



SUSTAINABILITY REPORT SEASON TWO





“EVERY SINGLE ONE OF US HAS THE POWER TO MAKE A DIFFERENCE, AND IT MEANS SO MUCH TO ME THAT I CAN USE MY LOVE OF RACING, TOGETHER WITH MY LOVE FOR OUR PLANET, TO HAVE A POSITIVE IMPACT”

Lewis Hamilton

Team X44 Vida Carbon Racing





01

INTRODUCTION

ABOUT THIS REPORT

This is Extreme E's second annual Sustainability Report. This report covers our achievements in sustainability during Season 2, the progress we have made towards our sustainability goals, and areas where we can continue to enhance our positive impact. This report covers our activities from 1 January 2022 to 31 December 2022 and was developed with support from Ernst & Young (EY), our Official Sustainability Partner.



ABOUT EXTREME E

At Extreme E, we are passionate about electric racing, the environment and equality. We use our platform to reach global viewers to demonstrate the ability of electric vehicles, model a way to increasing equity in motorsports and highlight some of the challenges facing the environment and communities where we race.

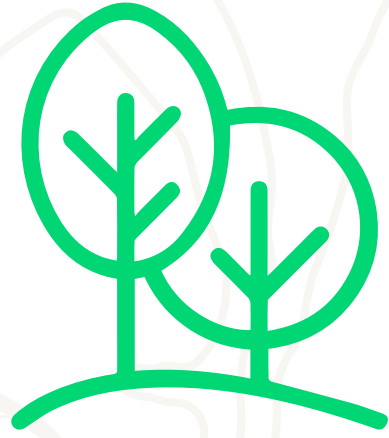
**Extreme E is built on four pillars:
Electrification, Environment, Equality, and Entertainment.**

- **Electrification:** *Extreme E is an off-road racing series that champions electric SUVs. With the support of our partners, we aim to pave the way to a lower carbon future by promoting electric vehicles and emerging technologies.*
- **Environment:** *The championship visits some of the world's most remote and challenging environments and aims to bring awareness to the impact climate change is having on these places and their communities, and the solutions available.*
- **Equality:** *We are a leading example of equal gender motorsport. All our teams include one male and one female driver, and in Season 2 we have worked to further improve equality and equal access within our race teams.*
- **Entertainment:** *We engage our global audience with an exhilarating race, complemented by science-based storytelling about the impacts of the climate crisis around the world.*

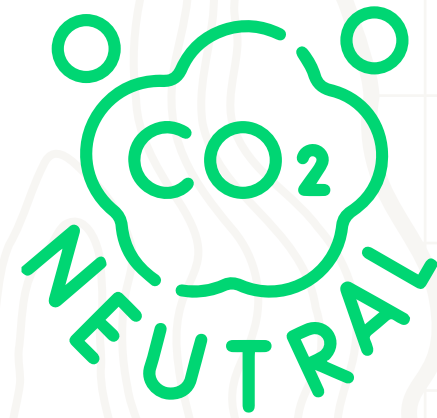
Established in 2018 in London, we are a privately owned company, which is funded through sponsorships, location fees and media rights.



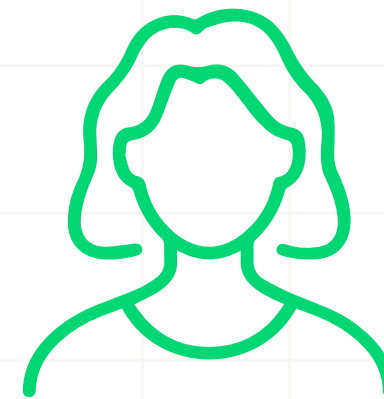
SEASON TWO HIGHLIGHTS



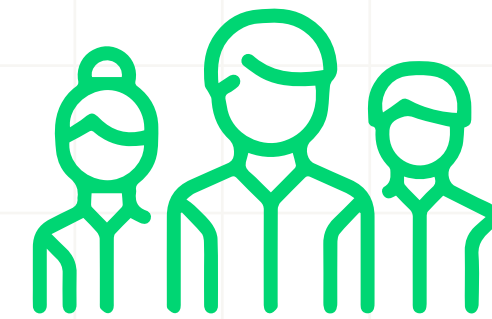
**CARBON NEUTRAL
SINCE INCEPTION**



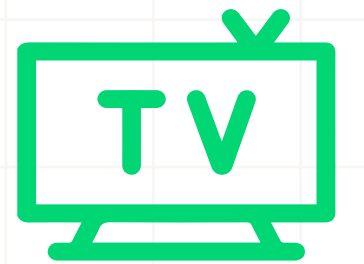
**MOTORSPORT'S
FIRST ZERO EMISSION
RACE EVENT
(ENERGY X PRIX)**



**26% FEMALE
PERFORMANCE
IMPROVEMENT**



**RACING FOR ALL
ACTION-BASED EQUALITY
PROGRAMME LAUNCHED**



**30% AUDIENCE GROWTH:
135.1 MILLION VIEWERS**



**EMISSIONS
OF SEASON:
9045 TCO2E**



**5 LEGACY
PROGRAMMES FUNDED**



**5 INDUSTRY
AWARDS WON**



**18 NATIONALITIES
REPRESENTED IN THE
EXTREME E STAFF**



**SOCIAL MEDIA
FOLLOWERS:
700K**

AWARDS



Environmental
Sustainability Award



Remote Production of the Year (selected for
Honours) and Best Use of Remote Production
for ITV, Sky Sports and BT Sport

THE RACE MEDIA AWARDS

Brand of the year, alongside
Interstate Creative Partners

INTER/STATE



One Planet award for Sustainability in
Sports (TV) and Outstanding Production
(Event) award



Environmental Award

Finalists for:



European Sponsorship Association Awards (four categories):

- Event of the Year
- Best Use of Cutting-edge Technology (with Vodafone Business)
- Best Use of ESG and Purpose-led sponsorship (with Allianz)
- Sport Sponsorship €1M+ (Continental Tyres)



BBC Sport Green Awards

- Ambition and Impact Award



British Association for Sustainable Sport

- Social Impact - Engagement



Broadcast sports award

- Best Original Content by a Rights Holder and Best Sports Graphic for a Live Production



CEO STATEMENT

Alejandro Agag
Founder & CEO, Extreme E

The first seasons of any new venture are critical, you don't have long to make an impact and cement your footprint in this industry. Success is never guaranteed, but with Extreme E, we have created something truly special, and with a TV audience which grew by 30 percent in its second season, our influence is growing strongly.

As I reflect on our second season, I feel incredibly proud about all we've delivered in these all-important early years. Our purpose driven vision is playing out in all we do, we are leading the way as an action-based test bed for innovation and gender equality, and we have once again consistently achieved the lowest carbon footprint in motorsport.

But now vitally, it is no longer only Extreme E itself that is delivering purpose driven impact. Best success comes from collaboration, and this is no longer only our crusade, as our partners are joining us in taking up our mission too.

After just one season with us, Continental developed an industry award winning sustainable tyre, created using recycled PET bottles and rice husks, and is now testing it on our extreme race courses, getting vital learnings before it goes out to the mass markets.

Within a month of signing their Technology Partnership with us, Vodafone Business had implemented its smart sensor technology into a wildfire ravaged area of Sardinia, in order to try and help improve fire detection and response times for local firefighters, and prevent future disasters.

ENOWA, our Green Hydrogen Partner and utility arm of the future focused NEOM region, have used our platform to advocate for the benefits and applications of green hydrogen, and has developed an innovative hydrogen fuel cell system, tested at our race site for the first time, which will power the region with clean energy for years to come.

Enel X have developed purpose-built chargers to power our race cars in any environment. The custom-built, 100 kW chargers are designed to operate in temperatures ranging from -31°C to +50°C, ensuring that the cars can be charged in any climate or terrain, and of course we provide the right extreme testbed.

**“THIS IS RACE FOR THE PLANET;
AND IT'S A RACE WE CAN - AND
WE MUST WIN - TOGETHER.”**

On the racing side, we've seen our gender equal sporting format continue to make gains, which is normalising opportunities for female racing drivers across our sport, and is resulting in supercharged profile and sponsorship opportunities for our female racers.

This season we welcomed NEOM McLaren to the Championship and watched their evolution with great pride. The team's entry into Extreme E sparked major transition for one of motorsport's most prestigious teams, as it created a new Electric Racing division, which later welcomed a Formula E team. Welcome to the electric revolution McLaren!

We also took note of the learnings from X44 Team Owner Lewis Hamilton's Hamilton Commission and launched Racing for All, our own action-based initiative which aims to increase opportunities for diverse Engineering talent within the Extreme E paddock. In its short infancy, this project has already kick-started exciting opportunities within our teams.

We are learning and pushing for innovation development at every race, in every location, and we know our success is very much a combined dedication from everyone involved with the Championship. We have our eyes firmly fixed on the future for energy innovation and are making big gains as we continue to aim to lead the way as a purpose driven platform for e-mobility, energy, equality and environment -with sport at our heart.

Thank you to all our teams, partners, drivers, staff and suppliers, and to our fans, who create this mission alongside us. We look forward to another ground-breaking season together, on and off the race course.

Alejandro





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SUSTAINABILITY

APPROACH TO SUSTAINABILITY

Purpose

The world is changing rapidly, and with change, there needs to be innovation in all aspects of our lives, including sports and entertainment. The motorsports industry has historically been an emissions-intensive, male-dominated industry. Extreme E aims to contribute to the future of innovation in motorsport by demonstrating a new way of holding a fast-paced, inclusive, and exciting race series.

Our purpose is to highlight the environmental and social issues facing our world. We embrace our purpose and work with a range of partners and use our platform on the world's stage to start a dialogue with our fans and community. We work towards this by providing science-based information about the climate crisis and social inequalities to inspire communities and raise their climate ambition.

Extreme E was born out of our growing concern for the climate crisis and a desire to act on climate change. We are committed to championing innovative technologies creating low-carbon alternatives and highlighting the challenges facing the remote environments where we stage our races. To help us achieve this purpose we are a signatory

to the United Nations Sports for Climate Action initiative, led by the UN's Framework Convention on Climate Change (UNFCCC). We are guided by Sports for Climate Action's five principles:

1. *Promote greater environmental responsibility*
2. *Reduce the overall impact from sports*
3. *Use its platform to educate for climate action*
4. *Promote sustainable and responsible consumption*
5. *Advocate for climate action through communication.*

Punta Del Este, Uruguay
Uruguay Natural Energy X Prix

34.9361° S, 54.9378° W

PURPOSE

As well as our focus on environmental issues, we are using our platform to bring awareness to broader sustainability challenges and to create change. We are *shining a light on inequality within the motorsport industry* and striving to create opportunities for those often excluded from the industry. We also work tirelessly to improve equality across all levels of our organisation. We do this by providing opportunities to underrepresented groups. Our racing format gives drivers an equal opportunity to show off their skills and race against the world's best drivers.

We are also looking outside our industry to try and find solutions for communities living in areas most exposed to climate change. We select our race locations intending to spotlight the challenges these communities face and to improve outcomes through our Legacy Programme.

With the scale of the challenge, we know that this cannot be achieved by any one party acting alone. Therefore, we collaborate with a range of like-minded companies on innovative technology solutions and impact projects.



GOVERNANCE & SEIA

Governance

Extreme E's Board is responsible for the leadership, stewardship, strategic direction, and governance of the organisation. The Board proactively manages the performance of the C-Suite including which includes its progress on Extreme E's social and environmental ambitions.

Social and Environmental Impact Assessment (SEIA)

In Season 1, Extreme E worked with EY to develop a Social and Environmental Impact Assessment (SEIA) framework. The framework guides our work when we are assessing the potential adverse impacts that our activities could have on the local communities and environment.

Antofagasta Minerals Copper X Prix Case study: Extreme E has applied the SEIA framework to the selection of race sites to minimise our impact on the natural landscape and cultural significance of the area. During the scouting phase for the Copper X Prix, our partners at the Centinela mine site informed us that they had identified several archaeological (human) and palaeontology (non-human) fossils. We used the SEIA framework to guide how we worked with the mine to choose a race site that would avoid disrupting the locations where the fossils had been found. As an added control, our crew received induction training, including instructions about what to do if they came across a fossil.



Antofagasta, Chile

Antofagasta Minerals Copper X Prix Event Site

22.4544° S, 68.9294° W

SUSTAINABLE DEVELOPMENT GOALS

A collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. The SDGs were set up in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030.

We reviewed our strategy through the lens of the United Nation's Sustainable Development Goals (SDGs) and identified thirteen key SDGs where we believe Extreme E can make a positive contribution towards the goals.

Through our Legacy Programme and strategic partnerships, we hope to contribute to **SDG 2, SDG 4, SDG 6, SDG 9, SDG 11, SDG 13, SDG 14, SDG 15** and **SDG 17** by working with local communities to find solutions to environmental challenges whilst providing education and empowering the community to tackle the challenge which is in their own backyard.

Showcasing new and emerging low-carbon technologies through our electric SUV, hydrogen fuel cells on site and second-life batteries we are pioneering solutions that can help progress **SDG 7, SDG 9, SDG 11, SDG 12** and **SDG 13**.

Within our own team and the broader racing industry, we are committed to improving equality and access for women and minorities in motorsport, through educational opportunities and giving women a seat at the table, we are advancing **SDG 4** and **SDG 5**.

The key SDGs we focus on:



Find out more about the United Nation's Sustainable Development Goals [here](#)



MAPPING CURRENT LEGACY PROJECTS TO SDGs

















When selecting our legacy projects, one of our criteria is to ensure that they are aligned with the SDGs as much as possible. Here are the SDGs that we presently support through our ongoing legacy projects.

	Legacy Project	SDG Impacted																
		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE AND JUSTICE	17 PARTNERSHIPS FOR THE GOALS
Marine	Turtle conservation Saudi Arabia						✓								✓	✓		✓
	Mangroves Senegal				✓									✓	✓	✓		✓
	Seagrass Italy												✓	✓				✓
	Marine Ocean Preservation Uruguay													✓				✓
Land-based	Amazon Conservation Brazil		✓					✓	✓			✓	✓		✓			✓
	Rewilding United Kingdom						✓							✓	✓			✓
	Regreening Saudi Arabia												✓		✓			✓
	Biodiversity preservation Chile														✓			✓
Community	Climate education Greenland				✓									✓				✓
	Circular economy Senegal						✓					✓		✓		✓		✓
	Renewable energy Greenland							✓						✓				✓
	Marine education Uruguay				✓													✓










SUSTAINABILITY STRATEGY

We are continuing our work to better understand our impact on the areas identified in our material topics, improve our data management systems and processes, and use this data to improve our operations and impact.

The resulting material topics from the materiality assessment are:

MATERIAL TOPIC	DEFINITION	WHAT WE ARE DOING	RELATED SDGS
PODIUM FOR ADVOCACY	Using the power of sport and the excitement of motor racing to inspire fans to take practical steps on addressing climate change and sustainability.	<p>We are leading by example by demonstrating the power of electric vehicles and providing a podium to highlight new and emerging low-carbon technologies. We use our platforms to spread this message to our global audience.</p> <p>We are an active signatory for the UN Sport for Climate and more recently signed up as one of the first organisations to sign the IUCN Sport for Nature framework towards the end of season 2.</p> <p>Throughout season 2 we continued to consult with our independent science committee, created in season 1, on climate messaging and legacy programmes - giving science a voice within the motorsport industry.</p>	    
DRIVE DOWN CARBON EMISSIONS	Mitigating the effects of climate change by reducing our GHG emissions and carbon footprint.	We have continued to use our platform to advocate low carbon alternatives as solutions for motorsport and wider industry.	
FAST-TRACK INNOVATION	Being a hub of transport innovation and the latest clean technology by using our platform and partnerships to drive technological innovation and market this to consumers.	We work with our partners to identify solutions and provide opportunities to showcase them in some of the world's most remote and extreme locations.	  
SUPPORT A CIRCULAR ECONOMY	Embedding the principles of a circular economy into our business strategy and reducing waste associated with operations, events and our broader value chain.	We work with our partners to find ways to avoid waste ending up in landfill, increase recycling and increase the number of recycled materials in our vehicles.	   
EMPOWER LOCAL COMMUNITIES	Connecting with community members and leaders in the places where we race; and engaging with, and contributing to, the future of communities impacted by the effects of climate change.	We empower local communities through the work we are doing with our Legacy Programme.	  

SUSTAINABILITY STRATEGY

MATERIAL TOPIC	DEFINITION	WHAT WE ARE DOING	RELATED SDGS
MOTORSPORTS FOR ALL	Accelerating cultural change that inspires and empowers all individuals from all backgrounds to take part in motorsport, and ensuring that there is an equal opportunity between genders	We encourage women's participation in motorsport through our gender-equal racing teams, as well as our new initiative, Racing for All.	 
BUILD A WINNING TEAM CULTURE	Ensuring our employees are engaged in their roles and with our culture, purpose, values and future transformation.	We are building a diverse team who are committed to our common goal to build a more sustainable motorsports industry and positively contribute to the communities where we race.	
EXTREME SUCCESS	The overall longevity and viability of our events: financial success through high-quality events, partner and fan satisfaction, and attracting new sponsorships to maintain and grow our platform.	We engage with like-minded global brands to raise the profile of electric racing and to develop innovations to address climate change.	
PROMOTE GREEN EVENTS	Running our events in some of Earth's most remote and stunning locations while ensuring that the local biodiversity is protected by understanding, disclosing and acting to reduce the environmental footprint of our events	We promote green events, including furthering our ISO 20210 journey and becoming an early signatory for the UN Sports for Nature Declaration in December 2022.	   
DO THINGS RIGHT	Promoting sustainable and responsible business practices by building and maintaining a culture of ethics, integrity, transparency and accountability at all levels.	In Season 2 we continued our journey to achieve our ISO 20121 certification and partnered with The Sustainability Group with their FuturePlus initiative. This has enabled us to reflect on our current practices and implement new policies and actions to help further promote sustainability and keep us accountable across the business.	

CHAIRMAN OF SCIENTIFIC COMMITTEE

Extreme-E is an extraordinary project.

Among many things, it is an inspiring collective of people full of energy and enthusiasm who are driving forward solutions for the future. Much of my career in science has involved telling a story about climate change which most people did not want to hear. In part this was because it involved confronting a reality over which individuals felt they had little to no agency. Extreme E has provided the chance to tell the climate change story in the right way – a way that points to tractable solutions. Central to those solutions is accelerating the transition of the

transport sector away from a reliance on fossil fuels which we know makes our future worse every single day, towards clean energy. Over two seasons of racing, our drivers, drawn from across a broad spectrum of motorsport formats, are the best ambassadors for our messages. They are the famous faces known to millions of fans across the world. Our drivers are fearless and talented people – just the sort you need on your side when trying to do what some might see as the impossible. Season 2 saw a deliberate effort to shift the focus of our science messaging towards climate change solutions.

**PROFESSOR
RICHARD WASHINGTON**



SCIENTIFIC COMMITTEE



PROF. RICHARD WASHINGTON
Head of Scientific Committee 2022 & Desert Expert
Professor of Climate Science, University of Oxford



PROF. CARLOS M. DUARTE
Climate Expert
Distinguished Professor, King Abdullah University of Science and Technology



PROF. LUCY WOODALL
Ocean Expert
Principal Scientist, Nekton Foundation, University of Exeter



DR. FRANCISCO OLIVEIRA FILHO
Amazon Expert
Amazon deforestation specialist, University of Cambridge and Gordon and Betty Moore Foundation



PROF. PETER WADHAMS
Head of Scientific Committee 2021 & Arctic Expert
Head of Ocean Physics, University of Cambridge



ENEL FOUNDATION
Scientific Partner to Extreme E

INTERVIEW WITH PROFESSOR LUCY WOODALL

How is Extreme E being a positive platform for the scientific community and broader sectors?

"Marine biology (my field) and rallying are very rarely, if ever, seen together in the same sentence. For me, joining these two areas, that at first glance are so far apart, is a key feature of the value of Extreme E. Sustainability by its very definition means long-term action and this is most robust when a range of sectors are fully engaged."

By reaching a broader audience and one that might not have existing interest in the environment, Extreme E creates an opportunity for new understanding, innovation and actions to help ensure that us humans can live in sustainable way. The message for me is that sustainability needs revolution and invention and for us all to engage."

How is 'collaboration' necessary in successfully executing Extreme E's ambitions?

"Collaboration is in the DNA of Extreme E. Collaborations are necessary at so many different levels, from racing team members to the crews that develop the cars and paddock and transport them across the globe by ship. By having so many different people engaged, conversations that would never normally happen start to develop, and novel ideas are generated."

In Legacy Programme projects, we see enthusiastic and passionate groups who are really making a difference in their local communities and to their environment. Each project provides important insights as how to address important global challenges in a sustainable way. With Extreme E's support, there is an increase the media attention about these challenges and what we can all do to help alleviate them alongside the practical support of technology and funding.

How is 'collaboration' necessary in successfully executing Extreme E's ambitions?

"I think Extreme is interesting because it is on a journey. There is a journey of discovery with the sports offering, which keeps evolving, and also with the message of environmental sustainability. I think this journey is set to continue as we all better understand what we need to do as nations, industries, and individuals to ensure more sustainable, inclusive and equitable practices become the norm."

Season 1 was an opportunity to lift the lid on the different environmental issues across the planet, and it was particularly powerful when these, often very distant locations were impacted by the same phenomenon. Following this, Season 2 was focused on the solutions, and the fact these need to be diverse, inclusive and equitable. In Season 3, I am looking forward to exploring more solutions and the learning from the people who are working to implement them."

PROF. LUCY WOODALL
Ocean Expert
Principal Scientist, Nekton Foundation,
University of Exeter



IMPACT THROUGH COLLABORATION

Collaboration with some of the world's most innovative companies help us to showcase solutions to the challenges facing society and the environment.

In Season 2, we welcomed new partnerships with ENOWA and Vodafone Business.



Founding Partner and Official Tyre Partner



Founding Partner, Official Smart Charging Partner and Official Electrification Partner



Green Hydrogen Power Partner



Technology Communications Partner



Founding Supplier, Official Niobium Technology Supplier and Official Chassis Technology Supplier



Founding Partner and Official Fashion Partner



Founding Partner and Official Sustainability Partner



Founding Partner and Official Insurance Partner



Founding Partner and Official Timekeeping Partner



Official Uniform Supplier



Official Battery Supplier



Founding Partner and Official Plant-based Partner



Founding Partner and Official Insurance Broker



Founding Partner and Official Power Generation Supplier



Official Engineering Supplier



Founding Partner and Official Plant-based Partner



Founding Partner and Official Offsetting Partner



Official Second-life Battery Supplier



EXTREME E STRATEGY

Purpose

To use the power of sport to champion science-backed impact and to inspire our fans and communities to raise their climate ambition.

ESG Themes



EXTREME ACTION



EXTREME IMPACT



RESPONSIBLY EXTREME

ESG Topics

1. Podium for advocacy
2. Drive down carbon emissions
3. Fast-track innovation
4. Support a circular economy

5. Empower local communities
6. Motorsport for all
7. Build a winning team culture

8. Extreme success
9. Promote green events
10. Do things right
11. Deliver safe racing

Note: Topics are defined further in the following sections.

LEGACY OVERVIEW

Season 1:



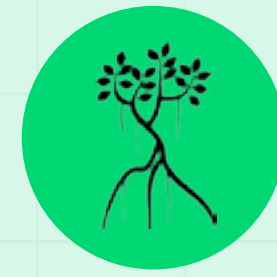
Saudi Arabia

Since 2021, we've worked with the Ba'a Foundation and KAUST University to support endangered sea turtles and reduce mortality rates of hatchlings.



Brazil

We support The Nature Conservancy's Cocoa Forest Project, providing 50 smallholder families with financial support and training, doubling the productivity of its seedling nursery, and implementing 100 hectares of cocoa-based agroforestry systems.



Senegal

We have planted 1 million mangroves, which help reduce flooding and are excellent carbon stores, in an area totalling 60 hectares along the Senegalese coastline.



Greenland

We worked with Unicef to develop climate change education which engaged 85% of Greenland's 8th to 10th grade students, inspiring young minds to become change agents for climate action.



Dorset, United Kingdom

We are supporting the National Trust to introduce beavers to the UK's Purbeck coastline, to help restore natural ecological processes and improve the wetlands future resilience.

Season 2:



NEOM

We support NEOM's long-term rewilding and greening efforts. Covering a vast area of 25,000 km² NEOM's Nature Reserve is one of the largest rewilding programmes in the world.



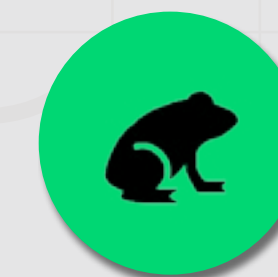
Sardinia

Since 2021, we have supported MEDSEA to replant areas burnt by wildfires in Sennariolo and have implemented wildfire detection systems with our Technology Partner Vodafone Business.



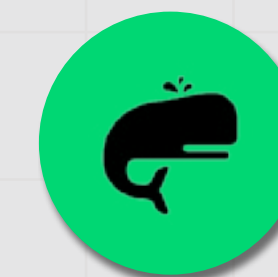
Sardinia

Extreme E funded the planting of 8,000 seagrass cuttings along the Sardinian coast as part of a national goal to reforest this globally rapidly declining ecosystem.



Chile

We are supporting the critically endangered Loa water frog, funding the local Museum's recovery breeding program, and preparing the frog's habitat for its reintroduction into the Loa River.



Uruguay

We partnered with the Cetacean Conservation Organisation (OCC) in Uruguay to help support their locally driven youth ocean education projects and Whale photo-ID catalogue.

LEGACY PROGRAMMES

Throughout Season 2, Extreme E continued its efforts to bring awareness to climate challenges facing race locations through our Legacy Programmes. The Legacy Programme focuses on focus on grassroots projects aimed at empowering the local community and improving environmental outcomes in the area, aiming to leave a positive legacy.













We execute the projects through collaborating with partners on the ground by facilitating relationships between NGOs and the private sector to foster the creation of impactful projects.

Extreme E is currently working with our Sustainability Partner, EY, to develop an Outcomes Measurement Framework that will help us to monitor, measure and report on the outcomes of our Legacy Programme projects. As part of the framework, we have mapped the SDGs to our Season 1 projects and plan to complete the same mapping to our new Season 2 projects.



Founding Partner and Official Sustainability Partner



SEASON 2 INFORMATION	LOCATION	NGO / COLLABORATOR	OUTCOME
OCEAN PRESERVATION 	Uruguay 	The Cetacean Conservation Organization (OCC) 	Extreme E partnered with OCC to support their ocean conservation work. Our support contributes to the OCC's whale photo ID catalogue, which helps to track and monitor whale activity in Uruguayan waters. We also support the OCC's local education project, which provides school education programmes and travelling exhibitions.
MARINE CONSERVATION 	Italy 	MEDSEA 	During 2022, Extreme E maintained its support for blue and green carbon initiatives with partner MEDSEA. They provided funding for the planting of 4,000 trees and 8000 Posidonia seagrass cuttings (500m2) along the Sardinian coast. The planting process will continue in 2023, with the final stage planned for May-June when planting conditions are optimal. This demonstrates Extreme E's ongoing commitment to environmental conservation and sustainability.
REGREENING 	Saudi Arabia 	NEOM 	Extreme E partnered with OCC to support their ocean conservation work. Our support contributes to the OCC's whale photo ID catalogue, which helps to track and monitor whale activity in Uruguayan waters. We also support the OCC's local education project, which provides school education programmes and travelling exhibitions.
BIODIVERSITY PRESERVATION 	Chile 	Museum of Natural and Cultural History of the Atacama Desert 	We worked with the Museum to help raise awareness of the critically endangered Loa water frog. Our support has gone towards a local monitoring lab and providing monitoring equipment, which helps prepare this species for reintroduction into the Loa River in the Atacama Desert – the driest place on Earth.

RETURNING TO SEASON 1 PROJECTS

Our involvement in Legacy Programmes established in Season 1 is ongoing.

- **Saudi Arabia:** Ba'a Foundation – Extreme E continued their support, funding the Turtle conservation, continuing the growth of their Education and Awareness Campaign, implementing climate change mitigation strategies.
- **Senegal:** Race drivers and Scientific Committee member Professor Lucy Woodall returned to check on the progress of the Season 1 programme to reforest and protect 1 million mangroves. Extreme E has continued its ongoing support for local NGO TO.org, TO.org has planted an additional 500,000 mangroves in Senegal over the course of Season 2.
- **Italy:** Extreme E planted an additional 2,000 Posidonia seagrass cuttings along the Sardinian coast in Season 2, with the project set to continue into March – June 2023.
- **Greenland:** We returned to Kangerlussuaq to check progress of our 2021 UNICEF education programme which has now engaged 1,600 children, and our drivers spent time engaging with the students as they learnt how to drive e-karts.
- **Brazil:** Extreme E is continuing its work with The Nature Conservancy by supporting a ~140-hectare cacao-based agroforestry project and 50 smallholder families, helping local farmers harvest higher value beans and build sustainable livelihoods.

For further details on these programmes, please see our [2021 Sustainability Report](#).



VODAFONE: FIRE PREVENTION

We worked with our Technology Communications Partner, Vodafone, to implement technology that helps detect wildfires early in forests across Sennariolo, Sardinia.

Vodafone donated an ultra-early forest fire detection system in a region, hardest hit during the wildfires of summer 2021.

The long-life Low Power Wide Area Network (LPWAN) sensors are low-cost IoT gas sensors which operate without need for cellular coverage. The LPWAN sensors have been installed in the trees to detect the smouldering phase, before fires take hold, helping to shorten firefighter reaction times.

As we do with many of our Legacy programs, Extreme E connected our partners to bring resources and solutions together with local expertise. It is our hope that these partners will take this programme forward to affect positive change in the community.



Technology Communications Partner



Extreme E
Season Two
Sustainability Report



ALLIANZ: SENEGAL LEGACY

In Season 1, Extreme E arrived in Dakar, Senegal, for the Ocean X Prix with the climate message focusing on the issues of ocean plastic. Although Extreme E has not returned to race in the region, the legacy initiatives still thrive and in 2022, Allianz and Extreme E re-visited the region with a focus on exploring the local environmental challenges.

Allianz and Extreme E invited drivers and children from the charity organization “Empire des Enfants” to jointly explore their marine environment, to discuss the necessity of protecting the ocean and to also contribute a part towards a cleaner future by participating in a beach clean-up.



*Founding Partner and Official
Insurance Partner*





03 ELECTRIFICATION

EXTREME E ENERGY STORY

SEASON 1 Season 1 Key Energy Achievements

- Hydrogen: In a world-first, Extreme E became the first event organiser to utilise AFC Energy's innovative hydrogen fuel cell technology. This zero-emission, energy source was successfully deployed at all five events to charge our race cars with clean power generated from solar and water sources.
- Battery storage: Zenobe introduced a prototype Battery Energy Storage System into the Extreme E paddock to store the energy produced from renewable energy sources. This system allowed for excess energy to be stored during periods of low demand, such as at night, and then used during peak demand periods. This can reduce the need for generators to run continuously, and helped cut our event power emissions.



SEASON 2 Season 2 Key Energy Achievements

- Hydrogen: ENOWA, Extreme E's Green Hydrogen Power Partner, set about scaling up the output capacity of our hydrogen fuel cell system, moving from vehicle to site-wide capacity, supporting our goal to become a fully renewably run operation by 2025.
- Solar: We increased the number of solar panels onsite, stationing them on all TV Node Batteries, to reduce fuel use and emissions for the TV production.
- Energy Monitoring: We improved data collection on site, separating department energy consumption including all teams being monitored individually.
- Consumption: We reduced our energy use by fitting 'Dusk 'till Dawn' Sensors on Site Lighting. These sensors automatically turn off the lights when the natural light is bright enough, saving energy



SEASON 3 In Season 3 we aim to:

1. Introduce a new ENOWA hydrogen fuel cell which has a higher energy output (150KW).
2. Introduce 6 x Zenobe Batteries to store more renewable energy produced on site.
3. Introduce more solar and wind Energy sources, introducing small wind turbines that can be transported on the St Helena.
4. Deliver more detailed Energy Monitoring and display this more publicly throughout the paddock and across the Extreme E Website.



SEASON 4 Season 4 and beyond:

In 2024 we will continue increasing our solar and wind energy sources and continue to increase the output of the ENOWA Hydrogen Fuel Cell to 15Mwh's, which will allow all the event energy to be generated with green hydrogen and renewable energy.

Extreme E's long-term goal is to power the event with 100% zero emission clean energy



MOTORSPORT'S FIRST 100% RENEWABLE EVENT

100% renewable event in Uruguay - first in major motorsports:

During the Season 2 finale, the Uruguay Natural Energy X Prix, Extreme E delivered the first major motorsports event fully powered by renewable energy.

Holding the event in Uruguay allowed us to capitalise on the country's strong investment in renewable energy generation, with 98% of the country's electricity being generated from renewable sources. Drawing on this low-carbon energy source and supplementing any additional onsite power requirements with onsite solar generation and hydrogen fuel cells allowed us to operate off 100% renewable energy for the Championship finale.

This impressive feat was achieved thanks to the combined efforts of our partners at Power Logistics, AFC Energy and ENOWA. Alejandro Agag, Founder and CEO of Extreme E also received a certificate from the National Administration of Electrical Power Generation and Transmission (UTE) confirming the series' 100% renewable event in Uruguay. This marks a huge achievement for our sport-for-purpose series, as we continues to push the boundaries of sustainable motorsport.



GREEN HYDROGEN

Extreme E's hydrogen future is moving into a new phase in Season 3 and beyond:

- **Green Hydrogen:** Widely seen as the most promising green energy carrier for the future to fight climate change. This technology supports the transportation of renewable energy over long distances and the decarbonisation of major industries and infrastructure.
- **Event Site Power:** Together with our partner ENOWA, we are scaling up the output capacity of our hydrogen fuel cell system and over the next two seasons (season 3 & 4) we will deliver 100% of site energy through renewable solutions. This will involve the introduction of a microgrid system which will manage energy from multiple renewable sources (solar, wind and ENOWA hydrogen).

ENOWA.
NEOM

Green Hydrogen Power Partner



ENEL X WAY: SMART CHARGING

Enel X Way has strong roots in the energy industry working across sustainability, digitalisation, and innovation. As the world's complex energy landscape grows, the company is developing and executing custom energy strategies by empowering organisations and consumers to take practical steps to reduce carbon emissions. Enel X Way have continued to provide purpose-built chargers to power the Extreme E race cars in any environment. The custom-built, 100 kW chargers are designed to operate in temperatures ranging from -31°C to +50°C, ensuring that the cars can be charged in any climate or terrain.

enel  way

*Founding Partner, Official Smart Charging
Partner and Official Electrification Partner*



EMISSIONS OVERVIEW

We work to reduce emissions from all our activities by:

- Racing only 100% electric vehicles.
- Zero emission racing powered by ENOWA green hydrogen.
- Accelerating innovation working with vehicle manufacturers including CUPRA, McLaren and GM to develop future EV technology.
- Transporting all our vehicles, event infrastructure and operational equipment using sea freight onboard the 7,000-tonne St. Helena, which is less carbon intensive than air freight.
- Award winning remote broadcast production.
- Media first entertainment product with limited on-site fans.
- A combination of hydrogen, solar, and second life Zenobe batteries, reduce the energy required to run a major motorsport event.



EMISSIONS OVERVIEW

Accurately capturing, reducing our emissions and having the smallest possible carbon footprint is a key goal for Extreme E.

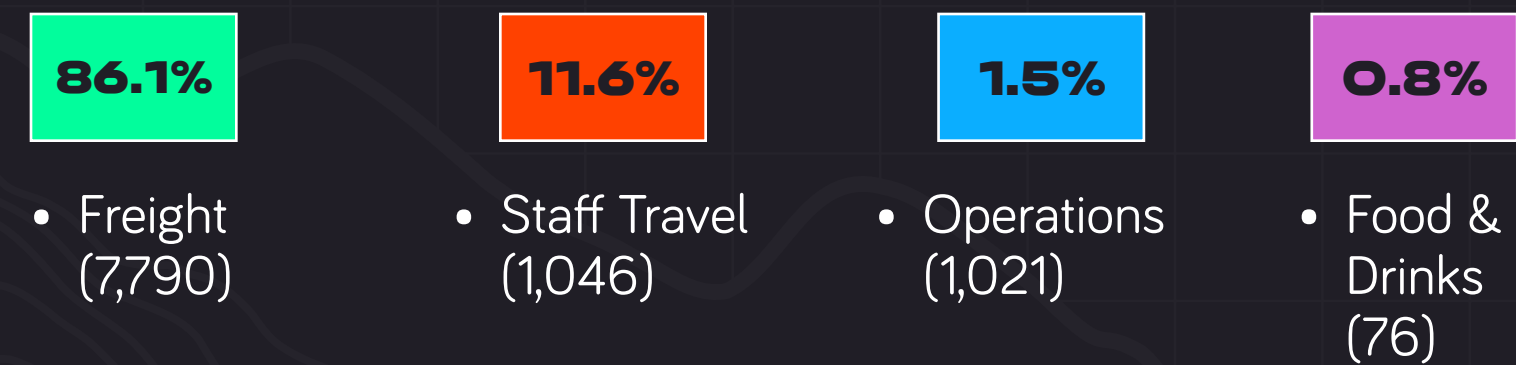
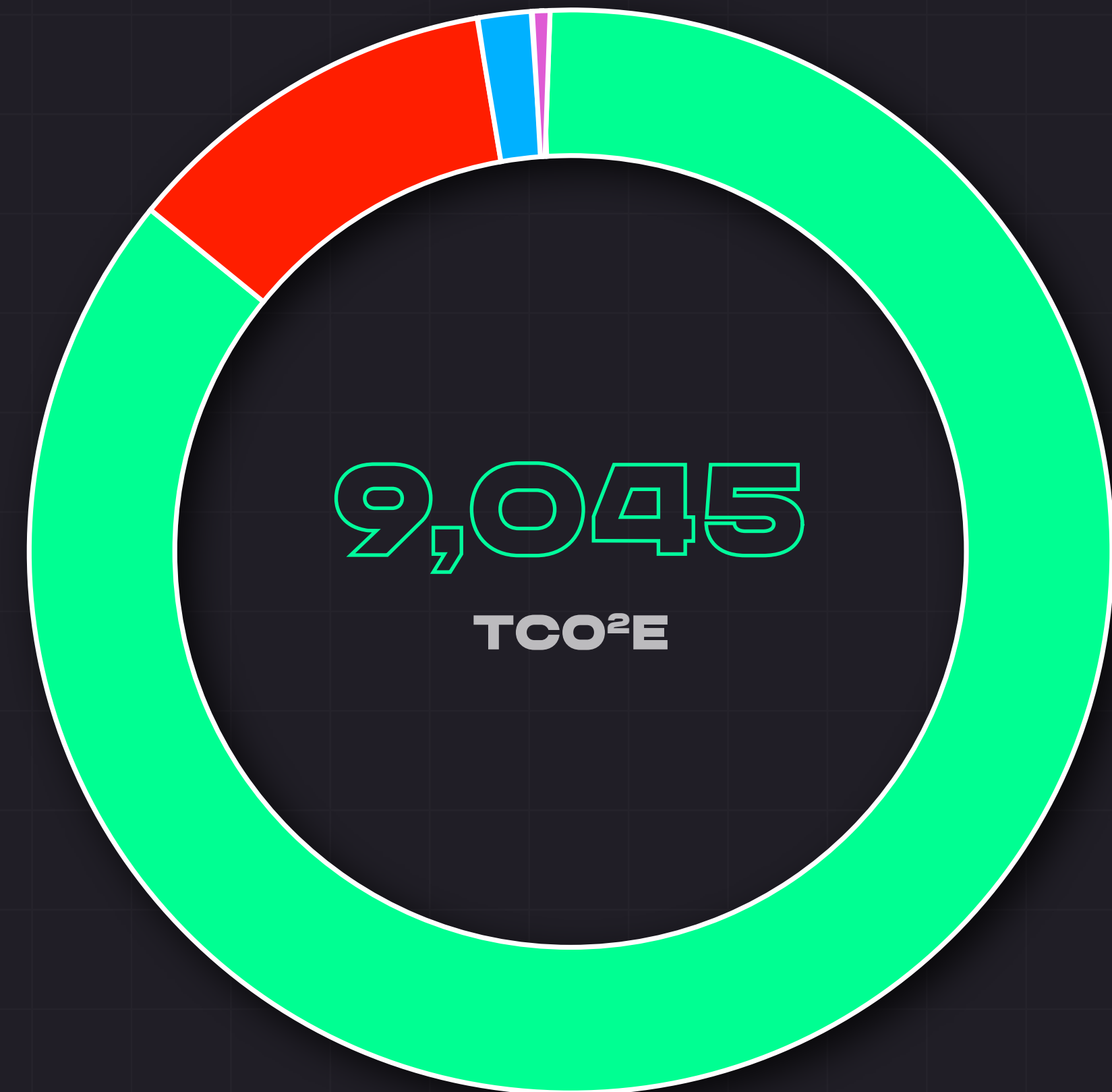
Our current operations still generate greenhouse gas emissions, which we offset through ALLCOT. We are also working to balance growing as an organisation with our mission to reduce emissions. In Season 1, we had extremely limited audiences on race locations to avoid emissions generated through travel and to minimise the impact on the local environment.

However, for the first time, in Season 2, we invited the local community to attend our Energy X Prix in Uruguay. While this increased our footprint, it helped us reach an audience that might not have otherwise accessed our broadcast, building community awareness of how their local sustainability challenges fit into the global sustainability context and contributed to building the Extreme E fan base, which expands our platform so that we might further spread our sustainability message. In Season 2, we held two races in South America, which meant we expected to experience a higher overall carbon footprint. However, thanks to our double header race we managed to keep the Season carbon footprint down.

In Season 3 we will use the double header format to produce double the racing but with minimal impact.

SERIES 2 SUMMARY

Scope 1	7,839
Scope 2	6
Scope 3	1,201
TOTAL	9,045



*All figures in tCO₂e

GREENHOUSE GAS EMISSIONS



ALLCOT CARBON OFFSETS

In Season 2, we maintained our carbon-neutral status by continuing to offset any emissions that we could not avoid through our partnership with ALLCOT, which works with governments, businesses, and communities to develop sustainable, long-term solutions for climate change mitigation.

This Season Extreme E has offset its Season 2 carbon footprint by investing in Verra's Verified Carbon Standard (VCS) environmental certificates which adhere to the Climate, Community and Biodiversity (CCB) framework.



Technology Communications Partner



Project 1: The Valparaiso | REDD+ CCB Project

The Valparaiso Project aims to protect and conserve tropical forests by implementing a REDD project in a privately-owned property in the State of Acre, Brazil. The project is funded by payments for ecosystem services and aims to reduce deforestation by implementing activities that lower the pressure on land and forest resources. The project also aims to provide additional benefits such as improving well-being, creating employment opportunities, providing training and technical assistance, and redistributing income through the sale of carbon credits.



Project 2: Pacajai | REDD + Project

The ADPML Portel-Para REDD+ project is a land use plan in the form of a private conservation reserve located in Portel micro-region, Brazil. The project aims to prevent unplanned deforestation in native forests, avoiding net emissions of 10,564,630 tCO2e over 41 years. The project brings impacts such as land security, geo-referenced information, support for community management of local resources, capacity building in agroforestry, and protection of local ecosystems through avoided deforestation and cassava production for community development.



04

ENVIRONMENT



SUSTAINABLE BY DESIGN

Extreme E approaches the planning of our events to ensure we have taken action to minimise our impact on the environment.



Power generation

To reduce the need for diesel, our partner Zenobe provided us with second-life batteries as an alternative to power the paddock.



Hydrogen charging

We use green hydrogen to power the race cars.



Bring your own bowl

We have avoided 500,000 food containers from going to landfill by asking all site attendees to bring and wash their own plates and cutlery.



No canned drinks and snacks

We encourage no canned drinks and snacks: This season we have saved 36,000 items per event that would otherwise have headed for recycling, which requires energy and generates emissions in the manufacturing and recycling.



No permanent infrastructure

This season we continued to transport all event infrastructure to each location on St. Helena.



Limited spectators

In Season 1, we had no spectators on-site to minimise our footprint. This season, we had a limited number of spectators from the surrounding local communities attend the Uruguay race.



Water bottles

This season, we have saved approximately 75,000 single-use water bottles by asking attendees to bring their own water bottles and providing water fountains.



Trophies

Our championship and race trophies continue to be 3D-printed using filament from consumer plastic waste.

CIRCULARITY AND WASTE MANAGEMENT

Ensuring we have good waste management practices is critical to achieving our goal to leave no trace of waste at race sites. We hold races in a vast array of regions and terrains, so our waste management systems need to be flexible to adapt to local regulations and waste management infrastructure. We also strive to minimise the use of single use materials by encouraging our staff to bring their own bowls and bottles to site saving 75,000 single use plastic and 500,000 food containers going to landfill.

We have three main sources of waste: general waste, organic waste, and car parts. We separate these sources into three waste streams which enables us to tailor our approach to handling each type of waste and maximise resource efficiency. General and organic waste is sorted and disposed of correctly in line with local waste legislation. Car parts and debris from races are collected after the race, broken down, and recycled where possible, salvageable parts are sent to local artists to be used or given to local car clubs to use on their own vehicles.

We have also made conscious decisions to use materials which will have the least impact on the environment such as using Polymateria for the second year in a row. As our exclusive cup provider for Extreme E events, the self-disintegrating coffee cup reduces the amount of plastic pollution going into the ocean if not correctly disposed of.



CONTINENTAL SEASON 2 TYRE

Season 2's new CrossContact tyre exemplifies Extreme E's efforts to increase circularity within the series with the new tyre containing around one-third of recycled and renewable raw materials including silica from the ashes of rice husks, which is a waste product from agriculture. The new design substitutes conventional polyester within the tyre carcass, instead employing Continental's ContiRe.Tex recycled polyester technology. All the 30 tyres supplied to each team now contain recycled polyester made from around 60 reprocessed PET bottles per tyre.

To extend the life of the tyres after they are used throughout the series, Continental has further recycled the materials transforming the used tyres into paving stones. Continental is working with a local partner on the project, BaskIDball, which uses the paving stones to build a new basketball court in Hanover, Germany. In addition to demonstrating a viable recycling option, the project aims to break down social barriers and provide a safe place for young people to train regardless of their age, origin, or school.

Continental 

Founding Partner & Official Tyre Partner





05 EQUALITY



EMMA GILMOUR, NEOM MCLAREN EXTREME E TEAM

“For women to be on the motorsport world stage in equal machinery with equal opportunity, is something that has never been done before. As we’ve seen over the two seasons, the calibre, and the talent and the speed of the females has got better and better and that’s still with limited seat time.

“I think it’s really exciting for the future, and especially for that next generation coming through.”



26%

IMPROVEMENT IN FEMALE PERFORMANCE OVER 2 SEASONS.



HIGHLIGHTS:

In the Continental Traction Challenge Classification, Mikaela Åhlin-Kottulinsky (RXR) got 34.744 seconds (4th overall out of the 20 drivers and best female driver) giving the team 5 points to keep ahead in the Championship.



Fastest lap in the Final for Cristina Gutiérrez (X44 Vida Carbon Racing) (1:49.548) giving her team the crucial victory that would lead to the Championship title.



FEMALE DRIVER PERFORMANCE DEVELOPMENT

Every Extreme E course includes a predefined section known as the Continental Traction Challenge. From the qualifying rounds through to the final, the fastest Traction Challenge time for each driver is recorded. We have used this metric to compare the progression between our male and female drivers from Season 1 to Season 2, the Continental Traction Challenge (previously named the Super Sector) was only introduced from the Ocean X Prix in Season 1.

This season saw our female drivers improve their race performance and close the gap between male drivers and female driver race times. This reinforces our belief that the gap in performance can be narrowed when you give female drivers equal access to track time and performance development opportunities.

By using the median time data from the Continental Traction Challenge, as opposed to the mean, we aim to eliminate anomalies including crashes and breakdowns. A primary limitation of this analysis is the size of the dataset. Given that we only have two seasons and a limited number of drivers to draw comparisons, this can lead to an overestimation of a trend. There are other possible drawbacks to the analysis including drivers making specific attempts to focus on the Continental Traction Challenge rather than racing position, changes in driver line-up and racing incidents. As we move to Season 3, Extreme E will continue to look at further possibilities to better analyse timing data to create a representative, genuine, and fair comparison between all drivers.



SEASON 1	OCEAN X PRIX	ARCTIC X PRIX	ISLAND X PRIX	JURASSIC X PRIX	TOTAL
FEMALE MEDIAN TIME	02:04.2	00:55.2	00:46.9	00:53.7	
MALE MEDIAN TIME	01:56.4	00:53.7	00:42.8	00:51.6	
% DIFFERENCE	6.7%	2.7%	9.7%	4.2%	5.8%

SEASON 2	DESERT X PRIX	ISLAND X PRIX	ISLAND X PRIX 2	COPPER X PRIX	ENERGY X PRIX	TOTAL
FEMALE MEDIAN TIME	01:11.7	00:37.6	00:36.6	00:36.7	00:43.0	
MALE MEDIAN TIME	01:07.4	00:36.0	00:35.1	00:35.1	00:41.7	
% DIFFERENCE	6.3%	4.4%	4.2%	4.6%	3.1%	4.5%



EXTREME E RACE TEAMS

Extreme E is working to accelerate gender equality in motorsports, breaking down barriers for female drivers and attracting a new league of fans to the sport. We have designed the championship to create equal opportunities for male and female drivers in elite motorsports, performing at a professional level. Each team consists of one female and one male driver sharing the driving responsibilities. We believe that it is critical to give women exposure at the highest levels of motorsports to inspire future generations of elite female drivers.

Racing for All:

Off the back of the Hamilton Commission's report, *Accelerating Change: Improving Representation of Black People in UK Motorsport*, Extreme E has created a new initiative, Racing for All. It aims to support a new generation of young mechanical and engineering talent to join the world's most radical off-road electric racing series. Extreme E race teams are limited to just five mechanics or engineers; the Racing for All initiative enables teams to include a sixth member from underrepresented groups to join the team. Racing for All aims to reduce barriers and provide opportunities to women and people from minority ethnic groups and lower socio-economic backgrounds with less than one-year of professional experience in motorsports. It is our hope that this initiative provides a model for other motorsports series to help contribute to building an inclusive, supportive motorsports industry for all.



EXTREME E TEAM

Without the hard work from our team, the Season 2 Championship would not have been possible. Our team comprises people who are passionate about motorsports, equality and helping the environment.

**The gender balance of our workforce leans slightly towards more men this year. Extreme E has a small team, so small shifts in our team's composition can seem proportionately large.*

EMPLOYEES	UNIT	2022
WORKFORCE - MALE	%	63%
WORKFORCE - FEMALE	%	38%
EXTREME E HQ	Headcount	40
EMPLOYEE AGES	Years	22-63
EMPLOYEE NATIONALITIES	Nationalities	18





06

ENTERTAINMENT

ISO 20121

Extreme E are working towards ISO 20121 certification and have continued applying the ISO 20121 sustainable events standard in the strategy and planning phases of our event sustainability management system.

The team is also developing a series of tailored processes and procedures to communicate and apply consistent sustainability standards and practices within the organisation including a sustainability issue identification and evaluation, legal and other requirements compliance, actions to address risks and opportunities, and internal audit and control of documented information procedure.



SUSTAINABILITY IN SPORT

The Global Sustainability Benchmark in Sports (GSBS) is a global, independent, not for profit organisation which invites professional sporting organisations to submit sustainability data to be ranked in their annual review of sustainability within the industry.

The GSBS has recognised Extreme E in its Corporate, Social, Environmental, and Governance performance evaluation for 2022. GSBS is an independent, not-for-profit organisation that analyses and benchmarks the sustainability performance of professional sports organisations using an independent, unbiased method.

Extreme E ranked fourth among the 51 sporting organisations ranked, some of which are among the most influential and iconic organisations in the professional sports industry.



FUTUREPLUS

FuturePlus is an innovative platform that provides a benchmark sustainability score for where a company is now and provides the roadmap and a quantifiable measure of where you want to be in the next three years. Extreme E is using FuturePlus as a simple way to measure, manage and report our sustainable growth to employees and stakeholders by encouraging them involved in tracking their environmental goals and action. .

BASIS

In 2022, Extreme E became a BASIS member. BASIS has provided expert help to sports clubs, venues, and governing bodies for over a decade, helping them to understand their impacts, set targets and implement processes to improve their environmental performance.



EXTREME E STUDIOS

In Season 2, we have grown our viewership and have engaged with this audience through multiple channels including broadcasting our races to 135 million viewers. We use the connection of sport distributed on multiple free to air and digital channels to engage our audiences with the challenges around climate change.

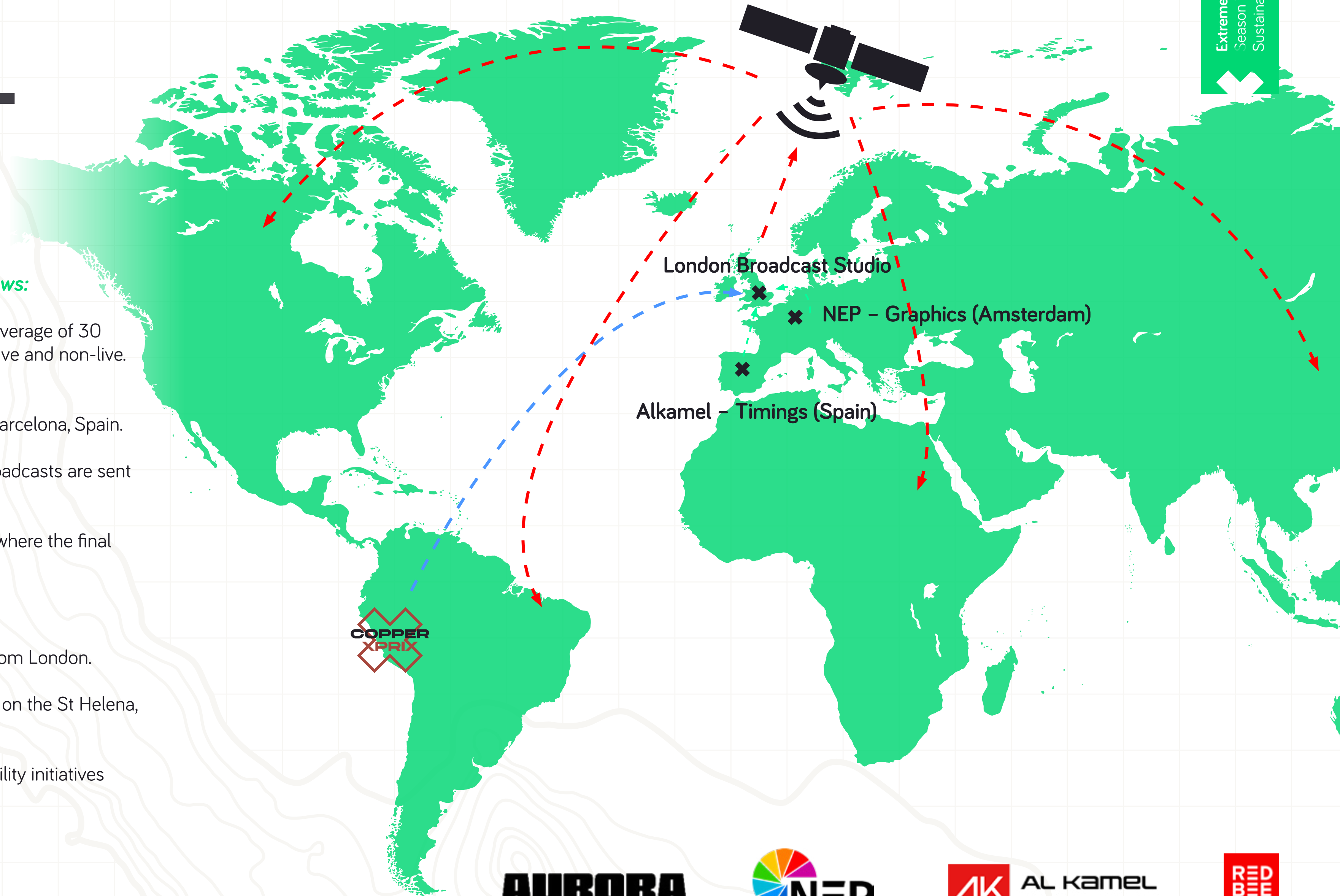
Extreme E Studios captures, creates, and produces our Extreme E content. This includes the hosts broadcast feed, magazine show content, original programming for documentaries and activation content with our partners. Extreme E Studio's technically advanced remote production operations helps us reduce the emissions associated with hosting spectators at race locations.



EXTREME E STUDIOS BROADCAST

The Extreme E Studios broadcast set up is as follows:

- We broadcast using a skeleton team on-site, with an average of 30 people per race in Season 2, to capture all footage – live and non-live. This footage is sent via satellite to London, England.
- Our sporting graphics and timing team are based in Barcelona, Spain.
- Our augmented and virtual reality elements of our broadcasts are sent from Hilversum, Netherlands.
- All feeds are sent to Extreme E Studios' London Hub, where the final show is mastered.
- The English commentary team also based in London.
- The world feed is sent globally to 80+ broadcasters from London.
- All host broadcast kit is transported from race to race on the St Helena, saving emissions associated with air freight.
- The on-site team adheres to all Extreme E's sustainability initiatives including bring your own crockery.



CARBON NEUTRAL SUSTAINABLE PRODUCTION



The live broadcast is an Albert – Carbon Neutral Sustainable Production:

- Season 2 we achieved an 89% Carbon Action Plan Score.
- Carbon Action Plan Rating – 3 stars.
- Total CO2 e – 744.11 tonnes
- Per hour CO2 e – 74.41 tonnes
- We are offsetting through Albert's REDD+ portfolio.
- A significant chunk of this is apportioned to travel, transport & accommodation.
- In addition, we've contributed to UK tree planting in accordance with the Woodland Carbon Code

METRIC	UNIT	2021	2022
TOTAL EMISSIONS	tCO2e	192.39	744.11
PER HOUR EMISSIONS	tCO2e	19.24	74.41
VIEWERS	People	102M	135M





07

SEASON THREE

PLANS FOR SEASON 3

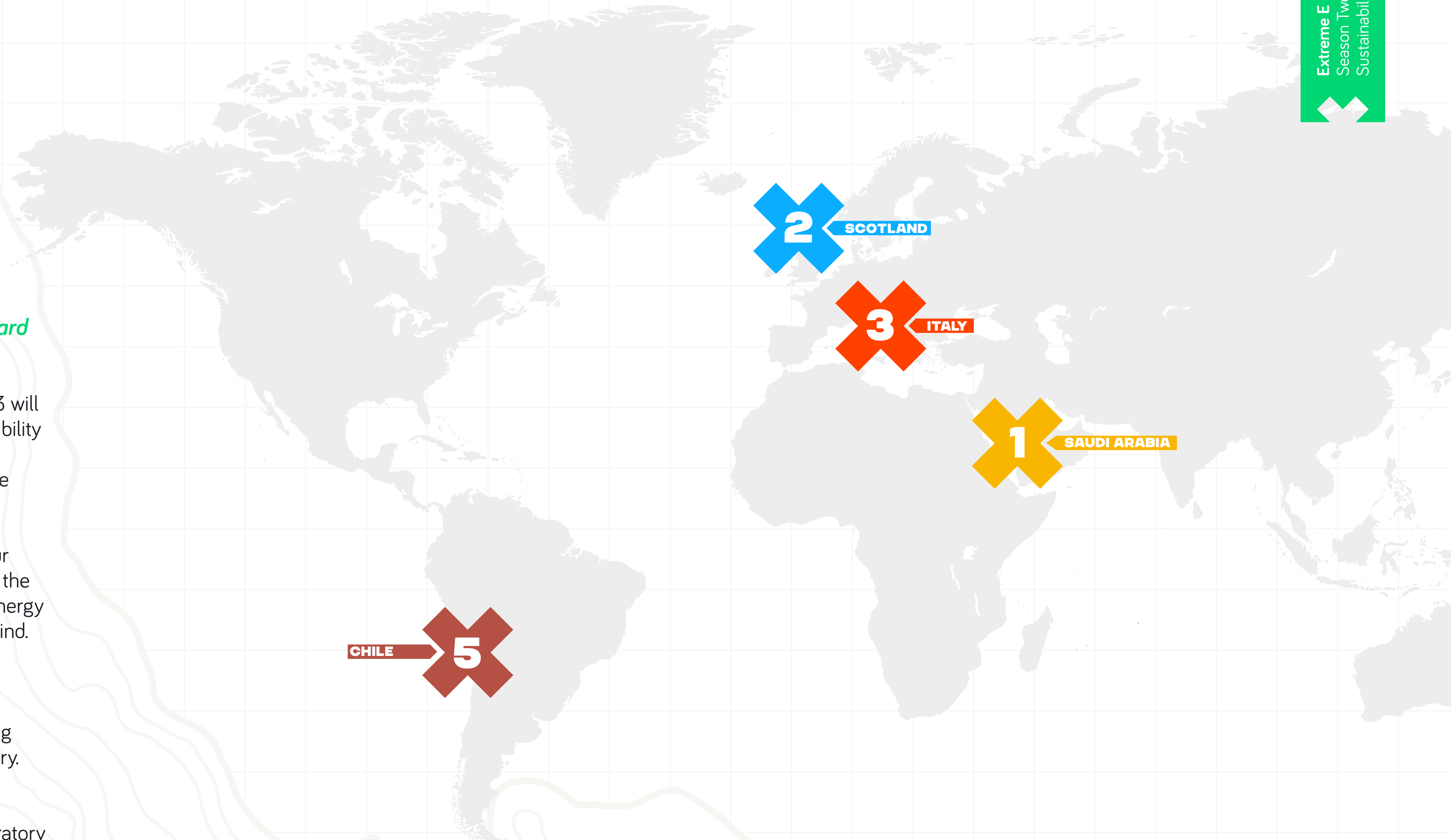
With Season 2 now complete, we are looking forward to Season 3 and beyond.

As well as delivering an energised race season, Season 3 will demonstrate our commitment to improving our sustainability performance through the outcomes measurement framework to better understand how to monitor, measure and report the outcomes of our Legacy Programme.

We are also excited to scale up the output capacity of our hydrogen fuel cell with our partner ENOWA. Throughout the next two seasons, the fuel cell will provide most of the energy needed to run the race events, supported by solar and wind.

Following the launch of Racing for All, we aim to build widespread support for the programme and ultimately become a leading example for our approach to improving equality and representation within the motorsport industry.

In 2023, in collaboration with our Scientific Partner, Enel Foundation, we are working to utilise the St. Helena laboratory to get more scientific projects up and running throughout Season 3 to help aid climate science. This includes inviting one of our previous scientists, Alexander Vanhaelen back on board to continue his eDNA metabarcoding research previously carried out in Season 1.



Desert X Prix
NEOM, Saudi Arabia
11-12 March 2023

Hydro X Prix
Scotland
13-14 May 2023

Island X Prix
Sardinia, Italy
08-09 July 2023

T.B.C
16-17 September 2023

Copper X Prix
Chile
02-03 December 2023

EXTREME H CHAMPIONSHIP

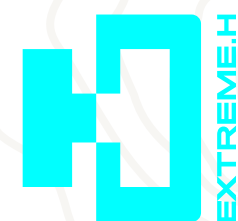
Extreme E will have the prototype Extreme H car undergoing testing in Europe throughout 2023, with the launch of the Extreme H Championship in 2024.

Extreme H Championship: In 2023, together with Spark Racing Technologies, we are developing the prototype Extreme H car undergoing testing in Europe, ahead of the launch of the Extreme H Championship in 2024. The hydrogen fuel cell vehicle will be a built of existing architecture of the all-electric Extreme E car.

The new championship will require the introduction of a hydrogen refuelling station and the production of fuel cell grade hydrogen on-site utilising green hydrogen.

**HYDROGEN IS THE ENERGY
OF THE FUTURE**

**EXTREME H WILL BE ITS
CHAMPIONSHIP**





Extreme E is not your average motorsport. We utilise the inspiring platform sport provides to tell engaging stories on global issues, from carbon emissions, to Arctic ice melt, deforestation, and ocean health, to energy and technology innovations, all with a community first, solution based lens.

We were born around having a greater purpose, and the result is engaging content which inspires our fans and ecosystem shift course, and take greater consideration and responsibility about everyday lifestyle choices.

A huge thank you to our Science Committee, NGOs and our Partners, Teams and staff, who combine with passion to make this ambitious project a reality. The work doesn't end here, and we're excited about the journey still to go on together.

Julia Wall-Clarke
Head of Impact and Communications





THANK YOU

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