

MAKE A MARK REPORT 2025



aramco
FORMULA ONE™ TEAM

CONTENTS

03	INTRODUCTION
12	ENVIRONMENT
38	BELONG
56	COMMUNITY
76	GOVERNANCE
80	GLOSSARY
82	APPENDIX

¹ INTRODUCTION



² ENVIRONNEMENT



We Make A Mark
by combining
ambition with purpose,
empowering our
people to take
ownership, to act
with agility and
to keep improving
every day.

DEBBIE WALL, ESG DIRECTOR

WELCOME

A MESSAGE FROM DEBBIE WALL, OUR ESG DIRECTOR

Over the past year, we have continued to create meaningful impact for people, planet and partners through Make A Mark, embedding a more focused and measurable approach to ESG across how we operate as a team. Our approach is guided by three core pillars: Environment, Belong and Community.

Under Environment, we are committed to building a more sustainable operation for the long term. This year, we strengthened our net zero pathway with science-led direction across our value chain, accelerating action where our impact is greatest. We improved how we manage travel and logistics emissions through greater efficiency and increased use of lower-carbon solutions, while continuing to invest in credible carbon removal projects that also support nature and local livelihoods. Alongside this, we enhanced our governance and disclosure, strengthening the systems, controls and transparency that allow us to track our progress with clarity and confidence.

Belong reflects our belief that people perform at their best when they feel respected, supported and able to be themselves. Over the year, we continued to invest in inclusion and wellbeing, marked

key moments that celebrate difference, and built practical pathways into the sport through mentoring and development programmes that support under-represented talent.

Through Community, we aim to make a meaningful difference beyond our organisation. We expanded education and employability initiatives with our partners, created hands-on experiences that bring STEM to life, and continued to support charitable causes through the passion and commitment of our colleagues. We also launched new programmes to identify, develop and inspire future industry leaders, while broadening early career opportunities through internships that build skills and deliver real operational value.

We are proud of the progress we have made, but we know this is an ongoing journey. We make a mark by combining ambition with purpose, empowering our people to take ownership, to act with agility and to keep improving every day.

Looking ahead, we will stay focused on where we can have the greatest impact, strengthen the quality and integrity of our data, and continue turning intent into meaningful, lasting progress.



ABOUT

OUR RACING, PERFORMANCE TECHNOLOGIES AND EVOLUTION TEAMS

ASTON MARTIN ARAMCO FORMULA ONE™ TEAM

Aston Martin Aramco Formula One™ is a motorsport team which competes in the highest class of international racing for open-wheel single-seater formula racing cars (F1®) sanctioned by the Federation Internationale de l'Automobile (FIA). Teams compete in a series of races (Grands Prix) to achieve points in a bid to win the annual World Constructors' and Drivers' Championships.

ASTON MARTIN PERFORMANCE TECHNOLOGIES (AMPT)

Aston Martin Performance Technologies applies advanced engineering and performance insights from F1® to a wide range of industries. AMPT offers high-level consultancy and bespoke solutions in areas such as automotive design, simulation, manufacturing, and data analysis. By leveraging the cutting-edge tools and expertise developed for Aston Martin Aramco Formula One™ Team,

they help external partners enhance performance, efficiency, and innovation across both automotive and non-automotive sectors.

ASTON MARTIN ARAMCO FORMULA ONE™ EVOLUTION TEAM

The Evolution team keeps our former F1® cars running long after their final race, preparing them for demonstration runs and test events that bring the sport to fans and communities who may not have access to a Grand Prix. Operating away from permanent circuits requires meticulous planning and adaptation; adjusting the car for low-grip, uneven public roads, managing tyre and power unit temperatures at lower speeds, and mitigating route-specific risks such as bumps, drain covers and road furniture. Every event is approached with the same discipline as a race weekend: detailed reconnaissance, tight briefings, and an F1® mindset, so the team can deliver a safe, reliable showcase wherever the car runs.





Make A Mark is our commitment to driving meaningful progress for people, our planet and our partners.

OUR APPROACH

OUR COMMITMENT TO DRIVING MEANINGFUL PROGRESS FOR PEOPLE, PLANET AND PARTNERS

Make A Mark is our commitment to drive meaningful progress for people, planet and partners. In F1®, everything we do is driven by the pursuit of performance; constantly pushing forward, refining how we work, and finding better ways to deliver across the AMR Technology Campus, the garage and a global season.

We bring that same mindset to the responsibility we share: focusing on what matters most, acting with intent, and using our platform to create lasting, positive impact.

Our work is guided by three core pillars:

➤ ENVIRONMENT

Building a more sustainable business and operation for the benefit of our planet.

➤ BELONG

Fostering a culture rooted in respect, support and inclusion, where people feel valued and able to thrive.

➤ COMMUNITY

Supporting communities to improve lives and expand opportunity for the future.

We make a mark by leading with pioneering ambition, staying grounded in purpose, empowering people to own their influence, and acting with agility so we are fast, focused and future-facing.

We align our programmes with the UN Sustainable Development Goals (SDGs), focusing on where we can make the greatest and most credible difference through our operations and partnerships. This includes accelerating climate action and responsible resource use; strengthening education, skills and access to opportunity; supporting health, wellbeing and inclusion; and building partnerships that enable us to scale impact beyond our team.



IMPACT

2025 IMPACT HIGHLIGHTS

NET 0

NET ZERO BY 2050

We are committed to science-backed greenhouse gas reduction targets and achieving net zero greenhouse gas emissions across our value chain by 2050.

Our near-term targets include a 42% reduction in Scope 1 and 2 emissions, and a 25% reduction in Scope 3 emissions by 2030¹.

↓ 14%

REDUCTION IN TRAVEL AND LOGISTICS EMISSIONS

Through more efficient logistics and investment in Sustainable Aviation Fuel (SAF).

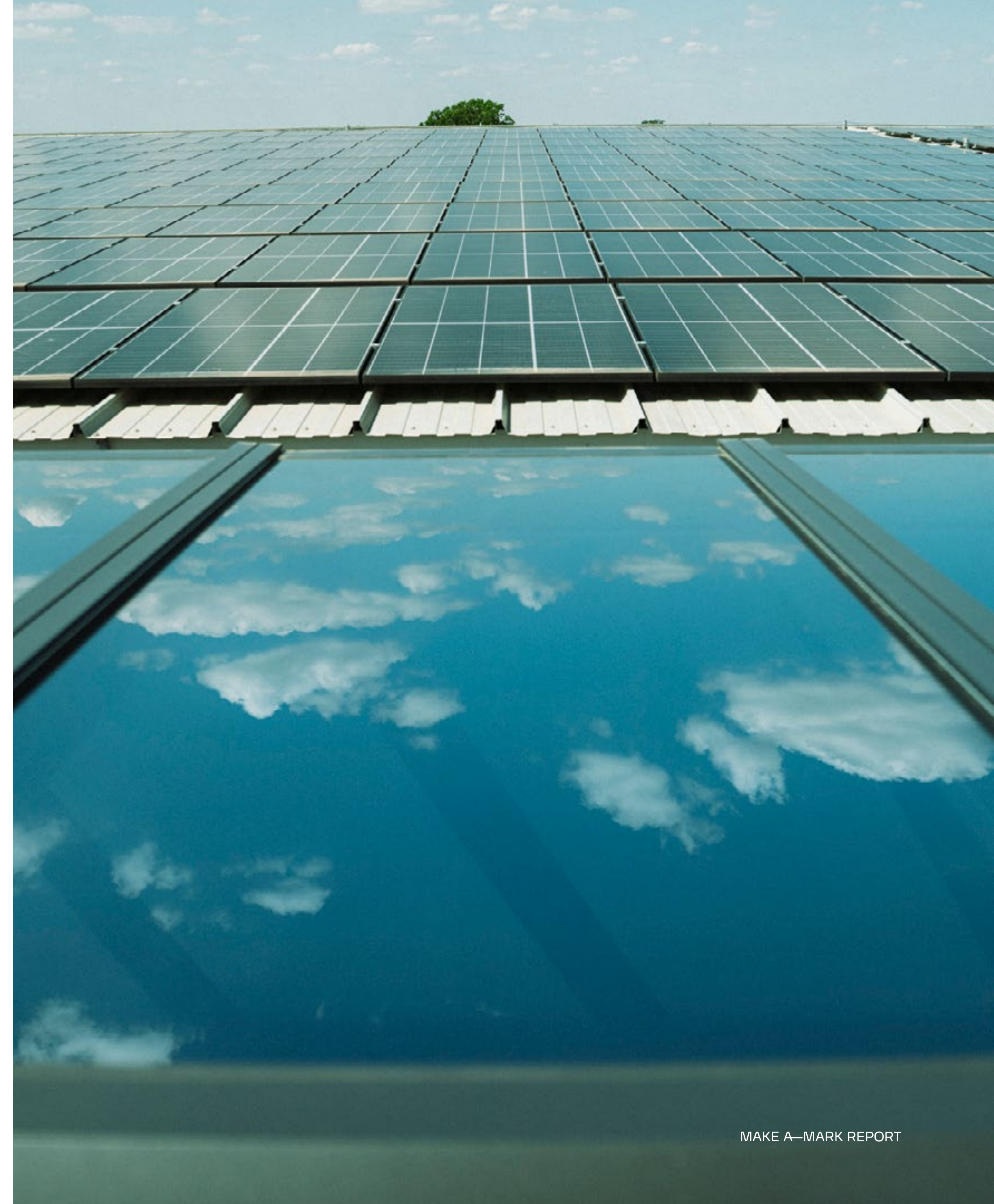
1,188 tCO₂e avoided, which is equivalent to 88,153 laps around Silverstone Circuit².

2,000+

TCO₂e REMOVED

We supported innovative carbon removal projects such as concrete mineralisation, mangrove restoration, and community woodland programmes, removing more than 2,000 tCO₂e in 2025³.

These initiatives not only lock away carbon permanently but also enhance biodiversity and support local communities through sustainable livelihoods.



#3

THIRD CYCLE OF ALETO LEADERSHIP PROGRAMME

We welcomed 15 university students from underrepresented backgrounds, who were mentored by members of the Aston Martin Aramco Formula One™ Team over a nine-month period.

The programme included an intensive skills development week, mock assessments and mentoring, providing participants with a holistic insight into careers and leadership development.

93% of the group felt they grew their professional network; 90% felt they grew their leadership skills, public speaking and confidence⁴.

95.5%

POSITIVE SENTIMENT FOR ACCELERATE ARM X ASTON MARTIN ARAMCO FORMULA ONE™ WOMEN MENTORSHIP PROGRAMME

10 mentee-mentor pairs from Arm and Aston Martin Aramco Formula One™ Team participated in the programme.

71% of mentees surveyed rated their sessions as highly valuable⁵.

Many mentees reported that the sessions provided them with a sounding board for real-life challenges around leadership, confidence, career navigation and imposter syndrome.

The programme reached a wide audience on social media, generating 0.7 million impressions, 12,300 interactions, and 95.5% positive sentiment.

£300K+

RAISED FOR CHARITY SINCE 2023

Over the past three years we have raised more than £300,000 through football matches, hikes, and match funding initiatives.

Charities we support include Movember, Spinal Track, AFBE, Silverstone Recreational Association, Brain Tumour Research, ADHD foundation, The Grand Appeal, Macmillan, Breast Friends, Royal British Legion, MK Foodbank, Dogs for Good, Bumblebee Conservation Trust, BillyChip, British Heart Foundation, Flackstock, and The Grand Prix Trust.



14 SCHOOLS 300+

WELCOMED TO FOURTH ANNUAL MAKE A MARK WEEK

Two full days of activity engaged 257 students across 14 schools and community groups in STEM and career development workshops, delivered in collaboration with key partners including Arm, Cognizant, Citigroup, ELEMIS and Xerox.

CELEBRATED INCLUSION AND DIVERSITY

We marked International Women’s Day, Pride Month, Inclusion Week, and other initiatives, welcoming over 300 participants across events, alongside continuing engagement in schools, colleges, universities and local communities.



UNEARTH YOUR GREATNESS WITH MAADEN

Launched Unearth Your Greatness, an education and employment development programme developed in partnership with Maaden, designed to identify, develop and inspire the next generation of future industry leaders.

9

ARAMCO SUMMER INTERNS HOSTED

By growing the Aramco internship programme from three to nine students and extending it to seven weeks, we gave interns a front-row view of the fast-paced, precision-driven world of F1® operations. Their work delivered significant sustainability and cost savings.

B

CDP PERFORMANCE

CDP (Carbon Disclosure Project) is a global benchmarking tool that lets companies measure, disclose, and compare their environmental impact.

Our efforts were recognised with a CDP score of B, reflecting progress in climate transparency and management.



INTRODUCTION



² ENVIRONNEMENT

³ REJOINDRE



As a test bed
for innovation,
motorsport
can accelerate
the development of
lower-carbon fuel
technologies.

ROB SPRAGG, F1® TECHNOLOGY PROGRAMME MANAGER, ARAMCO

ENVIRONMENT

DRIVING MEANINGFUL, MEASURABLE PROGRESS IN THE AREAS
WHERE WE CAN HAVE THE GREATEST IMPACT

Through the Environment pillar of Make A Mark, we are focused on driving meaningful, measurable progress in the areas where we can have the greatest impact, while remaining accountable for the outcomes of our environmental and social commitments.

As a global sport that races in some of the world's most iconic locations, we recognise our responsibility to help protect the environments and communities connected to F1®. This responsibility guides our approach, shaping the decisions we make today and the legacy we seek to create for the future.

Our efforts are centred on four key priorities: reducing greenhouse gas emissions across our value chain; improving energy efficiency alongside accelerating the transition to cleaner energy sources; embracing circular economy principles to maximise the value and lifespan of materials; and strengthening environmental management practices to ensure our progress is transparent, consistent and continuously improving.

By embedding these priorities across our operations, partnerships and events, we aim not only to reduce our environmental impact but also to demonstrate how innovation, collaboration and accountability can drive lasting positive change across our sport and beyond.

These actions support the UN Sustainable Development Goals, particularly on energy, responsible consumption, and climate action, as well as reducing our impact on nature and materials use.

We recognise our
responsibility to help
protect the
environments
and communities
connected to F1®.



SCIENCE

OUR SCIENCE-BASED NET ZERO TARGETS

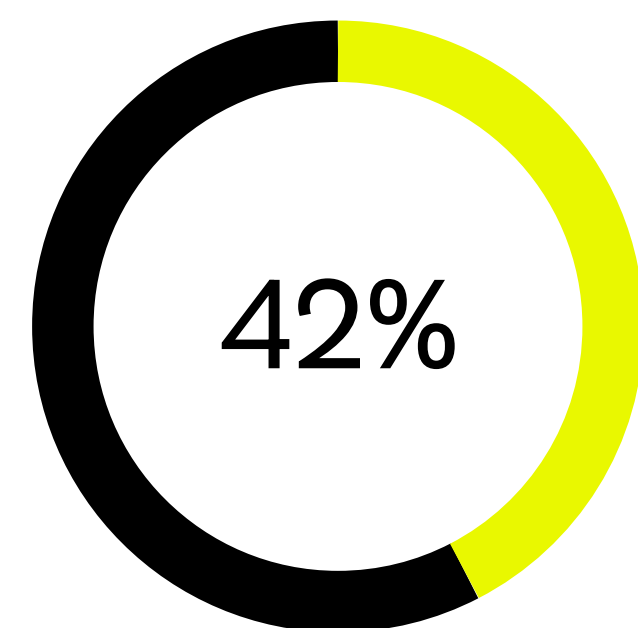
Our team has committed to cutting its greenhouse gas emissions in line with climate science. Our targets are independently validated by the Science Based Targets Initiative (SBTi), the leading global framework for aligning

corporate emissions reductions with a 1.5-2°C global warming trajectory. SBTi validation confirms that our pathway is both ambitious and credible. By setting science-based targets across our entire value chain,

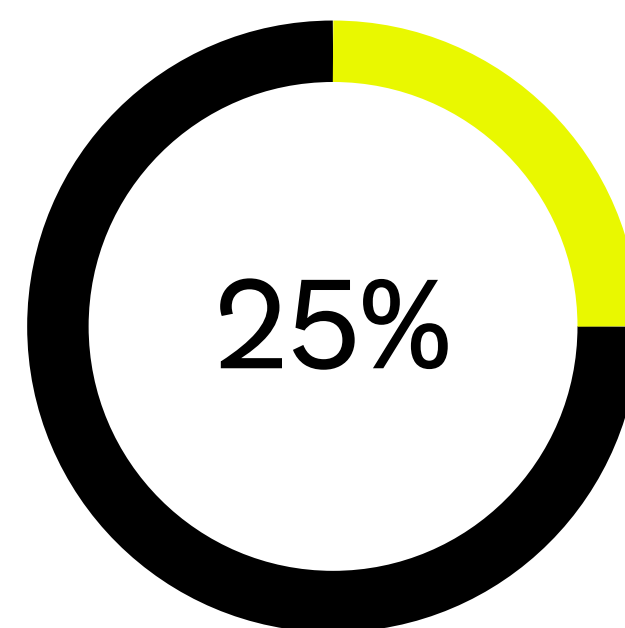
we are embedding emissions reduction into how we operate, procure, and plan, ensuring today's decisions support our long-term climate goals.

OUR SBTi TARGETS⁶

NEAR-TERM TARGETS (BY 2030)

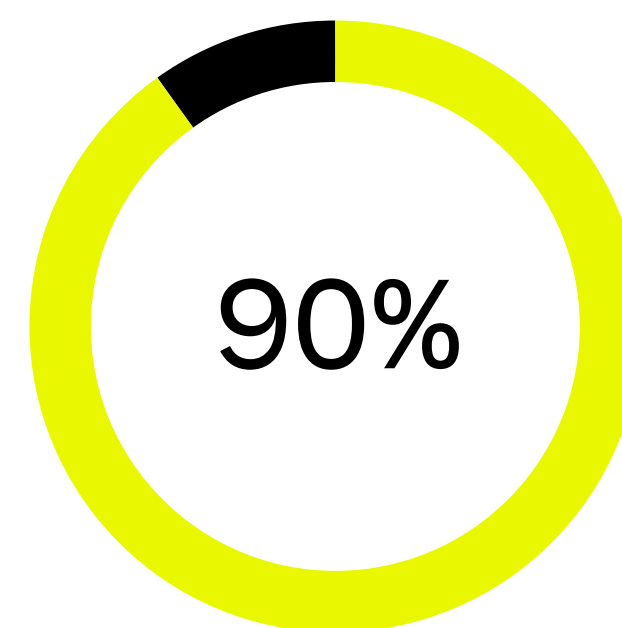


Reduction in absolute Scope 1 and 2 greenhouse gas emissions



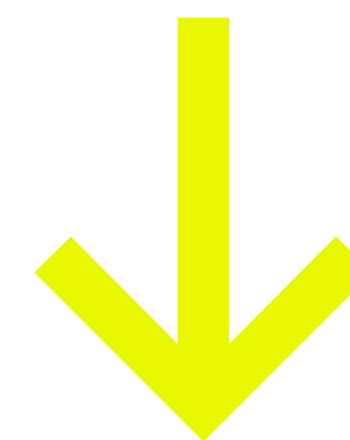
Reduction in absolute Scope 3 greenhouse gas emissions from purchased goods and services and capital goods

NET ZERO TARGET (BY 2050)



Reduction in greenhouse gas emissions across our value chain

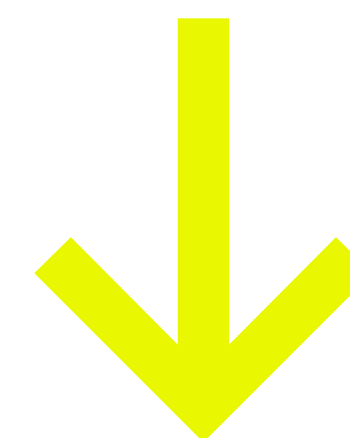
PROGRESS AGAINST OUR TARGETS 2025



-74%

NET ZERO TARGET

Reduce Scope 1 and 2 GHG emissions by 90%. Baseline Year 2023

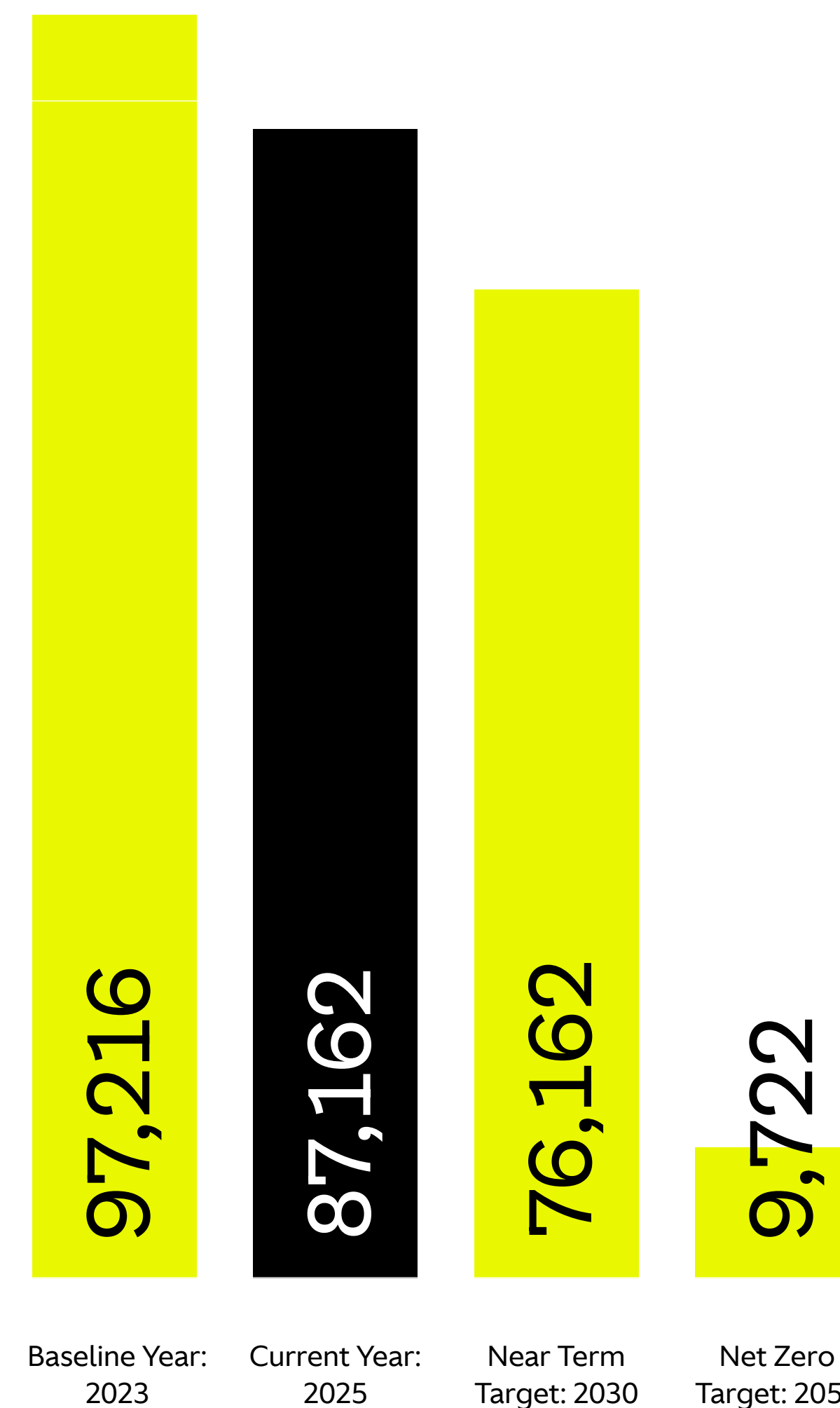


-14%

NET ZERO TARGET

Reduce Scope 3 GHG emissions by 90%. Baseline Year 2023

ASTON MARTIN ARAMCO FORMULA ONE™ TEAM SBTi TARGET PROGRESS (TCO₂E)



This year, we successfully removed ~

137%

of our Scope 1 and 2 market-based emissions through the high-quality carbon removal initiatives.

FOOTPRINT

MAPPING OUR FOOTPRINT ACROSS OUR OPERATIONS

01



**01. BEHIND THE SPEED:
HOW WE OPERATE**

Every time a car leaves the garage, it represents thousands of hours of engineering and a global network of activity happening out of sight. To make things simple, here's how our real-world operations contribute to our environmental footprint.

02



**02. AMR TECHNOLOGY
CAMPUS: WHERE THE CAR
COMES TO LIFE**

From design offices to machine shops, the AMR Technology Campus is always active. The materials we buy, the electricity that powers our facilities, the heating for specialist areas like paint booths, and even the IT systems that keep engineers connected all form part of our footprint.

03



03. SUPPLY CHAIN

Behind every lap is a global network of suppliers. From carbon fibre and electronics to catering goods, equipment and digital services, the materials and products we rely on carry their own environmental impact long before they reach us. This wider supply chain represents one of the largest contributors to our overall footprint.

04



04. MOVING OUR PEOPLE

Our team is constantly in motion. Daily commutes, local fleet vehicles, and international travel to races and events all play a role. With a global calendar and tight schedules, this movement is essential to our operations.

05



05. MOVING OUR PARTS

Transporting race cars, tools, spare parts and garage structures around the world is a major logistical operation. Whether by air, sea, rail or road, freight remains an emissions hotspot, yet is fundamental to making each race weekend possible.

06



06. LIFE AT THE CIRCUIT

Once we arrive, an entire temporary ecosystem appears: hospitality, ticketing, energy use and various services all support our presence at each Grand Prix. We host key stakeholders throughout our circuit operations.

The Paddock Club delivers hospitality, while The House, our paddock hospitality venue, acts as a temporary team base. Everything from food service to power and water use forms part of our operational footprint.



07. INSIDE THE GARAGE

The garage is where the race truly begins.

It's where the car is built for each session, parts are swapped in minutes, and every detail is checked by the trackside crew. Strategy teams run live data models and simulations, guiding pitstops, tyre calls and race decisions in real-time.

Every race weekend is part of a much bigger cycle, designing, building, travelling, competing, hosting and starting all over again. These activities repeat across every Grand Prix and throughout every season, creating the rhythm that keeps an F1® Team moving from one race to the next.

> **SCOPE 1**
Direct emissions from owned or controlled sources. This includes emissions from diesel used in HGV trucks, petrol used in any pool vehicles and race cars, along with propane used for drying paint.

> **SCOPE 2**
Indirect emissions from the consumption of purchased electricity, steam, heating, and cooling. These are emissions associated with the generation of energy that our team buys and uses. Our Scope 2 emissions are reported using a market-based approach reflecting our renewable tariff.

> **SCOPE 3**
All other indirect emissions that occur throughout the value chain. These emissions are typically the largest and most complex to measure. They include everything from the production of goods and services purchased to employee business travel and waste disposal.

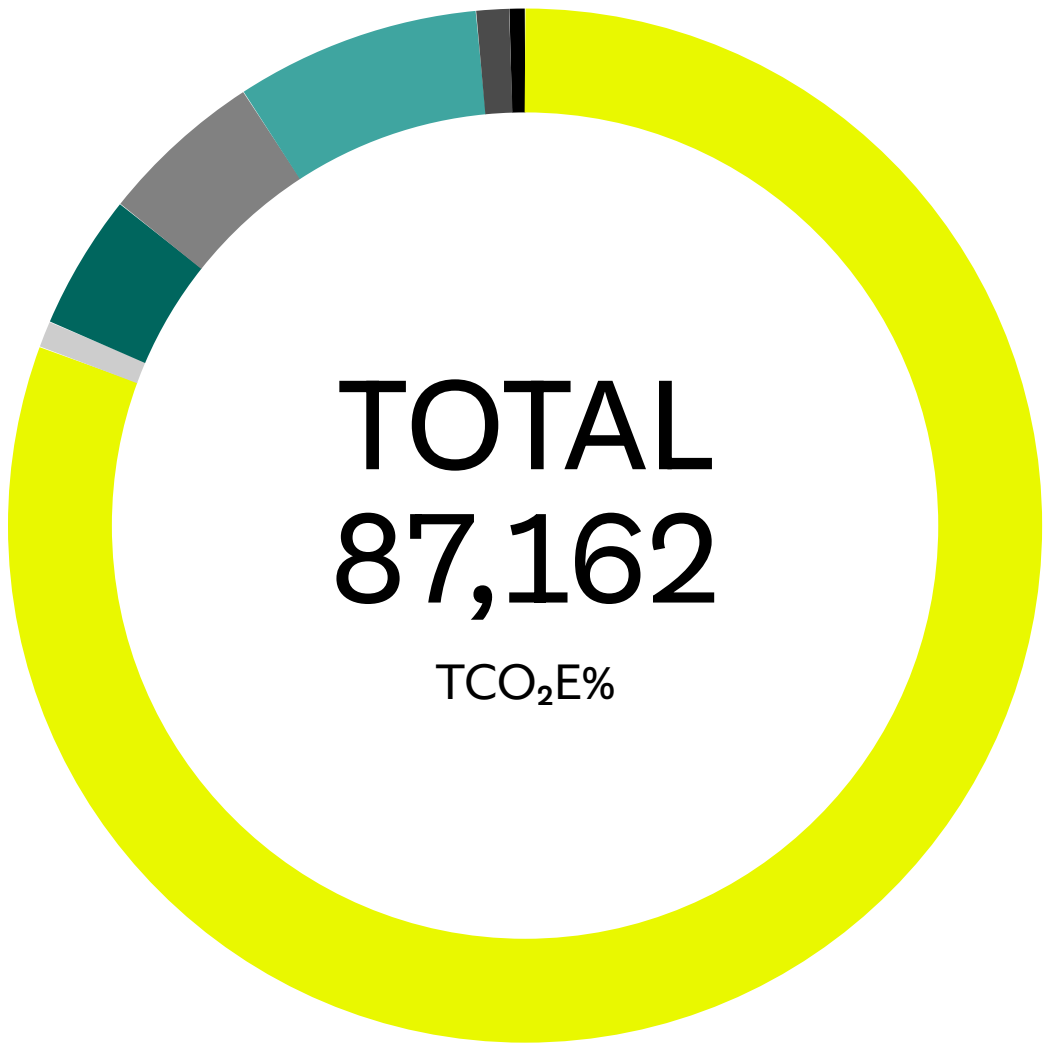
Every time a car leaves the garage, it represents thousands of hours of engineering and a global network of activity.

FOOTPRINT

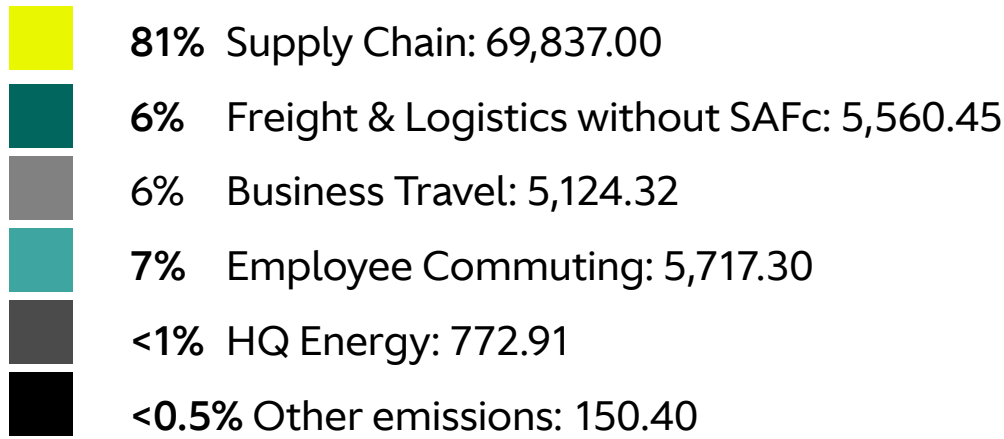
2025

Our 2025 footprint brings together everything that happens across the team's world, from building the car at the AMR Technology Campus, to moving our people and parts around the globe, to life at the circuit and the fast-moving work inside the garage.

This year's results show clear progress in the areas we directly control. We've reduced emissions across our own operations through electrification of our car fleet, renewable energy use, uptake of sustainable aviation fuel (SAF) and close collaboration with our supply chain to obtain more accurate data for actionable improvement.



2025 MARKET-BASED CARBON FOOTPRINT WITHOUT SAFc



As part of our commitment to transparent and credible reporting, our 2025 greenhouse gas footprint was independently assured to a limited level in line with ISO 14064-3⁷.

Using a market-based approach, the Aston Martin Aramco Formula One™ Team's total carbon footprint for the 2025 reporting period was 85,974 tCO₂e⁸.

The table below outlines annual progress for each emissions Scope, alongside the inclusion of Sustainable Aviation Fuel certificates (SAFc).

Our Science Based Targets Initiative (SBTi)-aligned footprint, alongside a full breakdown of our 2025 footprint, is presented in the Appendix.

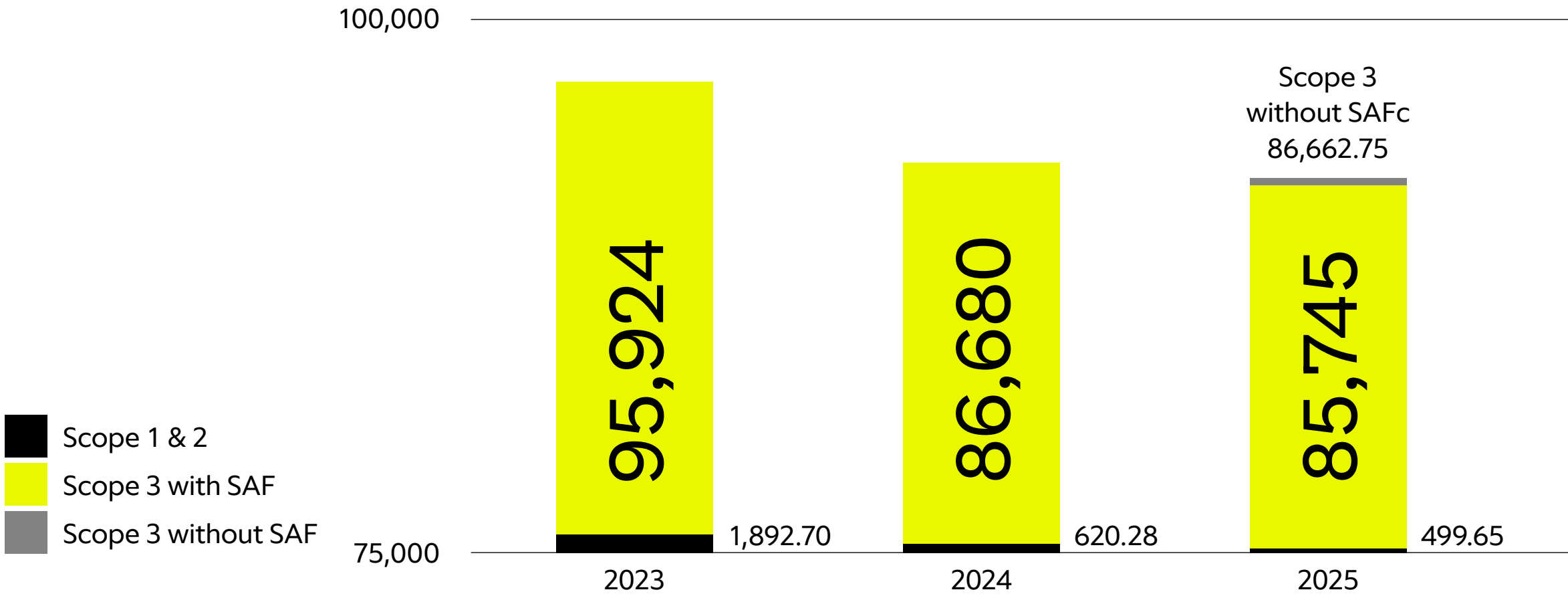
> 85,974 TCO₂E

2025 MARKET-BASED CARBON FOOTPRINT WITH SAFc

	2023	2024	2025
	Without SAFc (tCO ₂ e)	Without SAFc (tCO ₂ e)	Without SAFc (tCO ₂ e)
Scope 1	166.57	175.5	156.57
Scope 2	1,726.13	444.78	343.08
Scope 3	95,933.5587	563.08	86,662.75
			With SAFc (tCO ₂ e)
Scope 1	–	–	156.57
Scope 2	–	–	343.08
Scope 3	–	–	85,474.76

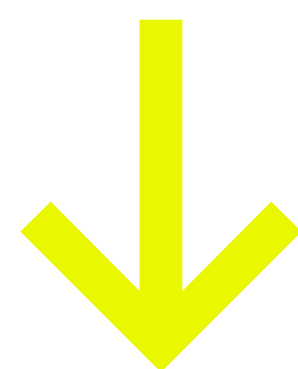


YEAR-ON-YEAR GHG EMISSIONS BY SCOPE (TCO₂e)



REDUCTION

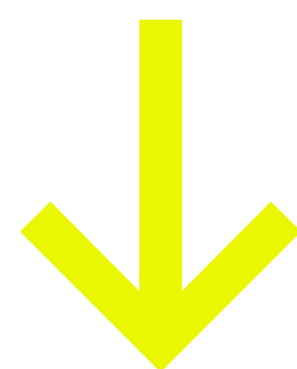
2025 IMPACT: CARBON REDUCTION HIGHLIGHTS



60%

TCO₂E

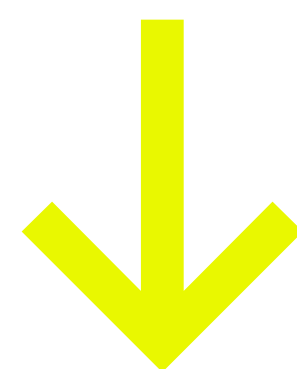
We achieved a 25-tonne reduction in tCO₂e emissions from our pool car fleet compared to 2024. This was driven by the full transition from petrol vehicles to electric vehicles (EVs)⁹.



4%

TCO₂E

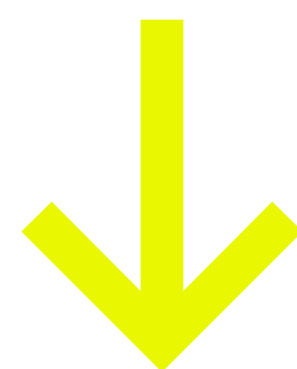
Smarter flight choices, including fewer flights and greater use of economy travel, cut emissions by 193 tonnes of CO₂e¹⁰.



23%

TCO₂E

Our solar-powered roof and renewable energy-backed supply continue to power operations sustainably, reducing emissions and supporting our clean energy transition¹¹.



16%

TCO₂E

Through greater diversion of waste to recycling, we achieved a 16% reduction in waste emissions¹².





Freight and logistics are key focus areas for us, where significant carbon reductions and broader efficiencies can be made.

INNOVATION

SUPPORTING GREENER AVIATION WITH SAF

A GLOBAL CHALLENGE FOR A GLOBAL SPORT

F1® is a global sport, and every team relies on aviation to move people, cars and freight across the world. It's one of the biggest components of the sport's net zero by 2030 carbon commitment, but also one of the clearest areas where the paddock can take action together.

A COLLABORATIVE APPROACH

Aston Martin Aramco Formula One™ Team's investment forms part of F1®'s Sustainable Aviation Fuel (SAF) programme. For the 2025 season, F1® has expanded the programme significantly, more than doubling its overall investment compared with 2024. The initiative covered more than 40% of the sport's air charter emissions and delivered around 20,000 tCO₂e reduction in 2025¹³.

“Every year F1®'s ESG impact continues to deliver through cutting edge innovation and the collective action of our teams, partners and suppliers. As part of our broader sustainability strategy, freight and logistics are key focus areas for us where significant carbon reductions and wider efficiencies can be made. Our Sustainable Aviation Fuel programme addresses vital components of our freight network across the paddock, reduces our emissions race after race and paves the way for further advancements in the aviation industry. The support from our F1® Teams like Aston Martin Aramco Formula One™ Team, is critical to ensure that our sport continues to be on track and delivering on our commitments.”

Ellen Jones, Head of ESG at Formula One™



SUSTAINABLE AVIATION FUEL

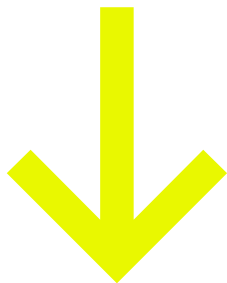
OUR OFFICIAL LOGISTICS PARTNER, ATLAS AIR WORLDWIDE, EXPLAINS: THE ROLE OF SAF IN AVIATION

“Sustainable Aviation Fuel is one of the most practical and immediate solutions available to decarbonise aviation. Produced from renewable and waste-derived feedstocks such as used cooking oil and agricultural residues, SAF delivers a significantly lower lifecycle carbon footprint than conventional jet fuel.

Crucially, SAF is a 'drop-in' fuel, it can be used safely within existing aircraft and airport infrastructure without requiring new technology or modifications. This allows the industry to reduce emissions today, not decades from now.

Through a recognised book-and-claim system, SAF is blended into the wider aviation fuel network- and the verified carbon reductions are allocated transparently to participating organisations. This mechanism enables companies to support SAF adoption immediately, accelerating demand and scaling production, while the physical fuel is distributed efficiently across the global aviation system.”

Richard Broekman, Chief Commercial Officer & Head of Sustainability, Atlas Air Worldwide



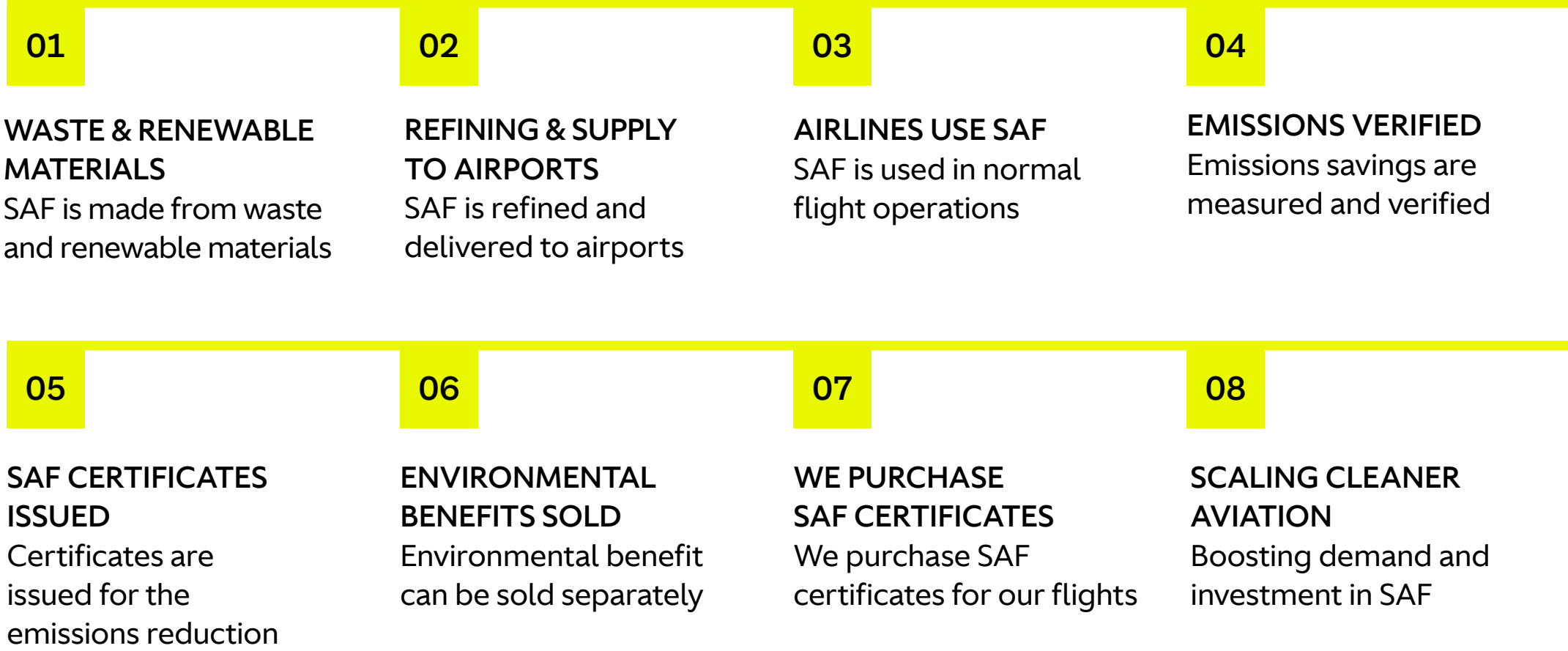
31%

OUR FIRST STEP WITH SAF

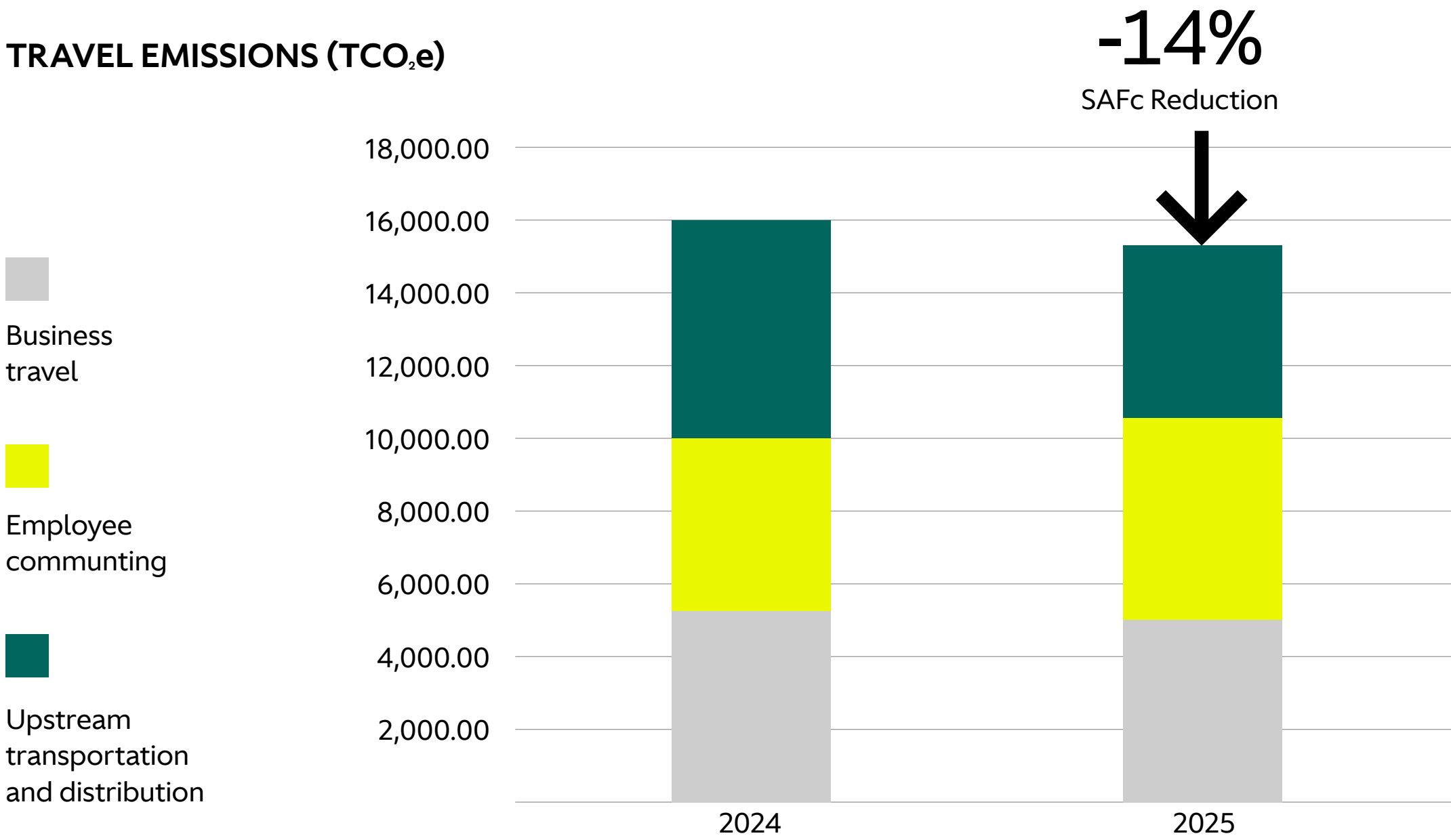
In 2025, Aston Martin made its first investment in Sustainable Aviation Fuel, avoiding 1,188 tCO₂e of air freight emissions and supporting a 31% reduction in associated emissions¹⁴.



HOW THE SUSTAINABLE AVIATION FUEL (SAF) MARKET WORKS



TRAVEL EMISSIONS (TCO₂e)



BEYOND RACING

OUR CLIMATE ACTION IN 2025

2,124

TONNES OF CARBON
ELIMINATED IN 2025³

~ 137,070

ROAD FREIGHT
MILES TRAVELLED

Even as we continue to reduce the emissions across our operations, we know there will always be some that cannot be eliminated straight away. Carbon removals help us address those residual emissions in a meaningful way. We support projects that physically take CO₂ out of the atmosphere and store it for the long term, therefore neutralising residual emissions that cannot be fully removed.

This year, we successfully removed 137% of our Scope 1 and 2 market-based emissions through the following high-quality carbon removal initiatives:



COMMUNITY WOODLAND RESTORATION IN ETHIOPIA

Located in the North Ethiopian Highlands, the project focuses on restoring degraded landscapes through community-led woodland restoration and agroforestry, sequestering more than 97,000 tCO₂e annually by growing more than 8 million trees and increasing biodiversity by 41%. The project operates through a community-driven governance model with about 50% female participation.

The project encourages sustainable incomes through non-timber forest products like frankincense and honey. Revenue from carbon credits is largely reinvested in community priorities decided by the local people. The project has contributed to the construction of eight primary schools benefiting more than 1,000 children, integrating environmental education and land-use training.



CONCRETE MINERALISATION IN USA

Our investment in concrete mineralisation represents a commitment to pioneering engineered carbon removal technologies. This process removes CO₂ from the atmosphere and infuses it into concrete mixes where it mineralises into stable carbonates, locking the carbon away for thousands of years. By permanently embedding carbon into construction materials, the method provides geological-level durability without relying on biological systems that may be subject to reversal.



MANGROVES IN KENYA

Mangrove ecosystems are among the most carbon-dense natural habitats on Earth, storing up to four times more carbon per hectare than tropical rainforests. More than 80% of Kenya's mangrove forests have disappeared, primarily due to local communities harvesting mangrove wood for fuel and building materials because of its resistance to rot and insects. This project supports nature-based solutions, blue carbon initiatives and mangrove restoration across Mtwapa Creek, near Mombasa. New income opportunities have been generated through honey production, as well as mangrove wood which provides a vital resource for local communities. Native mangrove species *Ceriops tagal*, *Avicennia*, *Xylocarpus*, and *Rhizophora* are raised from seedlings. This provides nurseries for many fish species vital to natural ecosystems, as well as revival of local crab populations, preventing destruction to coral reefs and land degradation through sea level rise.

BEYOND RACING

OUR CLIMATE ACTION IN 2025

COLLABORATING FOR A NET-ZERO FUTURE

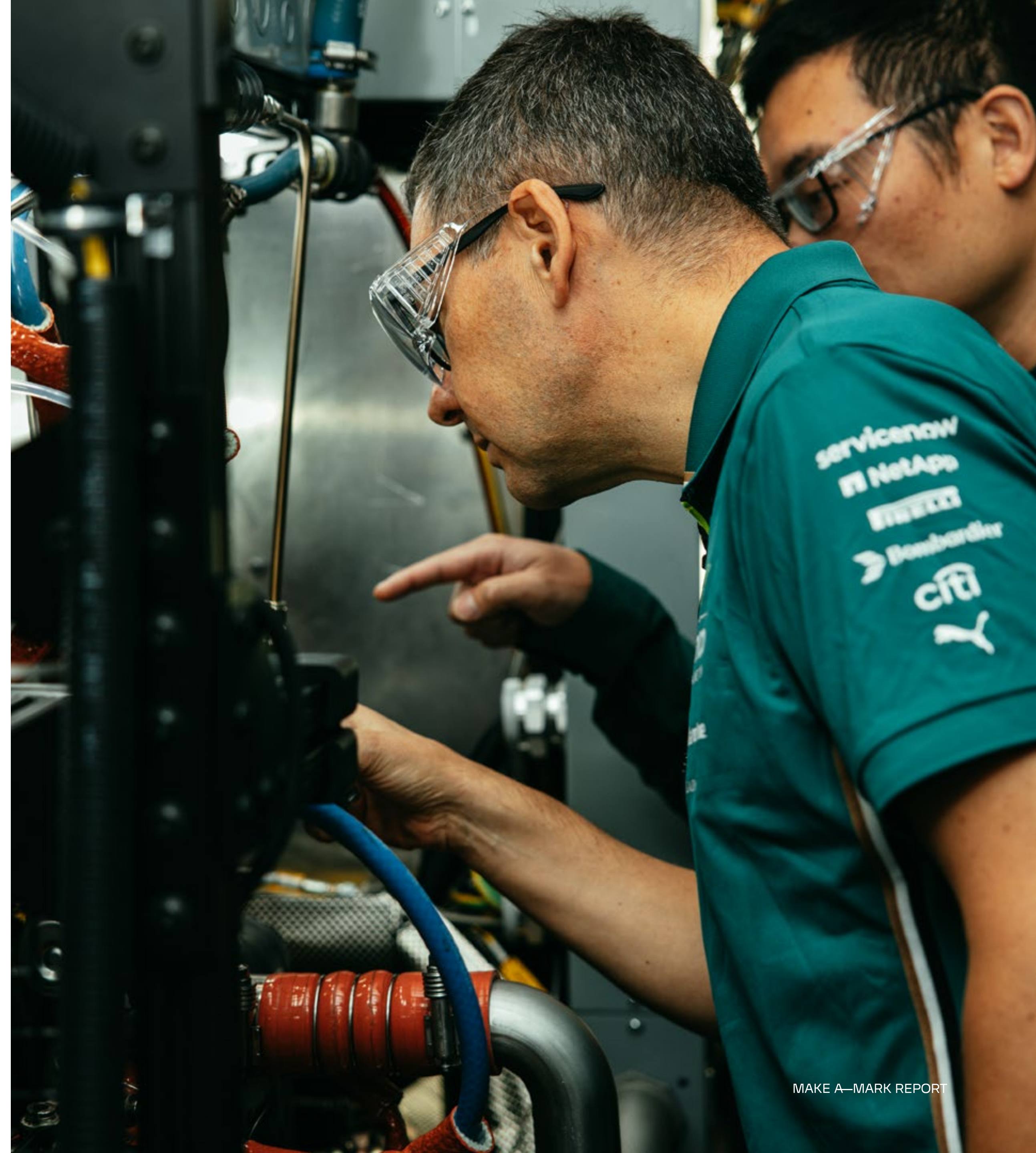
We are active members of the FIA ESG Working Group, where all Formula One™ Teams collaborate with the FIA and F1® to address the climate and circularity challenges facing the sport. By sharing knowledge, aligning on best practices and co-developing solutions, we contribute to the collective progress needed to move motorsport toward a net-zero future.

DRIVING DECARBONISATION THROUGH LOWER-CARBON FUELS

Lower-carbon fuels are central to scaling decarbonisation across the automotive sector. In partnership with Aramco, we are investing in their development by testing in high-performance environments. Through testing on the racetrack, we aim to make lower-carbon mobility a reality within and beyond F1®.

“FIA-compliant, 100% sustainable fuel blends mark a major shift in powering high-performance engines. As a test bed for innovation, motorsport can accelerate the development of lower-carbon fuel technologies. Importantly, these lower-carbon fuels can be used in existing combustion engines with fewer modifications. By testing these fuels today, we are taking a step towards a lower-emission future.”

Rob Spragg, F1® Technology Programme Manager, Aramco



SETTING THE STANDARD

CDP PERFORMANCE

CDP (formerly Carbon Disclosure Project) is a global non-profit that helps companies report their environmental impact, including emissions, water use, and climate risks. We are proud to have achieved a CDP score of B in our climate change disclosure, reflecting our commitment to transparency, climate action, and responsible environmental management.

MANAGEMENT STANDARDS

Robust management systems guide our sustainability efforts, ensuring planning, implementation, monitoring, and continuous improvement. They help us align our operations with clear, measurable outcomes that benefit both our teams and the environment.



B CDP score
achieved for
climate change
disclosure





The Circularity Handbook provides a clear framework to measure and improve the circular use of materials across the sport.

CIRCULAR ECONOMY

Circularity may sound technical, but the idea is simple: keep materials in use for longer, use more recycled content, and design products so they can be repaired, reused and eventually recycled.

In Formula One™, where materials are at the cutting-edge and performance is everything, this approach helps us build a more resilient, innovative and lower-impact team.

We follow the FIA commissioned Circularity Handbook, a shared standard across the sport that provides teams with a consistent way to measure and improve circularity. This year, we helped test the methodology in a real-world team environment, working with the FIA and peer teams to validate assumptions, improve data capture and share lessons learned. Our feedback is helping to strengthen a more consistent, repeatable approach for the paddock, supporting collective progress on circularity across Formula One™.

“The FIA is committed to improving sustainable practices across motorsport and mobility, which is why we commissioned the Circularity Handbook. It provides a clear framework to measure and improve the circular use of materials across the sport, and encourages the design of products that are repairable, reusable, and recyclable. It’s a great example of how collaboration in Formula One™ can deliver both performance and positive environmental impact.”

Pierre Villez, F1® & Sport Sustainability Lead, FIA



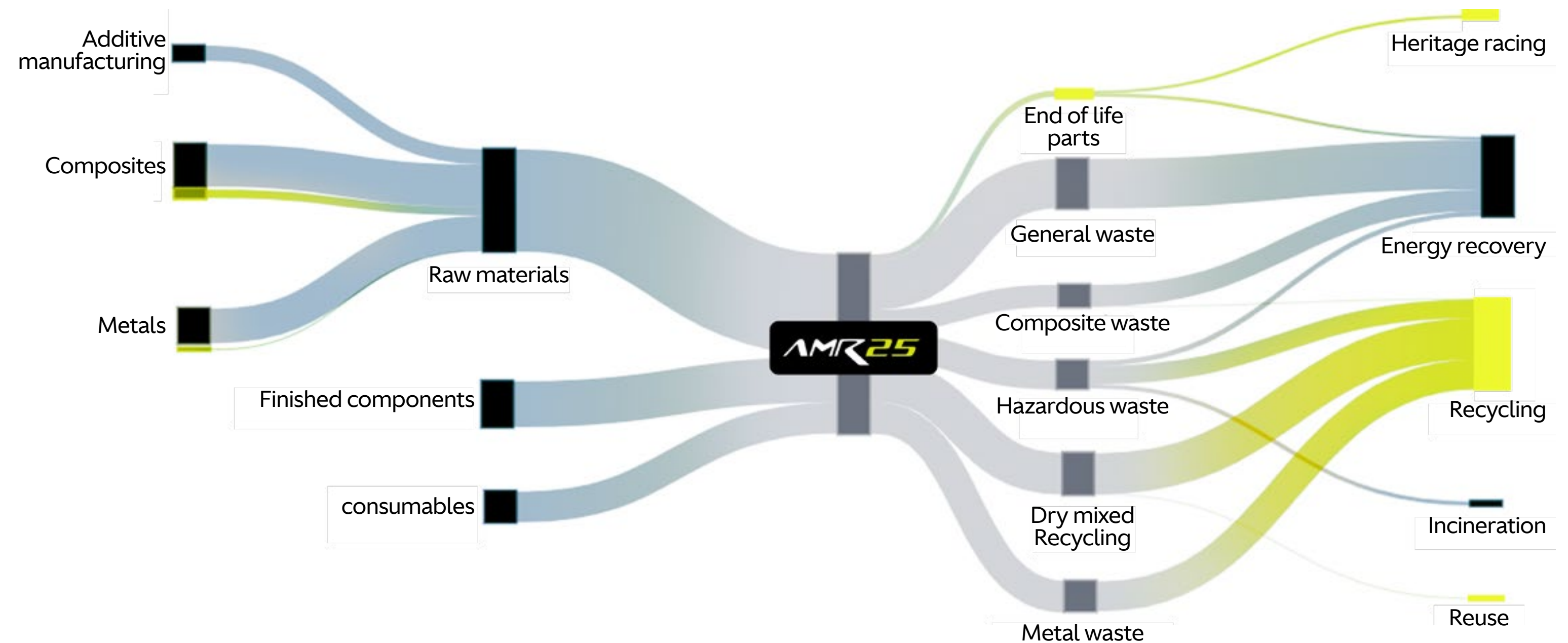
TRACKING CIRCULARITY

> 32% material circularity for AMR25¹⁵

The circularity metric is a simple way of understanding how well we use, reuse, and recover the materials that flow through our operations.

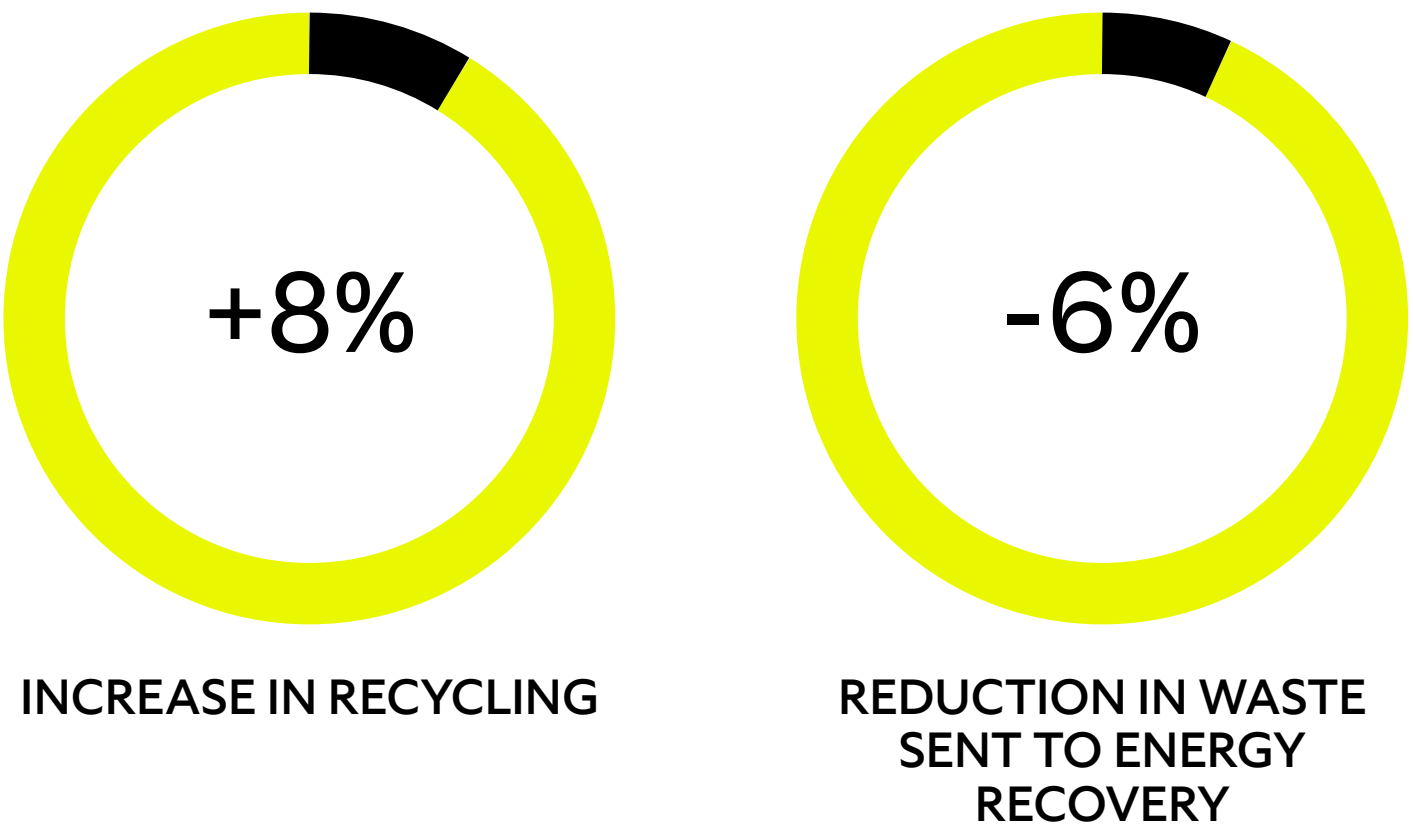
Material utilisation includes metals and composites for car development to moulds, tooling, scale model components, and everyday manufacturing essentials. These are our “inflows.” As we push the limits of engineering performance, materials also leave our facilities as waste or reach the end of their useful life, as our “outflows.” By studying both sides of this equation, we can see how efficiently we’re closing the loop, with a perfectly circular car scoring 100%.

We now have a clear, data-driven picture of where improvements can be made. A special thank you to the Aramco student interns, who calculated the circularity metrics for our 2023 and 2024 season cars, helping us pilot the sports circularity methodology in a real-world team environment. Working alongside our internal experts and partners, they tested assumptions, validated data inputs, and shared feedback to refine our approach, helping us build a more consistent, repeatable process for collecting and calculating circularity data in future seasons.



REDUCE

REUSING, RECYCLING AND RETHINKING



We continuously strive to apply the waste hierarchy, Reduce, Reuse, Recycle, and Recover into our waste management strategy and are proud that our commitment was formally recognised in 2025 with the achievement of two Green Apple Awards.



> 200,000

SINGLE USE CUPS REMOVED

In 2025, we saved more than 200,000 cups by removing disposable coffee cups from the AMR Technology Campus. This saved a total of 508 tCO₂e which is equivalent to 37,950 laps of Silverstone Circuit¹⁷.

> 4.12

TONNES OF COFFEE GROUNDS REPURPOSED

As part of our commitment to circularity and reducing waste, we segregate used coffee grounds from our operations and transform them into pellets for reuse in wood fires¹⁶.

> 47%

TEAM KIT RECYCLED

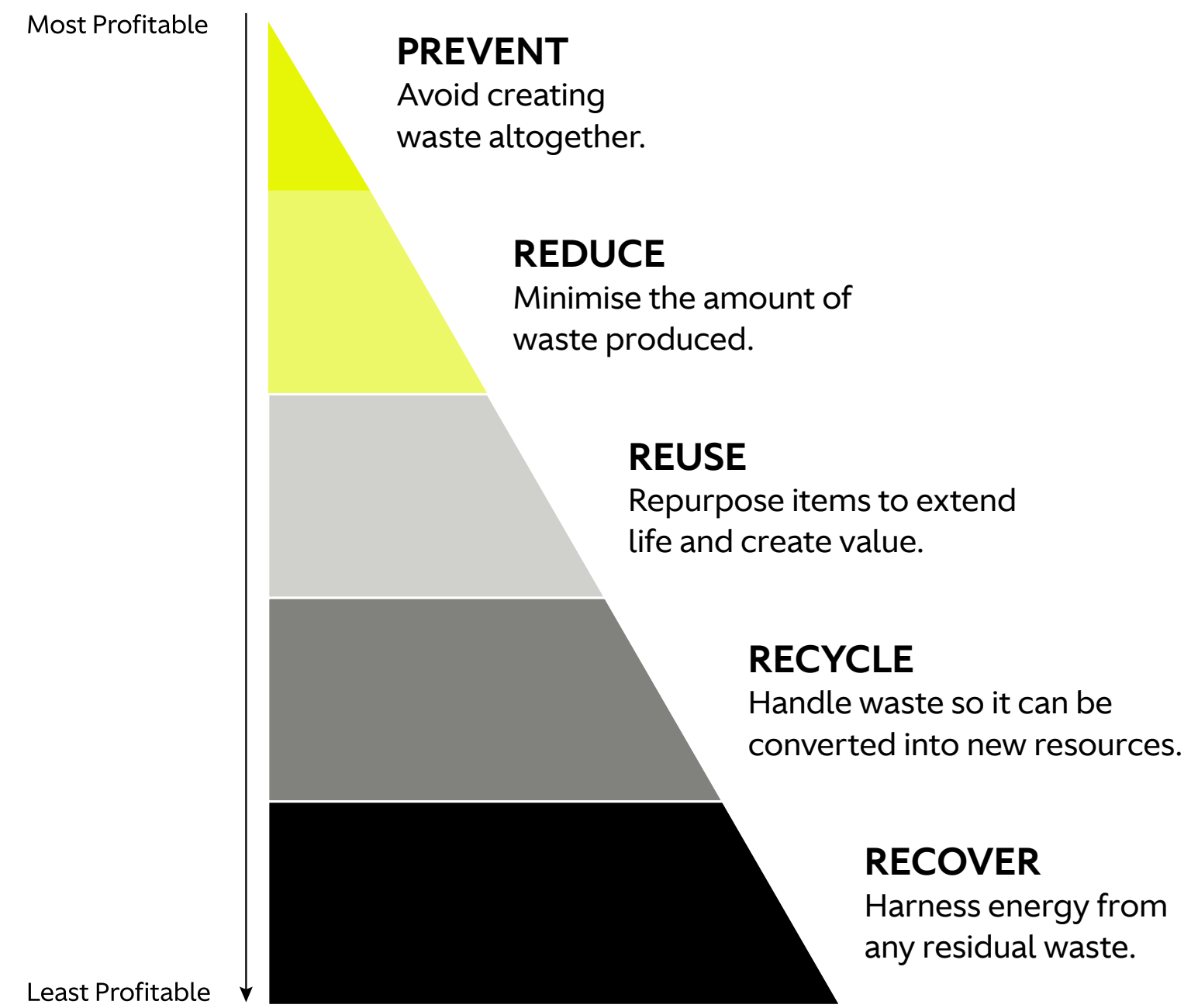
We also operate a team kit recycling programme, extending the life of apparel and equipment through reuse into fibrous material that is used in the manufacture of new products, including clothing and building materials¹⁶.

> 1.3

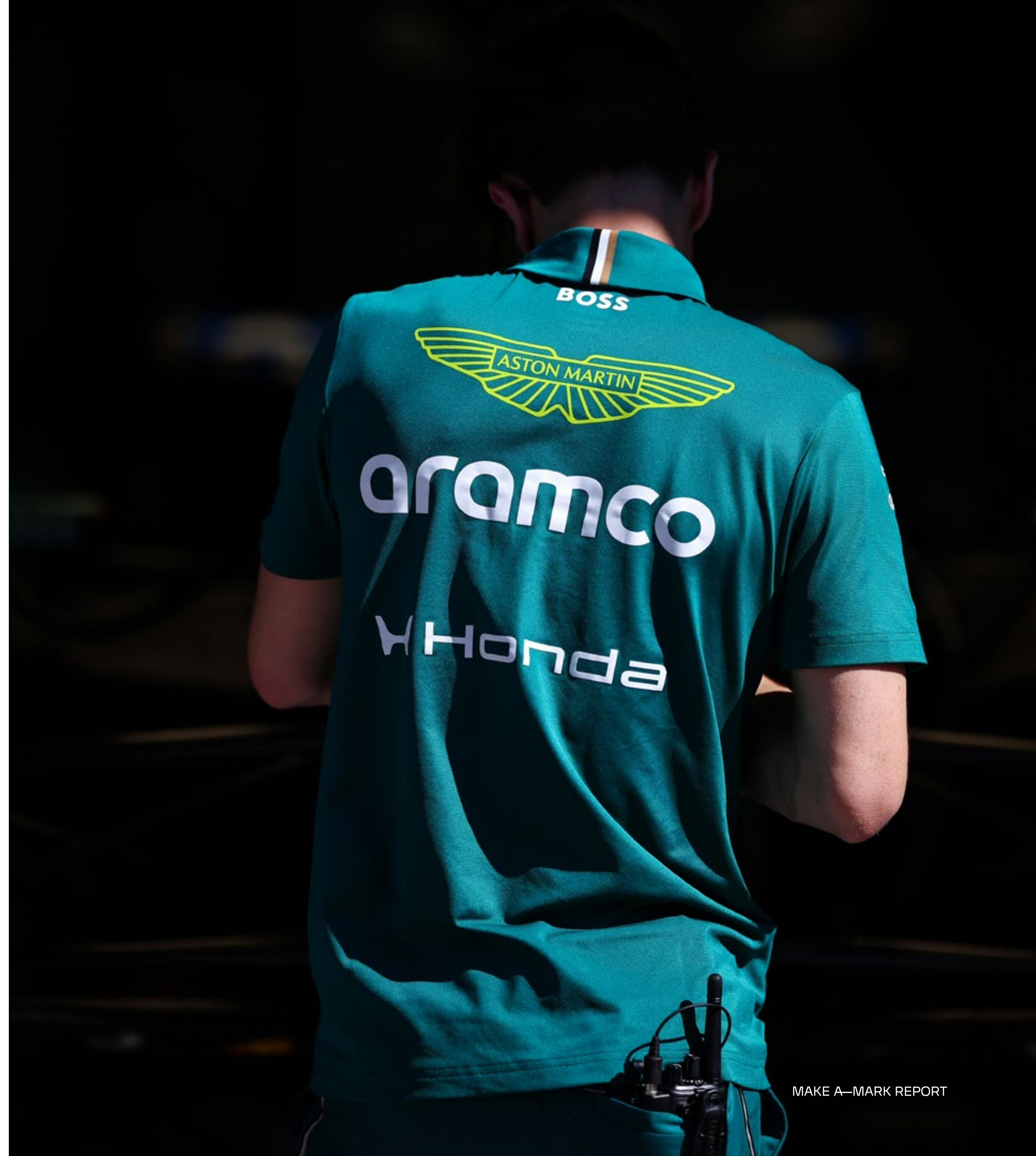
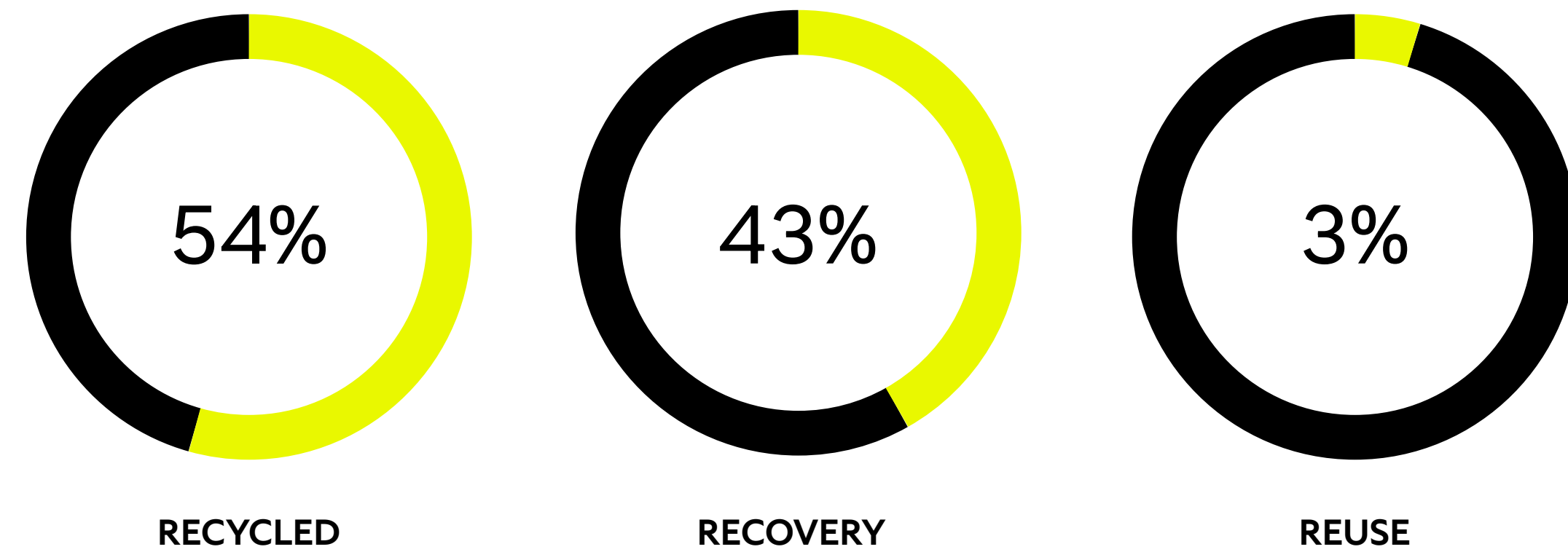
TONNES OF CARBON FIBRE RECYCLED

We actively segregate carbon fibre waste at source, enabling higher-quality reuse and recycling and reducing material sent to disposal. In parallel, we are increasing our use of recycled carbon fibre, strengthening circular material inflows and reducing reliance on virgin inputs¹⁶.

WASTE HIERARCHY PYRAMID



2025 PROGRESS



CIRCULAR FUTURE

DRIVING DECARBONISATION WITH OUR SUPPLY CHAIN

To build a more circular future for Aston Martin Aramco Formula One™ Team, we first need to understand the true impact of the materials we rely on; this foundation of data will enable smarter, more sustainable decision-making.

Using Life Cycle Assessment (LCA), the global standard for evaluating a product's footprint, we examine every stage of a material's life: raw material sourcing, production, transport, packaging, use, and end of life. This "cradle to grave" view goes beyond carbon, covering energy, resource efficiency, water use, pollution, and waste. To support this work, we are the first F1® Team to collaborate with Base Materials, our tooling board supplier, to map the full life cycle of their products used for the development of high-performance components, many of which are currently challenging to recycle at the end of life. Early findings highlight hotspots in material production and end-of-life disposal, where targeted action could significantly reduce impact.

Looking ahead, the LCA provides a basis for working closely with our supply chain to reduce environmental impact and explore innovative recycling solutions.





We introduced beehives as part of our wider commitment to biodiversity. The initiative helps build awareness of pollinators.

BEYOND

BEES, BIODIVERSITY AND BEYOND

BEES

In 2025, we introduced beehives on site as part of our wider commitment to biodiversity. Led by our in-house beekeeper, Matt, the initiative included a series of engaging beekeeping workshops for colleagues, helping build awareness of pollinators and their role in healthy ecosystems.

Our hives produced more than 100 jars of honey in their first year and contribute directly to supporting biodiversity across the site. The bees play a key role in pollinating the surrounding landscape, helping to support a 122% biodiversity net gain, alongside the creation of 72,000 m² of wild meadow. Together, these actions strengthen local ecosystems and reinforce our commitment to nature-positive outcomes.

CHAMPIONING BIODIVERSITY DURING BRITISH GRAND PRIX WEEKEND

We joined a biodiversity panel at the British Grand Prix, exploring the importance of nature, local ecosystem challenges, and how organisations can help restore and protect biodiversity. The discussion used F1®'s global platform to raise awareness and showed that collaboration and education are essential for meaningful change.

SUSTAINABILITY DAY

This September, to celebrate National Recycling Week, the team came together for the third Make a Mark Sustainability Day, joining forces with ELEMIS to encourage everyone to explore how small, everyday actions can make a big difference, including the recycling of beauty and household products.



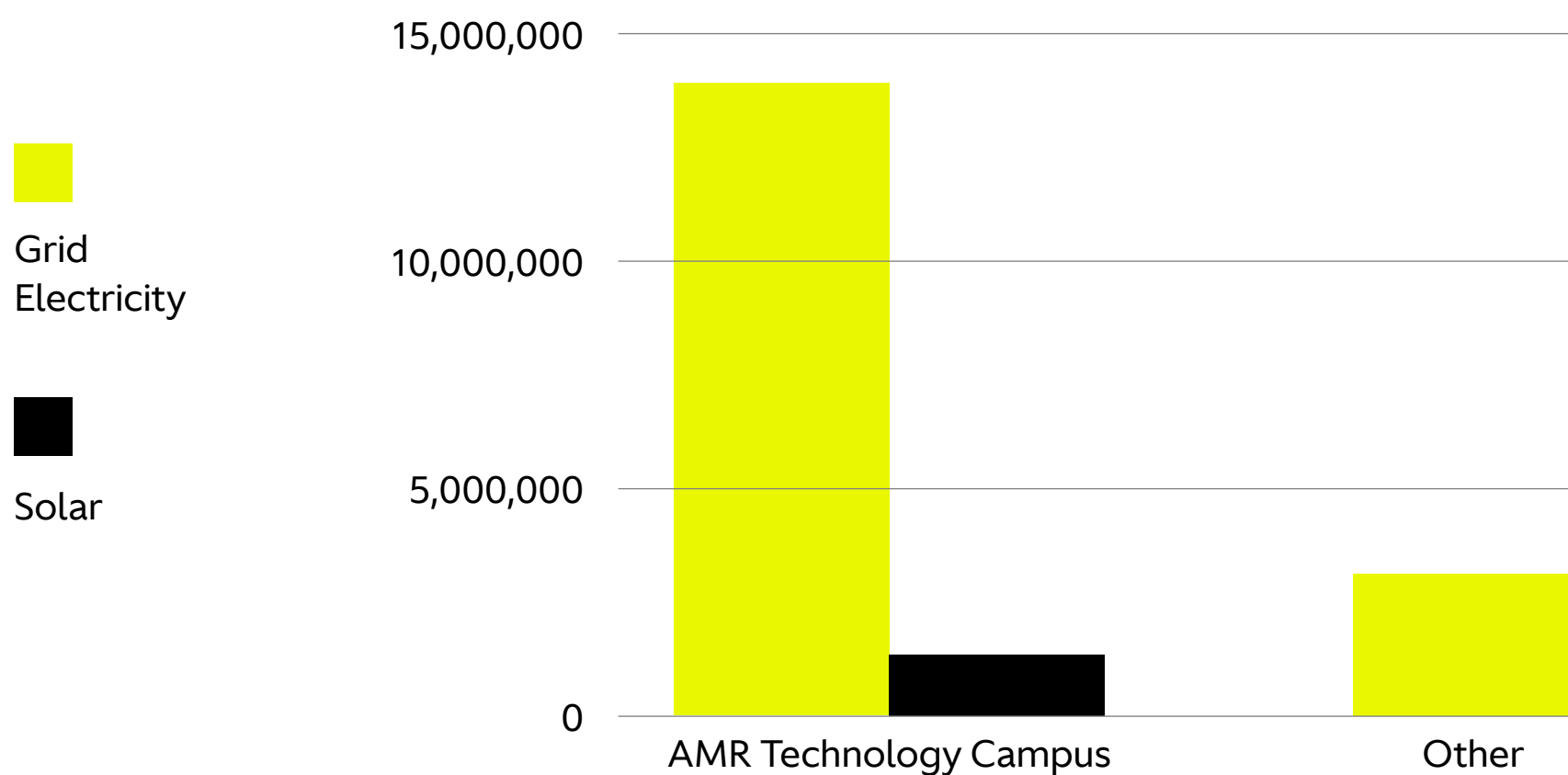
ENERGY

POWERING A CLEANER FUTURE

At our campus, extensive solar roof installations capture clean energy to power facilities and reduce reliance on fossil fuels.

We also participate in F1®'s low carbon energy systems at European races, where centralised renewable energy solutions, powered by sources such as solar, biofuels, renewable energy supply through grid, and batteries, have demonstrated reductions of more than 90% in event energy emissions in paddock areas compared with previous setups.

OUR FACILITIES 2025 (kWh)



> 90% reduction in event energy emissions

TRACKSIDE ELECTRICITY CONSUMPTION (kWh)¹⁸

1. UNITED KINGDOM

HVO Generators: 10,089
Renewable Grid Supply: 164
Solar: 184

2. NETHERLANDS

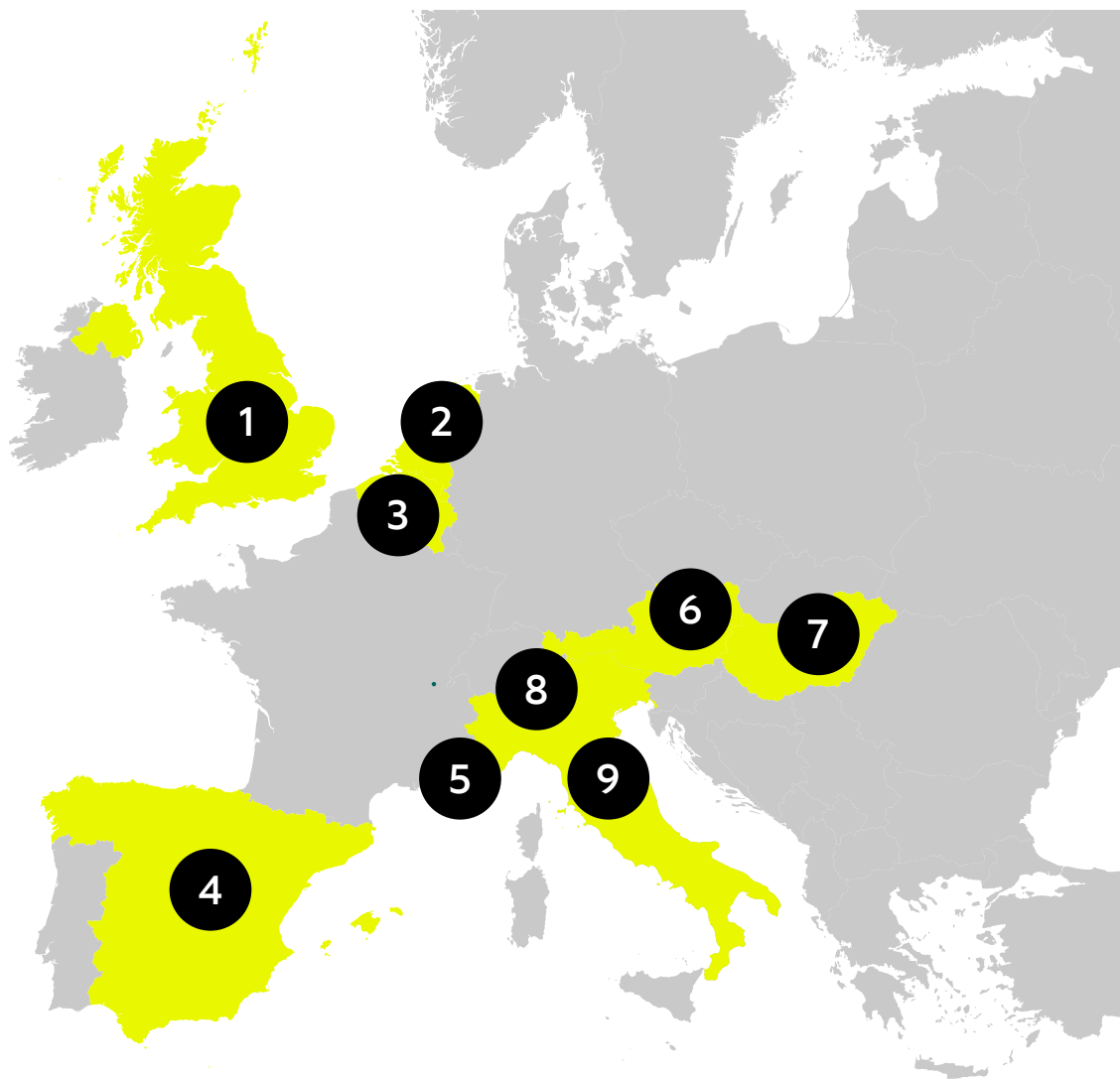
HVO Generators: 7,190
Renewable Grid Supply: 1,503
Solar: 0

3. BELGIUM

HVO Generators: 9,314
Renewable Grid Supply: 488
Solar: 93

4. SPAIN

HVO Generators: 9,563
Renewable Grid Supply: 140
Solar: 0



5. MONACO

HVO Generators: 2,852
Renewable Grid Supply: 403
Solar: 0

6. AUSTRIA

HVO Generators: 10,751
Renewable Grid Supply: 846
Solar: 219

7. HUNGARY

HVO Generators: 7,431
Renewable Grid Supply: 657
Solar: 145

8. MONZA

HVO Generators: 9,441
Renewable Grid Supply: 382
Solar: 104

9. IMOLA

HVO Generators: 8,945
Renewable Grid Supply: 929
Solar: 0



ENVIRONMENT

3

BELONG

4

COMMUNITY



Be confident, be passionate, never ever give up. Treat setbacks as positives and use them to learn and grow. You do deserve a place at that table.

JESSICA HAWKINS, HEAD OF F1 ACADEMY™

BELONG

BELONG IS ABOUT PEOPLE, INSIDE OUR TEAM
AND ACROSS THE COMMUNITIES WE TOUCH.

It's our commitment to contribute in ways that build respect, support and appreciation, and to create an environment where everyone can be their best.

As our organisation evolves, we act fast and adapt faster, staying focused on what matters most: delivering best-in-class impact for our people and the communities connected to our work. Working with partners and stakeholders, we create programmes and actions that are credible, meaningful and measurable, building trust, strengthening culture, and helping to shape a sport and a society where more people can participate and thrive.



CHARITY PARTNERS

CHARITY PARTNERS FOR INCLUSION



Empowers young people from underrepresented backgrounds through leadership, mentoring, and career development, inspiring them to explore STEM and motorsport pathways.



Advocates for greater representation of Black and Minority Ethnic engineers, providing mentorship, industry connections, and opportunities to thrive in engineering and motorsport.



Since 2021, Aston Martin Aramco Formula One™ Team has been partnering with Racing Pride to champion LGBTQIA+ inclusion across motorsport.



We have been a long-term supporter of Movember, raising awareness and fundraising to tackle men's health issues, mental health, prostate and testicular cancer.



Helps UK military veterans transition into civilian careers, with Aston Martin Aramco Formula One™ Team providing opportunities to enter the motorsport industry.

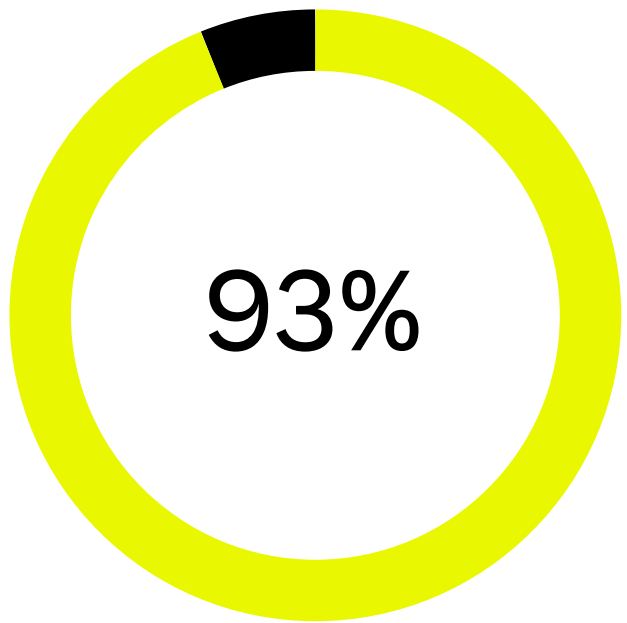


Provides adapted track and car control driving experiences for people with physical disabilities. They also run community events within the motorsport calendar to provide support, advice and networking.

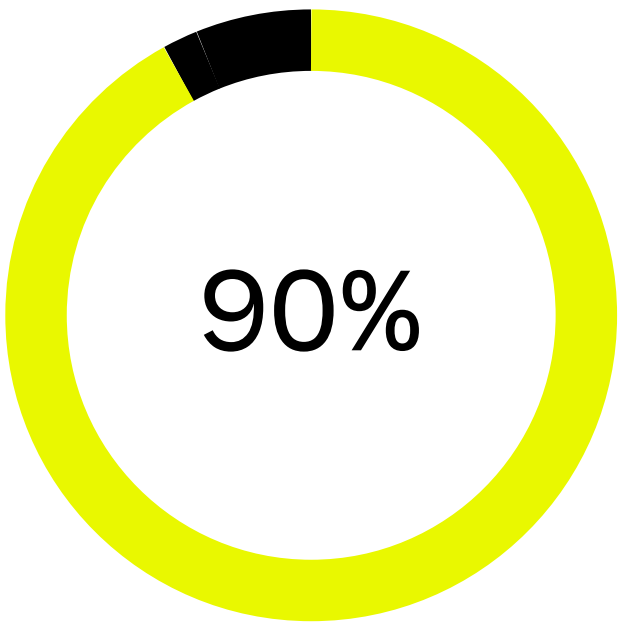


MENTORING

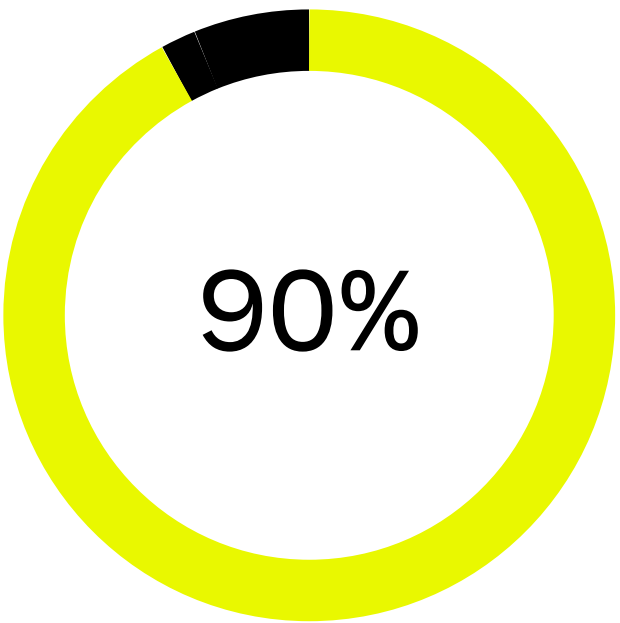
THE ALETO FOUNDATION LEADERSHIP PROGRAMME



Felt they grew their professional network



Felt they grew in leadership, confidence and presentations



Reported greater interest in STEM pathways, especially motorsport⁴

+ 33%

GREW SKILLS IN PUBLIC SPEAKING

+ 14%

GREW SKILLS IN PROBLEM SOLVING

+ 11%

GREW SKILLS IN TEAM WORK

PROGRAMME OVERVIEW

Now in its third year, 14 university students from under-represented backgrounds participated in a nine-month mentoring programme delivered by members of the Aston Martin Aramco Formula One™ Team. The initiative combined mentoring with a series of development activities and intensive placement weeks to build leadership skills, help prepare students for the F1® recruitment process, and engage them in STEM and motorsport, alongside providing support as participants transition from university into professional careers.

IMPACT

FROM MENTORSHIP TO MOTORSPORT

For twin sisters Sita and Gauri, the programme was a transformative step in their journey into the sport. After completing the programme, both secured competitive industrial placements within F1® Teams, demonstrating the real-world impact of structured mentorship and industry access.

While both already aspired to careers in motorsport, the programme provided a deeper understanding of how high-performance teams operate and the diverse roles that contribute to on-track success. Through workshops, challenge projects and direct interaction with engineers and senior leaders, they gained insight into skills beyond technical knowledge, including communication, collaboration and adaptability.

We wish Sita and Gauri every success in their industrial placements and future careers, and we are proud to see the next generation of talent contributing to high-performance motorsport while paving the way for a more diverse and inclusive industry.

REFLECTING ON THEIR
EXPERIENCE, SEE WHAT TWINS
SITA AND GAURI HAVE TO SAY
ABOUT HOW THE ALETO
FOUNDATION LEADERSHIP
PROGRAMME SHAPED THEIR
JOURNEY INTO MOTORSPORT.



SITA

“It gave me greater confidence in my abilities and played an important role in motivating me to pursue an industrial placement within the industry. The programme provided access to a network within the industry that I simply would not have had otherwise. Walking through the AMR Technology Campus and seeing engineers collaborating to achieve the team’s goals gave me a real sense of the culture that drives innovation and performance in F1®. Having Eleanor Rajaratnam as my mentor helped me align my goals, gain a realistic perspective, and understand the mindset required to succeed in such a competitive and high-performance environment. Being able to contribute effectively to professional discussions and ask questions confidently has been essential in a high-performance environment. The programme prepared me to engage with colleagues who have far more experience, helping me learn faster and understand processes more deeply.”



GAURI

“The programme provided valuable perspective on what makes a F1® Team function effectively. Seeing how departments interact and collaborate strengthened my motivation to pursue a placement, as I could see where my own skills and interests fit within a team. Stephen Westwood consistently encouraged me to think carefully about how I would approach different tasks and challenges. He emphasised that succeeding in F1® is not just about technical ability, but also about resilience, communication, and managing pressure effectively. Presenting complex ideas to senior engineers was initially daunting. The programme helped me build confidence and clarity, allowing me to communicate findings effectively and contribute meaningfully to the wider engineering team. Coming from a background without connections in motorsport, the programme gave me behind-the-scenes exposure I never would have had otherwise. It helped me understand how a F1® Team operates and made a career in the sport feel much more tangible and achievable.”



Providing more opportunities to women of all backgrounds is sparking their interest in STEM, giving them support via mentorship and allyship.

ACCELERATE WOMEN

INTERNATIONAL WOMEN'S DAY

To mark International Women's Day, Aston Martin Aramco Formula One™ Team partnered with Arm to explore how we can accelerate women in STEM and motorsport. The event brought together a panel discussion featuring Jessica Hawkins, Head of F1 ACADEMY™ and Driver Ambassador, and Tamika Curry Smith, Arm Chief DEI Officer, alongside a keynote from Dr Anne-Marie Imafidon MBE on leadership and growth mindsets.

We also welcomed 40 students from Kingsthorpe College, Weavers Academy and Milton Keynes College, who met colleagues and explored career opportunities across STEM and motorsport. Through mentorship, open discussion and hands-on interaction, the session reinforced our commitment to widening access and building pathways for women into technical and leadership roles.

As Jessica Hawkins, Head of F1 ACADEMY™, said: "Be confident, be passionate, never ever give up. Treat setbacks as positives and use them to learn and grow. You do deserve a place at that table."

"One of the things we're trying to do with our partnership with Aston Martin Aramco Formula One™ Team is to provide more opportunities to women of all backgrounds in sparking their interest in STEM, giving them support via mentorship and allyship, and providing role models so that they can see what's possible."

Tamika Curry Smith, Arm's Chief Diversity, Equity, and Inclusion Officer

arm



> 71%

71% OF MENTEES AND MENTORS SAID THEY WERE HIGHLY LIKELY TO CONTINUE THE RELATIONSHIP BEYOND THE PROGRAMME⁵

"Accelerate Women shows how sponsorship can evolve into true partnership. Bringing together two engineering-led organisations has created meaningful opportunities for shared learning – building confidence, capability and relationships that last beyond the programme."

Elaine McCulloch, ESG Specialist, Aston Martin Aramco Formula One™ Team

"This mentoring partnership reflects our shared commitment to retaining and advancing women through tangible opportunities for career growth. It also showed how much stronger we are when we tackle common challenges together."

Kim Sedgwick, Global Co-Chair Women@Arm, Arm

BUILD

AFBE TRANSITION EVENT

To build on our partnership with AFBE-UK, we hosted a Transition Event aimed at supporting engineering and STEM students from underrepresented backgrounds. The initiative brought together 16 undergraduate and postgraduate students, offering insights into career development, networking, and internship opportunities within high-performance engineering and motorsport.

The event combined presentations, fireside chats, workshops, and facility tours, covering practical topics such as application writing, CV development, and HR processes. Participants engaged directly with Aston Martin Aramco Formula One™ Team graduates, interns, and staff, gaining hands-on knowledge of securing roles in F1® and related industries. Sessions were tailored to a diverse group of students from underrepresented ethnic backgrounds studying mechanical, aerospace, automotive, and motorsport engineering, fostering dynamic discussions, meaningful mentorship, and exposure to real-world career pathways.

> **100%**
100% OF ATTENDEES FOUND
THE EVENT HELPFUL¹⁹

“The Transition Event gave students practical, confidence-building insight into what it takes to progress in high-performance engineering. By connecting them directly with role models, mentors and real recruitment guidance, Aston Martin Aramco Formula One™ Team is helping to make career pathways into motorsport feel more accessible and achievable.”

Amanda Kelleher, Head of Corporate Partnerships, AFBE-UK

afbe | Association for
Black & Minority
Ethnic Engineers



ACCESSIBILITY

PARA-CANOE INNOVATION WITH PADDLE UK



INNOVATION FOR PARA-CANOE ATHLETES: ENHANCING PERFORMANCE AND STABILITY

Accessibility is at the heart of what we do. This year, we partnered with Paddle UK, the national governing body for canoeing, kayaking and other paddle sports, along with Darkside Canoes to enhance accessibility in paracanoeing by refining a bespoke seat adaptation. Building on earlier work with Paralympian Taylor Gough, the team used state-of-the-art CAD technology to develop moulds for a standardised, on-demand seat, designed to support athletes’ individual needs across the entire Paddle UK kayak and Va’a fleet.

Over a nine-month period, Taylor’s custom seat went through three prototypes, resulting in a design that dramatically improved his stability, support, and paddling performance. This innovation also allowed additional athletes who were new to the sport to gain confidence quickly, highlighting the impact of tailored equipment on accessibility and athlete development.

Looking ahead, Paddle UK and Darkside Canoes are adding a leg extension to the seat for additional thigh support, which will be integrated into the standard design. By combining technical expertise from Aston Martin Aramco Formula One™ Team with the insights of para-athletes, this initiative is helping to create high-performance, inclusive solutions that advance the sport for all participants.



“Working with Taylor and Tom has been hugely rewarding. By applying our engineering expertise to para-canoe seating, we improved stability and performance and helped translate F1® technology into a new sporting context.”

Bruce Eddington, Head of Composite Design,
Aston Martin Aramco Formula One™ Team



“This project demonstrates how collaboration and careful design can make a real difference for athletes. By combining feedback from the paddlers and coaches with bespoke CAD modelling and prototyping, we were able to create seats that support stability, comfort, and performance – helping Taylor and Tom perform at their best on the international stage.”

Bob Bell, Executive Director – Technical, Aston
Martin Aramco Formula One™ Team

DIVERSITY

CELEBRATING NEURODIVERSITY WEEK WITH THE UMBRELLA PROJECT

We celebrated the different abilities of colleagues and highlighted neurodiversity as a strength that drives innovation across the business. The team's Internal Neurodiversity Employee Resource Group (ERG), formed less than a year ago, has already engaged around 35 colleagues, fostering connection and awareness across the organisation.

In partnership with the ADHD Foundation, our team installed an umbrella display inside the AMR Technology Campus, featuring 32 multicoloured umbrellas to visually represent the one in five people who think differently due to ADHD, autism, dyslexia, and other neurodivergent conditions. Colleagues also participated in drop-in lunches hosted by the ERG, which included quizzes, learning sessions, networking opportunities, and an education session delivered by the ADHD Foundation.



“By celebrating neurodiversity, the team reinforces an inclusive culture, empowers colleagues, and demonstrates that different ways of thinking are a powerful asset in driving innovation across the business.”

Adam Carter, Managing Director – Special Projects, Aston Martin Performance Technologies

> 10%

10% OF COLLEAGUES HAVE AN INVISIBLE OR HIDDEN DISABILITY²⁰

> 1 IN 5

PEOPLE THINK DIFFERENTLY DUE TO ADHD, AUTISM, DYSLEXIA AND NEURODIVERGENCE²¹



INSPIRE

INTERNATIONAL DAY OF WOMEN IN ENGINEERING



ServiceNow hosted an on-site event focused on inspiring and empowering the next generation of women in STEM.

The event brought together leaders from Aston Martin Aramco Formula One™ Team, ServiceNow and the non-profit sector for a panel discussion on career journeys, leadership, and breaking down barriers in engineering and technology.

Through mentoring conversations, site tours, and open discussions, the event built confidence, raised aspirations, and showcased the breadth of career pathways available in engineering.



“It’s been fantastic to visit Aston Martin Aramco Formula One™ Team. I’ve met some amazing women who are really leading the way in engineering. They are real trailblazers in this field. It’s really inspirational to someone who wants to get into F1® as a female engineer.”

Mechanical Engineering Student

servicenow.





Inclusion is at our core, and being welcomed on-site makes a career in F1® feel more achievable.

RACING PRIDE

WE BELONG TOGETHER

This year, we elevated our Pride Month celebrations in partnership with Racing Pride. We began the month with a campus party themed 'We Belong Together', attended by our Chief Strategy Officer, Andy Cowell, our Chief Marketing Officer, Rob Bloom, LGBTQIA+ colleagues, the Racing Pride community, fans and allies. Together, we shared experiences and insights on the intersection of LGBTQIA+ topics and motorsport, fostering a sense of belonging and understanding.

Our collaboration extended trackside as well. Racing Pride visited the Aston Martin Aramco

Formula One™ Team garage at the Canadian, Dutch, and British Grands Prix, recognising local LGBTQ+ marshals and the volunteers who bring motorsport to life for the Pride communities, trackside around the world.

FORMULA STUDENT DIVERSITY AND INCLUSION AWARD

In support of the Formula Student World Finals at Silverstone, Aston Martin Aramco Formula One™ Team once again sponsored the Formula Student Diversity and Inclusion Award, recognising the team that best

champions diversity in motorsport. Our We Belong Committee selected Formula Trinity from Trinity College Dublin as the winning team. The team visited our campus and spent time with our engineering team, gaining valuable insight into high-performance engineering. TM Racing (Tecnológico de Monterrey) took second prize, and Edinburgh University Formula Student placed third.

The award highlights inclusive practices among future STEM talent and reinforces our commitment to building a motorsport culture where everyone belongs, supporting the next generation of engineers and innovators.



“Winning the Racing Pride Aston Martin Aramco Formula One™ Team Diversity and Inclusion Award in both 2023 and 2025 means a great deal to us. Inclusion is at our core, and being welcomed on-site makes a career in F1® feel more achievable. Meeting engineers from diverse backgrounds inspired us to strive for greater representation

in motorsport and engineering. Seeing Aston Martin Aramco Formula One™ Team's commitment first-hand, motivated our members to pursue careers in F1® and expand our outreach initiatives.”
Ellen Quigley, Member of Formula Trinity



MOVEMBER

Our focus on mental health has evolved into a top priority.

MOVEMBER: THE REAL FACE OF MEN'S HEALTH

In 2025, Aston Martin Aramco Formula One™ Team partnered with Movember Canada to support the launch of the government-supported 'Real Face of Men's Health Report', the first study to highlight the state of men's health and its wider effects on families, communities, and workplaces. The partnership brought this key conversation into the high-pressure world of F1®, demonstrating how the wellbeing of drivers, teams, and support staff impacts everyone around them.

Mikey Brown, father, partner and No. 1 Mechanic for Fernando Alonso, shared his personal story to illustrate the importance of mental and physical health. He spoke openly about the demands of the F1® paddock, long hours away from family, and the pressures of high-performance work. For Mikey, staying fit, looking after himself, and supporting his crew was essential, not just for his own wellbeing, but to create a safety net for those around him.

MOVEMBER CHARITY HIKE

Aston Martin Aramco Formula One™ Team kicked off its 2025 Movember campaign with a charity hike in the Peak District. 35 colleagues and friends came together to hike Kinder Scout, kicking off our Movember

fundraising campaign. The hike created space for connection, open conversation and shared experience. By stepping away from the workplace and into nature, the day encouraged honest discussions around mental health, reinforcing the importance of community, movement and conversation in supporting wellbeing.

"Having been in this industry for nearly 40 years, I know that it can really take its toll. Our focus on mental health has evolved into a top priority. I am always looking for new resources for the team, new ways to have the right conversations. That's why Movember's work is so important. While the team looks out for one another, we don't have all the answers on our own."

Andy Stevenson, Sporting Director, Aston Martin Aramco Formula One™ Team

> 35

COLLEAGUES AND FRIENDS CAME TOGETHER TO HIKE KINDER SCOUT



POWER OF THE PAUSE

As Official Skincare Partner of Aston Martin Aramco Formula One™ Team, ELEMIS joined us to deliver Power of the Pause, a wellbeing event to raise awareness during World Mental Health Week. ELEMIS Co-Founder and Chief Product & Sustainability Officer, Oriele Frank, joined our leaders for a fireside chat exploring how small, intentional pauses, through self-care, mindfulness, movement, volunteering, or planet-positive actions, can build resilience, sustain creativity, and support high performance.

Supported by the Aston Martin Aramco Formula One™ Team Women in Engineering Network, the session encouraged colleagues to reflect on how pausing can enhance daily work, providing practical tips and signposting to wellbeing resources. The event reinforced that caring for mental health is integral to performance, fostering a culture where colleagues are empowered to look after themselves, each other, and the wider world.

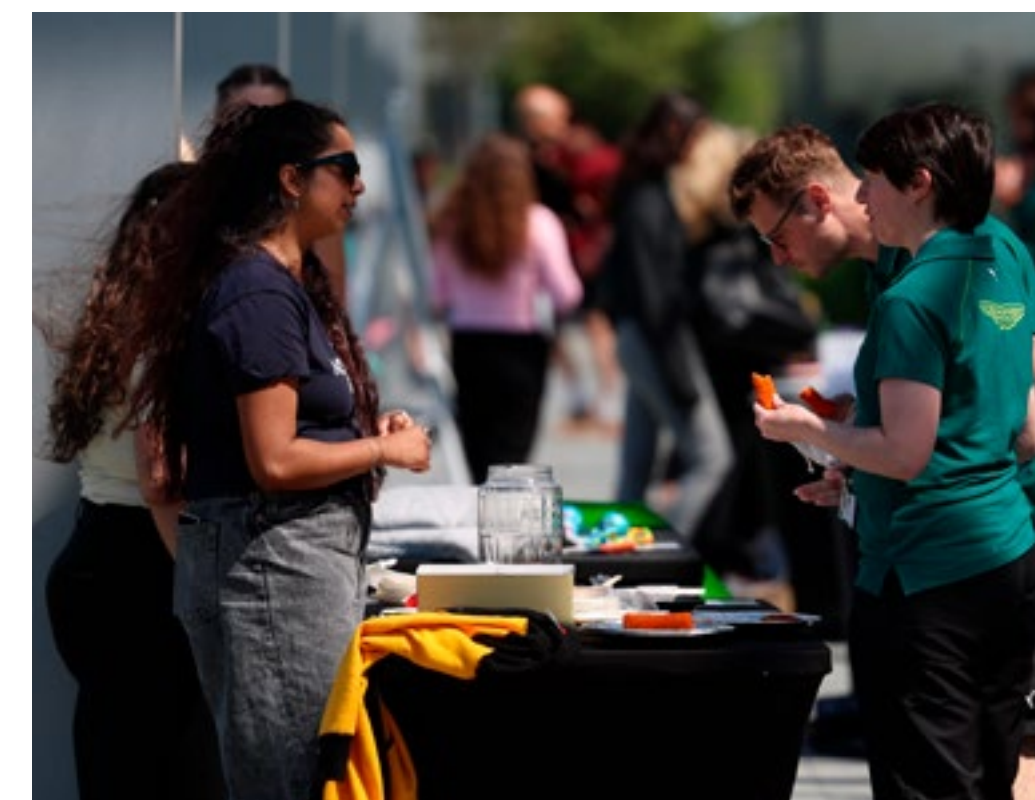
ELEMIS
LONDON

“The session reminded me that even small moments of pause can make a huge difference in how we approach our work. It’s empowering to see the team prioritising mental health and providing practical ways to support ourselves and each other.”

Cara Robinson, Engagement Lead, Aston Martin Aramco Formula One™ Team

“Attending the session really highlighted how small, intentional pauses can boost focus, creativity and wellbeing. It’s inspiring to be part of a team that actively supports each other both on and off the track.”

George Welch, Senior Finance Business Partner, Aston Martin Aramco Formula One™ Team



SUPPORT

EMPOWER THROUGH MENOPAUSE

This year, the team launched the Empower Through Menopause Employee Resource Group (ERG) to create a supportive and informed space for colleagues experiencing menopause and those supporting them. The group was formed to raise awareness, reduce stigma and ensure colleagues feel heard, understood and supported during a stage of life that can affect wellbeing, confidence and performance at work.

The ERG has engaged colleagues across the business, providing practical resources, educational sessions, and open conversations. By normalising menopause in the workplace, sharing experiences, and signposting support, the group has empowered colleagues to speak openly and contributed insights into how inclusive policies, flexible working, and informed line management can improve daily work experiences.

Reflecting on why the group was created, Linda, Chair of the Empower Through Menopause ERG, shared:

“I set up the Empower Through Menopause Group because too many people were going through this experience in silence. Menopause can impact confidence, health and work, but with the right understanding and support, it doesn’t have to hold anyone back. Seeing colleagues feel heard, supported and more confident to speak up has shown just how important this group is, not only for those experiencing menopause, but for the culture we’re building together.”



EQUALITY

GENDER PAY GAP REPORTING

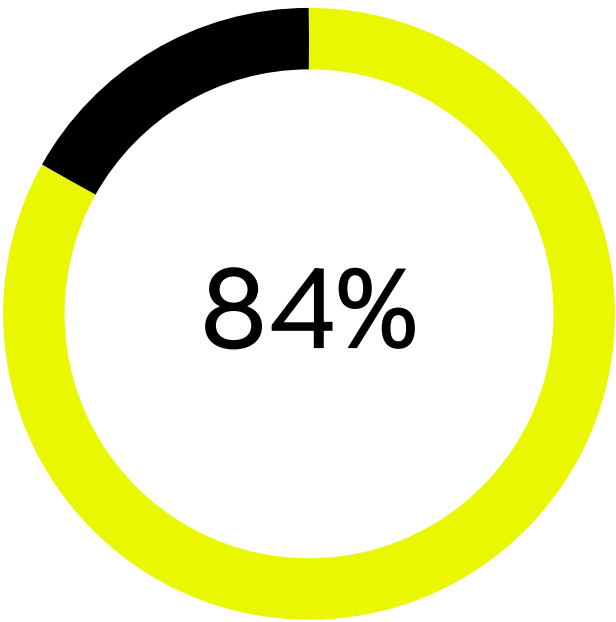
The gender pay gap is one of the clearest ways to see how representation shapes opportunity. It doesn't compare like-for-like roles; it looks at average pay across the organisation and reflects who is represented across different levels and pay bands. Publishing this data helps us be transparent about the progress we're making and where we need to focus next.

This is different from equal pay. Equal pay means people are paid the same for the same (or equivalent) work. A gender pay gap can still exist even when equal pay is in place, if men and women are not equally represented across roles and seniority levels.

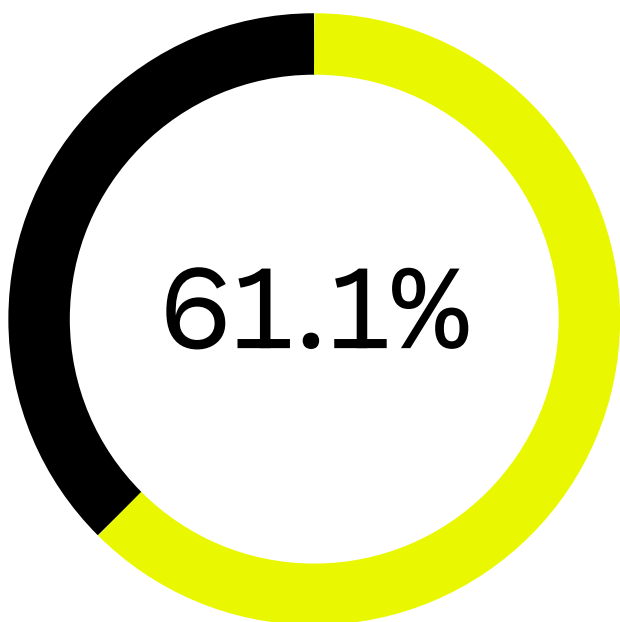
Our figures follow the UK Government calculation approach and are reported using both median and mean measures, alongside bonus reporting.

2025 SNAPSHOT (05 APRIL 2025):

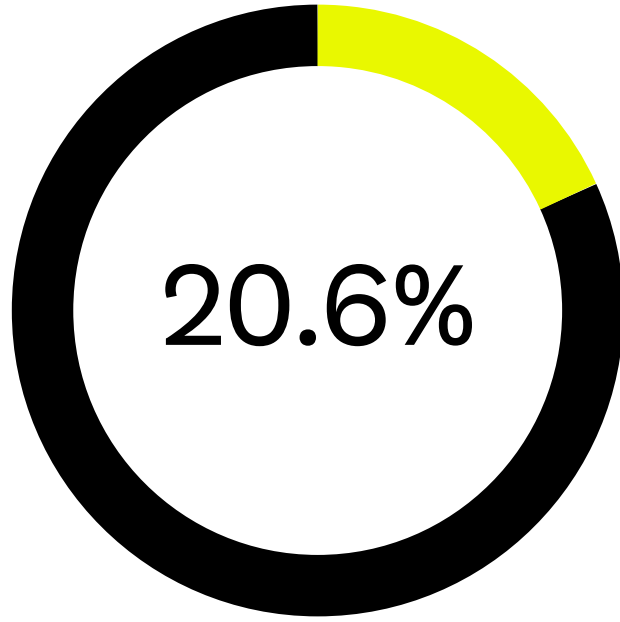
Based on 952 relevant colleagues, our workforce is 84% men and 16% women. Our gender pay gap is 20.6% (median) and 54.3% (mean), highlighting the importance of improving representation of women across roles and levels over time²².



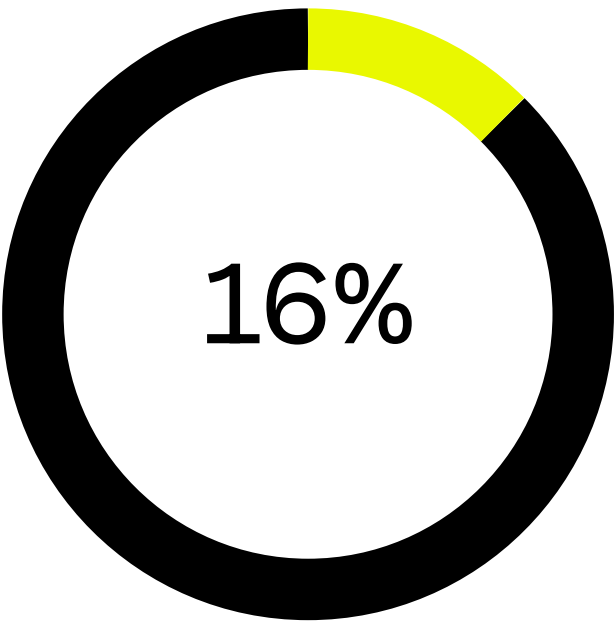
Men (based on 952 colleagues)



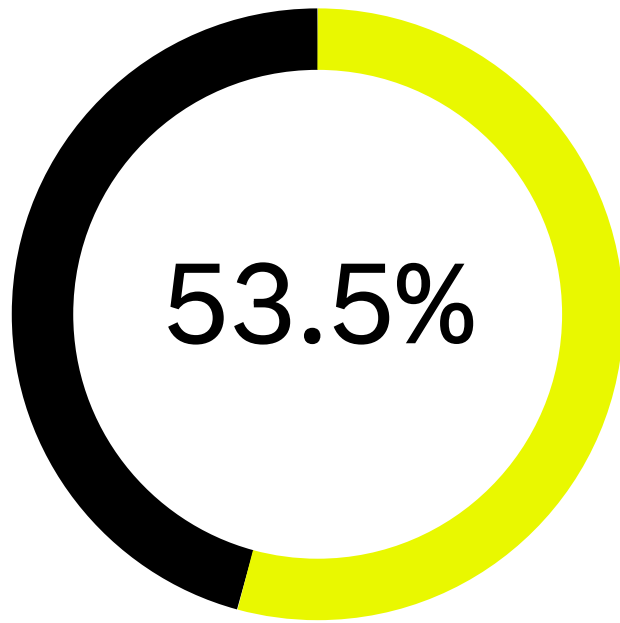
Proportion of male employees who received a bonus



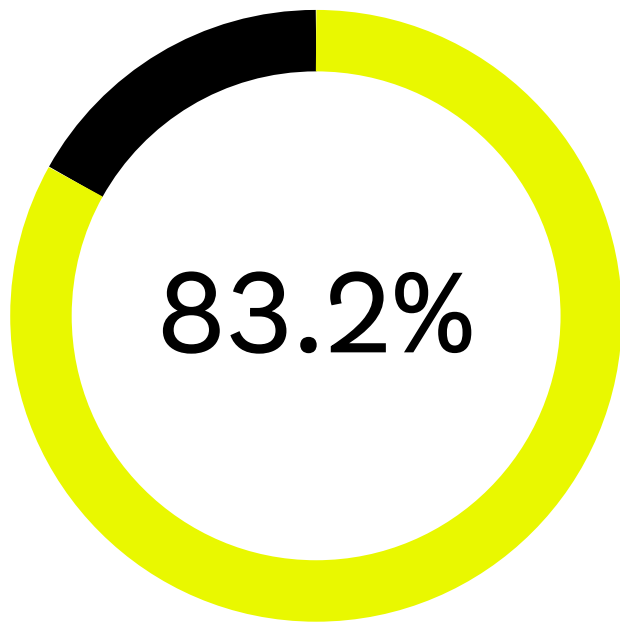
Aston Martin Aramco's 2025 gender pay gap – median



Women (based on 952 colleagues)



Proportion of female employees who received a bonus



Mean bonus pay gap

A photograph of a man with glasses and a woman embracing. The man is smiling broadly, showing his teeth, and has his arms around the woman. The woman is seen from the side, wearing a dark blue shirt and a small hoop earring. The background consists of vertical wooden slats.

BELONG

⁴ COMMUNITY

⁵ GOVERNANCE



This programme is so important. By bringing STEM and engineering to life, students gain hands-on experience and understanding.

COMMUNITY

COMMUNITY IS HOW WE CREATE LASTING IMPACT BEYOND THE TRACK

Through Make A Mark, we support our communities to improve lives and empower people to thrive by building skills, confidence and opportunity, and by opening up pathways into STEM, technology and high-performance environments. We do this with the same mindset that drives us on track: pioneering ideas that turn ambition into progress, staying grounded in purpose, empowering people to own their influence, and acting with agility, moving fast, learning quickly and focusing on what matters most. By working alongside partners, educators and community organisations, we aim to create programmes that are credible, meaningful and measurable, and that build lasting impact long after the chequered flag.

We improve lives and empower people to thrive by building skills, confidence and opportunity.



MAKE A MARK DAY

OUR ANNUAL FLAGSHIP EDUCATION OUTREACH INITIATIVE

Make A Mark Day is an annual flagship education outreach initiative delivered by Aston Martin Aramco Formula One™ Team, designed to inspire young people and support the next generation of talent entering motorsport and STEM careers.

In 2025, the programme returned for its fourth year, welcoming high school and undergraduate students to the AMR Technology Campus ahead of the British Grand Prix for two days of immersive learning and career exploration. Schools taking part included Silverstone UTC, Kingsthorpe College, Elizabeth Woodville School, Weavers Academy, All Saints York, Langdon Park School, Renaissance Foundation, and The Kings Trust, while universities participated through partnerships with AFBE, Aletto, Aston Martin Aramco Formula One™ Team, Cognizant, and Arm.

Delivered in collaboration with partners, the programme combined hands-on workshops and career-focused insight, helping students connect their studies to real industry roles and understand the skills and mindset required to thrive in high-performance environments. Across the two days, students engaged in artificial intelligence and coding workshops with Arm, future careers discussions with Cognizant, augmented reality experiences with Xerox, and employability-focused sessions with Citi. ELEMIS led an interactive climate challenge, encouraging collaboration and systems thinking.

The programme concluded with an inspiring fireside chat, providing students with tangible actions to accelerate their careers and honest insight into what it takes to succeed in motorsport. By hearing directly from professionals across the business, students left with increased confidence, clarity and motivation to pursue their ambitions.

arm

cognizant®

ELEMIS
LONDON

xerox™



257

STUDENTS ENGAGED ACROSS TWO DAYS



14

SCHOOLS AND COMMUNITY GROUPS REPRESENTED



120

STUDENTS CONNECTED DIRECTLY WITH THE ASTON MARTIN ARAMCO EARLY CAREERS TEAM



MAKE A MARK DAY

A VITAL ROLE IN WIDENING ACCESS, BUILDING CONFIDENCE AND SUPPORTING THE FUTURE TALENT PIPELINE.

WHY IT MATTERS

By opening the doors to our campus and connecting students directly with industry professionals, Make A Mark Day continues to play a vital role in widening access, building confidence and supporting the future talent pipeline. Through practical learning, representation and collaboration, we use our global platform to help young people see what is possible and how they can make their mark.

VOICES FROM THE DAY

“Giving learners access to places like this so they can see where STEM can take them – you can’t beat that. The fact that there are people from all different backgrounds delivering sessions, and the fact we can talk about our own experiences and different routes into it, shows them that there are opportunities for everybody and really gives them inspiration.”

Rachel Horsman, Education Solutions Manager, Arm

“It was a really insightful day. I learned a lot about sustainability, AI, CAD design in F1® racing and more about robotics, which was really awesome to see how it linked with racing and life in general”

Paulina, Student, Weavers Academy

“Cross-industry collaborations are hugely important to showcasing to students that tech and STEM are prevalent in any industry. Especially because they’re at such a peak developmental age, we want to get in there as early as possible to help them make more informed career decisions. Real-life, in-person experiences like this really make the world of difference because it’s not something they’re used to seeing.”

Midhusa Mohan, ESG- UKI Social Impact Programme Manager, Cognizant



68%

68% OF STUDENTS REPORTED BEING UNCLEAR ABOUT THE SKILLS NEEDED TO WORK IN AI AT THE START OF THE DAY, HIGHLIGHTING THE IMPORTANCE OF EARLY, PRACTICAL EDUCATION²³

DATA

McGILL UNIVERSITY: GEN-AI IDEATHON

Cognizant, for a second consecutive year, delivered a global generative AI Ideathon with Aston Martin Aramco Formula One™ Team, engaging university students in real-world problem solving at the intersection of technology, data and motorsport. The Ideathon challenged students to apply their technical skills to explore how generative AI could enhance the Aston Martin Aramco Formula One™ Team's merchandising strategy. Drawing on their academic expertise, particularly in analytics and data science, student teams developed innovative concepts that balanced fan engagement, commercial insight, and emerging technology. One standout team proposed an application designed specifically for the F1® community, integrating a large language model (LLM) chatbot capable of interacting directly with fans. The solution demonstrated how AI could deliver personalised recommendations, deepen fan insight and support more data-driven merchandising decisions.

> AI

EXPLORE HOW GENERATIVE AI COULD
ENHANCE THE ASTON MARTIN
ARAMCO FORMULA ONE™ TEAM'S
MERCHANDISING STRATEGY

"Through this global idea competition, we're able to give students a behind-the-scenes view of how data and technology fuel a sport like F1®, working directly with experts from Aston Martin Aramco Formula One™ Team."

Pamela Axtell, Senior Director, Global Brand Strategy, Cognizant

"We were assigned the challenge of using generative AI in the Aston Martin Aramco Formula One™ Team's merchandising strategy. We brought our technical expertise from our Master's in analytics to life and built a solution for the F1® community. Adding an LLM chatbot allowed us to interact with fans, generate insights and deliver personalised recommendations. Winning first place was incredibly exciting."

Karen Bou Daou, Master of Management in Analytics Student, McGill University Desautels Faculty of Management

"Visiting the paddock and seeing the engineering behind F1® was an unforgettable experience. It really showed how what we study connects to the real world."

Maxime Tsague, Master of Business Administration (M.B.A) in Management, McGill University Desautels Faculty of Management



ADVANCED

PRECISION ENGINEERING AT MANCHESTER
METROPOLITAN UNIVERSITY

Aston Martin Aramco Formula One™ Team partnered with Manchester Metropolitan University and welcomed more than 3,000 students at Manchester Metropolitan University's induction festival, primarily from science and engineering disciplines.

The event showcased advanced manufacturing, precision engineering and motorsport innovation, alongside bringing together industry and academic leaders to explore the intersection of engineering, technology and high-performance motorsport.

During the event, students explored the team's car, engaged directly with engineers, and learned about Early Careers opportunities within the team. Members of the Aston Martin Aramco Formula One™ Team shared insights into career pathways spanning engineering, AI, data, technology, strategy, and communications, highlighting the diverse and inclusive routes into motorsport.

Manchester Metropolitan University is the Vice Chair for the United Nations Academic Impact (UNAI) Hub for Responsible Consumption and Production.



3,000

STUDENTS AT MANCHESTER
METROPOLITAN UNIVERSITY

Seeing the F1® car up close and speaking to the engineers made the idea of working in motorsport feel real. There are opportunities for everyone.

STUDENT, MANCHESTER METROPOLITAN UNIVERSITY

INSIGHT

OPENING DOORS TO STEM IN F1® WITH XEROX

MIAMI MAKE A MARK: BOOKER T. WASHINGTON SENIOR HIGH SCHOOL

In the build-up to the Miami Grand Prix, Aston Martin Aramco Formula One™ Team brought the excitement of F1® directly to students at Booker T. Washington Senior High School, inspiring young people to explore careers in motorsport and develop their STEM knowledge.

Working with global partner Xerox, the team delivered a Make A Mark school outreach programme combining hands-on workshops, career guidance, and insights into the world of F1®. Sessions were further supported by Driven By Us, a UK- and US-based charity that provides educational programmes to help students build STEM skills and foster for careers in motorsport and technology.

The programme began with a school assembly featuring Tina Hausmann, driver in F1 ACADEMY™, who shared her journey into professional racing and

discussed the dedication required to compete at the highest level ahead of round three of the 2025 season.

The day finished on a high with students invited to the Miami International Autodrome to see the team in action. They toured the paddock, observed trackside operations, and gained an unparalleled view of the diverse roles that keep a F1® Team running.

Xerox executives also addressed students, highlighting the importance of collaboration, innovation and diverse career pathways in STEM-driven industries.

“This programme is so important. By bringing STEM and engineering to life, students gain hands-on experience and a real understanding of the careers available in motorsport. It’s all about inspiring the next generation and showing them that anything is possible.”

Deena LaMarque Piquion, Chief Growth & Disruption Officer, Xerox – May 5 2025

xerox™



THE GRAND PRIX TRUST

MOTORSPORT INDUSTRY DAY

The Grand Prix Trust brought together 475 students from schools, colleges and universities for an interactive careers experience at Silverstone Wing. Students took part in Speaker Q&A sessions and engaged directly with motorsport organisations at exhibition stands to explore career pathways across the industry. Aston Martin Aramco Formula One™ Team supported the event by engaging with students and displaying the team car, which was a key focal point on the day.



475

STUDENTS FROM
SCHOOLS, COLLEGES
AND UNIVERSITIES





Curiosity is a skill
I have developed,
and I've learned that
true learning happens
when you step outside
your comfort zone.

EXPERIENCE

ARAMCO STUDENT INTERNSHIPS

Eight talented Mechanical Engineering students from Saudi Arabia, currently studying at Manchester University under Aramco sponsorship, joined Aston Martin Aramco Formula One™ Team for this enhanced summer placement. Over the course of the programme, they contributed to multiple impactful sustainability projects, gaining hands-on insight into high-performance engineering and F1® operations, alongside tailored CV, LinkedIn and personal branding workshops.

The programme helped interns develop their readiness for the working world at Aramco, increased confidence and career readiness, improved technical skills, and strengthened soft skills alongside professional presence.

We caught up with industrial placement student Deemah Alhenaki to hear about her experience. Here's what she had to say:

What was the most valuable skill or insight you gained during your placement with Aston Martin Aramco Formula One™ Team?

"Through this placement, curiosity is a skill I have developed, and I've learned that true learning happens when you step outside your comfort zone and engage without hesitation. It's all about showing up, diving in, and being fully present in the moment. An adventure that has truly transformed my experience!"

Can you share a moment when you felt your work had a real impact on a sustainability project?

"Working with others on the circularity metric project showed me how collaboration is essential in sustainability work. Sharing ideas and reviewing data together helped us understand the project better and reinforced how collective effort can lead to meaningful sustainable improvements."

How did the workshops on CVs, LinkedIn, and personal branding help shape your career perspective?

"The workshops helped me learn to present my skills and experiences professionally. They highlighted the importance of creating a strong personal image online and customising my CV for various opportunities. As a result, my confidence improved, and my career goals became clearer."



STEM RACING

We continue to support STEM Racing to help inspire the next generation of engineers and innovators, bringing learning to life through real motorsport experiences.

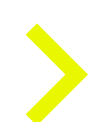
A key highlight in 2025 was a collaboration between Aston Martin Aramco Formula One™ Team and Maaden to launch the 'Unearth Your Greatness' recruitment programme at the STEM Racing World Finals, engaging more than 600 students from 35 countries. Building on this, we're partnering with Maaden to deliver a high-impact, values-led programme to inspire and equip young people for careers in engineering and the mining industry, supported by the new 'STEM Racing Learn' global learning platform and a UK-based Centre of Excellence in Motorsport Valley, reaching more than 100,000 students in the next three years.

With Bombardier, we also welcomed the Canadian STEM Racing Team at the World Finals in Singapore, giving students the chance to meet team members and explore leadership and strategy in a high-performance environment. As a key sponsor of one of the winning teams, we also delivered trackside engagement, offering hands-on exposure to motorsport operations and engineering challenges, alongside behind-the-scenes tours led by Team Representative Pedro de la Rosa.



600

STUDENTS



35

COUNTRIES



APPRENTICES

JCB APPRENTICE SWAP

To celebrate International Women in Engineering Day, Aston Martin Aramco Formula One™ Team partnered with JCB for an early careers swap, giving apprentices a unique opportunity to experience engineering across two high-performance industries.

Lexi, an engineering degree apprentice at JCB specialising in engine design, spent time at the AMR Technology Campus, exploring the CoreWeave Air Tunnel and our state-of-the-art facilities.

"It's been an incredible opportunity to see the CoreWeave Air Tunnel and new facilities. I decided to go into engineering because I enjoy the process of designing and creating something, and then seeing it come to life. Seeing things move and work is amazing; it's inspiring to see how both brands celebrate and support women in engineering."

Meanwhile, Monika Bartoszak, an early careers engineer at Aston Martin Aramco Formula One™ Team, visited JCB's world headquarters to gain insight into the production of hydrogen engines and explore industrial engineering beyond motorsport.

"It was great to see how JCB has continuously focused on innovation, always improving and never standing still. Today I saw how engineering skills like design and CAD can be applied across very different industries. Speaking with a woman engineer at JCB also gave me valuable guidance about her journey in engineering."

The swap showcased how high-performing engineering skills translate across sectors, from motorsport to heavy machinery, and reinforced the importance of supporting and inspiring women in engineering.



CONNECTING

OUR HOSPITAL TOURS 2025: A VISIT FULL OF SMILES



This year’s hospital tour saw us visit Royal Aberdeen, Leeds, Alder Hey, Birmingham and The Evelina Children’s hospitals with Jessica Hawkins and Third Driver Jak Crawford.

“We took a car, steering wheel and helmet for all the kids, families, and staff to see. For some, it was their first time seeing an F1® car, and it’s great we were able to make them happy and put a smile on their faces, just as we have throughout the tour,” Jak said. “Bringing it to local areas across the UK was a great opportunity to spread some joy during a difficult time.” Jak Crawford

“It gave us a chance to meet young patients, bring some joy to their days, and provide an escape while they were undergoing treatment.”
Jessica Hawkins



AFBE LOCHSIDE SCHOOL VISIT
The tour brought excitement and a much-needed distraction for the amazing NHS staff, the young patients and their friends and families. Everyone had the chance to meet Jessica Hawkins and Jak Crawford and enter a design competition to win a custom-sized pair of driver overalls. At Birmingham Children’s hospital everyone also had the opportunity to draw and write messages on the Aston Martin ‘Doodle Car’.



A PADDOCK EXPERIENCE FOR TOM PENZER ADAMS
We were honoured to support ultra-marathon runner Tom Penzer Adams during his incredible challenge, running six marathons in six days, spelling out his daughter Delilah’s name to raise funds for Birmingham Children’s Hospital. The team first met Tom and his family at the hospital in 2024, after baby Delilah was admitted with a life-threatening bowel condition. To recognise his extraordinary effort and support his fundraising, we invited Tom, Delilah, and his wife Grace, to join us as our guests at the British Grand Prix to help him rest and refuel ahead of his final marathon. Tom completed his challenge back at Birmingham Children’s Hospital, raising an amazing £28,500.

+ £28,500
RAISED BY ULTRA-MARATHON
RUNNER TOM PENZER

“Following Delilah down to theatre as a newborn, seeing the strength she had to go through, it puts everything into perspective. When my legs ache or the miles get tough, I remind myself of her courage. Being hosted by the incredible Aston Martin Aramco Formula One™ Team at Silverstone, getting behind-the-scenes access to the garage and paddock, and being so well looked after – it was an unforgettable day. It all started from that hospital visit in 2024, and to see the story continue like this, supporting Delilah’s cause, is something I’ll never forget.”
Tom Penzer Adams, Ultra Marathon Runner

GOALS FOR GOOD

OUR THIRD ANNUAL CHARITY FOOTBALL FIXTURE



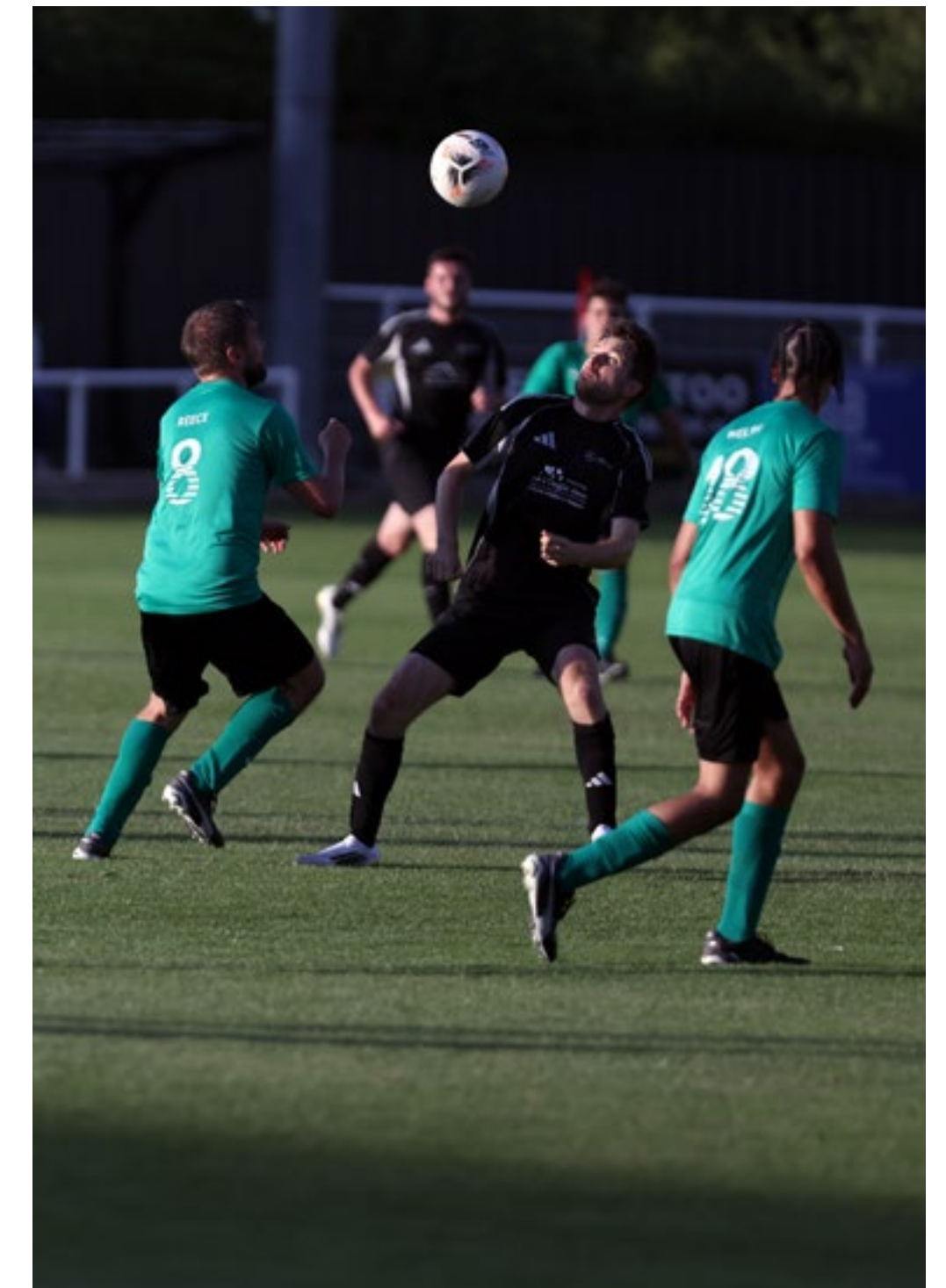
We joined forces with Mercedes-AMG Petronas F1® Team for the third annual charity football fixture, bringing colleagues together, strengthening relationships across the F1® paddock, and raising funds for important causes.

Hosted at Brackley Town Football Club, the event featured both men's and women's matches, combining competitive spirit with community impact. The women's fixture saw Aston Martin Aramco Formula One™ secure an impressive 6-2 victory, while the men's match ended in a closely contested 3-2 result, with Mercedes taking victory.

The event raised funds for Helen and Douglas House, a hospice charity supporting terminally ill babies, children and young people, and Northamptonshire Health Charity, which enhances local hospitals and health services. It was a fun, high-energy day that demonstrated how teamwork and community engagement go hand in hand, both on and off the track.

+ £3,757.15

RAISED FOR HELEN AND
DOUGLAS HOUSE



CHARITIES

OUR FUNDRAISING FOR THE YEAR

CHARITIES WE SUPPORT

Over the course of the year, Aston Martin Aramco Formula One™ Team supported the following charities that we hold closely to our hearts:

Movember, Spinal Track, Silverstone Recreational Association, Brain Tumour Research, ADHD foundation, The Grand Appeal, Macmillan, Breast Friends, Royal British Legion, MK Foodbank, Dogs for Good, Bumblebee Conservation Trust, BillyChip, British Heart Foundation, Flackstock, The Grand Prix Trust, and The Forces Employment Charity.



+ £140,000

RAISED IN 2025

NORTHAMPTONSHIRE HEALTH CHARITY

A key Aston Martin Aramco Formula One™ Team fundraising effort was with Northamptonshire Health Charity where we generated more than £47,000. This support has enabled the charity to complete major works on the Robert Watson Garden at its Maternity Ward. Remaining funds are now helping to develop the new Daisy Suite building, providing dedicated, compassionate facilities for families experiencing baby loss, as well as supporting the creation of an improved children’s play area. These projects will benefit generations to come, including our own colleagues and their families should they ever need to use these essential hospital services.

COLLEAGUE MATCH FUNDING

The Aston Martin Aramco Formula One™ Team Colleague Match Funding Programme continues to amplify the incredible fundraising efforts of our people, doubling the difference they make in their communities.

From marathons and cycle challenges to bake sales, community events and personal campaigns, colleagues have gone above and beyond to support causes close to their hearts. Through match funding, the team ensures that every pound raised goes even further, strengthening our collective impact and reinforcing our commitment to our local communities.

COLLEAGUE SPOTLIGHT

For Kevin Gowling, taking part in the Pavestone Rally was an opportunity to combine challenge, teamwork and fundraising.

Together, the team, named Thunderbirds 2, embarked on a four-day journey across northern Europe, travelling from Düsseldorf to Amsterdam via Berlin, Malmö and Hamburg. Along the way, they took on a series of driving challenges, all in support of raising funds for Teenager Cancer Trust, Spinal Track, Variety: The Children’s Charity, Crash Charity and Lighthouse Construction Industry Charity.

PAVESTONE RALLY

Through their efforts and through Aston Martin Aramco Formula One™ Team match funding initiatives, Thunderbirds 2 raised more than £10,000. The Pavestone Rally as a whole raised more than £230,000, demonstrating the power of collective action and shared purpose.

Reflecting on the contribution, Pavestone Rally shared:

“Their decision to double the team total is an extraordinary gesture and one that genuinely goes above and beyond. That kind of support not only boosts the fundraising total in a really meaningful way, but also sends a powerful message about their belief in the work of Thunderbirds 2. It will have a direct and lasting impact.”

Kevin Gowling shared:

“Taking part in the Pavestone Rally was a fantastic experience. It brought our team together for a great cause and made every mile feel meaningful. The support from Aston Martin Aramco Formula One™ Team, especially through match funding, showed how much the team cares about making a real difference in our communities.”



Throughout the year we work together to raise funds and make sure the team is an integral part of our local community.

COMMUNITIES

MAKING A MARK IN OUR COMMUNITIES

Supporting our local community, our connection with Silverstone village underpins Make A Mark and throughout the year we work together to raise funds and make sure the team is an integral part of our local area.

OUR WORK WITH THE SILVERSTONE RECREATION ASSOCIATION
We work closely with the Silverstone Recreation Association (SRA), providing ongoing support for the village sports grounds and village hall. This partnership sees us not only play cricket and football against the village teams, but also welcome Silverstone residents to our campus during our village open day. Opening our doors also allows our neighbours an opportunity to see inside our campus, raise some much-needed funds for the SRA and strengthen our partnership with the village, build understanding, and reinforce our commitment to being a positive presence in the village.

CAMPUS TOURS
Each year, Aston Martin Aramco Formula One™ Team also donates AMR Technology Campus tours to charity auctions, supporting causes that are personally meaningful to our colleagues, partners and wider community. These exclusive behind-the-scenes experiences, unavailable for public purchase, consistently attract significant interest and drive high

auction bids. In 2025, the tours collectively helped raise more than £42,000 for a range of charities, amplifying fundraising efforts for organisations close to the hearts of those connected to our team.

SCHOOLS AND COLLEGES
As part of our ongoing education outreach, we have supported and delivered career events for Silverstone Primary School, Elizabeth Woodville School, Silverstone UTC, Kingsthorpe College and Milton Keynes College, helping to inspire young students to explore future pathways in STEM, engineering and motorsport.
We also made a special visit to Lochside Academy in partnership with AFBE-UK, giving pupils in a lower socio-economic area hands-on exposure to F1® operations as part of their automotive course. Students explored a Formula One™ replica car, learned about engineering roles, and met Third Driver, Jak Crawford. The visit sparked curiosity about STEM careers, inspiring many students to explore their potential and future pathways.

A huge ‘thank you’ to AFBE-UK, for developing the Young Workforce Northeast and to the students for the warm welcome and for sharing their incredible stories. Together, these visits highlight the power of engineering, innovation, and motorsport to inspire the next generation.



+ £42,000

RAISED BY CAMPUS TOURS
FOR A RANGE OF CHARITIES

PEOPLE



ASPIRING MECHANICS WITH VALVOLINE

The Aspiring Mechanics Programme, delivered in partnership with Valvoline™ Global Operations, is a cornerstone of our commitment to widening access to high-quality technical education. Designed to inspire and equip young people from diverse and often underrepresented backgrounds, the initiative provides hands-on motorsport experience, industry-aligned skills development, as well as product and financial support to help students explore opportunities as future mechanics.

By creating opportunities that traditional education routes may overlook, the programme strengthens social mobility, nurtures emerging talent, and supports the development of a future-ready technical workforce.

JONATHON'S JOURNEY

When he first joined the Level 1 Skills Academy, he was, in the words of Programme Manager Dan Callaghan, "a quiet, reserved young man who had been overlooked and underestimated by the traditional education system." With tailored support and a nurturing environment, Jonathon's confidence grew, his practical skills flourished, and a pivotal moment, assisting the Level 3 cohort on the Formula Renault race car, ignited a passion for motorsport. As Callaghan reflects, "He didn't just watch, he got involved... it sparked a new passion in him." Jonathon has since passed Level 2 with exceptional results and is now thriving in Level 3, preparing to take part in the Valvoline and Aston Martin Aramco Formula One™ Team competition. His story demonstrates how inclusive, skills-focused programmes can transform potential into achievement and open doors to futures once thought out of reach.



COMMUNITY

5

GOVERNANCE

6

CLOSADV



At Aston Martin Aramco Formula One™ Team, we operate in one of the most competitive and fast-moving environments in global sport.

GOVERNANCE

At Aston Martin Aramco Formula One™ Team, we operate in one of the most competitive and fast-moving environments in global sport. Success on track demands precision, accountability and clear decision-making, and the same is true of how we govern our business.

OWNERSHIP

Aston Martin Aramco Formula One™ Team is backed by a strong partnership between Executive Chairman Lawrence Stroll, a US investment fund, and PIF. This ownership structure provides both stability and the resources to compete at the highest level, while ensuring long-term growth and innovation across the team.

OUR BOARD

Lawrence Stroll
Executive Board Director, Chairman,
Aston Martin Aramco Formula One™ Team
Robert Yeowart
Non-Executive Board Director, Managing Director,
Aston Martin Aramco Formula One™ Team
Anthony Indaimo
Non-Executive Board Director, General Counsel,
Aston Martin Aramco Formula One™ Team



OUR STRUCTURE

OUR GOVERNANCE STRUCTURE AND STAKEHOLDERS

Strong governance underpins the Aston Martin Aramco Formula One™ Team's ability to operate responsibly, deliver sustainable performance, and create long-term value.

OUR GOVERNANCE STRUCTURE

Our governance structure provides clear oversight, accountability and decision-making across the organisation, ensuring that environmental, social and governance considerations are embedded into how we operate both on and off the track. This structure is supported by defined roles and responsibilities at every level of the team, enabling effective management of risk, compliance and performance.

OUR STAKEHOLDERS AND INFLUENCE

We recognise that our activities impact a wide range of stakeholders, including our colleagues, partners, suppliers, fans, governing bodies and the communities in which we operate. Through ongoing engagement, we seek to understand their expectations, respond to emerging challenges, and align our strategy with the areas where we can have the greatest positive impact.

As a global motorsport team, our sphere of influence extends beyond our immediate operations. We use our platform to promote responsible practices across our value chain, working with partners and suppliers to drive higher standards, while also contributing positively to the wider motorsport industry and society.

RISK MANAGEMENT

Core policies include:

- > Environment, Sustainability and Energy Policy;
- > Health and Safety Policy;
- > Acceptable Use Policy;
- > Equality Policy;
- > Learning and Development Policy;
- > Prevention of Bullying and Harassment Policy;
- > Trans, Equality and Inclusion Policy;
- > Anti-Corruption and Bribery Policy;
- > Whistleblowing Policy;
- > Flexible Working Policy;
- > Grievance Policy.

Central to this is our ambition to embed effective risk management into every level of the organisation. By proactively identifying and managing risks, we aim to deliver reliability and resilience on track, support strong financial performance, contribute positively to society, and create lasting value for our stakeholders. This approach is underpinned by a framework of core policies and standards outlined above.

OUR STAKEHOLDERS AND SPHERE OF INFLUENCE





GOVERNANCE

⁶ GLOSSARY

⁷ APPENDIX

GLOSSARY

CARBON REMOVALS:

Carbon removal involves taking carbon dioxide already present in the atmosphere and securely storing it for decades or even longer. Approaches include nature-based solutions, such as reforestation and improved soil management, high-tech options like direct air capture, and hybrid strategies such as bioenergy combined with carbon capture. Each method differs in its longevity, approach, and additional environmental benefits.

RENEWABLE ENERGY GUARANTEES OF ORIGIN (REGO):

Renewable Energy Guarantees of Origin are certificates purchased with electricity that provide assurance that the electricity purchased was generated from renewable sources.

SCIENCE BASED TARGETS INITIATIVE (SBTi):

SBTi is a corporate climate action organisation founded through a partnership between CDP, the United Nations Global Compact, World Resources Institute and the World Wide Fund for Nature and We Mean Business Coalition. This global partnership helps companies set greenhouse gas (GHG) emissions reduction targets that align with the latest climate science. Its main goal is to ensure that corporate climate action is consistent with the levels needed to limit global warming to well below 2°C, and ideally to 1.5°C, as outlined in the Paris Agreement.

MARKET-BASED EMISSIONS:

Greenhouse gas emissions calculated based on the specific electricity an organisation purchases, considering supplier contracts, and renewable energy certificates, rather than the average grid mix.

LOCATION-BASED EMISSIONS:

Greenhouse gas emissions calculated using the average energy mix of the local grid, regardless of a company's specific electricity supplier or contracts.

FIA THREE-STAR ENVIRONMENTAL ACCREDITATION:

The FIA, motorsport's worldwide governing body, awards its top-tier environmental recognition through an accreditation programme launched in 2011. Designed to help teams evaluate and enhance their environmental practices, the programme covers 17 key areas, including energy consumption, transportation planning, supply chain oversight, and carbon footprint management. Independent audits underpin the accreditation process, ensuring both objectivity and high standards.

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.

ISO 50001:2019:

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

ISO 20121:2012:

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

SUSTAINABLE AVIATION FUEL (SAF):

SAF is a renewable or waste-derived drop-in alternative to conventional jet fuel. It can be used in existing aircraft and fuel infrastructure without modifications. 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 CERTIFICATE (SAFc):

SAF credits (SAFc) are accounting tools that decouple the environmental benefits of sustainable aviation fuel (SAF) from the physical fuel through a book-and-claim system. This approach allows fuels to be distributed efficiently while enabling buyers to claim

associated emissions reductions. By creating demand for sustainable fuels, SAFcs help accelerate the transition to net zero. The team's SAFc purchase will offset their indirect Scope 3 aviation emissions and will be reported following best-practice standards outlined in the WEF and CSTC's SAFc Emissions Accounting and Reporting Guidelines, ensuring the integrity of the environmental claims.

OXFORD OFFSETTING PRINCIPLES:

The Oxford Offsetting Principles offer guidance for organisations navigating the changing carbon markets and offsetting practices, emphasising transparency, long-term impact, and innovative approaches.

NET ZERO TARGETS:

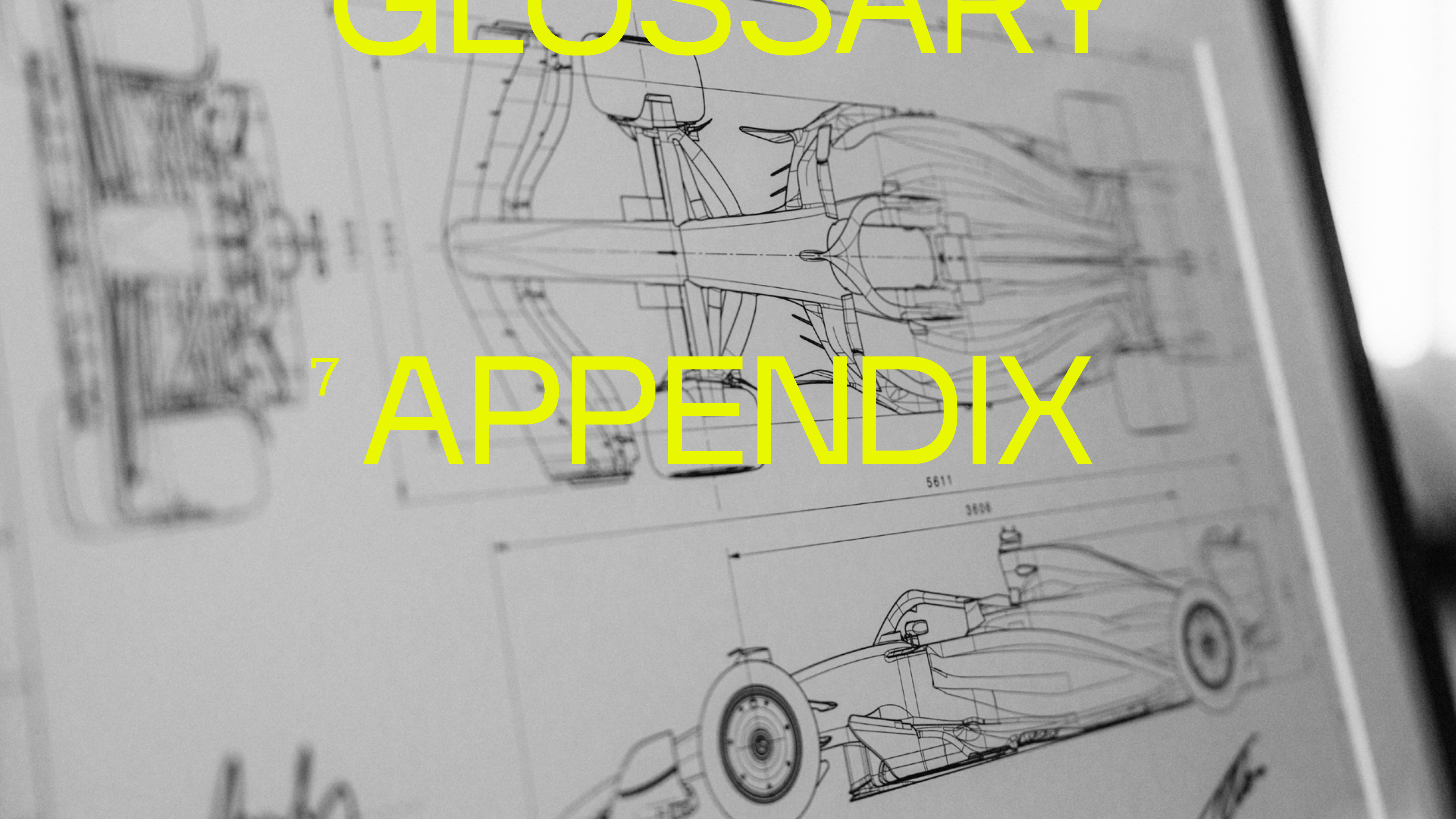
Goals set by an organisation to balance the greenhouse gas (GHG) emissions it produces with equivalent emissions removals, aiming to reduce its contribution to global warming to net zero by a specified date.

NEAR-TERM TARGETS:

Science-based emission reduction targets that organisations commit to achieving within the next 5–10 years. These targets are designed to drive immediate action and align with the SBTi's requirement that near-term reductions are in line with limiting global warming to 1.5°C.

GLOSSARY

⁷ APPENDIX



APPENDIX: DATA TABLES

ASTON MARTIN ARAMCO FORMULA ONE™ TEAM TOTAL ENERGY CONSUMPTION:

ENERGY DATA	UNITS	2025
Total energy consumption	GJ	62,566.85
Total fuel consumed from non-renewable sources	GJ	Diesel:1,441.57 Petrol: 616.07 Propane: 189.70
Electricity consumption – grid supply	GJ	REGO certified: 48,852.00 Non-renewable: 6,977.95 Total grid supply: 55,829.96
Electricity consumption – on-site solar (renewable sources)	GJ	4,489.55

ASTON MARTIN ARAMCO FORMULA ONE™ TEAM TOTAL WASTE GENERATION:

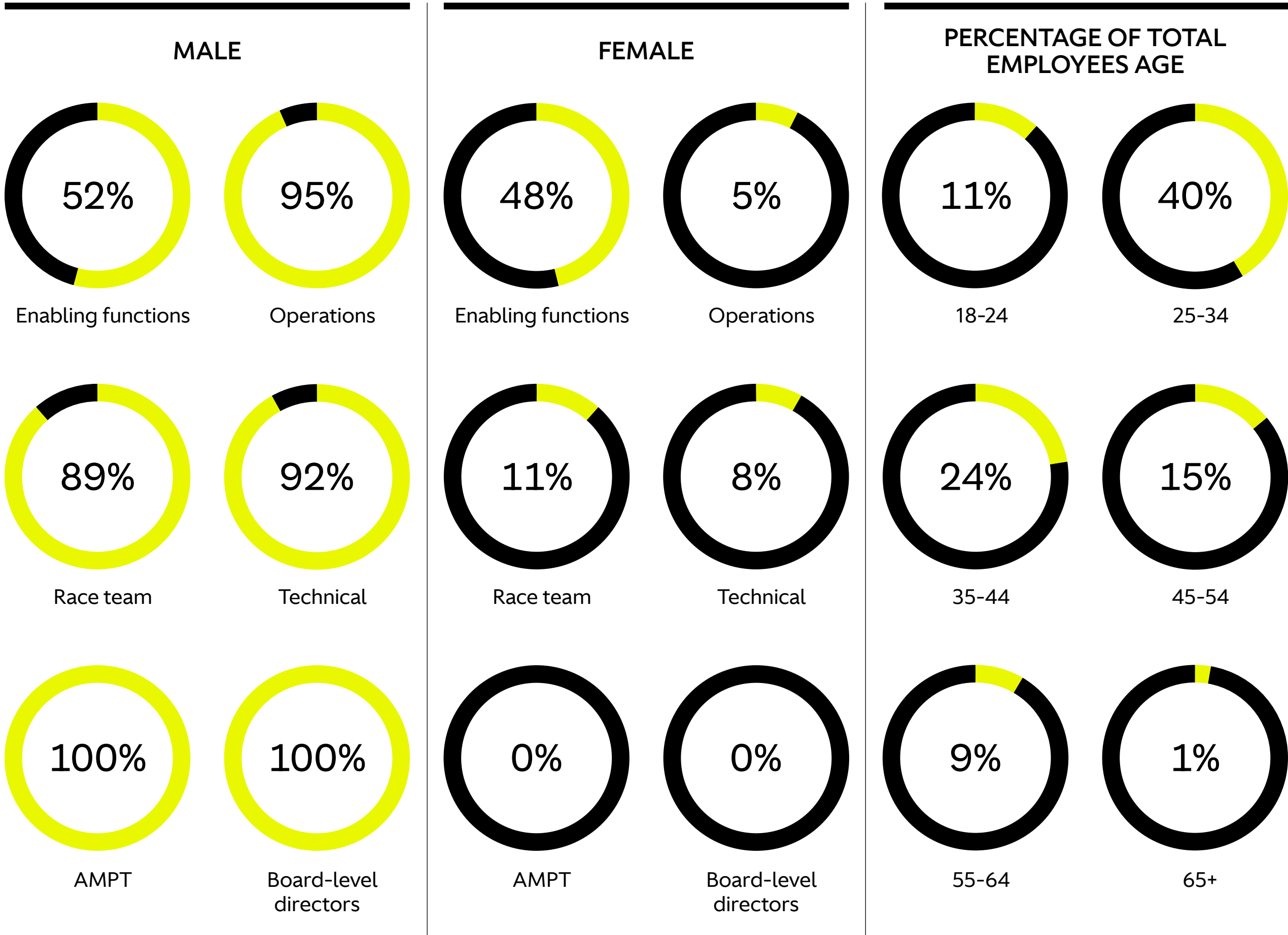
WASTE DATA	HAZARDOUS WASTE GENERATED (TONNES)	HAZARDOUS WASTE GENERATED (TONNES)
Recycling	36.69	577.66
Reuse	0	0.76
Waste to energy	10.85	180
Incineration	8.17	0
Total	55.70	758.42

ASTON MARTIN ARAMCO FORMULA ONE™ TEAM GREENHOUSE GAS FOOTPRINT:

DISCLOSURE	UNITS OF MEASURE	2023 (BASELINE)	2024	2025
Gross direct (Scope 1) GHG emissions	Tonnes of CO ₂ equivalent (tCO ₂ e)	166.58	175.5	156.57
Gross location-based energy indirect (Scope 2) GHG emissions		1,745.33	2,497.84	2,744.97
Gross market-based energy indirect (Scope 2) GHG emissions		1,726.13	444.78	343.08
Gross other location-based indirect (Scope 3) GHG emissions		95,323.76	87,174.84	87,340.28
Gross other market-based indirect (Scope 3) GHG emissions		95,323.76	86,680.34	86,662.75
SAFc Reduction in Scope 3 GHG emissions		0	0	1,188
Total location-based GHG emissions	Tonnes of CO ₂ equivalent (tCO ₂ e)	94,235.67	89,848.18	90,241.82
Total market-based GHG emissions SBTi-Aligned		97,216.47	87,300.62	87,162.40
Total market-based GHG emissions with SAFc		97,216.47	87,300.62	85,974.41

APPENDIX: DATA TABLES

EMPLOYEE DATA 2025



APPENDIX

OUR GHG REPORTING METHODOLOGY

DEFINING SCOPE AND BOUNDARY

Aston Martin Aramco Formula One™ Team applies the operational control approach to define its organisational boundary. All entities and facilities over which the Team exercises operational control are included in the GHG inventory. This includes the Aston Martin Racing Technology Campus, Silverstone Jordan Technology Park, Brackley, and Linnels. All GHG emissions are reported on a calendar year basis, from 1 January 2025 to 31 December 2025, for the purposes of this report.

Aston Martin Aramco Formula One™ Team accounts for its Scope 1 and Scope 2 emissions in full, with Scope 2 reported using the market-based method in line with the GHG Protocol. Location-based Scope 2 emissions are also disclosed in the Appendix data tables for transparency. Relevant Scope 3 emissions are calculated for Category 1 (Purchased goods and services), Category 2 (Capital goods), Category 3 (Fuel- and energy-related activities), Category 4 (Upstream transportation and distribution), Category 5 (Waste generated in operations), Category 6 (Business travel), and Category 7 (Employee commuting). All other Scope 3 categories are excluded as they are not relevant to our business activities.

BASELINE REVISIONS AND RESTATEMENT APPROACH

During the year, we updated our GHG accounting methodology following SBTi validation of our baseline and targets. This included aligning our calculations more closely with SBTi requirements and refining our Scope 3 methodology.

As part of this update, hotel stays are no longer included within Scope 3 Category 6 (Business travel). These changes have resulted in the restatement of our 2023 baseline and 2024 footprint. As a result, previously disclosed emissions figures are not directly comparable with the values reported this year. Restated figures are available in the Appendix data tables.

CARBON ACCOUNTING METHODOLOGY AND ASSURANCE

Our GHG emission calculations follow the GHG Protocol Corporate Accounting and Reporting Standard, using activity and quantity data wherever possible. Where primary data is unavailable, we apply the most appropriate secondary data, spend-based methodologies or reasonable estimates to provide the most complete and representative view of our footprint.

Emission factors are sourced from recognised and credible datasets, including UK Government conversion factors, internationally recognised lifecycle databases, and supplier-specific emissions data where available and appropriate. We continue to refine our methodology year-on-year to improve data quality, increase the use of primary data, and strengthen the completeness and accuracy of our reporting.

To provide confidence in the consistency, credibility and accuracy of our disclosures, our GHG inventory is subject to independent third-party limited assurance on an annual basis. For the 2025 reporting period, THG Eco and MyCarbon were engaged by Aston Martin Aramco Formula One™ Team to provide limited assurance over our Scope 1, Scope 2 and relevant Scope 3 GHG emissions, in accordance with ISO 14064-3:2019.

Our GHG emission calculations follow the GHG Protocol Corporate Accounting and Reporting Standard.

GRI CONTENT INDEX

STATEMENT OF USE: ASTON MARTIN ARAMCO FORMULA ONE™ TEAM HAS REPORTED THE INFORMATION CITED IN THIS GRI CONTENT INDEX FOR THE PERIOD 1 JANUARY 2025 TO 31 DECEMBER 2025 WITH REFERENCE TO THE GRI STANDARDS

GRI 1 USED	GRI 1: FOUNDATION 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 2 General Disclosures 2021	2-1 Organisation Details	See our Financial Statement 2024
	2-2 Entities included in the organisation's sustainability reporting	Page 6
	2-3 Reporting period, frequency and contact point	This ESG report covers the one-year reporting period from 1 January 2025 to 31 December 2025, which is aligned with our financial reporting period. Progress will continue to be reported at least every two years
	2-4 Restatements of information	See Appendix Our GHG Reporting Methodology
	2-5 External assurance	See Appendix Our GHG Reporting Methodology
	2-6 Activities, value chain and other business relationships	Information not available
	2-7 Employees	See Appendix data tables
GRI 3 Material Topics 2021	3-1 Process to determine material topics	See MakeAMark_ESG_Report_2024 page 88
	3-2 List of material topics	See pages 11, 28, 43 and MakeAMark_ESG_Report_2024 page 88
	3-3 Management of material topics	See MakeAMark_ESG_Report_2024 page 88
GRI 101 Biodiversity 2024		Identified as material but information is currently unavailable
GRI 201 Economic Performance 2016		Identified as material but information is currently unavailable
GRI 202 Market Presence 2016		Identified as material but information is currently unavailable
GRI 204: Procurement Practices 2016		Identified as material but information is currently unavailable

GRI CONTENT INDEX

GRI 1 USED	GRI 1: FOUNDATION 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 205: Anti-corruption 2016		Identified as immaterial
GRI 204: Procurement Practices 2016		Identified as material but information is currently unavailable
GRI 204: Procurement Practices 2016		Identified as material but information is currently unavailable
GRI 205: Anti-corruption 2016		Identified as immaterial
GRI 204: Procurement Practices 2016		Identified as material but information is currently unavailable
GRI 205: Anti-corruption 2016		Identified as immaterial
GRI 204: Procurement Practices 2016		Identified as material but information is currently unavailable
GRI 205: Anti-corruption 2016		Identified as immaterial
GRI 206: Anti-competitive Behaviour 2016		Identified as immaterial
GRI 207: Tax 2019	207-1 Approach to tax	See our Tax Strategy
	207-2 Tax governance, control, and risk management	See our Tax Strategy
	207-3 Stakeholder engagement and management of concerns related to tax	See our Tax Strategy
	207-4 Country-by-country reporting	Not applicable
GRI 301: Materials 2016	301-1 Material used by weight or volume	Information not available
	301-2 Recycled input materials used	See page 22 and Appendix data tables
	301-3 Reclaimed products and their packaging materials	See page 22 and Appendix data tables

GRI CONTENT INDEX

GRI 1 USED	GRI 1: FOUNDATION 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	See Appendix data tables
	302-2 Energy consumption outside of the organisation	Information not available
	302-3 Energy intensity	Information not available
	302-4 Reduction of energy consumption	See pages 26
	302-5 Reductions in energy requirements of products and services	Not applicable
GRI 303: Water and Effluents 2018		Identified as immaterial
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	See Appendix data tables
	305-2 Energy indirect (Scope 2) GHG emissions	See Appendix data tables
	305-3 Other indirect (Scope 3) GHG	See Appendix data tables
	305-4 GHG emissions intensity	Information not available
	305-5 Reduction of GHG emissions	Pages 12-17
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Monitored through our ISO 14001 Environmental Management System
	306-2 Management of significant waste-related impacts	See pages 21-23
	306-3 Waste generated	See Appendix data tables
	306-4 Waste diverted from disposal	See Appendix data tables
	306-5 Waste directed to disposal	See Appendix data tables

GRI CONTENT INDEX

GRI 1 USED	GRI 1: FOUNDATION 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 308: Supplier Environmental Assessment 2016		Identified as material but information is currently not available
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	See Appendix data tables
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Information not available
	401-3 Parental leave	Information not available
GRI 402: Labor Management Relations 2016		Identified as immaterial
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management	See our Health and Safety Policy Statement
	403-2 Hazard identification, risk assessment and incident investigation	See our Health and Safety Policy Statement
	403-3 Occupational health services	See our Health and Safety Policy Statement
	403-4 Worker participation, consultation, and communication on occupational health and safety	We hold an H&S committee meeting quarterly, involving all levels of the organisation
	405-5 Worker training on occupational health and safety	See Appendix data tables
	403-6 Promotion of worker health	All employees have access to our on-site gym, and a number of medical schemes through their benefits package, including free health screenings, private medical, cancer support and a healthcare cash plan
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See our Health and Safety Policy Statement
	403-8 Workers covered by an occupational health and safety management system	All workers are covered under our H&S management system. For further information, see our Health and Safety Policy Statement
	403-9 Work-related injuries	See Appendix data tables
	403-9 Work-related ill health	See Appendix data tables

GRI CONTENT INDEX

GRI 1 USED	GRI 1: FOUNDATION 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	See Appendix data tables
	404-2 Programmes for upgrading employee skills and transition assistance programmes	See Appendix data tables
	404-3 Percentage of employees receiving regular performance and career development reviews	Identified as material but information is currently unavailable
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	See page 41 and Appendix data tables
	405-2 Ratio of basic salary and remuneration of women to men	See page 41 and our Gender Pay Report 2024/2025
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Identified as material but information is currently unavailable
GRI 407: Freedom of Association and Collective Bargaining 2016		Identified as immaterial
GRI 408: Child Labour 2016		Identified as immaterial
GRI 409: Forced or Compulsory Labour 2016		Identified as immaterial
GRI 410: Security Practices 2016		Identified as immaterial
GRI 411: Rights of Indigenous Peoples 2016		Identified as immaterial
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	See pages 44-56
	413-2 Operations with significant actual and potential negative impacts on local communities	Information not available
GRI 414: Supplier Social Assessment 2016		Identified as material but information is currently unavailable
GRI 415: Public Policy 2016		Identified as immaterial
GRI 416: Customer Health and Safety 2016		Identified as immaterial
GRI 417: Marketing and Labeling 2016		Identified as immaterial
GRI 418: Customer Privacy 2016		Identified as immaterial

FOOTNOTES

REF	PAGE	FIGURES	METHODOLOGY
1	09	Our near-term targets include a 42% reduction in Scope 1 and 2 emissions, and a 25% reduction in Scope 3 emissions by 2030	See Aston Martin Aramco Formula One™ Team SBTi Commitments on the Target dashboard Science Based Targets Initiative
2	09	1,188 tCO ₂ e avoided, which is equivalent to 88,153 laps around Silverstone Circuit	Avoided emissions from SAF certificate, verified by our limited assurance and the laps are calculated using the 2025 DEFRA Greenhouse Gas reporting: conversion factors Petrol (100% mineral petrol) and the distance of one lap of Silverstone Circuit
3	09, 26	We supported innovative projects such as concrete mineralisation, mangrove restoration, and community woodland programmes, removing 2,124 tCO ₂ e in 2025	Carbon removal projects are purchased through and quality assured by Climate Impact Partners
4	10, 42	93% of the group felt they grew their professional network 90% felt they grew their leadership skills, public speaking and confidence	Data extracted from the Aston Martin Aramco Formula One™ Team x Aleto Foundation Leadership Programme Impact Report 2024-2025
5	10, 45	71% of mentees surveyed rated their sessions as highly-valuable 90% felt they grew their leadership in STEM pathways, especially motorsport	Data collected through self-assessment surveys before, during and after the mentoring programme.
6	15	Aston Martin Aramco Formula One™ Team SBTi Target Progress graph	Carbon baseline, near-term and net zero targets validated by SBTi. Current year GHG footprint data is verified by our limited assurance, Appendix for limited assurance and data table
7	20	Our 2025 greenhouse gas footprint underwent independent limited assurance in line with ISO 14064-3	See Appendix for Limited Assurance Statement from THG and MyCarbon
8	20	For the 2025 reporting period, and using the market-based approach, the total carbon footprint of the Aston Martin Aramco Formula One™ Team is 85,974 tCO ₂ e	The figure shown is the market-based, SBTi-aligned footprint. Calculated in accordance with the Greenhouse Gas Protocol Corporate Standard and the SBTi Corporate Net-Zero Standard V1.3.1. SAFc figures are included with the SBTi Corporate Net-Zero Standard V2 Second Consultation Draft in mind. See Appendix for full breakdown of GHG footprints
9	21	60% reduction in TCO ₂ e We achieved a 25-tonne reduction in tCO ₂ e emissions from our pool car fleet compared to 2024	Calculated using 2025 petrol and diesel emissions from pool cars against petrol and diesel emissions from 2024 pool cars
10	21	4% reduction in TCO ₂ e Smarter flight choices, including fewer flights and greater use of economy travel, cut emissions by 193 tonnes of tCO ₂ e	Direct comparison between flight emissions data from 2024 and 2025. Data provided by travel providers

FOOTNOTES

REF	PAGE	FIGURES	METHODOLOGY
11	21	23% reduction in TCO ₂ e Our solar-powered roof and renewable energy-backed supply continue to power operations sustainably, reducing emissions and supporting our clean energy transition	Renewable energy certificates provided by Pozitive Energy; solar data provided by our solar supplier. Compared with 2024 data in 2024 MakeAMark ESG Report
12	21	16% reduction in TCO ₂ e (standout stat) Through greater diversion of waste to recycling, we achieved a 16% reduction in waste emissions	Calculated using the 2025 DEFRA Greenhouse gas reporting: conversion factors and 2024 data published in the 2024 MakeAMark ESG Report
13	23	Formula One™ SAF programme: The initiative covered more than 40% of the sport's air charter emissions and delivered around 20,000 tCO ₂ e reduction in 2025	Figures provided by Formula One™ 2025 Sustainability Report
14	24	In 2025, Aston Martin made its first investment in Sustainable Aviation Fuel, reducing air freight emissions by 1,188 tCO ₂ e, representing a 31% reduction in direct air freight emissions	Air freight emissions calculated using the 2025 DEFRA Greenhouse Gas reporting: conversion factors, and relevant reductions attributed from SAF certificates for 2025.
15	31	32% material circularity for 2025 car	Calculated using the F1® Constructors’ Circularity Handbook V1.1
16	32	4.12 tonnes of coffee grounds repurposed 1.3 tonnes of carbon fibre recycled 47% of team kit recycled	Data provided by our waste management supplier
17	32	This saved a total of 508 tCO ₂ e which is the equivalent to 37,950 laps of Silverstone Circuit. Cup data from our catering supplier; emissions based on Frugalpac 2021 data	Laps equivalent calculated using 2025 DEFRA Greenhouse Gas reporting: conversion factors; petrol conversion factors
18	37	Campus and Trackside Energy Use	Trackside electricity data provided by Formula One™, campus electricity data provided by our electricity supplier and solar provider
19	46	100% of attendees found the event helpful	AFBE Transition Event Report
20	48	10% of colleagues have an invisible or hidden disability	Data from DE&I Survey conducted in 2023
21	48	1 in 5 people think differently due to ADHD, autism, dyslexia and neurodivergence	Durham University 2025
22	55	Our gender pay gap is 20.6% (median) and 54.3% (mean), highlighting the importance of improving representation of women across roles and levels over time	Gender Pay Gap Report 2024/2025
23	61	68% of students reported being unclear about the skills needed to work in AI at the start of the day, highlighting the importance of early, practical education	Data from student survey performed during the Make A Mark 2025 event.