

McLaren Racing Gender Pay Gap Report 2024/25



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McLaren Racing's Diversity, Equity and Inclusion commitment

Daniel Gallo



At McLaren Racing, we believe that embedding a diverse, inclusive culture across our workforce is essential to our ambition to set the standard for high performance in sport.

Our commitment remains for 40% of our team to come from underrepresented groups by 2030, and this report sets out our progress from April 2024 to April 2025. This year we've seen encouraging movement: year-on-year improvements in our gender pay measures, a reversal of the mean bonus gap, and a continued rise in female representation, rising from 20% to 21.3%.

Our initiatives have seen a significant impact on early career development as we establish a foundation for future growth, despite ongoing challenges in attracting women to technical roles, which has historically affected the diversity of talent in our industry. We know there is more to do, particularly in technical and leadership roles, and we are focused on sustaining this momentum.

The high-performance culture we foster in racing extends to our equality efforts. We believe sport has the power to both inspire and advocate for change, and we remain dedicated to building a more inclusive and equitable future for the industry.

A handwritten signature in black ink that reads "Daniel Gallo". The signature is fluid and cursive, with a large initial "D" and "G".

Daniel Gallo

McLaren Racing
Chief People Officer



What is gender pay?

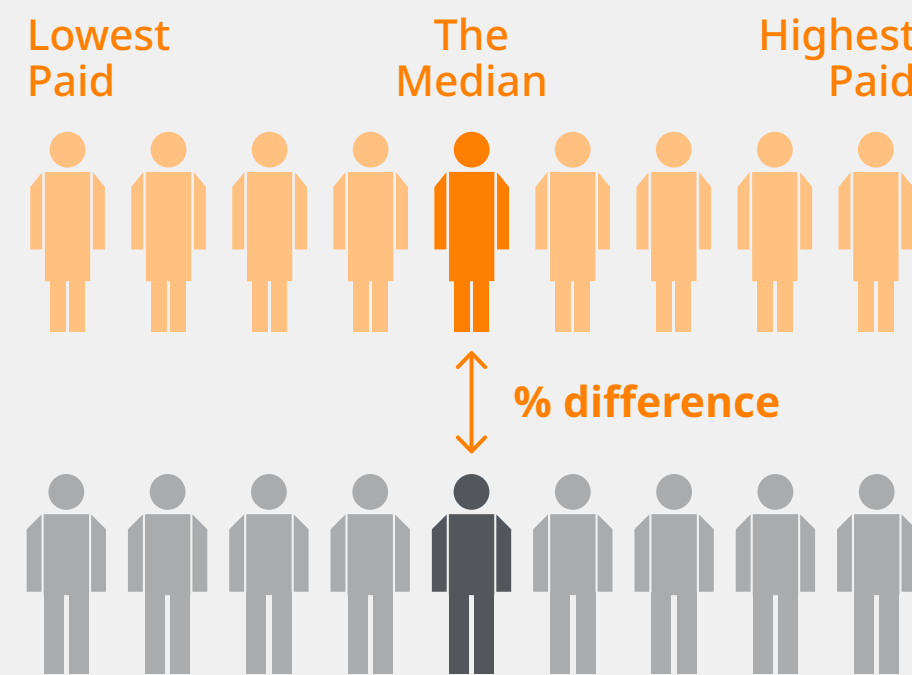


The gender pay gap measures the difference in average hourly earnings between men and women within an organisation. It differs from equal pay, which refers to men and women receiving the same compensation for performing identical or similar roles. Instead, the gender pay gap reflects wider workforce composition, including representation at different levels and across different roles.



In 2025, the United Kingdom's national gender pay gap was 12.8% (median hourly earnings for all employees) and 6.9% for all full-time employees, (down from 2024), although this figure varies by industry (Office for National Statistics). ONS analysis indicates that around 76% of people working in 'science, research, engineering and technology' occupations were men and approximately 24% women.

As part of our commitment to transparency and continuous improvement, we report our gender pay gap in accordance with UK regulations. These regulations mandate that organisations with 250 or more employees publish their gender pay gap data at specified intervals.

We recognise that addressing gender pay disparities is an ongoing journey, and we remain committed to fostering an inclusive and equitable workplace for all employees.



Key

 
Women Men

The **median gender pay gap** reflects the percentage difference in pay between the middle person in a ranking of highest to lowest paid women and men, respectively.

The **mean gender pay gap** looks at the average percentage difference in hourly pay of the women at McLaren Racing in the UK as compared to the men in the team.

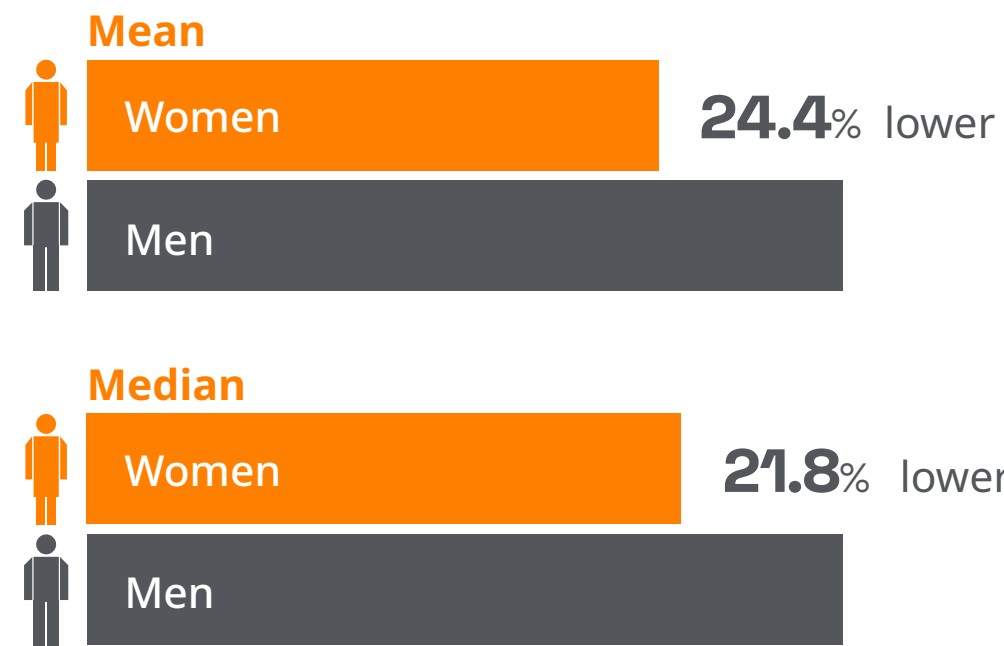


Our results

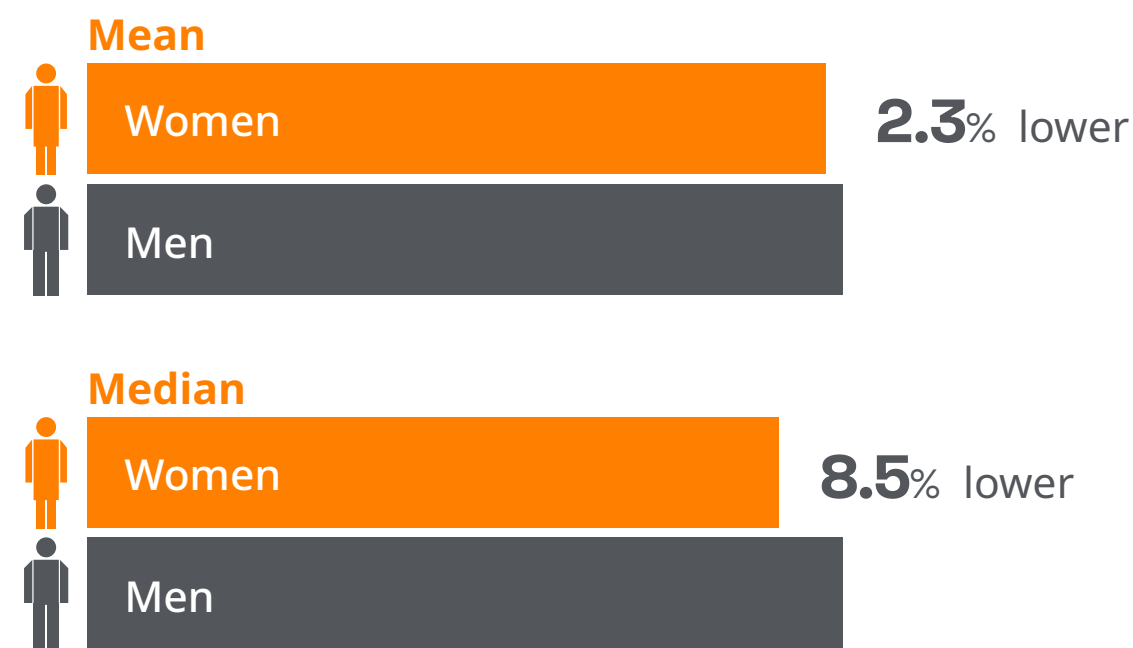
The following data outlines our gender pay gap results for 2024/25, highlighting the distribution of pay, bonus and gender representation across the organisation.



Women's hourly rate



Women's bonus pay

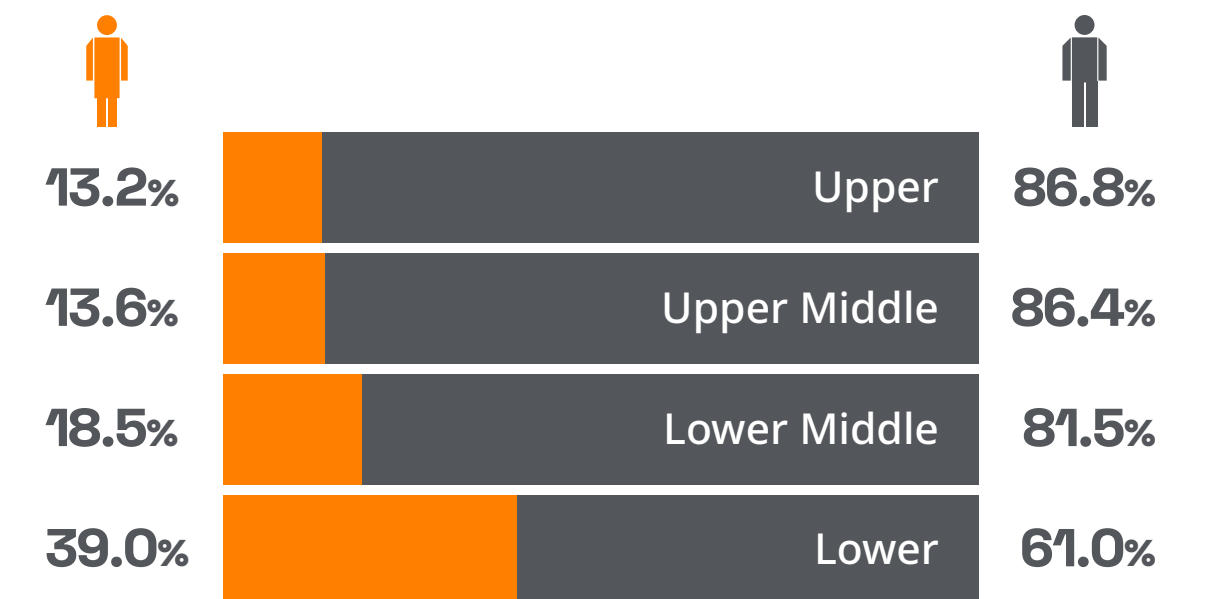


Who received bonus pay



The proportion of male and female employees who were paid any amount of bonus pay.

Proportion of employees in each pay quartile



The proportion of male and female employees in four quartile hourly rate pay bands ranked from lowest hourly rate to the highest hourly rate. It is achieved by dividing the workforce into four equal parts.

Key



The gender pay gap shows the difference between the **mean** (average) and **median** (midpoint) pay and bonus earnings of male and female employees, expressed as a percentage of male employee's earnings.

Our gender pay gap report for FY 2024/25 offers insight into the pay distribution within our organisation and reflects broader trends in workforce composition.

While our results indicate some changes in key areas, we remain committed to fostering a more inclusive and equitable workplace and addressing the broader challenges in our industry.

Gender pay gap

We have seen a meaningful year-on-year improvement in both pay measures.

- The mean pay gap fell from 29.7% (2023/24) to 24.4% (2024/25), a 5.3 percentage-point decline.
- The median pay gap fell from 31% to 21.8%, a 9.2 percentage-point decline, indicating that the midpoint comparison between women's and men's pay has narrowed significantly.
- Both mean and median pay gaps have decreased significantly year-on-year, with the driving force behind this change attributed to the distribution of male & female representation across the pay quartiles.
- We have experienced a positive shift in female representation across the top 3 quartiles (upper, upper middle & lower middle), supported by internal mobility & external recruitment.

What do our results mean?

Quartile pay band distribution

The reduction in our pay gap can be explained through a number of lenses:

1. An increase in total female representation in our organization from 20% to 21.3%. Distribution of women across technical and non-technical functions as of April 2024:
 - 10.3 % in motorsports/technical functions (increased from 7% in 2024)
 - 52.7 % in non-motorsports/technical functions.
2. Increased female representation in the middle and upper quartiles:
 - **Upper quartile** women increased from **10.5% → 13.2%** (+2.7pp)
 - **Upper middle** women increased from **10.5% → 13.6%** (+3.1pp)
 - **Lower middle** women increased from **16.4% → 18.5%** (+2.1pp)
 - **Lower quartile** women decreased from **43.1% → 39.0%** (-4.1pp)
3. Recruitment efforts resulted in 26% of all hires into the organisation being female, a 4% increase Year on Year:
 - 17% in F1 Functions (14% in the previous period)
 - 39% in Business Performance, Commercial and IndyCar
 - 27% in Early Careers – all within F1
4. Progression of female talent – women represented 26% of all internal promotions across the business, a proportion that exceeds the overall representation of women within our workforce.



Bonus pay gap

The median bonus gap in 2024/25 reduced significantly, indicating that bonus outcomes for those receiving bonuses have become more closely aligned at the midpoint.

The most notable change is the mean bonus gap shifting from 48.6% to 2.3%. The median bonus gap also reduced sharply from 33% to 8.5%, highlighting more aligned bonus outcomes across the workforce.

A key reason for the narrowing of both the mean & median bonus figures is attributed to the gender representation per quartile, as bonuses are calculated as a percentage of employee's base salaries, with set percentages per grade.

We are also pleased to see a positive shift in our bonus data following changes made to our Parental Leave policy during the 2023 season, where we took proactive steps to ensure that any employee, man or woman, taking extended parental leave (maternity or shared parental leave) would still receive their full bonus eligibility. During the reporting period, we retained 100% of team members who returned to the team following extended parental leave.

Bonus eligibility

Eligibility for our bonus schemes is contractual, with 100% of employees who are employed directly being eligible to receive a bonus each year. Bonus amounts are dependent on business performance both on and off the track.

For the 2024/25 Gender Pay Gap report, we reported participation rates of 79.9% for men and 67.5% for women. These figures represent a decrease compared with the 2023/24 results, where 95.1% of men and 89.8% of women participated in the bonus scheme.

The significant decrease in bonus participation rates is driven by the Gender Pay Gap reporting cycles. The current report relates to bonuses awarded for the 2023 F1 season, where employees were required to be employed on 31 December 2023 to be eligible for that year's bonus scheme. The data snapshot date for this report is April 2025.

During the period between the end of the 2023 F1 season and the data snapshot date, we experienced significant headcount growth, with 365 new employees joining the organisation, 26% (92) of whom were women. All these new starters did not participate in the 2023 bonus scheme and are therefore categorised as "ineligible" – as they were not employed during the season.



Ongoing commitment

Our Diversity, Equity, and Inclusion strategy includes an ambition to have 40% of the team come from underrepresented backgrounds by 2030.

High performance is integral to our culture at McLaren Racing, but diversity, equity and inclusion is required as an underpinning principle for teams to operate in this way. This is why this target is crucial to our goal of setting the standard for high performance in sport. Getting this right enables us to innovate more quickly and fosters a culture of trust that allows our team to perform at the pinnacle of the sport, day in and day out – all of which will ultimately lead to on-track success and a high-performance culture of safety and belonging.

Whilst we have seen positive progress through this reporting period, in the reduction in our pay gap and in the percentage of women represented in our upper 3 quartiles, we know that there is more work to do and we remain committed to driving change through **3 key areas**:

Our people

Inclusion is a high-performance lever; we focus on embedding it within our culture, behaviours, structures, and processes as a team.

Our brand for good

Utilising the McLaren Engage platform to foster impactful, inspiring, and meaningful initiatives that attract diverse talent and supporters.

Our industry

Be a leading voice for innovation and change, we influence the industry in how we promote and raise awareness of inclusion, diversity and equity throughout the motorsport ecosystem.





Our people

Our leaders set the tone for our culture, and we will continue to use a data and insight-led approach to inform our priorities and take bold action to tackle barriers and underrepresentation. In our refreshed DE&I strategy for 2025, we have adopted an approach to embedding inclusion at every stage of our employee life cycle, including our efforts to attract, develop, and retain women at McLaren Racing.

Talent Attraction and Recruitment

We continue to strengthen inclusive recruitment pathways through initiatives such as Engage, NEXT, and our Early Careers programmes, which expanded access to business and technical careers to help build a more diverse future workforce.

By widening entry routes, increasing outreach, and ensuring inclusive selection practices, we aim to attract female talent to areas where representation has historically been lower, particularly in technical and specialist functions.

In the reporting period, female hires made up:

- **26%** of total hires across all McLaren Racing
- **17%** in F1 Functions
- **39%** in Business Performance, Commercial and IndyCar
- **27%** in Early Careers – all within F1

Retention of Talent

Our enhanced parental leave offering, one of the most progressive on the Formula 1 grid, provides enhanced pay, bonus continuity, return-to-work 1:1 coaching and tailored support within McLaren Performance Hub (MPH).

These measures are designed to retain experienced talent and support sustained career progression following parental leave. For the duration of the reporting period, we saw 100% of team members return back to the team post their leave, illustrating that the enhancements are having an impact.



Our people

Development and Progression

Improving the career progression of women remains a key focus for McLaren Racing. At the time of the data snapshot report women represented 21.3% of the overall workforce, and we continue to focus on strengthening our talent pipeline and supporting development across the organisation.

To achieve this, we run structured mentorship programmes, leadership development training and targeted succession planning to ensure women have opportunities to grow into critical technical and leadership roles.

In 2025, women represented 26% of internal promotions, which is above the overall workforce representation, reflecting positive progress in supporting the advancement of women across the team.

Leadership and Accountability – Executive Team

Our executive team sponsors and advocates for female representation and inclusion.

Our CEO, Zak Brown, held regular sessions with female team members throughout the year from across all grades and functions, to hear their feedback and insight into what more we can do as a team to attract, retain and progress female talent. Senior female leaders such as Lou McEwen, Chief Marketing Officer, Laura Bowden, Chief Financial Officer, Stephanie Carlin, Senior Director, Team Principal Office and Chief of Staff and Chloe Todd, Executive Director, Business Strategy and Chief of Staff, have shared their career stories and experiences as female team members already in senior positions.

Inclusion as a Lever of High Performance Leadership

Inclusion capability remains a key enabler of progress. From Q2 2026, McLaren Racing People managers will complete enhanced inclusion training focused on equitable decision-making across hiring, development, performance and reward processes.

Alongside this, community events, mentoring programmes and structured conversations on inclusion and career progression will continue to support an environment where diverse talent, including women, can succeed and contribute fully.



Our brand for good

Working with our partners and social enterprise organisations we have designed and delivered a range of programmes that aim to inspire, support and provide opportunities within McLaren Racing for underrepresented talent, with a particular focus on female talent.

Supporting Women in early-careers

In 2024, we continued our partnership with Girls on Track UK to promote female participation in motorsport. We established our first Nurture Cohort in 2024 with 48 participants, in 2025, our second cohort with 50 participants, featuring in-person events and webinars.

In Cohort 2, 100% of mentee respondents agreed that the programme boosted confidence, increased optimism about career progression, improved their knowledge and skills, and expanded their industry contacts and networks.

Attendees appreciated insights from McLaren Racing, which made opportunities seem accessible and positioned McLaren Racing as an aspirational employer. Interests extended beyond engineering to include commercial, communications, legal, and sustainability functions.

Building on this success, in 2026, we plan to launch a third cohort to share insights into our processes and showcase diverse pathways, reinforcing McLaren Racing as a talent-inspiring employer across disciplines.

McLaren NEXT – Future talent programme

NEXT is McLaren Racing's flagship talent initiative to support emerging women leaders in STEM. Building on the 60 Scholars programme, it highlights the company's commitment to diversity and inclusion in motorsport and related fields.

Providing Personal Growth and Community

The programme gathers aspiring women for an intensive, in-person learning experience, aiming to break barriers, raise awareness of career paths, and equip participants with the confidence, skills, and networks needed for high-performance careers in motorsport, engineering, technology, and professional services.

In collaboration with our Partners

McLaren Racing delivers NEXT in partnership with Allwyn, Cisco, and Deloitte UK, offering masterclasses, workshops, panel discussions, and mentoring at the McLaren Technology Centre and partner sites. These sessions expose participants to STEM careers and real-world applications.

Global Reach

25 women from the UK, US, and EU attended the five-day programme focused on career exploration, skills, and networking, with travel costs subsidised to improve access.



Our brand for good



STEM days

The McLaren Racing and Smallpeice Trust have a long-term partnership, launched in 2021 to inspire young people in engineering and motorsport through STEM workshops using McLaren Racing industry resources, offering school STEM challenge days for younger students and STEM learning expertise from the Smallpeice Trust. In 2025, the programme delivered 19 school sessions to 1,054 students across the South East, London, Birmingham, and Manchester.

From Jan 2024 to July 2025, it reached 1,054 students, of whom 509 were female (48.2%). On average, 44% of students were underrepresented, with higher concentrations in Greater London and Birmingham (68% and 66%), showing successful outreach to underrepresented communities in engineering. 68% of participants now consider a career in education after the STEM day challenges.

Scholarships

The Arkwright Engineering Scholarship has become a pathway for older students. McLaren Racing currently sponsors seven Arkwright scholars each year. Since January 2024, 14 McLaren scholars have begun the programme, including eight women.

The scholarship offers two years of support, which includes mentoring from McLaren Formula 1 engineers, work experience, access to McLaren Racing facilities and teams, and direct exposure to engineering careers. It also provides funding for study materials and support for schools, adding value for both individuals and institutions.

STEM Ambassadors

Our network of STEM Ambassadors supports the delivery of our Engage programmes and STEM outreach initiatives, engaging and inspiring young people in the fields of Science, Technology, Engineering, and Mathematics.

In the 2024-25 school year, we had a total of 90 STEM ambassadors, an increase of 8%. The proportion of women ambassadors has increased from 46% to 48%. We delivered 41 events at primary, secondary, and higher education institutions, reaching 6,300 young people.

Mentoring to Support Progression of Commercial and Creative Talent

In 2024, we launched a pilot mentoring program with Creative Access for mid-career women from underrepresented backgrounds, aiming to advance in the creative industry.

In 2025, we expanded with a second cohort and 8 sessions, pairing mentees with senior women at McLaren Racing from the Communication, Commercial, and Brand teams, fostering relationships with industry leaders. Mentees gained career insights, skills, networks, and support, concluding with reflection and networking to reinforce learning. Participants reported increased confidence, skills, and contacts.

Mentees valued increased confidence in industry knowledge, and guidance from mentors. Mentors also improved their mentoring skills as a result of the programme, with feedback indicating better mentoring, boundary-setting, and guidance.



Our industry

Our reach across the racing series and our global partner network allows us to utilise our extensive platforms to advocate for positive change. We aim to continue raising awareness and enhancing our engagement, ultimately attracting more women to motorsport. From fans to talent joining our team, we strive to inspire women worldwide to be part of our journey.

Work with industry partners

In 2024, all 10 F1 teams, Formula 1, and the FIA developed and agreed on a formal D&I charter to demonstrate the sport's commitment to fostering a more diverse and inclusive industry where everyone, including women, can access and contribute.

The charter outlines how all stakeholders will collaborate to remove barriers that hinder the attraction and retention of diverse workforces. All parties recognise that, despite the fierce competitiveness of F1, inclusion requires cooperation, which the charter is designed to promote. This year will focus on reporting on our progress alongside other teams.

F1 Academy and Driver Development Programme

In 2025, we announced we are entering a second car into the all-female F1 ACADEMY series for the 2026 season, with Ella Lloyd returning for a second campaign alongside new recruit Ella Stevens. In addition, Ella Hakkinen joined the McLaren Driver Development Programme.

The 14-year-old, who is one of nine karters supported by F1 ACADEMY Discover Your Drive in the Champions of the Future Academy Program. As it stands, we are the only F1 team to support two F1 Academy drivers, illustrating the depth of commitment to supporting female talent, on and off track.



Our industry

Raising Awareness & Advocacy

To celebrate International Women's Day 2025, McLaren used storytelling and role-models, mainly via Arrow McLaren's publication, "Accelerating Women's Equality in Motorsports," highlighting women in various roles and their contributions. The F1 team featured Tony and Melanie Franklin's journeys at McLaren, showcasing their family story and Melanie's motorsport path as part of IWD celebrations.

More Than Equal

In August 2025, McLaren Racing CEO Zak Brown joined More than Equal's inaugural Advisory Board to support a talent pipeline for female drivers and address under-representation. The board offers strategic counsel as the programme expands.

The appointment demonstrates commitment to gender equity through visible sponsorship, influence, and backing for initiatives to improve access, progression, and representation of women in male-dominated motorsport.



On the Podium

The 2025 season saw two female team members on the podium to accept the Constructors' trophy following a race win – Lou McEwen, Chief Marketing Officer and Laura Bowden, Chief Financial Officer. This made Lou and Laura only the 11th and 12th women to stand on an F1 podium, a moment that reflected cultural progress inside the team, including greater recognition of commercial leadership alongside the race team.



Whilst we are pleased to see progress across a number of areas within this report, as a team, we recognise we are on a journey, and we still have more to do internally and externally to influence change. We already have ambitious targets and goals for diversity, equity, and inclusion – and we continue to innovate and take bolder action through our initiatives to support our female talent at all levels and accelerate diversity, equity and inclusion in motorsport.

For further information on how we are driving our social impact across the pillars of People, Performance and Planet, please see our [Our Sustainability Report](#)



Daniel Gallo

McLaren Racing
Chief People Officer

