MISSION 44

IGNITING INCLUSION

PROGRESS AND RECOMMENDATIONS: FIVE YEARS ON FROM THE HAMILTON COMMISSION



A MISSION 44 REPORT, DRAWING ON INDEPENDENT RESEARCH



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FOREWORDS

SIR LEWIS HAMILTON MBE

Five years ago I asked a simple question about the sport I love: why does it look the way it does? Not on the podium. In the garages, the design offices, the wind tunnels and the factories. The places where championships are usually won.

Since then, I have met hundreds of young people who want to work in this sport. A girl in Stevenage who builds her own go-kart from parts she finds online. A scholar who finished a Master's in motorsport engineering at the top of his class. A technician who got in through a two-week placement and now helps run a race weekend. They are as talented as anyone in the paddock. Most of them had never been told that a career here was possible, and some of them had been told the opposite.

So I want to start by saying thank you. To the teams, to Formula 1 and to the FIA, who signed the first Diversity and Inclusion Charter in the history of this sport. To the people inside the teams who built scholarships, placements and mentoring schemes that did not exist in 2021. To the teachers, charities and volunteers who take the sport into classrooms every week. When I walk through the paddock now, I see more women, more Black and Brown faces, more people who look like the fans in the grandstands than at any point since I started. That is heartening, and the people behind it deserve credit.

And yet, there is much still to do. We have opened the door, but we have not yet learned to count how many people walk through it, or how many stay. The sport's first Social Impact Report shows how much is happening. This report asks what it adds up to. This is a sport that measures performance to the thousandth of a second. We can measure this too.

So here is what I am asking. To every team principal, every chief executive and the leaders of Formula 1 and the FIA: let's make the three recommendations in this report happen. Measure who joins, who is promoted and who stays, and let the best practice be recognised. Take investment in people out of the cost cap and put money behind the pipeline together. Fix the front door and publish the paid places you will offer every year. None of it is beyond a sport that already knows how to measure, improve and be ambitious.

To the young people reading this: the sport wants you. Not as a favour, but because it needs your talent to keep winning, and because you are the fans who will carry it forward. The work starts now, and I intend to be part of it until the sport is stronger, fairer and more open than we found it.

Sir Lewis Hamilton MBE

LILY OWUYE

GRADUATE CONTROL SYSTEMS ENGINEER, RED BULL ADVANCED TECHNOLOGIES

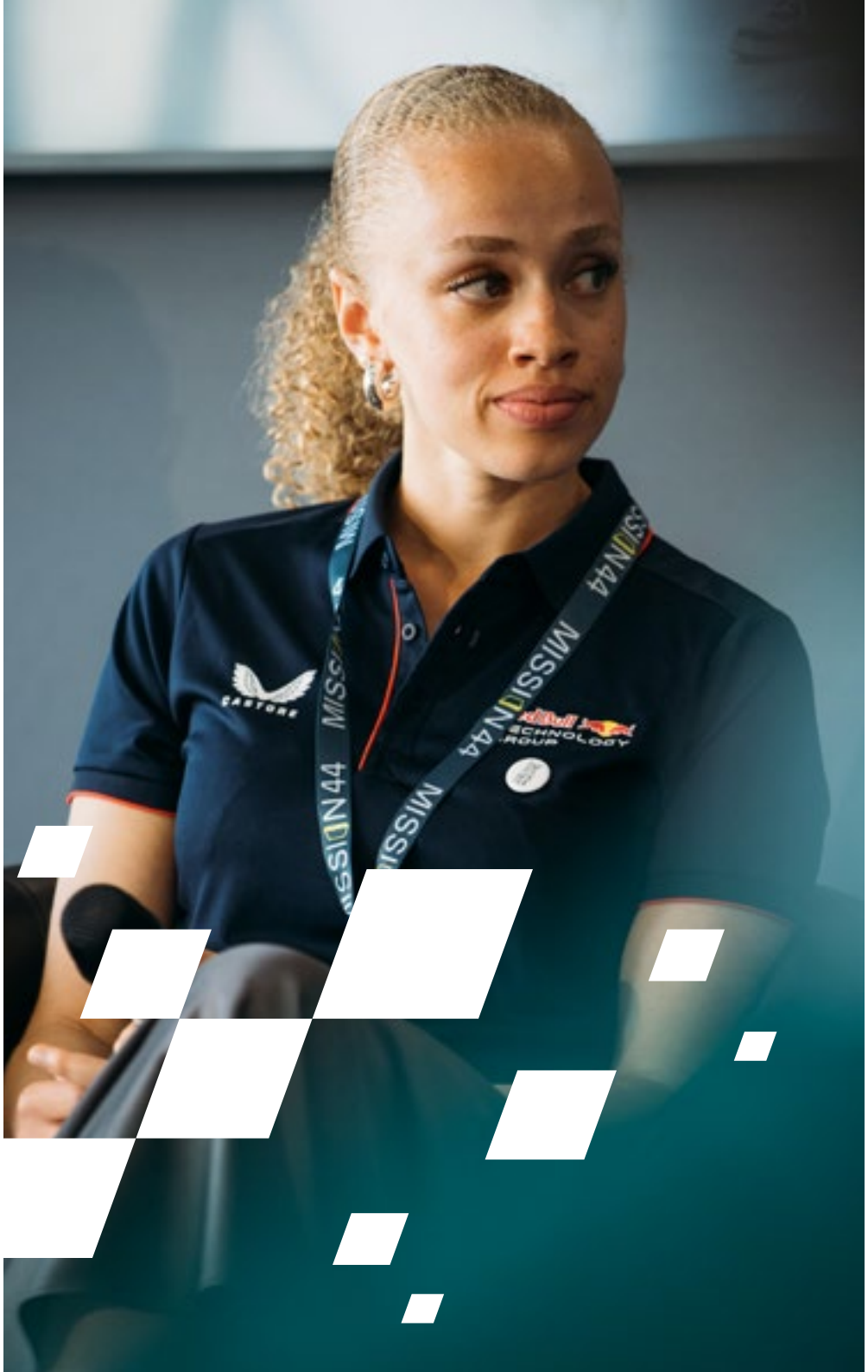
As an alumna of the Motorsport Scholarship launched after the initial Hamilton Commission report, I'm acutely aware of how much potential there is in motorsport for more representation and inclusion.

Growing up in Warwick without a family history of higher education or access to professional networks, motorsport was not something I'd considered. That was until STEM subjects at GCSE and A-Level opened my eyes to the vast range of technical careers that they could facilitate. Today, as a Graduate Control Systems Engineer at Red Bull Advanced Technologies, the high-performance engineering arm of Oracle Red Bull Racing, I prototype, test and validate hardware and software solutions for a range of applications, including the RB17 hypercar project.

I wouldn't be here today without the scholarship, which not only provided financial support to help me achieve, but gave me access to crucial networks and, perhaps more importantly, allowed me to aspire to more. Hearing the first-hand experiences of James Dornor, a former F1 systems engineer, was a powerful source of inspiration and demonstrated the value of being resilient in the face of adversity. From James' own journey, and the work he continues to do through Driven By Us, it is clear that a genuine commitment to giving back has helped to provide access, opportunities and a platform for talented individuals without the resources or networks to otherwise reach them.

Although many scholarship alumni have now taken the first steps in their individual careers, we endeavour to support each other in navigating this path, highlighting the strengthening impact of being on the journey together. Fellow scholars have secured positions at various organisations across the industry, including Mercedes, Aston Martin and Pirelli, a testament to the success of the programme.

It's thanks to individuals like Lewis, and industry leaders who support these kinds of programmes, that doors are starting to open for young people from diverse backgrounds, myself included.





And we know that more young people than ever are turning in our direction. The sport is now attracting a significantly younger and more female audience – who never previously engaged with the sport – than it was five years ago.

My journey and the change acknowledged in this report show real progress over the last five years, yet large gaps remain. And we know that teams and fans alike want to see that change not only realised, but also evidenced.

However, for an industry that is data-driven by nature, the sport still lacks visibility into who stays, who leaves, and why, especially beyond entry-level roles. If we want more talented people from backgrounds similar to Lewis' and mine, then it is essential that the right resources and support are in place.

And it's not just about fairness; it's about performance. The more backgrounds and perspectives represented within an engineering team, the stronger the diversity of approaches towards solving a problem. I've witnessed this happen time and time again: how a willingness to listen to different viewpoints can change not only the solution to a problem, but the way a team thinks altogether. Moments such as these are a powerful reminder that, no matter your background or level of experience, everyone has something important to contribute, because talent can only benefit a team when it is given the opportunity to be heard.

So, my message to those in the industry is to engage meaningfully with the recommendations in the report, and be receptive to the myriad benefits and possibilities that opening the sport up offers. Aside from transitioning the industry away from its historically elitist roots, this will build a fairer system that will deliver a wider and more competitive talent pool, an advantage from any perspective. Ultimately, if those teams that foster diversity of thought benefit from marginal gains in performance, we all know that this can mean the difference between winning and losing.

To any young person who feels that the doors are closed: that might have been true once, but change is happening. Your ambition, curiosity and perspective have a place in shaping what comes next. Don't be afraid to claim it.

Lily Owuye

ABOUT THIS REPORT

WHAT IT IS

In July 2021, the Hamilton Commission published Accelerating Change with the Royal Academy of Engineering. It asked why so few Black people work in UK motorsport and made 10 recommendations. This report is the five-year review. It audits what has been done against those 10 recommendations, examines what the sport can and cannot show about its workforce today, and proposes three new recommendations for 2026 to 2031.

The scope has widened in one respect. The 2021 report focused on Black people. This review keeps that focus and adds two further groups the evidence shows are consistently underrepresented in the technical heart of the sport: women and young people from lower socio-economic backgrounds. Where these identities overlap, the barriers often compound.

WHO IT IS FOR

This is a report to Formula 1 about Formula 1: the 11 teams, Formula One Management and the FIA, and the sponsors and suppliers around them. Where it says “the sport”, it means Formula 1 and its UK supply chain. Much of the evidence comes from UK-based teams, which is where most of the sport’s engineering workforce sits.

This is not a report about the education system, but it recognises the crucial role that the education system plays in developing future talent. Ultimately, the sport cannot recruit talent that schools have already lost. Six of the 10 2021 recommendations were about schools, teachers and post-16 routes. Since then, Mission 44 and a range of partners have made strong progress in tackling barriers that persist within education. The 2021 recommendations are audited in Annex A, Part 2 gives the headlines in brief, and the education work is reported in full in Mission 44’s 2025/26 Annual Report.



HOW THE EVIDENCE WAS GATHERED

The findings of this report rest on new research commissioned between March 2025 and July 2026, and on the sport's own published reporting.

3,021

young people

aged 11–21 in the UK surveyed by Mission 44 and Opinium as part of the National Youth Survey. Results weighted to be nationally representative. Fieldwork conducted 28 March – 14 April 2025.[1]



3,000

Formula 1 fans

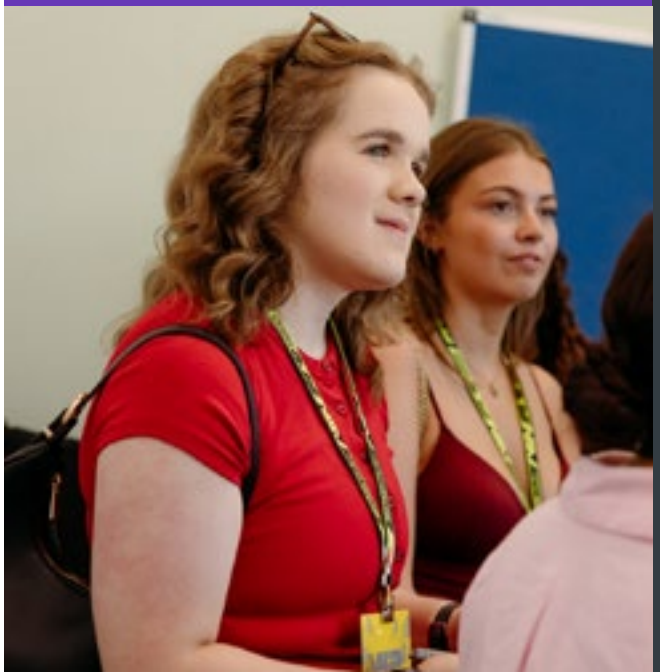
participated in a survey conducted from 10–19 June 2026, with approximately 1,000 respondents each from the UK, US and Brazil.

Age breakdown
UK: 18-34 years old: 500, 45-64 years old: 500.
US: 18-34 years old: 500, 45-64 years old: 500.
Brazil: 18-34 years old: 500, 45-64 years old: 500.[3]

60

people

with connections to the STEM, engineering or motorsport sectors participated in a lived-experience survey in 2026. Of these, 82% are women, around a fifth Black or mixed-Black, and around half from lower-income backgrounds.[2]





34

in-depth interviews

16 with senior F1 staff, Talent and Inclusion leads, sector partners and experts, and 18 with young people, including those with motorsport scholarships and current team employees.[4]

5

Formula 1 teams

5 were interviewed formally and all 11 were: consulted on this report's recommendations, asked to provide case studies and their D&I Charter data.[5]

80

stakeholders from across the sport

were consulted during the annual Igniting Inclusion Summit.[6]

1

Desk review

including the F1 Diversity and Inclusion Charter and its first-year reporting, the FIA's 2025 Sustainability and Diversity and Inclusion report[7], team sustainability reports, the FIA Financial Regulations, the GOV.UK Gender Pay Gap Service, and an analysis of the Labour Force Survey 2025 by the Royal Academy of Engineering.[8]

Interviewees and young people are anonymous throughout. Teams are anonymised in all interview-derived material. Quotations are verbatim. The full methodology, including consent and anonymisation, is in Annex B.



EXECUTIVE SUMMARY

IN 2021, THE HAMILTON COMMISSION ASKED WHY FORMULA 1'S WORKFORCE DID NOT REFLECT THE COUNTRY, OR THE FANBASE, THAT POWERS IT.

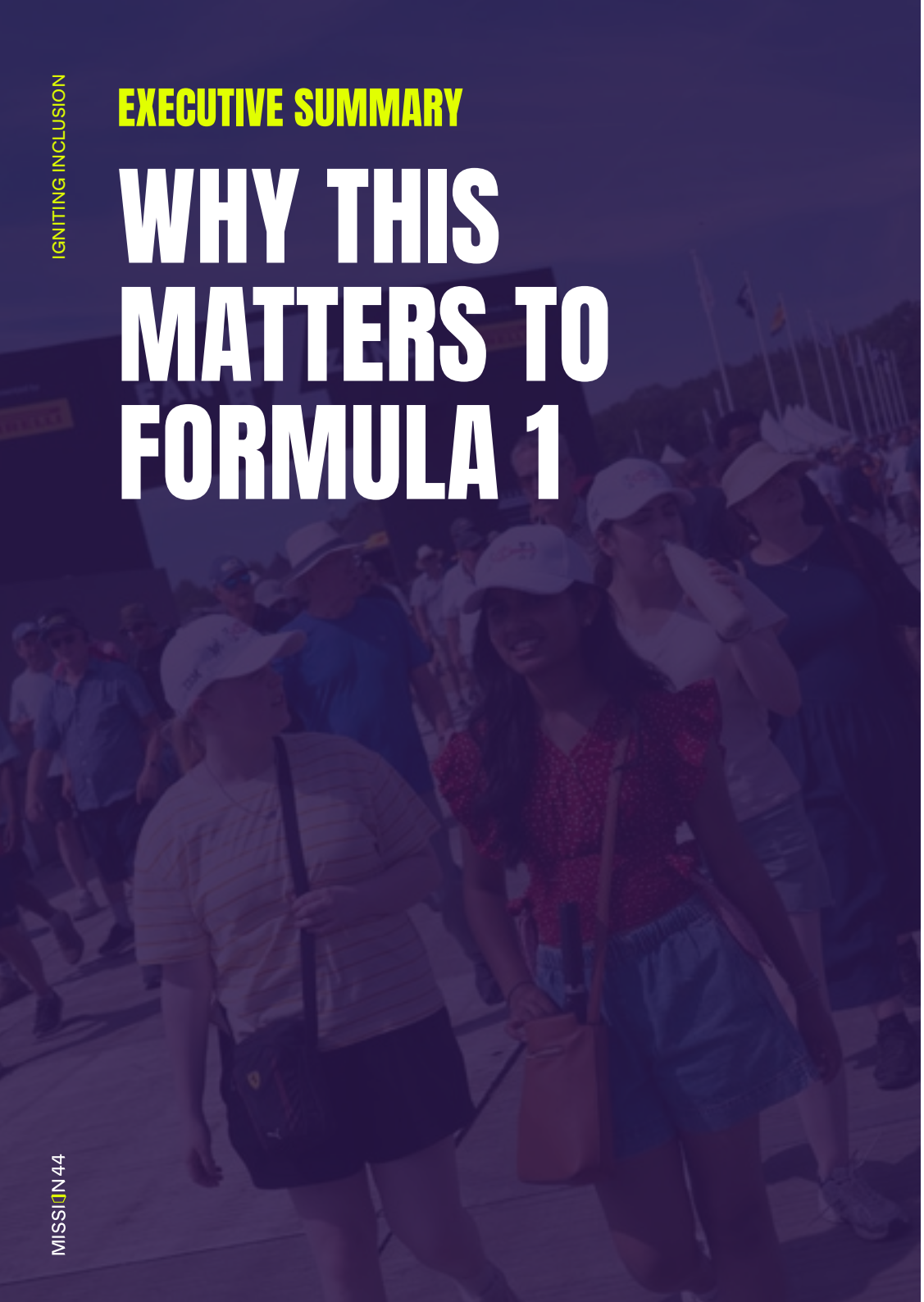
Five years on, this review finds a sport that has done more than many expected: a Charter signed by everyone, scholarships opening pathways into engineering, and a generation of young people who can now see themselves building a career in Formula 1.

But the report also finds that the sport cannot yet show whether these efforts have changed who enters, progresses and stays in motorsport.

In an industry where talent is the competition, Formula 1 cannot afford to inspire the next generation only to see other industries recruit them. That is the gap the next five years must close.

EXECUTIVE SUMMARY

WHY THIS MATTERS TO FORMULA 1



IT IS A TALENT QUESTION BEFORE IT IS ANYTHING ELSE

Formula 1 is no longer competing for talent only within motorsport. Aerospace, defence, automotive, technology and AI are all competing for the same scientists, engineers and technologists, and some are moving faster to widen and develop their talent pipelines. Demand is not the issue; conversion is. One team told us a single graduate engineering vacancy attracted almost 8,000 applications. At that volume, the question is not whether talent exists but whether the sport is able to find and select the best. Scholars funded by the sport have shared experiences of being rejected at their first sift without feedback, and hired instead by aerospace and defence sector companies.[4]

LEADING TEAMS ALREADY TREAT INCLUSION AS A PERFORMANCE LEVER

McLaren Mastercard F1 Team calls diversity a performance differentiator, and Mercedes-AMG PETRONAS Formula One Team built Accelerate 25 on the same premise. The wider evidence points the same way: companies in the top quarter for gender and ethnic diversity on their leadership teams are more likely to outperform their peers financially, and diverse management teams report more of their revenue from new products.[9] Those studies are correlational and have been challenged; the teams make the case in their own reporting, in the sport's own terms.[10] Homogeneous teams miss things. A sport that lives by innovation cannot afford to.

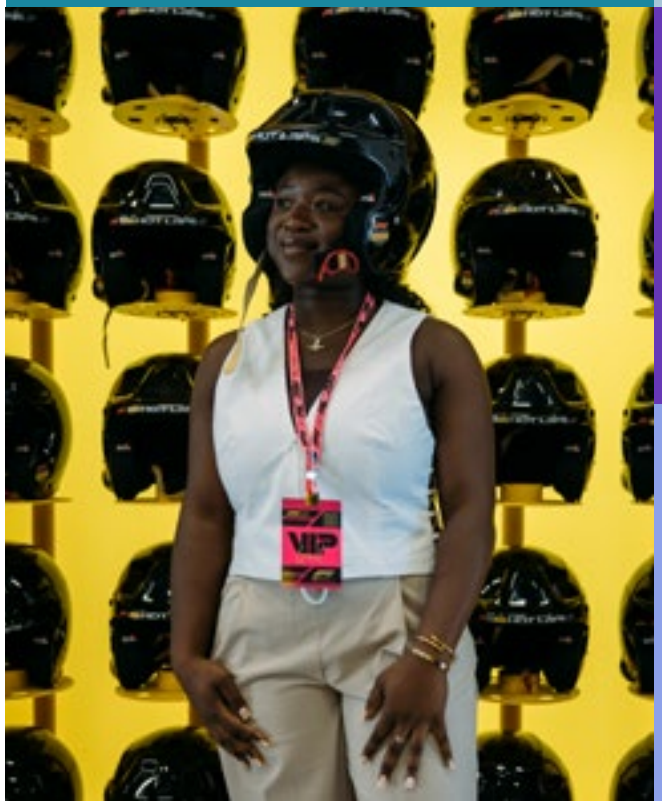
8,000

applications received for a single graduate engineering vacancy at one F1 team[49]

1 BILLION

global fans – a milestone F1 is approaching[11]







40%

of new fans are female[23]



64%

want F1 leadership to do more on inclusion[3]

THE FANS EXPECT ACTION ON DIVERSITY, AND SPONSORS ARE ALREADY MOVING

F1 is closing in on 1 billion global fans[11], and 40% of new fans are female. The breakout success of F1 Academy demonstrates how rapidly female fandom grows when visible pathways exist. New polling of around 3,000 fans across the UK, US and Brazil finds that around four in five (80%) believe greater representation would help the sport attract more fans and sponsors. Most (69%) say progress would make them more likely to follow and support the sport, and 64% want its leadership to do more. F1's audience is younger, more female and more global than it has ever been. Its future fans and its future engineers are the same generation. The sport's commercial partners are taking action: Maaden, Arm, Komatsu, Workday, HP, IBM and Snapdragon are all investing to strengthen STEM pipelines, whether through grants, mentoring or collecting people data.

THE SPORT HAS ALREADY MADE THE COMMITMENT

In November 2024, Formula 1, the FIA and every team signed a Charter that promised to measure workforce actions, measures and outcomes, and committed signatories to gather demographic data in an aligned way.[13] This report asks the sport to keep the promise it has already made.

EXECUTIVE SUMMARY

WHAT HAS CHANGED SINCE 2021



THE WHOLE SPORT HAS COMMITTED

All 10 teams of the day, Formula 1 and the FIA signed the Diversity and Inclusion Charter in November 2024. Cadillac Formula 1 Team signed upon joining the grid in 2026. A cross-team working group now exists, and nothing like this was in place in 2021.[13] Since signing the Charter, every signatory is delivering inclusion programmes and the first coordinated reporting cycle has been delivered.[66]

MORE YOUNG PEOPLE KNOW THE SPORT EXISTS, AND MORE ARE BEING SHOWN HOW TO GET IN

Formula 1 reports a collective reach of more than 500,000 young people in 71 countries, through education, STEM and community outreach programmes in 2025.[66] This comprises activity from across Formula 1, the F1 teams, the FIA and race promoters. Teams run STEM days, school partnerships and free experience days at their factories, with Atlassian Williams F1 alone hosting tens of thousands of 8- to 16-year-olds.[14] Aston Martin Aramco Formula One Team's youth initiative with its title partner aims to reach 100,000 students and teachers through STEM Racing by 2028.[15]

NEW ROUTES INTO THE SPORT NOW EXIST

Formula 1's own Engineering Scholarship has funded 10 students a year since 2021, covering tuition, living costs and a team placement, and in October 2026, Formula 1 renewed it with £2.4 million for a further three years, to 2028/29.[66] The MSc Motorsport Scholarship, run by the Royal Academy of Engineering with Mission 44, has completed two cohorts with a third under way, and more than three-quarters of its graduates are in engineering roles, several in F1 teams.[17] McLaren F1's 60 Scholars and NEXT programme,[18] Mercedes F1's 146 STEM scholars (delivered with Zero Gravity),[19] BWT Alpine Formula One Team's Rac(H)er[20], team apprenticeships and bursaries, and community programmes such as Driven By Us[21] and the Aleto Foundation[22] all add to a landscape that barely existed in 2021.

PROGRESSION AND PARTICIPATION ARE VISIBLE ON THE PUBLIC FACE OF THE SPORT

Launched in 2023, F1 Academy has placed female drivers and role models directly in front of a global audience.[23] By significantly raising visibility, it has shifted perceptions of who belongs in motorsport and broadened engagement. Its Discover Your Drive karting programme also builds an active talent pipeline of young female drivers.[24]

EXECUTIVE SUMMARY

WHERE MORE PROGRESS IS NEEDED

THE SPORT CANNOT SHOW WHETHER THE ACTIVITY IS LEADING TO MORE DIVERSE TALENT ENTERING INTO FORMULA 1

Nearly two years after the Charter was signed, there is no collated data on the entire motorsport workforce, only on the “activity and reach” of social impact programmes.[66] F1’s first Social Impact Report collates 2025 activity across F1, the FIA and all 11 teams. Figures are self-reported through a structured data request. However, we cannot see who is recruited as a result of the activity, who stays or who progresses in their career. The data does not record demographic details of who participated in the programmes, and teams define underrepresented groups differently, so even where numbers exist, they cannot be compared.[25] The original question of the Hamilton Commission was how many Black people worked in motorsport. Five years on, the sport cannot say exactly how that number has changed.

TALENT IS GETTING TO THE DOOR AND BEING TURNED AWAY

Some teams are using automated screening tools which can reject strong candidates. Where video pitches and long written statements are used, they can also reward polish over capability. Scholars from the sport’s own access programmes describe repeated rejection without feedback.[4]







THE SPORT CANNOT YET SAY WHETHER PEOPLE STAY

While some teams are collecting data on retention and progression rates, these are also not being tracked at a sport-wide level. The only evidence available comes from engineering more widely, and it points the wrong way: EngineeringUK identified a decline among women in engineering and technology aged 35 to 44, a trend not seen in the wider UK workforce, while 40% of women surveyed about returning to STEM cited childcare responsibilities and insufficient employer flexibility as major barriers.[26]

INCLUSION STILL DEPENDS ON INDIVIDUAL CHAMPIONS RATHER THAN ON SYSTEMS

Senior leadership support was cited as the weakest enabler in each of the five team interviews.[5] Progress rests on individual champions and often lapses when they leave.

THE MONEY IS CONSTRAINED BY THE SPORT'S OWN RULES

The cost cap counts apprentice salaries, training and staff development as capped spend, so investment in people competes directly with investment in the car. Sustainability spending and charitable donations to environmental causes are exempt, but the same donation to a STEM access charity is not.[27] Teams raised this barrier unprompted more than any other.

EXECUTIVE SUMMARY

THREE RECOMMENDATIONS

1 PROVE IT, SHARE IT

WHAT

Every year, Formula 1, the FIA and all 11 teams should report the same facts to an independent data partner: who joins, who is promoted and who leaves, by gender, ethnicity and socio-economic background. The partner would then publish one sport-wide picture each year.

Alongside this, the sport should make clear what best practice in inclusive recruitment and retention looks like (in standards of accreditation), and celebrate progress through annual awards. Any signatory that is able to meet the standards set out in the accreditation would be eligible for awards, and submitting the data should be the condition of entry to both. Teams would remain in control of publishing their own headline figures. This delivers the data commitment every signatory made when it signed the Charter.

WHO

All Charter signatories; an independent data partner; an independent judging panel that includes young people; a convening partner that supports signatories on best practice and accreditation standards, and hosts the annual awards.

BY WHEN

Common measures and accreditation standards to be agreed by July 2027. First sport-wide figures and awards in 2028. Review of F1 team-level publication in 2030.



ONE SPORT-WIDE PICTURE EACH YEAR

£50M INVESTMENT AND COST CAP EXEMPTIONS



2 FUND IT

WHAT

Two things.

2a: the FIA should add a defined category of talent investment to the costs excluded from the cost cap, starting with new apprentice salaries.

2b: Formula 1, the FIA, F1 teams and their commercial partners should together invest at least £50 million of new money over the next five years into supporting young people from underrepresented backgrounds into motorsport careers, and supporting them to stay.

Investment can come through any route: F1 teams (including spend exempted under 2a), F1 and FIA initiatives, and their commercial partners. To count, it should be: additional to 2026 levels of spend; spread across the whole pathway, from aspiration and achievement to access and progression; reported through the common dataset in Recommendation 1, so that it can be tracked to recruitment and retention.

WHO

2a: the FIA and F1 teams.

2b: Formula 1, the FIA, F1 teams and their commercial partners.

BY WHEN

2a: apprentice-salary exclusion agreed in the 2027 regulations cycle and in force for the 2028 season.

2b: a 2026 baseline of spend collected in 2027; progress towards the £50 million published every year from 2028.

3 OPEN THE DOOR

WHAT

Every team should commit to a published number of paid, accessible early-career places each year, building thousands of paid routes into motorsport by 2030, with travel, accommodation and relocation support built in.

F1's Social Impact Report counted 1,000+ structured skills and talent development opportunities in 2025.[66] This recommendation asks how many were paid, how long they lasted, and how many led to a job.

Any automated screening should be tested for bias and its use disclosed. Candidates applying from access programmes funded by the sport should receive feedback if they are rejected.

WHO

Every team, with shared definitions of the places agreed by Formula 1, F1 teams and the FIA.

BY WHEN

Baseline placement numbers and screening disclosure within six months. Commitments on paid placements are published each year, from 2027 onwards.



GUARANTEED ACCESSIBLE EARLY-CAREER PLACES

Five years ago, the question was whether Formula 1 could inspire a new generation. The sport has exceeded expectations and continues to inspire fans and young talent across the world.

THE QUESTION FOR THE NEXT FIVE YEARS IS:

CAN THE SPORT RECRUIT AND RETAIN THAT YOUNG TALENT?

In a sport where championships are won on marginal gains, talent is the ultimate competitive advantage. The sport already has every tool it needs to win.



DRIVING CHANGE: WHAT THIS MEANS FOR YOUR TEAM

The three recommendations ask something specific of each part of the sport. This page sets out what, and by when. The detail and evidence behind each ask is in Part 4.

WHO	WITHIN SIX MONTHS OF PUBLICATION	BY THE END OF 2027	2028 ONWARDS
Every F1 team	Publish a one-page baseline on a common template: what you currently measure against each Charter pillar, your current number of paid early-career places, and whether you use automated screening.	Agree the common measures and the definition of an accessible early-career place with the other signatories (July). Take part in the annual summit of signatories (July). Publish your first annual commitment to paid early-career places, with travel, accommodation and relocation support where needed. Guarantee a human assessment and feedback for candidates from sport-funded programmes.	Submit the common dataset each year. First accreditations and inclusive recruitment and retention awards (2028). Report any spend exempted under the cost cap through the dataset. Review of team-level publication (2030).
Formula 1	Confirm support for an independent data partner and a common dataset as the route for delivering the F1 D&I Charter's data commitment.	Agree the shared definitions with the FIA and the teams. Take part in the annual summit of signatories (July) and contribute to the £50 million target.	Alongside other signatories, contribute to the annual sport-wide independent dataset and report on your contribution to the £50 million target.
The FIA	F1 ESG Advisory Committee to review the proposed apprentice-salary exclusion and associated per-team ceiling, for consideration by the F1 Commission.	F1 Commission to approve Talent Investment Costs as a new exclusion in the Financial Regulations, with the associated ceiling.	Ensure the cost-cap exclusions are in force for the 2028 season. The Cost Cap Administration audits it as it audits every other exclusion.
Commercial partners and sponsors	Confirm 2026 baseline spend on pathway and pipeline programmes.	Take part in the annual summit of signatories. Commit new, additional investment towards the £50 million, reported through the common dataset.	Annual contributions counted in the published tally and recognised through the inclusive recruitment and retention awards.
Convening partner (agreed by the signatories)	Convene the signatories and the data partner. Publish the common baseline template.	Host the annual summit of signatories (July). Support the signatories to agree accreditation standards, to establish and share best practice, and to build towards a cumulative £50 million investment.	Report every year on progress against the three recommendations, including the investment tally. Host the inclusive recruitment and retention awards and the annual summit.

From 2028, the convening partner will report every year on progress against the three recommendations, including the investment tally, drawing on the data partner's published aggregate, and whatever the signatories and their partners submit.

PART 1

ON THE GRID: WHY THIS MATTERS

Formula 1 does not need persuading that talent wins championships. In a sport where marginal gains decide outcomes, the ability to attract, develop and retain the very best people is not a side issue. Talent is the ultimate competitive advantage. That is why the sport made its commitments in 2021, and why maintaining momentum matters to its fans, to its sponsors and to the future of the sport.



PART 1

RETAINING COMPETITIVE ADVANTAGE

Competition for top talent exists not only within the sport and between teams, but also with other industries (some of which are adapting more quickly than motorsport). Formula 1 now competes for scientists, engineers and technologists with aerospace, defence, the automotive industry, technology and AI. Those industries recruit from the widest pool they can find and have had published diversity benchmarks for years. Since 2017, the Royal Academy of Engineering's progression framework has supported three profession-wide benchmarking rounds focused on professional engineering institutions, while the automotive industry has had its own diversity charter with public multi-year reporting since 2022.[31]

F1 teams can stay competitive by working together to strengthen the talent pipeline across the sport. But if teams continue to operate in silos, Formula 1 risks becoming a sport that can attract diverse talent, but struggles to retain it. Without collective action, the sport could become an expensive revolving door for the very talent it needs to stay competitive.

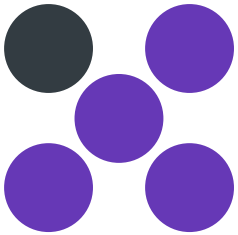
Motorsport's problem is not a shortage of applicants. A senior talent leader at one team described a graduate engineering job that drew almost 8,000 applications, a picture they said was the same at every team.[4] The problem is finding equitable and effective selection processes at that scale. Faced with thousands of applications, some teams will use automated filters and short self-recorded pitches, which can reward confidence and polish rather than capability. Young people with CVs that human reviewers had judged excellent describe being rejected within minutes, with no feedback.

The cost of automated screening is becoming clearer. Several scholars from the Mission 44 MSc Motorsport Scholarship, funded to work in this sport, were rejected at the first sift by team after team. One scholar eventually secured an engineering role in aerospace and defence; the sport paid to train him, and then he didn't make it through the first assessment stage.[4] Every team principal knows what it costs to lose an engineer to a rival. Losing one to another industry, before they have even been interviewed, is the same loss with none of the visibility.

PART 1

FAN EXPECTATIONS

Fans recognise the sport's efforts and want it to go further. Mission 44 commissioned Opinium to survey around 3,000 Formula 1 fans from across the UK, the US and Brazil in June 2026.[3] The picture is consistent across all three markets.



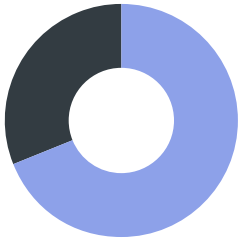
4 IN 5

fans (80%) say greater representation would help the sport attract fans and sponsorship revenue rather than harm its commercial success.



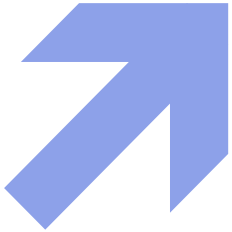
64%

say the sport's leadership should be doing more, ranging from 53% in the US to 78% in Brazil, one of F1's fastest-growing markets.



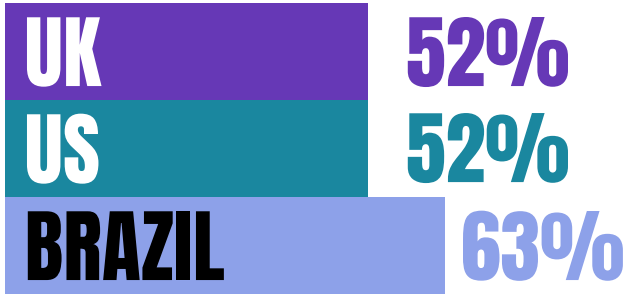
69%

say progress would make them more likely to follow and support the sport.



WOMEN AND YOUNGER FANS WANT MORE ACTION

These audiences are consistently more likely to want the sport to go further.



A majority in every market say the sport talks about inclusion more than it delivers.

Fans are not asking the sport to talk about this more. They are asking it to show what it has done. The survey also puts inclusion in proportion: it ranks in the middle of the reasons fans give for supporting or feeling positive about an F1 team, behind results and drivers, which is as it should be. But the fans who care most are exactly the fans the sport has spent a decade winning: younger, more female and more global.

PART 1

SPONSOR INVESTMENT

Sponsorship is one of the largest income streams for F1 teams and accounted for around a fifth of Formula 1's own revenue in 2025.[33] Most F1 fans experience the sport through broadcast channels, and sponsors appear within the action itself – on the cars, the kit and the team coverage – not around the edges of it. The brands that dominate the grid (in technology, data, finance and AI) recruit from the same STEM talent pool as the teams and many report publicly on their own workforces.

Sponsors are also investing in the pipeline, not just the livery: Aston Martin F1's principal partner Maaden funds its global youth STEM programme;[34] Arm co-runs its women's mentoring scheme;[12] Komatsu gives its name to Atlassian Williams F1's Engineering Academy;[14] Workday's people-data partnership gives McLaren F1 a clearer picture of its workforce;[12] Mercedes F1 funds Zero Gravity scholarships for disadvantaged STEM students,[19] and partners with Microsoft on the Driven By STEM initiative.[64] Mission 44 has built corporate partnerships with F1 sponsors HP, IBM and Snapdragon.

Through these sponsorships, Mission 44 hosts STEM Inspiration Days to bring young people into the world of motorsport. Each day brings young people from underrepresented backgrounds into the sport for hands-on activity with teams and sponsors: garage tours, engineering and AI workshops, and time with the people who do the jobs. Mission 44 has brought young people to race weekends since 2023 and the programme has grown each year. In 2026, Mission 44 hosted trackside experience days at the Austin, Miami, British, São Paulo and Las Vegas Grands Prix and, by the end of the season, will have given around 460 young people a unique and immersive experience of working in the sport.[46] Mission 44 prioritises young people from underrepresented backgrounds: at the Silverstone day in July 2026, 48% of students were girls, 50% were from ethnic minority backgrounds and 36% were eligible for free school meals.

Surveying the young people after the events, 94% understood STEM careers and pathways into motorsport (up 21 points), 88% knew the steps into a motorsport career (up 50 points), and 94% wanted a career in STEM (up 18 points).[51]

A single day of well-designed activity can measurably change what young people know about getting into the sport. Helping young people know the route is therefore a barrier the sport can lower quickly with the help of sponsors.

IMPACT OF MISSION 44'S STEM INSPIRATION DAYS

94%

understood STEM careers and pathways

88%

knew the steps into a motorsport career

94%

wanted a career in STEM

‘AI is reshaping motorsport and creating new career pathways, and businesses have a responsibility to make those opportunities more accessible while helping young people build the skills the future workforce will need. That’s the opportunity IBM’s partnership with Mission 44 is built around and what we’ll continue working toward in the years ahead.

‘Together, we’re building the skills infrastructure to open those doors, from hands-on experiences at Grand Prix events that help young people build practical AI skills and see how deeply technology shapes the sport, to IBM SkillsBuild courses we co-developed to extend that learning beyond the racetrack.’

JUSTINA NIXON-SAINTIL,
VICE PRESIDENT AND CHIEF IMPACT OFFICER AT IBM INTERNATIONAL FOUNDATION





PART 1

IMPROVING PERFORMANCE

The evidence that inclusive organisations perform better is now broad, even if the size of the effect is debated. McKinsey's 2023 study of 1,265 companies in 23 countries found that companies in the top quarter for gender diversity on their executive teams were 39% more likely to financially outperform those in the bottom quarter, with the same reported benefit for ethnic diversity; the association reported for gender diversity has strengthened in each edition since 2015.

Boston Consulting Group similarly found a link between management diversity and innovation: companies reporting above-average management diversity generated 45% of their revenue from products and services launched in the previous three years, compared with 26% among companies with below-average diversity.[9]

The themes are consistent across the literature: teams across all sectors with a wider range of perspectives understand complex problems more completely, inclusive leadership is associated with people speaking up, and in one of the largest recent studies of workplace culture, a non-inclusive culture was the strongest predictor of a toxic one, and toxic culture the strongest predictor of people leaving.[29]

F1 teams make the performance claim themselves. McLaren F1 says a more diverse and inclusive team is more innovative and better at problem-solving, and calls it a performance differentiator.[30] Mercedes F1 set its Accelerate 25 targets on the same basis.[19]

PART 1

A COMMITMENT ALREADY MADE

In November 2024, Formula 1, the FIA and all 10 teams of the day signed the sport's first Diversity and Inclusion Charter (explored further in Part 2). Cadillac Formula 1 Team signed when joining the grid in 2026. The Charter's published mission was to identify and remove barriers to attracting and retaining a rich diversity of people in the sport's workplaces. It commits signatories to actions, measures and outcomes, and under its Attract pillar, to gather demographic data in an aligned way.[13]

This is the strongest argument for further action in the report. The recommendations that follow do not ask the sport to do something new. In its first Social Impact Report (October 2026), Formula 1 commits to "advance [its] approach to measurement, accountability and communicating impact".[66] Recommendation 1 is how that commitment gets delivered.

MEETING THE LAW

The law is moving in the same direction. From spring 2027, employers with over 250 employees are required to publish equality action plans alongside gender pay gap data, subject to secondary legislation.[38] Since October 2024, UK employers have had a duty to take reasonable steps to prevent sexual harassment; from October 2026, that becomes all reasonable steps, with employers liable for harassment by third parties. Measuring who stays, by group, is a significant step to knowing whether the sport's own workplaces meet the standard the law now sets.



PART 2

THE OPENING LAPS: WHAT HAS CHANGED SINCE 2021

The 2021 Accelerating Change report made 10 recommendations. Annex A audits each of the recommendations on two tests: is it being delivered, and is there evidence it is working? Seven have been delivered, two of which have external evaluation evidence: Mission 44's MSc Motorsport Scholarship and Preventing Exclusions Fund. The remaining three recommendations are partially delivered, with work still ongoing to meet them. Much of the education work has been led by Mission 44, other charities and community partners, rather than being embedded in the sector.

FIVE YEARS OF PROGRESS

2021

THE HAMILTON COMMISSION

Accelerating Change publishes 10 recommendations to address barriers facing Black people in UK motorsport.

ENGINEERING SCHOLARSHIPS BEGIN

Formula 1 launches its Engineering Scholarship, funding 10 students each year with tuition, living costs and team placements.

2023

F1 ACADEMY LAUNCHES

A new racing series creates greater visibility and opportunities for women drivers.

2024

A SPORT-WIDE COMMITMENT

Formula 1, the FIA and all 10 existing teams sign the Diversity and Inclusion Charter.

2026

FIVE-YEAR REVIEW

Cadillac joins the Charter and the new Igniting Inclusion review sets out three recommendations for 2026–2031.

PART 2

COMMITMENT: A CHARTER SIGNED BY EVERYONE

Accelerating Change asked Formula 1 teams to lead the introduction of a Diversity and Inclusion Charter. That has been done. The Charter, signed in November 2024, is built around four pillars: Attract, Retain, Create and Engage, each with sub-commitments agreed with the teams.[13]

A working group of F1 team representatives meets regularly to share practice. The Charter itself was partly modelled on the international standard for diversity and inclusion in human resource management, ISO 30415, so the groundwork for common measurement already exists in a document every team holds.[39]

Formula 1 has aggregated and published a first year of reporting against the Charter in their Social Impact Report.[66] The fact that this reporting exists at all is progress the 2021 report could not have assumed, and the reporting is candid in places about where the sport has more to do.

PART 2

ASPIRATION: THE SPORT IS REACHING YOUNG PEOPLE

The sport's greatest success since 2021 is its reach.

Formula 1 reports in 2025[66]

500,000+
young people reached

1,000+
structured skills and talent development opportunities created

This comprises activity from across Formula 1, F1 teams, the FIA and race promoters.

Every team now runs some form of schools or community programme, several of them substantial. Formula 1, the FIA and the teams jointly run STEM Challenge Days in UK secondary schools with the Smallpeice Trust, and career insight days for older students, as well as delivering STEM Racing (formerly F1 in Schools), challenging students to design, manufacture, and race miniature Formula 1 cars.[40]

CASE STUDY

ASTON MARTIN F1, MAKE A MARK

Aston Martin F1's Make A Mark programme aims to provide students with a tangible connection to the world of Formula 1. Unearth Your Greatness, launched in 2025 with the team's principal partner Maaden, supports STEM Racing, the global schools programme in which students design, build and race model cars. Its online learning platform is expected to engage 100,000 students and teachers by 2028. The team's women's mentoring programme with Arm pairs mentors and mentees across the industry to help foster connections, build viable pathways for women into the industry and leverage the inspiration role models can bring to hopeful candidates.[15]

WHAT THIS SHOWS

Teams and their sponsors already invest meaningfully in the talent pipeline, not just in advertising.



Mercedes F1 has run STEM academies with the Mulberry Schools Trust, with students spending placement weeks with the team.[42] McLaren F1's NEXT programme supports 25 women in STEM from the UK, US and Europe as they explore motorsport careers.[18] The F1 teams benefit greatly from a range of community organisations who increase outreach to young people from underrepresented backgrounds.

Young people themselves report the positive change this is making in their understanding of the jobs available to them. While awareness of motorsport and engineering careers remains uneven (with 37% of young people knowing nothing about them, rising to 46% among girls),[1] interviewees who came through outreach programmes describe these programmes as the moment the sport became real.

> **'IF YOU DON'T SEE PEOPLE WHO LOOK LIKE YOU IN CERTAIN SPACES, YOU JUST WON'T CONSIDER IT AT ALL.'**
>
> **A SCHOLAR**



CASE STUDY

DRIVEN BY US

Driven By Us is a non-profit organisation founded by people from underrepresented backgrounds within the motorsport community. Since 2023, it has reported reaching around 4,600 people directly across more than 80 activities and over 20 schools in four countries. It also runs six-month structured mentoring with mentors young people recognise. Its most distinctive contribution is a community-needs framework that names the issues this report examines: tokenism, unfair decisions, the need for safe spaces, accountability through charters, and accessible entry points.[21, 43]

WHAT THIS SHOWS

A community-led organisation, led by people who can identify barriers to entry based on their own experiences, can offer valuable lessons to young people who want to progress in the industry. By focusing their resources on connecting mentoring to employment, they are well placed to turn reach into careers.[43]





PART 2

ACCESS: ROUTES IN THAT DID NOT EXIST

In 2021, almost no structured support route existed from education into the sport for the groups this report is focused on. Today there are several.

Team-level programmes have also multiplied. McLaren F1's 60 Scholars and its award-winning Returnship for women returning to engineering careers,[30] Alpine F1's Rac(H)er programme,[20] Red Bull F1's apprenticeships and industrial placements,[44] and Atlassian Williams' school-leaver apprenticeships all exist.[14,41] The Aleto Foundation places young people from underrepresented backgrounds into motorsport work placements and is oversubscribed against the funding available.[45]

CASE STUDY

THE MISSION 44 MSC MOTORSPORT SCHOLARSHIP

Run by the Royal Academy of Engineering and Mission 44, the MSc Motorsport Scholarship supports graduate engineers from underrepresented backgrounds to complete a Master's-level qualification with funding, careers and mentoring support. The programme has funded two cohorts of graduates, and for Cohort 3, the programme has been relaunched in a new and expanded form.

Cohort 3 is 50% larger than Cohort 2, after expanding eligibility to a wider range of underrepresented young people, including women, students from lower-income backgrounds, and students from Black or mixed-Black backgrounds.

It is one of the few scholarships in the sport with independently evaluated outcome data: every scholar completed a relevant Master's degree, and more than 77% have secured engineering roles, including at Formula 1 teams.[17] The programme for Cohort 3 has built on feedback from earlier scholars who noted the importance of mentoring, which is now a key feature of the programme. Driven By Us and AFBE-UK are now partners in delivering the scholarship programme, alongside the Royal Academy of Engineering. Driven By Us provides tailored career support, AFBE-UK provides mentoring, and the Royal Academy of Engineering supports the incoming scholars as well as the alumni community.

WHAT THIS SHOWS

Evaluation of STEM access programmes is essential to ensure that they continually improve and are meeting the needs of young people effectively. Partnership approaches are also valuable in ensuring young people get access to the range of academic, pastoral and financial support that they need.



CASE STUDY

SCUDERIA FERRARI HP: ENCOURAGING YOUNG WOMEN INTO STEM AND ENGINEERING

Alongside its F1 Engineering Academy based in Maranello, established for 12 years at the time of interview, Ferrari F1 supports a university summer school for young women aged 18–20. Focused on STEM and engineering, the initiative extends Ferrari F1's engagement beyond recruitment to encourage participation earlier in the education pathway. The summer school provides a dedicated opportunity for young women to explore engineering at a stage when they are shaping their education and career choices. Its scope extends beyond motorsport, recognising that strengthening female participation in the wider engineering pipeline can benefit the whole sector.[65]

WHAT THIS SHOWS

A team engaging with young women before they choose a degree or career, not only when they apply for a job within their own team.

CASE STUDY

MERCEDES F1 TEAM, ACCELERATE 25 AND BEYOND

In 2020, Mercedes F1 set a target to improve representation of underrepresented groups in its workforce after data showed only 3% of its workforce were from minority ethnic backgrounds, and 12% were women. It implemented training, recruitment and development processes for hiring, and by 2025, reported 20% of employees were women, 10% were from minority ethnic backgrounds, and 37% of new joiners in the first half of that year were from underrepresented groups. Despite strong progress, Mercedes F1 acknowledged that the numbers were not yet where they aspired to be.[19]

Alongside this work, Mercedes F1 have STEM initiatives ranging from primary schools (STAR Future Engineers Academy) to university students and graduates, through the AFBE Mentoring Programme and Zero Gravity Scholarships for STEM students from disadvantaged backgrounds.[19]

WHAT THIS SHOWS

A team that published a baseline, set a target and reported against it, and was honest about the distance still to go. That is the behaviour Recommendation 1 is designed to recognise.





CASE STUDY

POSITIVE FIRST-HAND EXPERIENCES IN THE SPORT

The interviews for this report demonstrated a range of positive experiences from early-career talent. One scholar describes a team that values its apprentices and its hands-on people, where their ideas are taken seriously, and they can be themselves at work.

One technician describes coming in through a structured two-week placement that rotated them through six departments, followed by a year of staying in touch with the people they had met, then a job offer at a supplier. Neither was luck. Both describe environments that did something deliberately.[32]

F1 Academy, launched in 2023, has put women drivers in front of a global audience,[23] dramatically improving visibility, getting young women directly into the driving seat, and reinforcing the principle that “you can’t be what you can’t see”. Its fanbase grew by around a third in a year according to Nielsen research, and Formula 1’s 2025 fan survey found it the second most followed series after F1 itself. Its Discover Your Drive karting programme is deepening the pool and actively reaching female audiences,[24] with eight of the 15 drivers announced for 2026 aged 18 or younger.

Beyond driver representation, F1 Academy serves as an explicit precedent for excluding talent development programmes from the sport’s cost cap. This demonstrates how targeted financial support and regulatory exemptions can be replicated to build dedicated pathways and remove financial barriers for early-career engineers and aspiring technical talent.

WHAT THIS SHOWS

Carefully structured and successful career pathways exist across the sport. We need to share the success of these programmes, and share the blueprint in order to replicate models across the sport.



PART 2

EDUCATION: THE HEADLINES

The sport cannot recruit talent that schools have already lost. Six of the 10 2021 recommendations were about schools, teachers and post-16 routes. Since then, Mission 44 and a range of partners have made strong progress in tackling barriers that persist within education. The 2021 recommendations are audited in Annex A, and Mission 44's contribution to these recommendations is reported in full in Mission 44's 2025/26 Annual Report.

PROGRESS IN EDUCATION SINCE 2021

EXCLUSIONS

Mission 44's Preventing Exclusions Fund has been delivered and formatively evaluated, with a summative evaluation due after this report. In England, Black Caribbean pupils continue to experience disproportionately high rates of suspension and permanent exclusion compared with White British pupils, and the 2021 recommendation for a sector-wide fund led by government has not been taken up.[46]

TEACHERS

Mission 44-funded work to diversify the STEM teaching workforce, including anti-racist initial teacher training, is under way, with published research. Pilots the 2021 report asked for, have been led by the sector, not yet by the Department for Education.[46]

SUPPLEMENTARY SCHOOLS

Black-led supplementary schooling has been funded, with provisional, self-reported outcomes.[46]

POST-16

Support into higher education and work-based routes is funded and partly externally evaluated. A motorsport pathway within the engineering T Level launched in September 2026. Level 2 engineering apprenticeship starts have halved since 2017/18.[28]

SCALE

Mission 44 reports reaching more than 550,000 young people and backing 47 organisations since 2021, and its policy asks are reflected in the government's plan for schools.[46]

THE GAP

Delivery has largely been carried out by Mission 44 and its partners, rather than embedded in the education system. That is why the new investment in Recommendation 2 covers aspiration and achievement, not only access.

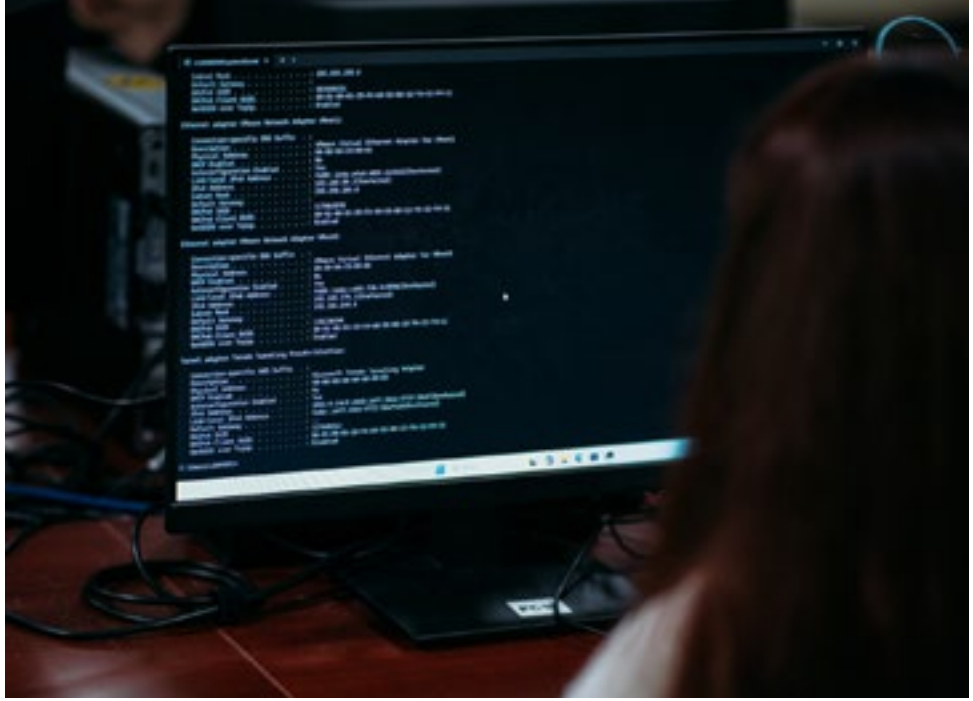
PART 3

FINDING MORE PACE: WHERE THE SPORT NEEDS TO GO FURTHER

The sport has built the front of the pipeline. This section follows a young person from the moment they apply to the years after they join, and shows where more progress is needed and where the evidence runs out. In most places, the finding is not that the sport is failing. It is that the sport cannot yet tell.

PART 3

MEASURING PROGRESS: THE SPORT CANNOT YET SHOW WHAT IS WORKING



Nearly two years after the Charter was signed, there is no collective picture of who works in Formula 1, in which functions, at what level, and whether they stay and progress. While numerous teams do collect this data, it isn't stored centrally and is therefore not accessible as a benchmark for progress.

Formula 1 compiled the first year of Charter reporting from teams' self-reported returns. By design, it collected no individual demographic data.[13] Measured against the Charter's own pillars, the reporting is strongest on the outward-facing Engage commitments. It is weakest on the workplace commitments: demographic data, review of recruitment practice, and the three Retain commitments.

Where teams do collect data, they define underrepresented groups differently, so figures cannot be compared. The FIA's 2025 Sustainability and Diversity and Inclusion report addresses gender, disability and accessibility in substance; ethnicity and socio-economic background are not yet covered, and the Charter is not referenced.[7]

The consequence is simple. Without data, the sport cannot understand the challenges in recruiting, retaining or promoting people from underrepresented groups. It cannot set meaningful targets, and it cannot tell whether the money spent is working. The first Hamilton Commission report asked how many Black people worked in motorsport. Five years on, the sport cannot say exactly how that number has changed.

The teams that do publish prove the point.

CASE STUDY

MCLAREN F1 PUBLISHING THE FULLEST PICTURE

McLaren F1 publishes detailed workforce data every year. Their 2025 Sustainability Report shows that 36% of staff identify with one or more underrepresented characteristics, against a 2030 target of 40%, and 44.8% of new starters in 2025 were from underrepresented groups.

McLaren F1's report also shows where the challenge is hardest: women are 22% of the workforce overall but 10% of technical functions, up from 7% the year before. The team states that women remain significantly underrepresented in engineering and race-focused roles. It reports retention (82.4%) and voluntary attrition (6.6%), and it notes that better people data has given it a clearer picture and actionable insights.[30]

McLaren F1 has since taken steps to widen access and build a more diverse future talent pipeline. Its schools STEM programme (of which nearly half of ambassadors are women) reached 6,300 young people in 2025 and NEXT, its STEM and career-development programme, supported and inspired 25 young women from the UK, US and Europe, with 100% saying they'd left more interested in pursuing a STEM career.[18]

WHAT THIS SHOWS

While the data is not exclusive to the Formula 1 team (the report draws from McLaren Racing data), it does provide a rare and useful insight into the profile of the wider workforce. The report also notes that better people data (enabled through its partnership with Workday) has given it a clearer picture that may lead it to revise past figures.[30] Setting and publishing their data did not damage McLaren F1; it gave them a target, showed where to focus, and helped them to make progress visible.



PART 3

RECRUITMENT: LOSING OUT ON TOP TALENT

The recruitment function is where the pipeline becomes the workforce, and it is where the strongest candidates in the sport's own programmes are being lost.



> **I'VE BEEN TOLD A LOT THAT IT'S NOT WHAT YOU KNOW, IT'S WHO YOU KNOW. I DON'T WANT TO HAVE TO KNOW SOMEONE WITHIN THE INDUSTRY ALREADY TO BE ABLE TO BE PART OF IT.**
>
> **A LIVED-EXPERIENCE CONSULTATION RESPONDENT**

Faced with thousands of applications, some teams use automated screening. Young people interviewed for this review describe repeated failure at that stage despite CVs that human reviewers had judged strong.[4] Rejection without feedback is the norm. A senior leader at a technical education provider observed that self-recorded video pitches can deter girls, who in their experience are more often put off by the risk of rejection, and disadvantage neurodivergent candidates who would excel in the role itself.[47]

Young people know the famous teams but not the unbranded supply-chain firms that employ much of the workforce, so applications pile up at a handful of employers.

The barriers start earlier than the application. In the national youth survey commissioned for this review, 39% of young people think men are more suited to being a motorsport mechanic, 35% to driving and 30% to engineering. Only 5% of people with experience in the sector regularly see role models who look like them. Among Black young people, 12% have been told motorsport is not a place for someone like them, compared with 5% of their White peers.[2]

Access is also priced: 60% of lived-experience respondents identified the cost of applying as a barrier, rising to 81% among lower-income respondents, and 68% said they knew nobody who could open a door for them, rising to 92% among Black respondents.[2]

> **I SAID, I CAN'T AFFORD IT, I'M NOT GOING TO DO IT. THE PLACEMENT THAT CAME LATER WAS ONLY POSSIBLE BECAUSE OF THE MONEY FROM THE SCHOLARSHIP.**
> **A SCHOLAR**

BARRIERS TO ENTRY

81% of lower-income respondents identified application costs as a barrier

92% of Black respondents knew nobody who could open doors for them

CASE STUDY

THE F1 TEAM THAT FOUND ITS OWN LEAK

One team, working with its enterprise risk function, built a dashboard of its recruitment pipeline and found that the proportion of women candidates held steady until line managers made their final selection. Having pinpointed where similarity bias appeared, the team built inclusive-recruitment training for all its hiring managers.[48]

WHAT THIS SHOWS

This is the clearest example in the evidence of a team locating a specific bias mechanism in its own system and acting on it. It is also the model proposed under Recommendations 1 and 3. The team could only execute this by asking questions, then tracking and analysing their workforce data to find answers.



PART 3

RETENTION AND PROGRESSION: A GAP IN THE DATA

Retention and progression by group are not measured sport-wide, and, where teams measure them, the definitions differ.

Among people on a STEM, engineering or motorsport pathway, 38% of consultation respondents had left a STEM course or had seriously considered leaving a training programme or job because of how they were treated. The rate was similar among women, Black and lower-income respondents. Only 8% cited a change of interest; the reasons given were lack of support, lack of opportunity, cost, hostile culture and discrimination.[2] Only 35% felt they belonged in the setting they had experienced, falling to 23% among Black respondents. More than half had changed how they presented themselves or spoke to fit in, and 48% would not know who to approach if something unfair happened.[2]

“

THERE IS STILL A BOYS’ CLUB CULTURE IN SOME ENVIRONMENTS. IT IS FAR BETTER THAN WHEN I STARTED FOUR YEARS AGO, BUT THERE ARE TIMES I STRUGGLE TO BE TAKEN SERIOUSLY. FOR MOTORSPORT TO BE ON A PAR WITH INDUSTRIES LIKE TECH, IT NEEDS TO MAKE CLEAR THAT BULLYING AND HARASSMENT SIMPLY AREN’T WELCOME.

A LIVED-EXPERIENCE CONSULTATION RESPONDENT







Within the teams, interviewees describe gender diversity that is visible at graduate and placement stage but thins at the transition to permanent staff, with women stepping out of engineering functions on return from maternity leave.[49] Nobody can say how common either is, because it is not measured sport-wide, with differing definitions across teams.

The national picture outside of the motorsport sector gives some context. Fewer than one in five UK engineers are women, and engineering loses them in mid-career in a way the rest of the workforce does not: women leave the profession on average at 43, against 60 for men.[26] Motorsport draws its technical workforce from that profession and cannot assume it is immune to the same challenges in retaining female engineers.

The statutory gender pay gap, the only current workforce measure UK law requires, shows the shape of the problem rather than its cause: median gaps across the UK F1 reporting entities range from around 11% to nearly 38%. This is driven by men holding most senior technical and leadership roles, rather than by unequal pay for the same work (the latter is illegal under equality law).[50] Gender pay gap reporting will continue to be mandatory, meaning we can continue to monitor role distribution between genders.

BARRIERS TO BELONGING

38% of consultation respondents had left a STEM course or had seriously considered leaving a training programme or job because of how they were treated

35% of respondents felt they belonged in the setting they had experienced, falling to 23% among Black respondents

PART 3

LEADERSHIP: OWNED BY INDIVIDUALS, NOT BY SYSTEMS

Senior leadership support for inclusion was reported as variable, with a lack of governance oversight a contributing factor. One inclusion lead described a commitment made when the Charter was signed and not revisited since.[52] Feedback from a much wider room of stakeholders, at Mission 44's Igniting Inclusion Summit in July 2026, led to the same conclusion: inclusion is being treated as a human-resources concern rather than a leadership one. Attendees at the Summit felt that engagement from those with power to change things is too inconsistent for transformation to be realised.[53]

The call was for leaders from all parts of the business to take action and to prioritise the inclusion agenda (including team principals, chief marketing officers, team owners and CEOs).

The founder of a grassroots STEM organisation working across the pipeline calls it "fragile leadership": the sport is "seeing individuals championing this work", which "shouldn't be their job".[52]

Within teams, resources were not always available to fulfil the requirements for Charter reporting.[54] Where hard measures and accountability do exist, they have come from teams and senior leaders themselves, not from the governing or commercial bodies. External pressure, several interviewees noted, has softened since 2021.



PART 3

INVESTMENT: THE COST CAP WAS NOT WRITTEN WITH PEOPLE IN MIND



Two things constrain investment in people. The first is capability: several teams, including their HR functions, lack specialist inclusion expertise, and the recurring observation from inside the sport is that the gap is effectiveness, not effort. The second is unique to Formula 1: the cost cap.

Introduced in 2021, the cost cap counts people development within capped spend. Neither the 2025 nor the 2026 Financial Regulations contain any exemption for training, development or apprentice salaries, while recruitment, employee medical benefits and parental leave pay are expressly exempt. Crucially, F1 Academy and driver talent pathways already serve as an explicit precedent for cost-cap exemptions, demonstrating that driver talent development is formally recognised and excluded.

This provides a compelling policy argument for extending similar financial support and exclusions to engineering and technical talent pipelines. All Sustainability Initiative costs, including "donations to charities or non-profit organisations engaged in the promotion, development and deployment of environmental sustainability projects", are also already exempt. A team's gift to an environmental charity can therefore sit outside the cap while the same gift to a charity widening access to STEM careers cannot.

The cost-cap exemption for new apprentice salaries recommended in the 2021 report has not yet been secured.

Team representatives raised this, unprompted, more than any other barrier, and it was the most consistently identified structural barrier at the Igniting Inclusion Summit.[53] The interviews show how it plays out.

- At one team operating at the cap, every new investment in people requires an existing activity to stop. Culture and pipeline work compete directly with spending on car performance.
- Another constraint is time: coaching and development for staff in capped roles are compressed into 15-minute e-learning modules and 19-minute workshops, because staff hours count.
- Staff in capped roles cannot always be released to volunteer for outreach.
- Early-career pay is constrained by the cap while longer-serving staff remain on pre-cap terms, creating a retention pressure of its own.
- One team has proposed a limited, auditable exemption of around £2 million for the cost of reviewing pay equity, a model for how a targeted exemption could be defined tightly enough to police.[54]

F1 is unusual among major sports in this respect. Premier League football clubs are subject to a Squad Cost Ratio, but the League is explicit that it focuses on spending that directly affects what happens on the pitch, leaving clubs greater freedom to invest off the pitch; costs relating to women's teams and youth academies are excluded.[55]

Formula E has removed parental costs from its team cost cap in collaboration with the FIA.[56] The precedent exists inside motorsport's own rulebook.

EVERY NEW INVESTMENT IN PEOPLE REQUIRES AN EXISTING ACTIVITY TO STOP



OVERCOMING FINANCIAL LIMITS

HOW BUDGET RULES RESTRICT D&I PROGRESS

Despite a clear willingness to advance diversity and inclusion, a Formula 1 team faces significant limits due to strict financial and resource constraints.

Operating with a relatively small HR department and lacking a dedicated D&I specialist, the team struggles to match the inclusion capabilities of competitors with significantly larger personnel.

The primary obstacle remains the F1 cost cap, which pressures organisations to prioritise short-term car performance over long-term training and inclusive recruitment programmes. Directing attention to this systemic barrier, the team's Head of Talent highlighted how financial rules hinder progress, noting that "cost cap restrictions prevent... investing in diverse hiring initiatives, as [teams] must focus on short-term performance and costs rather than long-term training programmes".[59]

The team leadership proposes carving out a specific financial allowance outside the cost cap specifically for D&I initiatives, enabling organisations to fund internships, pay equity reviews, and targeted recruitment from underrepresented backgrounds, without compromising on-track competitiveness.



PART 3

VOCATIONAL ROUTES: NARROWING JUST AS INTEREST PEAKS

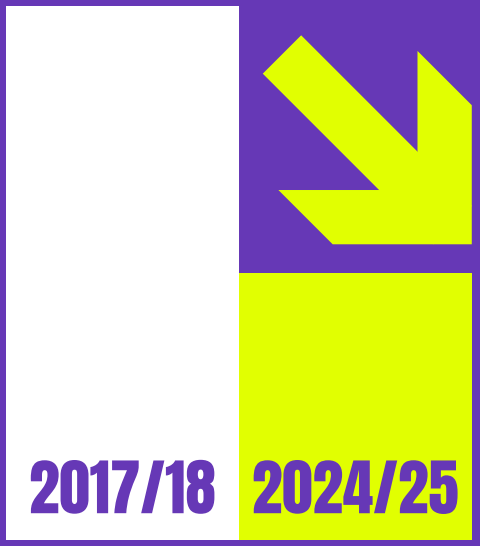
The vocational route into the paddock is narrowing just as inspiration activity peaks. Level 2 engineering-related apprenticeships in England have fallen by more than half since 2017/18, while degree-level starts have risen by more than four-fifths.[28]

Minority ethnic representation in engineering and technology apprenticeships has roughly doubled since 2018/19 to around 16%, but the gain is concentrated in digital routes rather than the engineering and manufacturing routes that lead to the paddock. A motorsport pathway within the engineering T Level qualification launched in September 2026.[28] What are missing are the paid job placements.

50%

FALL IN

LEVEL 2 ENGINEERING-RELATED APPRENTICESHIP STARTS



80%

RISE IN

DEGREE-LEVEL APPRENTICESHIP STARTS



PART 4

THE RACE PLAN: THREE RECOMMENDATIONS FOR 2026 TO 2031

The sport has answered the 2021 question about inspiration. These three recommendations answer the next one: how many young people get in, stay and rise. They have been designed with key stakeholders from across the motorsport sector, and each recommendation names who acts, what they do first, and when.

1 PROVE IT, SHARE IT

WHAT

Build on the existing data request made annually by F1 by adding workforce demographic data and tracking early-career placements, with an independent partner to hold the dataset.

Every year, Formula 1, the FIA and all 11 teams should report the same facts to an independent data partner: who joins, who is promoted and who leaves, by gender, ethnicity and socio-economic background. The partner would then publish one sport-wide picture each year.

Alongside this, the sport should make clear what best practice in inclusive recruitment and retention looks like (in standards of accreditation), and celebrate progress through annual awards. Any signatory that is able to meet the standards set out in the accreditation would be eligible for awards, and submitting the data should be the condition of entry to both. Teams would remain in control of publishing their own headline figures. This delivers the data commitment every signatory made when it signed the Charter.

WHO

All Charter signatories; an independent data partner; an independent judging panel that includes young people; a convening partner that supports signatories on best practice and accreditation standards, and hosts the annual awards.

BY WHEN

Common measures and accreditation standards agreed by July 2027. First sport-wide figures and awards in 2028. Review of team-level publication in 2030.

2 FUND IT

WHAT

Two things. **2a:** the FIA adds a defined category of talent investment to the costs excluded from the cost cap, starting with new apprentice salaries.

2b: Formula 1, the FIA, the teams and their commercial partners should together invest at least £50 million of new money over the next five years in helping young people from underrepresented backgrounds into motorsport careers and supporting them to stay. Investment can come through any route: team programmes (including spend exempted under 2a), F1 and FIA initiatives, and partner funding for independent organisations. To count, it should be: additional to 2026 levels of spend; spread across the whole pathway, from aspiration and achievement to access and progression; reported through the common dataset in Recommendation 1, so that it can be tracked to recruitment and retention. Progress towards the £50 million is published every year, drawing on what signatories and partners report.

WHO

2a: the FIA and F1 teams. **2b:** Formula 1, the FIA, F1 teams and their commercial partners.

BY WHEN

2a: apprentice-salary exclusion agreed in the 2027 regulations cycle and in force for the 2028 season. **2b:** a 2026 baseline of spend collected in 2027; progress towards the £50 million published every year from 2028.

3 OPEN THE DOOR

WHAT

Every team should commit to a published number of paid, accessible early-career places each year, building thousands of paid routes into motorsport by 2030, with travel, accommodation and relocation support built in.

F1's Social Impact Report counted 1,000+ structured skills and talent development opportunities in 2025.[66] This recommendation asks how many were paid, how long they lasted, and how many led to a job.

Any automated screening should be tested for bias and its use disclosed. Candidates applying from access programmes funded by the sport should receive feedback if they are rejected.

WHO

Every team, with shared definitions of the places agreed by Formula 1, F1 teams and the FIA.

BY WHEN

Baseline placement numbers and screening disclosure within six months. Commitments on paid placements are published each year, from 2027 onwards.

RECOMMENDATION

1 PROVE IT, SHARE IT

WHY

When the teams signed the Charter, they committed to gathering demographic data in an aligned way. This recommendation holds them to that commitment and then rewards the teams that go furthest. The commitments are the right ones. The structure built to deliver them is young, and teams told us it needs more resource and senior attention to do the job.

This recommendation builds on the existing infrastructure and reporting cycle. It is a lighter, more independent way to deliver what the Charter already promises, run with all the signatories rather than by any one of them. It answers the central finding of this review: the sport cannot show whether its effort is working, and until it can, neither leaders, sponsors, nor fans can tell progress from activity.

The sport already works this way on sustainability. Every team holds FIA Three-Star Environmental Accreditation, independently audited against a common framework, and Formula 1 reports publicly against a hard Net Zero target.[57] On inclusion, one team already holds an externally certified gender-equality standard, and an international standard for this kind of measurement exists in ISO 30415.

A blueprint exists in other industries and sports. The Premier League mandates that all clubs meet an independently assessed inclusion standard. Football clubs submit evidence, undergo independent assessment and can be subject to club visits and scrutiny by an independent panel.[55] The Department for Education collects data on the diversity of the workforce in all state-funded schools.[63] Every NHS trust has been required to report disaggregated workforce race data since 2015. Solicitors' firms must publish workforce diversity data under their regulator's rules.[58] The ask might seem unusual for the motorsport sector, but it is not unusual in the economy the sport recruits from.

Accreditation sets the standard. Recognition creates competition. The shared data makes it all mean something. Three interviewees, from two F1 teams and one on the delivery side, proposed independent shared measurement without prompting.[4,5]



ONE SPORT-WIDE PICTURE EACH YEAR

HOW IT WOULD WORK

SHARED DATA

A short, common set of measures would be built using the definitions already agreed in the Charter's glossary. Retention and progression by group would be the first two, as they are the measures the sport most needs and has least. Each annual return would be signed off by the team principal or chief executive.

The data partner would hold the data confidentially, verify it, and publish only the sport-wide aggregate, with the spread (range, median, and how many signatories improved) so that two large teams cannot lift the average alone. Small numbers would be suppressed; no individual is identifiable. Each team would see its own position against the aggregate privately. Anonymised team rows would not be published, because with 11 teams, they can be decoded.

ACCREDITATION

Standards would need to be codified and sorted into three tiers, and assessed by an independent panel against evidenced outcomes rather than activity. It is not zero-sum; all 11 teams can reach the top tier. Reaching it would require a team to publish its own headline figures, so openness is earned rather than imposed.

AWARDS

A small number of awards each year would recognise inclusive recruitment and retention practice inside teams, with a strong focus on innovation, well-evidenced outcomes, and collaborative work between teams. Winners would publish how they did it as examples that could then be replicated by others. The judging panel would be independent and include young people.

INDEPENDENCE

The data partner should sit outside of Formula 1, the FIA and Mission 44. A professional engineering body would be an obvious home. A convening partner, agreed by the signatories, would convene the design and host the awards; judging would be independent of it.

From 2028, the convening partner would report every year on progress against these recommendations, drawing on the data partner's published aggregate and whatever the signatories submit, so that progress is visible whether or not every signatory takes part in the first year.

FIRST STEPS

BY EARLY 2027

Signatories convene, with the data partner, to agree the common measures and definitions.

WITHIN SIX MONTHS OF THIS REPORT

Each signatory publishes a one-page baseline of what it currently measures against each Charter pillar, on a common template.

2028

First sport-wide figures, first accreditations, first awards.

2030

Review whether team-level publication becomes standard.

£50M INVESTMENT AND COST CAP EXEMPTIONS



RECOMMENDATION 2 FUND IT

WHY

Increasing investment for inclusion is the one solution every part of the sport agrees on. Financial incentives received the strongest support of any recommendation tested at Mission 44's Igniting Inclusion Summit.[53] The principle of cost-cap exemptions already exists: sustainability, recruitment, medical benefits and parental leave pay all sit outside the cap. Extending it to the sport's future workforce is consistent with the rules as written.

The foundations of the £50 million investment also exist, but current inclusion efforts operate in silos. Teams compete from the same small pool of diverse talent rather than working together to grow the talent pool. One senior figure called it "an expensive revolving door".[59]

Sponsors fund activity around race weekends, which is valuable but requires sustained support for the young people. There is a need to strengthen the connective tissue which would enable the sport to move as a collective force for lasting change. If working collectively, the work in schools that determines whether a young person is still in STEM at 16 would connect better to the unfilled job placements at supply-chain firms; mentors could be matched more easily to incoming scholars; a best-practice recognition scheme could be developed by the sport, for the sport.

Any vehicle Formula 1 establishes for this purpose is welcome, and would count towards the £50 million on the same conditions as any other contribution: new money, spread across the pathway, and reported through the common dataset.

2A. THE COST-CAP EXEMPTION: WHAT WOULD CHANGE

Today, the Financial Regulations list the costs that sit outside the cap. Sustainability initiative costs, recruitment costs, employee medical benefits and parental leave pay are excluded. Training, development and apprentice salaries are not, so every pound spent on people competes with a pound spent on the car.[27] The proposal is to add one more excluded category, defined tightly enough to audit.

	TODAY	PROPOSED
APPRENTICE SALARIES	Inside the cap	Excluded: salaries of apprentices on recognised programmes, for the duration of the apprenticeship
PAID EARLY-CAREER PLACES	Inside the cap	Excluded from 2028: wages for work experience, internships and industrial placements
STAFF TRAINING AND DEVELOPMENT	Inside the cap (compressed into short e-learning at some teams)	Excluded from 2028, to include coaching and mentoring, up to a defined ceiling per team
PARENTAL LEAVE	Statutory pay excluded; cover for the role inside the cap	Cover for the absent role excluded
CHARITABLE DONATIONS	Environmental causes excluded; STEM access charities inside the cap	STEM access and education charities treated the same as environmental ones
REASONABLE ADJUSTMENTS	None	Excluded from 2028, up to a defined ceiling per team
CONDITION	None	Exempt spend qualifies only if reported through the Recommendation 1 framework

HOW IT WOULD WORK

The FIA and the teams would define “Talent Investment Costs” as a new exclusion in Article 3.1, the list of Excluded Costs, with a per-team annual ceiling agreed through the F1 Commission so the exemption cannot become a route for disguised car spend. A ceiling of around 1% of the 2026 cap of $215m, roughly $2.2m a team, would cover the apprentice and early-career elements comfortably.

The Cost Cap Administration would audit the category as it audits every other exclusion. One team has already proposed a limited, auditable exemption of around £2m for the cost of reviewing pay equity, which shows the model can be defined tightly.[54] Formula E has removed parental costs from its cost cap with the FIA, and the Premier League’s Squad Cost Ratio deliberately leaves community and workforce spending outside it.[55,56] An inclusion lead at one team proposed the apprentice exemption unprompted.

WHAT IT WOULD NOT DO

It would not raise the cap, and it would not reward spending that the sport cannot see. Both are why the reporting conditions matter alongside the additional investments.

2B. THE £50 MILLION: WHAT IT WOULD PAY FOR

Formula 1, the teams and their commercial partners host a variety of STEM Inspiration opportunities for young people. This has generated even greater interest in the sport and inspired a generation who can now see themselves building a career in Formula 1. The opportunity now is to convert this interest into meaningful pathways for young people. An injection of £50 million in new investment would scale the good work already happening. It would target investment in those areas of the pipeline that are most neglected by existing efforts, and work to benefit all motorsport employers.

An investment of £50 million over five years could deliver:

A motivated talent pipeline of 14- to 18-year-olds, through sustained investments to raise awareness among the communities it reaches least. This would be enabled by sustained partnerships with young people and schools, work experience opportunities and targeted support for underrepresented groups.

A well-qualified talent pool, by removing barriers for young people to secure the gateway qualifications the sport needs. This could be delivered through tutoring and bursaries for Level 2 and Level 3 engineering routes, T Level placements, supplementary school STEM provision, and support for Black STEM teachers, delivered with the education charities already working on the 2021 recommendations that the education system has not yet picked up. The sport could fund proven provision rather than building its own.

A fairer recruitment process, by embedding inclusive recruitment practices, bias-resistant selection processes, inclusive assessment methods, mitigating the risks of AI screening, building shared talent pools across teams, and broadening out from the existing well-established (but narrow) networks.

Thousands of young people in paid job placements through investment in internships, apprenticeships, increased graduate recruitment roles, and more industrial placements. The funding would also provide bursaries to remove barriers to accessing these opportunities (such as financial, geographical and technological barriers, and to support those with caring or family responsibilities).

More talented young people thriving in their mid-career roles. This could be achieved through investment in mentoring programmes, inclusive leadership training, returnship programmes for women re-entering engineering, mid-career progression support, and the culture and capability work inside teams that the cost cap currently squeezes out.

A shared infrastructure for the sport, with collation and publication of annual workforce data, independent evaluation and reporting, longitudinal outcomes tracking, sector benchmarking, accreditation and awards, and an employer directory with a map of the routes in, so young people can find the whole industry, not just its famous names.

SCALE AND GOVERNANCE

In the UK, the motorsport industry is thriving. The sector generates around £16bn in annual turnover and supports 50,000 jobs, up from £9bn in turnover in 2012.[60] A £50m investment over five years in the future talent pipeline would be equivalent to around 0.06% of annual sector turnover each year, but could fundamentally change how the industry identifies, recruits, develops and retains its next generation of talent.

Investment at this level would bring the sport into line with other global sports. The NBA's team governors committed $300m over 10 years to establish the NBA Foundation, investing in skills, internships, STEM, apprenticeships, mentorship and career pathways.[61] The NFL's Inspire Change programme was launched in 2019 and invests in education, economic advancement, police-community relations and criminal justice reform. In 2020, the NFL and its teams committed $250m over 10 years to social-justice causes. By 2024, more than $375m had been contributed, including more than $63m in league-issued national grants, more than $300m in team and owner contributions, and more than $10.75m in NFL Foundation player matching and team social-justice grants. As of 2026, the NFL reports nearly $575m in cumulative support.[62]

As with Inspire Change, the £50m would come from a range of contributors: Formula 1, the FIA, F1 teams and their commercial partners. Even if delivered by the Charter signatories alone, it would equate to less than £800,000 per signatory per year over five years. Contributions can be financial or in kind: technology, data and analytical services would be valued transparently and count towards a contributor's share, provided the measurement framework in Recommendation 1 remains independent of any single contributor.

FIRST STEPS

BY THE 2027 REGULATIONS CYCLE

The FIA and teams define the apprentice-salary exclusion and the per-team ceiling.

2027

Formula 1, the FIA, F1 teams and commercial partners convene on how to reach the shared £50m target; a 2026 baseline of spend is collected, and the contribution framework agreed.

2028

Cost-cap exclusion in force; first annual tally of investment towards the £50m published, with early investment prioritising achievement in school and supply-chain places.

RECOMMENDATION

3 OPEN THE DOOR



WHY

This converts the sport's greatest success – its reach – into its next one. At least half a million young people a year are being inspired. The evidence in Part 3 shows what happens next. The front door does not work, and the cost of getting in filters out the young people the sport wants most and has already invested in.

The foundations already exist. Teams already offer placements, apprenticeships and graduate schemes; bursaries already help young people from lower-income backgrounds; one team has already found and fixed a bias point in its own recruitment. The recommendation asks the sport to make this consistent, set a target and scale the ambition.

GUARANTEED ACCESSIBLE EARLY-CAREER PLACES

HOW IT WOULD WORK

FIX THE FRONT DOOR FIRST

Any team using automated CV screening should publish that it does so and have the tool audited for adverse impact by group. Application formats should be reviewed so that a long written statement or self-recorded video is not the only route in. Candidates who come through the sport's own scholarships and programmes should be guaranteed a human read and feedback on rejection.

COUNT THE PLACES

Each team should establish and publish a baseline of the number of places it provides, including paid work experience opportunities, internships and apprenticeships. Formula 1, the FIA and F1 teams should agree on a shared definition of an accessible opportunity and a shared way of counting applications, participation, completion and progression into employment, so that inspiration, pathways and jobs can be followed as one sequence.

REMOVE THE PRACTICAL BARRIERS

Travel, accommodation and relocation support should be built into early-career opportunities where needed. Internships should be paid. Recruitment material should clearly state what support is available.

WIDEN THE NET

Recruitment for experienced hires and leadership roles should be included, so that diversity among decision-makers does not depend entirely on how long early-career pipelines take to mature.

FIRST STEPS

WITHIN SIX MONTHS

Each team publishes its baseline of paid places and states whether it uses automated screening.

BY JULY 2027

Shared definitions agreed alongside the measures in Recommendation 1.

FROM 2027

Each team publishes an annual commitment to paid early-career places, with the support available, building collectively towards thousands of routes by 2030.

PART 4

HOW THE THREE FIT TOGETHER

1 PROVE IT, SHARE IT

2 FUND IT

3 OPEN THE DOOR

The first recommendation makes progress visible and rewards it. The second pays for it and removes the rule that penalises it. The third recommendation turns reach into jobs. Each depends on the others. Exempt spend must be reported, recognition must be earned with data, and paid places must be counted.

Together, they give the sport, for the first time, a way to convert interest into a strong and diverse talent pipeline.





CONCLUSION: THE NEXT FIVE YEARS

Five years ago the question was whether Formula 1 could inspire a new generation. It has answered emphatically. The whole sport has signed a charter. Scholarships that did not exist now produce engineers. Teams have opened their factories to hundreds of thousands of young people, and leading teams have done serious internal work that deserves recognition.

The shortfall is equally clear, and it is not a story of failure. It is a story of a sport that has built the front of the pipeline and cannot yet see the rest. It does not know who joins, who is promoted or who stays. Its effort is weighted towards outward-facing activity, which is easier to count, and away from the internal commitments its own Charter places at the centre. Its rules make it harder to invest in people than in carbon fibre.

The sport has brought hundreds of thousands of talented young people to its front door, and yet where inspiration should lead to employment, strong candidates are being turned away unseen.

This review recognises that the sport has been managing new regulations, sustainability targets and a new cost cap all at once, and that change takes time. That context explains the pace. It does not change what is needed. For change to happen, the sport first needs to be able to see itself clearly.

The opportunity is considerable. A sport that can show it recruits, keeps and promotes the best talent from every background has a claim on that talent that its competitors for engineers do not. A sport that can show its fans what it has done, rather than telling them, keeps the audience it has spent a decade winning. The tools are not mysterious, and the will already exists. What is needed is for the goodwill of a committed few to become a system that does not depend on them.

Prove it, share it. Fund it. Open the door. The next five years start now.



ANNEXES

ANNEXES

ANNEX A: THE 2021 RECOMMENDATIONS AUDITED

Ratings in this annex were reviewed and updated by Mission 44 after the independent assessment.

This audit is conducted on the original Black and mixed-Black basis of the 2021 report. “Delivered” asks whether the recommended activity was done, against what the recommendation asked for. “Impact evidenced” asks whether there is evidence that it is working or has been embedded. “Green” is delivered or evidenced; “Amber” is partial; “Red” is not delivered or not evidenced. Much of the delivery has been led by Mission 44 and its partners, rather than embedded in the sector, and the wording holds that distinction.

2021 RECOMMENDATION	DELIVERED	IMPACT EVIDENCED	BASIS
I&E1: Best-practice guidance for inclusive STEM outreach in schools	Green	Amber	Guidance, resources and research have been produced and published. Reach is not aggregated against the Commission’s indicators.
I&E2: STEM support to Black-led supplementary schools, with an enrichment fund	Green	Amber	Mission 44 supported Black-led supplementary schooling, and provision is growing. Outcomes are provisional and not yet externally evaluated. Enrichment initiatives are in development within the Department for Education.
S&E1: Broaden apprenticeships, paid placements and work experience, with a cost-cap exemption for new apprentice salaries	Amber	Red	Entry and placement activity has been recorded and quantified. The cost-cap exemption has not been secured. Apprentice intake is not yet measured sport-wide.

2021 RECOMMENDATION	DELIVERED	IMPACT EVIDENCED	BASIS
S&E2: An exclusions innovation fund	Green	Green	Mission 44's Preventing Exclusions Fund has been delivered, and some programmes have been externally evaluated. Several equivalent programmes exist in the sector.
S&E3: Pilots to increase Black teachers in STEM subjects	Green	Amber	Mission 44 and partners have delivered funded programmes to increase teacher diversity, and published research and evidence. Impact evaluations and Department for Education pilots are expected soon.
S&E4: Post-16 support into higher education and work-based training	Green	Amber	Mission 44 has funded post-16 routes, which have been partly externally evaluated.
S&E5: Scholarships for Black graduate engineers into motorsport	Green	Green	The Mission 44 MSc Motorsport Scholarship has been delivered and independently evaluated across successive cohorts.
A&M1: A Diversity and Inclusion Charter for motorsport	Green	Amber	Signed November 2024 with a four-pillar framework. 100% of signatories are taking action, and evidence of activity now exists through the first reporting cycle. Evidence of outcomes and independent assessment do not yet exist.
A&M2: Promotion of the NEU Anti-Racism Charter for schools	Amber	Amber	Anti-racist initial-teacher-training work and advocacy are happening with Mission 44 and partners. The 2021 vehicle is dated, but the principles are being taken forward in other forums.
A&M3: Easier public access to disaggregated education and sector data	Amber	Amber	Education data is increasingly available. Cumulative sector workforce data via the Charter has not been collected or published.

ANNEXES

ANNEX B: METHODOLOGY

EVIDENCE BASE

The evidence base comprises: a national youth survey of 3,021 respondents aged 11–21, nationally representative, with fieldwork from 28 March to 14 April 2025 (Opinium); a lived-experience consultation with 60 people with a connection to the STEM, engineering or motorsport sectors, of whom 82% are women, around a fifth Black or mixed-Black, and around half from lower-income backgrounds; a three-market fan survey of 3,000 Formula 1 fans, with 1,000 respondents each in the UK, US and Brazil; age breakdown in the UK, 18-34 years old: 500, 45-64 years old: 500. US, 18-34 years old: 500, 45-64 years old: 500. Brazil: 18-34 years old: 500, 45-64 years old: 500. Fieldwork was conducted from 10–19 June 2026 (Opinium); 34 qualitative interviews (16 stakeholder and sector, 18 in-depth with young people); the Igniting Inclusion Summit at Silverstone on 1 July 2026; an analysis of the Labour Force Survey 2025 by the Royal Academy of Engineering; four F1 team data files and five anonymised team interviews; a gender pay gap workbook built from the GOV. UK Gender Pay Gap Service; and a desk review of the sport's published reporting and regulations.

INTERVIEW METHOD

Two semi-structured interview guides were used, one for stakeholders and one for young people, both organised around the four pillars of the Charter, so that organisational claims and young people's accounts of the same pillar could be tested against each other. Retention was deliberately the most heavily weighted section. Interviewees in operational, people, inclusion or Charter roles were sent the data questions at least 48 hours in advance and asked to bring whatever progression, leaver, monitoring or survey output they could access. Where an organisation could not produce a number, the absence is itself a finding. Every transcript was double-coded, against the pillar framework and for emergent themes. The young people's strand prioritised intersectional respondents, drew at least half its sample from those who pursued STEM or motorsport and were unsuccessful or who entered and left, and ran with safeguarding sign-off, parental consent for under-18s, and distress protocols.

INDEPENDENCE AND POSITIONALITY

The research, analysis and original recommendations were produced independently by Unheard Voice Consultancy. The editorial framing, the final structure and the recommendation set as presented here are Mission 44's, developed from that work and tested with the sport. One matter belongs on the record: the research lead also lead-authored the Formula 1 Diversity and Inclusion Charter under contract to the Royal Academy of Engineering. That is the basis on which this report can describe how the Charter was constructed. It also creates an interest the reader is entitled to weigh. The Charter analysis rests on the published Charter document and the sport's own official first-year reporting, both cited. Where the Charter is criticised, the criticism concerns what has and has not been put into practice since signing, not its authorship.

ANONYMISATION AND CONSENT

Interviewees and young people are anonymised by default. Unless consent was granted by the interviewee, quotations are attributed to a role, never to a named individual. Where the role would identify the person, it is generalised further. Teams are anonymised in all interview-derived material, and this report does not place a team's name and its interview-derived material where one would identify the other. Organisations and named contributors are identified only where consent to be named is recorded. Off-the-record material is excluded entirely. Self-reported internal figures are verified against a public source or bracketed before they appear as findings. The record of consents is held internally and is deliberately not published.

ANNEXES

ANNEX C: GLOSSARY

TERM	DEFINITION
Accelerating Change	The 2021 Hamilton Commission report whose 10 recommendations this review assesses.
Bias mechanism	The structural process, for example, the exclusion, hiring conversion or teacher expectation, that produces an unequal outcome. Paired with outcome measures throughout.
Case study	A boxed example. Most case studies describe a named programme and draw on published sources. Where information is drawn from an interview, the interviewee's team is anonymised, the details are verified against the recordings before publication and nothing is invented. See Annex B.
Charter (F1 Diversity and Inclusion Charter)	The November 2024 commitment signed by Formula 1, the FIA and the 10 F1 teams of the day, built on four pillars. Cadillac Formula 1, which joined the grid for 2026, has since signed, so all 11 current teams are signatories.
Cost cap	The FIA Financial Regulations limiting certain F1 team costs, introduced for the 2021 season. The report examines their effect on inclusion infrastructure.
F1 Academy	The all-female single-seater series launched in 2023, governed by Formula 1 and led by its managing director.
F1 Commission	A regular governance and decision-making forum that brings together the FIA, Formula 1 and the F1 teams to discuss and approve proposals relating to the sport's regulations, development and future direction. Regulatory changes approved by the Commission are then subject to final approval by the FIA World Motor Sport Council.
F1 ESG Advisory Committee	Formed by representatives from the FIA, F1 and the F1 teams, and formally recognised in the 2025 Concorde Agreement as playing a role in proposing, reviewing and analysing the impact of new or amended regulations from an ESG perspective.[67]
FIA	Fédération Internationale de l'Automobile, the governing body of world motorsport.
Formula 1 / FOM	Formula One Management, the commercial body of the sport.

TERM	DEFINITION
Igniting Inclusion Summit	The annual summit on inclusion in motorsport, held at Silverstone each July since 2024 and hosted by Mission 44. In 2026, this review's emerging recommendations were tested there with F1, F1 teams, community partners and education providers.
ISO 30415	ISO 30415:2021, Human resource management: Diversity and inclusion; a guidance standard providing a framework for embedding diversity and inclusion across human-resource processes.
Lived-experience consultation	The 2026 structured consultation of 60 people with a connection to the sector, completed as a questionnaire.
National youth survey	The commissioned survey of young people across the United Kingdom (n=3,021, Opinium, nationally representative).
Pillars (Attract, Retain, Create, Engage)	The four headings of the F1 D&I Charter's framework.
Preventing Exclusions Fund	A grant fund designed and delivered by Mission 44, aiming to reduce preventable exclusions, launched in 2022. It was set up in response to the recommendation in the 2021 Hamilton Commission report to build an "Exclusions Innovation Fund".
Target groups	Black and mixed-Black young people, young women, and young people from lower socio-economic backgrounds.

ANNEXES

ANNEX D: RECOGNITION

This report would not have been possible without the generous contributions of a range of stakeholders working to improve diversity in the motorsport sector. We thank them for their time, insights and ongoing support for this work.

2021 HAMILTON COMMISSIONERS

Dr Nike Folayan, *Co-Founder, AFBE*

Mark Hamlin, *Former Chair, Mission 44*

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F1 SPONSORS AND MEDIA PARTNERS

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We would also like to extend our sincere thanks to the young people who contributed their time, experiences and perspectives to the research and development of this report. Their insights have been invaluable in shaping its findings and recommendations.

REFERENCES

1. Mission 44 and Opinium, National Youth Survey, n=3,021 young people aged 11-21 in Great Britain, weighted to be nationally representative. Fieldwork conducted 28 March – 14 April 2025.
2. A 2026 lived-experience consultation with 60 people with a connection to the STEM, engineering or motorsport sectors. The sample skews female (82%); 22% Black or mixed-Black by ethnicity; the Black-respondent subgroup rests on a small base and is indicative.
3. Mission 44 and Opinium, Perceptions of Diversity and Inclusion, multi-market fan survey of 3,000 Formula 1 fans, with 1,000 respondents each in the UK, US and Brazil. Age breakdown in the UK, 18-34 years old: 500, 45-64 years old: 500. US, 18-34 years old: 500, 45-64 years old: 500. Brazil: 18-34 years old: 500, 45-64 years old: 500. Fieldwork was conducted from 10–19 June 2026. Figures cited are from the survey's forced-choice and critical-statement measures. Inclusion ranked seventh of 12 reasons for supporting a team.
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5. Anonymised insight interviews for this review with senior people and inclusion leads at multiple Formula 1 Teams. The data-infrastructure recency, upward-trajectory and maternity-return observations are the interviewees' first-person accounts of their own organisations, reported here without identifying the teams.
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MISSION 44

IGNITING INCLUSION

PROGRESS AND RECOMMENDATIONS: FIVE YEARS ON FROM THE HAMILTON COMMISSION

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