022) and annual HVO100 fuel consumption across the European season for race and marketing trucks between 2022 and 2025.

413.5 tCO₂e avoided in 2025 through HVO100 across European Season

Calculated using the difference between the Well-to-Wheel (WTW) emissions for HVO100 and average biodiesel blend from UK Government GHG Conversion Factors (2025) and HVO100 fuel consumption across the European season for race and marketing trucks.

Equivalent of the sequestration power of approximately 33,600 fully grown mangrove trees in one year

Based on the assumption that one mangrove stores approximately 12.3kgCO₂ per year over its lifetime.

Biofuel coverage: 84% in 2023, 98% in 2024, 99% in 2025

Calculated by totalling litres of HVO100 and diesel fuel used in the race and marketing trucks and EET generators across the European season in each calendar year.

Quadrupled emissions reduction from SAFc 2022 vs 2025

Calculated by comparing the tCO₂e of SAFc savings in 2025 compared to 2022.

88% coverage of aviation emissions with SAFc

Based on SAFc Well-to-Wheel (WTW) savings of 11,504 tCO₂e applied to total aviation activities in Business Travel and Upstream Transportation and Distribution emissions categories.

56% total aviation footprint since 2022 covered by SAFc

Based on SAFc Well-to-Wheel (WTW) savings of 30,688 tCO₂e applied to total aviation activities in Business Travel and Upstream Transportation and Distribution emissions categories between 2022 and 2025.

99% of the power used from the EET came from sustainable sources

Based on the totalled energy production from the different EET sources (HVO/grid/solar) and calculated proportion of sustainable energy sources (provided by F1).

48% reduction in emissions from pool car fleet since 2024 and 56% since 2022

Calculated by comparing pool car emissions in 2025 vs the 2024 and 2022 footprints.

23% reduction in commuting emissions since 2022

Calculated by comparing commuting and work-from-home emissions in 2025 vs 2022.

580,000 commuting kilometres saved in 2025

Data taken from supplier dashboard for full 2025 reporting year.

12% reduction in supply chain emissions in 2025 vs 2024

Calculated by comparing supply chain emissions (Purchased Goods and Services, and Capital Goods) in 2025 vs 2024.

18,900 tCO₂e of nature-based, hybrid and engineered removals invested in between 2024 and 2030

Based on both already-delivered removals in 2024 and 2025, and contracted carbon removals purchased out to 2030.

Footnotes

Responsible Resource Consumption

20% reduction in energy consumption per employee since 2022

Calculated by comparing the total MGP factory gas and electricity consumption in kWh normalised by headcount as reported in SECR and compared between 2025 and 2022.

3% reduction in energy consumption per employee since 2024

Calculated by comparing the total MGP factory gas and electricity consumption in kWh normalised by headcount as reported in SECR and compared between 2025 and 2024.

Installed solar canopy on our new car park, which should generate up to 1.1 GWh per year

Calculated using reported data from supplier.

2% reduction in overall energy (gas and electric) consumption since 2024

Calculated by comparing the total Brackley factory gas and electricity consumption in kWh between 2025 and 2024.

3% reduction in overall energy (gas and electric) since 2022

Calculated by comparing the total Brackley factory gas and electricity consumption in kWh between 2025 and 2022.

49% reduction in gas consumption since 2022

Calculated by comparing the total Brackley factory gas consumption in kWh in 2025 vs 2022.

1% rise in absolute electricity consumption since 2022

Calculated by comparing the total Brackley factory electricity consumption in kWh between 2025 and 2022.

421 tonnes of waste generated at Brackley in 2025

Calculated using reported data from waste handling contractors.

9% reduction in total waste tonnes from 2024, and 3% reduction from 2022

Calculated by comparing the total waste generation in tonnes in 2025 vs 2024 and 2025 vs 2022.

34% non-hazardous waste sent for recycling and 94% of waste diverted from landfill

Calculated using reported data from waste handling contractors and adjusted using 2024 sample data from general recycling waste provided by waste carrier, in line with 2024 reporting.

78% of team clothing returned at the end of the season was sent for recycling into useful products

Calculated weights of residual team kit segregated for recycling and available disposal routes provided by our waste handlers.

Ecological Protection

Eight races within 100 km of important mangrove ecosystems

Mangrove data sourced from Global Mangrove Watch (© Global Mangrove Watch and partners), used under applicable open data licence.

40,000 mangrove seedlings were planted in 2025 and 85 hectares will be restored
Based on data provided by the UPM research team.



Double Materiality Assessment Results

From 2024



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Advanced Sustainable Fuel (ASF)

From the 2026 season, all F1 cars must run on Advanced Sustainable Fuel – a new fuel standard introduced by the FIA requiring a minimum 65% greenhouse gas saving against the EU Renewable Energy Directive benchmark. To qualify, the fuel must be independently certified and derived from non-food biomass, municipal solid waste or renewable synthetic sources.

Biodiversity Net Gain (BNG)

A planning and development approach that requires new projects to leave biodiversity in a measurably better state than before work began. In England, the Environment Act 2021 introduced a mandatory minimum of 10% Biodiversity Net Gain for most new developments.

Brainprint

Our term for the positive influence we extend beyond our own operations – through the technologies we develop, the partnerships we form and the knowledge we share.

Carbon Offsetting

The process of compensating for emissions by supporting projects that reduce or avoid CO₂e elsewhere – such as renewable energy, waste-to-energy schemes, or community initiatives that avoid emissions and deliver social benefits.

Carbon Removals

The process of capturing carbon already in the atmosphere and storing it for decades or longer. Methods range from nature-based solutions like tree planting and soil management to engineered options like direct air capture and hybrid approaches such as bioenergy with carbon capture. Each method varies in its durability, methodology and co-benefits.

Climate Transition Action Plan (CTAP)

Our first Climate Transition Action Plan, published in 2026 alongside this report. It describes the targets we are committing to, how we will achieve them and how we will be held accountable along the way. The plan is structured around ‘The 4 A’s Of Climate Leadership’ from the We Mean Business Coalition and supports the disclosures made in our annual sustainability reports and Group non-financial and sustainability information statements provided in our annual financial accounts.

The Climate Pledge

Founded by Amazon and Global Optimism in 2019, The Climate Pledge commits signatories to reach Net Zero by 2040, a decade ahead of the Paris Agreement target, through transparent decarbonisation and credible offsetting of residual emissions.

Double Materiality Assessment (DMA)

An approach that evaluates both how sustainability issues impact a business (financial materiality) and how the business impacts people and the environment (impact materiality). It helps organisations identify their most significant sustainability risks, opportunities and responsibilities (IROs). Our most recent full DMA was in 2024, and it was in line with the European Sustainability Reporting Standards (ESRS).

Event Energy Transition (EET)

A centralised, low-carbon energy system developed by Formula One Management to power trackside operations across the F1 paddock.

F-gas (Fluorinated Gas)

A group of man-made greenhouse gases used in refrigeration, air conditioning and insulation. F-gases have a high global warming potential (GWP), making even small leaks harmful to the climate. Reducing and managing F-gas emissions is a key focus of environmental regulation and climate action.

FIA Three-Star Environmental Accreditation

The highest level of environmental recognition awarded by the FIA, motorsport’s global governing body. Launched in 2011, the accreditation helps teams assess and improve their environmental performance across 17 criteria, including energy use, transport planning, supply chain management and carbon emissions. Accreditation is based on an independent audit to ensure impartiality and rigour.

HVO100 Biofuel

Hydrotreated Vegetable Oil (HVO100) is a renewable diesel made from sustainably sourced waste oils and fats. It offers significant CO₂e reductions and improves local air quality by cutting NO_x and particulate emissions. As a near zero emission fuel, HVO100 plays a key role in the energy transition.

Impacts, Risks and Opportunities (IROs)

Key sustainability topics identified through a Double Materiality Assessment. IROs reflect where a business has the most significant environmental and social impacts, faces the greatest sustainability-related risks, or can unlock meaningful opportunities.

ISCC+ Certification

The International Sustainability and Carbon Certification Plus (ISCC+) scheme validates the sustainability characteristics of materials and products across supply chains, tracing alternative feedstocks and their sustainability attributes – such as bio-based or recycled materials – from source to finished product.

ISO14001:2015

An internationally recognised standard for environmental management systems (EMS). It provides a framework for improving environmental performance, reducing impact and ensuring compliance with legal requirements through a structured, proactive approach.

Location-based Emissions (with and without SAFc)

A location-based method reflects a company’s emissions based on the average emissions intensity of grids on which energy consumption occurs. Emissions based on SAFc are reported using the World Economic Forum (WEF) and Clean Skies for Tomorrow Coalition (CSTC) SAFc Emissions Accounting and Reporting Guidelines.

Market-based Emissions (with and without SAFc)

A market-based method reflects a company’s emissions based on the specific contracts the company has in place. This method uses emission factors from contractual instruments which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims. We use market-based emissions factors to capture the renewable gas and electricity and SAFc purchased by the team. Market-based emissions with SAFc are reported using the WEF and CSTC SAFc Emissions Accounting and Reporting Guidelines.

Oxford Offsetting Principles

The Oxford Offsetting Principles provide guidance on the pathways for organisations to navigate the evolving landscape of the carbon markets and offsetting practices with a focus on transparency, durability and innovation.

Race Team Control Emissions (RTCe)

This covers our market-based Scope 1 and 2 emissions and the following Scope 3 emissions: business travel (with SAFc purchase), team member commuting and working from home, upstream transportation and distribution, fuel and energy related activities and waste generated in operations.

Race Team Control Net Zero

Our target is to achieve Race Team Control Net Zero in 2030, aiming to reduce Race Team Control emissions by 75% and compensate for the residual emissions through carbon removals.

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REGO

Renewable Energy Guarantees of Origin (REGO) certificates provide transparency to track the generation and provision of renewable electricity into the national grid to customers from suppliers.

RGGO

Renewable Gas Guarantees of Origin (RGGO) certificates provide transparency to track the generation and provision of green gas into the gas grid to customers from suppliers.

Scope 1, 2 And 3 Emissions

The Greenhouse Gas (GHG) Protocol divides emissions into three categories. Scope 1 covers direct emissions from sources owned or controlled by an organisation, such as fuel combustion on site. Scope 2 covers indirect emissions from purchased energy, such as electricity or heat. Scope 3 covers all other indirect emissions, including business travel, supply chain activity and employee commuting.

SECR (Streamlined Energy And Carbon Reporting)

A UK Government requirement for large companies to disclose their energy use and carbon emissions within their annual accounts. SECR is intended to drive transparency on energy consumption and carbon performance.

Sustainable Aviation Fuel (SAF)

Sustainable Aviation Fuels (SAF) is a renewable or waste-derived aviation fuel that can be used as an alternative to conventional fossil jet fuel. Recognised by the International Civil Aviation Organisation as a key technology for decarbonising aviation, SAF significantly reduces lifecycle emissions compared to fossil fuels.

Sustainable Aviation Fuel Certificates (SAFc)

Sustainable Aviation Fuel certificates (SAFc) operate on a 'book-and-claim' basis allowing organisations to support the use of SAF even when it isn't available at the point of uplift. Under this approach, emissions reductions associated with SAF are allocated to participating organisations based on verified purchases. We source SAFc from certified suppliers and rely on established certification schemes and contractual safeguards designed to support the integrity of the associated emissions reductions. Our SAFc purchases are accounted for using best practice accounting standards set out in the WEF and CSTC's SAFc Emissions Accounting and Reporting Guidelines.



Mercedes-AMG PETRONAS F1 Team, Lauda Drive, Brackley, NN13 7BD, UK
www.mercedesamgf1.com/sustainability

