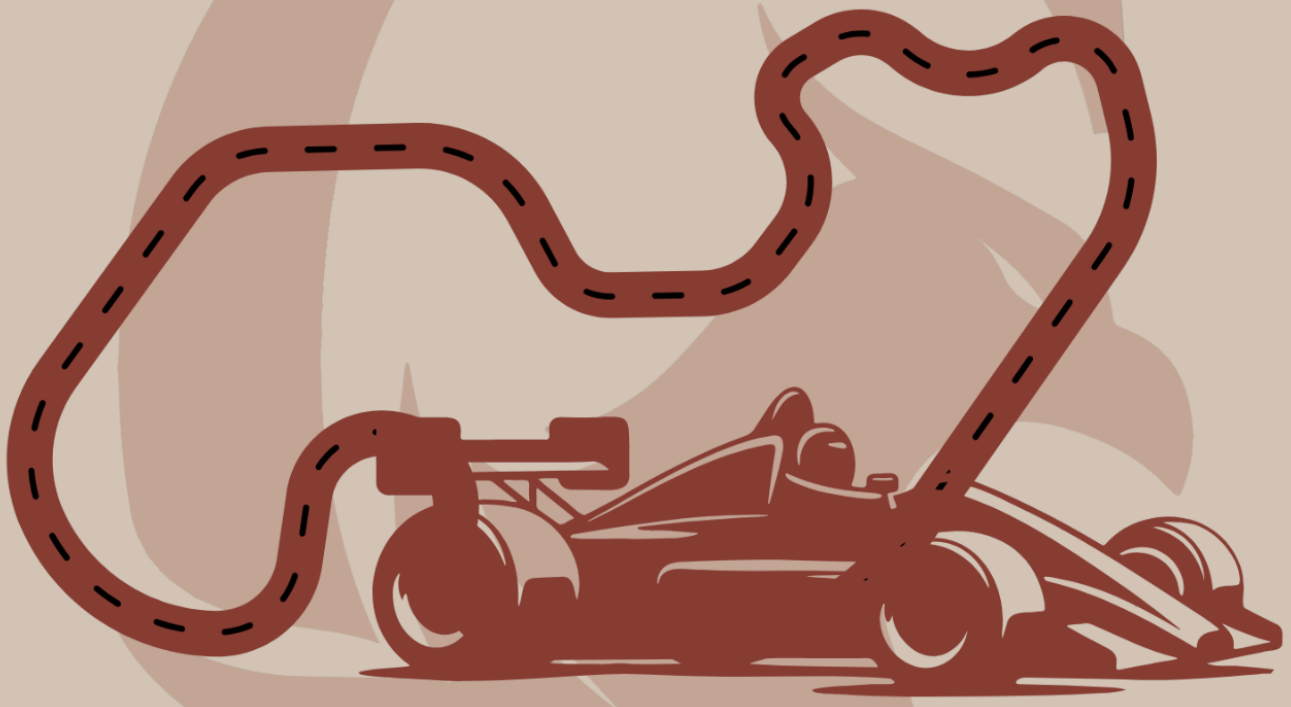
CPSSMUN XIII



Formula One

Param Naik and Dhruvil Patel

Table of Contents

Table of Contents 2

Content Disclaimer 3

Equity Concerns 3

Directors' Letter 4

Background Information 6

Topics of Discussion 8

- **Topic #1: Green or Gone? F1's Sustainability Mandate and Cost to the Sport** 8
- **Topic #2: Morality vs. Money - Human Rights, Diversity, and F1's responsibility to the World** 11
- **Topic #3: Regulated to Death: FIA's Grip on Innovation and Slow Killing of Genius** 14

Character List 16

Citations 30

Content Disclaimer

It is important to note that this background guide is based on the existing sport of Formula 1, the Fédération Internationale de l'Automobile (FIA), and the real-world individuals, organizations, teams, and events referenced throughout this committee. The imaginative elements that make this narrative possible are solely intended to emphasize the structure and goals of this committee. In consequence of this, this background guide will explore sensitive topics including human rights violations, discrimination, racial and gender inequality, worker exploitation, environmental degradation, commercial interests, political controversy, and regulatory disputes. These topics serve the purpose of enhancing this committee's direction and engaging with delegates in formal debate. These ideas exist in this background guide for the overall success of the committee, and the actions and doings in this committee should by no means be replicated in real-world conduct.

Equity Concerns

Bullying and discrimination are unwelcome practices at CPSSMUN. All attendees of CPSSMUN XIII will be made safe, welcomed, and appreciated, thanks to the efforts of our teacher supervisor and the Secretariat team. In the event that any CPSSMUN Staff, Secretariat, or Delegate acts inappropriately, or invokes uncomfortability, please contact our Equity Officer at cpssmodelunequity@gmail.com. This can be done at any time leading up to, during, or after the conference.

Directors' Letter

Dear Delegates,

Welcome to CPSSMUN XIII! My name is Param Naik, and I will be your director for the Formula One committee at this year's CPSSMUN. I am currently a Grade 11 student at Central Peel and am interested in pursuing Aerospace Engineering. I have the pleasure of being joined by my co-director, Dhruvil Patel, who is also a student at Central Peel. We can not wait to get into 2 days of meaningful debate surrounding the issues facing Formula One today and hearing all your solutions.

This year we will be having 3 main topics of discussion. In no particular order, we will be looking at Formula One's sustainability mandate and its cost to the sport. This focuses on whether the FIA's push toward net-zero carbon by 2030 threatens the sport's competitive balance and identity, and what alternative paths to sustainability exist beyond on-track emissions. We will also discuss human rights, diversity, and Formula One's responsibility to the world, examining the sport's record on representation, its hosting contracts with nations that have documented human rights concerns, and whether F1 has an obligation to use its platform to drive change. Thirdly, we will look into the FIA's grip on technical innovation and regulation, exploring where the line should be drawn between protecting driver safety and competitive fairness, and preserving the engineering brilliance that has historically defined the sport.

While we may be discussing the future of Formula One and focusing on more current issues, we cannot stress how important it is that delegates look at historical precedents within the sport, from past technical bans to prior hosting controversies, and try to understand how these situations were handled to help develop their own resolutions and for their own research.

We hope this background guide serves as a strong starting point for all your independent research and can be useful in crafting your resolutions and developing insight. If there is anything we as a dais can do to help your experience at CPSSMUN, please contact us. We look forward to seeing you at the conference and wish you the best of luck.

Sincerely,

Param Naik (He/Him) Dhruvil Patel (He/Him)

Directors of Formula One

Background Information

Formula One is the embodiment of speed. Not sustainability, not optics, not billion-dollar hosting deals, just plain simple speed. The loudest, fastest, and most mechanically violent sport on the planet. For a long time it was just that, and the world loved it. Then somewhere along the way, more companies and organizations got involved. Liberty Media bought the sport, the FIA (Fédération Internationale de l'Automobile) started writing regulations that were the size of novels, and Hybrid engines became the staple instead of echoes of the V10S. A Netflix show turned Formula One into a reality TV show.

Now Formula One is the most “successful” it has ever been, yet also the most conflicted. It was promised to be carbon neutral by 2030, Liberty Media wants a race on every continent, and the big manufacturers want regulations that suit their infrastructure, while smaller teams are fighting just to stay alive. The drivers are desperate for faster cars, someone has to figure out what Formula One actually stands for. Is it now time for new changes that can truly make the sport completely different or stick to its core values?

This committee takes place in 2026, at the start of the new power unit era. Not before the regulations were introduced, and not years after them, right in the middle of the season as they're being tested in real conditions. This is the era where it is a 50/50 split between the 1.6L V6 internal combustion engine and the upgraded electrical system. It drops the MGU-H (Motor Generator Unit-Heat) and nearly triples the electrical battery power produced by the MGU-K (Motor Generator Unit - Kinetic). The cars are already on track, and drivers are already reporting reliability issues and unexpected failures: Honda (provides engines to Aston Martin) has been hit by unexplained "abnormal vibrations" damaging its battery system, Mercedes has lost a podium and a race lead to power unit failures in back-to-back-to-back weekends despite starting the season as the most reliable manufacturer, and most of the grid has already burned through second or third control-electronics units. Beyond outright failures, the new energy balance has produced "super clipping." This is where cars run out of deployable battery power mid-straight, suddenly losing acceleration and top speed while still flat out — visibly disrupting qualifying laps and even reshaping how corners at tracks like. So the debate isn't whether these regulations should exist; that decision has already been made. The real question delegates must address is what happens next: should the FIA push these reforms further, pull back and revise them, or let the current era play out as intended?

The FIA has established this Specialized Agency because it is something that needs to be addressed. The sport is losing its core of testing the limits of human skill and machine engineering. It desperately needs to be fixed. Drivers are complaining that the new regulations are making the cars undrivable. The environment is finally catching up to the sport and putting pressure on the teams to cut down emissions. Formula One needs to return to the former glory of the absolute pinnacle of motorsport, except the newfound controversy is keeping this from happening.

The decision here will forever decide what Formula One becomes. A sport that everyone loves, or a sport that fell off at its peak. Every stakeholder in this room has something to gain. Everyone has something to lose. This is where the fate of Formula One will be decided: the new era of Formula One. What are you planning on doing about it?

"Normally it's the failures that make the great stories. Nobody's interested in a car that just works."

- James Allen, F1 Commentator

Topics of Discussion

Topic #1: Green or Gone? F1's Sustainability Mandate and Cost to the Sport

Formula One has openly spoken about its commitment to net-zero carbon by the year 2030. However, it is one of the most contested decisions in sports history. The FIA's push towards using sustainable fuels, hybrid technology, and reduced emissions has sparked controversy everywhere. Not just on financial grounds, but on the identity of the sport as well. For decades Formula One was regarded as raw speed, mechanical aggression, and ear-piercing engines. The hybrid era has already cushioned all of it and is slowly destroying the image. Continuing on, it looks like it will push the sport further from its roots into territory that appears more like sustainability racing rather than a showcase of absolute power. From an F1 fan's perspective, it loses what makes Formula One exciting, and no amount of green credentials will stop fans from walking away.

The consequences go deeper for smaller developing teams. Teams such as Red Bull, Mercedes, and Ferrari can take on the R&D costs of developing sustainable power units that others cannot. Meanwhile, F1's on-track emissions are less than 1% of the sport's total carbon footprint. Logistics freight across 24 race weekends, and hospitality put the racing emissions to shame. Considering other aspects of Formula One emissions, regionalized calendars, shared logistics between teams, and stricter hospitality/paddock emissions standards to address the sport's real footprint. There are other options available as well. Instead of a strict 2030 deadline, a phased approach could be adopted. One suggestion is a system of carbon offsets regulated by external agents. This could be paired with common parts used across all teams, which would keep smaller teams from spending money trying to catch up with their larger competitors. A requirement for sustainable fuels could be applied to the entire logistics and freight industry instead of just the cars. Carbon capture could also take place at the venues themselves. Lastly, teams could be encouraged to develop more durable parts, meaning lower waste production. Critics like drivers and fans argue that the sustainability push is more of a PR strategy than a genuine environmental policy. The committee must urgently confront whether Formula One can be green without the fans losing interest in the sport. The FIA and manufacturers who've invested in hybrid technology argue the sport has

no choice: sponsors, regulators, and Liberty Media's global expansion plans depend on a credible sustainability record, and a 2030 target abandoned now would be a bigger reputational blow than never setting one at all. Smaller teams like Haas and Audi Revolut push back from a different angle: they don't necessarily oppose sustainability, but they can't survive an R&D arms race dressed up as environmental policy, and they'd rather see cost-effective fixes like common parts or logistics reform than another engine mandate they can't afford to compete with. Drivers and fans occupy the most skeptical corner, questioning whether any of this is really about emissions at all, or whether it's PR dressed up as policy while the sport's actual footprint sits in freight and hospitality, not the cars. Whichever way the committee leans, it's choosing between the sport's credibility, its competitive balance, and its soul.

Case Study #1: Hybrid Power Unit Crisis

It is a burden that disproportionately falls on the teams that are less equipped to carry it, like Haas and Stake (now known as Audi Revolut F1 Team). When F1 mandated the switch to hybrid V6 turbo power units in 2014, the new engines cost teams €15-20 million. A cost breakdown showed the hybrid power system alone running around $28 million out of a total midfield team budget of roughly $120 million. The gap showed the performance advantage it can give. Within months, Caterham and Marussia (Formula One teams in 2014) both collapsed into financial administration, missing races and shrinking the grid to 18 cars, the smallest field since 2005. On the other hand, Red Bull, Mercedes, and Ferrari were spending upward of €200 million a year on their programs, making it easy to absorb the cost. When asked whether bigger teams bore any responsibility for the smaller teams' collapse, Red Bull's Christian Horner was blunt, comparing it to Manchester United having no obligation to help Queens Park Rangers, a comment widely cited afterward as proof the sport's power structure has no built-in mechanism to protect smaller teams.

Guiding Questions

1. If the current sustainability strategy threatens Formula One's competitive identity, what alternative policies should the FIA pursue?
2. Should the FIA preserve what made Formula 1- the performance and identity of Formula 1, over carbon neutrality? Or is there a way both can survive?

3. Is preserving the sport that important, or can it be neglected in order to keep the drivers safe and help combat climate change?
4. How will it truly affect carbon neutrality? Should the regulations focus on the logistics and operations, or on the power units and on-track performance where the sport's identity actually lives?
5. If working towards sustainability fundamentally changes the sound, feel, and the way the sport works, does the FIA have an obligation to the fans to prevent that?
6. Should the FIA treat Formula One's traditional character, its sound, feel, and mechanical rawness, as a value worth protecting in its own right, or is nostalgia something the sport can afford to leave behind in the pursuit of safety and sustainability?

Topic #2: Morality vs. Money - Human Rights, Diversity, and F1's responsibility to the World

Formula One calls itself the pinnacle of motorsport, yet has only produced one Black driver in 75 years and has not had a female competitor since 1976. Giving light on the history of Formula 1, and the limited diversity it has produced. The pathway from karting to F1 costs an estimated $10-15 million USD, and these funds limit access for many aspiring drivers. Lewis Hamilton launched the Hamilton Commission in 2020 after discovering he was still the only Black driver in the sport, despite having been in Formula One for 14 years. The Hamilton Commission aimed to investigate and help overcome the underrepresentation in the community of Black people in UK motorsports and STEM. That same year, F1 launched the WeRaceAsOne campaign during the height of the BLM movement, only to drop it by 2022 with zero change to show for it. Drivers like Jamie Chadwick and Tatiana Calderon spent years in feeder series proving themselves and never got a seat. The association hands race licenses to Saudi Arabia, Azerbaijan, Qatar, Bahrain, and China. These countries and many more have documented records of suppressing women, LGBTQ+ communities, and migrant workers, yet they continue in favour of increasing their income and growing as a sport. Bahrain arrested and imprisoned protest leaders the same year it hosted its first Grand Prix in 2004. In 2023, Saudi Arabia's sports minister dismissed LGBTQ+ concerns at their Grand Prix, telling visitors to "simply respect local rules". The human cost extends beyond the drivers and fans in the stands. Behind every new circuit built for a Grand Prix debut are migrant workers, often underpaid, unprotected by local labour law, and working under dangerous conditions to meet tight construction deadlines. The same pattern extends closer to home: marshals and support staff across the calendar are frequently underpaid for the physically demanding, safety-critical work they do trackside. Formula One's hosting contracts have historically included no enforceable labour standards for either group. The same sport that puts "WeRaceAsOne" on its cars is also signing billion-dollar deals with governments that would arrest half their fanbases. Formula One now faces two choices: fulfilling a moral obligation through diversity quotas, human rights clauses in hosting contracts, and programs for underrepresented groups, or taking the risk of imposing Western values on host nations and interfering with the system, doing more harm than good. On one hand, a sport with this much money and global reach simply cannot act neutral. Continuing to take money from countries that suppress their own people is still a choice, not an absence of

one. On the other side is the risk that binding clauses just become F1 telling nations how to run themselves; this could backfire easily and cost the markets that keep it funded without changing anything for the people these policies were supposed to help. This isn't something the committee can sit on. Every season the FIA delays solutions, another new hosting contract gets signed, a new driver gets priced out before they can even reach F2, another Grand Prix happens where fans ask why “WeRaceAsOne” is on a car racing in a country that would arrest a lot of their fans. The longer this goes on and unanswered, the worse it looks for the sport.

Case Study #2: Bahrain Grand Prix

Since 2004, Bahrain has been one of the host countries for F1 races almost every year, and human rights organizations have continued to criticize the event throughout that time. In 2011, protesters who wanted democracy in Bahrain were arrested, which led to F1 cancelling the race that year. In 2012, a protester named Salah Abbas Habib died after being shot by police the night before the Grand Prix; however, the race took place as scheduled, and the police officer accused of his death was later acquitted by the Bahraini court. In 2017, there was a case involving a woman named Najah Yusuf, who was arrested and sentenced to three years in prison after criticizing the Grand Prix on Facebook. She says that she was beaten and sexually abused while she was detained. However, due to international pressure, she was pardoned in 2019. A UN working group found her arrest to be arbitrary, but she received no compensation. F1 leadership has also pushed back against some of this criticism: then-CEO Chase Carey told CNN during the race that F1 was "proud to partner" with Bahrain, arguing that this cooperation could help human rights develop in the country. However, human rights groups opposed this statement because of frequent arrests related to the event. No hosting contract with Bahrain contains human rights clauses.

Guiding Questions

1. Should Formula One create binding human rights clauses in all future hosting contracts, and what consequences should follow if a host nation is found to be in violation?
2. Is Formula One’s lack of racial and gender diversity a systematic failure or something that cannot be truly fixed due to financial barriers that exist across all of motorsport?

3. Does Formula One have a responsibility to use its global platform to pressure host nations on human rights issues, or does this cross the line by interfering with the internal affairs of independent countries?
4. Can diversity initiatives, such as quotas, scholarship and academy pipelines, funding for underrepresented drivers, or outreach programs, actually create equal opportunity in Formula One?
5. Would this intervention go against the idea of "best drivers in the world" and everything else the sport was built on?

Topic #3: Regulated to Death: FIA's Grip on Innovation and Slow Killing of Genius

Formula One was structured around the idea that the world's smartest engineers use technology to get the fastest lap time. This gave us ground effect, active suspension, and seamless-shift gearboxes. Almost all of them were eventually banned. FIA controls with an iron fist, dictating safety boundaries and specific solutions teams are allowed to pursue. The 2026 regulation introduced a power unit in great detail, leaving teams concerned that there is little to no room for innovation. However, the FIA argues that these regulations are necessary to protect driver safety, control rising development costs, and prevent larger teams from gaining an unfair advantage. It leaves teams with a fine blueprint. Just like the Mercedes Dual Axis Steering (DAS) got banned from the sport, due to the cost of developing it for other teams being too high and because it was invented through a loophole in the rules. Still making one of the best inventions seen in Formula One.

This goes beyond the paddock. Formula One has historically served as the world's most extreme automotive laboratory, producing breakthroughs that reach road cars. Kinetic energy recovery, advanced aerodynamics, and carbon fibre construction all trace their roots to F1. However, when the FIA bans or restricts a technology like active suspension, it harms the teams that have invested time and money in developing it. It shows the other teams and manufacturers that brilliance will be penalized if it upsets the competitive balance. Smaller teams argue that the ban hammer falls hardest on them since large teams can absorb the cost of banned innovations. However, supporters of stricter regulations argue that standardized rules can also benefit smaller teams by limiting the financial advantage of wealthier competitors. By reducing the need for constant expensive development battles, regulations can make the sport more accessible and create a more competitive environment for teams with fewer resources. A smaller team is betting its entire lifespan on an innovation and a concept that can be banned by a regulatory ruling. The committee's task is not simply to decide whether regulation is good or bad, but to determine where the line is. Not to mention whether the FIA can preserve competitive fairness and protect smaller teams without stifling the creative engineering that has made the sport a genuine testbed for the automotive industry at large.

Case Study #3: Dual Axis Steering By Mercedes

The Mercedes DAS system was developed and tested during the 2020 pre-season testing session. With it, a driver could vary the angle between the wheels by moving the steering wheel forward and backward, allowing for a reduction in drag during straight-line driving while improving traction in turns. The rival team Red Bull raised a protest regarding the DAS system at the Austrian Grand Prix and claimed that it served as an illegal adjustable suspension system. The FIA, however, ruled that the system was legal under the current regulations and was used by Mercedes throughout the 2020 season, contributing to their championship wins in both categories. Despite the FIA ruling the DAS system legal, the governing body added a new rule to the technical regulations for the 2021 season that closed the loophole, effectively limiting DAS to the 2020 season. No concerns regarding driver safety were raised as the reason for banning the system, since FIA officials as well as Hamilton stated that it posed no threat to driver safety.

Guiding Questions

1. To what extent should the FIA allow teams greater freedom in technical innovation while maintaining the safety standards required for drivers and spectators?
2. Should the FIA shift prescriptive technical regulation to a purely safety-based approach, allowing teams to innovate freely within those limits?
3. Does overregulation harm smaller teams who cannot afford to bear the impact of banned innovations?
4. If Formula One restricts the very breakthroughs that make it relevant to the wider automotive industry, does it forfeit its claim to being the pinnacle of motorsport?
5. What alternative regulatory approaches could the FIA consider to balance innovation, cost control, and safety?

Character List

#	Character	Description
1	Lewis Hamilton	Lewis Hamilton is a seven-time Formula One World Champion and the only black driver in the sport's history; he carries the weight of that reality into every argument he makes. He launched the Hamilton Commission in 2020, and his public criticism of F1's expansion into human rights-violating host nations also makes him the most morally charged voice in the room. His credibility and global platform give him unmatched reach, though that same outspokenness leaves him vulnerable to being dismissed as emotional rather than policy-driven.
2	Stefano Domenicali	Stefano Domenicali is the CEO and President of Formula 1, and he's the architect of the most controversial era. He is personally responsible for billion-dollar hosting deals with debatable nations, Formula One's net-zero carbon commitment by 2030, and the commercial direction that has shaped the modern era of the sport. Unlike the FIA, his role is not to create regulations, but to manage Formula One's growth, partnerships, and global expansion. Stefano is a skilled political operator who knows how to balance competing interests but is also liable for almost every contradiction the sport is currently facing. He holds the authority and access to reach every stakeholder in the room, yet that same central position means no one fully trusts him.
3	Environmental NGO Representative	The Environmental NGO Representative arrives with a surprising statistic: on-track emissions represent less than 1% of Formula One's total carbon footprint. This exposes the sport's sustainability push as targeting the wrong problem completely. They are pushing for meaningful regulation on logistics, freight, and hospitality rather than the actual power unit-focused

		narrative F1 has been selling to the fans. The strengths the Environmental NGO Representative has are their data, research, and credibility, allowing them to challenge misleading sustainability claims and push the committee toward meaningful environmental policies. However, without direct commercial leverage inside a room built on billion-dollar investments, they must rely on evidence, public pressure, and cooperation with other stakeholders to turn their recommendations into action.
4	Fernando Alonso	Fernando Alonso is a two-time World Champion and the most openly bitter voice in the room as he's watched every political trend rise and fall across his two-decade career without changing his opinion on any of them. He views suitability, diversity quotas, and human rights campaigns as distractions from the only thing the sport was built to do, which is to go as fast as physically possible. He has some of the most authority and experience in the room, but that authority has a hole in it. F1 has expanded into Bahrain and Saudi Arabia and rewritten its power units around sustainability mandates during his own career, and Alonso has never used his platform to weigh in either way.
5	Amnesty International Representative	The Amnesty International Representative arrives with documented evidence of human rights violations all across F1's host nations, and notable examples include Saudi Arabia, Bahrain, Qatar, Azerbaijan, and China. They are pushing for binding human rights clauses in all host agreements and are deeply critical of F1's compliance with expanding in countries that are violating human rights just for financial gain. Moral authority and documented evidence make their case hard to ignore, but as advocates rather than enforcers, they can only persuade, not compel.

6	Christian Horner	Christian Horner is the Team Principal of Red Bull Racing and one of the most outspoken and tactical figures in the paddock. He deeply protects every competitive and commercial advantage his team accumulates. He also views sustainability policies as resource drains, diversity initiatives as external interference, and innovations being regulated as threats to teams who are mastering the current era of F1. A sharp instinct for problem-solving makes him formidable, though his combative style leaves him a difficult partner for anyone trying to build consensus.
7	North American Grand Prix Representative	The North American Grand Prix Representative speaks on behalf of the sport's fastest-growing market. They arrive as a voice for modernization, sustainability credentials, and especially commercial expansions. They view diversity goals as audience-building tools and human rights clauses as assets that are for reputation. Their objective is to protect Formula One's commercial expansion by attracting new audiences, securing future races, and maintaining strong relationships with sponsors and investors. They will support policies that improve the sport's global image, but oppose decisions that could limit growth, reduce revenue, or make hosting races less attractive. The financial weight of their market gives them real pull, yet framing every issue commercially makes them an unreliable ally for those pushing genuine change.
8	Charles Leclerc	Charles Leclerc is a Ferrari driver and one of the best drivers of this generation. He represents the perspective of someone who benefits from a sponsored pathway and understands the financial realities of reaching the grid. He is cautious about the regulatory reach on innovation and sustainability that could disrupt Ferrari's expensive development cycles. He avoids taking strong positions in human rights or diversity debates. His strength is his

		credibility as a top performer, but his avoidance of taking bold stances on anything beyond racing limits his influence on the bigger arguments that are being made.
9	Toto Wolff	Toto Wolff is the Team Principal and CEO of Mercedes and one of the most calculated and strategy-minded figures, with a carefully made public image that blends commercial ambitions with progressive values. He supports sustainability initiatives that align with Mercedes' brand identity and is broadly supportive of diversity efforts that grow the sport's audience. But he also draws a clear line at any regulatory innovation that threatens the engineering advantage that Mercedes has gained. His strength is his ability to speak from both sides, but his dual role as a commercial and sporting stakeholder means his motivations and intentions are always open to being questioned.
10	Sky Sports F1 Journalist	The Sky Sports F1 Journalist represents the European media establishment that has covered Formula One for generations and approaches all the topics with knowledge and skepticism. They will challenge sustainability commitments for greenwashing, press host nation representatives on their human rights records, and also defend engineering heritage against what they see as a regulation breach. Their strength is credibility and the platform to shape public narrative, but they also have a deep bias toward tradition, which can make them resistant to progress even when it is necessary.
11	Aramco Executive	The Aramco Executive represents one of F1's most powerful and controversial title sponsors, a state-owned Saudi Arabian oil company whose presence in Formula One is itself a debate. They will resist any human rights clauses or hosting restrictions that threaten Saudi Arabia's position on the calendar. They will also frame sustainability mandates as a targeted attack on their

		industry. The strength they have is the financial leverage they carry over the sport's commercial future, but they are one of the largest targets of every criticism about sustainability and human rights at Formula One.
12	Max Verstappen	Max Verstappen is a three-time Formula One champion and is one of the most dominant drivers of the modern era. He approaches every topic through the singular lens of what makes the grid faster and more competitive. He frequently questions sustainability and diversity initiatives that compromise the racing product and believes the FIA's increasingly prospective technical regulations are directly limiting the engineers and what they can achieve. His strength is his unmatched authority as the sport's current benchmark, but his opinions on social and environmental debates mean his influence rarely extends beyond sporting performance-based arguments.
13	Labour Rights Organization Representative	The Labour Rights Organization Representative addresses something most commercial stakeholders would prefer to ignore: the exploitation of workers across Formula One's global operations, from underpaid marshals to migrant workers who construct race venues in the Middle East under dangerous conditions. They are pushing for enforceable labour standards, which should be embedded in all hosting contracts, and will work closely alongside human rights advocates to build a case that cannot be dismissed as purely political. Their strength is the weight of documented evidence that they have access to, but their lack of commercial leverage does mean that meaningful change depends on convincing those around them with financial power to act.
14	Frédéric Vasseur	Frédéric Vasseur is the Team Principal of Scuderia Ferrari and is one of the most experienced engineering minds in the paddock.

		He is entirely focused on the practical realities of building a championship-contending car rather than engaging in broader debate. He is cautious about sustainability regulations and innovation bans that disrupt expensive development cycles mid-progress, and consistently advocates for regulatory stability above all. His strength lies in his experimental and technical credibility, but his narrow focus on Ferrari's competitive position limits how much weight he carries on the structural and ethical arguments.
15	Middle Eastern Grand Prix Representative	The Middle Eastern Grand Prix Representative speaks on behalf of Saudi Arabia, Qatar, Bahrain, and the UAE, who arrive to defend their right to host Formula One events without external interference in their internal affairs. They will argue that F1 engagement is a driver for regional modernization and economic development, and will push back hard against the human rights clause as Western cultural imperialism is being imposed on independent countries. Their strength is the financial power their markets represent, but the evidence of human rights violations can be used against them in every argument.
16	Lando Norris	Lando Norris is a McLaren driver and one of the most popular and commercially visible figures in Formula One. He represents a generation that grew up in the hybrid era without the same emotional attachment to the V10 era that defines the older fans and stakeholders. He is open to sustainability progress but is deeply opposed to regulations that make the racing product less exciting or restrict the innovation that defines what Formula One is supposed to be best at. His strength is his cultural reach and connection to a younger global audience, which has only grown stronger after winning his first championship,but on the other hand, the same platform can make his arguments seem like entertainment rather than actual policy when it matters the most.

17	Mohammed Ben Sulayem	Mohammed Ben Sulayem is the President of the FIA and the most powerful regulatory authority figure in the room. He is responsible for defending the governing body and its plans for sustainability, hosting contracts, and technical innovation across the entire sport. Unlike Formula One's commercial leadership, his authority comes from regulating the sport itself, meaning his focus is on enforcing rules, maintaining safety standards, and protecting the integrity of competition. He has faced serious controversy during his time, including allegations of political interference and conflicts of interest that have damaged the credibility of the institution that he leads. Formal regulatory authority gives him real power, though the FIA's own credibility, one of the central tensions in this debate, makes every position he takes easy to challenge.
18	Puma Representative	The Puma Representative is one of Formula One's key commercial and lifestyle partners, present because the sport's global image is directly affecting how their brand is perceived across the markets they care about most. They are supportive of diversity and inclusion initiatives that align with Puma's values and younger consumer bases, but are cautious about human rights controversies and sustainability failures that could damage the brand in key markets. Their strength comes from the commercial perspective they bring, but their weakness is that their position tends to shift with whatever protects the brand most, which makes them an inconsistent ally for any side trying to hold a firm opinion.
19	George Russell	George Russell is a Mercedes driver and the Grand Prix winner who has risen largely on talent and excellence, which makes him one of the more naturally credible voices when the conversation turns to fairness and diversity, and he believes the sport can modernize without losing what makes it great. He can speak

		credibly across multiple groups, though his measured, moderate positions mean he rarely leads an argument and is instead the one every side tries to pull toward them.
20	Zak Brown	Zak Brown is the CEO of McLaren Racing and one of the most commercially minded executives in the paddock. He has built McLaren back into a front-running team through sponsorship strategy and commercial discipline. He supports diversity initiatives that grow the sport's global fanbase and is open to sustainability progression, but doesn't want innovation regulations that would slow engineering at McLaren. His strength is his commercial fluency and ability to build collaborations, but his instinct to frame everything as a business decision makes his support for social causes feel opportunistic and almost exploitative for those pushing for actual change.
21	ESPN F1 Analyst	The ESPN F1 Analyst represents the North American media perspective on Formula One's transformation and arrives with enthusiasm about the direction the sport is heading towards commercially and culturally. They tend to view sustainability and diversity as tools for growing a new generation of fans and are less concerned with the technical and sporting tradition that European stakeholders spend most of their energy defending. Their strength is the platform and audience reach they have. They do have a tendency to prioritize growth narratives and entertainment value over deep structure and ethical values, which weakens their credibility when it's more than just optimism.
22	Carlos Sainz Vázquez de Castro	Carlos Sainz is a Formula One driver with consistency and technical precision. He knows how to perform on the grid and understands better than almost anyone in the room how ruthless and financially driven the sport can be. After Ferrari chose not to renew his contract despite years of strong performances, he

		experienced firsthand how major career decisions can be made behind closed doors with little transparency. That experience fuels his advocacy for greater driver protections, more transparent team decision-making, and a fairer pathway system that values talent over financial backing. Personal experience gives his arguments real authenticity, though opponents can just as easily frame his position as grievance rather than genuine concern.
23	European Grand Prix Representative	The European Grand Prix Representative speaks on behalf of the sport's traditional heartland; they defend historic venues like Monza, Silverstone, and Spa against what they see as an unchecked commercial expansion that is erasing the identity Formula One was built on. They are deeply concerned about sustainability costs that fall hardest on established venues and hosting deals that sideline European races in favour of cash-rich alternatives, and innovation bans that take the engineering heritage away from the sport. Their strength is the historical and cultural weight their argument carries, but the nostalgia can make them appear resistant to all change rather than being selectively critical of change that causes harm.
24	Pirelli Motorsport Director	The Pirelli Motorsport Director represents Formula One's sole tyre supplier and one of the sport's most enduring technical partners, having had to continuously adapt their products to meet wave after wave of regulatory and sustainability-driven change. Their primary concern is ensuring that power unit overhauls, car specification changes, and sustainability policies do not compromise tyre performance or create such safety risks that would fall entirely on Pirelli to absorb. Their strength is deep technical credibility and a unique position as a supplier to every team on the grid, but this narrow focus on tyre performance does

		limit their relevance when the conversation moves into human rights and diversity territory.
25	James Vowles	James Vowles is the Team Principal of Williams Racing, who inherited one of the most historically decorated but regularly underfunded teams, which gives him a ground-level understanding of how regulatory costs, innovation basis, and sustainability policies can land differently depending on a team's resources. He is a strong advocate for fairer cost distribution, meaningful diversity channels that open the door to underrepresented talent, and technical regulations that reward genuine innovation rather than punishing it. His strength is moral clarity that comes from representing those most harmed by the decisions being debated, but his limited commercial leverage compared to top teams means he has to be strategic about when and how he spends his credibility.
26	Asian Grand Prix Representative	The Asian Grand Prix Representative speaks on behalf of markets including China, Japan, Singapore, and Azerbaijan. This makes the case for continued expansion into Asia as essential for sport's long-term global relevance and commercial sustainability. Their position is complemented by the varying human rights records of the nations they represent and the tension between the commercial opportunities their markets offer and the ethical allegations that follow. Their strength is the economic scale of the markets behind them, but the diversity of their group makes it difficult to present a unified position and leaves them vulnerable when opponents pick apart specific evidence from individual nations.

27	Super F1 Fan	The Super F1 Fan has followed Formula One for decades and arrives as the emotional conscience of everything being debated. They are frustrated by sustainability policies that are changing the sound and identity of the sport, hosting deals that compromise its values, and innovation bans that reduce the engineering creativity that made them fall in love with Formula One in the first place. They represent millions of fans whose loyalty built this sport into what it is today, but who have no seat at the table when billion-dollar decisions are being made. Their influence comes from the power of public opinion, as fan backlash can damage Formula One's reputation, affect sponsor relationships, and pressure decision-makers to reconsider unpopular choices. The voice of millions of loyal fans is their real power, but without financial or political standing, they can only hope to convince more powerful stakeholders that ignoring fans carries a cost.

28	Ellen Jones	Ellen Jones is Formula 1's Head of Environment, Social and Governance (ESG) and the sport's first head of sustainability, a role she took on in 2022. She is responsible for turning the 2030 net zero promise into delivery plans that teams, race promoters, and logistics providers must carry out. She is a strong advocate for the idea that Formula 1 can grow without growing its footprint, pointing to a 35% emissions cut against its 2018 baseline, and 100% advanced sustainable fuel in the 2026 cars. She insists there is "no silver bullet" and that the plan only works if every stakeholder delivers. Her strength is data, a published roadmap, and credibility from inside the machine. Her weakness is that she works for the organisation being criticised, F1 has said it has no plans to cut the number of races, and the FIA accreditation she cites comes from the sport's own regulator. That gives critics an easy case for greenwashing.
29	Ayao Komatsu	Ayao Komatsu is the Team Principal of TGR Haas F1 Team and runs the smallest operation on the grid. An engineer by training, he took over in 2024 and has built Haas around efficiency, a Ferrari power unit supply, and a new partnership with Toyota. He knows firsthand that the 2026 regulations hit smaller teams hardest, and he has urged the FIA not to make knee-jerk changes after only a few races. On sustainability, he supports the goal but wants cost conscious rules and shared components that stop the biggest budgets from deciding who can compete. On human rights and diversity, he speaks to the strain a growing calendar puts on team staff and to the talent pathway, which reaches Haas through academy programmes like Ferrari's. On innovation, he argues that small teams suffer most when rules change mid cycle or a technology is banned. His strength is the credibility of someone living these costs every day. His weakness is that his reliance on Ferrari for power units limits how hard he can attack

		bigger rivals, and his lack of commercial leverage means he needs allies to be heard.
30	Bruno Michel	Bruno Michel is the CEO of the FIA Formula 2 and Formula 3 championships, the last two steps drivers climb before Formula 1, and he arrives as the person who has already run a version of the experiment this committee is debating. His series has used 100% sustainable fuel since 2025, a year before F1, and it did not raise the cost of a season. He has also said that moving to hybrid power would have tripled the cost, so he backs sustainable fuels but not an electrification arms race. Every team in his series runs the same Dallara chassis with only set up tuning allowed, which keeps budgets down but removes the engineering freedom the FIA is accused of killing. On the human side, he has chosen to cut costs rather than create a driver scholarship system, arguing it is hard to decide who deserves the help, yet drivers still run out of money mid season and many seats go to academy-backed drivers. His strength is real world proof that sustainable fuel and common parts can work at a lower cost. His weakness is that his model leaves out the competition between engineers, his cost-cutting has not solved the pathway problem, and the fuel he praises is supplied free of charge by Aramco, a state-owned oil company with a representative sitting in the room.

Glossary

Term	Definition
Active Suspension	A suspension system that automatically adjusts itself while driving to improve performance and handling. It was banned from Formula One in 1994.
Aerodynamics	The study of how air interacts with a car and how airflow can be used to improve speed and performance.
Carbon Footprint	The total amount of greenhouse gas emissions produced by an organization, event, or activity.
Carbon Neutrality	Achieving a balance between carbon emissions released and carbon emissions removed from the atmosphere.
Commercial Expansion	The growth of Formula One through entering new markets, increasing audiences, and creating new financial opportunities.
DAS (Dual Axis Steering)	A Mercedes innovation that allowed drivers to adjust the front wheel alignment while driving. It was later banned by the FIA.
Diversity Quota	A policy requiring a certain level of representation from underrepresented groups within an organization.
Feeder Series	Lower-level racing championships, such as Formula Two and Formula Three, that develop drivers before they reach Formula One.

FIA (Fédération Internationale de l'Automobile)	The governing body responsible for creating and enforcing Formula One regulations, including technical and safety rules.
Greenwashing	The practice of presenting an organization as environmentally responsible without making meaningful environmental improvements.
Ground Effect	A technology that uses airflow underneath a car to create downforce and improve cornering performance.
Hosting Contract	An agreement between Formula One and a country or race organizer that allows them to host a race.
Human Rights Clause	A requirement within an agreement that ensures organizations or governments follow specific human rights standards.
Human Rights Violation	An action that goes against internationally recognized human rights, such as discrimination or suppression of freedoms.
Hybrid Era	The period beginning in 2014 when Formula One introduced turbocharged hybrid engines combining combustion engines with electric technology.
Innovation	The development and introduction of new technologies, ideas, or methods to improve performance.
Liberty Media	The company that owns Formula One and manages its commercial growth, media rights, and global expansion.
Logistics Emissions	Carbon emissions created through transporting cars, equipment, and personnel between race locations.
Migrant Workers	Workers who move from their home country to another country for employment opportunities.
Net Zero Carbon	A goal where the greenhouse gases produced are balanced by removing an equivalent amount from the atmosphere.

Power Unit	The complete engine system in a modern Formula One car, including the combustion engine, electric motors, battery, and energy recovery systems.
Prescriptive Regulation	Rules that specify exactly how teams must design or build something rather than allowing multiple solutions.
R&D (Research and Development)	The process of researching and developing new technologies or improvements.
Sportswashing	The use of sports events or partnerships to improve a country or organization's reputation while distracting from controversial issues.
Stakeholder	Any person, group, or organization affected by decisions made in Formula 1, including teams, drivers, fans, sponsors, and governments.
Sustainable Fuel	Fuel designed to reduce environmental impact compared to traditional fossil fuels.
Systemic Failure	A problem caused by the structure, rules, or culture of an organization rather than individual actions alone.
Technical Regulation	FIA rules that control the engineering, design, and construction of Formula One cars.
V10 Era	The period of Formula One history when cars used naturally aspirated ten-cylinder engines known for their power and sound.
MGU-K	Very important to the hybrid/electric parts of a modern Formula One. Connected directly to the engine's crankshaft, it functions as a generator during braking and a motor to boost acceleration.
MGU-H	An energy recovery device connected to the turbocharger shaft in Formula One hybrid power units.
Grand Prix	A very high international level competition in motorsports, used most commonly in Formula One.

Hamilton Commission	Launched by Sir Lewis Hamilton to help represent Black people in UK motorsports and STEM.

Citations

ARTICLE 19. “Bahrain: Formula One Must Investigate Human Rights Violations.” February 26, 2024. https://www.article19.org/resources/bahrain-formula-one-must-investigate-human-rights-violations/.

BBC Sport. “Christian Horner: Red Bull ‘Not Responsible’ for Small Teams.” November 14, 2014. https://www.bbc.com/sport/formula1/30052878.

“Bahrain Grand Prix.” *Wikipedia*. Accessed August 2026. https://en.wikipedia.org/wiki/Bahrain_Grand_Prix.

Coch, Mat. “How Honda’s Issues Have Left Aston Martin Drivers Fearing for Their Safety.” *ESPN*, March 6, 2026. https://www.espn.com/f1/story/_/id/48122433/how-honda-issues-left-aston-martin-crisis-fernando-alonso-adrian-newey-stroll-australian-grand-prix-2026.

Cooper, Sam. “What Is ‘Super Clipping’? Strange New F1 2026 Jargon Explained.” *Crash.net*, July 3, 2026. https://www.crash.net/f1/news/1089930/1/what-super-clipping-strange-new-f1-2026-jargon-explained.

CNN. “‘Proud to Partner with Bahrainis,’ Says F1 Boss amid Human Rights Criticism.” December 1, 2020. https://edition.cnn.com/2020/12/01/motorsport/formula-one-bahrain-grand-prix-chase-carey-human-rights-spt-intl/index.html.

“Dual-Axis Steering.” *Wikipedia*. Accessed August 2026. https://en.wikipedia.org/wiki/Dual-axis_steering.

"F1 2026 Mid-Season Grades: Mercedes' Early Dominance Evaporates as Reliability Woes Strike." *Motorsport.com*, 2026. https://www.motorsport.com/f1/news/f1-2026-mid-season-grades-mercedes-early-dominance-evaporates-as-reliability-woes-strike/10846644/.

"F1 Cost Breakdown (for Midfield Teams)." *Autosport Forums*, October 28, 2014. https://forums.autosport.com/topic/195811-f1-cost-breakdown-for-midfield-teams/.

Formula 1. "Hamilton Launches Commission to Improve Motorsport Diversity." June 2020. https://www.formula1.com/en/latest/article.hamilton-to-launch-new-commission-to-improve-diversity-in-motorsport.8DlIzozQPvhJVszUuz4WN.html.

Formula 1. "Mercedes DAS System Ruled Legal as Red Bull Protest Rejected." July 4, 2020. https://www.formula1.com/en/latest/article/mercedes-das-system-ruled-legal-as-red-bull-protest-rejected.6LLyYKJ0BFRQD4t6v6m1c0.

Formula 1. "'Not Good Enough' – Toto Wolff Critical of Mercedes' Reliability after Kimi Antonelli Retirement in 2026 Formula 1 Barcelona-Catalunya Grand Prix." June 14, 2026. https://www.formula1.com/en/latest/article/not-good-enough-wolff-critical-of-mercedes-reliability-after-antonelli-retirement-in-barcelona-catalunya-grand-prix.6KLa3k3yay82ZUUWe5G09W.

Formula 1. "Red Bull Lodge Official Protest against Mercedes DAS System." July 3, 2020. https://www.formula1.com/en/latest/article/red-bull-lodge-official-protest-against-mercedes-das-system.GcXJzavKHPONxMqx1Vh8U.

IFEX. "UN Experts Call on Bahrain Authorities to Compensate Activist Najah Yusuf for Unlawful Detention." September 23, 2019. https://ifex.org/un-experts-call-on-bahrain-authorities-to-compensate-activist-najah-yusuf-for-unlawful-detention/.

Middle East Eye. "Bahrain: Torture Victims File Legal Complaint against Formula One." October 28, 2022. https://www.middleeasteye.net/news/bahrain-formula-one-torture-victims-file-legal-complaint.

Noble, Jonathan. “Analysis: Why Small Teams Can’t Afford F1 amid Caterham/Marussia Woe.” *Autosport*, October 28, 2014. https://www.autosport.com/f1/news/analysis-why-small-teams-cant-afford-f1-amid-caterham-marussia-woe-5046131/5046131/.

RacingNews365. “Should Mercedes Be Concerned Over Its Recent Reliability Scares?” June 22, 2026. https://racingnews365.com/should-mercedes-be-concerned-over-its-recent-reliability-scares.

Rao, Sanjay. “Honda Explains Aston Crisis as Battery Flaw Exposed.” *Grand Prix*, 2026. https://www.grandprix.com/news/honda-explains-aston-crisis-as-battery-flaw-exposed.html.

Sky Sports. “Mercedes’ DAS Ruled Legal as Red Bull Protest Rejected at Austrian GP.” July 4, 2020. https://www.skysports.com/f1/news/12433/12020781/mercedes-das-ruled-legal-as-red-bull-protest-rejected-at-austrian-gp.

The Race. “Members of Hamilton’s Diversity Commission Revealed.” 2020. https://www.the-race.com/formula-1/members-of-lewis-hamiltons-diversity-commission-revealed/.

Yahoo Sports. “Lewis Hamilton Says Future F1 Stars Are Being Priced Out as Karting Costs Hit ‘Impossible’ Levels.” June 4, 2026. https://sports.yahoo.com/articles/lewis-hamilton-says-future-f1-150000231.html.

Yahoo Sports. “What Is Super Clipping in Formula 1 — and Why Is F1 Racing to Fix It Before Miami 2026?” March 31, 2026. https://sports.yahoo.com/articles/super-clipping-formula-1-why-143326693.html.