

TEAMORIGIN was set up in January 2007 by Sir Keith Mills with the aim of 'winning the America's Cup and inspiring action on climate change'. The team was led by Sir Keith, together with CEO Grant Simmer, three times winner of the America's Cup, and Skipper and Helmsman Ben Ainslie, three times Olympic Gold Medallist. In September 2009, TEAMORIGIN established their *Race for Change*

programme. *Race for Change* was TEAMORIGIN's programme to inspire action on climate change and they signed a partnership with the Carbon Trust to achieve this. The partnership was critical in



both providing the programme with credibility as well as being able to transfer expertise between the organisations.

The first step for TEAMORIGIN was to establish their environmental management plan. They engaged the services of an Environmental Manager in February 2010. Working closely with the Carbon Trust, progress was monitored using the Carbon Trust's Carbon Maturity Matrix.

Establishing an Environmental Policy was the second step and provided a framework for the team and a written commitment from Sir Keith Mills, the Team Principal.

### ***Monitoring, managing and reducing carbon emissions***

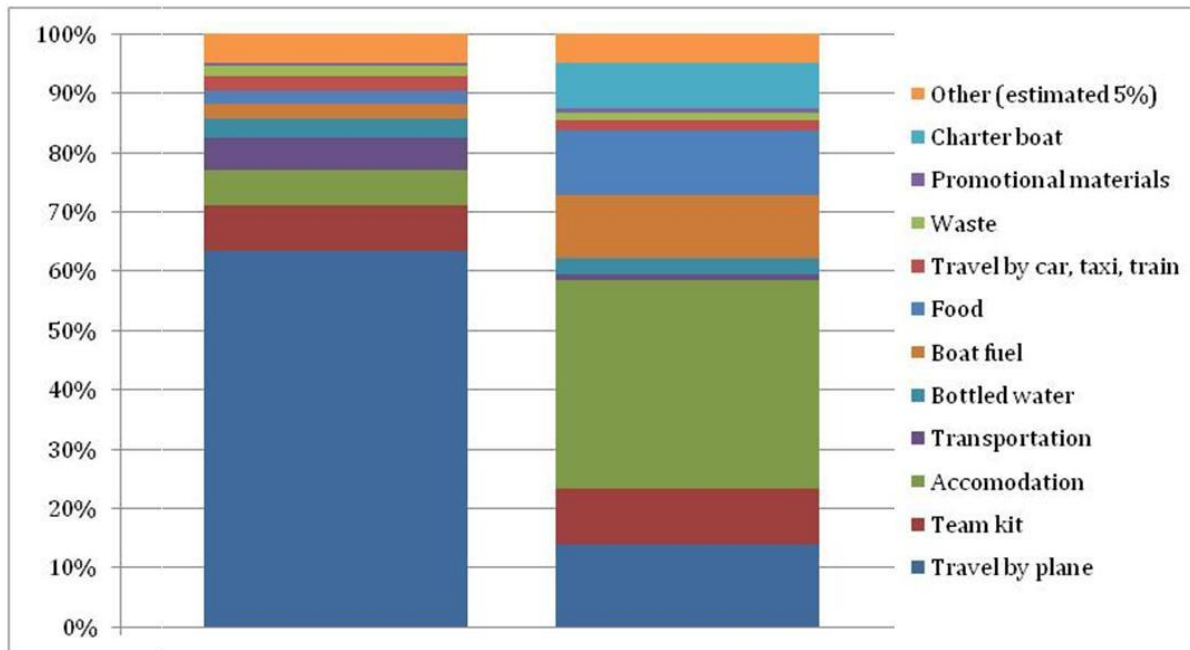
Work continued to identify the carbon emissions in order to fully understand and be able to identify credible and practical management options. In terms of establishing a carbon management system, the Carbon Trust clearly sets out its requirements based on the need to *monitor, manage and reduce* carbon emissions. The scope of the monitoring required analysing all aspects of TEAMORIGIN's operations which were broad and covered:

- 1) Attending sailing events around the world
- 2) Operating a shore base in Valencia and office in London
- 3) Boat building
- 4) Running events – 1851 Cup in Cowes

Data was collected from each of these activities and analysed to inform the development of an Action Plan. The methodology used to form a 'footprint' followed the format established in the standard PAS 2050 for goods and services. The contribution the various activities had in building up the overall footprint was able to inform and prioritise management decisions. Figure 1 shows the total carbon footprint measured for two similar events, held in different locations. The first event was in New Zealand showing the larger proportion of the footprint being apportioned to travel to

and from the event and the second event was in France showing the larger proportion being apportioned to accommodation. The overall footprint of each event was comparable which initially was surprising but on closer examination highlighted a number of options available in planning of the logistics that would create a substantial reduction in the footprint of an event.

**Figure 1: Carbon Footprint of TEAMORIGIN at two events held in New Zealand (left) and Nice (right)**



The analysis carried out and shown in Figure 1 highlights the importance of the supply chain and the impact that sports teams can have working closely with their suppliers. Team clothing which was specialised technical sailing clothing formed a significant part of the carbon footprint. TEAMORIGIN started to work closely with Henri Lloyd the clothing supplier and the Carbon Trust to encourage them to take a more environmentally responsible approach. The company took this on board, establishing an environmental policy, undertaking a Carbon Trust audit of their premises in Manchester and starting to identify transportation and travel options for their operations.

### ***Race for Change and the sponsor proposition***

One of the main reasons to develop the Race for Change profile was to ensure a point of differentiation was achieved between TEAMORIGIN and other teams also looking for sponsorship in a tough financial environment. The America's Cup is also notoriously expensive to participate in. The team secured funding and ongoing sponsorship from Jaguar who had just received the 'What Car' Green Awards for the Best Luxury Car and were keen to



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showcase the environmental credentials of their products. This created a perfect match for TEAMORIGIN and without doubt, Race for Change was an attractive proposition to Jaguar.

### ***Legacy and a positive lasting impact***

A key part of the Race for Change programme was ensuring a positive lasting impact on the sport. TEAMORIGIN was already the main sponsor to the RYA OnBoard programme which was established to get more kids into sailing. TEAMORIGIN had committed to retaining a certain proportion of the sponsorship raised for an 'Activation Fund'. This fund was aimed at reducing the footprint of the sport further whether through embedding environmental awareness into the OnBoard programme or through research into new technologies that could assist and further limit the impact of the sport.

### ***Lessons learnt***

TEAMORIGIN Race for Change was definitely a powerful partnership. A high profile sports team taking a strong and public stance on its environmental impact and being prepared to measure and take action to reduce it. There was no shame in not being entirely 'green' from the outset the story was about the journey and encouraging others to join that journey. In October 2010, Sir Keith announced that the team would not be competing in the 34th America's Cup, as he felt that the proposed event was neither viable commercially nor an attractive sporting contest for TEAMORIGIN. The question therefore still remains as to whether or not the team could have made a real meaningful change to its own carbon footprint. Ultimately the team was established to win the America's Cup and that was its primary aim and focus and there was concern at times that the environmental programme could detract from that goal. But ultimately Race for Change was about a belief that operationally a team could be better than the opposition by being innovative, efficient, maximising the use of resources and having the edge on the opposition. The power of the team in realising real environmental change was in taking that stance, looking at its own activities and being able to take its supply chain along with it.



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