

# CASE STUDY

# STARTING A SUSTAINABILITY PROGRAM

To support each of The Toolbox 'How to Guides', 11th Hour Racing Team has created a set of case studies to showcase practical application of each guide for the purpose of establishing a sustainability program. This case study supports **1. How to Start a Sustainability Program**

## INTRODUCTION

As 11th Hour Racing Team set out to create and implement our sustainability program, we answered fundamental questions

to establish a starting point and to help inform the key components of our program.

## 1. WHO ARE WE?



11th Hour Racing Team is an offshore sailing team with the ambition to win the world's longest and most challenging offshore races with our sights set on competing in The Ocean Race 2022-23 in the IMOCA 60 development class. Having competed in the two previous editions of the Volvo Ocean Race (Team Alvamedica 2014-15 and Vestas 11th Hour Racing 2017-18)

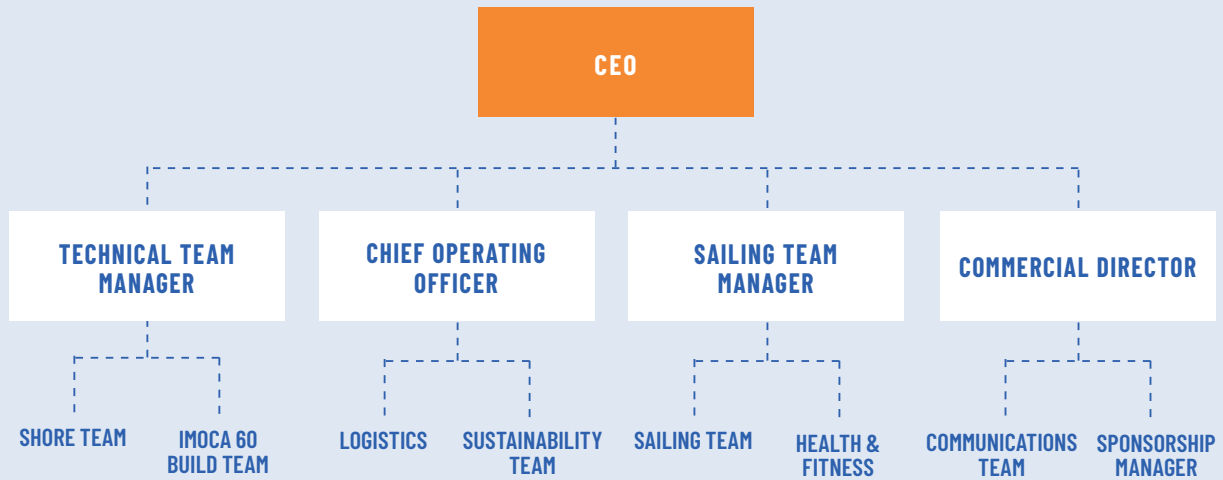
the Team has a long-standing history in offshore racing.

The Team is managed by 1 Degree, founded by American sailors Charlie Enright (Skipper) and Mark Towill (CEO), with an international sailing and shore team. We are supported by our title sponsor 11th Hour Racing and a number of official suppliers and partners.

- The new entity - 11th Hour Racing Team - was established in June 2019 and publicly announced in September 2019.
- Administration structure: 1 Degree LLC, Florida, USA
- Location: Leading up to the start of The Ocean Race 2022-23, the Team primarily operates with training and boat building facilities in Brittany, France, with temporary bases around the world as required by the training and racing schedule.
- Home Port: Newport, Rhode Island, USA., the location of our title sponsor, 11th Hour Racing
- 20+/- international contracted employees (see the Team's organization chart below).
- We are supported by A network of sponsors, suppliers, partners, and online community
- Values: trust, transparency, communication, hard work.

<sup>1</sup>Due to COVID19 The Ocean Race will start in 2022

## 11TH HOUR RACING TEAM ORGANIZATION STRUCTURE



## 2. WHAT DO WE DO?

11th Hour Racing Team's activities are centered around preparing for and competing in the Ocean Race 2022-23. The first three years of the campaign (2019-2022) will consist of training, crew selection, technical performance development, and participating in multiple IMOCA 60 races, including the 2019 and 2021 Transat Jacques Vabres.

Starting in the middle of 2022, the Team's activities will shift primarily to The Ocean Race, which will consist 9 offshore legs and 10 stopovers in host cities around the world. While the sailing crew race from port-to-port, the shore team will travel to each stopover to support shore-side operations and sponsor/supplier activations during each stopover.



### LOGISTICS:

The Team's rigorous training and racing schedule requires the Team to mobilize to multiple locations around the world. This involves:

- The relocation and set-up of the necessary equipment needed on site and containers for the Team to work out of as temporary team bases
- Booking travel (air and ground transportation) for team members to travel from their respective locations to the team base

- Booking accommodation and organizing ways to commute to and from team housing and the team base
- Establishing an on site food program
- Purchasing the required equipment needed for team operations

When the Team is not required to work onsite they work remotely with heavy dependence on virtual interaction over the internet.



### THE BOATS:

The Team will have two boats as a part of the campaign: 1) IMOCA 60 11.1 - A first generation foiling IMOCA 60, launched in 2015 and acquired by the Team in June 2019 2) IMOCA 60 11.2 - a new racing yacht that the Team will design and build:

#### IMOCA 60 11.1:

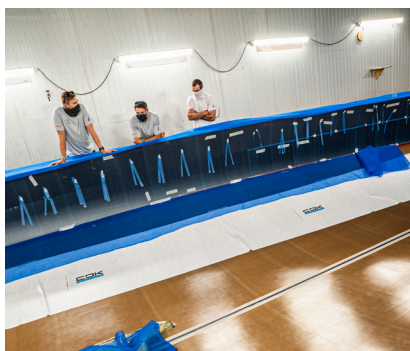
The boat will be used for offshore training sessions and participate in multiple races requiring the support of a shore team for maintenance. It will undergo a number of refits and performance modifications to help inform the design and build of IMOCA 60 11.2.



#### IMOCA 60 11.2:

The boat will be built during the first 2 years of the campaign. A naval architect team will design the boat while a number of manufacturers will be responsible for the build of the hull, deck, foils, onboard systems, and other hardware components.

Following a commissioning period after the boat launches in the summer of 2021, the sailing crew will participate in a number of training sessions and races before starting The Ocean Race. At each stopover the boat will undergo maintenance in preparation for each leg of the race.



### TITLE SPONSOR, SUPPLIERS AND PARTNERS:

Throughout the duration of the campaign, the Team will collaborate with our supporting partners, including our Title Sponsor 11th Hour Racing and official suppliers. This includes:

- Planning activations
- Hospitality events
- Product development
- Communications, PR and marketing
- Other strategic initiatives

## 3. WHY IS SUSTAINABILITY IMPORTANT TO US?

As a sailing team, we are in the unique position of interacting directly with the ocean and it's ecosystems on a daily basis. Not only are we sailing on the water, but our team bases are located in coastal communities. We see the direct impact that human behavior has on the health of our ocean. Therefore, we have decided to make sustainable operations a priority for our team to inspire positive behavioral change amongst individuals and the marine industry.

The importance of embedding sustainability is highlighted by our founders:

“*As sailors we are custodians of the oceans we sail in: they are our place of work and where we enjoy our down time.*

*The ocean is our lifeline - from the air that we breathe, to the food that we eat - and we should all be actively taking care of it.. Circumnavigating the globe opened our eyes to the damage that has been done, but also presented us with an opportunity to innovate new, regenerative solutions to leave a positive impact in our wake.*”

CHARLIE ENRIGHT, SKIPPER

This approach is also reflected by our Team's primary partner, [11th Hour Racing](#), whose mission is to establish strategic partnerships within the sailing and maritime communities to promote collaborative, systemic change benefitting the health of our ocean – one degree at a time.



## 4. WHAT ARE WE ALREADY DOING IN THE SUSTAINABILITY SPACE?

As a part of Vestas 11th Hour Racing in The Ocean Race 2017-18, Mark and Charlie pioneered an integrated approach to the inclusion of sustainability at the center of an ocean racing campaign. The Vestas 11th Hour Racing [Sustainability Report](#) includes the following examples of how sustainability was embedded into the campaign:

- Showcased sustainability to the ocean racing and sports community
- Tracked our carbon footprint and established a benchmark for an Ocean Race team's greenhouse gas (GHG) footprint (1218t CO<sub>2</sub>e)
- Supported the work of 11 international organizations working to restore ocean health with grants from 11th Hour Racing worth \$110,000
- Enabled over 313 million media impressions promoting ocean health and #leadingsustainability
- Implemented sustainable practices to reduce environmental footprint for GHG, waste, and water consumption - and established an offset program for unavoidable environmental impacts- thereby transitioning towards a neutral environmental footprint

The work done during the last race has established a foundation for 11th Hour Racing Team to build upon for our sustainability program during our current campaign. We plan to adopt and improve old practices, while expanding sustainable initiatives internally amongst the Team and through strong collaboration with external partners and stakeholders.



## SUSTAINABILITY JOURNEY



## 11TH HOUR RACING TEAM

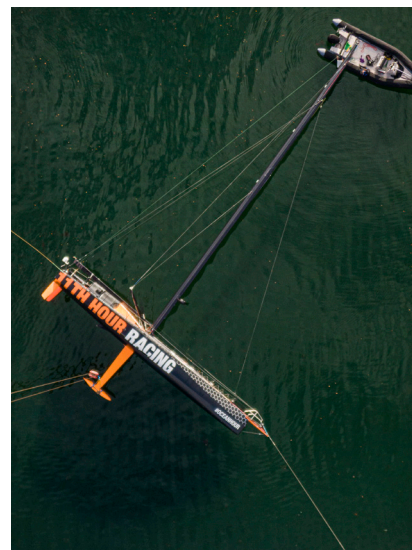
### ENABLERS AND OPPORTUNITIES:

- A core team with experience from previous editions of The Ocean Race
- An experienced sustainability department within the Team
- A title sponsorship secured with shared values and vision
- Race Organizers (The Ocean Race) with shared values and vision
- Governing Body (World Sailing) with shared values
- Breadth of expertise and benchmarking available in the Brittany region where the new boat is being constructed

- Suppliers and partnership opportunities for collaboration
- Access to industry tools and experts

### BARRIERS:

- Sailing is a technical sport which is heavily reliant on equipment and materials (ie. carbon fiber)
- Competing in The Ocean Race, including the preparation and training period, is a four year campaign with significant worldwide impacts
- Conflicting factors such as: time, performance, reliability, cost, available resources



## 5. WHERE DOES OUR ORGANIZATION FIT WITHIN THE LANDSCAPE?

As an IMOCA 60 team in The Ocean Race, we have a key role to play as the sport makes ocean health, climate change and social justice part of its ecosystem.

Supported by organizations such as 11th Hour Racing, the sport of sailing is taking a lead by including sustainability across the industry sector, this includes:

- The sport's governing body, World Sailing, have published clear guidelines as a part of their [Sustainability Agenda 2030](#)
- Major events such as The Ocean Race have integrated sustainability at the core of the Race from operations to communications
- International sailing classes, such as IMOCA, are developing

sustainability guidelines and Class Rules for all future events

- In the age of social media, athletes are empowered more than ever to speak out on social issues, such as the climate crisis, to inspire positive change

Industry manufacturers and suppliers have also started to acknowledge and address the challenges of making their products and services sustainable. For example, Marlow Ropes has launched their Blue Ocean® initiative, which includes a line of products made from recycled plastic and sustainable sourced material.

Marine industry specific tools such as the [MarineShift360](#) Life Cycle Assessment Tool are now available to enable us to track and calculate the impacts associated with the boats and components we use.





# 6. WHO OR WHAT IS NEEDED TO MAKE OUR SUSTAINABILITY JOURNEY A SUCCESS?

As a team entered into The Ocean Race, there is an opportunity to directly influence partners, suppliers, contractors and the wider marine sector.

To enable the Team to work effectively across multiple industry sectors we reached out to various specialists including:

**Anthesis:**

A third party company who conducts sustainability audits

**Kairos:**

Bio-composite specialists

**Sourcemap:**

Supply chain mapping software

**Water footprint initiative:**

Water sector experts

By showcasing the power of these collaborations, our reach can expand beyond the marine industry to a much wider audience to impact greater, long-lasting change.



## RESULT

11th Hour Racing Team recognizes that we are uniquely positioned to carry the momentum of our efforts and lessons learned from the previous Ocean Race campaigns forward to:

- Improve on previous benchmarks, while measuring and establishing new ones
- Understand key areas to focus on within the marine industry
- Collaborate with partners and suppliers within the value chain for positive action
- Inspire and influence long term, regenerative change



For all enquiries, comments or suggestions about this case study that supports **1. How To Start A Sustainability Program**, 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 & 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 case study:

- 1. How to Start a Sustainability Program
- Template - Assessing Your Starting Point
- Template - Staff Survey
- [The Toolbox Glossary](#)

## REFERENCES

1. 11th Hour Racing Team. 1. How to Start a Sustainability Program. Newport, RI; 2021.
2. Vestas 11th Hour Racing Team. *Vestas 11th Hour Racing Sustainability Report*. Newport, RI; 2018
3. World Sailing. *World Sailing Sustainability Agenda 2030*. London; 2017.

Refer to [The Toolbox Glossary](#) for sustainability and sailing related terms.

## 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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