

CASE STUDY

IDENTIFYING ISSUES

To support each of The Toolbox 'How-to Guides', 11th Hour Racing Team has created these case studies to showcase practical application of each guide for the purpose of establishing a sustainability program. This case study supports **4. How to Identify Issues**.

INTRODUCTION

After engaging with 11th Hour Racing Team's stakeholders to understand what is important to them in the context of the Team's sustainability program, the next step was to identify material issues. This was a critical step in building out our program, as the issues helped to inform the goals and targets of the sustainability plan. We discussed the risks and opportunities associated with our activities, prioritized the identified

issues, and defined the scope of our sustainability program.

1. ACTIVITIES AND ISSUES

We began this review process by listing out all of the Team's activities and operations leading up to and during The Ocean Race 2022-23 under the following categories:

- Design and build of a race boat
- On the water preparations and participation in The Ocean Race

- Logistical support and operations
- Outreach and community engagement
- Partnership development and activations

Next, we identified all the sustainability issues associated with the Team's activities by listing the environmental, social, and economic impacts that might arise as a result:



ISSUES

These are the sustainability issues that 11th Hour Racing Team identified across our five key areas of activity: design and build, sailing, operations, outreach, and partnerships.

PARTNERSHIPS	DESIGN & BUILD	SAILING	OPERATIONS	OUTREACH
<i>Sponsorship and stakeholder management, hospitality</i>	<i>Hull, appendages, sails, rigging, systems, supply chain</i>	<i>Training, deliveries and participation in The Ocean Race</i>	<i>Logistics, shipping, travel, temporary bases, transport, employment</i>	<i>Community outreach, communications and legacy</i>
Sustainable sourcing	Environmental footprint - CO2e, H2Oe, Waste	Accessibility, diversity, inclusion	Accessibility, diversity, inclusion	Fan behavior change
Fan behavior change	Health, safety, wellbeing	Environmental footprint - CO2e, H2Oe, Waste	Environmental footprint - CO2e, H2Oe, Waste	Product and service costs
Product and service costs	Impact on species and habitats	Fan engagement and support	Health, safety, wellbeing	Partner engagement, retention
PR/image	Local employment provider	Health, safety, wellbeing	Local employment provider	PR/image
Performance results	Resource consumption - Energy, water, materials (efficiency)	Impact on species and habitats	On time delivery	Impact on species and habitats
Partner engagement, retention	Sustainable sourcing	Performance results	Performance results	Fan engagement and support
On time delivery	Product and service costs	Pollution	Pollution	Community engagement
Fan engagement and support	Pollution	PR/image	PR/image	Accessibility, diversity, inclusion
Environmental footprint - CO2e, H2Oe, Waste	Performance results	Team training	Product and service costs	
Community engagement	On time delivery		Resource consumption - Energy, water, materials (efficiency)	
Accessibility, diversity, inclusion	Manufacturing processes		Sustainable sourcing	
			Team training	

2. RISKS AND OPPORTUNITIES

After compiling the list of potential issues associated with our team's activities, we evaluated the risks and opportunities of each, and considered what is within our direct control or

influence. This exercise allowed us to fully understand the breadth of each issue, putting us in a strong position to produce a holistic set of targets, which you can read more about in **Case Study 5: Setting Targets.**

ISSUE	RISK	OPPORTUNITY
Environmental footprint - CO2e, H2Oe, Waste	Legal compliance, cost, sponsor risk, PR issues from single-use items	Cost savings, compliance, sponsor retention, fostering supply chain relationships, and better working practices
Health, safety, wellbeing	Healthy and safe employees will be more productive, will remain with the team. Risk of negative PR, legal compliance	Showcase best practice, retain healthy motivated employees
Community engagement	Local barriers, lack of engagement, and local support	Thorough understanding of local issues, shared values, and initiatives, improved local relationships

3. ENGAGE YOUR TEAM AND STAKEHOLDERS

After compiling the issues related to our activities, we circulated this information internally

amongst team members and externally with our stakeholders. We gathered feedback to assist with prioritizing the issues and considering targets to set.

FEEDBACK FROM STAKEHOLDER ENGAGEMENT	RESPONSE TO FEEDBACK
Potential performance loss when including sustainable alternative materials in 11-2 design and build	<ul style="list-style-type: none"> Conduct materials research study to understand alternative material properties and environmental savings Work with Class bodies to incentivize any loss in performance by making sustainable choices
End of life options for boat build materials (ie. deck mock up and carbon offcuts)	<ul style="list-style-type: none"> Conduct a review of carbon fiber recycling options Work with suppliers and sub-contractors to understand design-for-deconstruction options
How to embed life cycle assessment (LCA) and circular economy (CE) principles within yacht manufacturing	<ul style="list-style-type: none"> Work with and support the development of a marine industry LCA tool with local stakeholders Establish a program of educational workshops to focus on CE principles. Set up a collaborative design and boat build working group to address this, with regular meetings and workshops. Target high priority partners to develop CE and LCA initiatives, such as remanufacturing programs, packaging take-back schemes, and projects to extend useful life of products
Gender equity, inclusion, and diversity in sailing	Address through: <ul style="list-style-type: none"> Internship program Youth mentorship program Staffing policies Grant legacy program

4. REVIEW PEER ACTIVITIES

To ensure our list of issues was comprehensive following stakeholder engagement, we conducted research amongst peer groups within the marine industry to better understand what challenges they had prioritized as a part of their sustainability programs. Examples of these included The Ocean Race, World Sailing, and International Monohull Open Class Association (IMOCA). Additionally, we compared our issues against those that are addressed in the UN Sustainable Development Goals.

We also joined collaborative industry leadership groups, such as *La Vague (The Wave)*, the IMOCA Sustainability Committee, Composites UK Sustainability Sub Group, and Sport for Climate

Action, to learn from our peers and to share our research and findings.

Next, we reviewed existing tools, products, consulting services, and established processes that could be utilized by our team to address our sustainability issues. Examples of these include:

- MarineShift360 - life cycle assessment tool
- Anthesis - third party auditing services
- Water Footprint Implementation - embedded water consulting services
- UK Greenhouse Gas Protocol
- Sourcemap - Visual supply chain mapping software
- Methods for tracking our greenhouse gas emissions
- Kinsta - website hosting service powered by green energy

5. COMPILE AND PRIORITIZE RESULTS

The sustainability issues that presented risks and opportunities were ranked in order of priority, based on the factors below:

- Likelihood of occurrence
- Severity of the environmental, economic or social impact
- Issue compliance history (ie. legal, organizational, industry

requirements)

- Stakeholder and legislative importance.

The **materiality assessment** below highlights a sample of sustainability issues mapped to our Team's activities with an associated priority rating:

ISSUE	RATING	RISK	OPPORTUNITY
Environmental footprint - CO2e, H2Oe, Waste	1	<ul style="list-style-type: none"> • Legal compliance • Cost • Sponsorship risk • Negative PR 	<ul style="list-style-type: none"> • Cost savings • Compliance • Sponsorship retention • Fostering supply chain relationships • Improved operations
Impact on species and habitats	1	<ul style="list-style-type: none"> • Oil spills • Pollution • Carbon emissions • Water use 	<ul style="list-style-type: none"> • Restore habitats through Grantee programs • Embed best practices in operations • Invest in offsets
Health, safety, well-being	3	<ul style="list-style-type: none"> • Health and safety issues directly affect productivity • Risk of negative PR • Legal compliance 	<ul style="list-style-type: none"> • Showcase best practices • Retain healthy and motivated employees
Product and service costs	3	<ul style="list-style-type: none"> • Budget • Cash flow • Sustainable options: cost too high to justify 	<ul style="list-style-type: none"> • Drive costs down for sustainable products by stimulating demand
On time delivery	3	<ul style="list-style-type: none"> • Delays to schedule • Reduced training time • Competitive edge (ie. compromising performance) 	<ul style="list-style-type: none"> • Improved supplier relationships • Maximize training and commissioning time
Manufacturing process	3	<ul style="list-style-type: none"> • Increased cost and waste due to manufacturing inefficiencies 	<ul style="list-style-type: none"> • Cost and waste savings, • Shared best practices • Leave legacy within marine industry
Sustainable sourcing	7	<ul style="list-style-type: none"> • Lack of visibility through supply chain • Sourcing contributes to welfare, environmental and reputational risks 	<ul style="list-style-type: none"> • Through the power of partnerships the Team can work collaboratively to reach our vision faster by aligning goals with suppliers and establishing robust sourcing codes
Partner engagement, retention	8	<ul style="list-style-type: none"> • Cash flow 	<ul style="list-style-type: none"> • Partner retention, loyalty • Added value through solution sharing
Resource consumption - Energy, water, materials (efficiency)	9	<ul style="list-style-type: none"> • Waste due to inefficiencies and associated costs for disposal • Sponsorship expectations 	<ul style="list-style-type: none"> • Innovative use of resources = performance differentiator • LCA identifies impact hotspots and opportunities for resource reductions, • Sharing of best practices
PR/Image	10	<ul style="list-style-type: none"> • Loss of fans and sponsors, and partners 	<ul style="list-style-type: none"> • Increase in fan-base and sponsorship opportunities • Inspire positive behavioral change amongst followers

ISSUE	RATING	RISK	OPPORTUNITY
Team training	11	<ul style="list-style-type: none"> Underachievement of sustainability goals Poor safety management 	<ul style="list-style-type: none"> Create advocates and ambassadors pertaining to the Team's sustainability goals Encourage peers, other sports teams, and the marine industry to follow lead Establish a healthy, safe working environment Reduce staff turnover
Local employment provider	12	<ul style="list-style-type: none"> Poor community relationships Negative PR Large carbon footprint due to travel 	<ul style="list-style-type: none"> Positive integration with local community Better relationships Stronger support from local community
Community engagement	12	<ul style="list-style-type: none"> Local barriers Lack of engagement and local support Lack of understanding of local issues 	<ul style="list-style-type: none"> Improve local relationships The ability to contribute to key local opportunities Shared values and initiatives Positive PR
Accessibility, diversity & inclusion	14	<ul style="list-style-type: none"> Legal compliance Lack of participation and engagement 	<ul style="list-style-type: none"> Improved and varied skill sets Increased event participation and audience reach
Fan engagement and support	15	<ul style="list-style-type: none"> Lack of support = reduced return on investment to sponsors and partners 	<ul style="list-style-type: none"> Positive behavioral change for ocean health Global support Increased sponsorship opportunities
Positive behavior change	15	<ul style="list-style-type: none"> Team members and/or suppliers don't represent Team's values, vision, mission Alienate fan base through communication strategy around sustainability initiatives 	<ul style="list-style-type: none"> Team members/suppliers embrace sustainability initiatives, resulting in changed practices into business operations and daily life Positively impact behavioural change amongst global fan base for the benefit of ocean health

6. SUSTAINABILITY PLAN SCOPE

Once we had established an exhaustive list of material issues related to our campaign, we evaluated what issues we could realistically address as a part of our sustainability plan based on control, influence, and resources. By establishing boundaries for the scope of our sustainability plan we put ourselves in the best position to set ambitious, but achievable goals and targets.

To define the scope and boundaries we looked at the elements of our issues that were within our direct control or influence.

In scope

Direct control

The scope of our Team's sustainability plan includes all activities carried out by 11th Hour Racing Team. The boundaries of responsibility of our Team includes all:

- Products, services, and infrastructure procured during the campaign
- Activities at our construction facilities and training bases
- Operations directly managed by the team leading up to and during The Ocean Race 2022-23

Influence

Where we are not directly responsible for an impact, we will still use our influence to effect positive outcomes. For example, we have identified areas within our supply chain and partner operations where we can use our influence to support measurement and mitigation.

Out of scope

Issues that were considered out of scope were defined as those that are outside of our direct control and influence. For tangible examples, see the table below:

BOUNDARIES	IN SCOPE	OUT OF SCOPE
Operations of 11th Hour Racing Team leading up to and during The Ocean Race 2022-23	All team operations and assets that are owned and are associated with participating in The Ocean Race	Partner, supplier, and event assets, management structures and staff
Time period of operations: 4 years - 2019-2023	Starting date of the campaign until the final sponsor or media commitment after The Ocean Race 2022-23	Any other time periods outside of the Team's campaign
Geographical location: 11th Hour Racing Team base and offices, training venues, and all international activities	All operations irrespective of venue	Environmental footprints of remote workers (except digital footprints)
Infrastructure: Rented and temporary bases, IMOCA 60 11.1 and 11.2	All infrastructure owned or purchased by the team	The production footprint of second hand used equipment, or infrastructure owned by partners or The Ocean Race
Operational: Training, maintaining, refitting existing vessels, building new boat, racing, hospitality, and team specific fundraising support	All operations irrespective of venue.	Partner activities related to participating in The Ocean Race will be calculated as part of the overall campaign footprint, but each partner will be responsible for their respective impacts including: travel, logistics, and impacts associated with activations onsite or other costs
Human resources & stakeholders: Team: administrative, technical support. Sponsor and partner support designated to the team	All 11th Hour Racing Team staff and hired contractors - direct scope Partners & Suppliers - influence	All human resources not contracted directly to 11th Hour Racing Team - management of contractors, suppliers and partners staff are out of Scope
Resources and value chain: All materials and services associated with the team	All products and services purchased or owned	Used or second-hand products

RESULT

As a result of the issues identification process, we had a really good understanding of the breadth of activities we undertake and the types of social, environmental and economic issues that might arise. We ended up with a robust list of issues that we can be confident reflects our activities and our stakeholders needs. The strength of this work means that the targets we build on top of them will truly encompass the scope of our responsibilities.



If you have any questions about this case study that supports **4. How to: Identifying Issues**, please get in touch with us at info@sustainabilitytoolbox.com. To stay up to date with the latest news on The Toolbox visit www.sustainabilitytoolbox.com

If you have found The Toolbox How-to Guides, templates, and supporting 11th Hour Racing Team case studies useful for implementing your own sustainability program, we encourage you to create and share your own case studies based on your organization's experience. Please submit your documents through The Toolbox website.

RESOURCES

[The Toolbox tools & templates related to this guide:](#)

- 4. How to identify issues
- Template - Issues matrix
- Template - legal obligations & non-conformance register
- [The Toolbox Glossary](#)

ACKNOWLEDGEMENTS

11th Hour Racing Team would like to thank all of our partners and stakeholders involved in embedding sustainability into our campaign for The Ocean Race 2022-23.

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Published May 2021
11HRT-TOOLBOX-CS4-01