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Land Acknowledgement

The staff at HCMUN XII acknowledges that we are situated on the traditional territories of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples, and are now home to many diverse First Nations, Inuit, and Métis peoples. Toronto is covered by Treaty 13, signed with the Mississaugas of the Credit, and the Williams Treaties, signed with multiple Mississaugas and Chippewa bands.

As we prepare to attend and direct conferences such as HCMUN, we would like to take this opportunity to reflect on the continuous injustice that affects Indigenous and Inuit peoples. As we gather together, it is important to reflect on the discrimination and the lasting impact our government has had on Indigenous communities across Canada. We take this time to recognize those who continue to share their culture and push back against discrimination, for the good of future generations.

Equity Disclaimers

Dear delegates,

Throughout this committee, delegates may be challenged to engage in complex and heavy discussion on a broad range of important world issues. At Havergal College Model UN, our top priority is to ensure that every delegate feels respected, included, and able to participate fully. In the meantime, they also feel comfortable in the committee they are in. We would like to ask participating delegates to approach all discussions on sensitive topics with a great deal of professionalism, empathy and respect.

The staff here at HCMUN are here to support you, so if you experience or observe behaviour that makes you uncomfortable, or have concerns related to diversity, equity, or inclusion involving a delegate, chair, or staff member, please contact the equity team. You may submit an anonymous report or reach out to a team member directly, whichever you prefer. All reports are taken seriously and will be reviewed promptly. Delegates who engage in inappropriate behaviour may become ineligible for awards and may face further action if necessary. We hope you feel supported throughout the conference and wish you a positive experience!

Sincerely,
Belle Guo and Mia Liu

Tech Policy

At HCMUNXII, we are committed to creating a fair, focused, and academically honest environment for all delegates. To uphold these standards, delegates are expected to follow the conference's technology guidelines throughout their committee experience. Crisis committees will be allowed to use their laptops throughout the conference and are expected to communicate with other delegates and crisis backrooms staff through Slack. Technology is allowed strictly for the purpose of drafting resolutions, collaborating on written documents, and sending notes to other delegates and crisis backroom staff. To maintain transparency, all draft resolutions, working papers, and collaborative files must be shared in real time with the Dais. Any document not shared with the Dais may be considered invalid for committee use.

Outside of formal committee time, delegates are free to access technology and conduct research during lunch and scheduled breaks. However, the conference maintains a firm commitment to academic integrity. The use of any AI tools — including generative AI, automated writing tools, or AI-based research systems — is strictly prohibited throughout any point before or during the conference. Plagiarism of any kind is not tolerated, and all work presented in committee must be original and reflect the delegate's own preparation and analysis. Any violations of these expectations will be handled in accordance with HCMUNXII's academic policies.

These guidelines are designed to ensure that committee work remains equitable, that debate is grounded in authentic understanding, and that HCMUNXII upholds the highest standards of integrity and professionalism. Let this policy help guide delegates toward productive collaboration, meaningful diplomacy, and an enriching Model UN experience. Please note that all crisis delegates should have Slack downloaded on their laptops before the conference day.

Letter From the Secretary General

Dear Delegates and Advisors,

It is our honour and privilege to invite you to the twelfth annual Havergal College Model United Nations Conference. Each year, HCMUN brings together passionate, curious, and globally minded students from across the region, delegates who are eager to question, collaborate, and imagine solutions to the world's most pressing challenges.

At its core, HCMUN is more than a one-day event. It is a space where young people can test ideas, challenge assumptions, and discover the power of diplomacy. Whether you are stepping into your very first committee or returning as an experienced delegate, we hope this conference offers you a chance to push your thinking, embrace unfamiliar perspectives, and develop the confidence to advocate for meaningful change.

Our team has worked hard to create engaging, dynamic committees that encourage creative problem-solving and meaningful dialogue. We invite you to participate with curiosity, empathy, and confidence — your voice will shape the experience of everyone in the room.

Thank you for joining us. We can't wait to see the diplomacy and passion you bring to HCMUN XII!

Sincerely,
Aurelia He and Marlowe Herman
Secretary Generals, HCMUNXII

Letter from the Dais

Dear Delegates,

Welcome to the Formula 1 2007 Spygate Scandal at the 12th iteration of Havergal College Model United Nations. We, the Dais, are honored to guide the committee through this Crisis Committee.

Formula 1 racing just went through a reality check on the increasingly competitive world of racecar racing. The committee, as team members and executives, faces pressure to rebuild trust with the racing fanbase and the Fédération Internationale de l'Automobile. The choices made in this committee and directives passed are immediately put into effect to help shape the world of Formula 1 Racing. Public Concern over transparency and collusion within the circuit has been met with fierce pushback from team executives and the fear of losing millions of dollars in investments. This committee is responsible for finding a balance between these aspects by debating the core issues of holding teams accountable and ensuring. We look forward to an engaging and challenging debate and to seeing how you navigate the future of Formula 1 racing.

Please email the Dais for any inquiries that you might have.

All the best,

Ema Nishiwaki | Chair - enishiwaki@havergal.on.ca

Emma Fan | Co-chair - efan@havergal.on.ca

Tracy Wang | Director - twang@havergal.on.ca

Glossary:

Formula One (F1) - The fastest single-seater car race and considered the pinnacle of motorsport.

FIA - Federation Internationale de l'Automobile, the governing body of all motorsport and the regulator in Formula 1.

WDC - World Drivers Championship

WCC - World Constructors Championship

The Tifosi - Ferrari's Fanbase

Introduction to Formula 1

Formula 1, commonly known as F1, is the highest level of international, single-seater car racing. F1 is one of the fastest-growing sports in the world, with a rich history both culturally and economically. The prestigious sport operates through around 24 race weekends in an 8-9 month season, each race called a Grand Prix (GP).¹ F1 races are sanctioned by the motorsport governing body, the Fédération Internationale de l'Automobile (FIA), which was established in 1904. At the end of every season, the F1 championship is held to determine the winner. The inaugural world championship was held in 1950 at Silverstone, England, after the initial concept was put on hold by World War 1.

The "formula," in F1, alludes to the set of rules and regulations set in competition, distinguishing itself from other disciplines of motorsport. As a racing series, Formula 1 is distinct as a research and development competition rather than a spec series, with teams investing millions into research and development efforts.² Unlike other racing series such as F2, IndyCar, and NASCAR, with nearly identical cars racing, F1 cars are designed with the latest technologies and materials to achieve the pinnacle of motorsport engineering. Reaching top speeds of over 360 km/h, drivers and teams work ardently to design and manage a car that can withstand the varying conditions an F1 track may pose, including track and pit strategies.³

Within a season, 10 teams with 2 drivers each compete for the F1 Team Championship, while individual drivers compete for the F1 Drivers championship. At the end of the season, the

¹ Full transcript: WMSC July 26 hearing. Accessed January 12, 2026.

<https://www.autosport.com/f1/news/full-transcript-wmsc-july-26-hearing-4413737/4413737/>.

² "Formula 1 vs Formula 2: A Technical Comparison of Racing Cars," WordPress. 2023.

<https://hosting155464eu-cp26.wordpressstemporal.com/formula-1-vs-formula-2-a-technical-comparison-of-racing-cars/>.

³ "How Fast Are F1 Cars and Why Are They so Fast?" Cadillac of Murfreesboro, n.d.

<https://www.cadillacofmurfreesboro.com/how-fast-are-f1-cars-and-why-are-they-so-fast.htm>.

standing of the teams decides the winners and monetary prize distribution. Drivers gain points by their rankings every race, with 10-8-6-5-4-3-2-1 points for 1st-8th place finishes respectively.⁴ The World Drivers Championship (WDC) and the Constructors' Championship (WCC) are two separate championships, both valuable to the sport in different ways.

The FIA or Fédération Internationale de l'Automobile is the federation of the top motoring organizations in the world and the regulating body for international motor sport. A non-profit organization founded in 1904 and with its headquarters in Paris, the FIA unites 243 international sporting and automotive organizations from 146 nations across five continents.⁵ The FIA's role within the F1 world is to provide regulatory expertise and an unbiased sporting judicial system that can be used in any sport, and it regulates and adjudicates hundreds of events annually.⁶ To ensure that sporting rules are followed during a Grand Prix, the FIA provides technical personnel to enforce the technical rulebook and Race Control personnel, with roles such as the Race Director position, Safety Delegate, and head of the Technical Department, to manage race logistics, enforce rules, and control the start lights (served by Charlie Whiting during the 2007 season).⁷

The FIA has acted on a range of effectiveness in handling varying scandals and issues both on and off-track. A major scandal occurred in 1994 concerning Benetton and Michael Schumacher.⁸ Early in the season, Ayrton Senna noticed the sound of the Benetton engines was off. The engines in the cars driven by Michael Schumacher and Jos Verstappen sounded like the soft misfires associated with traction control, particularly in corners. Traction control was a technology recently banned due to drivers' dependence on advanced technology in cars; the FIA ruled on the issue the previous season.⁹ While Benetton didn't technically violate laws by working around restrictions, they still pushed the boundaries of what was legally accepted. As the investigation continued in the following years, more evidence revealed that Benetton had created illegal software, although they denied its use. Ultimately, the team was fined but avoided harsher penalties as the FIA couldn't prove on-track usage.

⁴ "Points." The Formula 1 Wiki, n.d. <https://f1.fandom.com/wiki/Points>.

⁵ "International Testing Agency-Fédération Internationale de l'Automobile (FIA)." International Testing Agency, n.d. <https://ita.sport/partner/federation-internationale-de-lautomobile-fia/>.

⁶ Maher, Thomas. "FIA Explained: What Does It Stand for and How Does It Govern F1?" PlanetF1, April 7, 2023. <https://www.planetf1.com/features/fia-governing-body-explained>.

⁷ "FIA F1 Race Director Charlie Whiting Passes Away." Formula 1® - The Official F1® Website, March 14, 2019. <https://www.formula1.com/en/latest/article/fia-f1-race-director-charlie-whiting-passes-away.3Su01LCNwgrPic2Ex8FBQP>.

⁸ "RDES." FIA. Accessed January 12, 2026. https://www.rdes.it/RDES_3_07_FIA.pdf.

⁹ Mansell, Scott. "F1's 1994 Benetton Cheating Scandal Explained." driver61.com, April 22, 2025. <https://driver61.com/formula-one/f1-1994-benetton-cheating-scandal/>.

The FIA has also dealt with several on-track scandals, including an argument in the 1989 season between two McLaren teammates, Ayrton Senna and Alain Prost, at the Japanese Grand Prix.¹⁰ Both drivers were fighting for gold in the title-determining race when Senna saw an opportunity to win the championship and made a move on Prost that shoved the two into an escape road. Prost was forced out of his car and the race, while Senna returned to the track and finished the race. The FIA stepped in and disqualified Senna on a technicality of the use of escape routes, which Senna felt was unfair and a display of bias for Prost.

On a separate occasion, the governing body was forced to implement greater safety regulations for the drivers. At the San Marino GP in 1994, Roland Ratzenberger passed away in a high-speed crash due to fractures in the neck and skull caused by the impact. Tragedy struck the next day again when Ayrton Senna's Williams car struck a concrete wall at high speed. After two deaths in a single race, the FIA recognized safety regulations for drivers requiring extensive updates and changes. Ahead of the subsequent race at the Spanish Grand Prix, they enforced teams to reduce the size of the wing end plates on the front wings and shorten the diffuser in order to minimize downforce and speed.¹¹ Long term, they invested greater time and research into safety precautions, with the introduction of the HANS device (Head and Neck Support device) in 2003, wheel tethers, and crash testing as examples of the continuous efforts made to serve the best interest of drivers by the FIA.

Pre 2007 Season Context

The 2006 Formula 1 season marked a period of transition for the sport. Fernando Alonso secured his second consecutive Drivers' Championship with Renault, while Ferrari's Michael Schumacher finished runner-up, trailing 13 points behind. Near the end of the 2006 season, Schumacher announced his retirement from Formula 1, ending his long-standing career that had defined Ferrari's identity for many years.¹² His departure significantly changed the Ferrari team dynamics as he had been a 7x world champion, leaving Ferrari without its central figure. As the sport transitioned to the 2007 season, many teams significantly switched up their lineups. Most relevantly, Alonso moved from Renault to McLaren, Lewis Hamilton joined McLaren as a rookie, and Ferrari replaced Schumacher with Kimi Räikkönen as their lead driver. After the

¹⁰ Brown, J. 2020. The creation and regulation of sports equipment: Accessed January 12, 2026. <https://www.entsportslawjournal.com/article/863/galley/4259/view/>.

¹¹ Hughes, Mark, and Giorgio Piola. "TECH TUESDAY: The 'Plank' Has Been in F1 since 1994 – so Why Did Mercedes and Ferrari Get Caught out in Austin? | Formula 1®." Formula 1® - The Official F1® Website, October 24, 2023. <https://www.formula1.com/en/latest/article/tech-tuesday-the-plank-has-been-in-f1-since-1994-so-why-did-mercedes-and-q464J8NyV65pUThOwFbYN>.

¹² "BBC Sport | Motorsport | Formula One | Schumacher to Quit at End of Year." BBC News, September 10, 2006. http://news.bbc.co.uk/sport2/hi/motorsport/formula_one/5332630.stm.

United States Grand Prix, Juan Pablo Montoya announced he was moving to NASCAR for the 2007 season and leaving McLaren. The next day, McLaren announced that Montoya would be replaced in their driver lineup by test driver Pedro de la Rosa, ending Montoya's five-and-a-half-year F1 career since 2001.

In the years leading up to 2007, FIA emphasized stricter regulation enforcement to protect its sporting integrity.¹³ They increased the strictness of banning team orders to keep competition fair. The intensified rules arose from recent controversies, like the 2005 United States Grand Prix tire situation, where Michelin tires failed catastrophically.¹⁴ During the race weekend, Michelin discovered that their tires were unsafe on the high-speed Turn 13, where several tire failures had already occurred in practice. Michelin warned that the tires could not safely last the full race distance and requested different tires or adding a temporary chicane to slow the corner down, but the FIA refused because it would violate the rules. The recent failures, including the US Grand Prix, had damaged the sport's reputation and forced the FIA to redefine and write new laws on safety. Following the Michelin tire controversy, the company pulled out at the end of 2006 due to safety concerns. As a result, Bridgestone became the sole tire supplier in F1, a major change in the 2007 season. Consequently, the seven Michelin teams (including McLaren, Williams, and Renault) withdrew after the formation lap, leaving only Ferrari, Jordan, and Minardi to race. The incident infuriated fans and the media, severely embarrassing the FIA and F1 in general. Entering the 2007 season, teams focused on advancing their designs and perfecting previous components. This escalated the already fierce competition, and teams were extremely protective of their data, designs, and development. Engineers were often restricted by strict confidentiality agreements, as any leaked information gave rival teams a major advantage.

This era was also characterized by the complicated relationship between Max Moseley and Ron Dennis, CEO and co-owner of McLaren. By 2007, the two men were among the most powerful figures in Formula One, yet their interactions over the past 30 years had been characterized by disagreements over governance, regulation, and the balance of power between the FIA and the teams.¹⁵ Ron Dennis had frequently positioned McLaren as an advocate for strong team influence within Formula One; Max Mosley, by contrast, emphasized the authority of the governing body and the need for centralized enforcement to protect the sport's long-term interests. These differences in philosophy had surfaced in past disputes over technical regulations, cost control, and the role of manufacturers, causing a cool relationship between the two. Their ongoing feud exacerbated the pressure on McLaren as they entered the 2007 season. McLaren and Ferrari were

¹³ "The Evolution of Safety Measures in Formula 1 since 1994." Grandprixnews.com, May 11, 2024. <https://www.grandprixnews.com/news/revolutionizing-safety-in-formula-1-a-comprehensive-overview-of-changes-post-1994-tragedies/>.

¹⁴ "2005 United States Grand Prix." Wikipedia, November 30, 2025. https://en.wikipedia.org/wiki/2005_United_States_Grand_Prix.

¹⁵ 09.11.2010 FIA statutes. Accessed January 13, 2026. [https://argent.fia.com/web/fia-public.nsf/0/5591E82909E4E72AC1257538005A1DB0/\\$FILE/Statuts_FIA_eng.pdf](https://argent.fia.com/web/fia-public.nsf/0/5591E82909E4E72AC1257538005A1DB0/$FILE/Statuts_FIA_eng.pdf).

head-to-head, and the value of technical information had never been more important, setting the stage for the 2007 Spygate scandal.

The 2007 season and Espionage Controversy

The 2007 race season spanned over 4 continents for 17 races, starting at the Australian GP in mid-March and concluding at the Brazilian GP in October.¹⁶ Ferrari, being the reigning champions from 2006, started the season off strong with Kimi Räikkönen winning the first race in Melbourne, Australia. McLaren, on the other hand, entered the season seeking a comeback after several winless seasons. McLaren's politically and competitively sensitive pair of rookie Lewis Hamilton and world champion Fernando Alonso, placed McLaren in the media's spotlight immediately.

In early 2007, Ferrari engineer Nigel Stepney made disgruntled public comments about the state of Ferrari, stating, "I am looking at spending a year away from Ferrari, I'm not currently happy with the situation within the team - I really want to move forward with my career, and that's something that's not happening right now. Ideally, I'd like to move into a new environment here at Ferrari - but if an opportunity arose with another team, I would definitely consider it."¹⁷ The comments likely arose from the reorganization after the separation of Micheal Schumacher's "dream team" composed of Ross Brawn, Rory Byrne and Jean Todt. Soon after, he was appointed as Head of Team Performance Development at Ferrari.

During this period, an engineer at McLaren (later revealed to be Mike Coughlan) maintained close relations with Stepney despite being employed by a direct competitor.¹⁸ Stephney provided Coughlan with roughly 780 pages of highly confidential information, including detailed data on Ferrari's 2007 car setup, design, and engineering processes- essentially a blueprint of the Ferrari car. The exchange of the confidential documents occurred privately without the knowledge of the FIA or management of either team, with the initial meeting between Steney and Coughlan being held in Barcelona to discuss the special mechanics of the Ferrari car. The extent to which the information was spread or discussed within McLaren remained unknown for the majority of 2007 and emerged as a central point of contention during the investigation.

In June 2007, Mike Coughlan's wife, Judy Coughlan, took the information to be photocopied. In a small photocopy store in England, she took out a dossier 780 pages thick to be copied. By sheer

¹⁶ "2007 Formula One World Championship." Wikipedia, January 12, 2026.

https://en.wikipedia.org/wiki/2007_Formula_One_World_Championship.

¹⁷ "Formula One: Ferrari up the Ante as Spy Drama Turns Nasty." The Guardian, July 28, 2007.

<https://www.theguardian.com/sport/2007/jul/29/motorsports.sport>.

¹⁸ "Motor Sport: McLaren Suspends Top Designer in Leak Row." The Guardian, July 4, 2007.

<https://www.theguardian.com/sport/2007/jul/04/motorsports.sport>.

chance, the employee at the photocopy shop was a Ferrari fan and recognized their official logo on the documents. The employee alerted the Ferrari headquarters in Italy of a possible leak. After Ferrari was alerted, they first pursued legal action against Stepney in Italian courts before going to the FIA.¹⁹ Mid June, Ferrari filed a case against Nigel Stepney for industrial espionage and confidential information breach. On July 3rd, Italian sports magazine Gazzetta dello Sport revealed that Nigel Stepney had been fired from Ferrari. During the legal proceedings of Ferrari's internal investigation, emerging evidence confirmed that confidential information was in the possession of Mike Coughlan. This confirmation marked the first point where internal suspicion moved into documented fact.

Immediately after, a search warrant was issued to the Coughlan residence and yielded positive results; allegedly, the documents were found in relation to the house.

In July, 2007, the FIA convened the World Motor Sport Council (WMSC) to evaluate whether McLaren breached the code of the International Sporting Code. The council confirmed that illegal documents were unlawfully obtained by a senior McLaren engineer, but due to insufficient evidence that the information was actually used on McLaren cars, McLaren was not punished. The council reiterated that McLaren was found in breach of the code, but will not receive a sporting penalty. They cited cooperation and lack of competitive advantage as reasons not to impose sanctions.

The arrival of new evidence in the second trial in September 2007 led to McLaren's disqualification from the WCC and a fine of 100 million USD. The newly presented evidence consisted of emails exchanged among the McLaren drivers and Pedro de la Rosa discussing the acquisition of internal documents. Ferrari is now in the 2007 post-season, figuring out next steps.

¹⁹ "2007 Formula One Espionage Controversy." Wikipedia, November 3, 2025.
https://en.wikipedia.org/wiki/2007_Formula_One_espionage_controversy.

Current Situation

In the 2007 post-season, Formula 1 experienced a massive financial, structural, and regulatory fallout that would take years to recover. The system shifted, turning towards a new era of open car racing. The committee currently stands at a crossroads; faced with major financial decisions and stricter regulations regarding confidentiality. The period immediately after Spygate is a critical point for Formula 1. This committee's decisions will not only affect short-term recovery but also influence the remainder of the 2007 season and set precedents for team conduct, governance, and the authority of the sport's governing body in the future. Teams, sponsors, and media organizations are closely monitoring developments. McLaren faces internal challenges as Lewis Hamilton and Fernando Alonso continue to compete on and off track. Ferrari maintains a cautious stance, carefully managing public communications to save credibility and influence. Other teams are observing the situation as well, weighing alliances and long-term implications for the enforcement of sporting regulations. Within the FIA, debates continue regarding the balance between evidence, fairness, and precedent. The committee is set at a standstill; how are the racing teams supposed to repair relations, rebuild trust with the public and financially recover?

What are You Doing with Those Papers?

After Spygate, Ferrari has been understandably extremely anxious and suspicious of their employees. Teams must maintain secrecy and ensure that documents don't leak from employees. Security is the biggest advantage in Formula 1, and leaking technical documents to other teams can give them the advantage Ferrari once had.

Engineers possess crucial data on cars, encompassing analytics and design choices; this data forms the foundation for winning both the WDC and the WCC. It's extremely vital to limit this information to specific employees and implement strategies to identify trustworthy people. Delegates must explore solutions to resolve this conflict within the staff team and reach a resolution.

However, a trustworthy staff team doesn't solidify a team's security. There can and will be breaches in security, potentially leaking race strategies and other technical documents to other teams. Delegates must investigate how these issues arise internally and mitigate them before they escalate.

Audit logs during the post-season will also be key; tracking who comes in and out with the vital documents is essential for identifying where and which documents have been breached, and who had them last. Delegates should explore how to use this audit to their advantage and how to assess weaknesses to access sensitive data. For example, Ferrari could conduct frequent checks on who accessed what in their internal databases, ensuring security throughout the team. McLaren could conduct internal personnel reviews to protect itself from future scandals.

If such a security breach occurs, Ferrari and McLaren must be ready to mitigate the issue without compromise. Delegates must design a security protocol to contain the breach, investigate its source, and minimize its impact on the team.

Trust? What trust?

In Formula 1, teams heavily rely on large fanbases to build up their reputation to increase their revenue. The Tifosi, Ferrari's loyal fanbase, has historically been extremely supportive of the team. However, recent events have led many to doubt and suspect Ferrari's credibility. Continuing down this path will mean Ferrari losing a significant share of its fan base, which could be catastrophic for the team. In the world of F1, good press often means the difference between making or breaking for teams, as much of the sport relies on reputation. For McLaren, their fan base is the proclaimed "Papaya Army". Despite being a very loyal and passionate fanbase, the fanbase became fractured with disillusionment and disbelief in the integrity of the team. With increased rivalry between McLaren drivers and tensions skyrocketing within the F1 community, the current state of the racing community is in shambles. Additionally teams are at each other's throats, the FIA fined McLaren 100 million USD and fanbases are divided; it is up to the committee to fix this public relations disaster.

Delegates must develop new marketing strategies to enhance their team's perception among their fan base. For example, delegates can plan specific meet-and-greets with the drivers. The drivers are a core part of the decision-making process in team strategy and overall team reputation.

In addition to relations with their fanbase, delegates must also salvage their team's relationships with sponsors and investors. In our timeline, McLaren suffered a major loss after their relationship with Mercedes-Benz deteriorated in 2014. Because Mercedes-Benz was McLaren's parent investor and owned 40% of the team, they were forced to pay 40 million in the fallout of Spygate and therefore choose not to renew contracts. It is essential for teams to maintain good relationships with their investors as they can determine the quality of a team. Delegates must balance attention to investors and fans as they navigate through this difficult time in public relations.

Guiding Questions:

1. How can each team improve its team's security to prevent leaks?
2. What can Ferrari do without a strict hierarchy within the team, yet still impose restrictions on certain documents?

3. What can McLaren do to ensure that team members do not abuse close relations with employees of direct competitors?
4. How transparent should teams be with their fanbase in future situations?
5. What strategies could teams implement to restore fan credibility and trust?
6. How can teams mitigate conflict with major investors over fines and scandals?
7. How can McLaren promise future investors reliability?

Character Matrix

Nigel Stepney

In February 2007, Stepney made public comments regarding his "unhappiness" following the team's reorganization, which had resulted from Ross Brawn's departure. Later that month, Stepney was appointed Head of Team Performance Development. Stepney stole approximately 800 pages of highly classified Ferrari information, including detailed blueprints and technical specifications of the 2007 Ferrari car. His actions were believed to stem from internal dissatisfaction and personal bitterness within Ferrari, making him the central figure in the Spygate scandal.

Mike Coughlan

Mike Coughlan played a key role as the chief designer and engineer for McLaren, designing cars during their competitive era. Coughlan was involved in the exchange of 780 pages of confidential Ferrari documents from Nigel Stepney and kept them filed at his home. He was involved in email exchanges discussing Ferrari's technical details, placing him in the spotlight of the investigation into McLaren's use of the leaked information.

Ron Dennis

Ron Dennis is the team principal, CEO, and co-owner of McLaren. As the boss, Dennis strongly denied that McLaren as a team benefited from the stolen Ferrari information and accused Ferrari of providing a false and dishonest version of events. He consistently challenged the FIA's authority throughout the investigation.

Max Mosley

Max Mosley is the president of the FIA and a key authority figure in the Spygate investigation. Mosley had a longstanding feud with Ron Dennis, often clashing over McLaren's challenges to FIA authority. When previously hidden emails resurfaced, Mosley strongly pushed for the case to be reopened, demonstrating his sometimes contentious and aggressive management style.

Bernie Ecclestone

Bernie Ecclestone is the chief executive of Formula One and holder of its commercial rights. Ecclestone informed FIA President Max Mosley about the incriminating emails between McLaren personnel, which led to a second FIA hearing.

Ross Brawn

Ross Brawn is the technical director at Ferrari and a key member of Ferrari's "dream team." Brawn played a major role in Ferrari's dominance during the late 1990s and early 2000s.

Rory Byrne

Rory Byrne is the chief designer at Ferrari and another member of the Ferrari "dream team."

Byrne was responsible for the car designs that made Ferrari highly competitive and was directly affected by the theft of proprietary design information.

Jean Todt

Jean Todt is the team principal at Ferrari and the leader of the Ferrari “dream team.” Todt coordinated Ferrari’s response to the scandal and worked closely with the FIA to ensure accountability and protect the team’s integrity.

John Allert

John Allert is the Chief Marketing Officer of McLaren. Allert was responsible for managing sponsor relations and reducing the reputational damage to McLaren during the investigation and its aftermath.

Enrico Galliera

Enrico Galliera is the key marketing figure at Ferrari. Galliera handled Ferrari’s public image and commercial interests during the scandal, emphasizing Ferrari’s position as the victim of intellectual property theft.

Aldo Costa

Aldo Costa is a design and development director at Ferrari. During the events of Spygate, Costa acted as a key technical figure, working under Rory Byrne.

Luca di Montezemolo

Luca di Montezemolo is the chairman of Ferrari as well as its parent company, Fiat. As the majority stake holder of Scuderia Ferrari, Montezemolo acted as a key leadership figure balancing the intense political and legal battles while continuing to expand Ferrari to keep it as a profitable luxury brand.

Piero Ferrari

Piero Ferrari is the vice chairman of the Ferrari company. Being the only living son of founder Enzo Ferrari, Piero holds a substantial ownership and management position within the team.

Dr. Dieter Zetsche

Dr. Dieter Zetsche is the Chairman of Daimler AG (Mercedes-Benz's parent company) and the head of the Mercedes-Benz Cars division. Mercedes-Benz is McLaren’s largest stakeholder, having a long-standing relationship as its engine supplier. The spygate controversy caused a massive strain on this partnership.

Mansour Ojeh

Mansour Ojeh is a French Saudi-Arabian born entrepreneur who is CEO of TAG and a 15% stakeholder in McLaren, being a principal owner of the team. Ojeh is an active member of the McLaren executive committee, attending the FIA hearings in Paris where the team defended itself from accusations of corporate espionage. Throughout these proceedings, he sided with team principal Ron Dennis.

Stefano Domenicali

Stefano Domenicali is a Ferrari Sporting Director and played an important role during the FIA investigation and helped coordinate the team's response and public stance to the situation. He represented Ferrari's sporting interests at the time.

Jonathan Neale

Johnathan Neale is part of McLaren's senior management and became involved during the investigation as evidence suggested that senior management, including him, had knowledge of emails containing Ferrari technical details.

Nikolas Tombazis

Nikolas Tombazis is the chief designer at Scuderia Ferrari. Tombazis' technical designs were among the confidential Ferrari documents found in McLaren's possession, highlighting the scale of intellectual property theft. When previously hidden emails resurfaced, Mosley strongly pushed for the case to be reopened, demonstrating his sometimes contentious and aggressive management style.

Mechanics

Ferrari

One of the most recognizable and prosperous Formula One teams in motorsport history, Scuderia Ferrari was founded in 1929 by Italian racing driver Enzo Ferrari.²⁰ The team's original purpose was to function as Alfa Romeo's racing branch that competes in a variety of motorsport series. With their 1950 debut in F1, Ferrari is the oldest Formula One team still in operation, and the only one to have continuously competed since the inception of the World Championship. Ferrari earned its maiden victory at the British Grand Prix in 1951, winning their first World Championship title a year later. Ferrari quickly gained recognition for its impressive performances, going on to win multiple championships with the help of legendary drivers like Juan Manuel Fangio, Alberto Ascari, and Mike Hawthorn in the 1950s, Phil Hill and John Surtees in the 1960s who won both drivers' and constructors' championships, Niki Lauda's

²⁰ "The History of Scuderia Ferrari." Twinkl.ca. Accessed January 13, 2026.

<https://www.twinkl.ca/teaching-wiki/history-of-scuderia-ferrari#:~:text=Scuderia%20Ferrari%2C%20commonly%20referred%20to,its%20first%20World%20Championship%20title>.

incredible perseverance after a car accident in the 1970s, and the game-changing arrival of Michael Schumacher and Eddie Irvine who changed history in the 1990s.²¹ To this day, Ferrari is the most decorated F1 team with 148 GP wins, 16 Constructors' Championships, and 15 Drivers' Championships.²²

Ferrari holds a unique position not only as a pillar in the sport but also as a symbol of the sport itself. Deeply entwined with F1's history, governance, and commercial appeal, Ferrari's status has granted the team substantial influence but also places heightened expectations upon its conduct. At an institutional level, Ferrari prioritizes internal development, secrecy, and centralized control of intellectual property.²³ Technical information is closely guarded, and any perceived breach is treated as a threat to the team's fundamental standings. Ferrari's governance structure reinforces this, with authority concentrated in senior management. In disputes, Ferrari has historically favoured structured processes- legal, regulatory, or political- over public confrontation, preferring to preserve long-term leverage rather than pursue short-term victories. As a result, during periods of controversy, the team is more inclined towards procedural and legal escalation rather than aggressive public campaigning.

After winning back-to-back Drivers' titles with Benetton, General Manager Jean Todt enticed the former world champion Michael Schumacher to Ferrari in 1996. In 1997, the architects of that success, former Benetton Technical Director Ross Brawn and Chief Designer Rory Byrne, joined him. Together, they transformed Ferrari's drought of victory, winning the 1999 Constructor's championship despite an injured Schumacher, serving as a warning sign to competitors of the team's dominance. The three went down in history as Ferrari's "dream team". Their disbandment at the end of 2006, following Schumacher's retirement, drastically changed Ferrari and was a major reason for the inception of Spygate.

Figure 1,2: Visual of Ferrari F2007²⁴

²¹ "25 Years on: Schumacher's First Ferrari Title." Official Ferrari website. Accessed January 13, 2026. <https://www.ferrari.com/en-EN/magazine/articles/schumacher-first-ferrari-title-25-years-on#:~:text=The%20reigning%20world%20champion%20had,they%20transformed%20the%20Scuderia's%20fortune>

²² F1, STATS. "Ferrari Wins." Ferrari - Wins • STATS F1. Accessed January 13, 2026. <https://www.statsf1.com/en/ferrari/victoire.aspx>.

²³ Sheehan, Mike. "Ferrari F1, #9, 2005-2010, a Changing of the Guard." Ferraris Online, November 19, 2020. <https://ferraris-online.com/ferrari-f1-9-2005-2010-a-changing-of-the-guard/#:~:text=2007%20Kimi%20takes%20the%20Championship%20For%20the,ten%20seasons%2C%20going%20to%20Honda%20for%202008>.

²⁴ "Ferrari F2007." Wikipedia, December 26, 2025. https://en.wikipedia.org/wiki/Ferrari_F2007.



McLaren

McLaren is widely regarded as one of the most professionally managed and technologically advanced teams in F1. Although the team is still one of the oldest, active since 1966, its institutional culture is drastically different.²⁵ Unlike Ferrari's historically embedded culture, McLaren focuses on modern corporate principles: efficiency, systems management, and process optimization. Authority is central to senior leadership, with clear chains of responsibility delegated to technical development, sporting decisions, and personal conduct.

The team was formed by New Zealand racer Bruce McLaren in 1963, achieving early success, but was deeply impacted by the death of McLaren in 1970. Teddy Mayer took over the team and led the team to its first world championship in 1974 with Emerson Fittipaldi, and a second soon after in 1976 courtesy of James Hunt.²⁶ The team was taken over by Ron Dennis in the early 1980's, pioneering the carbon fibre chassis and became the dominant force in F1 from 1984 until the early nineties. McLaren further accelerated their success by partnering with Mercedes in 1995, using the Mercedes engine.²⁷ Politically, McLaren has often positioned itself as an advocate for professionalization and modernization within Formula One, valuing innovation and adaptation. The team has historically supported clearer governance frameworks, commercial transparency, and collective bargaining through team alliances. At the same time, McLaren has been a team willing to challenge FIA decisions it perceives as inadequately justified, demonstrating a more adversarial posture towards the FIA than some of its rivals.

Figure 3,4: Visual of McLaren MP4-22²⁸

²⁵ F1. "McLaren - Year by Year." Formula 1®, December 19, 2025.

<https://www.formula1.com/en/information/mclaren-year-by-year.6Gj22qyOorq5dpniarY3rP>.

²⁶ Collantine, Keith. "James Hunt Formula 1 Driver Biography - Racefans." www.racefans.net, August 7, 2007. <https://www.racefans.net/f1-information/whos-who/whos-who-h/james-hunt/>.

²⁷ "McLaren F1 Team Information and History." RaceFans, n.d.

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²⁸ "McLaren MP4-22." Wikipedia, January 2, 2026. https://en.wikipedia.org/wiki/McLaren_MP4-22.



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