

## CASE STUDY

# PLANNING AND IMPLEMENTING A SUSTAINABILITY PROGRAM

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 **6. How to Plan and Implement**.

## INTRODUCTION

Having identified 11th Hour Racing Team's targets, our next step in implementing the sustainability program was to make sure that these targets were properly planned for, had allocated resources, and were coordinated internally to ensure success.

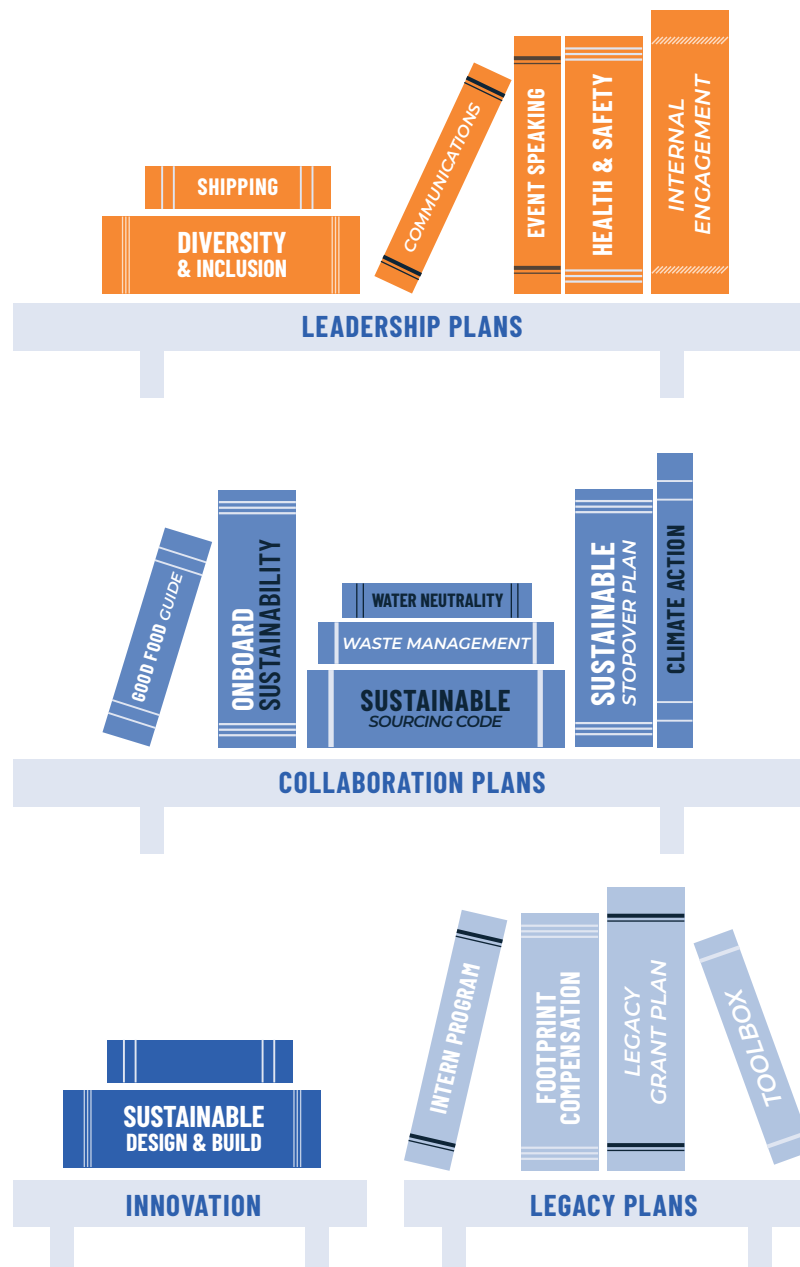


# 1. WRITING THE SUSTAINABILITY PLAN

We prepared an overall master sustainability plan which acts as an operational manual for how we go about:

- Achieving targets
- Reviewing issues and progress
- Adapting to change
- Identifying non-conformities
- Ensuring continuous improvement

The plan is divided into sections based on our four guiding principles: Leadership, Collaboration, Innovation and Legacy. Each principle was broken down into chapters including a set of specific guidelines for addressing targets in each sector of activity.



## 11TH HOUR RACING TEAM SUSTAINABILITY PLAN 2019-2023

The structure of the plan as shown above also sets up a framework for our annual reporting structure, providing users with a familiar and consistent format.

3		4	
<b>CONTENTS</b>		<b>NON-CONFORMANCY AND CORRECTIVE ACTION</b>	
CONTENTS	3	<b>DOCUMENTED INFORMATION</b>	36
INTRODUCTION	5	<b>LEADERSHIP</b>	36
VISION	7	SUSTAINABILITY COMMITMENT	37
MISSION	7	RESOURCES	37
DEFINITION	7	ROLES AND RESPONSIBILITIES	38
THE OCEAN RACE	7	EMPLOYMENT POLICY	39
THE TEAM	8	HEALTH AND SAFETY POLICY	42
<b>ORGANISATIONAL STRUCTURE</b>	10	INTERNAL ENGAGEMENT PLAN	42
STRATEGY	11	STAFF INDUCTION	44
SCOPE	11	OCEAN HOUR SESSION PLANNING	46
ISSUES IDENTIFICATION	11	COMMUNICATIONS PLAN	47
VALUES	12	POLICY CHANGE	50
THE TERM	12	<b>INNOVATION</b>	51
<b>SUSTAINABILITY PRINCIPLES</b>	14	DESIGN AND BUILD PLAN	51
UN SDGS	25	<b>COLLABORATION</b>	56
<b>STAKEHOLDERS AND GUIDANCE</b>	26	CLIMATE ACTION PLAN	56
<b>SUSTAINABLE REQUIREMENTS AND STANDARDS</b>	30	SUSTAINABLE SOURCING CODE	56
LEGAL AND OTHER REQUIREMENTS	31	GOOD FOOD GUIDE	61
<b>OPERATIONAL PLANNING AND CONTROL</b>	31	WASTE MANAGEMENT PLAN	62
DEALING WITH MODIFIED ACTIVITIES	31	WATER NEUTRALITY PLAN	63
<b>SUPPLY CHAIN MANAGEMENT</b>	31	ONBOARD SUSTAINABILITY GUIDELINES	65
<b>PERFORMANCE EVALUATION</b>	34	STOPOVER SUSTAINABILITY GUIDELINES	66
PERFORMANCE AGAINST PRINCIPLES OF SUSTAINABLE DEVELOPMENT	34	<b>LEGACY</b>	71
MONITORING, MEASUREMENT AND ANALYSIS	34	LEGACY GRANT PROGRAM	71
INTERNAL AUDIT	35	INTERN PROGRAM	71
MANAGEMENT REVIEW	35	TOOLBOX	72
<b>IMPROVEMENT</b>	35	FOOTPRINT COMPENSATION PLAN	77
		<b>CONTACT</b>	85

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## 2. RESOURCE ALLOCATION

### ASSIGNING COMPETENT PEOPLE MOTIVATED FOR SUCCESS

After creating an initial draft of the Sustainability Plan, the Team's Sustainability Manager had a comprehensive understanding of what additional resources were required to support the execution of our plan.

The resulting in-house sustainability department is comprised of:

- Sustainability Program Manager
- Sustainability Officer
- Sustainability Intern(s)
- Staff representatives forming a 'green team' to support the program

Our Sustainability Team sourced additional specialized resources which included:

- Staff at 11th Hour Racing (our Team sponsor)
- Third party sustainability auditing consultancy
- Marine composite specialists (relating to the build of our new boat)
- Water sector support from Water Footprint Initiative
- Marine industry partners
- Resources from key stakeholders for identified collaborative projects that fell within the scope of our goals and targets

### TOOLS AND SYSTEMS CREATION

To achieve our targets, it was important to identify systems to track and measure our impacts and activities. We conducted extensive research to either source or create the relevant tools for our various targets.

### BUDGET

A dedicated sustainability budget was allocated for the duration of the campaign based on partner contracts and deliverables.

This budget covered the assignment of human resources, consulting needs, tools, operational expenses, and team member education.

TOOL	PURPOSE
Carbon & water footprint calculation models	It was important to the team to track their Scope 1, 2 and 3 emissions, in order to work towards the climate positive targets. After researching a number of free and subscription-based tools and methodologies, we selected the <a href="#">UK GHG Protocol</a> and the <a href="#">Carnegie Mellon Model</a> to create in-house calculators for measuring the Team's greenhouse gas emissions and water footprint.
Life cycle analysis (LCA) tool: <a href="#">MarineShift360</a>	To support our innovation goals relating to the completion of a Life Cycle Assessment for the build of our new IMOCA 60, we needed to identify areas of high impact (hot spots) as a result of the build and establish a baseline for environmental impacts of an IMOCA 60 build. The team researched a number of LCA tools. MarineShift 360 met the criteria as a peer-led, free, and bespoke marine industry tool to fill this need. At the time, the tool was in its beta stage of development allowing the team the opportunity to play a part in the inclusion of new features and refinements.
Sustainable Sourcing Code (SSC)	The goal of the SSC is to outline the minimum sustainability standards expected of all suppliers providing services or products to our organization. Developed alongside one of our high priority suppliers, the Team's SSC includes a set of fundamental questions for the buyer on our team and the supplier to consider before a purchase is made or a contract is signed. Implementation of the code requires consistent application from the purchasing department and tracking from the accounting department.
Sourcemap	<a href="#">Sourcemap</a> (an official team supplier) is a supply chain discovery, analysis and visualization tool. Their supply chain mapping solutions enable the Team to make informed decisions when selecting suppliers and create operational efficiencies to reduce the Team's carbon footprint.
State of the art study on alternative boat building materials	The Team commissioned a review of the current state of play for sustainable alternative materials and build processes that could be incorporated into our IMOCA 60 build. The report provides considerations to help better understand the opportunities and limitations of 'eco design' in racing boats, comparing the environmental and structural properties of a number of biobased composite materials to industry standards.

### 3. IMPLEMENTATION

#### EMBEDDING A SUSTAINABILITY FRAMEWORK ACROSS THE ORGANIZATION'S MANAGEMENT SYSTEM

Our sustainability team implemented an organizational framework that conforms with the ISO 2012.1 Sustainable Event Management System. This internationally recognized system was selected as the ideal solution for our Team because it can be applied to the full range of activities undertaken in the pursuit of winning The Ocean Race 2022-23.

The framework includes a set of procedures for how we:

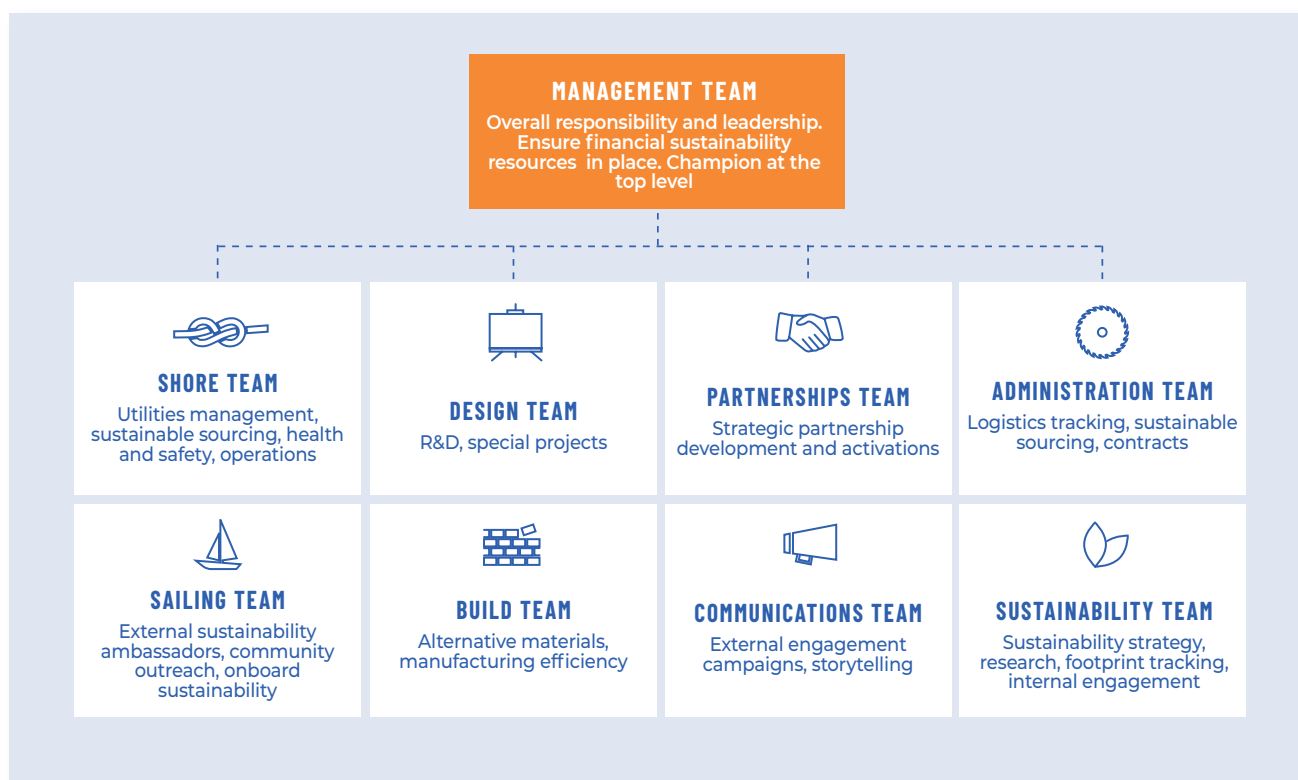
- Identify issues
- Engage with stakeholders
- Onboard new team members
- Provide continuous training
- Introduce supply chain protocols that are embedded within purchasing and expense software
- Establish reporting cycles
- Conduct management reviews

#### ROLES AND RESPONSIBILITIES

Sustainability was embedded across all departments by asking each

person to take ownership and lead in their respective areas, providing activity-relevant solutions at the point of impact. Tasks and targets were assigned with department heads, and feedback on progress is shared with the team regularly through the form of emails, team meetings, and webinars.

A more specific breakdown of roles and responsibilities can be seen below.



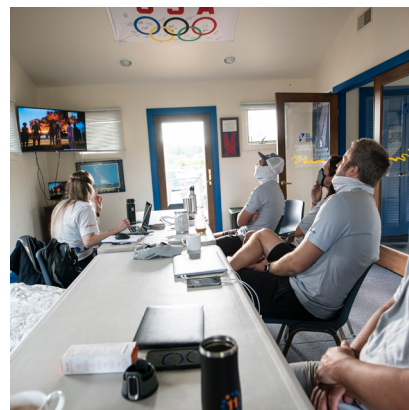
#### INTERNAL COMMUNICATION

To help encourage a proactive culture and provide team members the opportunity for continuous feedback, the sustainability team established an internal 'green team' known as The HUB to coordinate with leaders from each department on a regular basis.

The online library of resources called the 'Training HUB' and educational '#OceanHour Sessions' provide

professional development training for all team members. For each session, the team enlists the support of experts, (ie. industry specialists, scientists, and journalists), to present on a range of topics from circular economy, to our interaction with marine mammals and innovation through biomimicry.

These monthly trainings allow an open platform to share and develop ideas as one team.



11th Hour Racing Team members participate in a virtual #OceanHour Session with Clean Ocean Access to learn about their shrink-wrap recycling program in Newport, Rhode Island.



## RESULT

By writing a focused Sustainability Plan to address our targets, we are able to proactively manage our resources, budget, expertise, and time needed to achieve our mission. The plan acts as a roadmap, providing milestones to reference frequently throughout the duration of the campaign, and helps us to track against our targets.

The success of implementing a program of this scope is dependent on: 1) the motivation of the entire team to commit to the targets and collaborate on solutions, and 2) continuously adapt the goals to achieve new, ambitious targets over time.



*As a part of our waste management, Oakcliff intern Cullen Zelenka, weighs, measures, and documents the amount of waste collected on site during our Newport, Rhode Island training session.*

If you have any questions about this case study that supports **6. How to: Plan and Implement**, please get in touch with us at [info@sustainabilitytoolbox.com](mailto:info@sustainabilitytoolbox.com) To stay up to date with the latest news on The Toolbox visit [www.sustainabilitytoolbox.com](http://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:](#)

- 6. How to plan and implement
- Template - Internal engagement plan
- Template - Sustainability plan
- Template - Sustainable Sourcing Code
- [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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