

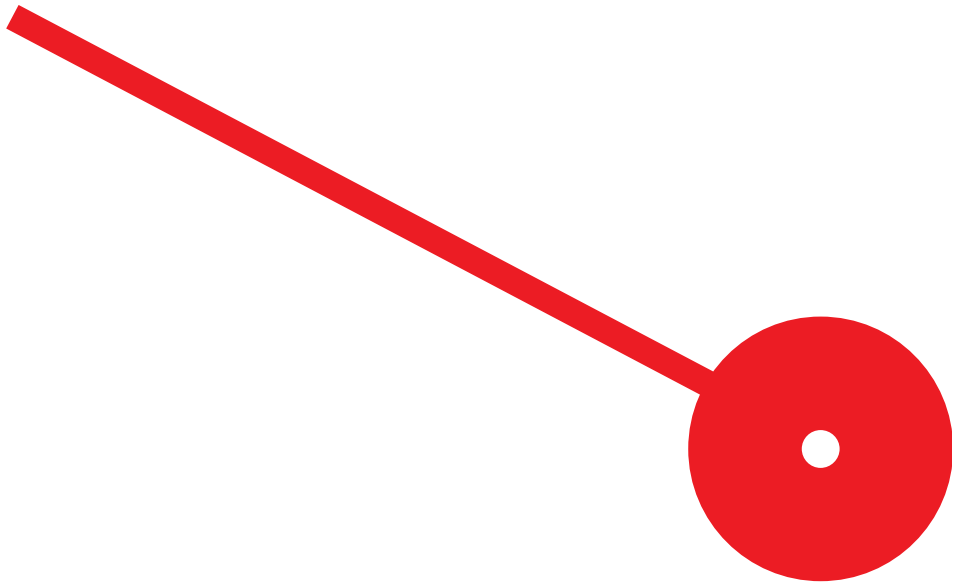


We Race As One: Formula One as an Intercultural Business and Social Movement

Ana Rita Gomes Martins

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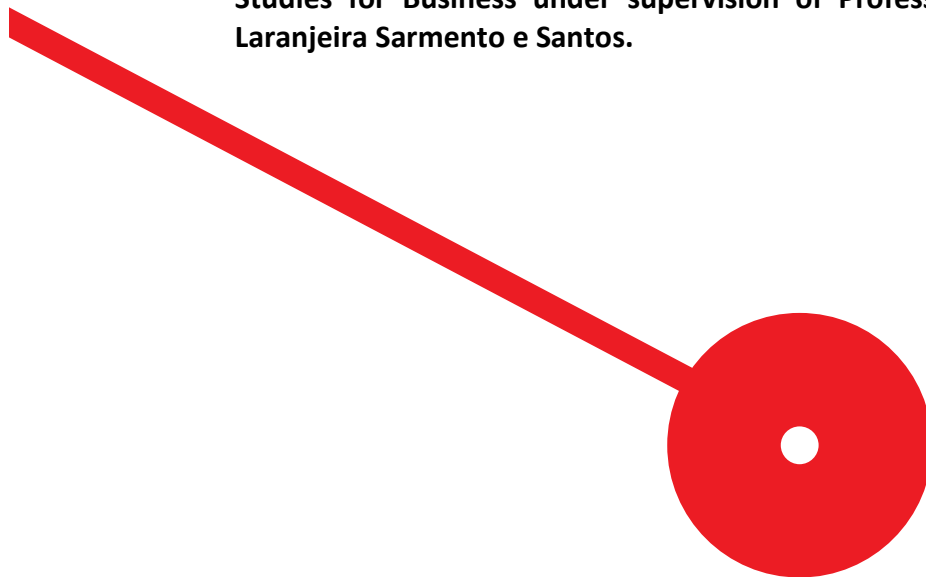




We Race As One: Formula One as an Intercultural Business and Social Movement

Ana Rita Gomes Martins

Master's Dissertation presented to Instituto Superior de Contabilidade e Administração do Porto/ Porto Accounting and Business School to obtain the Master's Degree in Intercultural Studies for Business under supervision of Professor Clara Maria Laranjeira Sarmiento e Santos.



Resumo:

A Fórmula 1 é um desporto que ganhou enorme popularidade nos últimos anos. Devido à evolução tecnológica, implementação de novas estratégias e outros fatores externos. Somando a tudo isso, a Fórmula 1 é um desporto intimamente ligado a questões sociais, económicas e culturais. Este desporto é um grande exemplo de uma bolha inter- e multicultural onde milhares, senão milhões, de pessoas comunicam, interagem e evoluem, partilhando as suas experiências, origens e paixões. A Fórmula 1 permite a comunicação entre diferentes comunidades e culturas, quebrando estereótipos e sensibilizando as pessoas para problemas contemporâneos.

A presente dissertação analisa e desenvolve o potencial que este desporto tem na criação e fomentação de comunidades interculturais, ao mesmo tempo que abre caminhos para a inclusão social, nomeadamente através do movimento “We Race As One”. Este movimento foi criado em 2020 durante a pandemia e começou como uma nota de agradecimento a todos os que lutavam contra a COVID-19. Contudo, evoluiu para algo muito maior e foi utilizado para enfrentar problemas contemporâneos como a sustentabilidade, a construção de comunidades e a inclusão social. Ao longo da presente dissertação será feita uma análise profunda à Fórmula 1, bem como aos desafios e dificuldades com que este desporto se tem deparado na busca por um mundo melhor através do movimento “We Race As One”.

No entanto, apesar de todos os esforços feitos, ainda há um longo caminho a percorrer de forma a aproveitar todo o potencial que este desporto e este movimento possuem, no que diz respeito aos temas acima abordados. O movimento estagnou e quase desapareceu em apenas três anos devido a fatores internos e externos e não foram vistos resultados reais. Portanto, novas estratégias devem ser tomadas tanto pela Fórmula 1 como pela FIA para realmente cumprirem com tudo aquilo que foi prometido com a criação do movimento “We Race As One”.

Palavras chave: Fórmula 1, Interculturalidade, Comunidade, Inclusão

Abstract:

Formula One is a sport that has gain massive popularity over the least few years. This takes place due to new technologies, new business strategies and external factors. Adding to that, Formula One is a sport tightly connected to social, economic and cultural issues. This particular sport is a great example of an interucltural and multicultural bubble where thousands, if not millions of people connect and evolve sharing their experiences, backgrounds and passions. Formula One allows communication of different communities and cultures, breaking stereotypes and raising awareness for contemporary problems.

The present dissertation analyses and develops the potencial Formula One has when it comes to creating and fomenting intercultural communities, while providing pathways to social inclusion in particular through the movement “We Race As One”. This movement was first created in 2020 during the pandemic and started as a “Thank You” note to everyone who was fighting COVID-19. However, it evolved into something much bigger and was used to resolve contemporary problems such as sustainability, community building and social inclusion while raising awareness to cultural and social issues. Throughout the present dissertation, a thourough analysis of Formula One will be made, along the challenges and difficulties this sport has been through while pursuing a better world though “We Race As One”. The dissertation is, therefore, the prove of the massive potencial Formula One has when it comes to interculturality and multiculturality.

Nevertheless, despite all their efforts, there is still a long way to go to harness all the potencial this sport and this movement have when it comes to the subjects referred to above. The movement stagnated and almost disappeared in three years due to both internal and external factors. Therefore, new strategies and measures must be taken by both Formula One and the FIA in order to trully delivered what they promise with We Race As One.

Key words: Formula One, Interculturality, Community, Inclusion

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Abbreviations List

F1	Formula One
FIA	<i>Fédération Internationale de l'Automobil</i>
GP	<i>Grand Prix</i>
Mercedes	Mercedes-AMG Petronas Formula One Team
RedBull	Oracle RedBull Racing
Ferrari	Scuderia Ferrari
McLaren	McLaren Formula One Team
Alpine	BWT Alpine Formula One Team
Aston Martin	Aston Martin Aramco Cognizant Formula One Team
AlphaTauri	Scuderia AlphaTauri
Haas	MoneyGram Haas Formula One Team
Alfa Romeo	Alfa Romeo Formula One Team Orlen
Williams	Williams Racing
NFL	National Football League
NBA	National Basketball League

INTRODUCTION

Sport and in specific motorsport, is often seen just as sport activity; nevertheless, there is more to that than what appears in the surface, and is now more than ever related to social, economic and political issues. In fact, motorsport has a very wealthy and historical background dating back to the early 20th century. The introduction of automotive races in Europe and North America in the late 19th century marked the beginning of motorsport. Significant technological breakthroughs have taken place in motorsport over the years, particularly in the fields of aerodynamics, engine design, and safety measures. Innovations created for race cars frequently find their way into other ordinary road vehicles, advancing the automobile industry as a whole. Famous races like the French *Grand Prix* and the Indianapolis 500 rose to popularity and made a name for themselves as significant competitions within the motorsport world, allowing a boost in popularity. After that, events like the 24 Hours of Le Mans, the Formula One Monaco *Grand Prix*, as well as other motorsport competitions became iconic symbols of the automobile sport. Today, there are many different types of motorsport, including Formula One, NASCAR, rallies, and electric vehicle racing, like, for example, Formula E. With its combination of cutting-edge technology, quick action, and the excitement of competition, motorsport continues to enthral spectators worldwide. The historical importance of motorsport is found in its function as a venue for the testing of automotive innovation, its entertainment value, and its capacity to bring together individuals from many cultures and backgrounds in a common love of speed and competitiveness. The impact of racing on the automobile industry, technological developments, and international entertainment is clearly substantial even as it continues to change in the present.

Sports have evolved considerably over the last decades. In the beginning of sports, in particular motorsports such as Formula One and NASCAR, things were very different. Formula One can be traced back to the 20th century and it truly came to live after 1950, with the development of the first official Formula One World Championship. (Media, 2021) Formula One is now seen like the pinnacle of motorsport, Formula One comes from the word “Formula” which means a set of rules developed by the *Fédération Internationale de L’Automobile* that have to be thoroughly followed by the pilots and it is named “One” because it is the highest category of motorsports. Over

the years, Formula One has seen massive developments in terms of technology, innovation, safety and standards and what began as a European sport, eventually gained worldwide popularity. This led to the gathering of pilots and people from all over the world around Formula One, making it extremely international and intercultural. Several sports icons such as Ayrton Senna, Michael Schumacher and Lewis Hamilton had come from Formula One and legendary teams such as Ferrari, Mercedes, Aston Martin and McLaren are famous presences over the seasons.

The popularity of this sport has grown exponentially, therefore attracting a global fan-base and, contrary to its beginning, now it has races all over the world, from Japan to the United States of America. The constant controversies, changes of rules and pilot rivalries catapulted the sport to the mass media, attracting even more people. In recent years, Formula One continues to be known as the pinnacle of motorsport. It is highly watched and manages to influence both individuals and power structures. Inside this sport, cutting-edge technology is mixed with high-performance athletes and drama, which wholeheartedly captivates the world audiences.

Despite it all, there is even more to Formula One. This sport has an immense influence in the world and, in recent years, the sport has used it to tackle important issues of society, as well as to develop its social responsibility. Formula One is actively implementing strategies in order to promote diversity and inclusion inside the sport environment. This includes efforts to increase gender representation, support female talent, and encourage more diversified people to pursue careers in motorsport, both on and off the track. Besides that, Formula One has put an immense effort in increasing the representation of minority communities, in terms of both pilots and staff members. In addition, several teams and racers have worked with charities and initiatives that support important causes like, for example: healthcare, education, community development, equality, road safety and anti-discrimination. This sport is also known for its interaction with the local communities whenever a *Grand Prix* is hosted, allowing fan interaction, events and charity activities.

One can say that sport is an ecosystem with several spectrums such as the cultural, economic and environmental one. In between the hundreds of sports and sport organizations that exist, Formula One seems to be one of the most complex ones. Formula One is not just an elite sport where fast cars race each other in manmade circuits; it is much more than that. Nowadays this sport has become an icon and a global

phenomenon for several reasons, one of which is that it is a sport greatly involved in trying to solve the problems of the world. Formula One is a sport that manages to generate yearly profits worthing billions of euros, that influences the whole world, and that allows for cultural fusion. This takes place because Formula One is a sport that attracts drivers, teams and fans from all over the world. Adding to that, races are held in various countries on different continents, providing a global platform for cultural exchange. The grid encompasses talented drivers from Europe, North and South America, Asia and Oceania, creating a profound cultural diversity. Also, the teams often comprise personnel from different countries, including engineers, mechanics, strategists, and management. This multicultural composition brings together knowledge and perspectives from various backgrounds. When it comes to multiculturalism, their fan-base must also be listed. Fans from different cultures come together to support their favourite teams and drivers; therefore forming a worldwide community with a mix of cultures united by their passion for racing. In motorsport, cultural fusion extends beyond the actual race. The way teams communicate, spectators become involved, and how the sport blends into the cultures of the host nations are all examples of this. Motorsport is a great platform for promoting mutual tolerance and understanding because it can bring people from different backgrounds together through a shared passion for racing. The celebration of cultural diversity remains a fundamental and beloved component of motorsport's appeal even as the sport expands.

One can say that Formula One is an example of the mix between interculturality and economy inside the sport world. Therefore, it is a good analytic material to develop when it comes to gather those three elements. In fact, hosting a Formula One *Grand Prix* can bring massive benefits for the economy of a country. The influx of international visitors, including fans, sponsors, and media personnel, leads to increased spending on accommodation, dining, transportation, and entertainment, which stimulates the local economy. In addition, this sport allows job creation, infrastructure development and the promotion of tourism. The additional media exposure of a country further contributes to the economic impact. This takes place because the massive media coverage of the races represents valuable marketing and remarkable branding opportunities for the host country, showcasing its culture, landmarks, and attractions to a vast audience. Therefore, one can affirm that Formula One's economic influence and contribution to local development are part of the sport's appeal as a global event, and

this showcases how sports can serve as catalysts for economic growth and community development.

Furthermore, Formula One is a community and, as such, it has the power of influencing and generating other communities. It is important to understand the connection between community building and sport as well as social inclusion and sport. Sport in general can be a great tool when it comes to social inclusion and Formula One is no exception. It is vital to understand and explore the true influence this sport can have in society as it can be much more than just a sport. Formula One can be used as a means to alter behaviours, raise awareness for societal problems and build a better environment for people. Being a sport, Formula One is able to do all that and more. It can be used to understand society as people come together and is an environment where many different cultures and backgrounds clash. Therefore, it is an environment where it is possible to understand the way people from different parts of the world are integrated and included, both inside and outside the paddock. Those examples can, later be used in other parts of society, thus fostering the increase of social inclusion and integration. As such, Formula One is often used as a means to achieve higher social inclusion, develop communities and raise sustainability in sport. All those are key issues in society in general and it is important to understand the way Formula One, is able to use it in its favour. By tackling key societal issues, such as social inclusion, community building and sustainability, while implementing new strategies, Formula One can reach more people and increase their profits, which is one of their main goals because this sport is, more than anything else, a business.

In the first half of 2020, Formula One introduced a movement named “We Race As One” which started as a “thank you” note for all of those who fought against the COVID-19 pandemic. However; this movement evolved into much more and now tackles incredibly important and sensitive areas of society, such as inclusion, diversity and the environment. Therefore, We Race As One is divided into three main pillars: Social Inclusion, Community and Sustainability. During this dissertation, the economic and cultural aspects of Formula One will be developed and analysed. In particular, the author will examine the capacity that the Formula One movement We Race As One has to be simultaneously an international business and a social movement that is capable of creating and developing intercultural communities all over the world. Nevertheless it has not always been like that.

Overall, Formula One's commitment to social impact and responsibility demonstrates its understanding of the role it plays beyond being a mere sporting event, as initiatives like this have the potential to make a meaningful difference in society. We Race As One only came to further highlight that fact. Furthermore, being a symbol of Formula One's dedication to solving significant societal concerns and advancing social responsibility on a global basis, the "We Race As One" movement is of utmost importance. We Race As One strongly encourages inclusion and diversity within the sport. It seeks to increase the number of people from minority groups who want to pursue careers in motorsport, both on and off the racetrack, as well as to nurture female talent. The initiative aims to enable people to prosper in the motorsports industry by establishing a more diverse setting that will open doors for talent from all backgrounds. Furthermore, Formula One's social responsibility is highlighted by the "We Race As One" movement through the participation in philanthropic activities and providing aid to vital causes like healthcare, education, community development, and road safety. The movement offers teams, drivers, and partners the opportunity to work together and positively impact society by utilising their platform and available resources. This movement unites the global Formula One community and encourages teams, drivers, and fans from all over the world to stand together and promote positive change. In addition, the movement also tackles several environmental challenges in order to make Formula One a more sustainable sport. All in all, We Race As One has developed into a symbol of Formula One's progress beyond being a mere sportive event.

Nevertheless, this movement also has several potential limitations and challenges to face. The movement's strategies and initiatives must be carried out thoroughly and correctly if they want to succeed. It might be difficult to make sure that all parties, including teams, drivers, and sponsors, actively engage and follow the movement's core values. Also, it goes without saying that social and cultural transformation requires patience, time, and consistent work. Long-term momentum and dedication may be difficult, particularly if it runs into resistance or if agendas change inside the sport or among the stakeholders. That can take place because money is a big deal when it comes to Formula One and the sport only does what is more profitable for its agents. Therefore, balancing the objectives of the "We Race As One" movement with the economic priorities of the sport may require careful navigation. Besides that, the values of the movement may overlap with the beliefs of some host countries and political

structures, which may jeopardize the success of We Race As One. In addition, other external factors such as global crisis or conflicts, may bring difficult challenges for both the sport and its movement.

Throughout this dissertation, all these issues will be addressed and the movement will be analysed, in order to understand its capacity to create and develop communities while following through with their objectives. Likewise, the capacity that Formula One has to become an intercultural business and social movement will also be tackled. During the first chapter of this dissertation, a contextualization of the theme will be given.

Therefore, during the contextualization section of this work, those three concepts will be developed and then connected with examples and success cases in sport. During the second chapter, an overview of Formula One will be provided starting by analysing what this sport is and how it all began. Next a few examples of circuits and how they are built will be provided followed by an overview of the development of Formula One as a powerful brand. The truth behind its success will be explored during this section. After that, the economic aspect of this sport will be analysed. Formula One is a sport that is capable of generating millions of euros and the reason for such a profitable success will be thoroughly explained during section 2.3.1. Besides that, Formula One is a sport that brings massive impact in several areas of society, not only to the host countries but also to the world in general, and those impacts will be examined during section 2.3.2.

The next section will address the situation of Formula One in the present. That is, the way the sport has evolved and managed to adapt to the external contingencies it has been facing for the last five years such as the COVID-19 Pandemic, the war and the ensuing economic crisis. Furthermore, Formula One has managed to win over the media and now bets in online platforms to reach a wider audience while increasing its profits. The way their strategy altered to adapt to these new times will be analysed in section 2.4.2. Chapter 3 will be all about the movement We Race As One. After an introduction to the initiative, its history and its core pillars, themes like the connection of the sport with politics and the struggle to become more sustainable will be developed. Then, in chapter 4, the impact of We Race As One in the creation and development of intercultural communities will be analysed. During this chapter that highlights the main topic of this dissertation, the real impact and limitations of the movement will be

analysed. We Race As One influenced more than Formula One itself and was able to redirect its core values towards other areas of the sport and society. All of that will be further analysed and developed in the last chapter of this dissertation.

CHAPTER I – SPORTS AND THE CREATION OF INTERCULTURAL, INCLUSIVE AND SUSTAINABLE COMMUNITIES

For most people, sport is just a simple physical activity or it is nothing more than a game. However, when one looks at competitive sport, high performance sport or sport organizations, there is a lot more that they tackle. The truth is that, besides the physical activity, the sport environment provides the participants with a safe place to share culture and communication. When one participates in sport activities, one gains tremendous benefits for one's physical and mental health and also learns skills that otherwise wouldn't possess. By practicing sport you are one step closer to social and cultural inclusion in society. And, more than anything, sport is also a business. Throughout this first chapter some important terms and concepts of the sport's world will be explained and developed in order to fully understand the importance and impact sport truly has in several areas of life, business and society.

1.1 Social Inclusion

Social inclusion is considered one of the most important pillars of every society and it is more difficult to achieve than people realise. Before jumping to the theme of "social inclusion", it is important to first understand what the concept of "social exclusion" is because the two are closely related. According to Stafford & South Staffordshire (2023), "[s]ocial exclusion refers to certain situations where individuals aren't recognised, heard or taken into account within their societies and communities." In fact, social exclusion can occur for a lot of different reasons, being those, for example, economic or cultural. Either way, those reasons ultimately lead to a lack of participation from a person or group in more than one layer of society. "Examples of these factors are unemployment, age, ill health, poor housing, and financial hardship." (Stafford & Staffordshire, 2023).

Fredericks (2010) suggested that belongingness as experienced in everyday relations constructs the kinds of sentiments on which societies of exclusion (and inclusion) are based. That is, the society is built in feelings of belonging, if you feel the same way you are included and if not, you are experiencing social exclusion. In that way, social inclusion is used to reward and social exclusion is used as a form of punishment.

Communities and societies have several ways to express social exclusion, one of them being the so called "gated communities" (Michele & Hook, 2002, p.198). The

population in question uses “gates” to exclude themselves from other communities or undesired encounters with others. The gates (or walls) are seen as protective instead of excluding mechanisms. According to Flusty (2004) “one example of that are the security fences scattered across Israel, or the ones existing to separate the United States from Mexico”. Nevertheless, people see other forms of exclusion more often. Leonard D. Baer (2005) believed that prisons, like asylums and other places that remove individuals from broader social life are additional if somewhat more extreme forms of exclusion societies. The caste system in India, even though it is a perfect example of social exclusion, is different from other exclusion societies because in other ones it is possible to move and you can change your status and be “included”; however, in India, both emulation and mobility are strictly prohibited because your place in society is defined at birth and cannot be changed. (BAER, 2005)

“The term social exclusion was used for the first time by former French Secretary of State for Social Action, René Lenoir (1974), to refer to the situation of certain groups of people whom he estimated to comprise one tenth of the population and [whom he called “the excluded”].” (United Nations , 2016).

Social exclusion is difficult to fully understand because it ultimately depends on the context. Following the words of the United Nations (2016), “[...], it is important to bear in mind that [d]ifferent places have different histories, cultures and institutions, which shape norms, values and therefore different approaches to social inclusion [and exclusion].” That is, the context and surroundings of a person highly influences their state of exclusion or inclusion. Lack of resources or lack of opportunities as well as lack of funds, more often than not, are the main reasons that lead to social exclusion, however those are not the only factor, given that whenever a person or a group of people cannot state their voice nor have a significant power to express themselves, social exclusion can happen. Therefore, age, ethnicity, religion, gender identity or sexual orientation play an active role when it comes to social inclusion (or the lack of it).

The economic factor is one of which social exclusion might come from and, therefore, the economic status of a person has a big role to play when it comes to be included or not in a society. That is why international organizations, more often than not, focus on diminishing poverty as a means to reach social inclusion. Nevertheless,

and following the statement of the United Nations in their report on the World's Social Situation (2016), it is important to bear in mind that "[...] the concepts of poverty and social exclusion are [...] distinct. Poverty is an outcome, while social exclusion is both an outcome and a process."

As stated before, the economic status of a person greatly affects their capacity to have access to resources and thus better opportunities. Therefore, the European Union (rather, the European Commission) pays a great importance in diminishing poverty so that people can have better access to resources they need in order to be one step closer to be integrated in a society. Note that the work done to reduce poverty is a plan that's part of the process of social inclusion. The process itself is called inclusion and the aim is integration. (Eurofund, 2022).

Authors like Eisenberger and Lieberman (2005) and MacDonald and Leary (2005) have studied the effects of social exclusion with a psychosocial and psychological approach and concluded that when you suffer from social exclusion you feel the same as physical pain. Social inclusion and exclusion are directly linked to the nervous system of people and can affect them a great deal. That is, according to Eisenberger and Lieberman (2005), humans feel the intricate need to sustain relations and interconnect with each other. However, once that interconnectivity is taken away due to social exclusion, the Human brain literally feels mental pain as strong as physical pain. Social exclusion can be the overlap of several factors and can show itself in various ways, such as stigmas, ostracism, marginalization or prejudice.

For Levitas et al (2007), as cited by the United Nations (2016), "[s]ocial exclusion is a complex and multi-dimensional process. It involves the lack or denial of resources, rights, goods and services, and the inability to participate in the normal relationships and activities, available to the majority of people in a society". Although there are a lot of different definitions for the concept of social exclusion, all descriptions lay on the same principle: the lack of participation from an individual in society.

Social Exclusion can have a variety of consequences to both the individual and society as a whole. Stanford & South Staffordshire declared in 2023 that "[s]ocial exclusion can significantly affect a person's mental health and well-being, as well as their physical health. This can cause low self-esteem, isolation, mental health difficulties such as depression and anxiety, and increased levels of stress." Ultimately,

these consequences can affect the country as a whole and have severe outcomes. For example, in an extreme state, it can be said that the existence of social exclusion is a failure of the country's power structures. Social exclusion can also affect the country's wealth and can cause the total Gross Domestic Product to have unexpected fluctuations. That is why it is very important for a country or community to foment social inclusion and have the tools for that.

The Sacred Heart Mission (2021) exposed the example of Australia: "To date, more than 1.2 million people in Australia are experiencing profound social exclusion, and 25 percent of all Australians are subject to some degree of social exclusion." As stated before, social exclusion can appear in many different forms, for example, discrimination and, even though sometimes discrimination may not be directly linked to social exclusion, it can worsen the exclusion of an individual or group of people in a designated environment. Even though discrimination based on certain things such as age, gender identity or sexual orientation is illegal in some aspects of society - for example, education and employment wise - it still happens in most communities. It is very difficult to fully be capable of erasing social exclusion, a lot of that because certain types of exclusion are cultural, and cultural values and beliefs are very difficult to change and fight against.

In fact, according to the Sacred Heart Mission (2021), when it comes to Australia, [r]esearchers have calculated social exclusion costs the Australian economy \$45 billion each year. Experts estimate by making our society more inclusive, we could boost Australia's productivity, improve employment outcomes and reduce costs for our public health and social system – which would lead to a GDP growth of \$12.7 billion per year.

Therefore, social exclusion of an individual or group also ultimately affects the country's GDP. "In fact, globally, the loss in human capital wealth due to gender inequality alone is estimated at \$160.2 trillion." (World Bank, N.D.). That is why social inclusion is very important in any society. If a person has a feeling of belonging, not only is their life going to improve significantly but also it contributes to the general welfare and wealth of the country. In fact, the concepts of social exclusion and inclusion have become so important nowadays that they were a key element of the European 2020 strategy plan, as well as of several agendas of other international organizations.

Now that both the concept and consequences of social exclusion are displayed, the theme of social inclusion can be approached:

Exclusion societies are identifiable at different places in time, space, and geography. When it comes to Inclusion societies, however, they evolve from within such contexts. They are characterized by movements toward greater social justice, equality, and collectivism in response to the kinds of global oppressions exclusion societies embody and perpetuate. (Allan, 2013, p.2)

Silver (1995) stated that, in France, in the 70's when the term "excluded" was first used, the concept of "social inclusion" was also implemented. According to Rawal (2008), "[w]hen the concept was first employed [...], it took into account people unable to adjust to mainstream society and later other European countries adopted it with their own interpretation." Later on, that same concept was used by the European Commission in 1980. That term was first used there because the European Community thought that "poverty was no longer the right word to use to describe the plight of those marginalized from mainstream society" (Williams & White, 2003).

According to Cameron (2006), because Social inclusion itself is not well defined, people tend to focus on the problems of the socially excluded and "imply" terms such as social inclusion to combat the exclusion of people in a certain society. Jackson (1999) also argues that "there can be simultaneous exclusion and inclusion, that is, individuals and groups can be excluded in one domain and included in another [...], one can thus talk about inclusion in the domain of [language] but exclusion in political and economic domains." That same author also refers that inclusion can generate exclusion, "this occurs, when excluded groups successfully achieve inclusion on the basis of excluding groups even weaker than themselves."

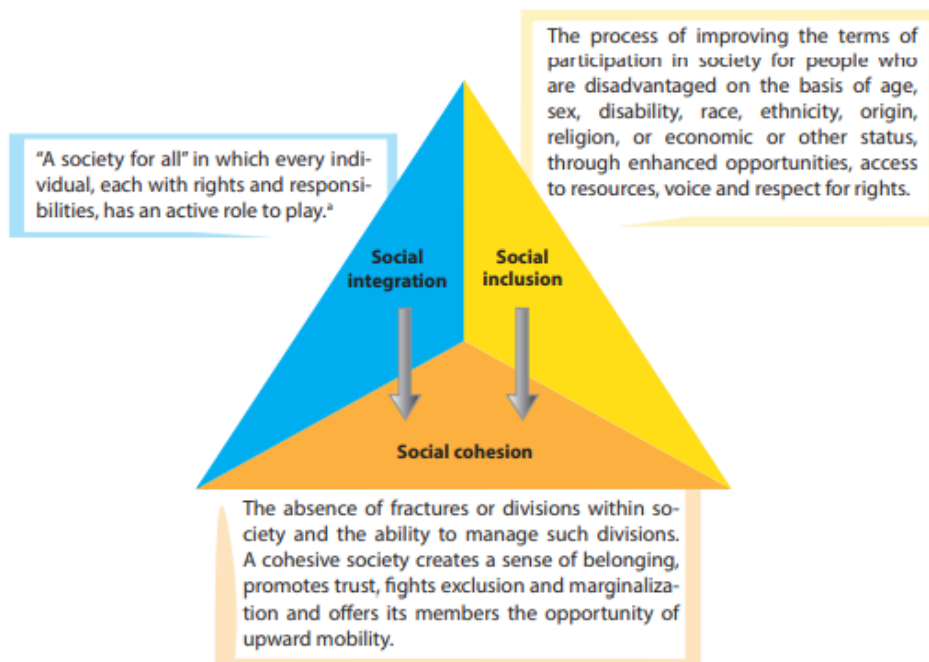
According to Schneider & Bramley (2018), "[s]ocial inclusion refers to a policy designed to ensure that all people are able to participate in society regardless of their background or specific characteristics." Furthermore, the authors define an inclusive society as "[...] one where all people feel valued, their differences are respected, and their basic needs are met so they can live in dignity. In order to achieve this society, the existent barriers must be overcome." Note that some of those barriers may be physical and tangible - for example, the ones used by the gated communities - but, more often than not, the barriers excluded people face, such as discrimination, are intangible and, therefore, very difficult to fight.

It can be said that social exclusion is the opposite of social inclusion, therefore, and following the statement of Stafford & South Staffordshire (2023), “[s]ocial inclusion, is [a] positive action taken to change these limiting factors and enable individuals and communities to participate fully in society.” Social inclusion is a process that leads to social integration. The goal of the social inclusion is building societies in which every individual can fully participate and be included. That inclusive society also aims to promote equal opportunities and resources to everyone regardless of their past and background. There are some key factors that have a high role to play when it comes to social inclusion and those are “[...] helping socially excluded individuals and communities overcome the inequalities they face [...] promoting equality of opportunities and eliminating discrimination.” (Stafford & Staffordshire, 2023).

Another definition of the concept is given by Bhadra & Mahaldar (2015) in which they describe social inclusion as a “process by which efforts are made to ensure equal opportunities for all, [... to] enable full and active participation of every member of the society in all aspects of life [...]” The process of social inclusion does not refer only to the opportunities given but also to the equal chance of having the resources necessary to have access to education, labour market, facilities and overall benefits. In fact, this particular concept is very important in Europe today and it is at the centre of various agendas of the European Union. (Eurofund, 2022).

Social inclusion more often than not arises from concerns related to social exclusion and, following the statement of the United Nations (2016), it can be defined as “[...] the process of improving the terms of participation in society for people who are disadvantaged on the basis of age, sex, disability, race, ethnicity, origin, religion, or economic or other status, through enhanced opportunities, access to resources, voice and respect for rights.” It is important to emphasize, and according to the same source, “[...] social inclusion is not the same as social integration, even though the two terms are at times used interchangeably.”

Figure 1 What is social integration, inclusion and cohesion:



Source: United Nations; 2016, p.21

The United Nations (2016) referred to social inclusion as “[...] the principle that every person should reap the benefits of prosperity and enjoy minimum standards of well-being.” According to the same authors, the goals of social inclusion are to ensure healthy lives and access to education, modern energy and information. Nevertheless, the concept of social inclusion has much more to it than what was stated above. Ultimately, and as stated before, the goal of social inclusion is to create a more cohesive, inclusive and integrated society.

The World Bank (N.D.) refers to social inclusion as “[...] the process of improving the terms on which individuals and groups take part in society—improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity.” In fact, social inclusion means, according to the Sacred Heart Mission (2021), that “[...]all people have the best opportunities to enjoy life and do well in society [...], the ability to participate in society, and to be free from discrimination and disadvantage is a basic human right that is enshrined in the Universal Declaration of Human Rights.” Therefore, every time someone is excluded from society, a crime against the Human Rights is being committed. All in all, social inclusion is a key element of every society nowadays and is a value that is present in almost all important world organizations. In a

fully inclusive society, everyone has a role to play and is free to actively participate in all aspects of social life, regardless of age, background, religion, gender identity, ethnicity, sexual orientation and culture. (World Bank, N.D.)

Social inclusion, as stated before, is so important nowadays that it is part of several agendas of the European Union. Therefore, and according to Hilary Silver (2015), “[...] the emphasis on “inclusion” in the Sustainable Development Goals (SDGs) compels us to specify what social inclusion is and how to accomplish it.” The same author defines social inclusion as a “[...] multi-dimensional, relational process of increasing opportunities for social participation, enhancing capabilities to fulfil prescribed social roles, and at the collective level, enhancing social bonds, cohesion, integration, or solidarity.”

Nevertheless, one must always have in mind that the context defines what social inclusion is, that is, social inclusion has to do with the feeling of belonging and that feeling may vary according to one’s history and culture. Some societies define social inclusion and exclusion through boundaries and, sometimes, those boundaries are as symbolic as they are physical. Moreover, the special inclusion of a certain group may lead, ultimately, to the social exclusion of other groups. (Dolores, 1997; Border, 2006)

The concept of social inclusion and exclusion in a certain society may cause the origin of several sub-cultures related to race, language, religion and so on. Those interactions and developments reveal the importance of social inclusion in maintaining peace in a certain space. Nevertheless, the notion of social inclusion may transcend the physical or cultural barriers, that is, the feeling of belonging does not have to be limited to the physical place where the person is inserted. Hugh Collins (2003) drew attention to the fact that “[...] [s]ocial inclusion does not seek the same or broadly equivalent outcomes for citizens. It concentrates its attention not on relative disadvantage between groups, but rather on the absolute disadvantage of particular groups in society.” That is, the aim of social inclusion is focused on minorities/groups of people who suffer absolute disadvantages in society and the focus is not on those who have “relative” disadvantages in society. Social inclusion does not aim for absolute justice and equality but, rather, the goal is to provide opportunities and resources for those who are excluded from society so that they can feel a sense of belonging and have the minimum level of welfare to be able to live a full decent life and, ultimately, to be able to fully participate in society.

All in all, social inclusion aims for a better welfare of people. It is important to refer that here; “welfare” does not have a political or economic value. The welfare that social inclusion aims to achieve includes material goods such as food and shelter, but also includes opportunities to participate in meaningful ways in social life. Also, that so called “welfare” includes education, culture, labour market, as well as political and cultural active participation in society, according to Collins (2003). Governments and institutions around the world are trying to promote social inclusion but they mainly focus on material things and on how to diminish poverty. Of course that those elements are important but that is not enough. The author declares that “non-material goods such as work are, if comparisons can be made, more essential elements of ‘well-being’, and social inclusion demands that disadvantaged groups should receive those non-material goods.”

Ultimately social inclusion is very important for the good development and functioning of any society. According to the Sacred Hearts Mission (2021), social inclusion is also a key factor for “[...] a person’s dignity, security and opportunity to lead a better life. Research shows participating in society and having people you can rely on are key determinants of health and wellbeing”. The same author believes that being included in a society “[...] is also inextricably linked to economic participation. Without opportunities to work, study and access training, it leaves people facing entrenched poverty.”

As referred to above, the concept of social inclusion has gained importance in the minds and plans of international organizations such as the European Union and the United Nations. However, given the complex context of each society and country, it is impossible for a single document or agenda to address all the social exclusion dimensions and, therefore, it is very difficult to state in an agenda all there is to do in order to achieve full social inclusion. (United Nations, 2016). InclusionNB (N.D.) states that “[...] people can be present in a community without being socially included”. That same author declares that being socially included is “[...] an important ‘determinant of health’ – without inclusion, people are more likely to experience poor health, loneliness, isolation, and poor self-esteem.” The disabled people, for instance, more often than not receive some degree of social exclusion. They may not have access to jobs they desire or even places due to the lack of facilities with the necessary resources for them.

There is not a global or single definition of both social exclusion and inclusion because it all depends on the context and environment of a certain society, population or social structure. External factors and contexts affect the social and economic stage of a country and those terms are also affected by the social, political or cultural ideologies and values of a certain population. Given all those external and internal factors, it is almost impossible to fully define social inclusion and exclusion thus making it very difficult to globalize those concepts. In fact, given the complex context of each society, it is quite hard to find yourself 100% integrated and included; nevertheless, constant efforts are necessary due to the fact that everyone deserves the minimum resources and opportunities to live their life fully. In fact, there are actions that are being developed all around the globe in order to promote social inclusion. As stated before, there are a lot of ways to contribute to the creation of a more inclusive society and one of those ways can be through sport.

1.1.1 Social Inclusion and Sport

As it has already been referred, there are numerous ways to be one step closer to social inclusion, one of them being with the help of sport and sport-activities. Nevertheless, before developing further the theme of this chapter, it is important to understand the difference between social inclusion in sports and social inclusion through sports. Following the words of Corthouts, et al. (2019), social inclusion in sports has to do with the fact that people have “[...] equal opportunities of access”. On the other hand, social inclusion through sports happens whenever “[...] leisure activities establish non-sports related social values and competences, which can be linked to socio-cultural or affective integration.” In general, sports have been very exclusive and were tools used to exclude people. In fact, those authors stated that, “[b]efore the Sports for All movement, sports was primarily a leisure activity for young, white, middle and upper-class men”. However, with time, people and the power institutions came to notice the benefits of sport for both the wealth and well-being of Human beings; they also came to notice that sport was a very good way to integrate and include people in the community.

Nonetheless, Phonic and Frisby (2013) stated that “[t]here is not always consensus about what the purpose of social inclusion should be, which is due to a number of contradictions associated with the term’s use”, one of them being that social inclusion and exclusion are not opposites because they can exist at the same time in many different formats. In fact, it is known that a group of outcasted people can achieve inclusion through the exclusion of a smaller, more discriminated, group. Nevertheless, sport can present itself as a pathway to reach a more inclusive society. Even though it might not be the first measure that comes to mind when one thinks about the term “social inclusion”, it can lead to great results, because sport itself can contribute in various ways to help people to be socially included. “The most basic element of sport is people coming together to play. Sports break down barriers and build bridges where boundaries usually exist.” (Thibodeau, 2020)

According to the previous section, the term social inclusion can be defined as the feeling one has of being included and active within the different layers of society, despite factors such as age, gender identity, economic status and cultural background. The thing about sport is that it is understood and spread across the globe, thus it transcends cultures and physical distance. Sports in general gather different people to play and achieve a goal, therefore, it creates a feeling of belonging and that’s all social inclusion is about. Ultimately and according to the words of Thibodeau (2020) “[s]port can create a feeling of inclusion in society, no matter what age, sexual orientation, gender expression, [...] religion, ethnicity or socio-economic status you are or hold.”

Reaching social inclusion with the help of sport activities has been in the minds of governments and international organizations such as the European Union. The organization highly values those concepts and it stated that “[n]ot only is sport and physical activity a basis for personal, social and learning development, but it also motivates social inclusion and integration. Sport and physical activity promote tolerance, solidarity, inclusiveness and many other sporting and European Union [...] values.” That alone can highlight the importance that sport in general can have when it comes to developing more conscious and responsible citizens. Sport allows people from different backgrounds to gather and work for a common goal. That alone allows people from marginalized and unprivileged groups, such as migrants and minorities, to have the opportunity to interact with other people. The creation of bonds and the promotion

of values such as team-work, tolerance and solidarity allow those “excluded” people to gather the resources they need to feel more integrated in society.

Along with that, the European Union (N.D.) declared that “[s]port also provides people living with a disability an opportunity to increase their participation in society, showcase their talents and challenge stereotypes.” Another tool to connect sports and social inclusion is the Erasmus+ initiative. The programmes supported by the Erasmus+ initiative include various sport-related activities. Following their words, “[o]f the sport projects supported by Erasmus+ in the period 2014-2017, one-in-three tackled issues connected to social inclusion. Going further, the latest generation of Erasmus+ includes a dedicated chapter on inclusion.” Those specific programmes also have a connection with sport and there are various sport-related activities financed by the Erasmus+ initiative. Ultimately, it is believed that the skills learned and developed through sport activities can facilitate the integration and inclusion of minorities in a society. Richard Bailey (2007) acknowledges that “[...] sport can [...] contribute] to a wide range of positive social outcomes, including reduced youth crime, improved fitness and health, reduced truancy [...] and the provision of opportunities for ‘active citizenship’.”

However, not only the citizens, but also the sport organizations, international organizations and government entities have a big role to play when it comes to maintaining and fomenting social integration through sports. “Changes in the facilitation and organization of sport can enhance an inclusive sport practice, which might also foster social inclusion in broader society.” (Elling & Claringbould, 2005). Related to that theme, Thibodeau (2020) announced that those entities “[...] can increase their settlement programmes that focus on sport as a facilitator for [inclusion and] integration. Sports can provide a huge opportunity to make friends and connections on a team.” In fact, in Canada, there are after-school sports programmes located in priority neighbourhoods and those programmes, according to the same author, “[...] provide spaces to [people] express themselves in safe ways and learn important life skills.” That way, minority communities and marginalized people have the chance to feel integrated and increase their participation in social activities. Particularly in Canada, Thibodeau (2020) wrote that “[t]here has been a push to make inclusion policies in Canadian sport. One [...] example is the Policy on Sport Persons with a Disability from 2006, and the more recent Working Group on Gender Equity in Sport [...] in 2018.” With these types of initiatives, outcast people will be able to feel they

belong and, therefore, provide them with necessary resources to feel more integrated in a certain society or community.

All in all, there is a variety of reasons for promoting social inclusion through sports. Ponc and Frisby (2013) believed that one of those reasons is the fact that sports allow people to learn “[...] skills that contribute to quality of life [...]” such as communication, confidence, motivation and goal-orientation. In fact, Pegg and Compton (2004) declared that “[...] inclusive sport [...] contribute[s] to physiological, psychological and social well-being, especially when adequate resources are allocated [...]”. According to Donnelly and Coakley (2002), that is especially important for children because it strongly contributes to their social, physical and emotional development. Being involved in sports is often easier than other social activities and, therefore, it is commonly used by minorities or excluded people as a way to more easily develop bonds and create a feeling of belonging. The creation of friendships and constant interaction of people with different backgrounds through sport also allows the extinction of stereotypes, prejudice and myths that exist inside communities and that, more often than not, are the cause of the exclusion itself. (Pegg & Compton, 2004)

Ponc and Frisby (2013) stated that “[r]eligious persecution, colonization, homophobia, racism, poverty, ageism and gender inequality are [...] areas that can begin to be addressed through effective sport [...] policies.” The same authors believed that sport activities bring special benefits “[...] to youth, adults and seniors [...]”, and, to support that statement, they declared that “[...] sport can play a role in creating and strengthening social ties, connecting people across geographical and ethno-cultural boundaries, and linking disadvantaged people to organizations and services.” Those services and organizations can strongly facilitate the lives of those people by providing them with the resources and opportunities they need to create a better live for themselves.

The institution Light for the World declared in 2023 that “[t]eam sports provide the opportunity to be part of something, to belong – a framework with inclusion at its core.” That is because one of the fundamental elements of social inclusion is the feeling of belonging. The same authors wrote that “[t]he impact of inclusive sports goes far beyond the game itself.” Because of the resources and skills it provides to the excluded people, their interaction with other members of the community becomes easier and it also facilitates their participation in other layers of society that they weren’t able to take

part in before. A way to further reach social inclusion is to develop conscious and responsible citizens, and sport can help that. In fact, sports can be used to form active citizenship which has a positive impact when it comes to social integration and inclusion. That active citizenship helps people to grab opportunities and have access to resources they otherwise wouldn't be able to enjoy, because, more often than not, "[...] the government provides opportunities through social investment, which it is assumed, individuals will access through a process of 'active citizenship'" (Waring & Mason, 2010). Overall, and following the statement of Waring and Mason (2016), "[...] sport can change individuals and societies for the better."

Sport can enrich people's quality of life, raise self-esteem and confidence levels and provide enjoyment to individuals, but sport has also a much larger part to play in achieving other outcomes, building stronger safer communities, strengthening the economy and developing the skills of local people, meeting the needs of children, as well as the associated health benefits. (Sport England, 2005)

Therefore, it is believed that sports are a great tool to promote and help outcasted people to achieve social inclusion in a community. Another of the existent initiatives related to sports and social inclusion is the Policy Action Team 10 (PAT10):

PAT 10 was established to identify best practice in arts and sports programmes and was ultimately tasked with developing an action plan to maximize the impact of arts, sports and leisure in the context of neighbourhood renewal, while simultaneously raising local participation. (Waring & Mason, 2010).

Waring and Mason (2010) also declared that "[...] sport can build confidence at the individual level and develop strong community links more widely." As previously stated in this section, the skills learned and cultivated while participating in sport activities are, then, taken to society which can, ultimately, facilitate social interaction and participation.

Sport is also proven to be a great tool for the welcoming countries to include and integrate migrants. Sport and Citizenship (N.D.) stated that "[m]igration flows are visibly increasing, the number of displaced [people] across the world has almost doubled since 2012 [...]." Nowadays, and over the recent years, the number of refugees across the globe is increasing. People seek asylum in other countries or regions through various reasons and social inclusion can become a big problem for the migrant communities. According to the same authors, "the International Organization for Migration [...] reveals that while the major hosting countries for displaced people aren't in Europe, the region [...] remains one that welcomes the most international immigrants

with 82 millions of people in 2017.” Welcoming countries face the challenge of integrating those migrants and it is, indeed, a tough task. They can recur to a panoply of fields, one of them being through sports. Sport and Citizenship (N.D.) also announced that “[...] European and international institutions have implemented assertive policies that promote social inclusion for international migrants.” The European Union greatly highlights the importance of promoting social inclusion and that specific topic is in their agenda. They promote social inclusion through various forms, including the Erasmus+ program, as was referred to above. In fact, that specific program has allowed the creation of countless initiatives that aim for social inclusion. One of those initiatives is the “FIRE (Football Including REFugees) project [...]”. This project “[...] promotes and supports inspiring initiatives from all over Europe, fostering the social inclusion of migrants and refugees in local communities through the practice of football.” (Sport and Citizenship, N.D.)

These sporting activities, which aim to create social links, benefit both local communities, which are enriched by the diversity, talents and opportunities they bring, as well as a boost to cohesion; and the direct beneficiaries of these initiatives, who acquire a variety of skills through football. (Sport and Citizenship, N.D.)

This project proved to be a success when it comes to provide valuable resources and skills to the migrant and minority communities for them to be closer to be socially included in the society they are inserted in. There are a lot of other initiatives that link these concepts, following the words of Sport and Citizenship (N.D.) “[...] the ‘Sports for Peace’ project [...] in Juba, South Sudan, [...] has brought people from different ethnic backgrounds together and enabled friendships across generations of conflict.” This project has created a football team and that team also raises awareness to the inclusion of disabled people everywhere. The team makes sure that “[...]those who need assistance get access to food and other services, repairing tents, taking patients to hospital[s] [...]” and many more. The authors also stated that “[s]uccess in sport is often the result of a team pulling together to pursue one common goal, where everyone is celebrated as equals [...].” That means that social integration is feasible through sport.

Nonetheless, not everything is good and, at the same time, besides being male-centered, sports usually tend to lead to discrimination, excessive competitiveness, harassment and violence, leading to, ultimately, social exclusion, and those factors also influence the choice of participating – or not – in sport-related activities. There are, in

fact, some tough challenges to overcome before sport can be a reliable tool to achieve social inclusion. Corthouts, et al. stated in 2019 that “despite European guidelines and countries’ efforts in providing Sports for All, differences in sports participation rates are still present concerning people’s background characteristics.” That is, despite the constant efforts to make sport accessible for everyone to participate, people are still facing barriers concerning their background, status, age, gender identity or culture. The minorities are, more often than not, under-represented amongst professionals, volunteers, players and in the high positions inside the sports organizations. That alone greatly influences the chances of success when it comes to reach social inclusion. If people are not able to access sport activities or sport-related institutions, then the whole idea of using sport as a means to decrease social exclusion is in jeopardy.

That is to say that when the participation itself is a form of exclusion, one cannot say that sports are being used as an inclusion tool. However, that doesn’t happen all the time and in all types of sport. Nevertheless, those are issues that must be tackled. Light for the World (2023) also came across a challenge related to the disabled people in the sports’ field, following their words, “[f]or the 15% of the world’s population with a disability, access to sporting activities can be limited.” That can happen due to a lot of reasons but, mainly because of the lack of proper facilities and equipment and also due to the discrimination those people feel from the rest of society. The same authors stated that “[...] inclusion is not only possible, but a path to empowerment, with physical and mental benefits too.” Every time people assume that sport can lead to social inclusion, it is expected that the public can participate from the beginning. Everyone must have access to sport and sport activities in order for it to be inclusive. Richard Bailey (2007) declared that “[...] without access, any discussion of social inclusion is moot.” Also, the same author stated that “[...] inclusion is not possible unless institutions allow it to be [...]” so, it is important that excluded people are present in the decision-making process. Following his words, “[t]he issue is not simply whether increased sports participation can be viewed as contributing [...] reduction of social exclusion. Rather, the key questions relate to the nature of the contribution such participation can make.”

Waring and Mason (2010) stated that “[...] it is acknowledged in policy that engagement in sport cannot just happen, there must first be sporting opportunities delivered at local sports facilities before individual access and participation can be achieved.” That is, before sport can be a trustworthy inclusion source, there has to be

the need to improve the conditions, not only physical but also monetary and culture wise. It is imperative to transform sport in a tool where everyone can have access to and participate in, in order to be a step closer to become socially and culturally included. Furthermore, those authors declared that “[...] it is acknowledged that there must be a social infrastructure (including services and facilities) in place before social participation (including participation in groups and activities) can begin.” Unfortunately, more often than not, the existent infrastructures are not enough to provide a decent service to everyone. Those infrastructures can either be too old, partly equipped or simply non-existent. Either way, that greatly affects the use of sport to create inclusion inside the community. Social inclusion in sport is not just “opening the doors” to everyone. Rather, it is to ensure that all people have the same resources and opportunities to participate equally. It is about the representation and nourishment of every individual, instead of simply the existence of the possibility to the represented. Waring and Mason (2010) believed that it is fundamental to create an assessable sport’s environment but, in order to achieve that goal, the organizations, government and power institutions need to have the expected resources and tools to do so. It is necessary to ensure that people have the required tools and opportunities to thrive in social environments such as the ones brought through sport activities. A proactive approach such as, for example, according to Waring and Mason (2010) “[...] focusing on target groups, outreach work and through adopting a partnership [...]” should be adopted instead of just “opening the doors” and expect social and cultural inclusion to be formed out of thin air.

One of the biggest challenges sport has to overcome in order to be a reliable social inclusion tool is money. There needs to be money to finance such activities. “Whether that is money to afford participation in sports, or money to offer sport and recreation programmes.” (Thibodeau, 2020). Another challenge to face is the patriarchal and male-centered mentality existing around sport. According to Thibodeau (2020), “[t]his culture will often deter people from participating, particularly women and girls and LGBTQ+ people.”

Ponic and Frisby (2013) stated that “[...] social inclusion cannot be accomplished only by those with power in the sport system [...]” Rather, the authors wrote that “[...] it is a process that required careful negotiation and a fundamental shift in the hierarchical power relations [...]” They declared that “[...] despite the rise of

‘sport for all policies’, sport [...] is by nature exclusionary [...]. The skills needed to be successful in sport [...] have more to do with the opportunities, encouragement and support available to certain segments of the population over others.” That is, despite sport being a fantastic social inclusion policy, being talented is not enough; you have to have the right resources and opportunities. Those resources are, more often than not, poorly distributed, which makes sport itself an exclusionary activity. The government and sport organizations need to be aware of this and create policies that allow minorities and discriminated people to have access to the resources – and infrastructures – needed, in order to be able to participate and be integrated.

“Social exclusion is also a function of cultural norms that define legitimate bodies in sport.” (Ponic & Frisby, 2013) The community’s culture itself highly limits whether people can or not participate in sports. We have the example of women that could not participate in the first Olympic Games or the extreme racism that leads to the lack of participation – or even prohibition of participation – of people of colour on sport activities. Another example than can be given is the lack of participating power females have in Muslim or Arabic countries. All that proves that there are more barriers to be overcome for a person’s full integration through sport.

Nevertheless, given the pros, it can be said that sport has enormous potential in that field and in can be used as a great social and cultural inclusion path, once the foundations are there. However, there is a constant need of awareness and improvement from both people and power organizations. Once the necessary bases exist, sport can thrive when it comes to being used as a path to diminish social exclusion. Nonetheless, and despite all challenges, there are some success cases when it comes to inclusion and sports as was exemplified throughout this section.

1.1.2 Fostering Social Inclusion through Sports

Even though sport can have a major role in including people in a society, there are still some things that need to be improved first. In order to promote social inclusion through sports, it is important to promote social inclusion in sports and, unfortunately, promoting inclusion in sport activities is still lacking in some ways. As it was referred to before and, according to Dashper and Fletcher (2013), “[d]espite the mythology of sport bringing people together and encouraging everyone to work together to success,

modern sport remains a site of exclusionary practices that operate on a number of levels.” That occurs because, until some years ago, sport activities could only be enjoyed by upper-class white men. Due to those deeply rooted values and traditions around sport, it is not easy to suddenly make it inclusive. They stated that “[a]lthough sports participation is, in some cases at least, becoming more open and meritocratic, at the management level it remains very homogenous; dominated by western, white, middle-aged, able-bodied men.” That is, even though constant efforts are being made to ensure the development of sports as an inclusive mechanism, in its core, the sector is an exclusionary tool where the privileged elite has all the power and is well represented. This reality also greatly affects the development of sport itself because only the opinions of those people are being listened to. Therefore, the decision-making process is very limited.

Peter Donnelly in 1996 declared that “[s]port, by its very nature, produces and reveals inequalities”. In fact, and according to Donnelly, it is commonly believed that sports are a direct reflection of society, like its microcosm and is, more often than not, a place for resistance. Therefore, sport circles become the perfect spot for showing rising inequalities and problems in a certain society. Dashper and Fletcher (2013) also contributed to this idea, stating that “[n]umerous studies articulate the possibility of sport acting as a legitimate space for political struggle, resistance and change [...]”. The undeniable truth is, whenever people from different backgrounds come together, they are bound to have differences. In the case of sports, it is imperative one takes into consideration the cultures and background of the people to make sure they are able to participate and be included, as they should. In 2022, Hanson published an article about ways to develop inclusiveness in sport and alerted to some main concerns one should have whenever dealing with sports and multiple cultures. For example, one should always consider food. He declared that “[t]his is a simple tip to implement, and it is often these small details which inhibit social inclusion in sport.” We can take the example of the Muslim people when they have the Ramadan or Indian people who do not eat cow meat.

Another important measure is to allow friendship bonds to be made. Hanson (2022) stated that “[o]ne of the easiest ways to promote an inclusive environment is simply to say hello.” Greeting and approaching new members can boost their chance of being integrated and makes the whole process easier. Making sure discrimination does

not take place is one of the key elements to the success of the inclusion process, so one should stand up against inappropriate behaviour. The same author believed that “[t]his is one of the most important tips to remember. Years of building a socially inclusive environment can be ruined by a single comment or badly handled incident.” The easiest way to resolve these issues is to make sure the situation does not repeat itself, “[...] it is important to stand up and speak out when these comments cross the line.” A proactive approach should be made and, as such, one should reach out to other communities and minorities. By doing so, it “helps to develop a socially inclusive community.” (Hanson, 2022)

As was previously stated, whenever we try to change the sport into a tool to promote social inclusion, we have to make sure sport itself is inclusive, because if the premise is wrong, then all the work will come into no fruition. Youth Celebrate Diversity (N.D.) published in their official website some tips to turn sport into a more inclusive environment. The authors agree that one of the most important factors to turn sport into a more inclusive field is the language barrier. What language should one use in the sports environment? According to the authors, it is important to understand if there is any “[...] culture of support, belonging, and inclusion [...]”. Is there a language barrier? Is there language discrimination inside the team? The first thing to do is to understand the limitations and define ways to “[...] shift to a healthy culture that supports and nurtures everyone.” (Youth Celebrate Diversity, N.D.). Another pressing concern should be if the religious minorities have free access to sports. Note that, for example, and according to the same authors, “[m]uslims’ holy day is Friday; and Saturday is holy for Jewish [...]”, so, in case the practices or official games coincide with these days, those people will not be able to participate due to religious reasons. Of course it is impossible to change everything to fit into everyone’s needs; however, alternating days or simply changing the schedule could be helpful measures that should be implemented in those situations. Another thing to take into consideration is if there is any dress code implied and if that dress code collides with religious beliefs, for example, in the case of the *hijab*. One must ensure that the sport’s institution “[...] isn’t discriminating [...] based on [...] religious beliefs.” (Youth Celebrate Diversity, N.D.)

Also, the support given to female and male teams should be the same. One of the most urgent issues concerning inclusion and sports is gender discrimination and the distribution of funds. So, creating awareness for those matters is a key element for the

success of sports as an inclusive tool. Finally, does the institution have the means to make sure people of lower income are able to participate? Are there barriers that enable their participation? When these matters are settled, the institution can boost their inclusive measures and greatly improve the inclusion inside the teams. That inclusion will then enable the participants to also be included in other layers of society and, therefore, improve their social inclusion and integration as a whole.

The thing is, there are different ways to make sport inclusive and one should bear in mind the various modalities of the inclusion spectrum in the sport's sector, especially when it comes to disabled people. According to Sport Management Hub (2019), there are a total of 5 distinct categories that can turn any sport into a more inclusive one: Separate Activity, Parallel Activity, Disability Sport Activity, Inclusive Activity and Modified Activity. These categories are focused on the disabled people, however they can easily be adapted for any sport's environment. The Sport Management Hub published, in 2015, a very complete description of those layers, being the first one of them the one that encompasses all activities that "[...] have been specifically designed for individuals with disabilities." Next, there are the sport activities in which both disabled and non-disabled people can both participate in; however, they are separated by their level and capacity. According to the authors, Disability Sport Activity refers to situations in which "[...] both non-disabled and individuals with disabilities play a disability sport together, such as in the Paralympics." The fourth category encompasses all sport-related activities in which both disabled and non-disabled people can participate in with minimum to no adaptations of equipment and environment. Finally, Modified Activity is "[...] when everyone plays the same sport, with adaptations to fit everyone's needs and abilities." (Sport Management Hub, 2019)

Whenever a person wants to turn the sport into an inclusive sport – especially for the disabled people –, the STEP Model should be taken into consideration. This model refers to Space, Task, Equipment and People. According to Sport Management Hub (2019), "[t]his model is designed for coaches, practitioners, teachers, etc, and provides a useful way for structuring sporting activities." Following this model, one should pay attention to the playing area and make sure it suits the sport and the people playing. Following their words, there is also the need to "[b]reak down complex skills into smaller components that everyone can learn [...]", because every participant should

have the opportunity to be a full part of the sport and do everything the sport requires. The equipment must suit the needs of the players and, finally, one should “[b]alance team numbers according to the overall ability of the group.” (SPort MAnagement Hub, 2019).

One can boost inclusiveness in sport by taking into account the inclusion spectrum. This specific spectrum has to do with the modifications needed to ensure the participation of everyone. According to Inclusive Sport Design (N.D.), there could be no modifications at all or minor modifications, when, “[s]mall changes are made to the normal sport or physical activity.” There can also exist major modifications when big changes have to be made in order to ensure the participation of everyone. We have also the “Primarily for People with Disability” spectrum that occurs - following the words of the authors - whenever exists a “[a] sport or physical activity [that is] designed with the specific needs of people with disability but which allows participation of people without disability.” Other than that, we have the “non-playing roles” that take place when disabled people take roles other than playing. That is, they can have positions of coaches, representatives, officials and so on.

Another strategy that can be used is the “Aquatic Activity Spectrum” created by Swimming Australia. Even though it is a strategy for aquatic sports, it can be adapted to every sport to achieve better inclusive results. This spectrum is divided into five categories; however, being one of those the “non-playing roles”, only four will be addressed. The first one is called the “Alternate”. Inclusive Sport Design defines this category as an environment where “[p]articipants work on specific skills or activities leading to more successful inclusion in the whole group. In some cases, to achieve successful inclusion, participants need to practise separately first.” Next, the authors expose the “Parallel” category in which “[m]ore than one version of the same activity is delivered. Typically, participants are grouped by ability.” That is, everyone does the same activity but they are divided into groups concerning their ability. After that, the “Modified” category is presented. In this category, Inclusive Sport Design stated that “[e]veryone participates in the same activity however adaptations are made to either challenge and/or support individual participants according to their ability or needs. “ Finally, the “Open” category in which “[a]ll participants can get involved in open activity. Typically, activity is less structured with limited or no modifications and has a focus on play.” (Inclusive Sport Design, N.D.)

One fact is that “[b]oth diversity and inclusion are critical points for sport managers and small steps are being given to reach a more inclusive and integrated sport’s environment.” (Cunningham, 2016). Through the years, various issues – some good and some bad - occurred due to those concepts within the sport universe. George Cunningham exposed some of those issues in his 2016 work. During his work, he stated that in 2014, “Leight Castergine, a former vice-president for the New York Mets (a notorious NBA team) sued the team and its chief operating officer [...] for gender harassment.” Another thing that he stated and that took place in the same year was the fact that the “Football Australia offered official backing for the lesbian and gay soccer tournament, Pride Football Australia.” This occurred because the organization came to notice the positive impact that initiative had in the community. Also, according to him, “[...] the Equality and Human Rights Commission in England committed £2 million to Premiership Rugby”. This had the aim of increasing the participation of women and minority communities in the sport. These situations are just some that explain the constant effort that sport managers and sport institutions make in order to make sure sports foment and develop inclusion and diversity. More often than not, the institutions “[...] can help promote social change and inclusiveness [...]”. (Cunningham, 2016)

Cunningham believed that “[...] diversity and inclusiveness have potential to meaningfully impact sport organizations [...],” including the improvement of group processes, better decision-making, retention of talent and diversity, or helping the institution itself having a more goal-orientated culture. Of course, there could be some negative outcomes too, but note that those outcomes are the direct – or indirect – result of the lack of inclusion and diversity inside the institutions, whether in terms of structures, processes or cultures. Diversity can be seen as an asset and an investment for the sports’ organizations. And, when the sport organizations are more proactive in those terms, they “[...] are most inclusive” according to the author. He also declared in that same work that the organizations that opt for a more proactive approach, also “[...] adopt a broad, encompassing view of diversity, believe differences are an asset [...] and demonstrate a commitment to diversity through resource allocation.” There are some external factors that greatly influence the success of the attempts in making sports inclusive. As referred to before, some of the most pressing issues the sector faces are political, social and functional pressures. Once those are articulated, change can occur and more inclusive initiatives can take place inside the organizations.

Despite all the difficulties, there are, however, some examples of inclusive and diverse sport environments and initiatives that tackle sport and social inclusion, scattered all around the world. In fact, we can find in Australia some of those examples, the first being “Swimming Australia”. That organization is one of the leading sport organizations in Australia, “[...] particularly in the inclusion space, where they have done a large amount of work over many years.” (Play by the Rules, N.D.b). They developed the “Inclusive Swimming Framework” or ISF. According to the same authors, that initiative aims to guide their members to achieve “[...] full inclusion of people from a diverse array of circumstances and backgrounds in swimming and aquatic activities.” They often take into consideration the thoughts and opinions of everyone involved in order to make sure everyone has a say in the decision making process, so that conscious decisions can be reached. Play By the Rules (N.D.b) stated that in Australia, specifically, “[...] [p]olicies and codes ensure that everyone in sport is aware of their legal and ethical rights and responsibilities, and provide the procedures to eliminate discrimination, harassment, child protection issues and other forms of inappropriate behaviour.” Those policies are backed by a number of laws and institutions that make both discrimination and harassment illegal in all areas of sport.

In fact, having an inclusive sport environment is so important that “[g]overnment and community expectations for good governance, integrity, equality, member protection and child safeguarding means that providing safe, fair and inclusive sporting environments is no longer an aspiration, but an imperative.” (Play By the Rules, N.D.a). Play By the Rules (N.D.a) stated that “[o]ur culturally, linguistically and gender diverse communities are looking for sporting options that celebrate diversity, promote inclusion, and most importantly, make people feel like they belong.” That is, due to the increasing development of intercultural and multicultural communities, it is imperative that social inclusion is in the minds of everyone. The inclusion of people is a key factor for the well-being of every society and, thus, it is important to foment diversity, inclusion, and the feeling of belonging into every citizen. That, as referred before, can be accomplished in various ways, one of them being through sport. Those same authors believe that “[e]veryone should have the opportunity to be actively involved in whatever sport they choose, in whatever capacity they choose.” That is a must in every sport-related activity. In order to make sure they are inclusive, one must first ensure everyone is able to be a part of sport, with proper access and resources.

According to the words of Play By The Rules (N.D.a), “[e]ach sporting organisation should be committed to being inclusive and open to all members [...] regardless of age, gender, disability, cultural or religious background or sexual orientation, or other attributes that may lead to any person feeling excluded or isolated.” But, unfortunately, the reality is not that one. Not everyone has the tools to access, resulting in those minorities being under-represented in sports and clubs. More often than not, “[...] people who want to play sport feel, for a variety of reasons and barriers, excluded and don’t become involved.” (Play By the Rules, N.D.a)

All in all, it is true that sport and sport-related activities are being used as a tool to increase social inclusion and it is proven to be a great toll at that. Nonetheless, it is important to understand that sport itself should be inclusive before being used as an instrument to include people in a society. There are ways to improve inclusiveness in sports, nevertheless, it is necessary to change the mind-sets of people in power in order to make some fast progress. One should understand that we cannot include by excluding people. Once that premise is fully comprehended, sport can boost its role when it comes to include people in a society and improve the community for the better. Despite all of it, there are progresses being made as well as some changes of attitude regarding those concerns. There are also cases of great success so, it can be said that sport has a high potential in this matter.

1.2 Community Building

There are various ways to be more included in a society and, besides sport, being part of a community is one of them. According to the Merriam Webster Dictionary, a community is a group of individuals within a particular area that share the same interests, values and ways of living. Britannica (2020) defines community, in a biological sense, as an “[...] interacting group of various species in a common location.” The word community, therefore, cannot only be associated with the Human kind. A community can be a set of trees or plants located in a certain forest where various different species of animals also inhabit. Also, the abundance of living species, their number of interactions and “[...]the ability of the community to return to normal after a disruptive influence [...]” are important factors that help determinate its structure. The same source states that the panoply of species inside a community will

adapt to each other and, more often than not, they end-up settling to a “role” and a territory. That “niche” of each species encompasses all the interactions that they make inside the community. Communities are often associated with ecosystems and, therefore, it can be said that – in a biological aspect - “[a]n ecosystem consists of the biological community of an area together with its physical environment.” (Britannica, 2020)

There is an array of definitions for the term “community”; however they all have the same core. In fact, “community” is a word used in various contexts. We have, for example, the biological community, communities of practice and communities of interest. The latter two are used in the business context and Gurteen (N.D.) defined them as “[...] self-organized networks of people with a common agenda, cause, or interest, who collaborate by sharing ideas, information, and other resources.” There are also virtual communities in which the participants bond over shared values and concerns. The truth is, these are all communities; however, David Gurteen (N.D.) states that “[...] they are not necessarily communities in the full sense of the word.” This occurs because the word “community” tends to be ambiguous and difficult to understand in its full capacity. Note that it is important to not confuse community with culture. Although every community has a culture, not every culture needs a community. A community can be a group of individuals that come together for various reasons and a culture are the beliefs, habits, values and customs they possess. In a single community, there can be individuals with different cultures that share common interests. (Gurteen, N.D.)

Following the statement of that same author, “[t]he full concept of community, however, has several dimensions of meaning.” It is important to understand them in order to fully comprehend that concept. Gurteen (N.D.) declares that a real community is a group of individuals that “[s]hare something in common”, as stated earlier in this section. That is, one of the pillars of a community is the existence of shared interests; therefore, a community could exist where a person lives; inside a culture; in a specific place and so on. Another important characteristic of a community is that the participants truly care about their common interests and show concern about each other. (Gurteen, N.D.) Even though there are many communities scattered around the globe, not all of them have such characteristics and, therefore, cannot be considered “real communities”. Having a common interest is important, but so is sharing core values and frequent

interactions. Many people share the core values of the community and, indeed, that is a key element in order to feel integrated in it. Whenever one feels the sense of belonging in a group that has all the factors listed above, it can be said that he/she is a part of a real community. According to David (N.D.) “[y]ou can be a *member of a community* [...] but fail to be *in community* because you just do not care.”

All in all, the concept of “community” can be defined as a group of living things that come together because they share a place, values, identities, religion, habits or norms. The members can share a physical space or an online space such as a communication platform. So, the term “community”, like the concept of “social inclusion”, transcends the physical boundaries and limitations. Bonds that last for generations as well as families themselves can be considered a community. Although communities are usually small groups with personal/social ties, that concept may also refer to some large groups such as national, international and virtual communities. (James, 2006)

Being part of a community strongly affects the degree of integration and inclusion in a certain society. Also, having a strong and healthy community highly affects its participants and society as a whole. Following the words of Puja Mondal (N.D.), “[...] human civilization grows and develop[s] in the lap of community.” As previously stated, it is a fact that Human beings can hardly survive on their own; therefore, the existence of a community is a key element to the survival of the species. Nonetheless, a Human being cannot be a part of every community around the world, it is both physical and mentally impossible. Nevertheless, some communities transcend their physical territory, such as online communities. The word “community” is as old as civilization itself; in fact, Mondal (N.D.) declared that “Man has been living in community of some sort since his arrival. Community is the original and first abode of human civilization.” That, more often than not, occurs because when people are together in a certain area, they socialize and develop a sense of likeness and kinship with one-another.

There is, however, a difference between a group and a community. One can be a part of a group but not a member of a community. There are some characteristics that make a group into a community and one must be attentive to them. The existence of a definite territory is fundamental for the formation of a community. Mondal (N.D.) stated that “[b]ecause community is a territorial group. A group of people alone can’t

form a community. A group of people forms a community only when they reside in a definite territory.” As stated before, without the “sense of community” one cannot truly be a community member. A community itself is much like a mini-society and, as such, must include all aspects of the social life. All these elements help distinguish a “group” from a “community” and also prove to be a great assistance when it comes to defining a community itself. Also, one should not confuse the terms “community” and “society”, as they stand for different things. Although there are some similar aspects – because both are representations of social groups -, the concepts differ in a panoply of ways.

According to Pediaa (2018), the main difference between the two terms is that a “[...] society is built upon interactions with varied people whereas the community is the collection of people with similar interests, essentially residing in one geographic place.” The same source shared a table where some of the main differences between the two can be observed:

Figure 2 Society vs Community:

SOCIETY	COMMUNITY
A group of people with a common territory and culture, interacting with one another	A group of people living in the same place or having a particular characteristic in common
Members are diverse since it consists of many different communities	Members necessarily share common characteristics among each other
Interactions among members is a core element since it determines the connection between vast networks of people	Interactions among members happen involuntarily since these people share many things in common
There is a high diversity among members; hence, it is heterogeneous	There is minimum diversity; hence, it is rather homogenous
Smaller than society	Larger than a community
Locality is not defined, and it is not an essential element	Definite locality becomes an essential factor, and it provides a definite shape
	Visit www.PEDIAA.com

Source: Pediaa , 2018

All in all, according to those authors, the most basic difference between the terms that one should bear in mind is that “[s]ociety is a group of people with a common territory and culture, interacting with one another while community is a group of people living in the same place or having a particular characteristic in common.” (Pediaa, 2018)

According to Richard Millington (2010), generally speaking, one can find five distinct types of Human communities around the globe. Note that those types are the most usual ones but that does not mean they are the only ones that exist. The first one stated by the author is the interest community, which is defined by groups of people that come together because they have the same interests or passions. Next, there is the action community. The action community is a set-up where the parties involved are, according to Millington (2010), “[...] trying to bring about change [...]”. The place community is a set of people that come together due to geographical limitations and boundaries. The practice community is a community formed by people who have the same profession or practice the same job/hobbies. Finally, the circumstance community is defined by Richard as a group of people that are “[...] brought together by external events [...]”. (Millington 2010)

Among the five of them, Millington (2010) believes that the interest community is the hardest to develop because it “[...] competes with our mental leisure time.” Nevertheless, that type of community is the most sought after whenever branded communities are trying to be formed as, for example, in the case of sport. Communities are the base of any sport because, without them, sport itself would be very limited.

As previously stated, being part of a community has great impact in the Human being and proves to be an important factor for well-being. People tend to forget that communities are a key element in our day-to-day routine. Dunmore (2017) stated that “[c]ommunities play an important role in every aspect of our lives [...]” and this claim is now more accurate than ever. There are various communities in our everyday life. Our families, friends groups, neighbourhoods, religious groups or even job related environments form communities that take a massive slice of our daily interactions. To back-up that same idea, Dunmore (2017) declared that “[b]eing a part of a community can make us feel as though we are a part of something greater than ourselves. It can give us opportunities to connect with people, to reach for our goals, and makes us feel safe and secure.”

In fact, being a member of a community influences the individual and affects their identity and degree of cohesiveness (Melih, 2011). In his article published in 2008, Afzal Waseem stated that “[c]ommunities are a source of identity.” That occurs due to the countless interactions the participants’ experience. The same author declared that “[c]ommunities facilitate social interactions among its members and foster the process of identity formation.” The sense of identity is a key element to every person’s existence; therefore, a community is pivotal to the lives of Humans. Waseem (2008) referred that “[c]ommunity, identity, and knowledge are the integral constituents of a society.” In fact, according to him “[c]ommunities play an important role in shaping premises, which in turn guide the social action.” So, they play a big part in developing and improving society in general. Being in a community and having a sense of community are, more often than not, associated. When one feels a sense of community, it means that the person feels integrated in a layer of society, which not only benefits the individual but also society as a whole. Besides that, people often feel supported and cared for, which is great for their mental health. Members can also learn useful skills and improve themselves through a safe environment. Chartwell (N.D.) stated that “[b]elonging to a supportive, caring community has a positive impact on an individual’s overall health through good times and adversity [...]”. According to the same author, “[a] community that follows diligent infection control and prevention measures, and enhanced workplace safety processes, protects the health and well-being of residents and staff.” Therefore, being part of a true community brings tremendous benefits to the participants and can boost their way of life: “A strong community is a place of opportunity. Big or small, a community can provide countless opportunities for growth and experience.” (Dunmore, 2017)

All in all, it can be said that it is impossible to live a normal life without being in a community and Humans are, more often than not, community members unconsciously. Communities help in the integration and inclusion process; therefore, they are important tools to every society. They are present everywhere, transcend physical boundaries and help boost the well-being and potential of their members. So, it can be said that communities are a key factor both for the survival and the success of the Human kind. Great examples of communities are the ones created through sport. By being easy to create and focused on an activity that everyone is interested in – directly

or indirectly – sport can be used as a great tool to develop communities which, later, can foment social and cultural inclusion.

1.2.1 Communities and Sports

Communities are a big part of our life as well as relevant pillars to reach success. Sports are great tools to unite people and build stronger communities, nevertheless, it is not the first thing that comes to mind whenever one thinks of healthy, strong communities. During this section, the importance of sports in creating better communities will be addressed. The truth is that sports can enhance a community, while also allowing the local economy to grow because sport “[...] provide[s] jobs and purpose, integrate[s] different groups, help[s] tackle antisocial behaviour, respond[s] to the threat of climate change and save[s] public expenditure.” (Sport England, N.D.) Due to the tremendous effect that sports have in the Human being, it is believed that communities can really benefit from its use. Sport England (N.D.) stated that sport can provide “[...] a direct benefit in bringing people together to improve their physical and mental wellbeing.” If one can improve the lives of people through sports, consequently, the environment – that is, the community – where those people are inserted will also improve.

Having a sense of identity is fundamental to any community and sports also play a key role when it comes to that. Due to the difficulty in defining the term “community identity”, according to Hassan (2014, p. 1), sports are used as a “[...] proxy measurement of the precise strength of a community’s vibrancy and connectedness.” The same author affirms (2014, p. 1) that “[o]ne of the most readily available means of demonstrating a sense of community identity is through involvement in sport.” Even though there is lack of empirical evidence, it is believed that sports play a dominant role when it comes to building and maintaining a community’s identity. More often than not, such assumptions take place due to the importance of sports in any society and the growing involvement of the community in sport-related activities: “It is often claimed that sport is social glue, which serves to cohere, build and strengthen communities [...]” (Nicholson, Brown, & Hoye , 2014, p. 6). It is commonly believed that the effects of sport spread across the whole community and such effects include: reduction of crime, empowerment of disadvantaged groups, social integration and co-operation and increase

in the overall health of the participants. (Nicholson, Brown, & Hoye , 2014, p. 7) And, in fact, there are a lot of success cases in which sport allowed those improvements to take place; however one should not generalize the effects of sports as they also depend on the society, strategies, social support, participants and power institutions.

Chiet (N.D.) stated that “[s]port helps us to feel included and supported, with a sense of belonging. It also helps us to feel proud of our communities.” According to that author, most of the time, adults participate in sport activities for personal fulfilment, while young people participate due to the benefits that it provides. Feeling that sense of fulfilment and belonging is critical to the general society, even more so in times of uncertainty. Also, “[c]onnecting through sport provides all people – players, coaches, administrators and volunteers – with a sense of identity, pride, belonging, gratitude and joy”. (Chiet, N.D.) It can be said that sport can stimulate and enhance communities. Provides crucial resources and opportunities for participants and, as stated in the previous section, it is a great tool when it comes to social inclusion. Ultimately, Chiet (N.D.) stated that “[t]here is no doubt that community sport creates a culture that helps grow people’s identity and sense of belonging.”

It is well known that sports can boost the well-being of people as well as improve their mental health. Cumming (2021) stated that “[b]oosting the well-being of kids through [sports] can help your community’s future, as children who participate in such activities are better adjusted as they enter adulthood, with plenty of life skills and lessons under their belts.” Therefore, using sports to foster better communities can improve the lives of the participants as well as prepare them for life in society. Once they gather the resources and skills they need through the sport’s communities, people can apply those acquired skills to their daily lives, thus improving and strengthening society as a whole. In fact, strengthening the sport’s community can also turn society into, a wealthier one. More often than not, people do not have in consideration the wealth that sports can create. Sports are seen today as a very reliable business that, it is estimated, has created more than \$6.3 billion in economic value, as well as \$5.3 billion in social value each year, in Australia alone. Those numbers refer to the infrastructures alone so the real value of sports is even greater. It can be said that, being part of a sport’s community not only benefits society in a personal level, but also contributes to its prosperity and development due to the increase in cohesion and capital - both social and monetary. (Cumming, 2021) (KPMG, 2018)

Becker (2022) stated that “[w]hether it is clubs, training groups or online meet-ups: sports communities have an enormous significance for well-being.” However, the recent years have changed the way sport is organized, mainly due to the COVID pandemic. It is important to understand how these contingencies affected the way sports can develop communities as well as the consequences of these changes in already existent sport communities. Due to COVID, a lot of people stopped being members of sport clubs and that, ultimately, affects the future of organized sports. The same source stated that “[t]his is particularly worrying because, in addition to their role in promoting health, broad-based sports clubs also fulfil important social functions.” (Becker, 2022) However, the pandemic also allowed online sport communities to highly increase. In fact, e-sports gained extreme popularity during the lockdown and that allowed for new communities to be created: “The trend away from organized to more individual sports activities is also evident in open sports communities.” (Becker, 2022) All in all, sport plays a big role in creating and influencing communities; however, sport itself also has to evolve and adapt to both communities and external contingencies in order to continue to thrive.

Contrary to what one may think, sport is not just a game and goes beyond being a simple physical activity. In fact, ChildFund Rugby (2019) declared that sport “i[t]’s a useful tool to break down social and cultural barriers off the field.” That occurs because the sport environment allows people from various cultures and background to work together and achieve a common goal: “Players must put aside their differences to achieve the win, and what we have found is the lessons learned in the game, will over time, be practised in the players’ communities, changing the livelihoods of all who live there.” (ChildFund Rugby, 2019) Sport allows people to connect and establish dialogue about similar, shared, interests. Being them the athletes or the fans one thing is for certain: when used correctly, sports can be employed to transmit culture and develop communication. That happens because sport is universal and transcends barriers such as distance, language and culture. It is an environment where one can learn how to connect and tolerate others. ChildFund Rugby (2019) stated that “[...] the power of culturally and linguistically relevant role models in sport can be used as an important development tool. Strong, connected role models can mobilise, inspire and positively impact their communities.” The role of sport is further enhanced when the same source states that “[...] is one of the fabrics that connect people and their communities to create positive

social change.” The fact that sport activities foster the connection and relation of different people that come together because they share the same interests makes it the perfect tool to build stronger and healthier communities.

In fact, the skills and behaviours that people inside the sports community learn – such as team work, resilience and being able to feel supported - can be transported to other real-life situations and, besides the amazing advantages that sport itself can bring, its capacity to build better citizens will, ultimately, improve the social environment as a whole: “Sport helps to connect people and communities through the creation of heroes and, the more relatable the hero, the stronger the connection.” (ChildFund Rugby, 2019) Furthermore, the source stated that the “[...] strong sense of connection between the players and coaches, that sense of working together and feeling supported, creates such a strong environment in which young people can learn. That is the power of sport.”

“As the popularity of sport continues to grow, more community developers, planners, and leaders are recognizing the ability for sport to foster community.” (Warner, 2012, p. 1) To highlight that fact, Shimmel (2003) stated, as cited by Warner (2012, p. 2) that “[...] sport is often cited as a catalyst for building strong community among participants [...]”. Nevertheless, one should never forget that sports are also able to foster violent and intolerant behaviour; thus the success of the community building depends, on a large part, on the environment that the participants take part in as well as on the structures and management of the sport institutions. (Warner, 2012, p. 2) Therefore, it is important to understand in which form those structures can affect the sense of belonging that is crucial to the existence of every community. The ability to feel the so called “sense of belonging” depends on the context that those people take part in, given that having similar interests, by itself, does not mean that a community will be formed. As such, the structures and management of the social environment can highly influence the development of a community: in sports that is not different. Some of the factors that can impact that sense of community are: being able to be part of the decision-making process, being cared for and also being able to have safe social spaces in the sport’s environment. (Warner, 2012, pp. 20-26) Therefore, it is very important to consider the circumstances in which the community is prompted to be created.

Sports do wonders when it comes to bring people together and, according to the London Government (2018, p. 2), “[w]hen used with purpose and clear intent for positive outcomes, it can truly make a difference to individuals and communities.” The

city of London is a great example of how to use sports to build better communities. Following the statement of the source, in 2018 the Mayor of London created “Sport Unites”, which is a programme that “[...] invests in and supports organizations so that they can harness the power of sport – not only to improve the physical and mental health of Londoners, but also to bring people from different backgrounds together.” This allows the participants to maintain their sense of personal identity but also to learn and share the same environment with people from different backgrounds in a safe and fair way, ultimately acquiring the so called “community identity”. (London Government, 2018, p. 2) The programme itself, according to the source, aims to tackle some of the most pressing issues that affect Londoners, which are “[...] social mixing; mental health; inactivity; and serious youth violence.”

The role of sports in a community has suffered various alterations over the years. The London Government (2018, p. 16), described that “[u]ntil recently, community sport was primarily focused on increasing participation. Now strategies, [...] have broadened the focus to include health, social and economic outcomes, including: mental wellbeing; physical wellbeing; individual development; economic development; and social and community development.”

When it comes to social integration programming as well as community building in sports, football takes the biggest slice; however, it is important to not forget about other sports as they also play a significant role in that. When it comes to those themes, the London Government (2018, p. 16) stated that “[m]ore creative and unusual delivery methods could provide opportunities to engage with new and/or broader audiences, or they could prove more effective for social integration.” Sport has an immense social value; nonetheless, Coalter (2006) as cited by the London Government (2018, p. 19), declared that “[i]t is not ‘sport’ that achieves positive social outcomes; it is the ways in which sport is provided and experienced that creates an opportunity for positive social outcomes.” That premise is also applied when it comes to using sports as a means to develop better communities. In fact, it is not an understatement to say that the sport environment is a great place to form social resistance as well as to address some of the most complex modern social issues. (London Government, 2018, p. 21) As such, the importance of sport communities is enhanced as they can overcome social barriers and develop society. Sports are being used all around the globe as an instrument to build stronger communities. Some of the institutions that tackle both concepts are, for

example: love.futbol, Premiership Rugby, MLSE LaunchPad and Soccer Without Borders. (London Government, 2018, pp. 22-23) With their results, those institutions proved that sports can be used as a strategy to achieve stronger, healthier communities despite all the barriers.

As previously stated, sports can be a great tool to develop societies and inspire social change. In fact, there is a movement called “Sports Development for Peace”, or SDP, that aims to use sport as a tool for social development in problematic countries. (Spaaij, Oxford, & Jeanes, 2016, p. 570) Sports Development for Piece achieves astonishing results and often works with the educational sector to “[...] educate recipients regarding issues such as health, gender equality, employability and conflict transformation.” (Spaaij, Oxford, & Jeanes, 2016, p. 571) One of the countries where Sports Development for Piece takes action in is Cameroon. According to the same source (2016, p. 574), there, the institution “[...] invests in marginalized teenage girls as leaders, stating that they provide them with a safe platform and the social mechanisms necessary to be local change-makers.” That takes place because, in that region, both women and young girls have little to no autonomy as they are restricted by males, ultimately, leaving them restricted to their own communities. “The program envisioned by young women in 2007 offers three, eight-week football [...] seasons per year. Two of six coaches are female [...], and all referees are female” (Spaaij, Oxford, & Jeanes, 2016, p. 574) This specific programme allows female to have access to resources they otherwise wouldn’t have. It may seem that the primary goal is to increase female participation in football; however, this initiative ultimately aims for female emancipation in Cameroon. According to that source (p. 575), “Kenya is at the heart of the SDP movement; numerous organizations share ideas, resources and co-host tournaments.” Kenia, contrary to one may think, has one of the highest rates of sexual violence and, due to that, females are limited when it comes to accessing some public spaces, such as parks. Following the words of Brady (2005), as cited by Spaaij, Oxford and Jeanes (2016, p. 575), “[a]s a result, young women lose their individual freedom of expression and drop contact with their peer networks.” With the SDP initiative, “[p]articipants are mobilized through football, but a critical objective is addressing social issues such as sexual and reproductive health.” (Spaaij, Oxford, & Jeanes, 2016, p. 574) These two cases show the potential that sports have in transforming communities and allowing social change.

To conclude this part, when it comes to the role of sports in the development of communities, Cumming (2021) stated that “[i]t is hard to imagine a thriving community without sport. Its benefits to increase our sense of belonging, inclusion and opportunities to engage in our communities are numerous.” Nevertheless, one should never forget that is not sport itself that can achieve that outcome, rather, it is the way sports are provided and experienced that allows sport communities to attain such positive results when it comes to develop and construct healthier communities.

1.2.2 Building Communities through Sports

Sports can have a big role when it comes to developing a community; however, how do you foster community development through sports? Are there any manuals to do so? Throughout this section, some examples as well as some ways to foster community development through sports will be presented. According to the European Union (N.D.), community development is “[...] a way of strengthening civil society by prioritising the actions of communities. It seeks to empower local communities around specific themes or policy initiatives.” The same source stated that “Community Development is generally defined as the process by which community members work in synergy to undertake collective actions and find effective solutions to shared problems, with the aim of building resilient communities based on justice, equality and mutual respect.”

Therefore, it can be said that community development is a complex phenomenon that encompasses a wide set of aspects. So, what is the connection between sport and community development? The European Union (N.D.) explains that “[c]haracteristics of sport in general are participation and inclusion: it unites individuals and communities, contributes to the promotion of personal skills, to the increase of social values awareness and can act as a tool to contribute to the interaction and social integration.” The truth is that the overall characteristics of sport – such as universality, communication, motivation and aggregation – can contribute a lot to the development of the community because those skills, learned during sport-related activities, will then be implemented in other fields of life. (European Union, N.D.) Therefore, while using sport as a tool to enhance the development of the community, it is important to have educational goals so that citizens may learn further good practices. In order to

understand that role, the European Union (N.D.) created a graphic in which it is possible to analyse the importance of sport in the development of the community.

Figure 3 Sport for Community Development

COMMUNITY DEVELOPMENT KEY FEATURES	ROLE OF SPORT AS A DEVELOPMENT FACILITATOR
<p>Emergence and enhancement of the community resources:</p> <ul style="list-style-type: none"> • What is the story of this community? • What are its components? • What is the story of the place where the community lives? • What are the human and other resources that the community has? 	<p>Emergence and enhancement of the community resources through sport:</p> <ul style="list-style-type: none"> • How can sport and bodily activities promote and make visible the community resources? • What are the community resources from the point of view of sports animation and bodily activities? • What are the resources of the territory? • What are the resources to develop?
<p>Active involvement of people in promoting community welfare:</p> <ul style="list-style-type: none"> • What are the needs and desires of the community members? • What can the community members do to meet these needs? • How to actively involve community members? • What supports does the community need to develop a more active role? 	<p>The active involvement of people in promoting the well-being of the community through sport</p> <ul style="list-style-type: none"> • How can sport and bodily activities become an element of involvement and activation of community members? • What are the needs and desires of community members in relation to sport? • What supports does the community need to give life to these sports activities?
<p>Development of the community's ability to learn:</p> <ul style="list-style-type: none"> • What are the learning needs of community members? • What skills and knowledge do the community need to develop collectively? 	<p>How sport can develop a community's ability to learn:</p> <ul style="list-style-type: none"> • How can sport become a factor in developing the community's ability to learn? • What are the experiences and knowledge available to members of the community in the field of sport and bodily activities in general?

Source: European Union, N.D.

Following the words of Redshaw (2016), “[s]port development is the effective partnership and promotion of sports activities and programs within the community.” The importance on such activities was first mentioned in the 1980’s. If the sport development initiatives are successful, then the participants will have gathered a network of community members with whom they have created bonds. According to the source, with that, both the development of the community and the integration of the participants into society will be more effective. Redshaw (2016) stated that “[t]he promotion, development and success of sports and leisure programmes and opportunities solely rely on removing barriers within the community.” And, as it is known, sports can be a great barrier breaker. The same source believes that the main goal of sport development initiatives is to “[...] provide participation, [as well as to] promote social, personal and community development.” The UK is one of the countries that is more concerned about this theme and Sport England is one of the most well-known initiatives in the country. In fact, “[t]o help create opportunities for individuals

to participate within community sport, Sport England are investing [...] £500 million into 46 NGB's [...]." (Redshaw, 2016) Note that NGB stands for "National Governing Bodies of Sport", which are "[...] non-profit, non-governmental organizations responsible for promoting and developing a particular sport within a nation." (University of New Haven, N.D.)

In her paper, Sherry (N.D., p. 1) stated that "[t]he conceptualisation of sport development over time has evolved into two distinct streams: elite sport development (development of sport) and community sport development (development through sport)". According to Green (2007) as cited by Sherry (N.D., p. 1), "[t]he interest in community development, and resulting community development initiatives through sport, are responses to marginalisation in the community." The same author also believed that, by accessing to sports and sport-related activities, the individual would also have access to other infrastructures inside the community. In fact, he believed that "[...] social exclusion of marginalized people in society at large is also played out in lack of access to sport." Houlihan (1997) confirmed that, more often than not, community development through sports is viewed as a responsibility of community welfare organizations instead of the sports organizations. Nevertheless, it is important for the sport's organizations to try and develop their community with the help of sport activities, being it directly or indirectly. Bloomfield (2003), as cited by Sherry (N.D., p. 1) states that "[t]he shift towards sport being used for community development is largely the domain of charitable or community organizations with a community development agenda." Furthermore, Vail (2007) also cited by that same source, acknowledged that "[...] the provision of sports in terms of community development may rely upon the involvement of non-traditional partners and community leaders who might not be part of the recognized sport system but who do understand community needs."

In fact, according to Sherry (N.D., p. 2), "[c]ommunity organizations use sport as the 'hook' to draw community members from their target populations into programs which in addition to providing sport and recreation activities, can also link participants to support networks and services [...]." The same source concluded that "[t]he fragmentation of sport development [...] has resulted in sport organizations becoming rivals for scarce resources against community organizations, rather than partners in a common enterprise." The truth is, despite the efforts made by both sport and community

organizations, a lot still needs to be done in order to harvest the full potential of sports as a tool to develop and strengthen communities across the globe.

When one improves their sport's community, other communities can also be, consequently, improved and there are several ways in which the sport's community can be enhanced. The first one is to open the lines of communication. Dasbach (2020) stated that "[o]ne of the easiest ways to build trust with your members, especially in a difficult situation is to have an open-door policy when it comes to communications." Being proactive and transparent is also an aspect to consider. One should also feel like they are part of the processes inside the community for it to thrive. The most important element in every community is the feeling of belonging and that can be felt whenever one takes part in the decision making processes or other processes important to the overall community. Ultimately, the members should always feel supported and connected. The same source believed that "[i]n today's digital world, it can be easy to lose sight of the importance of personal connection, but now more than ever is a time communities should be connecting." (Dasbach, 2020)

As stated earlier in this section, community sport development is more linked to community sport's organizations rather than sport organizations themselves. As such, with the crescent importance of sport for community development, the roles and responsibilities of community sport organizations are constantly being redefined. (Dowling, 2021, p. 1) Various authors such as Bloyce & Smith (2013) or Hylton & Totten (2013) believe that, at the core of the community sport development, is the need to address social inequalities as well as social issues, stresses and challenges. Dowling (2021, p. 1) stated that "[...] community sport organizations are being required to respond to ever changing priorities of policy makers and political agendas." That occurs because the community sport organizations need external funding and, consequently, have to respond to their stakeholder's expectations in order to have the inflow of capital they need to keep running the business. In response to that current limitation, the source (2021, p. 1) declared that, rather than perceiving it as a burden, "[...] we see this as an opportunity to demonstrate sports' potential to contribute to wider social issues including but not limited to public health, mental health, community cohesion, education and criminal justice." Thus, despite the low resources they possess, sports community organizations have to constantly present results and demonstrate their relevance to society as well as their value to the communities they serve in order to

attract the younger, more commercially demanding, members. (Dowling, 2021, p. 2) However, when it comes to measure the concrete value that these institutions bring to the community, it is quite difficult. Dowling (2021, p. 3) believed that “[a]t the centre of this challenge is the complication of trying to define what success means within community sport development.” When such concept is hard to define and extremely volatile, the overall success of the institution becomes challenging to measure. Consequently, the source explained that “[i]t is this juxtaposition which influences the strategic decisions that an organisation makes.” Overall, the author believed that the lack of framework when it comes to use sport as a tool to enhance community development is the main limitation to its success.

There are a panoply of Sport For Development projects scattered around the world and, according to Schulenkorf (2012, p. 1), those projects “[...] have increasingly been staged to contribute to intergroup togetherness, social cohesion and community empowerment.” As it was previously stated, sports have tremendous impact when it comes to highlight the capacity of both people and groups; nevertheless, there seems to be no guides or strategic framework for community empowerment. (Schulenkorf, 2012, p. 1) Throughout his paper, Schulenkorf tried to present a framework for Sport For Development that would be useful whenever one needed to use that initiative to foster community development through sports. The source stated that “[f]or several decades, sport tournaments and special events have been acknowledged as contributors to feelings of national identity, social cohesion and communal pride.” We all know this is true. People feel a tremendous sense of identity whenever watching or participating in sport related activities. In fact, society attends sport events or follows sports via media actively with the aim of celebrating “[...] national achievements and ‘historic’ triumphs.” (Schulenkorf, 2012, p. 1) Take, for example, when Saudi Arabia announces a new national holiday after their win against Argentina during the 2022 Football World Cup (Winehouse, 2022), or when Argentina did the same thing after beating France and winning that same competition that year. (Lane, 2022) This took place so that the fans and the whole nations could celebrate the deeds of their national teams. That only further highlights the impact sports have in communities. Furthermore, Schulenkorf (2012, p. 1) stated that “[...] the excitement and symbolic power of sport and events have also been used purposely as a tool for reconciliation and reunification.” To prove that statement, Jarvie (2003) as well as Jarvie and Ried (1999) were both cited by

Schulenkorf (2012, p. 1) when he gave the example of Nelson Mandela in 1995. Mandela wore a Springbok cap and shirt to symbolise the South African victory of the Rugby World Cup. The source declared that “[h]e symbolically demonstrated the need for the new ‘Rainbow Nation’ to work together and respect each other, highlighting that sport may be the new glue that can hold the South African Nation together.” Sport also plays a role when it comes to socio-political strategies. In fact, “[...] the power of sport to unite people and nations was also one of the reasons why Football’s Governing Body FIFA awarded the 2002 World Cup to former rival countries Japan and South Korea [...]”. UEFA might have thought along similar socio-political lines when “awarding the 2012 European Football Championships to Poland and the Ukraine.” (Schulenkorf, 2012, pp. 2-3)

The overall power of sports is well known; however, when it comes to defining the role of sport activities in contributing “[...] to intergroup togetherness and overall community development, it becomes obvious that a lot more qualitative and quantitative research is needed to either confirm or reject this claim.” (Schulenkorf, 2012, p. 3) NGOs and other international organizations are trying to go one-step beyond and are building initiatives that use sport to achieve peace and reconciliation in war torn countries. Those initiatives take place because sport activities can create a great environment to bring people together and allow them to co-exist with people from different cultures and backgrounds. Besides that, the sportive environment allows for the development of skills and traits – such as team work and tolerance – that, otherwise, those people would not possess. Sport communities are also described as interest communities, because their participants, more often than not, share both interests and a set of particular characteristics such as ethnicity, hobbies, religion or ideology. (Schulenkorf, 2012, p. 5) Furthermore, Schulenkorf (2012, p. 5) states that “[d]edicated interest groups tend to show interaction and a common sense of identity even if the relationships amongst members are less personal and/or frequent than those between friends or relatives.” Sport communities are present everywhere in society and, in order for those communities to be formed, “[...] people in groups need to engage and participate in common practices, and be committed to making decisions in cooperation with each other.” (Schulenkorf, 2012, p. 5)

Thus, the same source defined “community development” as “[...] a group of people in a locality initiating a social action process [...] to change their economic,

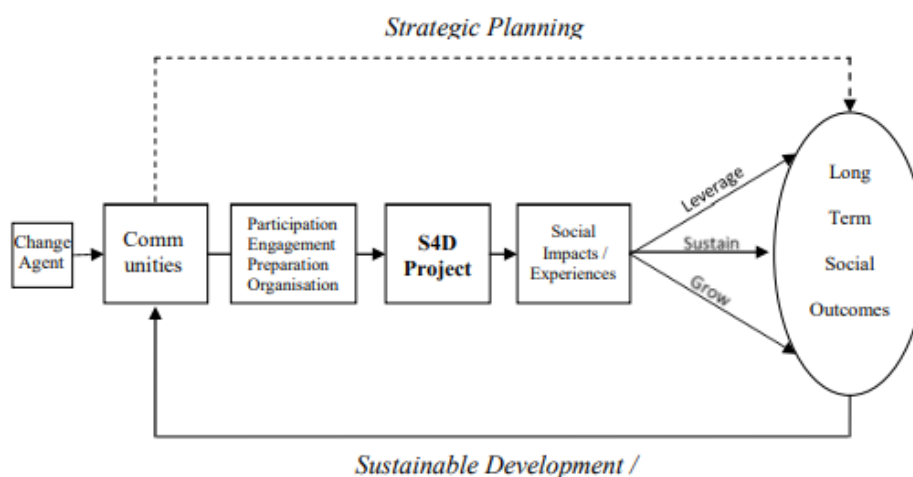
social, cultural, or environmental situation.” As such, participation is important for the community’s development as well as the community empowerment strategies. Still related to that theme, Schulenkorf (2012, p. 5) stated that “[t]his means that for any type of community development projects, communities should be actively involved in the participation process, rather than only looking at the final outcome of community development projects.” Community participation is proven to be a great asset when it comes to integrating and including people in society. Therefore, people tend to participate in society through sports, events or leisure pursuit. Brown et al. (2003) as cited by Schulenkorf (2012, pp. 14-15) declared that “[w]ithin this context, sport programs and special events are often seen as a promising way to encourage communication and communal celebration, as they have a certain ‘intrinsic power’ to activate people, remove barriers between groups, and change people’s attitudes and behaviour.” Thus, the participation in society through sports might be the starting point for the development and formation of community networks and bonds that prove to be indispensable for the overall cohesion of society. (Schulenkorf, 2012, p. 15)

One should never forget that sport *per se* is not enough for the development of strong communities. Sport environments can also foster intolerant and violent behaviour so it is important to understand how to use the environment and the resources available to build better citizens and improve society. As some stereotypes are broken, new ones can be created, resulting in the deterioration of intergroup relations. (Schulenkorf, 2012, p. 15) Coaler (2007) and Sugden (2006), as cited by Schulenkorf (2012, p. 15) highlighted that importance by stating that “[...] sport and event projects need to be strategically planned to be conducive of personal and group development [...and] the social context and people’s experiences with ‘others’ need to be pleasant and/or beneficial.” Therefore, the author believes that, instead of competitive sport encounters, social sport activities are more efficient to strengthen the community. There are two Sport For Development programmes that Schulenkorf (2012, p. 16) describes: “Australia-South Africa Junior Sport Programme” and the “Active Community Clubs Initiative”. The source declared that “[b]oth projects centred on the principle of ‘building development around people’ and provided equitable sports opportunities for disadvantaged youth in an attempt to develop a broad participation base.” Those initiatives strongly developed the communities they worked with and proved to be great tools to enhance community participation. To further highlight the importance of sport

in developing communities, Kunz (2009) as cited by Schulenkorf (2012, p. 17) stated that “[...] looking at the impacts of sport on the social development and wellbeing in Bam, Iran, [Kunz] argues that the positive effects generated through sport intervention projects should not be seen in isolation, but need to be incorporated in further strategies to achieve wider social outcomes for individuals and their communities.”

The Sport For Community framework is important to understand the strategies to be taken in order to foster better sport communities. As such, Schulenkorf (2012, p. 18) presented an image in which it is possible to have an idea of a possible framework to be followed:

Figure 4 Possible “Sport For Community” Framework



Source: Schulenkorf; 2012, p. 18

According to the author, “[t]he S4D Framework is divided into the three interrelated areas of Sport Event Management, Direct Social Impacts, and Long-Term Social Outcomes.” With this model, sport organization can build better strategies in order to develop and strengthen their communities through sport activities. Related to the theme, Schulenkorf (2012, p. 25) stated that “[t]he S4D Framework is based on salient theory and research from the areas of community participation, social development, and sport event management.” Still related to that theme, the author declared that “[o]verall, the S4D Framework highlights the importance of looking beyond direct sport impacts and strategically planning for the maximising of social benefits through sustaining, growing and leveraging sport and event activities.” (Schulenkorf, 2012, p. 25)

Coalter (2002, p. 7) stated that “[s]ports development programmes in areas of social and economic deprivation usually have two broad, interdependent, aims: The development of sport in communities [and the] development of communities through sport.” As such, he believes that the aim of those programmes is the inclusion of people through sport activities. Nevertheless, “[a]lthough [those programmes] aim to reduce barriers and increase participation, they are also concerned to use sport as a means to an end.” (Coalter, 2002, p. 7) The programmes exist more on a “need basis” once they are used to “[...] address broader aspects of social inclusion and as a means to promote aspects of personal, social and community development.” (Coalter, 2002, p. 7)

A great example of the success of community development using sport is the Greater August Town in Jamaica. This particular part of Jamaica has been taunted by various forms of conflict and violence “[...] brought on by political elections.” (Burke, Weekes, & Costen, 2014, p. 189) That violence and extreme conflict, more often than not, take place because of the deep ties the citizens feel towards their political parties. In fact, those ties are so deep that the city itself is divided into “corners”. According to the same source, “[a] ‘corner’ is a social and geographical space that can have a group identity.” Furthermore, Charles (2004, p. 31) states that “The various ‘corners’ are allied to rival political parties under the leadership of the area ‘don’. A corner can be a yard, a street corner, a lane, part of a road, a street or part of a community.” In turn, and according to Burke, Weeks and Costen (2014, p. 189), “[a] ‘don’ is a community leader of questionable character.” The same source stated that “[n]ot all districts and corners within them are politically motivated, but [the] violence erupting from claims to turf or an area to secure votes for a political party, affects the entire community.” Burke, Weeks and Costen (2014, p. 189) stated that

“[b]oth the state and conflict prevention practitioners have used competitive and recreational sports as an avenue to resolve conflict between warring groups, and help group members learn more about each other. In some communities, playing a sport has provided people the opportunity to cross turf and borders, share community spaces, and create opportunities for dialogue between groups.”

There are numerous examples of how sport allowed different communities to grow and develop, in particular football. Swart, Bob and Knott (2011) highlighted the benefits that sport brought to the post-apartheid South Africa. Football, in that country, was able to break down the racial barriers between people as well as to provide space for healing and reconciliation. “In one broad sense, football as a game can be inclusive

and exclusive and in another broad sense can be a space for the exercise of agency by individuals towards a movement for social change.“ (Burke, Weeks & Costen, 2014, p. 196) In the case of Jamaica, corner football matches were implemented in order to find more cohesion between the residents. According to the same source, “[t]he playing of the corner matches helped form new perceptions about individuals living in the community and created a sense of togetherness amongst persons.” Nevertheless, violence also arose because people would fight each other after the matches ceased; therefore, in the beginning, football became a source of violence too. Burke, Weeks and Costen (2014, p. 196) state that, ultimately, “[t]he playing of football in the community at the corner league and team level conjures feelings of social connectedness between residents regardless of each having different systems of organization.” The matches allowed people from distinct ‘corners’ to roam freely to other parts of town in order to be able to see the games and root for their favourite team. That sense of belonging and togetherness, allowed space for reconciliation and peace between the citizens.

To further enhance the potential of sports, Sports Social (2017) stated that “[s]port is a useful tool, in various ways, to build social capital, foster community development, and build sustainability.” However, the author believes that “[...] sports managers and future sports managers require ongoing education to develop the knowledge and skills necessary to provide sports programs [...] that can facilitate community development [...]” In fact, the source stated that “[l]ong-term viability or sustainability in delivering social outcomes is central to the success of these developments through sports programs.” Because, if they are neither viable nor sustainable, the programmes are due to fail; wasting precious time and money that could be used in other, more viable sport programmes.

All in all it is important to highlight the potential of sports when it comes to developing a community and, in fact, there is a panoply of success cases. However, it is important to have the right framework as well as the necessary resources to ensure the success of those initiatives. Sport itself is not enough, there is the need for the organizations to build and maintain the right environment where the community may thrive.

1.3 Sustainability

Sustainability is a big part of today's society and communities and is, more often than not, used to refer to nature; however, the term is much more complex than that. In fact, it is not an exaggeration to say that sustainability and being sustainable are key concepts in today's world. The term is so complex that "[t]here is no universally agreed definition of sustainability. In fact, there are many different viewpoints on this concept and on how it can be achieved." (Youmatter, 2021) The word affects both businesses and the daily lives of people; however, what is sustainability? Kuhlman and Farrington (2010, p.3436) stated that the concept made its first appearance in the Brundtland Report in 1987. According to them, "[t]hat document was concerned with the tension between the aspirations of mankind towards a better life on the one hand and the limitations imposed by nature on the other hand." For Brundland, as cited by Kuhlman and Farrington (2010, p.3438), sustainability is a "[...] development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Therefore, simply put, sustainability could be interpreted as "needs vs resources" in which the resources must be well managed to both satisfy the present but also to not compromise the future.

After that event, the concept itself was evolved and adapted to other dimensions, such as the economic, social and environmental ones. The authors believe that "[...] sustainability is concerned with the well-being of future generations and in particular with irreplaceable natural resources—as opposed to the gratification of present needs which we call well-being." That is, instead of focusing on the present, the term sustainability stands for measures that can be made in order to improve the lives of the future generations. According to Kuhlman and Farrington (2010, p.3437) the term comes, originally, from forestry, "[...] where it means never harvesting more than what the forest yields in new growth [...]" That is, not taking more than the natural resources can produce. Of course that maintaining the natural resources is a premise that comes from pre-history. Ancient Humans would not like their prey to go extinct and farmers always worried about maintaining the fertility of the soil. (Kuhlman & Farrington, 2010, p.3437) Following the words of those authors, there is always been two ways that Human kind sees nature, "[...] one which stresses adaptation and harmony, and another which sees nature as something to be conquered."

Due to the complexity of the term, there are various different possible definitions for sustainability. Santander Universidades (2022) defines sustainability as the ability to “[...] fulfil the needs of current generations without compromising the needs of future generations, while ensuring a balance between economic growth, environmental care and social well-being.” EPA (2022) affirms that “[s]ustainability is based on a simple principle: Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment.” Therefore, one must always be aware of the best way to use their environment to fulfil their needs without exhausting it. In fact, the concept has become so important that “[...] sustainability practitioners are becoming more ambitious in their sustainability efforts and are working together to share best practices to ensure the greatest environmental, economic and social impact.” (EPA, 2022) According to Schaschke (2014), the concept of sustainability can be defined as “[a] process, business, or activity that is capable of being maintained at a steady level without exhausting natural resources or causing adverse ecological damage.” For UCLA (N.D.), the same concept can be defined as

“[...] the integration of environmental health, social equity and economic vitality in order to create thriving, healthy, diverse and resilient communities for this generation and generations to come. The practice of sustainability recognizes how these issues are interconnected and requires a systems approach and an acknowledgement of complexity.”

Therefore, UCLA (N.D.) states that sustainability and sustainable practices tackle more than just nature. In fact, they declare that “[s]ustainable practices support ecological, human, and economic health and vitality.” Another possible definition of the concept is given by TWI (2023). TWI stated in 2023 that they define sustainability as “[...] the ability to exist and develop without depleting natural resources for the future.” It is assumed that the resources are finite and “[...] so [the resources] should be used conservatively and carefully to ensure that there is enough for future generations, without decreasing present quality of life.” (TWI , 2023) Therefore, the concept of sustainability is important to ensure the quality of life of the future generations. Sustainability is not about the present, it is about our children and grand-children in order to ensure that they live a better live than us, with the resources they need. Therefore, the same authors stated that “[a] sustainable society must be socially responsible, focussing on environmental protection and dynamic equilibrium in human and natural systems.”

According to Youmatter (2021), sustainability “[...] can perhaps be seen as the process(es) by which something is kept at a certain level.” That is, a process in which something can be sustained or maintained in a certain way. However, due to the evolution of the usage of the term, we are accustomed to understand sustainability in a certain context. Following the words of the same author, “[n]owadays, sustainability is usually defined as the processes and actions through which humankind avoids the depletion of natural resources, in order to keep an ecological balance that doesn’t allow the quality of life of modern societies to decrease.” That is, sustainability is used whenever Humans are able to maintain their quality of life without harming nature and over-exploring it for resources. According to Daniel Wahl, as cited by Youmatter (2021), “[...] sustainability refers to sustaining the underlying pattern of health, resilience, and adaptability that maintain this planet in a condition where life as a whole can flourish [...].” Besides that, with all that the concept of “sustainability” tackles, it is impossible to not address it in the economic field and, as such, “[...] there is a widespread and increasing feeling among both economists and society at large that economics should address issues of sustainability.” (Baumgärtner & Quaas, 2010, p.445) The authors believe that sustainability has to do with the way Humans address and use resources as well as with the way they are responsible towards the future generations and themselves.

Note that, in the core, sustainability and environment are not the same and do not present themselves as synonyms. Environment, more often than not, is related to Nature; however, sustainability encompasses what we leave for the future generations and that includes cultural heritage such as art, landscapes, habits, technology, architecture, resources and organizations. (Kuhlman & Farrington, 2010, p.3441) Those resources may be tangible, but can also be intangible, such as knowledge, skills or processes. They can also be natural or man-made – for example, infrastructures or institutions. Kuhlman and Farrington (2010, p.3441) stated that “[...] we cannot avoid using up some non-renewable natural resources, but this does not mean that these will necessarily become completely exhausted.” And that’s where sustainability comes in. Therefore, and according to those authors, “[s]ustainability, then, is a matter of what resources—natural resources, quality of the environment, and capital—we bequeath to coming generations.”

It is also important to highlight that sustainable development is not the same as sustainability and, as such, it encompasses a little bit more than the latter. Following the words of the United Nations (N.D.), “[s]ustainable development requires an integrated approach that takes into consideration environmental concerns along with economic development.” In one way, sustainability focuses on maintaining a certain level of things, i.e to sustain something without exhausting it. On the other hand, sustainable development “[...] focuses more on a long-term vision.” According to the same authors, sustainable development “[...] means not only that humankind should satisfy its current needs without compromising the ability of future generations doing the same. Along with it also comes an idea of societal progress and an increase in quality of life across the globe.” Therefore, it can be said that sustainable development tackles more than sustainability because it aims for a long-term goal and not just processes. Ultimately, it can be said that sustainable development is the ultimate goal of sustainability. UNESCO (2015) stated that “[s]ustainability is often thought of as a long-term goal [...] while sustainable development refers to the many processes and pathways to achieve it.”

According to Brundtland (1987) as cited by Chichilnisky (2011), sustainability is “[...] to satisfy the needs of the present without preventing the future from satisfying its own needs.” That is, the term means that we need to fulfil our own, present needs without compromising the ability of the future generation of doing the same. It goes without saying that, to do that, one needs the right resources. The term “resources” here, encompasses not only the natural ones but also the social and economic resources. Therefore, one can say that sustainability is not only environmental; instead, the concept also tackles the social and economic realities, as well as equity and development as a whole. Until recent years, sustainability was only applied whenever there was a need to develop economic policies that “[...] are consistent with a continued availability and use of the world resources into the future, with the aim of preventing the type of global environmental crises that are visible in our times.” (Chichilnisky, 2011) However, the situation evolved and that concept has become a mainstream one and, therefore, is applicable in a panoply of contexts. Which leaves a question: what is sustainability? For Chichilnisky (2011), that particular concept means “addressing the needs of the present without undermining the needs of the future.” Therefore, it can be said that sustainability is all about time and resources. In fact, the author states that

“[sustainability] is about the effect that today’s decisions will have tomorrow.” The misuse of finite resources can have tremendous consequences for life as we know. Global warming, extinction of fauna and flora or pollution are just some of those consequences and, as time goes by, if nothing is changed, even Humans can be in danger.

Following the words of Mollenkamp (2022), “[i]n the broadest sense, sustainability refers to the ability to maintain or support a process continuously over time.” Therefore, every sustainable policy “[...] emphasize[s] the future effect of any given policy or business practice on humans, ecosystems, and the wider economy.” (Mollenkamp, 2022) As stated before, sustainability is not just about nature. According to Mollinkamp (2022), the concept can be parted in three major pillars: environmental, social and economic. Following that, the author defends that “economic sustainability” refers to “[...] conserving the natural resources that provide physical inputs for economic production, including both renewable and exhaustible inputs.” The same author declares that “environmental sustainability” focuses on the “[...] life support systems, such as the atmosphere or soil, that must be maintained for economic production or human life to even occur.” Finally, Mollenkamp (2022) states that “social sustainability” tackles the “[...] human effects of economic systems, and the category includes attempts to eradicate poverty and hunger, as well as to combat inequality.” Due to the increase of importance of the term, in 1983 the UN created “[...] the World Commission on Environment and Development to study the connection between ecological health, economic development, and social equity.” (Mollenkamp, 2022) That organization published in 1987 what is known today as the “standard” definition of the concept. That report describes sustainable development as a "meeting the needs of the present without compromising the ability of future generations to meet their own needs."(World Commission on Environment and Development, 1987, p.16)

Santander (2022) also has its own definition of the three pillars of sustainability. According to Santander (2022), Environmental Sustainability focuses on nature and on the “[...] conservation of biodiversity without foregoing economic and social progress.” According to TWI (2023), it “[i]s the most frequently discussed element. It is concerned with the reduction of carbon footprints, water usage, non-decomposable packaging, and wasteful processes as part of a supply chain.” Consequently, it pays a great mind in protecting the oceans, reducing waste, managing natural resources, recycling,

safeguarding the fauna and flora (etc.) (Santander Universidades, 2022) The second type is the Economic Sustainability which, following the statement of Santander Universidades (2022), “[...] refers to the organisation's ability to manage its resources and responsibly generate profits in the long term.” According to TWI (2023), the Economic pillar represents “[...] the simplest form of sustainability [...]”, where a company has enough profits to be continued in the future but doesn’t exhaust the resources they need to continue the business. More often than not, Economic Sustainability is linked with Environmental Sustainability because the resources companies use are, most of the time, natural. Such examples are the packages, the components of the product or the energy needed to run the company and machines. Lastly, there is the Social Sustainability. Social sustainability “[...] has the goal of strengthening the cohesion and stability of specific social groups.” (Santander Universidades, 2022) TWI (2023) develops that concept by stating that Social Sustainability “[...] is about treating employees fairly and ensuring responsible, ethical, and sustainable treatment of employees, stakeholders, and the community in which a business operates.” Thus, it can be said that Social Sustainability is focused on the social development of communities in a sustainable way. From the three pillars of sustainability, some authors believe that the environmental one is the most important. (Bosselmann, 2010) Therefore, most of the attention lies on the protection of nature and the natural resources. In fact, the term is so important nowadays that it is used to tackle and help making decisions at the global, national and individual levels. (Berg, 2019)

Summing up, the concept of sustainability has become a major concern in the last years and it is an important part of our day-to-day lives. TWI (2022) declared that “[w]e cannot maintain our Earth’s ecosystems or continue to function as we do if more sustainable choices are not made.” As such, it is crucial for our survival to make more sustainable decisions and change towards sustainable practices. If those goals are not achieved, the consequences of our actions could be catastrophic. If Humans do not change their mind-sets, “[...] it is likely that we will run out of fossil fuels, huge numbers of animal species will become extinct, and the atmosphere will be irreparably damaged.” (TWI , 2023) The fact is that sustainability is a major element for our lives today and the concept helped evolve and develop several areas. According to Scoones (2010), “[t]he boundary work done in the name of sustainability created an important momentum for innovation in ideas, political mobilisation, and policy change [...]”

which corroborates the importance of sustainability. However, one must never forget the complexity of the term and that sustainability and sustainable development represent distinct things. All in all, sustainability is an important factor for every existing community because it tackles their future and chances of success. And, as stated earlier, changes need to be made in order to develop a better way of life. Such changes need to be started by those who can move the masses such as power organizations or world-wide events. Sportive events can be a useful tool when it comes to change behaviours and increment life changes, however, that specific premise will be explored on a later stage.

1.3.1 Sustainability and Sports

It is a fact that the theme of “sustainability” gained importance over the last few years and, more often than not, it has been related to the environment. Therefore, and according to Fyall (2010, p.77) “[...] much of the discussion regarding sustainability relates only to the environmental dimension [...]” However, and as stated before in this section, sustainability also encompasses a social and economic reality. Over the recent years, sports have become a great social and economic pillar and, as such, it is important to understand the full relationship between sustainability and sports. (Fyall, 2010, p.77) The increasing importance of sustainability in sports is not only related to the environmental concerns but also to ensure the survivability of the sport itself. According to Sports Pro (2021), “[...] corporate social responsibility [...] is crucial to winning new fans, with brand purpose and social responsibility considered ‘absolutely essential today’.” If the sport wants to keep fans happy as well as gather new fans to the sport’s community, it is important to have the same values as them and nowadays, people care a lot about sustainability and eco-friendly businesses. As such, if the area wants to ensure its survival, it is important for the sport entities to implement more sustainable measures and strategies.

In 1994, during the Winter Olympic Games on Norway, the importance of the relations between sports and the environment was recognized “[...] when for the first time concerns regarding the negative impact on the environment were addressed by carefully planning the construction of facilities.” (Trendafilova, et al., 2014, p. 10) The same authors declared that during that time, “[...] more than 20 sustainability projects

[where made] to ensure that the Games were environmentally friendly.” As a result, the Olympics boosted their reputation regarding being eco-friendly and, consequently, the sport institutions started to develop measures and strategies in order to be more sustainable and environmental friendly. Trendafilova, et al. (2014, p.10) stated that two distinct types of initiatives were made. The first one was to “[...] reduce the ecological footprint of sports [...]” and the other was “[...] to use sports as a means to raise environmental awareness.”

Sports and nature are frequently intertwined and, more often than not, they collide and evolve together. The fact that they share such a close relationship helps Humans understand their standing when it comes to nature itself. Sails of Change stated in 2021 that “[n]ature is the playing field for sport at all levels, from grassroots to elite competitions.” That happens because, no matter the sport, nature is always – directly or indirectly – involved. Due to that, the sport community is increasingly concerned when it comes to preserve nature and its resources and, as such, plays a big role in the sustainability department. (Sails of Change, 2021) Following the words of that author, “[i]t is increasingly clear that we need to protect and restore biodiversity in natural and urban settings, so that both sport and nature can continue to thrive in the future.”

In today’s world, and according to Sails of Chance (2021), it is essential “[...] for sports enthusiasts to show respectful behaviour towards nature and encourage the same in others.” Nature is always present around sports. Note that from the landscapes to the air we breathe, they all come from Nature and having “[...] clean air and water, a stable climate and healthy food are essential elements for practising sports.” (Sails of Change, 2021) Problems such as climate change and the individual relationship between Humans and the environment are, more often than not, seen as separate things; however, they are closely related to each other. The relation between people and sport activities was highlighted during the COVID-19 pandemic because of “[...] the role of physical activity in natural settings in helping to increase our resilience through active lifestyles, and in boosting society’s ability to deal with public health challenges.” (Sails of Change, 2021) It is true that sport activities and sport organizations contribute a lot for today’s unsustainable society; nevertheless, the authors defend that sports can also be a great asset when it comes to develop more sustainable mind-sets. In fact, they declared that “[a]thletes and sportspersons can act as role models, and can take the lead to share and amplify environmental messages. Sport is a powerful way to raise

awareness of the importance of conserving biodiversity.” Sport communities are so powerful nowadays that they can be a huge trampoline when it comes to implementing and spreading a more sustainable behaviour and some of the most well-known sport organizations – as well as sports’ communities - are already presenting sustainable alternatives instead of perpetuating the non-sustainable behaviour they used to have.

Forbes stated in 2021 that “[a]cross industries, the future is being dictated by a focus on ESG –environmental, social and governance issues. Sporting events are no exception.” This only serves to back the premise of the importance of sustainability for businesses nowadays. In fact, that was underlined during the Tokyo Olympic Games in 2021, when it became known that the organization of the event was using big quantities of both recycled and recyclable materials. The magazine declared that “[...] athletes’ beds made from cardboard, podiums made from recycled plastic, and even the medals were made from recycled electronic devices.” Nevertheless, and as previously stated, one should not forget the gigantic impact that sportive events have all around the world. According to Forbes (2021) “[s]port has an enormous societal impact, and when organizations set their minds to making change happen, it works [...]”. There are several examples of sport’s movements that have changed the world, however, why is it not the same when it comes to sustainability? The problem lies in a simple thing: it is very hard to address the sport’s community as a whole due to its immense dimension – from athletes to associations and fans. (Forbes, 2021) Therefore, the entire supply chain must be tackled. The authors stated that, in comparison to other areas, “[...] the impact of supply chain and sustainability issues is less widely-known [...]”, so it is important for the people in power to start making decisions that ensure more sustainable strategies for the future. As stated before, being eco-friendly is important for the success of businesses nowadays and, to back it up, Forbes (2021) stated that “[w]e’re starting to see brands unwilling to work with (and fans unwilling to support) organizations who are seen as untrustworthy when it comes to climate change, diversity, and inequality. For sports brands who don’t prioritise ESG [environmental, social and governance issues], the game could almost be up.”

In Europe, the supply chain of Football alone is worth more than €25 billion. When we collide with such a great supply chain, it is difficult to understand more than just the game itself. We must pursue further. (Forbes, 2021) Those same authors affirmed that, in order to make change happen, “[w]e need to think beyond the game

itself, to its whole ecosystem: who is making players' kits and boots? Where is the water feeding the pitch coming from? How was the stadium built, and how is it maintained?" The impact of every step of the supply chain must be considered, only then will sports start to make real decisions to make itself sustainable. Following the words of Forbes (2021) "[f]ocusing on a couple of key areas is how sports organizations will start to make real progress on ESG [...]" The authors believe that, by focusing on the five main areas of sustainability – water, waste, carbon, packaging and products –, sports can become a massive awareness tool to improve society in general. Forbes (2021) stated that "[...] the sports industry is moving in the right direction. But now it needs to move from small, incremental steps to meet modest targets, to big, bold moves that will underpin real change."

Also, and according to Ho (2021, p.21), "[e]nvironmental factors of the physical environment comprise typically temperature, pollution, altitude and wind, all of which exert effect on athletic performance to a certain extent." The author gives the example of air pollution, stating that it can "[...] impact pulmonary and cardiovascular functions, which reduces athletic performance." Because of climate and environmental changes, the athletic performance of athletes can also be greatly affected. Therefore, it is important to maintain a sustainable environment in order to ensure the safety of sports and sport practitioners.

Even though people are turning sports into more sustainable activities, there is still a lot of work to be done. Trendafilova, et al. (2014, p.10) highlighted some environmental concerns, stating that "[...] habitat destruction in the construction of sport facilities and the use of fuels in motorsports [...]" are some of the most pressing ones. The matter is so important in today's world that the big sport organizations suffer tremendous pressure from their stakeholders, who want them to be more eco-friendly. (Trendafilova, et al., 2014, p. 11) Consequently, some of them are truly making an extra effort. The same authors stated that "[...] four major sport leagues in North America [...] are partnering with the National Resources Defense Council [...]" which, according to them, is an institution that develops and implements more sustainable strategies resulting in a "greener" sport environment.

A case of success can be found in North America; the Philadelphia Eagles (one of the major NFL teams) is considered the leader of the green movement that is spreading throughout the continent, in particular with the "[...] greening of the Lincoln Financial

Field [...]” in 2003. The team initiated that measure by “[...] incorporating renewable energy, promoting recycling, and including the first-ever sports fan education initiative about environmental stewardship.” (Trendafilova, et al., 2014, p. 11) The Philadelphia Eagles “[...] offset 100% of the carbon emissions they generate during travel.” Other strategies that they implemented to reduce their environmental impact were “[...] water filtration fountains to reduce water bottle use, compostable straws, a bike-share program, recycling program and more.” (Gosalvez, 2020) The author also stated that they installed more than 10,546 solar panels in their stadium to increase their sustainability. In fact, and according to those authors, the movement is gaining importance as 30 of the 122 NFL Teams have already altered their energy sources to renewable ones. Trendafilova, et al. (2014, p.11) also highlight the work done by the National Baseball League teams by saying that they “[...]work hard to ensure the collection of recyclable cups and bottles from fans during the events at the leagues’ All Star Games.” NASCAR is also another sport that is going to great lengths in order to improve their carbon footprint. As such, NASCAR created the movement “Race to Green” in which “[...] allows fans to plant trees in areas of need across the United States.

Additionally, NASCAR has the largest and most diverse recycling programs in sport and the most visible bio-fuels program in the world along with the world’s largest solar-powered sports facility.” (Trendafilova, et al., 2014, p. 12) Another auto-sport that is increasingly concerned with sustainability is Formula 1. Recently, during the construction of the Austin Race Track, more environmentally conscious decisions were made. Following the words of Trendafilova, et al. (2014, p.12), some of those initiatives were “[...] purchasing carbon offsets to achieve carbon neutrality and limiting the on-site parking to 25,000 [...]also] plans are in place to use the race track for other types of public events and as a platform for increasing public awareness for green energy and transportation.” The authors also give the example of FIFA and their efforts to collude with Local Organizing Committees in order to address and raise environmental protection. In England, “[...] Manchester United has been reducing its energy consumption long before the government introduced the Carbon Reduction Commitment Energy Reduction Scheme.” (Trendafilova, et al., 2014, p. 12) Australia is known for being at the vanguard of sustainability in sports – a lot due to the influence of the Green Games of 1994 in the 2000 Sydney Olympic Games. In fact, the country

did its best to make the Australian Open (a tennis event) more sustainable by “[...] including [eco-friendly] building materials, water, energy, and design principles.”

All in all, the mind-set of the sports entities has suffered tremendous alterations in the past few years. Trendafilova, et al. (2014, p.12) stated that “[t]he trend is for organizations to increasingly implement more and expand on current environmental initiatives.” They believe that the focus on sustainability and the environmental area will increase within the sport’s organizations, “[...] not only because of shift in social values, but also because of new expectations from a variety of stakeholders.” (Trendafilova, et al., 2014, p.12)

Nevertheless, constant efforts should be made to guarantee the efficiency and development of more sustainable strategies. Even though the efforts that have been made so far are evident, as stated earlier, there is still a lot to be accomplished and a lot of mind-sets should be changed, especially of those in power positions.

1.3.2 Fostering Sustainability through Sports

It is important to reiterate that, even though sports have a growing interest in being “green”, they are still a major concern when it comes to sustainability. Most people are not really aware of the amount of pollution and waste that sports can cause. One may think that events like the marathon or Le Tour de France are sustainable sports; however there is more than what meets the eye. The un-sustainability of sports is real and most of it is Humans’ fault. According to Iberdrola (N.D.), “[...] the overcrowding of the Everest climb has turned the biggest of the 14 eight thousands into the highest rubbish dump in the world.” In fact, in 2019 “[...] 11 tons of abandoned sports equipment and litter [were] removed from the mountain [...]” (Iberdrola, N.D.) The bigger the event, the higher the environmental impact. Events such as the Olympics or the World Cups leave some of the biggest footprints on Earth – a lot of it due to the constant construction of facilities and the huge impact of participants and spectators - and are, more often than not, very difficult to erase. (Iberdrola, N.D.). One example that the author gives is the 2019 London Marathon in which “[...] runners left behind 350,000 plastic bottles scattered along the city's roads [...]” Sports such as Formula One, Dakar, NASCAR, MotoGP and other motorised sports are even worse due to the pollution of air, not to mention the huge amounts of fuel, tires and vehicle parts that are used. The

Dakar Rally has such a huge impact that Iberdrola stated that “[t]his last competition, in which more than 340 vehicles and 3,500 people take part, damages the dunes of the deserts it crosses and generates, according to Open Democracy, 100 tons of waste.”

Figure 5 Example of the CO₂ Generated by Sports



Source: Iberdrola, N.D.

Fortunately, and according to Iberdrola (N.D.), “[s]ome of the biggest competitions in the world are making changes and turning themselves into sustainable sporting events.” There is the example of the Olympic Games in which “the International Olympic Committee (IOC) has undertaken to eradicate single-use plastics at its

headquarters, at the Olympic Museum and at all its events.” (Iberdrola, N.D.) Also according to the same authors, some of the “[...] clubs of the US football league celebrated Earth Day playing with shirts made from ocean plastics.” These are just examples of some small steps that are being given by major sport organizations in order to contribute to a more sustainable world.

As stated before, the auto racing sports and competitions are some of the most un-sustainable types of sports there are. To prove that point, in 2012, Max Frankel analysed in a website the example of NASCAR and its effect on the environment. According to the author, “[...] NASCAR race cars are not subject to the EPA regulations that govern other vehicles on the road [...]” which means that there is no regulation regarding the max-level of pollution the cars should produce. Frankel (2012) also claimed that “[o]n average, NASCAR cars get between 2 and 5 miles per gallon of gas.” According to How Stuff Works, as cited by Frankel (2012), if you do the maths, “[i]n a single typical NASCAR race weekend, with more than 40 cars at high speeds for 500 miles (804 kilometers) [...] you’re looking at, conservatively, about 6,000 gallons (22,712 liters) of fuel [...]. Each gallon burned emits about 20 pounds (9 kilograms) of carbon dioxide, so that’s about 120,000 pounds (54,431 kilograms) of CO₂ for a race weekend [...]. Multiply that by roughly 35 races per year, and NASCAR’s annual carbon footprint is in the area of 4 million pounds (1.8 million kilograms).”

That is the impact of the race alone. The hundreds of people that accompany each team, as well as the infrastructures, spare parts, tires and support vehicles are not accounted for. In fact, when it comes to the tires, Frankel (2012) stated that “[...] each team uses approximately 8-10 sets of tires per weekend. The tires are made primarily with synthetic rubber and therefore require oil to produce.” Continuing with this topic, the same author affirms that “[a]ssuming we have the 40 racers we had when we looked at fuel consumption, and, conservatively, 8 sets of tires per racer, then NASCAR uses about 8,960 gallons of oil per race weekend on tires alone.” That means that, all in all, the impact of the sport as a whole is probably hundreds of times higher than an average fan can expect. Nevertheless, NASCAR is trying to make itself “greener”. According to Frankel (2012), “[i]n 2011, they introduced an ethanol based additive, E15, into the racing fuel. This increased the power generated by the fuel, but it did so by reducing efficiency significantly.” This is just one of the measures taken in order to be more

sustainable; nevertheless, given the astronomic impact that sport has, I believe there is still a long way ahead.

It is true that sports and sport-related activities can bring great benefits for the life of Human beings, being them either mental or physical advantages. However, and according to Kamprad (2023), “[...] sports that rely on engines or on artificially shaping a location into a specific sport territory are not harmonious with the environment, and they have some rather adverse effects.” Despite the increasing efforts to improve their footprint, the main problems are still there in most sports. Skydiving can be considered one of the most harmful sports that exist, a plane – or small jet – is needed to take skydivers to the right altitude to jump. As it can be expected, a lot of fuel is spent and, as such, a great carbon footprint is left behind. (Kamprad, 2023) Golf is also a sport that is not sustainable, contrary to what most people might think. Golf courses are very likely to have wildfires and Kamprad (2023) stated that “ [...] 110 golf courses are built annually, many converting upwards of 150 acres of land from wildlife habitat to iron-swinging playground.” Besides that, the wildlife territory is taken away from them. According to that author, “[a]nother concern about the sustainability of golf courses is the amount of water these facilities use. According to the United States Golf Association (USGA), golf course irrigation was last estimated at 2,312,701 acre-feet annually.” That means that more than 2 billion liters of water are spent every day just to irrigate the golf courses in the world. In the US alone, there are 16.000 golf courses. (Kamprad, 2023) As concerning as it may seem, that is not all. In the same publication, Kamprad stated that “[g]olf courses maintain that lush, green turf with routine spraying of various chemicals, including herbicides, pesticides, and fertilizers. These hazardous toxins then run off and pollute nearby waters.”

Sports can also be eco-friendly and, despite what one may think, football itself is one of the most eco-friendly sports there is; nevertheless, the amount of waste the football fans create leaves a “black stain” in the sport. (Solar Trust Centre, 2022) The so called “waste” is mainly due to the resources spent in infrastructures that are barely used, the cans and trash the fans leave behind after a match or the resources needed to overly produce the merchandise of the clubs. Besides football, cycling, running and surfing are some of the most sustainable sports to practice. Note that the sport itself is sustainable and eco-friendly; however, the masses high performance sports attract and

the unsustainable efforts to make them profitable develop actions and practices than affect the planet and its resources.

All in all, only recently has the concept of sustainability started to pop-up in the sport's world, however, some sport areas are already implementing and finding ways to be more sustainable. According to Pickens (2019), "Pro and college leagues from across the world are working to reduce their carbon footprint. Stadiums and ballparks are greener than ever thanks to solar panels, wind turbines and recycling bins. And league initiatives are getting innovative to save the planet." Either by wearing equipment of recycled resources or choosing to have solar panels to gather energy, the truth is that sport is contributing to a more sustainable world; however, there are still things that can be improved. Some examples of "green" measures some sports implemented are described in an article published in 2019 by Pat Pickens. NASCAR changed its fuel to biofuel in 2011 and the author states that that switch "[...] reduced emissions by 20 percent while also increasing horsepower and performance." We also have the example of Formula 1. The sport "[...] changed its engine restrictions to become more green." Pickens (2019) stated that "Formula One restricted its engines from 2.4-liter V8s to the 1.6-liter V6 hybrid variety that limits the pollution emitted in 2014." Another big-league involved in sustainability is the NFL. The author declares that

[t]he NFL is seeking to turn the Super Bowl into the greenest event in the world. [...] The Super Bowl environmental program seeks to reduce greenhouse gases, reuse materials and develop solid waste management. At the same time, it promotes sustainability through the repurposing of materials and encourages donations of books, food and sports equipment. (Pickens, 2019)

Maybe one of the most recent examples of sustainability in sports happened during the 2022 Qatar Football World Cup, where some of the brand new stadiums were entirely made with reused shipping containers. (Pickens, 2019) Besides that one specific stadium – the 974 -, almost all of the stadiums serve other functions. There are shopping centres, hotels and other facilities inside the stadiums to ensure that they will not suffer from abandonment, as it occurs most of the time. The investors and architects made sure that the resources used to build them would not go to waste and that is also part of sustainability. Either way, these are just some of the measures implemented by some sports in the world in order to be more sustainable.

As it was stated before, sport plays a big role in modern life; sports are a source of culture and resistance for society. Sports also present themselves as great community and inclusion tools. Besides all that, sportive events gather thousands of people and are a great source of income. Nevertheless, they have an enormous impact in the three pillars of sustainability, therefore, “[...] professional teams and colleges across the country are turning sport into a positive force for environmental change by adopting sustainable practices.” (Gosalvez, 2020) The most pressing concerns are the waste, and the air and water pollution that sport can cause. When it comes to air pollution, according to Gosalvez (2020), this is mainly caused by transportation and tailgating. The thousands of people that come, for example, to watch a football game have to find transportation. Those vehicles are the main cause of air pollution in sports in general. Besides that, the waste left behind by fans is a real concern for sustainability adepts: “Improper waste disposal is another negative impact of sports games.” (Gosalvez, 2020)

Following the words of that same author, “[a]nother cause for concern is athletes’ health being adversely affected by air pollution.” Air quality has a major impact in an athlete’s performance; therefore, air pollution should be considered a grave concern in the sport’s world. All in all, Gosalvez (2020) concluded that changes should start to be made, declaring that “[...] recycling may be an easier issue to address, while car idling and grilling are more difficult from a behavioral standpoint.” A good example is set by the German football club SC Freiburg. In order to reduce its negative impacts on the environment, the club is “[...] setting up a system where each game ticket allows attendees to take the train for the day to and from the games.” They also plan on adding solar panels to the stadium in order to produce cleaner energy. (Gosalvez, 2020)

Sport’s teams have a massive power when it comes to moving the masses, according to Casper, as cited by Gosalvez (2020): “Sport brands build fan affinity, for example, a loyal Wolfpack fan may experience a social norm to do what other fans are doing and what the team has asked [...]. This is why sponsorship does so well in sports.” So, once real change starts to happen there, the masses will follow the example, and society in general will be a step closer to being sustainable. Summing up, sport in general has a great potential when it comes to being sustainable. However, in order to change the behaviours of the fans and common practitioners, it is important to, first, reach the big leagues.

Professional and high competitive sport gather thousands – if not millions – of followers and those communities formed around sport are great environments to change mind-sets. Therefore, once the professional teams and major leagues start to actually alter their behaviours and adopt more sustainable strategies, the masses are doomed to follow and the process of sustainability will become easier and smoother. In fact, sports have such a great impact in people’s daily lives that they are great tools to develop society and are used to both change behaviours and foment inclusion. A great example is the worldly known Formula One. This specific sport is capable of moving the masses and is a great example of how to use sport to further enhance society. All these topics will be presented and developed in the next chapters.

CHAPTER II - FORMULA ONE: THE HISTORY AND CONTEMPORANEITY

2.1 What is Formula One and its Origins

Formula One (F1) is one of the most famous and money-moving sports in Europe, if not the world. According to Media (2021), Formula One is considered “[...] the highest class of international racing for single-seater formula racing cars.” With professional pilots driving cars at speeds of more than 300km per hour, it is the fastest racing sport in the world. In fact, nothing can beat the speed of a Formula One car on a track. The *Fédération Internationale de L’Automobile*, – or, as it is known, the FIA – which was first created on June 20th 1904, is the entity behind Formula One and it is also the one that defines the regulations and makes sure everything is working as it should. (Media, 2021) According to Rookie Road (2023), “[t]he FIA is the entity responsible for determining Formula 1’s rules, interpret them, applying sanctions and resolving disputes, and issuing the super licenses needed by drivers to take part in races.” The same source further stated that “Formula One was inaugurated on 13 May 1950 as the World Drivers’ Championship at Silverstone in the United Kingdom.” Later, in 1981, the competition became known as the FIA Formula One World Champion. Even though it has such a name, there are two distinct championships taking place at the same time: the driver’s championship and the constructor’s championship. Nowadays, there are ten different teams, with two drivers each, competing for both championships. Media (2021) affirmed that “[t]he performance of the drivers and the constructors of the car are evaluated at the end of each race by a points system.” Bellow, there is an image with the points awarded at the drivers at the end of each race:

Figure 6 2021 Formula One Points System

2021 F1 Points Scoring System	
Positions	Points
1st Position	25 Points
2nd Position	18 Points
3rd Position	15 Points
4th Position	12 Points
5th Position	10 Points
6th Position	8 Points
7th Position	6 Points
8th Position	4 Points
9th Position	2 Points
10th Position	1 Point

Source: F1 Insider Media team, 2022

Note that, on each race, if one of the drivers in the first ten positions claims the fastest lap on the race, he is awarded with an extra point. The scores of the teams are the combination of the points of their two drivers and contribute for the Constructor's Championship every year.

According to Rookie Road (2023), “[t]he roots of Formula 1 racing go far back into the 20th century, as people had been racing cars competitively in Europe since the early 1900s.” As previously stated, the first Formula One official *Grand Prix* was the Silverstone *Grand Prix* in 1950, however, according to Media (2021) and Rookie Road (2021), the origins of Formula One date back to 1920s and 1930s, when a number of meetings were made to “[...] organize races into a single, united championship [...]”. Nonetheless, and as stated by Media (2021), “World War II put to a stop all racing in Europe. Some motor-racing enthusiasts started racing motor cars after World War II.” Even though several other organizations had a set of strategies ready for the *Grand Prix* racing, due to the two world conflicts, they had to postpone them. Therefore, and according to the source, only after the wars, “[...] in 1946 Formula One was agreed as a set of rules that all competitors must comply to by the FIA [...]” and in 1946 the Turin *Grand Prix* was the first Formula One *Grand Prix* event held. (Media, 2021) Consequently, “[t]he World Drivers’ Championship was formalised in 1947. The first world championship race was held at Silverstone in Great Britain in 1950.” (Media,

2021) Due to the place of the first official Formula One race, the United Kingdom can be considered the Formula One's origin country; nevertheless, one cannot trace exactly the birth place of the sport. That occurs because, and according to Rookie Road (2023), "[f]rom the very beginning of the sport, drivers from around the world competed in *Grand Prix* in countries across Europe such as France, England and Spain." Therefore, Formula One is also considered one of the most multi and intercultural sports in the world. The World Champion of that year -1950-, and the first ever Formula One world champion, was the Italian Giuseppe Farina driving for Alfa Romeo. (Tremayne, 2020) The Constructors' Championship only started eight years later, in 1958.

Several circuits and races – known as the “*Grand Prix*” – compose the Formula One season, which tends to last, nowadays, between March and December, with a summer break mid-August. Media (2021) declared that “[t]he word ‘Formula’ refers to a set of rules that all participating teams have to adhere to. *Grand Prix* is a French word that translates as grand prize in English. The races are run on tracks that are graded “1” by the FIA. Hence the name Formula One was adopted.” According to the source, most race circuits are especially built for Formula One race cars and, as such, are certified by the FIA. Thus, the circuits tend to be situated in remote locations; nevertheless, there are some street circuits or race tracks closer to the public, such as the Monaco *Grand Prix*, the Silverstone Circuit in the United Kingdom, or the Marina Bay Street Circuit located in Singapore. Normally, a *Grand Prix* is held over the weekend but the work usually starts on Fridays with the free practice sessions. In these sessions, the drivers take their cars and test the track. This serves not only to get to know the circuit but also to test some new set-ups or strategies for the weekend. When it comes to the other two days, “[q]ualifying sessions are held on Saturdays and the session will determine the starting order for the race. The *Grand Prix* is held on Sunday and is the main event of the weekend.” (Media, 2021) Nevertheless, not everything is racing and Formula One is known for the massive and full of luxury events held during the *Grand Prix* to gather the crowds and maintain the inflow of capital. (Media, 2021) Each race starts with a warm-up lap and the official start of the race takes place when “[...] all [the] five lights are extinguished simultaneously.” (Media, 2021) When it comes to the duration of each race, according to The Stadium Reviews (2022), the “[...] FIA does put forth some guidelines that dictate how long or short a race can be.” The source states that each race has the distance of about 305km or the duration of two hours, whichever is achieved

first. To prove that point, the author gives the example of the Monaco *Grand Prix*, which is the shortest and fastest circuit on the calendar, with only 3.33km. According to The Stadium Reviews (2022), “Monaco is a historic race, so it is allowed to remain on the schedule despite its short distance.”

Although the traditional *Grand Prix* weekend starts on Friday, in 2021, the FIA introduced three Sprint Races, the first one taking place in Silverstone, United Kingdom. (Barretto, 2021) These races, according to Barretto (2021), “[...] will be a race run over 100km (in Silverstone's case, 17 laps) and lasting around 25-30 minutes. It is designed to provide a short and fast-paced racing spectacle with drivers racing flat-out from start to finish without the need to pit.” After the Sprint Race, points were given to the top three drivers; however, over time, that rule changed and now, “[t]he top 8 finishers of an F1 Sprint race receive points towards their season’s tally.” (Flow Racers, 2022a) These types of races come to alter the traditional format of the *Grand Prix*. This happens because the qualifying sessions, instead of happening on Saturday, are moved to Friday. Consequently, the Free Practice sessions also move to Thursday, instead of taking place on Friday. (Barretto, 2021) The Sprint Races usually occur on Saturday and define the starting grid of Sunday’s main race. Ross Brawn, Formula One Managing Director, stated to Lawrence Barretto in 2021 that the FIA is “[...] considering these weekends being Grand Slam events, spread through the season, so it is something different.” According to Flow Racers (2022a), these changes happened because the organization hopes that the new race will “[...] boost interest from TV sponsors and fans alike.” The change was received in high spirits by the fans and, as such, “Formula 1 has revealed the venues that will play host to the six F1 Sprint weekends during the 2023 campaign, with the number of events doubling from the three staged in 2021 and 2022.” (Formula 1, 2022b)

In order to understand the impact the sport has, the official site of Formula One (2021a) announced the numbers of race attendance and digital audience figures of 2021. According to the source, “[t]he season finale in Abu Dhabi drew 108.7m viewers, +29% higher than the same race in 2020 – and the highest viewing figures for a race during the season.” The source also stated that the cumulative TV audience for the 2021 season was of 1.55 billion people. In fact, “[g]lobally, the average audience per *Grand Prix* in 2021 was 70.3m.” (Formula 1, 2022a) This only further proves the impact of the sport. When it comes to social and digital platforms, according to the official website, “[...]”

Formula 1 was the fastest-growing major sports league on the planet in terms of follower growth in 2021. F1 has 49.1m total followers and have seen the highest engagement rate with social posts compared to other major sports [...].” Even with the still existent limitations of the pandemic in 2021, the race weekends welcomed the 2.69 million fans that attended throughout the season, “[...] this shows that there is huge demand for Formula 1 races, and F1 expects that demand will return to normal levels once the pandemic subsides.” (Formula 1, 2022a) As such, Stefano Domenicali, President and CEO of the Formula One organization in 2022, stated “[...] we are looking forward to our record-breaking 23-race season this year, with new cars, new regulations, and a new challenge for all the teams and drivers. I know all of our fans can’t wait to get the season started.” (Formula 1, 2022a)

Tires are a big part of every race as well as of the team’s strategies. In order to endure the extreme conditions of Formula One races, the tires only have a small resemblance to the normal road tires. Where road tires are meant to last several months, the ones used during a *Grand Prix* are made to last no more than a race. According to Flow Racers (2022b), “F1 tires can last anywhere from a few laps up to 50+ laps. Formula 1 tires are designed for performance rather than longevity.” The tires used during a *Grand Prix* are made by Pirelli and “[t]he design process took in more than 10,000 hours of indoor testing, more than 5,000 hours of simulation, and more than 70 prototypes developed virtually, to eventually create 30 different specifications [...]” (Pirelli, N.D.) According to the source, the development of these tires was made with the help of the drivers, which were crucial for the success of the manufacture. Pirelli (N.D.) further stated that it “[...] provides [...] different compounds of slick tire, as well as the intermediate and full-wet tire, for teams to utilise over a race weekend.” Within these compounds, there are six slicks, numbered from 0 to 5, where the 5 is the softest and the 0 is made with the hardest compound, also known as C0 to C5. The source claimed that the “C” in the name of the tires stands for “compound”. The C5 are the fastest but have low durability while the C0 are the slowest but have more durability. Besides those, there are also the full wet tires (blue band) and intermediate (green band), especially made to be used in races where it rains. (Pirelli, N.D.) Furthermore, Flow Racers (2022b) states that “Pirelli, the tire manufacturers, are the decision makers when it comes to which compounds to bring to each track depending on the track’s characteristics.” Nevertheless, the ones chosen from the six slick types are still known

as Soft (red band), Medium (yellow band) and Hard (white band), independently of which compound they are made of.

Figure 7 Pirelli Formula One Tires



Source: Columna Desportiva, 2017

There are only a few pilots in the world capable of driving a Formula One car. Not only because it is mentally and physically demanding but also due to the obligation of possessing a Super Licence. In order to obtain this Super Licence, the driver needs to meet the requirements established by the FIA. According to the FIA's International Sporting Code (2021), the driver – between other requirements – must:

1. Be a holder of a current FIA International Grade A licence;
2. Be at least 18 years old;
3. Complete a writing test about the Sporting Code and the Sport Regulations;
4. Have completed, at least, 80% of each two seasons of any single-seated championships.

Only those that possess this Super License are qualified to drive a Formula One car.

As stated before, the Formula One cars are the pinnacle of motorized racing sports and, as such, a lot of capital is invested every year for each team to construct the cars and manage their multiple activities. Therefore, according to Autosport (2020), the Formula One car is a “[...] complex piece of machinery [...]”. To make sure each team produces the best car they can, the factories stay working all year round, “[...] to improve every part of the car from the front wing to the diffuser, coming up with increasingly complex designs to find that edge.” (Autosport, 2020). They have to do this

without surpassing the budget provided by the FIA each year. The organization imposes a budget gap to ensure that teams with less resources and capital inflow can still be able to stay competitive throughout the season. Besides being a sport, Formula One is, above all, a business and, as such, money is king. Therefore, teams with higher resources can make better cars and have more chances of winning the million euros worth championship prize money. So, how much, exactly costs the production of a single mono-seat car? According to James Elson (2021), “[a]s Formula 1 teams push for ever more performance, so the cost of producing an F1 car has risen. As a general rule, the more money that’s thrown at a *grand prix* car, the faster it goes.” Pat Symons, Chief Technical Officer of Formula One, stated on an interview given to James Elson (2021) that the development, construction and maintenance of each Formula One car could cost up to \$400M before the FIA implemented a budget gap of \$145M in 2021. That same gap was reduced to \$140M in 2022 and to \$135M in 2023. With components costing \$18M, such as the engine or \$3000 per set of tires, money is, indeed, a big deal when it comes to Formula One. (Elson, 2021) To further prove that point, Christian Syt, writing for the Daily Telegraph, stated that because of their huge budgets and inflow of capital, Formula One is known for “[...] its financial and political battles.” (Syt, 2020a)

Figure 8 First Formula One Car



Sources: GoodWood, 2020

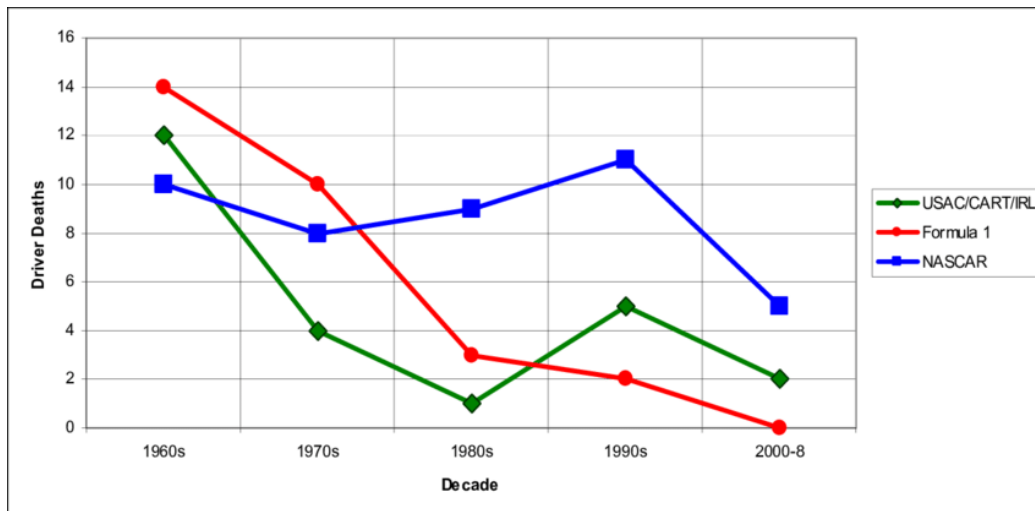
Figure 9 2023 BR19



Source: Leopold, 2023

Formula One is, now, considered one of the safest sports there is, a lot of that due to the quality and quantity of both equipment and rules that the drivers and the teams have to respect; nevertheless, there were, indeed, some unfortunate incidents throughout its history. Following the worlds of Rookie Road (2023), “[i]n its first decade of existence, 15 drivers lost their lives during Formula 1 races. During the years that followed, those numbers remained high.”

Figure 10 Driver deaths in three major racing series



Source: ResearchGate, 2009

However, and once again due to the efforts of the FIA and the teams, “[...] fatalities and violent accidents have become less common in Formula 1.” (Rookie Road, 2023) The source highlights this by stating that “[u]nquestionably, safely has been

Formula 1's biggest evolution since its creation in 1950." Nevertheless, and despite it all, Formula One is and always has been a very popular sport, especially in Europe. The author stated that, during the first official race in Silverstone, King George VI as well as other "[...] members of the English Royal Family [...]" attended and, together with them, around 100,000 people joined them to watch the high-speed sport. With the crescent popularity, the feeling of identity and nationalism also grew with the fans, for example, "Italian [...] fans are known for being passionate about [...] Ferrari and, English fans are just as enthusiastic about England's most successful team, McLaren Racing." (Rookie Road, 2023) Nevertheless, other parts of the world are just as excited about the sport. Examples of that are North and South America, as well as Asia and the Middle East. All of this only proves the capacity that Formula One has of creating and developing communities of people from different countries and cultures. To further enhance that idea of interculturality within the sport, the source explained that "[s]ince its creation, there have been Formula 1 drivers from 41 different nations and world champions from 14 different countries."

Indeed, it can be said that Formula One is an intercultural sport. According to UNESCO (N.D.), the term "interculturality" can be defined as the "[...] existence and equitable interaction of diverse cultures and the possibility of generating shared cultural expressions through dialogue and mutual respect." Another definition of the concept is given by Briceño (2019), who defines it as a "[...] set of relationships and interactions that take place intentionally between different cultures in order to promote dialogue, mutual respect and the awareness of preserving the cultural identity of each individual." Note that interculturality happens whenever people with different points of view, being them social, ethnic or cultural, interact with each other. Those individuals can be separated by some physical distance but interculturality can also take place inside the same community, due to the different characteristics and beliefs of its members. Following that, Briceño (2019) further explains that "[...] the prefix "inter" of the term "interculturality" indicates the relationship and interactions between groups, individuals, identities. Thus, this prefix, together with the word culture, refers to a sense of reciprocity between cultures."

Formula One is an excellent example of interculturality. The brand itself affirms that they are "[...] committed to building a more diverse and inclusive sport, breaking down the stereotypes associated with a career in motorsports and encouraging people

from all backgrounds to get involved, as we aim to create a diverse Formula 1 [...]” This takes place not only because of the extremely diverse cultural traits inside the teams and the whole Paddock, but also because of the schedule itself. When it comes to the teams, as of 2023, there are 10 different teams competing for the Constructor’s Championship and they have distinct nationalities. It goes without saying that different nationalities result in different senses of identity and, consequently, distinct cultures. Below is a table with the teams and their respective nationalities as of 2023:

Table 1 2023 Formula One teams’ nationalities

Team Name	Nationality
RedBull	Austria
Mercedes	Germany
Ferrari	Italy
Aston Martin	United Kingdom
Alpha Tauri	Italy
Alpine	France
Haas	United States of America
Williams	United Kingdom
McLaren	United Kingdom
Alfa Romeo	Switzerland

Source: Author, 2023

At this moment, eight nationalities are represented through the teams, however, when taking into consideration all the elements of each team that participates in a Formula One season, the number of nationalities grows exponentially. Given that each team is equipped with two drivers, the nationalities and subsequent cultures of the pilots are even more diverse:

Table 2 2023 Formula One drivers' nationalities

Driver Name	Nationality
Max Verstappen	Netherlands
Sergio Perez	Mexico
Lewis Hamilton	United Kingdom
George Russel	United Kingdom
Charles Leclerc	Monaco
Carlos Sainz	Spain
Lando Norris	United Kingdom
Oscar Piastrri	Australia
Fernando Alonso	Spain
Lance Stroll	Canada
Yuki Tsunoda	Japan
Nick De Vries	Netherlands
Pierre Gasly	France
Esteban Ocon	France
Kevin Magnussen	Denmark
Nico Hulkenberg	Germany
Zhou Guanyu	China
Veltteri Bottas	Finland
Alexander Albon	Thailand
Logan Sargent	United States of America

Source: Motorsport, 2023

Since the beginning of the sport, drivers from 41 different countries have participated in Formula One races, with the United Kingdom being the most represented country, followed by Germany, France, Italy and the United States of America. (Irich, 2020) With so many people from different backgrounds interacting, interculturality is bound to happen. Each team can have up to 1200 people and those individuals, more often than not, have distinct nationalities and cultures. (Opong, 2023) Therefore, communication is a key factor for the success of the team. As such, interactions are needed and knowledge is passed through different languages and cultures. As stated before, interculturality is the interaction of diverse cultures and that's exactly what

happens inside Formula One. Therefore, this sport is a perfect example of an intercultural sport.

As of 2023, according to the Formula One (2023b) official website, the season will be composed of 24 races – the longest ever – taking place on 21 different countries. Below there is an image with the 2023 Formula One calendar as well as the countries of each *Grand Prix*:

Figure 11 2023 Formula One Calendar

					
2023 CALENDAR					
05/03	BAHRAIN (BHR)		23/07	HUNGARY (HUN)	
19/03	SAUDI ARABIA (SAU)		30/07	BELGIUM (BEL)	
02/04	AUSTRALIA (AUS)		27/08	NETHERLANDS (NLD)	
16/04	CHINA (CHN)		03/09	ITALY (ITA)	
30/04	AZERBAIJAN (AZE)		17/09	SINGAPORE (SGP)	
07/05	MIAMI (USA)		24/09	JAPAN (JPN)	
21/05	EMILIA ROMAGNA (ITA)		08/10	QATAR (QAT)	
28/05	MONACO (MCO)		22/10	USA (USA)	
04/06	SPAIN (ESP)		29/10	MEXICO (MEX)	
18/06	CANADA (CAN)		05/11	BRAZIL (BRA)	
02/07	AUSTRIA (AUT)		18/11	LAS VEGAS (USA)	
09/07	UNITED KINGDOM (GBR)		26/11	ABU DHABI (ARE)	

Source: Pastor, 2022

Compared to the eight race season of 1950, Formula One came a long way. (Formula One, N.D.f) Now, it is an international sport that has been present in almost all continents. At the beginning of the sport, all races were located in Europe, however, with the crescent popularity of motor races, they started to expand and, this year, the races will be held in five distinct continents. This only further proves the intercultural and international capacity that Formula One represents.

All in all, Formula One is one of the most well-known sports in the world. It moves crowds and millions. It is a sport where performance and detail are everything and money plays a prominent role. It is an intercultural sport and an intercultural business as it is visible in the branding of every circuit. Along its history, Formula One

has grown into becoming one of the most global, inter-racial and intercultural sports in the present days.

2.2 Circuits and Branding

Formula One is, a crowd-moving sport, whose circuits play a crucial part in the development and maintenance of the Formula One “fever”. According to Crisara (2018), “Formula 1 has raced in [...] every continent on planet earth except Antarctica.” Starting with an eight circuit championship, Formula One has now more than twenty circuits present in the 2023 calendar, each one with their own characteristics. In fact, and according to Racing News (N.D.a) concerning the 2022 season, “Formula 1 will set another calendar record [...] as the sport stages a 23-race season.” As stated during the last section, most circuits are built specially for Formula One races and all of them have to be approved by the FIA in order to be able to fully function. Generally, all circuits include a big straight where the finish line is located and a pit lane, where the drivers stop to go to the box. Also, most of the circuits are run in a clockwise direction. (Ramachandran, 2007) The truth is that whenever the circuit is good, the races are good and crowds follow. That means that circuits have a really big role when it comes to the influx of capital to the business that Formula One is.

It is well known that every Formula One racing driver dreams to be a world champion, however, they all also want to win the Monaco *Grand Prix*. That alone shows the importance and prestige the circuits bring to Formula One. Following the words of Racing News (N.D.b), “[t]he crown jewel in the F1 calendar, the Monaco *Grand Prix* is held around the streets of Monte Carlo in late May or early June each year. A truly one of a kind spectacle, the race epitomises the glamorous side of Formula 1.” This particular *Grand Prix* is considered one of the most prestigious ones in the Formula One history. Not only because of the place itself and all the luxury, but also due to the fast and dangerous street circuit, the Monaco *Grand Prix* is a must to win and be a part of. Racing News (N.D.b) stated that the Monaco *Grand Prix*, “[h]aving been run since 1929, the race - along with the Indianapolis 500 and the 24 Hours of Le Mans - makes up part of the Triple Crown of Motorsport.” This race is one of the oldest ones and has always been part of the Formula One’s calendar, except for the year 1953, 1954 and 2020 – due to the COVID pandemic. (Racing News, N.D.b)

Figure 12 Monaco Grand Prix Grand Hotel Hairpin Corner



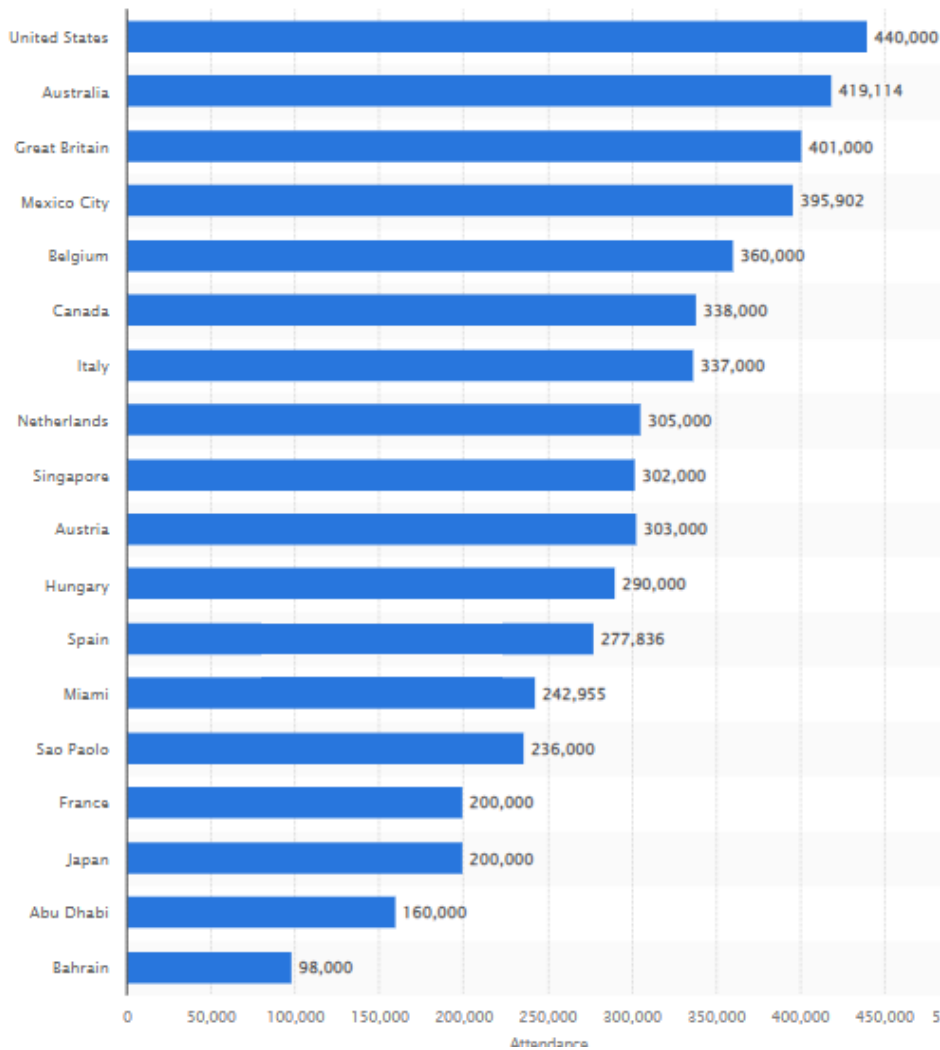
Source: Autosport, 2018

Spa Francorchamps, in Belgium, is also one of the most popular circuits on the calendar and, according to Crisara (2022), the *Grand Prix* has also been around since the beginning in the 1950's. The source stated that “[s]teeped in history, Spa is also home to one of the most thrilling corners on the Formula 1 calendar. [...] F1 cars travel [...] at speeds of over 180 miles per hour [290 km], drivers will gain approximately 114 feet of elevation in just a fraction of a second.” When it comes to speed, it is impossible for one to not mention the Monza circuit located in Italy. Monza, according to Crisara (2022), “[...] has long been the fastest track on the F1 calendar—often referred to as ‘the temple of speed.’ ” Also, this circuit and *Grand Prix* are very important because it “[...] became the spiritual home of the most passionate fanbase in the world: the Tifosi.” (Crisara, 2022) Another Italian circuit is the *Autodromo Internazionale Enzo e Dino Ferrari*, also known as the Imola circuit. According to the source, it was in this circuit that Ayrton Senna lost his life in 1994 due to a high-speed crash. Therefore, this circuit will forever remain in Formula One's history.

As stated before, the better the circuit, the more people will attend and, consequently, more money is to enter the pockets of the FIA and the Formula One teams. Therefore, the history and prestige of the circuits play a crucial part when it comes to the attendance rates. According to Nicky Haldenby (2022), the overall attendance of 18 of the 22 *Grand Prix* of the 2022 season surpassed the 5 million

people. The source stated that “[...] Formula 1 had a total of 5,305,807 spectators across all days of each race weekend.” This number does not include four of the *Grand Prix* and, as such, Haldenby (2022) estimated that the total number of the 2022 season would be between 5.5M and 6M people.

Figure 13 2022 Formula One *Grand Prix* weekend attendance



Source: Statista Research Department, 2023

The 2023 season is one of the longest ever with more than 22 races over the year. Besides the already traditional tracks, 2023 was a year in which brand new circuits appeared. The season started in the beginning of March with the Bahrain *Grand Prix*. According to Formula One (N.D.e), the 5.4km circuit was built in 2002 and hosted its first *Grand Prix* in 2004. Bahrain is a track that offers great entertainment with the challenging corners and number of overtakes it offers the spectators. Next, the Saudi Arabia *Grand Prix* comes to life. Jeddah is the first street circuit of the 2023 calendar and, as cited by Formula One (2023b), is it a “[...] a temporary street circuit (albeit

adorned with some permanent sections), located on the Corniche – a 30km coastal resort area of the ancient Saudi Arabian city of Jeddah.” The track was inaugurated in 2021 and joined Bahrain and Saudi Arabia as middle-east *Grand Prix* hosts. This circuit is an extremely fast one. The source states that “[a]verage speeds around the Jeddah Corniche Circuit are around 250km/h – quicker than those at Silverstone, and second on the 2021 calendar only to Monza – aka ‘The Temple of Speed’. It is, quite simply, the fastest street circuit ever seen in Formula 1 – while the track also features the most corners on the calendar with 27, many of them quick, sinuous bends as the drivers wend their way along the Jeddah waterfront.” On the other side of the world, the Australian track in Melbourne also provides an impactful sports event. The 5.2km track was developed in 1993 and hosted its first Formula One race three years later. (Formula One, 2023b) The source describes the track as “[...] often slippery, rubbering in as the sessions progress. It’s also a circuit that requires a well-sorted chassis, with several spots on the track where the drivers require a reactive front end to allow them to chuck it into a corner. Melbourne is also one of the faster tracks on the calendar [...]” Azerbaijan, on the other hand, is another street circuit and the 6km track hosted its first *Grand Prix* in 2016. According to the source, is one of the newest street circuits added to the Formula One calendar. Formula One (2023b) describes this track as being “[a] mixture of wide and open and tight and twisty.” Due to the fast and tight corners, a single mistake is punished quite severely.

Figure 14 2023 Azerbaijan *Grand Prix* crash by Logan Sargeant



Source: Formula One, 2023b

The Miami *Grand Prix* was one of the newest acquisitions for the 2023 season. Debuting in May 2022, the Miami circuit is a spectacular street circuit. Formula One (2023b) stated that “[...] the 5.41km layout features 19 corners, three straights, three DRS zones, and top speeds of over 340km/h. There are elevation changes too [...].” This track was a way to gather fans in the United States, which was a key market for the sport. This circuit, along with the Texas one, was a huge success for Formula One. The Formula 1 Qatar Airways *Gran Premio del Made in Italy e Dell’Emilia Romagna*, also known as the Imola *Grand Prix*, was supposed to be the following one; however, the event of the 4.9km track built in 1950 was cancelled due to the horrible floods taking place in the territory. The source describes this track as being a “[...] thrill ride. [...]The anti-clockwise circuit is certainly fast, with an old-school feel as the drivers put it on the line in iconic corners like the aforementioned Acque Minerali and Piratella.” After that, the crown jewel of the sport is raced: the Monaco *Grand Prix*, one of the most important events of the Formula One calendar. Afterwards, comes the Spanish circuit, developed in 1989. Following the words of Formula One (2023b), “[t]he drivers love the Circuit de Barcelona-Catalunya, which is just as well, as they have traditionally spent huge amounts of time pounding around it during winter testing. The track is a good mix of high- and low-speed corners [...].”

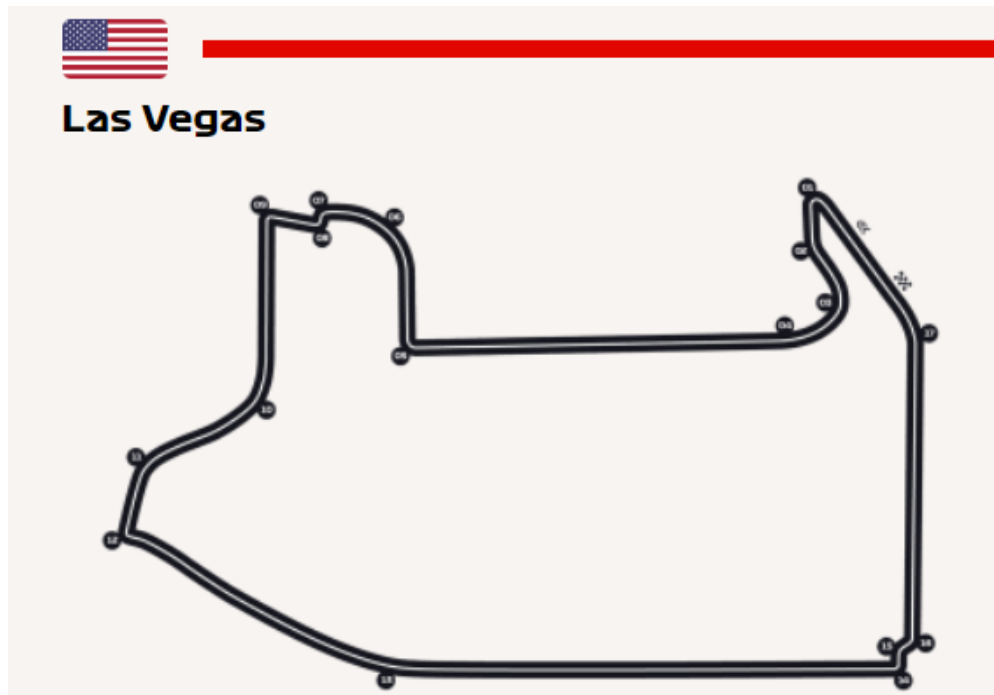
When it comes to the Canadian track, the 4.3km circuit hosted its first Formula One race in 1978 and is known to be fast with a low-downforce. The chicanes and famous hairpin make this track one of the driver’s favourites. (Formula One, 2023b) The RedBull Ring in Austria was built in 1969 and is, overall, a short lap. The 4.3km track has a lap record of 1:05.619 made by Carlos Sainz in 2020. (Formula One, 2023b) After that, the British *Grand Prix* takes place. The source affirms that “[d]espite numerous layout changes over the years, Silverstone has always maintained its essential character as one of the fastest tracks on the F1 calendar, while historic corners like Maggotts, Becketts and Abbey provide some of the biggest challenges for racing drivers [...].” The 4.3km Hungarian track made its Formula One debut in 1986. It can be described as having few to no straights and is often compared to a karting circuit. According to Formula One (2023b), “[w]ith several series of corners to string together, teams opt for Monaco levels of downforce, with a well-sorted chassis tending to be rewarded over horsepower given the short straights on offer.” In turn, the 7km Belgium track, also known as Spa-Francorchamps, is one of the longest in the calendar.

After this race, the Netherlands *Grand Prix* follows. This particular circuit had its debut in 1952, just 2 years after the beginning of the Formula One championship and is known for its “[...] swoops and flows through the sand dunes, creating a rollercoaster-like feel to the lap.” (Formula One, 2023b) “Quick”, “insane”, “old-school” and “undulating” are words often used to describe this track. There is another Italian track next – Monza – is one of the most well-known Formula One tracks, which has been on the calendar ever since 1950. Following that comes the Singapore *Grand Prix*, yet another street circuit with the particularity of being raced during the night-time. This track has been on the calendar since 2008 and is “[...] one of the most physically demanding on the calendar, its bumpy street surface coupled with humid conditions giving the drivers plenty to think about. [...] the physical stress causing them to lose as much as 3kg in body weight over the course of a race.“ (Formula One, 2023b) The Sakura International Racing Circuit located in Japan is a special one. The 5.8km track presents a high-speed circuit that is a real challenge for drivers. The source states that “[...]with the snaking ‘S’ Curves, the two commitment-rewarding Degners and the white-knuckle ride of 130R all highlights in a series of highlights at what is one of F1’s seminal tracks.” Up next comes the Qatar Airways race weekend. This particular track was first designed for motorcycle races and is a fast and flowing track that provides plenty of overtakes for the viewers. (Formula One, 2023b)

At the top of the closing five circuits of the 2023 season we have the Circuit of the Americas, a 5.5km track that had its debut in 2012. According to the same source, “F1 first raced at the Circuit of The Americas in 2012, for the first United States *Grand Prix* since the 2007 race at Indianapolis. Unsurprisingly, over 100,000 spectators packed out the Austin venue, witnessing Lewis Hamilton’s last ever win in a McLaren before his switch to Mercedes for 2013.” After that comes the Mexican *Grand Prix* and this circuit is known for its altitude, sitting 2km above sea level. Concerning its characteristics, “[t]he track still largely follows the outline of the original 1959 circuit, the main difference being that the spectacular – and spectacularly scary – Peralta corner is now bisected [...]” (Formula One, 2023b) The *Autódromo José Carlos Pace* located in Brazil made its debut in 1973 and, according to the source, “[l]ike many pre-World War II tracks, *Interlagos* features banked corners, with the drivers beginning their lap on a sort of half oval – in fact, between 1957 and the track’s return to the F1 calendar in 1990, *Interlagos* could be run as a giant oval.” After that, yet another American track.

The Las Vegas circuit is a brand new on the calendar, which means it is going to make its debut in 2023. This 6.1km track is a street circuit located in the heart of the city. Formula One (2023b) affirms that “[...] the new 6.12km, 14-turn street circuit winds its way past iconic locations like the aforementioned Caesars Palace, the Bellagio and the Venetian. With average speeds expected to match Monza, otherwise known as F1’s ‘Temple of Speed’, there promises to be plenty of action and overtaking.”

Figure 15 Las Vegas Formula One Circuit



Source: Formula One, 2023b

Lastly, the Abu Dhabi race will take place. At the Yas Marina Circuit, with 5.2km and debuted in 2009. According to the source, “[t]he Hermann Tilke-designed track is dominated by its 1.2km straight between Turns 5 and 6 – which, with slow-speed corners marking its beginning and end, makes it a honeypot for overtaking moves. Other highlights include the tricky run through Turns 10 and 11 into 12, which forces the drivers to brake hard with bags of lateral load still on the car.” This track is also known due to the controversial 2021 season finale between Max Verstappen and Lewis Hamilton with incidents and occurrences that made the FIA change some of the rules of the sport.

Figure 16 Hamilton and Verstappen after the 2021 Abu Dhabi Grand Prix



Source: Andrews, 2022

More than a sport, Formula One is a business and, as all businesses, they need to have a steady and popular brand in order to attract people. Those people will not only attend the races but also spend their money on Formula One related products which, ultimately, helps the business to maintain itself. As such, it is important to understand how Formula One became an unstoppable brand over the last few years. It goes without saying that circuits help the crescent development of the organization, however those are not the only parameters that the FIA, as well as Liberty Media, are working on in order to help the brand skyrocket. Liam Killingstad (2022) stated that “[t]he palace intrigue around the sport’s larger-than-life characters and the continued glamorization of the lifestyle surrounding them has left fans begging for more.” Consequently, both businesspeople and broadcasters started to realise that being a part of the Formula One universe would be very beneficial for them. One of those examples is the American broadcaster ESPN as it is presented by Killingstad (2022). Other examples given by the source are Disney and Apple. According to Killingstad (2022), “Apple has an F1 movie starring Brad Pitt and a Lewis Hamilton documentary on the docket, while Disney-backed Hulu recently inked a deal for a new half-hour, scripted series in partnership with McLaren racer Daniel Ricciardo.” Netflix also took advantage of the Formula One fever and released the “Drive to Survive” series which is, according to the source, “[...] the springboard that vaulted the sport into the national consciousness [...]” So, how did

it got here? How did Formula One become one of the most profitable and well-known brands in the world?

It all started around the year 2012 when “[...] CVC sold \$1.6 billion of F1 shares to funds managed by Waddell & Reed Investment Management and Ivy Investment Management, valuing them at ~\$9 billion.” (Killingstad, 2022) Then, in 2016, Liberty Media, an American mass media company, bought the Formula One shares for €7.3M. The same source declared that “[i]n order to inject some much-needed branding into the sport, Liberty Media launched a targeted plan in the United State[s] to drum up interest.” According to the source, the initiatives and strategies implemented by the company revolved around marketing and included a massive alteration on the brand identity as well as the launch of the Formula One E-sports in 2017 and the Netflix docuseries “Drive to Survive” in 2018. This re-branding process completely changed the Formula One’s image. According to Olivia Schwartzman (N.D.), Formula One was no longer a niche sport for the elites, instead it became “[...] one of the most watched sports by young people with a die-hard fan base around the world. They’ve gone from a sports company to a global media entertainment brand.” According to the source, before Liberty Media owned Formula One, the brand had “[...] no formal marketing, promotion, sponsorship, or digital departments.” It all changed once the company approached the business line as a media company rather than a sports enterprise. The approach even included a new logo.

Figure 17 Formula One logo alteration



Source: 1000Logos, 2022

According to Schwartzman (N.D.), “[...] the company has steadily built a wildly successful digital strategy that has been hugely effective in converting more and more people into fans. From Youtube videos to a Netflix show to allowing their drivers to

post on social media and interact directly with fans, F1 created a content strategy that propelled them from the outskirts to the center of the sports universe.”

One of the most successful creations was the Netflix docuseries “Drive to Survive”. While first poorly received by the already existent fans, “Drive to Survive” played a crucial role when it comes to introduce the sport to new fans. In fact, Baugh (2022) highlights the capacity for storytelling that the production team was able to explore. According to the author, the production team “[...] took a traditional sport where all of the action takes place in the car with a helmet on and flipped that on its head.” Following the words of Killingstad (2022), “[s]ince 2018, F1 has seen a steady increase in average viewership per race in the U.S. — from half a million in 2018 to almost 1.5 million in the 2022 circuit.” A lot of that is linked with the Netflix docuseries. In fact, the show had a big worldwide impact and, in 2019, Formula One managed to increase the United States viewership by 40% alone, as well as convince people to attend the actual races. In fact, the Austin *Grand Prix* was the most-attended until then, with over 400.000 people over the weekend. (Baugh, 2022)

“Drive To Survive's success has translated directly to dollars. Formula 1's valuation has gone from \$8B to \$13B in just 3 years (63% increase). Plus, teams are seeing an inflow of cash from the biggest brands in the world” (Baugh, 2022) To further prove the improvement of Formula One as a brand, Killingstad (2022) affirmed that “The 47% increase from 2021 alone has helped spur F1's financial success. According to the most recent filings, Formula One Group generated \$360 million in revenue during Q1 2022, a 100% increase from the same period in 2021.” In fact, and according to Baugh (2022), in 2022, the timing of the of release of the fourth season of the show, “[...] led to the Bahrain *Grand Prix*'s record 1.35 million US viewers and 70.3 million globally. To put that in context, that's 70% of the Super Bowl's viewership for the first of 23 total races.” The interesting fact of all this is that Netflix actually pays a licensing fee to Formula One in order to air the episodes. Therefore, Baugh (2022) states that “[e]ssentially, F1 gets paid to air one of the best commercials ever.” Formula One is such a great success case that Killingstad (2022) affirms that is been used as a “[...] Harvard Business School case study on content marketing and branding [...]“ for other sports.

All in all, Liberty Media, the owner of Formula One, completely transformed a niche sport in a worldwide phenomenon and all of that due to their re-branding strategy.

Of course the circuits are important to the overall success of the sport; however, if Formula One had neither fans nor viewers, the business would collapse. As such, Liberty Branding is constantly investing both in Formula One as a sport but also in new strategies to continue to develop the full potential of the brand. Formula One has now become a beacon for sport fans and high-end companies that want to have a slice of the movement. Also, hundreds of other companies and brands invest in Formula One sponsorships in order to extend their client base and build customer loyalty. All of this further proves the importance and impact of Formula One as a business.

2.3 The Economy of Formula One

Formula One is seen, by a lot of people, as simply a sport where fast cars ride around a circuit; however, in reality, Formula One is much more than that. The sport encompasses much more than the cars and has more significance than it seems. In reality, Formula One is rather more of a business than anything else. Throughout this section, the economic dimension of Formula One will be approached and explained.

2.3.1 Costs and Revenues

Formula One is a business and, as such, money plays a big part on the overall success of the sport. However, it is important to understand where that capital comes from and how Formula One maintains its status of a multi-million dollar business. According to Media (2021), “[...] Formula One became a big business with sponsors pouring in money. Television rights earned a lot of money for both the FIA and the teams. Teams started spending hundreds of millions of dollars in developing cars that will win the championship.” It is a fact that the components for the cars are very expensive and, as such, “[r]unning and maintaining a Formula One team is a very costly affair. That makes Formula One one of the costliest sports in the World.” (Media, 2021) The team has not only to develop the car but also needs to acquire spare parts, face logistics costs as well as maintain all the staff and drivers. The bigger the team, the more people it has to care for and, as expected, that requires a bigger amount of money. According to the source, “[s]pecial purpose vehicles are needed to transport the cars and other materials from the airport to the venue. The personnel have to be accommodated at or near the venues. The team has to bear all these costs and they make up quite a bit.”

Each team is very secretive when it comes to their spending; however, the source declared that “[...] a rough estimate is that a poorer team will spend at least US\$160M in a season. The annual spending of a team with access to money could be upward of US\$400M.”

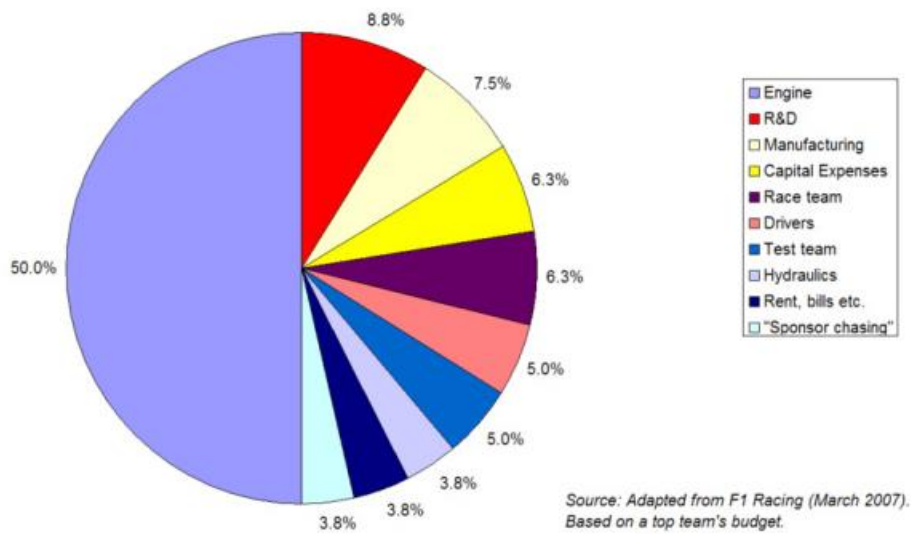
A big part of Formula One is constituted by the economic background and, as such, it is important to understand the financial side of the sport. That, not only allows one to know how it works but also to comprehend the impacts of such environment. According to Siddharth (2021), “[n]ow granted that all the teams operate differently, and have different budgets and varying earnings, we can definitely try to understand the basic fundamentals.” In recent years, due to external contingencies, the author affirms that “[i]n 2019, Formula One’s revenues were \$2.022 bn, however due to the pandemic the revenues fell by \$877 mn in 2020 to \$1.145 bn. The fall was 43%.” Note that the profits are equal to the revenues minus the costs, therefore it is fundamental to be aware of how the teams and the organization itself made such feats. As stated before, teams acquire their revenues from various sources, including sponsorships, and one of them is through payments from the Formula One Management. However, those payments can be divided in various distinct sources. One of them is the C1 Payments which, according to the author, is an amount “[...] paid to all those F1 teams which have competed in the championship for the past two years.” The total amount distributed to the teams is \$36M. Secondly comes the prize money, which is also divided by the teams according to where they finish on the Constructor’s Championship. Regarding that, Siddhart (2021) gave the example of the 2019 championship where “[...] Mercedes finished 1st and as a result they took home \$ 61 million. Ferrari came in second and they won \$ 52 million, while Redbull won \$ 41 million.” There is also a source of income known as the “heritage payment” that is given to the oldest teams of the grid, which are Ferrari and Williams. In the case of Ferrari, “[...] for being with F1 for over 60 years. The amount in 2019 was a whopping \$ 68 million.” (Siddharth, 2021) Besides those, and following the words of the source, there is also what is called the “CCB Bonus [...] also known as the Constructor’s Championship Bonus given to the teams that won the most championships in the past.” Those teams are Redbull, Mercedes, Ferrari and McLaren.

As stated in the previous chapter, Formula One revolves around the Championship’s battle and that struggle is made to win the million euros prize money

distributed at the end of the season. According to Media (2023), the total amount of the prize is, approximately, €820M. The source claims that “[t]his money is generated through various means, including television rights and race fees paid by the teams themselves.” However, and as it was previously stated, the €820M are not delivered to a single team or driver, rather it is distributed by all according to certain factors “[...] such as a team’s performance in the Constructors’ Championship, the number of points scored by a team’s drivers, and the number of pole positions and fastest laps achieved by a team.” It goes without saying that the higher you place on the chart, the more you gain. Concerning that, Media (2023) gave the 2020 example of Mercedes and Racing Point. The author stated that, at the end of that season, “[...] Mercedes, the Constructors’ champion, earned \$135 million, while Racing Point (now Aston Martin) earned \$60 million, which is just a little more than half of Mercedes.” Even though the prize money is very attractive, one should not forget that it is only one of the many capital sources the teams have. Others are sponsorships, merchandise and other types of agreements. According to Siddhart (2021), “[...] the above system is glaringly flawed and favours the older teams much more than any revenue sharing agreement ideally should.” Due to that, some minor teams were upset, resulting in the signature of a new Concorde Agreement in 2021. This agreement “[...] provides a much much better solution to the unequal distribution of the revenues as above, and even more so, sets a budget cap on the car itself.” Once added the cash inflows the mother enterprise does on the team, one can say that all their main sources of income are listed.

On the other hand, there are the costs. When it comes to such a competitive and high-end sport, it goes without saying that the main outflow of money comes from the research and development of the car. Regarding that, Siddhart (2021) affirms that, “[o]n average, teams spend around about \$ 58 – 60 million on R&D [also known as Research and Development] every year.” The second source of efflux is salaries. With teams composing more than a thousand people, including the drivers, salaries are a powerful exodus of money for every team. In fact, the source states that “[o]n average, not considering Mercedes and maybe Ferrari, F1 teams spend somewhere between \$55 to \$58 million on salaries, being an extremely human intensive operation.” Following that, there are the expenses of production and manufacture of the car components, especially the engine. Finally, there are the operation costs, which include logistics, freight, IT services, fuel and others. (Siddharth, 2021)

Figure 18 2007 Estimated Team Budget Split



Source: F1 Scarlet, 2007

According to F1Scarlet, in 2007 “[...] F1 Racing published its annual estimates of spending by Formula One teams. The total spending of all eleven teams in 2006 was estimated at \$2.9 billion.” Toyota was the team that spent the most - \$418M- and Sauber, which only spent \$57M, was the team that presented lesser costs throughout the season.

As stated before, the way the profits are shared by the teams can, ultimately generate controversy. In 2015, teams like Sauber and Force India made a complain to the European Union against the unevenly way the profits where shared. Also, according to *The Guardian* (2015), both teams believed the money “[...] to be skewed in favour of the sport’s most-established teams.”

As it was noticed, Formula One is an extremely costly sport, not only due to the cars but also due to the circuits. The price for each circuit built specially for the sport is of hundreds of millions of euros, while street circuits, which are adapted for hosting a *Grand Prix*, present significantly lower values. For example, the Shanghai International Circuit costed around \$300M to be made. (Benson, 2004) To add to all of that, Formula One race drivers are the ones that earn the most among drivers in auto racing sports. As of 2023, Max Verstappen is the most well-paid driver of the grid and is set to receive the astonishing amount of \$55M every year until the end of his contract. After him there is the seven time world champion Lewis Hamilton, with an annual salary of \$35M,

while Logan Sargent and Yuki Tsunoda, being at the bottom of the list, receive \$1M each. (PlanetF1, 2023)

The Covid-19 pandemic came to present the Formula One universe with some difficult times. With most races being off-limits to the public, the brand suffered great losses. According to the Financial Times (2020), only in the first quarter of the year, Formula One reported a loss in revenue of \$122M as well as an income of only \$24M. This was really problematic because the brand had scored values of \$620M in the same quarter of 2019.

Some of the money required to maintain the Formula One universe come from the teams and drivers themselves. Some drivers pay to be a part of a team and the teams “[...] have to pay a significant amount of money to participate in F1 races, including entry fees, travel expenses, and other costs associated with being a part of the F1 circuit.” (Media, 2020) Being the pinnacle of motorsport, that much is to be expected but how much, exactly, do teams pay to stay in Formula One? According to Noble (2019), the FIA, after its restructuring processes in 2013, “[...] has calculated its entry fee for teams based on the number of points scored in the previous season [...]”. Regarding that, the same source stated that “[e]ach year the price increases based on the US Consumer Price Index, and it means for 2019 all teams have to pay a basic entry fee of \$546,133, and then an extra amount depending on where they finished last year.” Following that, it is to be expected a higher amount of fees to be payed in the year of 2023. Noble (2019) further exemplifies by affirming that, in the year of 2019, the Constructor’s Champion – which was Mercedes AMG – “[...] has to pay \$6553 per point scored, while all the other teams pay \$5459 per point. When Mercedes enjoyed a hugely dominant 2016 season, it was left facing a bill of more than \$5.25 million for entry to the following campaign.” According to the source, in 2019, Ferrari had to pay little over \$3M and Redbull almost \$2.5M. (Noble, 2019)

As stated before, teams have to pay a fee every *Grand Prix*; nevertheless they are not the only ones. The countries constituting the calendar also have to pay huge amounts of money in order to be a part of the Formula One universe. According to Dieter Rencken and Jesse Janse (2022), “Qatar pays \$55 million per year for its contract, which is the highest amount on the list of contract costs. [...] whilst China, Abu Dhabi, Bahrain and Russia also all pay a sizeable amount of money.” In total, the

hosting fees in 2022 came to a total of \$700M paid to Formula One and Liberty Media. Bellow lays an image with some examples of the hosting fees:

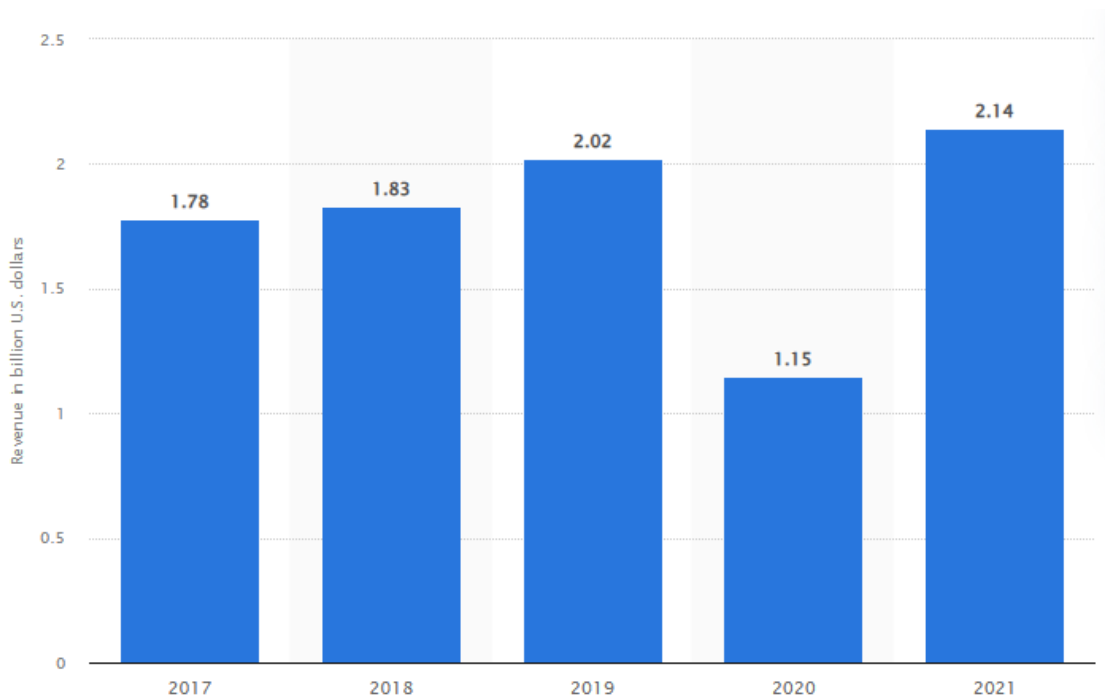
Figure 19 Formula One hosting fees

Country	Circuit	Hosting fee (\$)	Contract ends	Comment
Bahrain	Sakhir	45 million	2022+	Renewal forthcoming
Saudi Arabia	Jeddah	55 million	2025	May move to Qiddiya in the future
Australia	Albert Park	35 million	2023	
Italy	Imola	20 million	2025	Contract not yet signed
United States	Miami	Collaboration	2031	Circuit still to be approved
Spain	Barcelona	25 million	2026	
Monaco	Monte Carlo	15 million	2021*	Is on calendar, renewal being negotiated
Azerbaijan	Baku	55 million	2024	Renewed in 2021
Canada	Montreal	30 million	2029	
France	Paul Ricard	22 million	2022	
Austria	Red Bull Ring	25 million	2022+	Option for multi-year extension

Source: Rencken & Janse 2022

Despite being an extremely costly sport, one should never forget that Formula One also generates a tremendous amount of revenues that are shared by both the teams and the organization. In order to prove that, Statista (2023b) provides a graphic where one is able to see the true amount of revenues that this particular sport is able to create.

Figure 20 Formula One Revenues from 2017 to 2021



Source: Statista, 2023b

According to Statista (2023b), “[i]n 2021, the total revenue of the Formula One Group amounted to around 2.14 billion U.S. dollars, representing an increase of over 86 percent on the previous year.” When it comes to income, the source states that “[i]n 2020, the Formula One Group made a substantial loss of around 386 million U.S. dollars, largely as a result of the coronavirus (COVID-19) pandemic. However, the following year saw the group's operating income recover [...]” Not only that, but the drivers themselves are a big source of revenue as they are seen as brands.

When one is a part of such a high-value sport, they are bound to be successful. In fact, the Formula One drivers possess huge networth value and can make an enormous impact on both brands and people. This statement only further enhances the value of Formula One as a business and the economic impact it can have. In fact, and according to Sushmita (2023), “Formula 1 is one of the most exclusive and expensive sports, with a revenue of \$2.1 billion in 2021.” When concerning the 2023 drivers list, Esteban Ocon, the young French pilot driving for Alpine Renault, has a net worth valued in €16.9M. The source states that the top three pilots are Max Verstappen,

Fernando Alonso and Lewis Hamilton with, respectively, €85M, €245M and €307M net worth value. Regarding Lewis, Sushmita (2023) further states that “[t]his number comprises a base pay of \$55 million, which is more than double what his nearest opponent is promised, as well as a predicted \$7 million in race-win incentives.”

All in all, Formula One is a sport that requires a lot of funds but also creates a considerable amount of profits for its participants. As such, it is a very attractive sport for both sponsorships and business companies in general because they know their enterprises will be successful and noticed by the public. Note that a lot of those profits come from fans and the general public due to ticket sales and merchandise products. The Formula One universe has expanded itself so much that the advantages of being a part of it are tremendous. The sport not only is the pinnacle of motorsport but, due to its enormous popularity, is capable of bringing significant welfare for its host countries. This is a topic that will be discussed further ahead.

2.3.2 Economic and Social Impacts

In 2021, the FIA presented a study on the economic and social impact of motorsports. According to them, the study “[...] highlights the importance of this sport industry, which is evaluated directly and indirectly at 160 billion euros total gross output annually and 1.5 million total paid jobs.” With this study, the FIA (2021) concluded that motorsports generate about €159.2B of money for the annual gross output of countries both directly and indirectly. The same source affirms that “[t]he market value of goods and services produced by the motor sport industry [...]” is about €66.9B. Those sports also generate 1.5M paid jobs, 302.000 unpaid jobs – mostly constituted by volunteers –, 2.7M motorsport participants, 60.700 events and 7.200 facilities. (FIA, 2021b) Regarding this study, Jean Todt, president of the FIA in 2021, stated to the source that “[t]his is remarkable and it demonstrates that our sport efficiently contributes to the rebound of the economy in Covid-19 times.”

Formula One can generate a high quantity of welfare for the territories that compose the official calendar each year. In fact, hosting a *Grand Prix* can bring massive benefits for the hosting country, not only in economic terms but also when it comes to the social scope. According to Avison (2018), “[w]ith a yearly cumulative TV audience of 1.8 billion people, Formula 1 has 506 million global fans and an average race

attendance of 200,000 people, creating multiple layers of cultural and economic benefits for a host city.” Furthermore, the same author believes that once a good strategy is implemented, other benefits that this sport may bring to the host city are: global visibility, positive economic uplift and contributions to both tourism and job creation. This takes place because people that attend the *Grand Prix* are, usually, not locals and, therefore, the event attracts tourism and allows the sharing of cultures and the contact between communities. Additionally, attending fans tend to stimulate and stir the economy due to the amounts of money they spend over the duration of the event. This all tends to create opportunities for companies from all sectors of the economy. (Avison, 2018) The source provides the example of the Circuit of the Americas *Grand Prix*, located in Texas, United States of America. Regarding that, Avison (2018) stated that during the *Grand Prix*, Formula One “[...] has contributed substantially toward the local economy, with total economic impact to the Austin Metro area between 2012 and 2015 valued at \$2.8bn.” To further prove that statement, the same author also displayed the benefits recorded during the Azerbaijan *Grand Prix*, where this sport “[...] created \$277.3m of increased economic value in 2016 and 2017.” Besides that direct impact, Formula One also allows the hosting country to gain global visibility. That occurs because the sport has one of the biggest fan bases in the world and, every time a *Grand Prix* takes place, it is “[...] live broadcasted to over 200 territories worldwide [...]” (Avison, 2018) Therefore, Formula One is a great way to do destination branding. In order to prove that statement, the same author states that “[t]hrough destination branding, the Mexican *Grand Prix* has generated over \$5.5bn MXN global media exposure and \$885m MXN of media value of the Mexico logo.”

Due to its massive influence, Formula One is a sport that can boost tourism and job creation on the host country. To further prove that point, Avison (2018) declared that “[w]ith over 200,000 attendees per race and on average 53 per cent coming from abroad, hosting a Formula 1 race induces tourism and opens up a city to new audiences.” In fact, and according to the source, in Mexico City there was an increase in about 12 per cent in hotel occupancy during the Formula One event. Furthermore, during that time, each person spent, on average, 1.800€. For instance, in Singapore, Formula One alone has helped the county to gather \$1.4Bn in tourism receipts. (Avison, 2018) This sport also has a great role when it comes to creating both annual and seasonal jobs due to the high number of people needed to maintain the event. Avison

(2018) gives the example of Montreal, in Canada, and Austin, United States, where, every time there is a *Grand Prix*, “[...] an additional 640 jobs in the Quebec region are created and COTA’s annual activities and operations combined to support 9,100 jobs in the Austin region representing \$306 million in annual payroll for Austin-area workers.”

When it comes to the impact of Formula One on host countries, Thierry Godard (2018) gives a perfect example when the author analyses the economic power of the sport in Monaco, one of the most ancient host countries of a *Grand Prix*. The author starts by stating that “[t]he Formula One *Grand Prix* of Monaco is one of the world’s most expensive and glamorous events.” Racing and winning in Monaco is the crown jewel for Formula One drivers and, to highlight the prestige of the place, Godard (2018) states that the Monaco *Grand Prix* “[...] is the only race on the calendar that doesn’t pay to host a race. Unlike the rest of the paupers on the Formula One calendar, who pay an estimated \$28 million- \$31.2 million to jump start their tourism industry, Monaco pays absolutely nothing.” That is not all, the teams spend millions of euros to compete in the circuit and that brings massive benefits for the country. In Monaco, close to 200.000 people go watch the race and, according to Godard (2018), that was “[...] enough for race promoter ACM to generate \$16.3 million in track side ad revenue in 2008.” The Monaco track is one of the smallest and, as a result, allows fewer people to buy tickets to attend the race. Nevertheless, “[t]wo day ticket packages for the race (for practice and qualifying on Saturday and the official race on Sunday) range anywhere from 134 euros for bottom of the barrel general admission tickets, to 1,600 euros and 4,877 euros for VIP packages.” (Godard, 2018) Think of the inflow that comes from that alone, without counting the hundreds of yachts that also allow view for the race and can cost up to 2,700€ to rent. (Godard, 2018)

Another great example is the Dutch *Grand Prix*, which returned to Zandvoort after 36 years of absence. This event is a great one for the demonstration of the impact of Formula One in a region. According to the Official Formula One Website (2022b), “[t]he Dutch *Grand Prix* led to €22.3 million in additional spending in Zandvoort and €44.5 million in additional spending in the Amsterdam Metropolitan Region [...]” The source further states that, with this event, the added economic value of the region was €8.9M for Zandvoort and €23.2M for the Amsterdam Metropolitan Region. As stated before, this sport is also responsible for the creation of both seasonal and annual jobs and Zandvoort was no exception. During the weeks prior and during the time of the

Grand Prix, “[...] 244 jobs in Zandvoort and 498 jobs in the MRA region (including Zandvoort) [...]” were created. Other data that the Official Formula One Website (2022b) provided were:

- “126,650 visitors [...] made a combined 195,000 visits [...]” during the *Grand Prix*.”
- “87% of visitors are additional and would not have been in Zandvoort if the event had not taken place.”
- “26% of all DGP visitors stay[ed] overnight in the MRA region. Together this leads to €7.6 million in overnight spending in the MRA region, of which €2.7 million is spent in Zandvoort.”

According to the source, both entrepreneurs and residents enjoyed the event as well as all the advantages it brought to the city and the businesses. All in all, Formula One contributed not only financially but also socially to the Zandvoort region in the Netherlands. Portugal and the *Autódromo Internacional do Algarve* are also interesting examples of the impact of the sport in a host country. In 2020, the region hosted a *Grand Prix* and, according to *Sic Notícias* (2020), the economic impact of the event could reach €130M:

Paulo Reis Mourão as cited by *Sic Notícias* (2020), stated that, regarding the impact of the sport, “[t]he direct impact, without an audience, will be somewhere between 30 and 50 million euros (in a period of up to a year and a half to two years after the race). Indirect (adding employment created, additional income, tax revenues, multiplier and promotional effect), and considering the size of Portugal, in a pandemic context, it can go up to another 40 to 50 million euros [...]”¹

Nevertheless, this statement was made without considering the spectators and, as a result, the economic impact could be even greater when considering all factors. (*Sic Notícias*, 2020) Paulo Pinheiro, the administrator of the *Autódromo Intercacional do Algarve*, stated, as cited by *Agência Lusa* (2020), that “[t]he arrival of Formula 1 in Portugal could represent a direct impact on the economy of the Algarve region in excess of 100 million euros [...]”. Both Formula One and Moto GP were performed in Algarve in 2020; therefore, the economic impact of both races helped minimize the effects of the Covid-19 pandemic in the region. If not for the races, “[...] 90 percent of the hotels in the Algarve would be closed in October.” (*Agência Lusa*, 2020) However, even though such amount is expected, the truth is, according to Paulo Pinheiro, the Formula One races are the least economically appealing due to the entry fees the hosting countries must pay. (*Agência Lusa*, 2020)

¹ Free translation by the author from *SIC Notícias* (2020)

Paulo Pinheiro stated, as cited by Agência Lusa (2020), that “[o]bviously they [are not profitable], never. MotoGP and Formula 1 are worth the economic impact they bring to the countries where the events are taking place and the media exposure they give. For the country and the region it is fantastic, not for the circuit. It is for the public good. And as it is for the public good, what happens everywhere is that it is the State that pays the entry fee. Because the return you will receive is much higher. It is an investment; it is not a cost [...]”¹

As stated before, all of those advantages can be explained, partially, due to the extreme popularity of the sport. According to Sylt (2017), “[a] Formula One *Grand Prix* is one of the world’s most powerful tourism adverts.” In fact, the source stated that “[...] F1’s 21 races were seen by 390 million viewers on television last year [2018] making it one of the world’s most-watched annual sports series.” As such, being part of the Formula One fever can bring massive benefits. When you are a host country, the streets, landmarks and culture are shown during the race week; therefore, high advantages are to be expected. However, not everything is that easy and there is also a high price to pay in order to be part of the Formula One calendar. For starters, and following the words of Agência Lusa (2020), the entry fee every host country must pay to the FIA can go from 10M€ to 30M€. However, some countries, such as Qatar, pay even higher fees in order to stay in the Formula One’s calendar. Sylt (2017) stated that, “[o]n the face of it, F1 races seem like they should be cheap to stage. [...] In reality this couldn’t be further from the truth.” The source states that the cheapest way of organizing a *Grand Prix* is to host a street race. That happens because those races “[...] tend to be located on public roads in cities or on the outskirts of town whilst permanent circuits are purpose-built venues designed specifically to host high level motor races.” Sylt (2017) When compared to the years-long construction process of the venues, a street circuit only needs up to a year to be prepared. Regarding that theme, Sylt (2017) stated that “[c]rucially, street tracks magnify the economic impact as local landmarks can become inseparable from the on-track action and tourists can return to stay on the same streets where their heroes raced.” Nevertheless, those circuits also have their dark side. It costs way more to prepare a street circuit every year rather than having a venue already prepared. The source revealed that “[t]his is largely due to the cost of transforming public roads into a race track. Temporary structures, such as grandstands, need to be bought or hired and the roads need to be upgraded to meet F1’s strict safety standards [...]”

Besides the entry fee, the next biggest expense is with staff. Those expenses can go up to 17.6M€. Next comes the marketing expenses that can cost up to 7M€. Rental

and grandstands usually cost around 15.5M€, the fences and security equipment can equal to an expense of 9M€. Sylt (2017) According to the same source, “[v]ehicle, office and utilities payments are around \$6 million with a further \$4.5 million of miscellaneous costs. Capping it all off is a payment of around \$1 million for insurance.” In total, in order to host a street race of Formula One, it is to be expected an efflux of capital of about 63.5M€. When you add to that an average 30M€ hosting fee, the total amount of capital outflow can go up to 93.5M€. For circuits with fixed fees, the FIA stated that there might be an annual increase of 5%. Below is an image to demonstrate the process:

Figure 21 Formula One annual hosting fee

Year	Fee
Year 1	\$31.5 million
Year 2	\$33.1 million
Year 3	\$34.7 million
Year 4	\$36.5 million
Year 5	\$38.3 million
Year 6	\$40.2 million
Year 7	\$42.2 million
Year 8	\$44.3 million
Year 9	\$46.5 million
Year 10	\$48.9 million
TOTAL	\$396.2 million

Source: Christian Sylt, 2017

Regarding that, Sylt (2017) declared that “[i]t means that over the ten year race duration the hosting fees total an estimated \$396.2 million with the costs of running the race coming to \$575 million. It brings the overall expense close to a billion Dollars.” Nevertheless, the venue circuits also present high efflux of capital. Sylt (2017) stated that “[...] building a typical track costs around \$270 million and then comes the hosting fee as well as the annual running costs which, at around \$18.5 million, are far lower than those for a street race.”

Figure 22 Costs for the construction of a Formula One venue

Cost	Amount
Earthworks, infrastructure and electric	\$50 million
Asphalt (including safety fencing, run-off and drainage)	\$75 million
Grandstands	\$30 million
Pit building, team buildings and VIP hospitality building	\$65 million
Media center	\$15 million
Medical center	\$5 million
Special electronics	\$30 million
TOTAL	\$270 million

Source: Christian Sylt, 2017

According to the same source, “[i]t means that, over a typical ten-year period, building a *Grand Prix* circuit and hosting an F1 race there costs around \$851.2 million.” However, it depends on the complexity of the track and, as such, on a course of 10 years, “[...] in reality, the total cost of building a permanent circuit and hosting a *Grand Prix* on it is likely to hit around \$1 billion just as it does for a street race.”

Sports events in general can bring massive benefits as well as a considerable inflow of money to any host country. That same sentence applies to annual events like hosting a Formula One race. In fact, according to Ramasamy and Yeung (2021), “[...] regularly hosting Formula-1 (F1) events does indeed represent a reliable tourism draw, boosting tourism demand in host countries by an average of 6%.” According to the same authors, rather than the traditional races in venues, hosting a street race can boost tourism even further. Ramasamy and Yeung (2021) also further stated that “[...] 8.6% of an F1 host country/city’s tourism demand can be attributed to staging a street race, compared to 5.5% for a track race.” This could take place because fans can still watch the race while staying at a hotel or a local bar instead of buying a ticket. As such, the source concludes that “[...] becoming a regular host of an annual sporting event of this nature can deliver a reliable tourism industry boost [...].” Still regarding that theme, Ramasamy and Yeung (2021) provide the example of Malaysia, stating that “[...] Malaysia’s F1 host status contributed almost 500,000 more tourism arrivals in 2016. This translates into at least \$380 million in extra revenue generated for the country – more than six times the \$58.1 million it cost to stage the race.”

As such, and according to the information presented throughout this section, it is possible to conclude that, despite the investment that needs to be made in order to host a

Formula One *Grand Prix*, the impact of the sport in the hosting countries, as well as worldwide, is tremendous, making it one of the biggest sports in the world as far as the economy is concerned. Formula One not only benefits the economy but also society as a whole due to the experiences, communities and heritage the sport is capable of creating.

2.4 Formula One in the Present: Challenges and Feedbacks

It is visible that Formula One has changed since its debut in 1950, both as a sport and as a business. Following the words of Wendorf (2021), “Formula 1 is undoubtedly the most technologically advanced motorsport in the world today.” Those changes went from the mandatory use of a helmet in 1952 to the use of a safety car in 1973. (Wendorf, 2021) It is important to understand what Formula One is now, as well as its changes and impacts for the society. Formula One is now in what it is known as “the modern era” due to all the developments made throughout the years. According to the website *F1 Grand Prix* (N.D.), “[t]he modern era of Formula One traces from the introduction of turbos in the early 1980s, to the tremendous ‘active cars’ that were banned after the 1993 season, to the turmoil in the aftermath of Ayrton Senna’s tragic 1994 accident at the San Marino GP.”

The economic relevance of the sport has already been approached earlier. However, Formula One also plays a major role at the social and individual levels. A study made by Moreno et al. (2014, p.262) aimed to understand and analyse the “[...] results of residents’ perceptions about a Formula 1 race, namely the European Formula 1 *Grand Prix* (GP). However, [the study] focuses on the analysis of citizens’ perceptions of the cultural and sporting impact that the event has meant to the city of Valencia [...]” According to the authors (2014, p 262), studies concerning the public opinion and perception of sport events had already been made and the source states that “[a]spects related to sporting impact are usually subsumed under other dimensions such as socio-cultural impact and benefits to the community.” Cheng and Jarvis (2010), as cited by Moreno et al. (2014, p. 263-264), believed that “[...] promotion of cultural exchange and interaction as well as the opportunity to meet new people were the aspects most often mentioned by Singapore residents as positive socio-cultural impacts, while promoting sports had the least mentions.” Most people feel that such sportive events are ment for the public to attend an international event, which, consequently, allowed the

locals to “[...] understand and meet other people and cultures.” (Moreno, David, Sanz, & Pérez, 2014, p. 264) This only further proves the interculturality of sports, in particular Formula One. Nevertheless, and according to Calabuig and Parra (2012), people do not necessarily believe that those events would help to increase the sports practice or sport-related facilities in the territory. Moreno et al. (2014) compiled the possible effects of motorsport events in society and presented the following table:

Figure 23 Impact of Motorsport events

Cultural Impact	Sports Impact
It provides the opportunity to meet new people.	It increases citizens' sports practice.
It improves solidarity and hospitality of residents towards visitors.	It provides new sports facilities.
It promotes cultural exchange and understanding of other cultures.	It promotes motorsport and gives new opportunities to young athletes.
It promotes the preservation and conservation of local culture.	It increases the interest in Formula 1.
It increases the cohesion and unity of society.	It provides support and subsidies to sports clubs in the city.
It provides citizens with an opportunity to attend an international event.	It shows society's ability to host major sporting events.
It makes nightlife more exciting and entertaining.	It increases sports prestige.
	It provides citizens with an opportunity to participate in the organization of major sporting events.
It is intended for the entertainment of the citizens.	

Source: Moreno, David, Sanz & Pérez, 2014

As stated before, Formula One plays a major role in the economy of the hosting countries. According to Bulcsú and Csilla (2017, p.92), “[h]osting an F1 race puts a country on the sporting map and stimulates curiosity. [I]ncome from ticket sales comes to an average of around \$33 million a year and has large influence on the economy, especially on tourism by generating income in the HORECA sector, transportation and other services. The sport also impacts the tourism sector directly. For example, in the case of Hungary.” Furthermore, they affirmed that “[t]he Formula 1 Hungarian *Grand Prix* marks an important period for Hungarian tourism, as almost 2 million visitors have visited the Hungaroring during the last 25 years. This sports event attracts international visitors with increased tourist spending, which means a regular and calculable income

for hotels and restaurants.” Ultimately, people from different backgrounds and cultures end up interacting over the sport, which fosters communication and the share of knowledge. All this contributes to the interculturality and sense of community feeling people related to Formula One usually possess.

It is, in fact, important to understand the impact this sport can have inside a country. However, Formula One suffered great alterations over the past few years due to the external contingencies affecting the world. From the Covid pandemic in 2019 to the Ukrainian/Russian war and the ensuing economic crisis. The sport was forced to adapt and re-invent itself in order to maintain its status as the world’s most watched and loved motorsport. The next sections will approach the way Formula One changed due to those contingencies as well as their fight-back strategies. The truth is that over the last few years, the sport has gained massive media attention and the social media and impact. This fact is due to the strategy created by Liberty Media – the company owning the Formula One brand – in order to be able to thrive amidst a world crisis.

2.4.1 Formula One versus External Contingencies

2.4.1.1 The Covid-19 Pandemic

Things were going well to the Formula One universe until the Covid Pandemic hit in 2019. According to Cooper (2022), “[o]verall revenues crashed from \$2.022bn in 2019 to just \$1.145bn in 2020.” As such, the pandemic greatly affected Formula One. With race weekends being cancelled and pilots contracting the virus, great losses were to be expected. More than half the grid contracted COVID-19 with three of them having tested positive within a month. Due to the passive transmission rate inside the grid, a question arose: why do the Formula One pilots have a higher contraction rate when compared to other athletes? According to Smith (2021), the international DNA of Formula One, “[...] makes it impossible to avoid some risks, such as passing through airports used by general travellers.” The pilot Esteban Ocon explained to the source that “[...] it would be difficult to drop precautions even without the regular testing, given the need for drivers to complete their intense winter training regimes.” The risk was high but it did not stop the pilots from travelling, despite the criticism. Some members of the Formula One grid travelled to Dubai for various purposes – including training – because the country had such a low number of infected people. However, that did not last long

when “[a] record daily high of 3,657 cases was reported in the UAE on 30 January, prompting the UK government to place the country on the 'red list', banning travel.” (Smith L. , Why are F1 drivers hardest hit by COVID-19 in sport?, 2021) Pilots, more often than not, travel to relieve the stress and that season has been one of the most demanding ones, due to the “[...] run of 17 races in just over five months [that] stretched the entire paddock, making it important for everyone to get some time off.” (Smith L. , Why are F1 drivers hardest hit by COVID-19 in sport?, 2021) All this led to the pilots missing races due to the infection and teams having to place their third drivers to ensure both cars were on track. Not to mention the direct consequences the virus brings to one’s health.

However, not all was lost. According to Sylt (2020b), “Formula One could make an estimated \$530 million of revenue even if the coronavirus pandemic drives down its tally of races to just eight events, the minimum number required for it to be classified as a world championship by its regulator [the FIA].” Races are the highest source of income to the Formula One universe, and with the pandemic, borders were closed and spaces were restricted. With seven of the 22 races cancelled in the beginning of the 2020 season, Formula One was one of the sports that most suffered with the restrictions and rules implemented by governments around the world. COVID forced Formula One to alter the schedule for both 2020 and 2021. When it comes to the later, various changes were made. According to Baldwin (2021), “Turkey’s Istanbul Park circuit will move from October 3 to take Japan’s October 10 slot. The Mexican and Brazilian races will also be pushed back a week, to November 7 and 14 respectively, with a new race to be announced on November 21.” (Baldwin, 2021)

The consequences of all this were that the “[...] F1’s stock price [was] into reverse and it has lost 47.6% of its value since the start of the year [2020].” With the races being cancelled, one of the solutions was to focus on Great Britain because “[f]ewer people have tested positive for COVID-19 in Britain than other major European markets which hold F1 races such as France, Italy and Spain.” Sylt (2020b) Along with this fact one has bear in mind that the country is home to a considerable amount of Formula One teams. Nevertheless, the insecurity of the British government due to the risk of fostering a second wave of the infection, led people to believe the *Grand Prix* would not take place. Another solution was to conduct the races without spectators. According to Sylt (2020a), the *Grand Prix* organizers would suffer a great

deal because of that. The author further states that “[u]nlike the hosts of many other sports events, *Grand Prix* organizers generally don’t receive a cut of the revenue from the race broadcasts or even the advertising around the tracks. Instead, these revenues race in the direction of F1 itself leaving the race organizers with the income from ticket sales to fund their running costs.”

Sylt (2020b) believed that there were two ways of minimizing the damages of the pandemic: “[t]he first way would be for F1 to pay the race organizers the money they would usually receive from ticket sales. [...] the second way of dealing with the lack of ticket sales revenue would be for the race organizers to use the government funding to cover their running costs instead of paying it to F1 as a hosting fee.” Sylt (2020b) At the time, it was hard to understand if governments would still fund events that were ment to increase tourism when their country’s borders were closed. Sylt (2020b) further explains that “[i]f they refuse to supply the funding it could put the brakes on any racing event [...].” The bottom line is, if there has no public, only the necessary people would attend – such as staff and broadcast teams –, which means that the revenues would be significantly less. All in all, “[i]t means that the economic impact would crash and so too would the race organizer’s revenue.” Fortunately for the sport, wealthy nations like Bahrain and Abu Dhabi still payed the cost fees and wanted to be part of that year’s calendar. So, concerning the economic side of the sport, not everything was lost. Despite it all, Formula One gains an immense amount of money from the broadcasting and media companies that accompany the events. The source states that for the World Championship to exist, there must to be a minimum of eight races. So, in an hypothetical scenario in which only eight races are held, according to Sylt (2020b), “[...] typically, ‘Formula 1’s broadcast contracts include a provision to reduce the fee payable to Formula 1 if there are fewer than 15 Events.’ Last year F1 made \$762.8 million of broadcasting revenue from 21 races which would give \$277.4 million if only eight take place in 2020.” The same thing applies to the sponsors. The fewer the races, the fewer the costing fees. “Last year F1’s advertising and sponsorship revenue came to a total of \$301.1 million which would yield \$109.5 million pro rata across eight races.” Sylt (2020b) To prove his statement, Sylt (2020b) provided a table with the possible gains the sport would have with only eight races held in 2020:

Figure 24 Forecast Revenue of a 2020 eight race Formula One calendar

Revenue source	Est. 2020 revenue	2019 revenue
Broadcast rights	\$277.4m	\$762.8m
Hosting fees	\$143.1m (6 races no fee; Bahrain and Abu Dhabi paying contracted amounts)	\$602.1m
Sponsorship	\$109.5m	\$301.1m
Other	-	\$356.0m
TOTAL	\$530.0m	\$2,022.0m

Source: Sylt, 2020b

With the crescent impact of the pandemic, it becomes important to understand how businesses were able to cope with the consequences. When it comes to Formula One, in particular, it is a sport and a business that requires audience and people to thrive so it took a lot of adaptability to ensure its continuity. According to the Formula One official website (2020d), “[the] situation has thrown up a lot of questions about the current season, when we are likely to go racing again, and what it means for 2021 and beyond.”

At the start of the 2020 season, the Monaco and French *Grand Prix* were cancelled, followed by the postponement of Azerbaijan, Canada, Spain, The Netherlands, Bahrain, Brazil, Mexico, United States and Vietnam. (News, 2020) (Formula One, 2020c) (Benson, 2020c) Due to the unforeseen damage that led to the cancelation or postponement of 10 of the scheduled races, the 2020 Formula One season started unusually late. The CEO Chase Carey stated to the official Formula One website (2020c) that “[w]e’re targeting a start to racing in Europe through July, August and beginning of September, with the first race taking place in Austria on 3-5 July weekend.” Also, and as it was stated before, the restrictions caused by the pandemic led to the occurrence of races without the presence of the public, as it was the case of the 2020 British *Grand Prix*. At the time, the source claimed that the 2020 season would have “[...] between 15 to 18 races [...]”. Another direct consequence was that the mid-season break usually led in August was brought forward to March and April of that same year.

All the alterations led to a new line-up of host countries and allowed the sport to go to places that hadn’t hosted a *Grand Prix* in decades. That was the case of Portugal that hosted a *Grand Prix* in both 2020 and 2021. Despite it all, the event generated an immensurable amount of profits for both the territory and the Formula One business.

The new calendar also had back to back races happening in the same tracks to avoid travelling too much, as well as due to the restrictions implemented by some of the host countries' governments.

All in all, and according to Stefano Domenicali – former Formula One chief executive – as cited by Baldwin (2021), “[t]he pandemic continues to present the season with challenges but we have proven we can adapt and we are confident we can deliver a record-breaking 22 races this year despite a global pandemic [...]”

Figure 25 Targeted 2020 Formula One Calendar



Source: Formula One, 2020d

One of the resulting issues was the refund of fans that had already bought tickets to the *Grand Prix* and that could not attend due to the “no audience” rule. In those cases, Formula One (2020d) stated that the company “[...] is currently working with each race promoter on the transfer and refund options available to you. We are working at speed to finalise those options and will be in contact with you.”

During that same year, as a countermeasure, Jean-Éric Vergne’s *Veloce* Esports started a project called “Not The GP”. That project consisted in various virtual versions of *Grand Prix* in which people would compete. Several Formula One pilots, such as Lando Norris, Nicholas Latifi, Nico Hulkenberg, Alex Albon, George Russel and Charles Leclerc took part in this project. (Veloce Esports, N.D.) This led to most of these racers streaming the events on Twitch – a streaming platform – which caused fans to follow them on social media, being able to support their favourite drivers even off-

season. All of this resulted in an increase of social media presence as well as in partnerships with streaming companies, which ultimately led to another source of income for both drivers and teams.

However, teams were not only affected economically. According to Rencken (2020), “[t]he pandemic’s effect on the 10 teams has been disastrous. Most have furloughed staff, some are expected to be ‘retrenched’, ‘de-hired’ or similar, while a number of independent teams have availed themselves of advances on future F1 revenues from commercial rights holder Liberty Media. Major cost and expense cuts are coming across the board. Whether the all teams make it through the season is questionable.” Due to the direct consequences of the pandemic, Rencken (2020) stated that “Ferrari is investigating an IndyCar entry as an alternative to mass layoffs. Red Bull must surely be considering [if] the transfer of human resources to sister team AlphaTauri were feasible.” Furthermore, the source declares that “[n]o element of the sport has been left untouched, and that situation will continue for many years. Some changes are likely to be irreversible through circumstance, while others will be adopted voluntarily.”

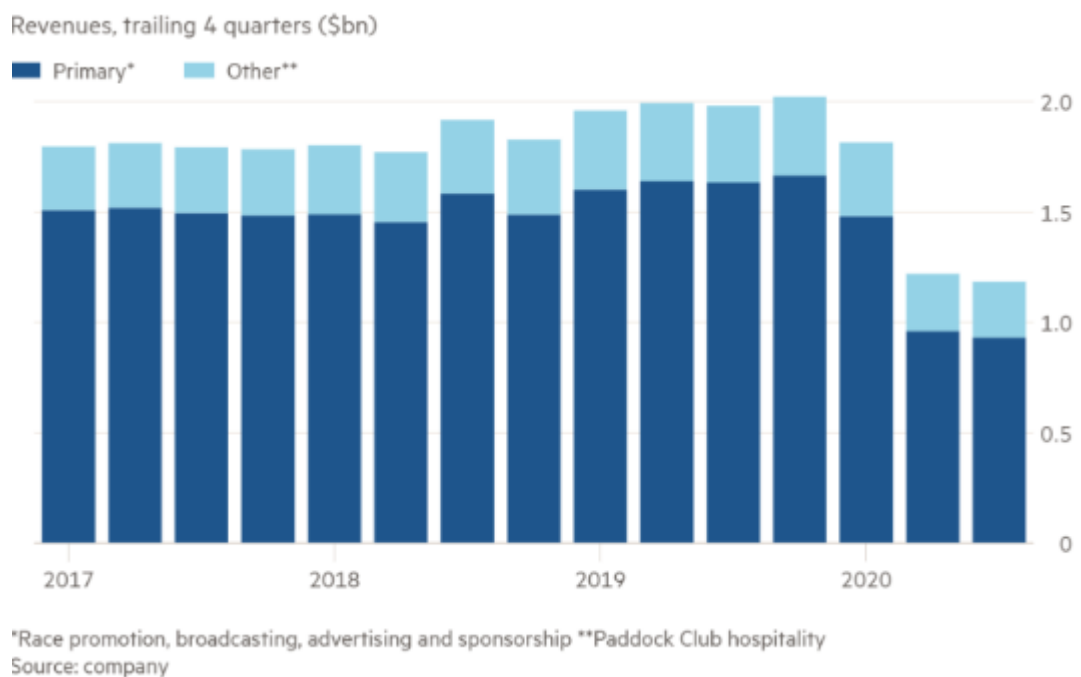
Another consequence of the pandemic is related to the sponsors. Rencken (2020) affirmed that “Covid-19 has impacted heavily on a variety of sponsors operating across a broad spectrum of industries, with oil brands amongst the hardest hit. A check on the share prices of Petronas (Mercedes), Shell (Ferrari), ExxonMobil (Red Bull) and BP (Renault) shows that an average of 30% has been wiped off their respective market capitalisation in three months [...]” all due to COVID-19 direct consequences. The author believed that, due to that, “[...] it seems inevitable that sponsors and brands will walk away from F1 over the next two years [...]” leaving a hole inside the team’s finances and more problems to be solved.

The fact that people could not attend the *Grand Prix* most of the season led to an increase in online and TV viewers. According to Halverson (2020), Formula One claimed that “[t]he total global TV cumulative audience stood at 1.922bn in 2019, the highest since 2012, which represents an increase of 9% compared to 2018. This is the third consecutive year of growth. In the top 20 markets (based in ranking of TV audience) it reached 1.781bn”.

The same source affirms that “[i]ndustry executives, team owners, managers, and drivers say that, under Mr Domenicali [the 2020 Formula One chief executive], F1 must reach new television viewers — and sponsors — by becoming more exciting, more digital, more environmentally friendly, and bigger in the US.” In 2020, Formula One suffered an immense pressure from both sponsors and broadcast budgets due to the damage caused by the pandemic. Halverson (2020) further stated that the sponsorship market was particularly tough and that “F1 made 15 per cent of revenues from sponsorship last year [2019]. Total revenues were \$2bn, slightly up from roughly \$1.8bn in each of the prior two years.”

Furthermore, the delay of the season 2020 brought severe damage to the expected profits of the brand. “In the first two quarters of 2020, revenues were just 7 per cent of the \$866m generated in the same period a year earlier, due to a four-month delay to the start of the season.” (Halverson, 2020)

Figure 26 Formula One revenue plummet



Source: Halverson, 2020

According to Halverson (2020), “[...] despite a rebound in the third quarter, the series incurred operating losses of \$363m in the first nine months, because of lower fees from race promoters and a hit to corporate hospitality without fans in attendance. In April, Liberty Media was forced to inject \$1.4bn of cash into F1, which furloughed half

its workforce and agreed salary cuts with executives to weather the pandemic.” This only further proves the impact the COVID pandemic had in the sport.

The decision makers inside the company agreed that the sport needed to be more competitive in order to gain attention from the public and maintain the business afloat. So, all teams were convinced to sign a new Concorde Agreement, which is a deal that governs how money will be split between the teams. Following the words of Halverson (2020), “[t]he revised agreement will divide F1’s revenues more evenly among the teams, while also including a \$145m cost cap next season. These measures are designed to reduce the advantages enjoyed by the big three teams, which tend to dominate the podium at the expense of smaller rivals such as Williams.”

2021 was going to be a very important year for the sport because new regulations were to be implemented, “[...] but given that the current season will be truncated by the coronavirus pandemic, F1, the FIA and all 10 teams have unanimously agreed to delay the new technical regulations by a year to 2022.” (Formula One, 2020d) Despite it all, Formula One came as one to help those in need. In fact, according to the source, “[...] the seven UK-based F1 teams have joined a UK industry-wide effort to manufacture and deliver respiratory devices to support the national need.” Furthermore, they started a project “[k]nown as 'Project Pitlane', the F1 teams' response will see them take on a variety of tasks from reverse engineering existing medical devices, to support in scaling the production of existing ventilator designs as part of the “VentilatorChallengeUK” consortium, to the rapid design and prototype manufacture of a new device for certification and subsequent production.” The Mercedes F1 team also played a big part in that project, because they were able to develop a ‘Continuous Positive Airway Pressure’ that was “[...] approved for use by the UK's National Health Service for patients suffering from coronavirus.” (Formula One, 2020d)

Mercedes engine chief Andy Cowell, as cited by Formula One (2020d), stated that “[t]he Formula 1 community has shown an impressive response to the call for support, coming together in the ‘Project Pitlane’ collective to support the national need at this time across a number of different projects.”

According to Formula One’s website (2020d), “F1 is taking a scientific approach to the outbreak in order to help assess and implement the appropriate steps needed to minimise risks and protect personnel.” Some host countries, such as Bahrain

implemented a set of rules such as the creation of a medical station onsite, as well as additional hand-washing facilities and medical protocols to be followed throughout the event, in order to decrease the risk of contamination. Regarding that same country, Formula One (2020d) stated that “Bahrain has taken the decision to hold this year’s *Grand Prix* as a participants-only event - part of a wider set of proactive measures implemented by the country to limit the virus’ spread.” Furthermore, “F1 has itself implemented a number of measures based upon advice from Public Health England, including the suspension of all non-essential travel. Dedicated teams of experts will be deployed at airports, transit points and at circuits to safeguard personnel, focused on the diagnosis, management and extraction of suspected cases. Bespoke quarantine points are being installed by promoters for any suspected cases.”

However, in 2021, as the effects of the pandemic were subsiding, the sport saw a notorious recovery because people were once again allowed to watch the races live. As a result, and as stated by the source, “[...] F1’s revenue recovered to \$2.136bn.” Compared to the \$386M loss of 2020, 2021 was a year in which Formula One managed to create a profit of \$92M. Cooper (2022) further declares that “[t]he total payments to the teams staged an impressive recovery. From \$1.012bn in 2019 they fell to just \$711m in 2020 and bounced back to \$1.068bn in 2021.” Liberty Media explained to the source that the prime cause for that evolution was the fan attendance in every *Grand Prix* along with the increase of income regarding the broadcast companies and sponsorships.

All in all, Formula One tried its best to adapt to a pandemic struck world by reaching out to people in different ways. That allowed them to build an online consumer’s base and strengthen their position in the broadcaster’s market. Nevertheless, the business suffered great losses due to the alterations brought by the COVID-19 virus and the brand is still doing whatever it possible to recover from the backlash of the pandemic.

2.4.1.2 The Russian Invasion of Ukraine

The COVID-19 pandemic was not the only thing that affected Formula One in the last few years. More recently, in 2022, the Ukraine-Russia war brought more problems to be solved. Politics and sports go hand in hand and that premise was clear

during the beginning of the Russian invasion in Ukraine. According to Cottingham (2022), “[...] the reality is that the political world shapes the sporting one. We have seen obvious examples of this already as a result of the war, more are expected and given the volatility of the situation, who can say with certainty what is to follow?” One thing is for certain, when Formula One designed the budget cap in 2019, no one foresaw what was coming next, “[f]irst came two years of businesses attempting to keep their heads above water during the Covid-19 pandemic. Then three weeks ago Russian president Vladimir Putin launched a full-scale attack on Ukraine, with devastating consequences for the country.” (Cottingham, 2022) Russia invading Ukraine in order to expand its territory brought repercussions around the world, not only in the economic sector but also in social terms. The Russian athletes suffered a great deal and, as a consequence, “Russia's invasion of Ukraine has prompted the world's sporting bodies to consider how they should treat athletes, officials and competitions associated with the conflict.” (BBC Sport, 2022) Therefore, Russian and Belarussian athletes were banned from all types of sports all around the world and Formula One was no exception. Following the words of Cottingham (2022), “[t]he economic pressure around the globe generated by Russia’s war in Ukraine is unlikely to spare F1. While Haas were first to feel its implications, the sport’s top teams are likely to be next.”

Due to the Russian invasion, “Formula 1 has terminated its contract with the Russian *Grand Prix*.” (BBC Sport, 2022) So, the Sochi *Grand Prix* in Russia was cancelled and still has no date to return to the official calendar. That measure had some consequences for the sport because Sochi was one of its most lucrative races, as such, “[t]hat will have cost implications as the sport’s bosses scramble to find a replacement.” (Cottingham, 2022) Due to the impediment of the participation of Russian and Belarussian athletes in sportive events, Formula One saw itself forced to put an end to “[...] the contract of Nikita Mazepin, who was the sole Russian driver in F1, and terminated their sponsorship deal with Russian chemicals company Uralkali”. (BBC Sport, 2022) In some cases, however, those athletes could compete, nevertheless, “[n]o flags, symbols or national anthems of Russia and Belarus will be used in competitions until further notice.” (BBC Sport, 2022) According to Benson (2022), the Haas Formula One team, which was the team of the Russian pilot Nikita Mazepin, also ended the deal with his father, billionaire Dmitry Mazepin. This move caused great damage to the team because Dmitry was one of their most valuable sponsors and shareholders. Another

consequence of the Russian invasion was the alteration of the painting of the Haas Formula One team's car. According to Sports Desk (2022), "Haas whose cars usually sport the blue, white and red colours of the Russian flag, 'will present its VF-22 in a plain white livery, without the Uralkali branding, for the third and final day of testing' in Catalonia, the team said in a statement." Besides that, Ferrari also "[...] removed the logos of Russian sponsor Kaspersky from its cars and facilities." (Cottingham, 2022)

Aside from the obvious consequences for one of the teams, the economic backlash of the war forced Formula One to, again, adapt. According to Cottingham (2022), "[t]he budget cap was originally set at \$175 million for its introduction last year. Following the Covid-19 outbreak that was reduced to \$145m, with a glide path down to \$140m this year [2022] and \$135 million by 2023." This budget cap is considered, by the smaller teams, a "lifeline". However, despite that, some tough times were expected.

Unfortunately, those were not the only consequences. According to Cottingham (2022), "[a]ll teams will experience the impact the war is having on costs, particularly in terms of logistics. Freight times to some countries are likely to increase, flight costs are also rising with global oil prices." Furthermore, that source affirms that "[i]n the UK, where most F1 teams are based, inflation has shot up due to rising energy prices. There will be a direct hit across all sectors in a scale which was not foreseen, something team principal have already started to warn about." Redbull Racing's Team Principal Christian Horner was one of the team principals that felt those changes early on. He stated to Cottingham (2022) that "[i]t's a very serious problem that we have to look at and address because this has a one-to-one impact on people's jobs and livelihoods."

According to Carp (2022), "Vladimir Putin's decision to advance Russian troops into Ukraine has sent shockwaves across the world, but it has also forced sport to reassess its relationship with a nation whose recent sportswashing activities have helped it gain power and influence." Several shows of solidarity were made across the globe in various sports as "[...] games and competitions were played out against a backdrop of blue and yellow [...]" which represent the colours of the Ukrainian flag. The world quickly supported Ukraine and sanctioned Russia in several ways. Not only that "[b]ut sport, too, has been left to front up to its own relationship with Russia, a country whose cheques have been gleefully received by organisations willing to turn a blind eye to the motivations of a nation that has steadily hosted, sponsored and bought its way to a position of greater soft power [...]" (Carp, 2022) Russian company's logos were

peeled of shirts and other merchandised items in a panoply of sports. Besides that, several international sports teams started to “[...] reassess their commercial relationships with Russian companies [...]” (Carp, 2022) According to the same source, on February 25th 2022, “Uefa confirms the widely expected news that St Petersburg has been stripped of the right to host the Champions League final, with the *Stade de France* in Paris stepping in.” Therefore, not only Formula One but also sports all around the globe started to boycott the Russian nation in an attempt to support Ukraine and damage the economy and social life of the invading country.

According to the United Kingdom’s secretary of State for Culture, Digital, Media and Sport, Nadine Dorries, as cited by Morlidge (2022), “[t]he withdrawal of the Russian *Grand Prix* is yet another clear message to President Putin that the international sporting world will not stand by and allow him to use these events to legitimise his illegal and deadly invasion of Ukraine.” The cancelation of the Russian *Grand Prix* was welcomed by several drivers such as Sebastian Vettel, Max Verstappen and Fernando Alonso. Vettel, in particular, was very vocal about the matter, as cited by Morlidge (2022), “I will not go. I think it's wrong to race in the country.”

Besides all of that, when it comes to Formula One in particular, “[...] the war’s impact will also be felt in human terms. Mercedes team principal Toto Wolff said F1 must remember the ‘bigger picture’ beyond the cost implications as their effect is felt over the coming months.” (Cottingham, 2022)

Figure 27 Formula One Pilots supporting Ukraine



Furthermore, Toto Wolf declared to the source that “I think invasion is not the answer to political questions, in my opinion. We as an organisation have to manage that as well. We have more than 25 different nationalities and we need to be respectful and that’s certainly not easy.”

The invasion of Russia in Ukraine brought immediate consequences for the world, not only in the geopolitical aspect but also in economic terms. The sport’s world was not left aside and, besides the obvious difficulties brought in by the conflict, they tried their best to support the invaded country. Formula One was not an exception to that and, despite the uncertainty of the damages caused by war, one thing is for certain, that particular sport had to adapt itself to the circumstances while doing its best to show support for the Ukrainian people. Nevertheless, the extension of the consequences of the war are still yet to be felt to the fullest by both the teams and the brand. As such, it is difficult to understand the true dimension of those consequences when it comes to Formula One in particular, not only in monetary terms but also in the humanitarian sector.

2.4.2 The Media

The media is a very important part of the Formula One business. Aside from the sponsors and the race weekends, the media and broadcast companies present a significant amount of the influx of capital for this sport.

According to Walker (2017), in 2017, Formula One “[...] became the fastest-growing sports brand on social media, outstripping the likes of Premier League football and the NBA. It was an extraordinary result for a sport with little official social media presence one year ago.” So, how did they do it? According to the author, during that time, there was a massive increase in available media content, “[...] especially video, on the various social media platforms – Facebook, Twitter, YouTube and Instagram, not forgetting formula1.com and the Official F1 App [...]” All of that led to an increase of engagement with people online as well as to the rise in the number of followers in social platforms, especially in Instagram and YouTube. With this, Formula One was able to surpass the NBA and MLD leagues when it comes to interacting and engaging with the fans. (Walker, 2017)

The source states that “F1’s current growth spurt is a natural consequence of a renewed focus on social media. [...] Since Liberty Media took over, [...] a concerted effort has been made to reach out to fans across a range of digital platforms.” Research carried out by the company, as well as the new focused strategies such as a “[...] partnership with Snapchat, [...]” or a “[...] new e-sports competition [...]”, allowed them to reach more people and increase their overall social media presence. (Walker, 2017) Furthermore, Walker (2017) stated that “[d]iversifying the ways in which Formula 1 coverage is available creates great opportunities to grow the sport.” The engagement and media presence allows the company to reach new markets and strive away from their traditional audience. Besides that, “[...] with the size of fan bases that teams, leagues and federations have now amassed on social media, there’s also a great opportunity to deliver value for their commercial partners, and monetise the digital channels as well.” (Walker, 2017) Therefore, it is a situation in which all the parties win.

When the following year arrived, the numbers kept growing. According to Formula One’s official website (2019b), “Formula 1 has registered a significant increase in its audience figures during the 2018 season, across both digital and TV platforms, compared to the previous year.” That being said, during that year, the sport had an increase of 10% when it came to unique viewers, reaching 490.2M. (Formula One, 2019b) The source highlighted that “Brazil (115.2m viewers), China (68m) and USA (34.2m) are the top three markets in terms of TV reach.” Formula One also grew in terms of cumulative TV audience, having an increase of 3% compared to the year before. (Formula One, 2019b) The same applies to their social media platforms. In fact, Formula One (2019b) stated that “[i]n 2018 the number of users across Formula 1’s social media platforms also grew significantly, with the total number of followers on Facebook, Twitter, Instagram and YouTube reaching 18.5m (+53.7 compared to 2017), confirming Formula 1 as the fastest growing major sport on social media platforms.” Furthermore, “[t]otal impressions grew up by 29.2% (10.4bn), video views by 77.2% (2.0bn) and minutes watched almost doubled, reaching 1.75bn (+84.6%). F1’s growth on YouTube was particularly successful - at 115%, the sport had the highest subscriber growth rate of all marquee rights holders.” (Formula One, 2019b) The sport also adopted strategies to reach a wider audience, such as the podcast “Beyond the Grid” and a post-race Twitch Show. Those initiatives gathered a total of “[...] 5.1m listeners (26

podcasts in six months) and 9m views (9 shows in as many races), respectively.” (Formula One, 2019b) The fanbase of the sport also had an increase of 3M people which are very good numbers for Formula One.

2018 was the year that the mother company, Liberty Media, started to really put their media strategy to practice. According to Walker (2018), “Formula One [...] announced that it had acquired a stake in PlayON, a sports entertainment company valued at £30 million. The deal is part of a strategic partnership that will see PlayON become Formula One's official fantasy gaming partner, and which will eventually see the live integration of F1 TV across PlayON's streaming service.” This deal allowed the streaming company PlayON to broadcast live Formula One races as well as the creation of a new Fantasy Game involving the sport and, according to the source, “[t]he combination of live sport and PlayON's daily fantasy games will provide a fully immersive entertainment experience to our customers around the world.” That way, Formula One could spike the interest of more people and reach new audiences.

With the pandemic, the media took an even bigger role inside the Formula One universe. The COVID-19 pandemic forced Formula One to come up with new ways to reach the fans due to the restrictions and, throughout that time, it became one of the most engaging sports there is. Following the words of Ghorpade (2021), “[w]ith the world at a standstill in the middle of a pandemic, Formula 1 increased its social media audience, beating leagues like the Bundesliga, NBA, NFL, UFC and LaLiga by a staggering margin.” Furthermore, the author stated that “[w]hile other sports suffered a decline in viewership amidst the pandemonium, Formula 1 witnessed significant growth across its social media platforms.” Despite the alterations to the 2020 calendar, as well as all the restrictions brought by the pandemic, Formula One only experienced a decrease of 4.5% in viewership, when compared to the year before. When it comes to social media platforms, “[...] such as Instagram, Facebook, Twitter, YouTube, Snapchat, TikTok, Twitch and Chinese social platforms, Formula 1 had an impressive spike of 35 percent in its follower growth.” (Ghorpade, 2021)

Ghorpade (2021) further explains that “[w]hen Liberty Media came into the world of Formula 1, their digital focus on Netflix with the 'Drive to Survive' series and Esports, expanded the sport's reach on various digital social media platforms which reflected in the 2020 audience figures.” Due to those strategies, Formula One was able to connect with a younger generation and reach modern Millennials, Gen Y and Gen Z

groups instead of the traditional, older, fanbase. (Ghorpade, 2021) The drivers also have an indispensable role in all this. The author highlights that “[f]rom drivers like Lewis Hamilton, who has 21.8 million followers on Instagram to Lando Norris who has an average of 18 million views on his Twitch account for e-sports streaming, Formula 1 content trends frequently on social media platforms on race and non-race weekends.” With the lockdown, e-sports became a trend and several of the pilots came together to broadcast and play simulated races, which caused the viewership to increase and maintained the connection with the fans. According to Ghorpade (2021) “Formula 1’s new strategies not only educate new audiences of the sport, but engage with them to understand an excruciatingly technically complex sport.”

However, what really skyrocket Formula One was the Netflix docuseries “Drive to Survive”. According to Southwell (2021), “Formula One's Drive To Survive series has topped global Netflix viewing and its drivers have accumulated record-breaking Twitch audiences — that's good news for a sport that's struggled with declining popularity for years.” According to the source, the success of the docuseries allowed the sport to become known by more people and it was expected to reach about 1 billion fans in 2022. All the success of Formula One in the social media and streaming world came from Liberty Media’s strategy upon their takeover. In fact, “[o]ne of the first things Liberty did was launch an esports series, the in-game graphics virtually indistinguishable from real-world racing with sponsors and tracks replicated.” (Southwell, 2021) Then, it all “[...] expanded to include *Drive To Survive* and a concentrated effort to increase F1 and teams' social media presence. There is also plenty of YouTube content and the series experimented with broadcasting free-to-view coverage on Twitch during the 2019 season in some territories without TV deals.” (Southwell, 2021)

The result of that effort and strategy was an increase of 6% of fans between ages 16-35 and 77% of the new fans of the sport fell into that gap. Furthermore, Southwell (2021) states that “F1 has previously revealed its viewership was just 14 percent under 25 in 2019 but that 80 percent of its esports viewers were under 25, showing the difference in platforms for its audience that, now, seems to be changing its overall demographic.” This result was not only due to the massive efforts of the mother company but also due to a more social-media-aware set of athletes. According to the source, “[t]he current grid of young, social media savvy drivers, like Lando Norris, is

helping to reach new consumers through platforms such as Twitch and YouTube." Lando Norris can be considered the online star of the Formula One grid. The young pilot had "[...] more than 18.7 million views on his Twitch channel and frequently collaborates with big-name streamers that occupy a world previously inaccessible to a multi-billion-dollar sport that's coverage is almost entirely paywalled by satellite television." (Southwell, 2021) In 2021, the sport had an increase of 73 million fans in 10 of its key markets, and the same source states that "[a]long with an overall 1.1 percent growth in audience per month, that puts the sport on track to hit 1 billion people taking an interest in it come 2022."

As stated earlier, during 2019, Formula One, along with Liberty Media, released a docuseries called "Drive to Survive". That show takes the viewers behind the scenes of the previous Formula One season and that initiative managed to make the sport extremely popular among the masses, turning the drivers into celebrities. According to Moshakis (2022), "Formula One may be a major sport but it has often struggled for a broad audience. But *Drive to Survive*, which transforms the twists and turns of a regular season into captivating melodrama, and makes heroes and villains out of its drivers [...] has shifted public perception." This docuseries drives the focus out of the cars and into the men that drive them, along with the teams that build them. However, not everyone accepted the new strategy of Liberty Media, especially the old fans of the sport. Following the words of Moshakis (2022), "[w]hat could have been a buttoned-up docuseries about technical precision instead became an examination of the sloppier aspects of the human condition. Rage, disloyalty, jealousy, striving – it is all there." The show focuses more on the drama and turns the pilots and team principals into heroes and villains. That type of strategy was able to spike the curiosity of a new audience, however, the already fans of the sport strongly voiced their lack of satisfaction about the docuseries. The fourth season of the show revolved around the controversial 2021 Formula One season and was highly expected. Moshakis (2022) stated that "[at] the time of writing, five days after it came out, viewers had already screened 28 million hours of the new series, according to Netflix, and within a week it had become one of service's top 10 TV shows in 50 countries, including the UK and Ukraine." Indeed, "Drive to Survive" was able to catch the eye of new audiences and widened the sport's fanbase. According to Stuart (2020), "Netflix's *Formula 1: Drive To Survive* series has beamed the sport of F1 into the homes of a whole new audience, with viewers watching

enraptured as the show's cameras delved deep into the inner sanctums of the paddock's 10 teams.”

The Netflix show allowed Formula One to reach markets that were very difficult before and one of those was the United States of America. Due to the significance of other sports in the country – such as NASCAR and Indycar – it was difficult for Formula One to increase their fanbase. However, it all changed when “Drive to Survive” was created. Tavo Hellmund, as cited by Smith (2022), stated that the docuseries “[...] has not only moved the needle, it pegged it [...]. Its impact has been enormous, and it just seems to be growing. The show is top-10 viewing in 56 countries.” The drama and controversy of the show draws fans in. According to the author, “[f]or a television series that airs on a streaming service to actually put fans in the stands is unprecedented. And those seats aren't cheap: Figure \$640 for a ticket to the Miami GP. For a family of four, that's over \$2500 for admission alone, before considering \$100 for a team hat and NFL-level refreshment prices. Drive to Survive is also parking fans in front of their TVs for race coverage [...].” The four-time NASCAR champion stated to Smith (2022) that “[...] I think [...the show is] creating interest in motorsports in general. I've always said: We love cars, but motorsports is really about the personalities. IndyCar has done a great job with that, and I see NASCAR trying to do that. But that show on Netflix has done as much for F1 racing's popularity as anything that has happened in years.”

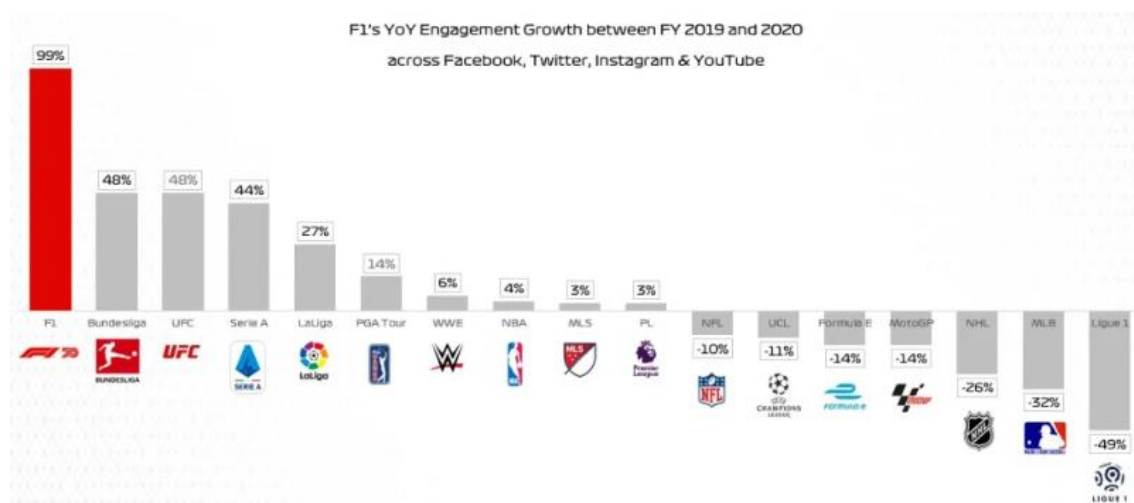
The effects of the show reached Formula One as a whole. In 2021, “[...] the sport's cumulative TV audience was up 4% from the previous year, reaching 1.55 billion. A record number of people – more than 108 million – tuned in to watch the 2021 season finale, [...] (That's a 29% increase on 2020's equivalent.)” (Moshakis, 2022) However, not everything is good and Toto Wolf, Mercedes AMG Formula One team principal, as cited by the source, declared that “[it is] scary how much we let them in [...]. They create a spin to the narrative. They put scenes together that didn't happen.” That means that some of what is portrayed inside the show is not what really happens. The creation of these fake scenarios and the escalation of the relationships inside the paddock made people like the young pilot Max Verstappen not wanting to be part of the docuseries.

In 2021 the effects of the pandemic could still be felt and Formula One was not an exception. Nevertheless, the sport managed to maintain its status as one of the most

popular sports in the world. According to Formula One (2021a), “[d]espite the fact that the revised 2020 season had four fewer races than 2019, Formula 1 maintained a strong audience position with an average audience per *Grand Prix* in 2020 at 87.4m.” Therefore, the results of the 2020 season were not very far from the expected. Nevertheless, “[t]he average audience figure for the 2020 season was largely driven by the fact the season took place in Europe and the Gulf which meant a number of regions did not host their own *Grand Prix*, race start times were not always suited to certain markets and the usual audience uplift seen for particular races did not occur.” (Formula One, 2021a) Despite it all, there were some extremely good result in some of the key markets such as China (+43%), The Netherlands (+28%) and Russia (+71%). (Formula One, 2021a)

When it comes to the cumulative TV audiences for the 2020 season, the value decreased when compared to the previous year and stayed in the 1.5bn views. According to the source, “[...] this reduction is a result of the fact we had 17 races last season compared to 21 races in 2019. It does not reflect a drop off in audiences in general but is a result of fewer races and therefore fewer events to watch on TV.” (Formula One, 2021a) Overall, the fans agreed that the sport managed to adapt and perform very well under the pandemic circumstances and, therefore, continued to support and follow Formula One, making it, once again, the sport with the highest engagement when compared to other major leagues.

Figure 28 Engagement of the sports leagues between 2019 and 2020



Source: Formula One Official Website, 2021

Formula One (2021a) also stated that the sport “[...] has made significant gains across digital, making F1 the second fastest growing major sports league on the planet across the four major social platforms. In 2020, followers (across Facebook, Twitter, Instagram, YouTube, Tiktok, Snapchat, Twitch and Chinese social platforms) were up 36% to 35m, video views up 47% to 4.9bn and total engagement up 99% to 810m.” Furthermore, Formula One’s podcast “Beyond the Grid” was extremely successful inside the fan community with an astonishing 14M listeners in 2020, becoming the “[...] most-listened-to motorsport podcast in the USA, UK, Australia and Canada, amongst other territories.”

As stated before, with the COVID-19 pandemic, Formula One was forced to adapt and re-invent itself in order to maintain their fanbase. As such, e-sports became a big deal for the company. Following the words of Formula One (2021a), “[t]he F1 Esports Series 2020 rounded off a very successful year as a record number of fans tuned into the action, achieving a total of 11.4m live stream views across all digital platforms, representing a 98% increase on 2019.” Furthermore, the source stated that “[t]he nail-biting Grand Final also reached a staggering 1.7m social media engagements, an all-time record for any F1 E-sports Series event [...] as the Pro Series achieved 291m total social media impressions, a 151% increase on the 2019 season.” (Formula One, 2021a)

According to Formula One’s Official Website (2020j), “Formula 1 have revealed that the F1 Esports - Virtual *Grand Prix* series, - [...] achieved a record-breaking 30 million views across TV and digital platforms during the lockdown period, as fans tuned in for live sporting action, including eight Virtual Grands Prix, Pro Exhibition races and #Challenge events.” This series was a measure taken during pandemic times. With this, fans all over the world could watch and follow the Formula One races virtually. Note that those were not actual *Grand Prix* races but, instead, a whole virtual championship featuring the real drivers. According to the source, “[t]hroughout the series over half the F1 grid took to the track, with 11 drivers competing in at least one race in the series. The F1 drivers were also joined by a host of famous faces, including a Ryder Cup winner, professional footballers, and music chart toppers.” The Virtual *Grand Prix* races were able to reach an amazing 21.8 Million views on digital and streaming platforms, including official channels and Twitch. (Formula One, 2020j)

This measure not only brought benefits to the fans but also the drivers themselves. Formula One (2020j) stated that “[t]he series has allowed a number of F1

drivers to engage with fans on a more personal level, as well as boosting their profile on a wider scale, with drivers including Charles Leclerc, George Russell, Lando Norris and Alex Albon all regularly connecting with fans through their personal Twitch accounts, reaching an additional 2.7 million viewers, according to TwitchTracker.” That success had a butterfly effect on other branches of the business, one of them being the 2019 Formula One videogame. The source affirms that, due to the popular growth of the sport by streaming platforms, the videogame “[...] saw 1,000% month-on-month growth of streaming hours on the popular gaming platform.” Alongside the fact that Formula One is still leading in terms of social media interaction and impressions, the success of the streaming platforms catapulted the sport’s game and popularity among the masses even more.

After the pandemic, one of Formula One’s strategies was to bet on social media and streaming platforms. As such, in 2021, Formula One announced that the *São Paulo Grand Prix* would be streamed on Twitch “[...] free for fans in Brazil, live on the official F1 Twitch channel, as well as leading local streamer Gaules’ personal channel.” (Formula One, 2021b) That was not the first time the sport had done such thing. According to Formula One Official Website (2021b), “F1 has previously and successfully experimented with broadcasting on Twitch, having streamed the 2019 Mexican *Grand Prix* on the platform in Germany, Luxembourg, Switzerland, Denmark, Norway and Sweden. All of the sessions were streamed live on the official F1 Twitch channel and also co-streamed by a set of in-market streamers.” By doing these types of collaborations with local streaming celebrities, Formula One is able to reach a much wider audience. To further prove that point, Ian Holmes – Director of Media Rights of Formula One – as stated by Formula One (2021b), declared that “Twitch has incredible reach and is able to provide a unique creative approach to sports media coverage for an engaged digital audience, so it is the perfect platform for us to bring F1 to the next generation of fans [...].”

Formula One (2022a), “[...] has released annual audience figures following the 2021 World Championship season, which included the new Sprint events at three races [...]” When it comes to the TV audiences for that season, the source further states that the season “[...] finale in Abu Dhabi drew 108.7m viewers, +29% higher than the same race in 2020 – and the highest viewing figures for a race during the season.” Furthermore, “[t]he cumulative TV audience for 2021 was 1.55bn, up 4% from the 2020

season. F1 also saw strong audiences for the season opener in Bahrain (84.5m), and for the three Sprint weekend events at Silverstone (79.5m), Monza (80.4m) and Sao Paulo (82.1m).” (Formula One, 2022a) All in all, there was a significant increase of the viewership in several key markets. Formula One (2022a) presents the example of The Netherlands, which had an increase of 81%, “[...] but there were also significant gains in the USA (+58% YoY), France (+48% YoY), Italy (+40% YoY) and the UK (+39% YoY).” The source also highlights the increase of the average viewership per *Grand Prix* in the 2021 season, which was an astonishing 70.3M. Furthermore, the website explains that these figures, when compared to those of the years before, went up by 13%. That was the highest number since 2013. (Formula One, 2022a)

Concerning the social and digital platforms, according to Formula One (2022a), “[o]nce again Formula 1 was the fastest-growing major sports league on the planet in terms of follower growth in 2021. F1 has 49.1m total followers and have seen the highest engagement rate with social posts compared to other major sports in 2021.” Also, the source tackles the increase in the number of followers in their social media platforms, stating that in 2021 “[...] followers (across Facebook, Twitter, Instagram, YouTube, Tiktok, Snapchat, Twitch and Chinese social platforms) were up 40% to 49.1m, video views up 50% to 7bn and total engagement up 74% to 1.5bn.” The spectators of the Formula One official app, as well as of their website, increased 44%, being China the country in which it increased the most. The source further states that “[t]he results mean that Formula 1 is outperforming other major sports in the digital arena. The digital share of total minutes consumed (across broadcast and digital) has grown from 10% in 2020 to 16% in 2021.” (Formula One, 2022a)

Lastly, Formula One (2022a) also released the data referring to the attendance of the races during the 2021 season. Note that 2021 was the year in which fans could, once again, attend to the race weekends, after the restrictions caused by the pandemic were lifted. There were a total of 2.69M fans attending races and, “[a]lthough lower than pre-COVID figures of 4.16 million, this shows that there is huge demand for Formula 1 races, and F1 expects that demand will return to normal levels once the pandemic subsides.” The races with most spectators were “[...] USA (400,000), Mexico (371,000) and Great Britain (356,000).” (Formula One, 2022a)

This only shows the real importance of social media and streaming platforms for all companies today, but especially for Formula One. The new strategy implemented by the

mother company allowed them to grow on a level never seen before. With this, not only did the company itself thrive but also drivers and fans gathered considerable benefits from it. From Twitch partnerships to the docuseries, Formula One did it all and showed that everything can be used to increase their support base. By doing that, they also highlight the sponsors and increase their overall influx of capital. Formula One is the perfect example of how to use social media to thrive in an extremely competitive sector. However this was not the only thing that put them on the spotlight. This is a sport that is extremely concerned with the world's problems as well, and by creating movements like "We Race As One", Formula One was able to gather an enormous fanbase while showing support to controversial causes. All of this shows that Formula One is more than a sport and a business. It is, above all, an institution with values and a cause that goes beyond money and fame.

CHAPTER III – WE RACE AS ONE

Formula One has adapted and transformed itself into more than a sport. The constant innovations and crescent awareness of everyone involved in this sport has turned it into a symbol. Formula One suffered greatly in the last few years, from COVID to the recent war in Europe. However, all of that made the sport transform itself. In fact, due to everything that is been going on around the world, Formula One made a stance and the sport has been compromising with several strategies to make a real impact in society. One of those is the “We Race As One” movement.

3.1 Origins and Purpose of the Movement

“We Race As One” is a Formula One initiative launched in 2020. According to their official website (N.D.c), the movement consisted in a “[...] platform aimed at tackling the biggest issues facing our sport and global communities, underpinning the Formula 1 strategy to make a tangible difference in the world in which we race.” That year, the initiative was focused in two distinct issues: COVID-19 pandemic and inequality. After that, the movement proceeded to expand into three main pillars: Diversity and Inclusion, Community, and Sustainability. (Formula One, N.D.c)

This movement not only fights against inequality but also other social issues like racism. Following the world of Galloway, “F1 says ‘we will take a stand against racism’ at next week’s season-opening Austrian GP, including visual delays of support amid the global Black Lives Matter movement.” Besides that, the source further states that “[t]he sport has also committed to creating a Formula 1 Task Force which it says will ‘listen to people from across the paddock, including the drivers, as well as externals and make conclusions on the actions required to improve the diversity and opportunity in Formula 1 at all levels’”. Chase Carey, Formula One’s Chairman, declared to Galloway (2020) that “[w]hile it is an important moment for the Formula 1 community it is also a time to recognise the issues that are bigger than any one sport or country. [...]. It will also be a platform for Formula 1 to come together and achieve results against the most important issues facing us as a sport and the world.” According to Formula One (2020i), “[d]uring the race weekend in Austria, teams and F1 partners will be saying thank you to key workers and individuals by displaying rainbows on cars and around the circuit. There will also be visual displays of support in the fight against racism, with F1 set to

announce later this week clear pledges to increase diversity and opportunity in the sport, and the setting up of a Formula 1 Task Force.” This initiative started after the four-month break in 2020 and, the source states that the movement is indeed relevant because the issues it tackles “[...] are important to the longer-term future of our sport, but equally have a major impact on the communities we race in and countries around the world.” In November of the previous year, Formula One had launched a sustainability strategy that consisted in being carbon free by 2030 along with a strategy for the improvement of diversity and inclusion around the sport. Furthermore, according to Chokhani (2020), “[w]ith everything that is happening internationally, F1 has stepped up to the task with ‘We Race As One’ initiative, which follows on their path of changing the sport’s future and aligns with their Carbon Neutral ideas by 2030.” Besides that, Jean Todt, president of the FIA, stated, as cited by Chokhani (2020), that the movement “[...] shall also harness the positive contribution motor sport brings to society, covering all sectors from health, safety, economy, environment, education, inclusion and diversity.”

Figure 29 We Race As One Motto



Source: Formula One, 2020i

According to McLaren (2020), the aim of the initial campaign was to “[...] thank those who are helping the world confront the challenges of the pandemic and raise money for those affected by it. After discussing the campaign with Formula 1, we decided that to maximise its impact it should be implemented on a sport-wide level.” Furthermore, the source states that “Formula 1 embraced the campaign and positioned it

as a central call-to-action, which encompassed the ‘End Racism’ message that was driven by the issue of racial injustice in the US and subsequent protest movement at the time.” The movement also had key partnerships such as the Mental Health Charity Mind in the United Kingdom in order to tackle other important social issues. McLaren (2020) further stated that “[s]ince announcing the partnership with Mind in July, we have raised more than £200,000 through donations from fans and team members, including the #MoveforMind challenge, ecommerce sales of merchandise and a prize draw of Carlos’s and Lando’s own helmet designs. We’re continuing to raise awareness of mental health in support of Mind as part of the #WeRaceAsOne campaign.” Some other forms of supports are included in this, such as “[t]he Mind logo featuring on the McLaren F1 car throughout the season, as well as ‘We’re Supporting Mind’ and ‘#WorldMentalHealthDay’ branding during the Eifel *Grand Prix*. [...] A content series focusing on mental health challenges as told by our own people [...] The entire McLaren Racing team taking part in Mind’s #MoveforMind fundraising challenge by getting active for better mental health.” (McLaren, 2020) Besides that, this particular Formula One team was focused in revitalizing and developing its diversity, equality and inclusion strategy. According to them, “[o]ne of the first steps we have taken is to hold a series of focus groups with our people to understand how we can collectively drive our DE&I agenda forward.” Besides that, they worked with people all over the world to ensure they had the best strategy possible.

Formula One (2020i) believes that “[...] as the first international sport to return we can make a difference and use our voice to address these vital issues. As a member of the global FIA motor sport family, we acknowledge its Fundamental Principles Statutes, including the fight against any form of discrimination.” The sport chose the rainbow as a symbol due to the fact that “[t]he rainbow has been chosen as it has become a symbol used internationally in the recent crisis to bring communities together.” (Formula One, 2020i) However, this particular rainbow is composed of ten different colours, each one representing a Formula One team. Chase Carey, CEO of Formula One in 2020, as cited by Formula One (2020i), stated that “[a]s a global sport we must represent the diversity and social concerns of our fans, but we also need to listen more and understand what needs to be done and get on with delivering.”

According to Panico (2021), “[t]he introduction of this campaign is part of a larger global plan to promote diversity in all of its forms, including gender, race, and

sexual orientation. The campaign's message is to be welcoming and courteous of all individuals, regardless of their origin.” Formula One, being an incredibly international sport, with a fanbase scattered across 180 countries, “[...] aspires to be a pioneer in the fight against discrimination. In collaboration with non-governmental organizations, the program aims to promote social inclusion in the world of motorsport in all of its forms.” (Panico, 2021) Furthermore, the author declared that “[t]o make a difference, Formula 1 links its members in order to transform lives, attitudes, and views. This initiative has gotten extensive media coverage around the world, and as a result, has sparked a lot of excitement in the motorsport community.” Nevertheless, this initiative also suffered heavy media criticism because some fans were accusing the sport of “[...] having 'political correctness gone mad' and 'censorship.’” (Panico, 2021) As stated before, the first public debut of this campaign was in Austria 2020 when all pilots knelt “[...] in solidarity and respect to the social movement of Black Lives Matter, following the first-ever gesture made by San Francisco 49ers quarterback Colin Kaepernick to denounce police violence against the Afro-American community.” (Panico, 2021) Not only that, but according to the author, the pilots also launched a strategy based on visual signals and emotive clothing. Furthermore, the author stated that “Lewis Hamilton is undoubtedly the most vocal in support of the cause, having endured racist crimes on his skin throughout his life. [...] In addition to participating in demonstrations for Black Lives Matter, t-shirts for victims of racism who rocked America in 2020, the seven-time world champion not only actively fought in the street, despite the federation's provision of penalties, but he also founded his own foundation (Mission44) to promote and defend diversity.”

Figure 30 Pre-race ceremony to protest against racism and inequality



Source: Panico, 2021

The initiative had major development and due to its success, “[...] the FIA agreed to endow the foundation with a \$1 million gift in order to broaden its scope. Working with significant international entities such as the United Nations, the *Fédération Internationale de l'Automobile* has grown especially sensitive to issues of major social relevance that were formerly primarily tied to road safety.” (Panico, 2021) Following that, the author states that “[t]he foundation has also opted to add more sophisticated and broad-minded issues to its aims beginning this year. Three macro-areas will be of particular relevance in 2021: Community; Diversity and inclusion; Sustainability.” Panico (2021) believes that “the integration of economics, social issues, and athletics is critical for raising awareness of increasingly important and complex subjects.” That takes place because people, more often than not, look first to the sport world and then get inspired to take action. In conclusion, Panico (2021), affirmed that the platform “[...] is undoubtedly raising awareness in the world of Motorsport, paving the way for a long, long, and consolidated route. We Race as One is an epochal transformation in the world of Formula One, adding to a series of very beneficial reforms that the FIA is making to revitalize Motorsport and give it a new and unparalleled position in the social field.”

However nice it may seem, the “We Race As One” movement was mostly just words and gestures in the beginning. Lewis Hamilton, pilot for the Mercedes AMG Formula One team, was one of the people that critiqued the initiative at some point. Following the words of Moxon (2022), “F1’s initiatives to promote inclusion and diversity within the sport do not go far enough, says Hamilton, who wants to see genuine action taken rather than a simple slogan.” Hamilton was one of the pilots that publicly expressed his discontentment due to the lack of action by the Formula One entity. He experienced numerous racist and unequal situations, and being the only black driver on the grid and having a humble background had just escalated those situations. Therefore, he was very involved in the process. Furthermore, Moxon declared that “[i]t is hot topic of conversation at the moment, in the wake of a race weekend where there were many reports of racism, sexism and homophobia from some spectators at the Red Bull Ring. F1 released a statement condemning such behaviour after speaking with the promotor of the Austrian *Grand Prix*.” Hamilton, in response, was “disgusted” by the actions taken by the FIA. (Moxon, 2022)

According to the British pilot, as cited by Moxon (2022), “We Race As One was all good and well, but it was just words. It didn't actually do anything. There was no funding towards anything, no programme to actually create change and spark that conversation. [...] we really have to step up and actually really start actioning some of the things we are saying. Just saying 'it's not good enough, it's unacceptable' is not enough.” One of those occasions was after “[...] fans reported instances of sexual harassment, racial and homophobic abuse from other spectators through the [2022 Austrian] race weekend.” (Smith, 2022) Formula One took action against such behaviour by installing more security as well as talking to the promoters of the event about the incidents. (Smith, 2022) According to the source, “Hamilton called the behaviour “disgusting”, leading the condemnation from the F1 field. Reigning world champion Max Verstappen said the reports were “shocking”, while Aston Martin’s Sebastian Vettel urged F1 to give lifetime bans to the individuals responsible for the abuse.” After the race, interviews were made to all pilots and the journalists debated this sensitive theme with the Mercedes driver which responded that “[...] the push for change ‘goes back to some of the messaging’ and the need for those in motorsport to ‘commit more to diversity and inclusion’”. All of this was said regarding the We Race As One movement, due to the lack of proper action taken by the Formula One committee. (Smith, 2022) The British pilot demanded real action and not just the use of virtual platforms, in order to bring palpable change to the sport. Furthermore, “Hamilton highlighted the need for more action to be taken by F1 last week in the wake of suffering racist abuse from three-time world champion Nelson Piquet Sr.” (Smith L. , Hamilton: We Race As One was ‘just words’, more needed for change, 2022) As stated before, Hamilton is one of the pilots most involved in the project and, according to the author, “[i]n his push to assist change in F1 by improving diversity and inclusion, Hamilton has committed over £20m to his Mission 44 scheme, as well as setting up the Ignite charity with Mercedes to give grants to underrepresented groups within the industry. “

According to Vivo (2021), “Formula 1 has updated the We Race as One initiative for the 2021 season. On Wednesday (10), the category announced measures that will be taken to follow the three new pillars and reported the abandonment of the rainbow that marked the campaign.”² This took place because the CEO in functions,

² Free translation by the author from Vivo (2021)

Stefano Domenicali, wanted more action to reach the goals proposed. However, the first year of the initiative was surrounded by controversy, like the one related to the Russian pilot Nikita Mazepin. Concerning that, Vivo (2021) stated that he “[...] harassed a model inside his car and posted it on his social media. However, Haas exculpated the driver, who remains on the grid of the category.”¹

“We Race As One” was supposed to be a long lasting initiative however, it settled down in the beginning of the 2022 season. As stated before, this initiative made its first appearance in the beginning of the 2020 season and was “[...] prompted in part by the rise of the Black Lives Matter movement in response to the death of George Floyd in America.” (Collantine, 2022) It all started because the “‘We Race As One’ ceremony, which has been a regular part of its pre-race build-up over the past two years, will not continue in 2022.” (Collantine, 2022) According to the source, that decision was reached because the CEO at the time, Stefano Domenicali wanted to focus more in real actions instead of gestures to combat the issues tackled by the movement, while promoting diversity and equality inside the sport. Stefano, as cited by Collantine (2022), believed that they “[...] needed to make sure that what we did was important to show the intention of Formula 1 in things that were really important for the world [...]. Now the action is the focus on the diversity of our community, and this is the first step.” One of those actions was the extension of the engineering funding in order to ensure the diversity programme until the end of 2025. That engineering funding was a “[...] programme which funded places for 10 students to study engineering degrees at top universities in the UK and Italy.” (Collantine, 2022) As such, and as was stated by the source, “[...] the pre-race ‘grid moment’, which was previously used by drivers as an opportunity to perform gestures of solidarity such as taking a knee, will not continue. They will still be allowed to perform such gestures at other times.” As a result, Lewis Hamilton formed his own investigation commission to tackle the issue. (Collantine, 2022) When news that Formula One was dropping the pre-race ceremony came to light, the “Aston Martin driver Sebastian Vettel was ‘surprised’ and ‘didn’t understand’ when Formula One dropped the pre-race ceremony when drivers could take a knee.” (Coleman, 2022) One of the reasons why such decision was made may be due to the political implications the ceremony could bring, especially when performed in countries with questionable respect for Human Rights. In response to that, the German pilot stated, as cited by Coleman (2022), “[...] if you roll out that carpet with all these nice

words written onto it, then you should give us the opportunity as well to express ourselves.”

Although everything looks good on paper, in reality, things are not that simple. A few entities such as the Premier League and UEFA had done campaigns against some of society’s most controversial issues. However, when it comes to Formula One and We Race As One, Brolly (2023) stated that, “[...] this campaign is controversial and contradictory within the context of the sport. The key problem with the campaign is the fact that in various locations of Formula One races, the values of the country are at odds with those at the heart of the campaign.” The author provides the example of Bahrain, a country in which “[...] while legalising homosexuality in 1976, has still been seen to crack down on LGBTQ+ individuals for violating immorality laws. In a wider point, Human Rights Watch have referred to the state of Human Rights in Bahrain as ‘dismal’.” Saudi Arabia is another controversial *Grand Prix* because it “[...] has been engaged in a campaign of sportswashing, a tactic in which a nation will use sport to improve their global image.” Furthermore, according to the same source, “[...] women still face discrimination within the country and homosexuality is still a crime that can be punished with the use of the death penalty.” Also, there is Qatar, a country that is “[...] widely reported for their human rights abuses, particularly around the FIFA World Cup. They are also using F1 as a vessel for sportswashing.” (Brolly, 2023) Then, finally, Brolly (2023) presented the United Arab Emirates which “are also engaged in sportswashing, paying an obscene amount of money to the FIA to have the right to host the final race of the year at the Yas Marina Circuit in Abu Dhabi. It is another country where homosexuality is illegal.” Nevertheless, those territories are still part of the Formula One calendar each year. The author concluded this matter by stating that “[t]he races taking place in countries which make it virtually impossible to be inclusive to all, makes a mockery of the ‘We Race As One’ message.”

Despite it all, the “Formula One drivers have attempted to use their platform to raise awareness and speak out against these regimes and their treatment of marginalised groups. Four-time world champion Sebastien Vettel wore a shirt outlining his support for the LGBTQ+ community during the Hungarian *Grand Prix* weekend in 2022, as the right-wing regime in the country is attempting to crack down on LGBTQ+ rights.” (Brolly, 2023) In response to that, the FIA reprimanded Sebastian Vettel which was a contradictory act when one analyses the initiative. According to Brolly (2023), “‘We

Race As One' is merely a marketing campaign implemented to follow the trends of other sports and to keep up an image of F1 as a sport that cares for change.”

Figure 31 Vettel in Hungary 2021



Source: Basconi, 2021

All in all, We Race As One is a great initiative on paper and, effectively, the movement did voice its standing to the world. However, only rainbows and gestures will not change it. Formula One needs to push harder in order to make real change in society. It is true that this sport has the capacity to change mentalities but it needs to use its tools and resources wisely. Even though the initiative was received well at the beginning, things started to change due to the fact that the pilots were making clear political and social stands inside a controversial environment and, therefore, measures had to be taken by Formula One and the FIA. Although such thing is understandable, the sport should not prioritize money over people and there is still a long way to go before that changes.

3.2 We Race As One and Politics

Sport and politics are more related than one may think. According to Kennedy (2022), “History suggests it is naive to say sport and politics don't mix, because inevitably they do [...]” The author provides the example of the Ancient Olympics that were “[...] used by city-states to exert dominance over their rivals and continued

through to the 1936 Olympic Games held in Berlin, Germany.” Therefore, one can say that both universes have more in common than it appears at first. Furthermore, and according to Ahmed (N.D), “[a]thletes are human beings who are members of the society and our societies operate on political structures. [...] The excuse that sport is a form of escapism dehumanizes the athletes and performers.” Therefore, the athletes have the right to express their opinions and beliefs that, more often than not, have political implications. According to Straw (2020), “[...] in this complicated, intertwined, and deeply problematic world, sport cannot pretend it exists in a vacuum to prevent difficult questions being taken on. Sport and politics mix constantly; to pretend otherwise is wilfully naive.” Ultimately, Human Rights are, more often than not, also connected with politics and, recently, such theme has been on the spotlight of many sports, Formula One being no exception. Regarding that theme, the author states that “[o]nly those not constantly reminded of the intersection of politics and sport simply because of who they are, have the privilege to argue that they don’t mix. That’s why it’s essential to listen carefully to the voices highlighting inequality and ask how to be part of the solution rather than dismissing them out of hand.”

As such, one can conclude that Formula One and politics are indeed connected. According to Cousins (2022), “[t]hroughout the decades, one continuum linking politics to the sport is the governing bodies set up to protect or manage various sectors of the sport.” When it comes to Formula One in particular, Cousins (2022) believed that its political background can date back to 1931. When one takes a closer look at the creation of Formula One, one can say that the FIA acts like a “[...] microscopic government for the sport [...]” (Cousins, 2022) That takes place because the FIA oversees a set of rules and regulations to ensure the sport proceeds smoothly while having a single person in charge. As of now, the FIA President is Mohammed Ben Sulayem. However, Cousins (2022) states that “[...] the role and importance of the governing body have come into question in recent years based on how they have conducted themselves both during races and away from the track.” The author provides the example of the We Race As One campaign which was well received due to the values and pillars it represented, nevertheless, “[...] the removal of these political efforts in Formula 1 undertaken by the FIA highlighted the reality of the system’s beliefs and how they conflict with the views and actions of the drivers.” Politics and sports are separated by a thin line and the people in charge of the sport were concerned

by the imposition of personal beliefs into the whole sport. According to the author, “[...] drivers in F1 are bringing beliefs into the sport and letting them define the sport; namely Vettel and his firm and well-known support of the Pride movement through his racing, Norris’ address of mental health and Hamilton’s human rights passions. The FIA President expressed his belief that whilst these beliefs may be necessary, should they be imposed on the sport?” It goes without saying that the clash between sport and politics is evident inside the Formula One universe. However, Cousins (2022) states that “[...] while some drivers are doing everything in their power to use their position to promote better human rights and show their support, the governing body seemingly wants to do the complete opposite. If those at the top of the FIA wish to remove politics from the sport, then why let politics govern it in itself.”

Another example provided by the author concerning this theme are the decisions made throughout the end of the 2021 season. According to Cousins (2022), “[i]t was argued that some of the decisions made during races by the race director potentially put politics over reality.” She further states that “[t]his can be supported by the comments made when Michael Masi justified his decision-making by saying it was a ‘motor race’ [...] insinuating that he chose to maximize the entertainment value no matter whether it was the correct decision.” Cousins (2022) concludes by stating that “[p]olitics is essential to the sport to ensure a certain level of respect and control, but there needs to be a better understanding of how much politics should be involved.” The governing bodies of Formula One need to understand that drivers standing for things they believe is not a bad thing and that “[e]ncouraging drivers to show their beliefs bridges a connection between the sport and its fans.” Furthermore, she believes that when the drivers “[...] show their beliefs [, this] bridges a connection between the sport and its fans. In a realistic world, it could even create a more significant viewership of the sport as new fans could be gathered on the knowledge that someone is competing that advocates for them as a person.”

Following the words of Bancroft (2023), “[m]uch has been made of protests from F1 drivers, but sport is always inherently political.” Sensitive topics such as politics have been discussed throughout the sports world. However, Bancroft (2023) states that “Formula 1 has long courted controversy for many of sport’s decisions and statements, as well as those made by drivers. [...] Formula 1’s debates touch on questions of intersectionality and colonial attitudes [...]” In the case of Formula One,

politics have always been a part of the sport, which triggered the controversies relating the two themes. The author highlights the case of “[...] Bernie Ecclestone's attempts to prevent the Blair government from banning tobacco advertising on cars and on tracks. As the sport has evolved into an ever more global phenomenon, so too have the politics involved.”

The We Race As One movement is a perfect example of the mix between politics and sport. Formula One fought against some of the most sensitive issues of society and it obviously had political repercussions. When the pilots publicly made a stance and defended what they thought was right, political consequences were bound to happen due to the divergence of mind-sets across the governments. Ultimately, the FIA had to make a decision and, as a result, according to Reuters (2022), “Formula One drivers will need prior written permission from the sport’s governing body to make ‘political statements’ from next season following an update of the International Sporting Code.” The 2023 sporting code had a new clause added by the FIA regarding the “[...] general making and display of political, religious and personal statements or comments notably in violation of the general principle of neutrality promoted by the FIA under its statutes.” (Reuters, 2022) For a driver to make a political, religious or personal statement, the FIA needs to grant previously an approval in writing, otherwise, consequences, such as fines and race bans are to be expected. It comes without saying that, this way, the driver’s liberty of speech is extremely limited and that the FIA is performing a type of censorship. According to PA (2023), this change of rules was set after some drivers, such as Lewis Hamilton and Sebastian Vettel, “[...] have spoken out on issues such as racism, diversity and the environment in recent seasons.” As such, some of the most affected drivers are Hamilton and Vettel. Hamilton “[...] who has been an outspoken campaigner for human rights and diversity, wore a black T-shirt at the 2020 Tuscan *Grand Prix* with the words ‘Arrest the cops who killed Breonna Taylor’ on the front. The shirt also had a photograph of the Black medical worker, who was shot dead in her Louisville, Kentucky, apartment by police officers, with ‘Say her name.’” (Reuters, 2022) When it comes to Vettel, according to the source, he “[...] used his platform to highlight issues from LGBTQ+ rights to climate change. This year he wore a shirt proclaiming ‘Stop Mining Tar Sands’ and ‘Canada’s Climate Crime’ at the Canadian *Grand Prix*. In 2021 he wore a rainbow-coloured T-shirt in Hungary with the message ‘same love’ to protest anti-LGBTQ+ legislation.”

Figure 32 Hamilton and Vettel Protesting



Sources: AFP, 2020; Marum, 2021

One of the main origins of these rules was the We Race As One campaign started in 2020. Due to the campaign that aimed to fight racism, inequality and promote sustainability, drivers started to voice their standing on those themes and that generated political controversy which led to the FIA “banning” those statements. According to the source, Alexander Albon, current Williams’ pilot, stated that the drivers “[...] are all concerned. We know politics and stances are sensitive areas but we need clarity from the FIA on what they are trying to tell us.” Furthermore, the Thai driver stated to the source that “It is clear that we need an open dialogue on what they (the FIA) are trying to do but we need to be able to speak freely to some extent. A lot of people look to us as spokespeople for issues around the world, and I do feel it is a responsibility for drivers to make people aware of these kind of situations.”

Despite the change of rules by the FIA, Lewis Hamilton was, and still is, one of the most vocal drivers on the grid and the 2023 Miami *Grand Prix* was not an exception. According to Nascimento (2023), “[t]he state's governor, conservative politician Ron DeSantis, in late March, passed a law banning ‘discussions or teachings’ about sexual orientation and gender identity in schools.” As a result, seven-time world champion Lewis Hamilton, “[...] spoke out against the politician's decision and said he would wear the rainbow flag on his helmet as a way of protesting the government's measures and supporting the LGBTQIA+ community. It is not the first time that the

seven-time champion has opted for the tribute, already used in the 2021 Qatar *Grand Prix*, for example.” Furthermore, Hamilton stated to the source that he “[w]anted to keep supporting the community, so that they know that he is with them [...]” The Mercedes AMG Formula One team’s driver voiced that it is “[...] not the people of Miami who are making these decisions, it’s the people in the government — and that’s the problem [...] The sport will be here whether I’m here or not, so as long as I’m here, I’m going to continue to support simply by being here and wearing that on my helmet. I hope this increases the volume [of the voices of the community].”³

Still regarding the theme of the alteration of the rules, Bancroft (2023) further states that “[t]hose that break the rules, risk six-figure fines and race bans. This action by the FIA is missing two key points.” According to the source, the first of those points is “[...] that there are very few politically neutral acts. The sport itself, by cancelling the Russian *Grand Prix* in response to the war in Ukraine, while continuing to run a GP in Saudi Arabia in the face of the latter’s ongoing military action against Yemen, are implicitly taking sides in both conflicts.” The second one is that the sport “[...] approaches politics through an explicitly western lens, focused on issues with which we, as westerners, are fixated. This lens spills out into the online and in-person behaviour of Formula 1’s fans, most of whom are from ‘WEIRD’ countries – those that are Western, Educated, Industrialised, Rich and Democratic.” The same author concludes this matter by defending that “[t]his form of activism engenders a kind of colonial attitude to those whose behaviour we seek to change, and promote a linear, on-track understanding of development.” Nevertheless, despite the change of rules regarding the political, religious and personal statements made by the FIA, the Formula One community was united against it. According to Lamonato (2023), “Lewis Hamilton says he will continue to speak his mind during the 2023 Formula 1 season in defiance of an FIA ban on political speech in motorsport.” The British driver stated, as cited by the source, that nothing would stop him from speaking on the things he is passionate about as well as the issues he is concerned about. Furthermore, he declared that “[t]he sport does have a responsibility still to speak out, to create awareness on important topics, particularly as we travel to all these different places. So nothing changes for me.” (Lamonato, 2023) Hamilton was not the only one prepared to defy the ban. Alongside him were drivers such as Alexander Albon, Lando Norris, George Russel and Max Verstappen.

² Free translation by the author from Nascimento (2023)

Recently, the clash between Formula One and politics was not only related to the We Race As One movement. As stated earlier, the sport also took a stance regarding the Russian invasion of Ukraine. According to Kennedy (2022), “[i]n response to the Russian invasion of Ukraine, the FIA has cancelled the Russian Grand Prix, scheduled for September, while the Haas team has terminated its contract with its naming sponsor, Ukralkali, a chemical company owned by Russian billionaire Dmitry Mazepin.” One of the people affected by that was the Russian driver Nikita Mazepin who was invited to leave by the HAAS Formula One team and, according to the author, that action violates one of the most important principles of the sport which is “[...] that individuals or teams should be able to compete on the international sporting stage irrespective of race, creed or the political affiliation of a country.” However, it is important to note once again that sport and politics are, more often than not, mixed and “[r]ather than separating the sport from politics, F1 has gone in the opposite direction.” (Kennedy, 2022)

If the FIA is now seeking to ban all political, religious and personal statements, then it should follow its own words and not take any sort of political action. Despite trying to maintain a fake neutrality, the truth is that Formula One is too involved in the problems of society, as it should. Therefore, the FIA is failing to maintain its consistency. Following the words of Bancroft (2023), “[...] the FIA needs to grapple with its responsibility for west-washing these regimes, and develop a consistent, morally defensible standpoint on activism and pushing for change, while at the same time avoiding characterising different cultures, political systems and ways of thinking as irredeemable global villains.” Still regarding that theme, Traw (2020) stated that “[p]erhaps there will come a time when sport and politics truly don’t mix. But that’s a long way off and could only exist in a far more fair, equal and, sadly, perhaps impossible world.” Nevertheless, until then, it is imperative that people listen, learn and make their contributions to change things and create a better environment.

3.3 We Race As One and Sustainability

As stated earlier, sustainability has recently become a big topic around the world and involves every sector, including sport. Strategies are being made in order to improve the state of the environment and are being implemented around the fields of the sportive sector. One of the examples is the 2024 Paris Olympics. According to Steer-

Stephenson (2022), “[e]co-conscious partnerships and initiatives are being put in place for the 2024 Paris Olympics as organisers aim to cut the Games’ carbon emissions by 50%.” This takes place because the bigger the event, the bigger the environmental impact and people, now more than ever, are trying to reduce their general environmental repercussions. Therefore, one can say that event organizers “[...] have a critical role to play in creating a sustainable culture around sporting competitions and spectatorship [...]” (Steer-Stephenson, 2022) Following the words of the same author, the organizers have to do that “[...] based on five key sustainability themes:

Climate change

Resource management

Natural environment and biodiversity

Human rights, labour and fair business practices

Involvement, cooperation, and communications”

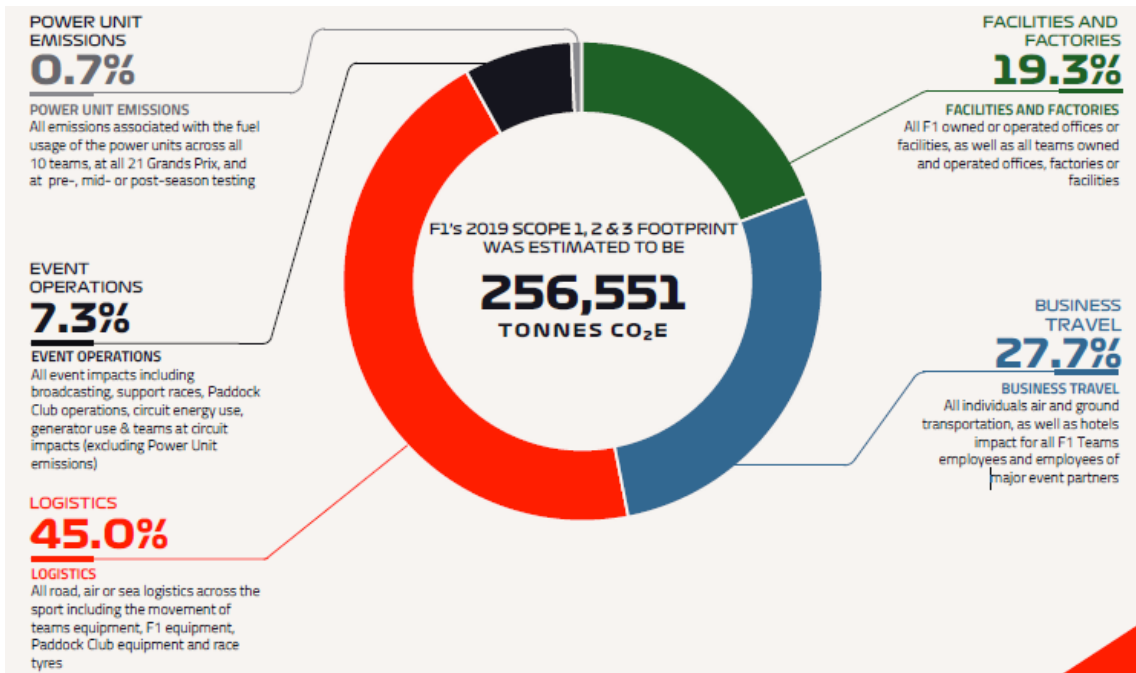
Steer-Stephenson (2022), further states that “[t]hese themes are backed up by the terms of the 2015 Paris Agreement. The contract united 196 countries with the aim of achieving a climate neutral world by 2050.” Their predecessor, the 2020 Tokyo Olympics, also made a positive impact when it comes to sustainable strategies. According to the source, “[...] multiple measures were implemented to reduce CO₂, such as the use of existing venues and fuel-efficient vehicles. Additionally, 99% of non-consumable items procured for the Games were reused or recycled thanks to partnerships with waste-management companies – including the medals and podiums produced by the Organising Committee (TOCOG) for Olympic champions.”

When it comes to motorsports, although there are some incredibly un-sustainable bikes and cars-related sports, there are also examples of success. For instance, the Formula E World Championship. Steer-Stephenson (2022) declares that the Formula E “[...] world championship, for instance, is working to produce a racing series powered by 100% electric vehicles (EVs). The Formula E EVs are manufactured by world-leading companies [such as] BMW, Audi, DS, Mahindra, NIO, Nissan, Jaguar and Venturi, demonstrating the automotive and racing industries’ commitment to a cleaner future.” To further enhance the commitment car-related motorsports have with the environment, “[t]he FIA and Formula 1 have signed the United Nations’ Sports for

Climate Action Framework, underlining their commitment to becoming carbon neutral by 2030.” (Dodds, 2020) Concerning this Framework, the author states that in order to “[...] become a signatory of the framework, an organisation must adhere to the principles of promoting environmental responsibility, reducing climate impact, educating on climate action, promoting sustainable and responsible consumption and advocating climate action through communication.” The FIA president at the time, Jean Todt affirmed, as stated by Dodds (2020), that “[a]s an international Federation comprising 244 members in 140 countries and the leader in motor sport and mobility development, we are fully committed to global environmental protection.”

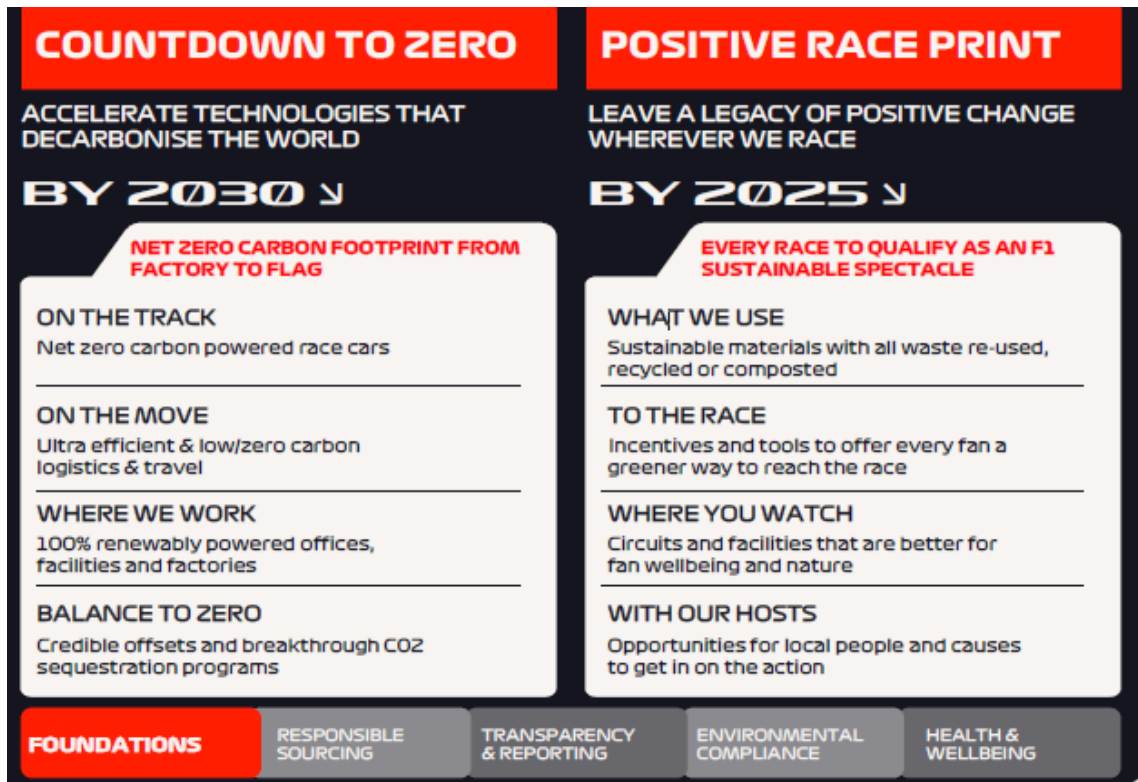
Following the words of Richards (2021a), “F1 has much to do to make a difference but it is taking a path that deserves recognition and perhaps reassessment of how it is perceived.” In the beginning of 2019, Formula One released their commitment to be carbon zero by 2030. Concerning that, the same author states that “[t]he sport published an extensive report into its environmental impact, including revealing its 256,000 tons of CO₂ emissions.” That report affirmed that 45% of those emissions were preventable from air, sea and road transportations for each race and 27,7% from the transportation of staff members, promoters, sponsors and partners. Richards (2021a). Despite that, the sport is implementing sustainable strategies and now, according to Richards (2021b), “[...] formula one cars have 52% thermal efficiency, a figure believed to be almost unachievable and 20% greater than road cars.” That is not all, as the author further states, from 2022 onwards, “[...] F1 will introduce the use of 10% sustainable fuel. By the time new engine regulations are introduced in 2025 only 100% fully sustainable fuel is to be used. A fuel that emits zero carbon on use, made from either a bio-component that comes from a biological source that does not compete with either food production or land use or one that uses carbon captured and removed directly from the air.”

Figure 33 Formula One 2019 Carbon Footprint



Source: Formula One Sustainability Strategy, N.D.

Figure 34 Formula One Sustainability Strategy



Source: Formula One Sustainability Strategy, N.D

In 2019, Formula One “[...] announced an ambitious sustainability plan to have a net-zero carbon footprint by 2030.” This operation will involve all sectors of the sport and not just the on-track vehicles. With this, the sport made a stance when it comes to sustainability. Formula One is determined to make itself greener and this aligns with their most decent initiative We Race As One. Following the statements of the source, this plan “[...] comes after twelve months of intense work with the FIA, sustainability experts, Formula 1 teams, promoters, and partners, resulting in an ambitious, yet achievable delivery plan. Carbon reduction projects will begin immediately to start the journey of becoming a more sustainable sport.” Chase Carey, Chairman and CEO of Formula One, declared, as stated by the source that “[i]n launching F1’s first-ever sustainability strategy, we recognise the critical role that all organisations must play in tackling this global issue.” (Formula One, 2019a)

Furthermore, the source states that the fact that Formula One is at the forefront of the “[...] automotive innovation gives [...] it] a global platform to accelerate progress and develop technologies that reduce and eliminate carbon emissions from the current internal combustion engine (ICE).” Note that, today, Formula One cars are in what it is called the “hybrid era” due to the specifications of their power units. This means that the current engines have a mix between combustion and electric motors. Furthermore, these hybrid power units are able to deliver “[...] more power using less fuel than any other car, combined with advanced sustainable fuels and energy recovery systems presents a tremendous opportunity to deliver a net-zero carbon hybrid power unit.” (Formula One, 2019a) Still regarding that theme, Benson (2020a) further explains that the fuel “[...] is manufactured from bio-waste that is not intended for human or animal consumption, and has been supplied to F1’s engine manufacturers for testing. The move is part of F1’s wider aim of becoming net-zero carbon by 2030.” As such, Formula One plans on utilizing 100% green fuels in the next five to six years. That is, by 2026, all fuels used by a Formula One car, theoretically, will be provenient from sustainable sources. (Benson, 2020a) In fact, the author states that “F1 has already raised the requirement for the bio-fuel content of fuels to 10% from [...]” 2020 onwards. These strategies align with the We Race As One campaign that now has three pillars, one of them being sustainability. Furthermore, “[b]y 2025 F1 will also ensure all events are sustainable. This will mean the use of sustainable materials at all events with single-use plastics being eliminated and all waste reused, recycled or composted.” (Formula One, 2019a)

The sustainability fever did not only arrive to Formula One as a sport, but also spread itself to the race circuits. The Circuit Paul Ricard in France is a great example. The track is surrounded by 150ha of green space and those are “[...] managed using environmentally friendly methods, including conservation grazing by controlled livestock, that promotes biodiversity. Meanwhile, rainwater and run-off water from the track and car parks is collected in a 60,000m³ artificial lake. The water from the lake is used to water the green spaces and the track, but also provides a backup supply of water, should it be needed.” (Formula One, 2021d) According to the source, “20,000m² of photovoltaic solar panels are used as sunshades for guests’ vehicles and in 2019, when F1 was last present at the Circuit Paul Ricard, they produced approximately 3,484MWh of energy, the equivalent annual energy consumption of 2,968 people [...]” Concerning this specific circuit, Formula One (2021d) states that it is “[l]ocated in the heart of the Sainte-Baume Regional Natural Park in the south of France [...]” and, when it comes to being green, “[t]he commitment to improving sustainability at the venue and an innovative strategy to reduce its impact on the environment saw the circuit become the first racetrack in France, and only the second Formula 1 venue to be awarded 3* Sustainability Accreditation by the FIA for all that it has achieved.” (Formula One, 2021d) Furthermore, “[t]he circuit has put increased focus on maintaining a wide variety of wildlife which reside in the area.” Strategies such as the constant measurement of sound emissions, as well as monitoring the quality of the environment are some of the sustainable measures applied at the circuit.

As stated in the previous chapter, the Formula One movement *We Race As One* is now divided into three pillars, one of them being sustainability. With this, the sport aims to tackle one of the biggest social issues nowadays. Their sustainability strategy will be put into practice throughout ambitious and challenging actions. Besides the obvious choice of changing the fuels to sustainable sources, the sport aims to achieve a zero waist on and off the circuits as well as reduce their footprint at the head-quarters and, therefore, leave a more positive impact in the environment and inside society. (Formula One, N.D.a) It goes without saying that logistics play a big part in Formula One carbon footprint and, therefore, it is imperative for the sport to alter their logistics processes to more sustainable ones. According to Formula One (N.D.a), the company intends to “[m]aximise logistics and travel efficiency through process[es] and volume optimisation, using the least CO₂ intensive transport available.” To further tackle their

goals, they implemented two major changes; the first one is called the “Remote Production”. Formula One (2020g) stated that “[p]roviding a more innovative and efficient broadcasting output was a key feature of our wider sustainability plan, as we looked to reduce resource and global emissions. Due to the extreme travel restrictions imposed by COVID, this became a priority for change. In just eight weeks, Formula 1 accelerated delivery of a plan to introduce Remote Operations that was scheduled to take two years.” Before implementing this, the source affirmed that “[a]t every race we deploy over 470 pieces of equipment, including 90 cameras, 147 microphones and 50 miles of cable, capturing over 430 hours of live TV per season. As a result, the F1 Broadcast Centre, the biggest and most complex transportable facility of its kind, is at the heart of our business and provided live action to 471m unique viewers around the world last season.”

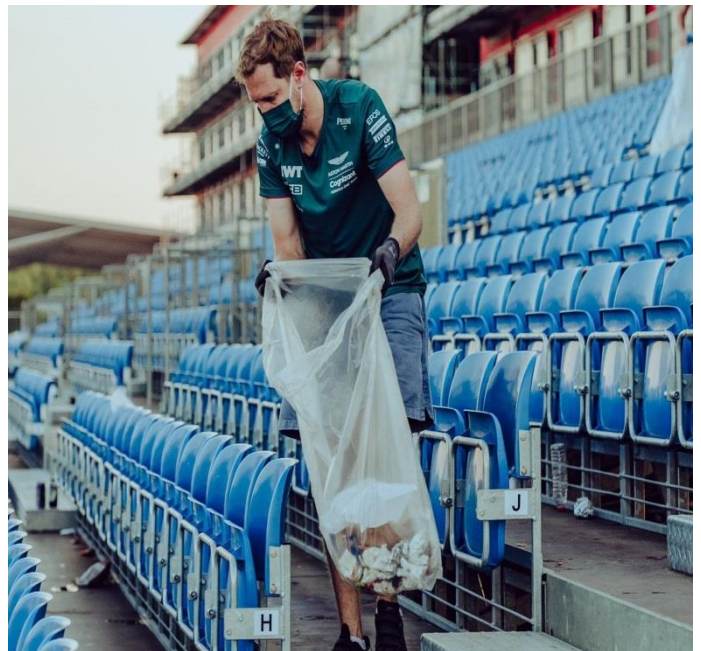
However, due to the change of times and mentalities, Formula One altered that process and, instead, they “[...] have transitioned from using a single, circuit-based Broadcast Centre, into a smaller Event Technical Centre, which is roughly half the size, and Remote Technical Centre (back in the UK). We have reduced travelling staff by 36% and freight by a third, eliminating around 70 tonnes of freight being taken to every race, making a step-change impact on our logistics emissions over a whole season.” (Formula One, 2020g) The other major alteration has to do with their broadcasting centre. By altering its structure to a honeycomb one, they were able to reduce its weight as well as decrease the “[...] related GHG emissions for filming [...] races globally.” (Formula One, N.D.a) When it comes to their workplace, the same source affirmed that “F1 has transitioned to 100% Renewable electricity (guaranteed through Power Purchase Agreements) for all its UK offices”

In order to make sure their sustainable goal was going to be successful, Formula One had to confirm everyone was on board, including stakeholders and sponsors and, “[t]o do this, F1 has undergone a cultural change, where the environmental impact of the sport – and the target of Net Zero Carbon by 2030 – is now part of every decision F1 makes and every initiative F1 embarks on. Previously, it was not a priority.” (Barretto, 2022a) To achieve this type of ambitious objective, the sport had to start little by little and according to Barretto (2022b), their first strategy was to reduce the “[...] single-use plastics inside the paddock and across the circuit venues, with a focus on promoting reusable bottle use and providing plentiful water stations.” Furthermore, the author

states that “[m]any circuits now partner with local food banks and charities to help donate surplus food to those in need in the local community. This is often a group effort supported by hospitality across the event including the F1 teams. For example, over 1.5 tonnes of unused food were donated to 17 charities in the state of Victoria following the cancelled 2020 Australian Grand Prix.” This change was well received by the promoters of that *Grand Prix* and changes have been made everywhere. Barretto (2022b) provided the example of “[s]olar panels that create enough year-round energy to offset the entire *Grand Prix* have been installed at Paul Ricard and the Circuit Gilles Villeneuve, while the Circuit de Catalunya and the Sakhir International Circuit are 100% renewably powered.” Besides that we have the great example of Zandvoort in the Netherlands, with “[...] 25,000 fans ditching their cars and using pushbikes to get to the track last year, while 40,000 used public transport or walked to the venue.” (Barretto, 2022b)

Not only is the sport concerned about the environment but also the athletes. Sebastian Vettel, former Formula One pilot for the Aston Martin Formula One team, was one of the drivers who most fought against environmental issues inside the grid. According to Garloff (2021), the pilot believes that “[...] the contradiction between sustainability and Formula 1 [...] needs to be resolved.” The German pilot declared, as stated by the source that “[...] we can no longer be wasteful with our resources. [...] there are ways to make the whole Formula One business much more environmentally friendly and sustainable, too. It’s not about doing without things, but making them better and acting more responsibly.” Vettel actively supported more sustainable ways of racing and living. He often went to races using a bicycle and collected litter after the *Grand Prix* ended. According to the source, the pilot believes that, because Formula One is an innovative and cutting-edge sport, the “[...] hunger that engineers have to be better in the face of tough competition by coming up with innovative and fast solutions is still very strong. If you channel this hunger in the right direction, the general public will also continue to benefit.” (Garloff, 2021)

Figure 35 Sebastian Vettel and his Environmental Fight



Sources: Pryson, 2020; TN Sports Desk, 2021

Vettel and Hamilton are some of the people that believe Formula One will face some extreme challenges in their future when it comes to environmental change. According to Benson (2020), the German pilot stated that “F1 is held around the globe every year and in many different countries and as a global sport we should act responsibly [... it] should be setting examples rather than reacting to pressure from the outside.” Hamilton declared to the source that “[...] before the coronavirus pandemic stopped anyone but essential personnel attending races there was ‘a huge amount of waste that comes away from the weekend in terms of food, for hospitality services, plastic bottles. I can't imagine how many thousands of plastic bottles come from each weekend’”. The crescent awareness of both athletes and power full stakeholders have turned Formula One into a more concerned sport. With the creation and development of the We Race As One movement, awareness about important social issues, such as the environment and social inclusion, has spread around the grid. The progress this movement is making is having a real impact on society. Nevertheless, such ambitious objectives are designed to be made along an endurance marathon instead of a sprint race, so constant effort is needed. There is still a long way for Formula One to go, in

order to become a fully environmental-friendly sport; however, the first steps have already been taken.

CHAPTER IV – “WE RACE AS ONE” AND THE CREATION OF INTERCULTURAL, INCLUSIVE AND SUSTAINABLE COMMUNITIES

Formula One is more than twenty insanely expensive and fast cars racing around some circuits around the world. With its evolution and adaptability, Formula One made its way into society and became much more than just a sport. In fact, it has a major impact in several areas of society such as the economic, social and environmental ones. From 2019 onwards, Formula One has highlighted and fought against some of the most pressing issues of the recent years, making it an icon as well as a global phenomenon for several people and communities, such as the LGBTQ+. Between 2019 and now, this sport suffered greatly due to external contingencies such as the COVID-19 pandemic, the Russian invasion in Ukraine, police violence, race discrimination as well as the global crisis. Therefore, they were forced to adapt and re-invent themselves, creating new approaches and strategies, in order to stay relevant in an ever-changing world.

As such, Formula One created an initiative called “We Race As One” in 2020. Nonetheless, what first started as a “Thank You” note for all of those who fought against the consequences of the COVID-19 pandemic, evolved into much more. Besides trying to directly combat and minimise the consequences of the global pandemic, the movement became a beacon for all of those who wished to combat social inequalities, discrimination and un-environmental life and business choices. After 2022, We Race As One was parted into three major pillars, being those: Diversity and Inclusion, Community, and Sustainability. Shortly after that, the brand, along with their mother enterprise, Liberty Media, as well as the FIA, developed several strategies in order to increase diversity and inclusion inside the paddock as well as making the sport more environmentally friendly. For example, in the case of the environment, one of the aims of the sport is to be net-zero carbon free by 2030. This included efforts to reduce the carbon footprint of the *Grand Prix*, their logistics, and infrastructures. Adding to that, Formula One aims to use more sustainable fuels and hybrid power units in their cars in order to minimize their environmental footprint. The idea that sport was a place far from society and societal issues is far gone, due to the fact that sport is general is tightly intricately with economic, political and social matters. (Silva, 2023, p.3) We Race As One came to further develop the intercultural process in which Formula One had been working for quite some time.

In fact, Formula One is an expert when it comes to intercultural exchange. According to Silva (2023, p.3), Formula One functions as an “[...] intercultural microcosmos [...]” as it gathers pilots, sponsors, staff, team members, fans, and representatives from all over the world and with all types of cultures and backgrounds. The author states that “[e]ach race weekend offers a vibrant combination of different nationalities, idioms, traditions and costumes.”⁴ It is amidst this culturally enriched environment that the “[...] cultural fusion [...]” occurs. (Silva, 2023, p.3) Also, after We Race As One, the engagement of local communities increased during the race weekends, as well as through charity events and partnerships. As such, stereotypes and cultural barriers have been broken in Formula One since almost the beginning. This cultural fusion helps build communication paths as well as build awareness and camaraderie between people from different backgrounds. Still regarding this theme, Silva (2023, p.3) further claims that “Formula One’s commitment to Interculturality goes beyond the track limits and it takes advantage of their global platform to promote social causes as well as to induce a positive impact in society [...]”¹, therefore making itself a catalyser of positive changes.

As stated earlier, Formula One allows the fomentation of intercultural exchanges and that takes place because of all the people involved inside the sport – from the engineers to the mechanics and other technicians – who share their beliefs, knowledge and experiences with each other. Silva (2023, p.5) believes that this process “[...] creates an environment which allows continuous knowledge share as well as a fusion of different approaches to solve technical challenges”⁵. Even though the people inside each garage are a major contribution for this cultural fusion, the pilots also have a key role when it comes to expanding the interculturality of the sport. With pilots from all over the world and with distinct backgrounds, the paddock becomes even more diversified. As a result, not only people learn about other cultures but also raise awareness for cultural issues as well as break barriers and stereotypes that may exist. Alongside this, still according to Silva (2023, p.5) the interculturality of Formula One is present at every *Grand Prix* as well as in the celebrations. The author states that “[t]he traditional festivities, the songs and the typical dances of different countries mix, creating an festive and cosy environment. [...] The diversity of flags, idioms and costumes around

⁴ Free translation from Silva (2023, p.3) by the Author

¹ Free translation from Silva (2023, p.5) by the author

the tracks reflects the global scope of this category as well as the unity of distinct cultures around a single passion”¹.

With this in mind, one can affirm that Formula One is, indeed a good place for intercultural exchange, that has been highly developed with the We Race As One initiative. In fact, both interculturality and diversity are a priority for this particular sport and the abovementioned movement came to further prove that. With the creation of We Race As One, social and cultural issues have been addressed by both Formula One and its pilots. We have the example of Lewis Hamilton who created his own association called “The Hamilton Commission” in order to further explore the pillars tackled by We Race As One. Furthermore, Lando Norris and the McLaren Formula One team constantly work with organizations besides the movement in order to raise awareness for mental health and related issues. Another example is the German pilot Sebastian Vettel, who is one of the most prominent figures fighting against LGBTQ+ discrimination as well as for the environment. Following the words of Silva (2023, p.6), “[...] all of these aspects come from interculturality, from the exchange of information between people and countries and through the internet, which allows the information inflow without leaving the comfort of one’s home”¹.

As stated earlier, the We Race As One initiative goes way beyond the grid and the *Grand Prix*. This movement influenced pilots such as the seven-time world champion Lewis Hamilton and McLaren Formula One team superstar Lando Norris to take action and defend both their beliefs and minority communities. As stated before, one of the related initiatives was the creation of the “Hamilton Commission” by the homonym seven-time world champion. This commission is an organization that aims to improve the “[...] representation of Black people in UK motorsport [...]” industry. (The Hamilton Commission, 2021) One of the communities that was directly affected by this initiative and, therefore, by We Race As One, was the black community scattered around the world, but in particular, located in the United Kingdom. According to Richards (2021b), “[t]he world champion has made a strong personal commitment to countering racial inequality and wanted to find ways to improve the racial mix across racing, which is still a predominantly white, male sport.” Lewis Hamilton, along with Formula One, is one of the people who is extremely concerned with diversity inside the motorsport industry, not only in terms of drivers but also in terms of staff. (The Hamilton Commission, 2021) According to the source, “[a]fter reviewing the lack of

diversity within the end of season photo in 2019, Lewis was spurred to take action and set out to understand the specific barriers to the recruitment and progression of Black people within UK motorsport. Lewis has always been vocal about the need for real industry wide change, but in order to make this change happen himself, he needed to know the facts.” Therefore, the seven-time Formula One World Champion created this initiative that aimed to make motorsport “as diverse as the complex and multicultural world we live in.” (Formula One, 2020k) Furthermore, he stated, as cited by the source that “[t]housands of people are employed across this industry and that group needs to be more representative of society.”

As such, Lewis Hamilton took matters into his own hands and created the aforementioned Commission in partnership with The Royal Academy of Engineering to “[...] simultaneously address the underrepresentation of Black people in UK motorsport, as well as the STEM sector.” Note that STEM stands for Science, Technology, Engineering and Maths sector which further highlights his will to change the whole Formula One and motorsport system. (Career Pilot, N.D.) After long research and study, the commission launched a report concerning the representation of the Black community inside motorsports, in particular, Formula One. (Formula One, 2021c) Furthermore, the pilot stated, as was cited by Richards (2021b), that “[t]hrough the Commission’s research, we can see there are clear meaningful steps the motorsport industry needs to take towards creating a more inclusive environment where diversity can thrive [...].”

Another pilot involved in defending minority communities is another British driver, the young McLaren star Lando Norris. After the creation of the We Race As One campaign, people inside and outside the paddock started to realise pressing social issues. McLaren and Norris noted the importance of mental health and the impact it can have in both people and communities. As such, the team partnered-up with a mental charity called Mind to bring awareness and solution for people with mental health issues. According to the official website of the charity, it aims to “[...] give advice and support to anyone who has a mental health problem. We campaign to improve services, raise awareness and promote understanding. We will not give up until everyone suffering from a mental health problem gets support and respect.” (MIND, N.D.) According to Noble (2021), the pilot stated that the partnership the team has with the

mental charity Mind “[...] have helped me massively, and also helped many other people in McLaren, but also [...] in the world in general [...].”

Vettel was also one of the pilots most influenced by the movement. The former German pilot was very vocal regarding the environmental struggle as well as the LGBTQ+ community. He, together with Hamilton, made several public statements regarding the community to spread awareness and educate the people. One of the most well-known examples was his protest during the 2022 Hungarian *Grand Prix*, where he “[...] wore a shirt outlining his support for the LGBTQ+ community [...] as the right-wing regime in the country is attempting to crack down on LGBTQ+ rights.” (Brolly, 2023) Furthermore, the four-time Formula One World Champion often uses his social media accounts as well as his own platform to “[...] highlight issues from LGBTQ+ rights to climate change.” (Reuters, 2022) When the Miami “[...] state's governor, conservative politician Ron DeSantis, in late March, passed a law banning ‘discussions or teachings’ about sexual orientation and gender identity in schools [...]” Hamilton was quick to voice out his displeasure and the British “[...] spoke out against the politician's decision and said he would wear the rainbow flag on his helmet as a way of protesting the government's measures and supporting the LGBTQIA+ community.” (Nascimento, 2023) This way, both pilots, influenced by We Race As One, gave voice to this minority community while educating both fans and people in general.

The initiative was also created as a way to show support for the #PurposeDriven developed by the FIA. According to the official site of the FIA, with this movement, “[...] the FIA will act as a catalyst and standard bearer for our Motor Sport and Mobility Communities, and will inspire actions that accelerate their positive contributions to society.” (FIA, N.D.b) Furthermore, the same source claimed that “Our efforts are based on an existing track record of driving innovation, enabling change and leading our community in good times and bad. PurposeDriven will support our community to go even further in their efforts to prove their contribution.” As such, the FIA released a figure with the main points of the movement:

Figure 36 #PurposeDriven initiative



Source: FIA, N.D.b

The #PurposeDriven movement is “[...] a long-term initiative and by drawing on each other’s experiences and through a collective effort, we can make progress more quickly and deliver far greater impact.” (FIA, N.D.c) This initiative has a set of strategies that aim for a more equal, healthy and equitable sport environment, as well as a more environmentally friendly one, which aligns perfectly with the pillars of the We Race As One campaign.

Therefore, the influence of We Race As One spreaded around the paddock and allowed the pilots to help and develop several communities, both directly related to the sport or otherwise.

Besides that, one of the main concerns of Formula One and; therefore, of We Race As One, is the increase of the female presence inside the sport. Formula One, along with the FIA, created some initiatives that aim for that end. Between them is the one called “Girls On Track.” According to the official FIA website (N.D.a), “[t]he FIA, together with nine partners, have implemented in 2018 and 2019 a competition model for the promotion and development of young women in motor sport at grassroots level.” (FIA, N.D.a) Besides that, the source states that “[t]he FIA European Young Women Programme will contribute to the advancement of the FIA’s educational and social roles, and support its national sporting authorities [...]”. With this, both organizations aim “[...] to raise aware[ness] of gender equality and increase the participation of women in the sport.” Girls On Track launches events all over the world to inspire the next generation of females entering the industry. Furthermore, those events are “[...] aimed at school girls to give them a taster of the industry.” (Formula Careers, N.D.) According to Promoting Careers (N.D.), during these events, [...] the girls can try their hand at things like presenting, STEM tasks, pitstop challenges, fitness training and much more.” This amazing initiative started with a charity organization “[...] founded by Susie Wolff and the Motorsport Association, to encourage more girls into motorsport [...]” called “Dare To Be Different”. (Formula Careers, N.D.)

Silva (2023) stated that “[...] this programme is known to challenge gender stereotypes, promote equality of opportunities and creating an inclusive and encouraging environment [...]”¹ to make girls confident in pursuing such careers. Girls On Track is an important pillar when it comes to the promotion of equality an diversity inside the Formula One universe.

More recently, in 2023, Suzie Wolf was involved in the creation of another programme to increase gender diversity inside the motorsport world. The Williams test driver was one of the few female drivers to be directly involved in the main category of the sport and was announced as the new managing direction of an all-female Formula One Academy Series. According to Formula One (2023d), this new series “[...] aims to develop and prepare young female drivers to progress to higher levels of competition.” The new all-female competition was announced in November of 2022 and, according to the source, it features “[...] five teams, 15 drivers and 21 races at a host of F1 tracks, with Wolff brought in to enhance the managerial structure and offer her unique insight.” Wolf is very dedicated to the increase of female presence and has plenty of experience

in the area. Regarding that, Formula One (2023d) stated that her experience comes from being both “[...] a driver and team leader, from her previous driver development role with Williams that included several F1 free practice outings, to racing in DTM, and leading the Venturi Formula E squad as Team Principal.” With this new initiative, she, along with the Formula One President, Stefano Domenicali, aim towards the “[...] development of female motorsport talent and focusing on creating a successful pathway to higher categories in the F1 pyramid.” Suzie Wolf declared, as cited by Formula One (2023d), that:

[t]he F1 Academy presents an opportunity to promote genuine change in our industry by creating the best possible structure to find and nurture female talent on their journey to the elite levels of motorsport, both on and off the racetrack. [...] it can inspire women around the world to follow their dreams and realise that with talent, passion and determination, there is no limit to what they can achieve.

Besides those two initiatives, Suzie Wolf is also involved in another one named “Discover Your Drive”. This campaign was launched on June 8th 2023 and “[...] aims to increase the female talent pool in motorsport, both on and off the track, and Wolff [...] is leading the mission to inspire the next generation.” (Bart-Williams, 2023) According to the same author, “F1 Academy Discover Your Drive will offer girls and young women the opportunity to take part in entry-level programmes and professional schemes to promote and enhance female participation in the sport.” Discover Your Drive will start in the United Kingdom with a Go-Karting competition across six venues during this year and after that it will expand “[...] to 38 venues across the country next year, the plan going forward will be to take the programme globally, as in 2024, when F1 Academy will be a support event to Formula 1.” (Bart-Williams, 2023) Furthermore, Wolf declared to the source that “[...with the] F1 Academy Discover Your Drive, we want to create accessibility to the sport [...]. We want to have wide-reaching initiatives, which really enable those young girls – who are fans of the sport or who have a passion for trying to pursue a career in sport – to really find their first foot in the door of understanding, ‘Do I want to be a driver, or do I want to be an engineer?’” However, Formula One is a male-dominated environment and, with little to no female role-models, reaching female drivers can be tough. There is a lot of work to be done and many barriers to break; however, Wolf is hopeful that, with the right strategy, real change can be made.

Figure 37 Discover Your Drive Logo



Source: Bart-Williams, 2023

Even though this is a great star to increase the female power directly involved in Formula One, according to Martins (2023), Susie Wolf believes that it will take eight to ten years for women to be able to be part of the Formula One starting grid. According to the source, this takes place because “[...] we don't have female talent either because they progress in the sport, but also because we realize that getting to Formula 1 is incredibly difficult. It's hard for all male pilots [...]. There are only 20 places on the grid, so it will take time [...]. When we have continued growth in talent on hand and more women in this sport, it will be much more realistic.”⁶ (Martins, 2023) Furthermore, the source affirms that it is set that the winner of the all-female competition will have opportunities with Formula One teams as well as a financial compensation; therefore, it offers the right set of circumstances for the career evolution of female drivers.

Those are all initiatives that have the same values of We Race As One and, as such, receive its support. The core values of Formula One are slowly altering and one of the causes is the movement We Race As One.

⁶ Free translation from Martins (2023) by the author

As such, the impact of the sport goes way beyond the circuit and the We Race As One initiative is the best example of that. This initiative led to the tackling of key social and cultural issues as well as to the creation and development of other initiatives such as the ones addressed in the previous pages. Besides that, the movement allowed Formula One to look forward and to reinvent itself in order to become more in-line with the objectives of the world's citizens. We Race As One allowed minority communities, such as the Black and the LGBTQ+ communities, to be heard and also permitted new communities to be created. Those communities were gathered by people who supported the movement and related to the work done by both brands and pilots. The point is that people gathered around this sport to voice their beliefs and thoughts and all of that was due to the capacity Formula One has to create an intercultural environment, where people share their backgrounds, break barriers and create awareness for key social and cultural causes.

Formula One grants the opportunity to change mindsets and behaviours as well as to alter the power organization. According to Silva (2023, p.13), “[t]he culture of the Autosport is intrinsically linked to the power structures and hierarchy”¹. Even though the same author believes that “Formula One is an elite sport, with teams, pilots and sponsors that represent different economic, political and social interests [...]”¹, it can be said that, now, Formula One is also a sport for the masses. The elitist side of the sport is still there; however, nowadays with all that Formula One has gone through, that elitist side is marked by the commitment with the mass causes, such as the ones defended by We Race As One. As such, this movement further developed that side of the sport by allowing new, intercultural, communities to be created and expanded, as well as by defending and fighting for the communities that already exist inside and outside the sport. Therefore, it can be said that Formula One allows for the unity of nationalities and cultures. Furthermore, Silva (2023, p.16), declares that “[...] Formula One exemplifies the spirit of interculturality through its embrace of diversity, inclusion and promotion of dialogue between different cultures.[...] Through initiatives focused on inclusion, diversity and social impact, Formula One continues to pave the way for intercultural exchange and cooperation”¹.

However, there are some challenges and criticism being faced by We Race As One. Some people, including the British pilot, Lewis Hamilton, find the movement to be a form of tokenism due to the fact that it was not accompanied by substantial actions.

Therefore, the symbols and slogans of We Race As One are not accompanied by real change and that can lead to scepticism about the authenticity of their commitment. Another important issue is that dealing with key topics related to diversity, inclusion, and sustainability goals takes time. Therefore, the progress within the sport might not be happening quickly enough, given the urgency of the issues. Being such a large initiative, this movement requires the participation of everyone inside the paddock, as well as of the people located in power positions within Formula One. However, achieving consensus with everyone and expecting everyone to collaborate might be challenging, because there might be variations in the commitment and enthusiasm of different teams and drivers towards the movement. Also, Formula One is known for its profitable and elite background, because it is, mostly, a sport that can be fully enjoyed by the rich and famous. So, conciliating the movement's goals and the business interests of the sport might be more difficult than it seems. This happens because balancing the desire for positive change with the financial constraints can be quite challenging. Due to all these factors, it is difficult to assess how long the movement will remain an interesting investment for Formula One.

We Race As One is not the only relevant initiative inside the sport circle. Other major sports leagues launched their own social movements and it is important to understand how initiatives like these are changing the world. The United States National Football League (NFL) launched a movement named “Inspire Change” in 2017 that “[...] showcases how players, owners and the league work together to create positive change in communities across America.” (NFL Football Operations, N.D.) This movement addresses social injustice and inequality and, according to the NFL Football Operations website (N.D.), “[t]hrough Inspire Change, the NFL supports player-led efforts to engage with team owners, public officials, law enforcement, academic institutions, community partners and others to identify meaningful ways to strengthen local communities and the greater society.” In addition, this initiative focuses on education, economic advancement, police-community relations, and criminal justice reform. It involves supporting non-profit organizations and allocating funding to various programs aimed at creating positive social impact. (NFL Football Operations, N.D.) When comparing Inspire Change to We Race As One, one can affirm that both aim to address social issues; nonetheless, the Formula One movement is more tied to the sport's identity and uses its global platform to promote social awareness. When it comes

to Inspire Change, this movement has a broader scope and works with diverse organizations to address various areas of socio-economic injustice. Another good example is the one created by the United States National Basketball League (NBA) entitled “NBA Cares”. According to the movement website, “NBA Cares is the league’s global social responsibility program that builds on the NBA’s mission of addressing important social issues around the world.” (NBA Cares, N.D.) With this initiative, NBA encourages athletes, teams, and audiences to take part in voluntary activities, social responsibility projects, and community service. Therefore, it supports a wide range of aspects, in the fields of inclusive education, youth development, and disaster relief. (NBA Cares, N.D.) This movement has, yet, a broader scope when compared to We Race As One, because the Formula One movement has a specific focus on diversity and inclusion within the sport. Another great example is the “No Room For Racism” initiative taking place in the Premier League. This is a campaign to combat racism in football. According to the Cristal Palace F.C official website (2023), this movement “[...] sends a clear message that discrimination will not be tolerated in football, or indeed in wider society.” This time, the Formula One initiative has a wider range as it also encompasses sustainability, while No Room for Racism focuses exclusively on tackling racism in football. When compared to the other projects, "We Race As One" sets itself apart because it addresses several issues, such as community development, sustainability, and diversity and inclusion within the Formula One setting. "We Race As One" adopts a comprehensive strategy that is adapted to the sport's identity and concerns, in contrast to other initiatives that focus on specific societal problems or wider social responsibility.

The We Race As One movement shows how sports can operate as a global accelerator for social change, having an impact that transcends the Formula One community. The success of this movement can inspire other sports organizations to take action and create real difference in other areas and communities. This can take place because We Race As One serves as a prime example of how a major sport may be utilised to address social and cultural issues, therefore inspiring other sports to take an official stance on pressing topics. Also, this Formula One campaign sparked global debates and conversations regarding important issues, such as inclusivity, diversity, sustainability and social responsibility between individuals from all areas and with all types of backgrounds around the world. These discussions may lead to a greater

awareness and comprehension of the problems the movement is trying to solve. By engaging with non-sporting entities such as charity organizations and social impact groups, We Race As One truly demonstrates the power of collaboration between different sectors. This can lead to the development of other partnerships around the sport world that also tackle important social issues. In addition, the movement can also influence policymakers and other organizations unrelated to the sports environment. "We Race As One" demonstrates how a significant sport organisation can promote change, which can drive other industries to do the same.

In a nutshell, the "We Race As One" initiative inspires other sports, fosters intercultural dialogue, encourages cooperation, and promotes advocacy for positive change in different areas of society, and those areas go beyond the sports world. This campaign serves as an example of how sports have the power to bring about significant societal changes on a worldwide level.

Therefore, the existence of movements such as We Race As One inside the Formula One universe has allowed the sport to continue to develop into a more environmentally friendly, inclusive and diverse sport. This particular movement also permitted intercultural communication, comprehension and awareness of key societal issues, while fomenting the creation of intercultural communities. By creating and developing We Race As One, Formula One opened itself to other initiatives and causes that support communities around the globe, further proving its worldwide impact. Nevertheless, there is still a lot to be made. Even though the movement brought tremendous advantages for both the sport and society, Formula One still needs to take real action to fight the issues tackled by the movement. Instead of nice words and rainbow symbols, true actions need to be taken in order to improve and turn Formula One into an actually inclusive, equal and safe environment for pilots, staff, stakeholders, promoters, sponsors, partners and, most of all, fans.

CONCLUSION

This dissertation tried to understand the social and cultural impact of sport, in particular Formula One, as well as to determinate the power of the movement We Race As One, when it comes to developing, helping and fomenting intercultural communities. One can say that sports in general are more than just the sport itself. Actually, sport is tightly connected with social and cultural issues and affects society in more than one way. Formula One is no exception to that rule and impacts society in economic, social and cultural terms. This sport is more than just fast and expensive cars racing around circuits all over the world. In reality, Formula One is intricately connected to politics, economics and cultural problems. This sport has the capacity to change whole mindsets and transform political and economic power instances, and this is more evident now than ever. With the growing influence of Formula One and their icons, real changes are happening and those changes are not related to the sport environment only.

When it comes to interculturality and multiculturalism, Formula One is an example to follow. Formula One is one of the most multicultural sports that exist, from pilots to the staff members and the fans. People from all around the world gather to enjoy Formula One and the teams create a multicultural environment that allows the fusion and union of several distinct cultures. That occurs because the staff is composed of individuals from all over the globe, who carry distinct backgrounds, cultures and habits. The fact that they work together makes communication possible while creating awareness for possible stereotypes and breaking barriers that otherwise would still be there. Therefore, more than multicultural, Formula One becomes actually intercultural. Adding to that, Formula One is a sport that covers all parts of the globe and, therefore, is in constant contact with people from distinct countries and cultures. In 2023, more than 20 countries will host a Formula One race, creating an even bigger mix of cultures, languages, habits and experiences. On top of that, when Formula One is present in a country, its culture is disseminated through the traditional festivities, customs, locations and practices the event promotes. Each *Grand Prix* allows the cultural fusion of thousands of people, making it an example of the general intercultural character of Formula One.

Nevertheless, problems still arise when different people gather and Formula One could not stand by when faced with some of the most pressing issues of the contemporary society. After the COVID-19 pandemic, in 2020, Formula One, in agreement with the FIA and its mother company, Liberty Media, launched a movement called We Race As One. The initiative, which started as a “Thank You” note to all those affected by or fighting against the disease, evolved into something much wider over the following years. Nowadays, this movement is divided into three major pillars: the environment, inclusion and diversity and community. With We Race As One, Formula One intends to increase its diversity, include people from even wider backgrounds, and protect minority communities, while educating people and raising awareness for those cultural and social problems. Also, the sport wants to be more environmentally friendly by aiming to be carbon free in 2030. They are currently investing in environmentally friendly strategies, sustainable fuels and a better logistic partner. We Race As One is a movement that aims to create a better environment for people, inside and outside the sport spectrum, while breaking many prejudice and stereotypes that still divide communities and individuals all over the world.

Not only was Formula One involved, but the pilots themselves were fighting those issues as well. The seven-time World Champion Lewis Hamilton, the four-time World Champion, Sebastian Vettel and McLaren Formula One Team superstar, Lando Norris are just some of the pilots that were, and still are, closely involved with the movement and everything it represents. Being the only black pilot on the grid, Lewis Hamilton takes the rights and struggles of the black community very seriously. Using the Formula One movement We Race As One, he constantly made a stance regarding his beliefs and opinions regarding the black community. Hamilton used his social media platforms and the stage of each *Grand Prix* to ensure those communities were heard and protected. Alongside that, he created his own organization called “The Hamilton Commission” that aimed to increase the presence of black people in sport environment. That commission was created because the British pilot believed We Race As One was still lacking real impact and, basically, was just nice words without an actual follow-up strategy. Nevertheless, the creation of the Formula One movement led to the development of that

commission; therefore, one can say that We Race As One widened its influence all across the grid and the world.

Another pilot greatly influenced by the movement was the German Sebastian Vettel. He actively displayed his opinions regarding the environment as well as the lack of environmental friendly strategies used inside the sport. Also, the pilot, alongside Hamilton, was an active defender of the LGBTQ+ community rights and expressed it more than once during the *Grand Prix* weekends. Vettel also used his social media and other platforms to educate individuals for those problems, therefore, changing behaviours and mindsets. Lastly, we have the example of another British pilot, the young McLaren racer, Lando Norris. He and his team partnered up with a Mental Health Charity organization called Mind and proceeded doing projects together to raise awareness for the growing importance of mental health and its related issues. They accomplished that alongside the values and beliefs of the We Race As One movement. Besides We Race As One, Formula One is also aligned with other movements, such as “Girls On Track”, the “#purposedriven” movement and “Accelerate 25”, which are initiatives created to develop a better, diversified and safer sports environment.

By using We Race As One, Formula One was able to highlight its commitment to becoming a catalyst for positive change, with a growing impact on society, either in social, cultural, economic or environmental terms. Formula One serves as an example of how sports can go beyond mere entertainment and serve as an engine for significant societal improvement by tackling pressing issues and promoting social responsibility. The importance of "We Race As One" rests in its capacity to use motorsport to create a long-lasting and beneficial effect on people, communities and the entire planet. The belief that sports can be an instrument for good and act as a unifying platform to solve global concerns is reinforced by the movement's ongoing action.

Despite having influenced countless people and tackled pressing social and cultural issues, We Race As One did not accomplish much on its own. In fact, many people, including the Mercedes AMG Formula One driver Lewis Hamilton, believe the movement is just a set of nice words and no action. In the beginning, the initiative was seen with good eyes by the fans; however, more needs to be done and more real strategies need to be implemented. The truth is that Formula One is a

sport very much aligned with money and power structures and that core culture is very hard to change. Despite all efforts, Formula One is still racing in host countries that are not a good example and are not in sync with the three pillars of We Race As One. Countries such as Hungary and Bahrain are still on the Formula One calendar despite the fact that they foster questionable politics towards Human Rights, as well as un-humanitarian and un-environmental behaviours. Those actions led to a political tension because pilots were still openly defending their beliefs and discontentment regarding the practices done inside those countries. As such, the FIA and Formula One banned political and personal statements displayed without prior notice. It was a precaution measure; nonetheless, it goes against everything they were preaching through We Race As One and that was not seen with good eyes by the pilots, teams and fans scattered all over the world.

Looking at all the external contingencies this sport had to adapt to, including a global pandemic, a war and the consequent global crisis, one can affirm that this is a very difficult and challenging time for Formula One. The movement We Race As One, that was a social media icon, stagnated and people talk about it less and less. Despite the fact that it still exists and strategies are still being implemented to achieve their goals, We Race As One has almost disappeared. An initiative that was supposed to be long-lasting stagnated just after three years and, even though it influenced pilots and people to take action, there is not much more that can be said.

It is true that We Race As One changed the motorsport world and rooted its influence all over the globe. This initiative led to the creation of other important movements and its legacy lives on. Community voices, such as the black community and the LGBTQ+ community, were heard and stereotypes broken. Communication pathways were created and cultural fusion was possible. This movement gathered people all over the world to fight for rights of other minority groups, creating its own community of people linked to the sport, both directly and indirectly.

Many positive actions were born of the creation of We Race As One; nevertheless, that was not enough. When Formula One takes contradictory actions and gives more importance to financial profit than to human communities, one can perceive that there is still an urgent need for serious political and cultural changes within Formula One and their instances of power.

When it comes to the creation and development of intercultural communities, Formula One is an example; nevertheless what has been accomplished is certainly lacking more actual impact. More things need to be done, strategies must be applied directly on the field, pilots and initiatives that truly fight for oppressed communities have to be supported, behaviours must be changed. It would be important to alter the calendar in order to host countries that truly are in line with the values of We Race As One, change partners in favour of those who have the same goals, stop trying to silence the voices that must be heard and, lastly, show real results instead of just wearing a rainbow shirt and expect everything to be fine.

All in all, the "We Race As One" movement in Formula One has, without a doubt, had a massive impact when it comes to the promotion of social responsibility and intercultural fusion within the sport. It was used as a catalyst for addressing and tackling key social issues, such as diversity, inclusion, environmental sustainability, and community development. The movement highlighted the power of sports in driving positive change and influencing global communication. Through the existence of this movement, pilots, sponsors, partners, teams and stakeholders were empowered to defend and support important global causes, while raising awareness and making true change inside communities.

Although the movement has had a good impact, there are still issues and difficulties that Formula One needs to resolve. The sport's affiliation with nations and entities that do not entirely support the fundamental values of "We Race As One" calls into question how consistently committed this sport is to social responsibility and community development. Unannounced political and personal statements are prohibited, which emphasises the conflicts that exist between the expectations of the sport's financial interests and its drive to tackle social issues. In order to move forward, Formula One needs to act in a way that truly demonstrates its commitment to fostering inclusiveness, diversity, and environmental sustainability while creating and developing communities. Making a more meaningful and long-lasting impact requires putting ideas into practice on the field, supporting projects and drivers that fight for marginalised populations and minority groups while re-evaluating their partners and calendar. It is important to remember the legacy of "We Race As One" because it helped change the culture inside Formula One and enabled the development of a platform for a wide range of

opinions and people to be heard. It provided the groundwork for further advancement and it should be used to expand Formula One's basis to continue developing diverse communities and working for worldwide positive change.

In conclusion, Formula One must ultimately put people before profit and genuinely work to develop a sport that is inclusive, diverse, and sustainable if it wants to become an authentic symbol of interculturality and social responsibility in sports. By bringing together people from various backgrounds, cultures, and countries around a common love of racing, Formula One can use its worldwide impact as an instrument for good and change. Then, and only then, will this sport be able to truly fulfil its promise of being a massive catalyst for social change, sustainability, inclusion and community building.

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