

BUSINESS LEADERS EVENT 2025

WHITE PAPER FOR TRANSPARENT REPORTING
&
WIDER INDUSTRY ONBOARDING



Date: 15 May 2025

Hosted by:



SANLORENZO

THE MEASURED PATH TOWARD REGENERATIVE YACHTING

BUSINESS
LEADERS EVENT

LERICI,
15TH MAY 2025

Executive Summary

On 15 May 2025, Sanlorenzo hosted the third edition of Water Revolution's Business Leaders Event in Lerici - Italy. CEOs of top 60 industry leading companies were brought together to collectively discuss the adoption of a Roadmap 2050 for a regenerative future - a strategic framework outlining quantified targets. While commitment to the Roadmap remained voluntary, it is aimed at achieving industry-wide net zero emissions by 2050. Guided by the 3R model (Reduce, Remove, Restore), actions were described for each stage of a yacht's life cycle: Design, Build, Operation and Refit, touching and engaging every single stakeholder in yachting. It promises industry progress ahead of legislative provisions and a credible execution of a proactive decarbonization strategy.

Introduction

The developed Roadmap 2050 is aimed to serve as compass to navigate uncharted waters together.

This whitepaper distills the core insights of this monumental event, aiming to inform and onboard the wider industry on what the industry leaders attending this event committed to and embrace as strategic way forward to future-proof our yachting industry.

The four main takeaways are covered here, providing a concise overview of the industry's trajectory and the collective effort required.



1. Main Takeaways

Without a collectively adopted strategy and effective, well-coordinated actions, the superyacht industry faces increasing scrutiny regarding its environmental footprint and risks various external forces. The Business Leaders Event served as a crucial forum to address these challenges and agreeing on an effective way forward: the adoption of the Roadmap 2050. The event generated several critical insights, reflecting the current state and future direction of sustainability within the superyacht sector:

- **Industry Roadmap:** Yachting is not the first sector to adopt a Roadmap, but perhaps it is in maritime. This voluntary guideline with quantified targets accomplishes net-zero by 2050, engaging all yachting stakeholders. First it is about taking impact ownership and responsibility for one's share and then to take required actions to reduce, remove and restore. The discussions were passed the IF we need a Roadmap, but on HOW we can successfully adopt one.
- **Education & Collaboration:** It is crucial to have a common understanding of the challenge, and adopt scientific approaches translated into yachting methods & tools. A fragmented industry is lethal, collaboration and coordinated actions is essential for systemic change, particularly towards clients who expect industry to “just take care of it”.
- **Data-Driven Approach:** A robust cross-industry data collection & monitoring system are crucial to guide the industry's course, establish measurable KPIs, and ensure accountability for progress towards decarbonization.
- **Lifecycle Approach:** With a growing fleet, solutions must extend beyond new builds to significantly reduce the ecological impact of the entire sector. Design, build, operation and refit (product and process) are the 4 main focus areas.



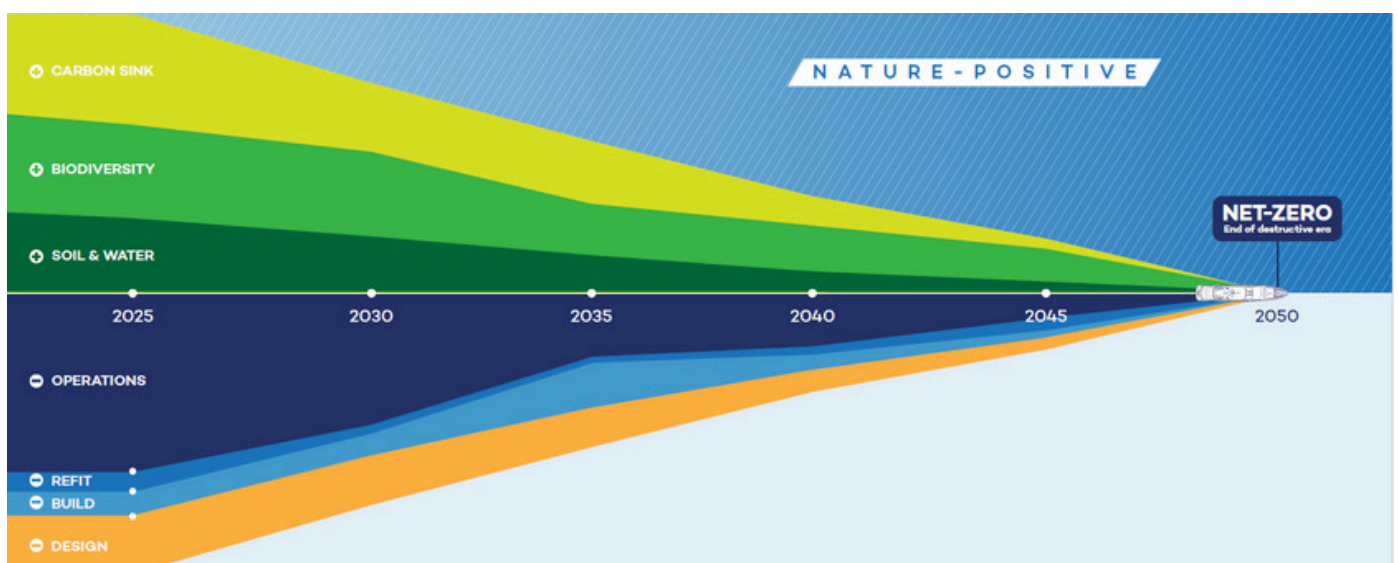
2. The Regenerative Roadmap 2050

The Roadmap 2050 is aimed to be yachting's vision. With a well-coordinated and collective approach, quantified goals will engage and activate each industry stakeholder group. It goes beyond regulatory thresholds, yet remains voluntary. Consider it as a compass for our industry to navigate uncharted waters together for future-proofing our industry.

Let's face it, today the yachting industry has no common vision on how it plans to decarbonize itself. The yachts fall under IMO regulations, but are still generally exempted as thresholds sit at 5,000 GT for most environmental regulations. Similar situation for on-land, apart from local restrictions, with [EU reporting regulations](#) now being postponed or flexed, self-regulation is the way forward. This allows us to stay at the helm, charting our own course towards net-zero.

Committing to this Roadmap will ensure yachting companies to be environmentally future-proof. This Roadmap will not only decarbonize yachting, it will guide to become [regenerative](#), meaning: having an overall positive footprint rather than just reducing or compensating the negative. As such we can reach at least net-zero or indeed beyond, called nature positive. Good for the planet and for the industry's perception.

Roadmap graph: trajectory towards net-zero in 2050



2. The Regenerative Roadmap 2050 Cont.

What you are looking at above is: the negative impact of our industry is indicated below the x-axes and divided over the four life cycle stages of a yacht, the coloured parts reflect the relative magnitude of each stage in 2025. Mirrored above the x-axes is the positive impact investment we need to make to compensate the negative impact. The more we manage to reduce impact towards 2050, the less impact needs to be compensated. Should we go beyond just offsetting our negative impacts at any time, we can achieve a nature-positive situation, in other words, become regenerative. A logical place to be in fact, given that yachting directly relies on the health of the seas for the lifestyle it provides in.

3. Core Themes

The discussions at the Business Leaders Event revolved around several interconnected themes, each shedding light on the complexities and necessities of the industry's sustainability journey.

3.1. Strategic Vision and Long-Term Commitment to Decarbonization

The event showcased a strategic, long-term commitment to decarbonization, with the 2050 Roadmap providing a clear direction. Some proactive shipyards invest in research, development, and implementation of sustainable solutions, acknowledging inherent risks but prioritizing long-term viability. The industry's proactive stance is evidenced by creating and adopting a quantified path to net-zero in 2050.

3.2. The Imperative of Industry-Wide Collaboration

Systemic change requires coordinated action across all industry stakeholders—designers, shipyards (new & refit), suppliers, operators, marinas, class & governmental bodies.

3. Core Themes Cont.

The success of pioneering efforts, such as securing methanol licenses in Italian marinas, was attributed to collective work. The current lack of a central industry database for adding environmental impact, with data residing in "silos" highlights the critical need for an industry-wide monitoring system and the establishment of common, agreed-upon KPIs to track collective progress and benchmark individual efforts. Attendees showed strong commitment to this collaborative roadmap, acknowledging that while roadblocks exist, the industry needs to find solutions. The event served as a valuable platform for fostering this collaboration and setting a shared strategic agenda.

3.3. Data-Driven Decarbonization and Operational Realities

A rigorous scientific approach and robust data collection are critical for guiding the industry's decarbonization efforts. This involves moving beyond qualitative intentions to quantitative goals, using KPIs to measure progress across all four lifecycle stages of a yacht: design, build, operation, and refit. Operational data reveals that existing fleets, particularly their profiles (10% cruising, 90% stationary), require specific, tailored solutions e.g. renewable shore power. Detailed analysis of build and refit processes highlights significant waste generation and energy consumption, with natural gas being a major non-renewable source. The importance of self-monitoring, transparency, and credibility through regular reporting and third-party audits was highlighted. Challenges include data overload and the need to identify the top most impactful items for focused reporting.

3.4. Pioneering Sustainable Technology and its Challenges

The industry's drive for technological innovation, exemplified by the fuel cell testbed, faces significant hurdles. These include regulatory gaps and lack of bunkering infrastructure for new fuels like green methanol. Despite these challenges, the sector is looking forward to the announced dual-fuel engines. Green methanol, produced by combining hydrogen with captured CO₂, offers a "zero net" fuel solution that is easy to transport.

3. Core Themes Cont.

Early analyses show that while build-time environmental impact is significant, the life cycle emissions of yachts quickly surpass them (e.g., 7 years for a 150-foot sailing superyacht), underscoring the need for comprehensive solutions. The yachting industry has the potential to be a proving ground for the future of sustainable shipping if it would be more open to test new technologies and solutions. Apart from the product, there is room for much improvement within the process, which is likely to also reduce cost.

4. Stakeholder Workshops

As part of the workshop sessions, participants were divided into four key stakeholder groups — Design, Build, Refit, and Operations — to collaboratively define how to implement the Roadmap 2050. Each group explored several core dimensions: identifying impact ownership and allocation; outlining collective mitigation efforts and potential alternatives; setting criteria for consistent data submission based on fixed KPIs; and proposing approaches for internalizing environmental costs beyond purely economic considerations.



To guide these discussions, we posed five central questions:

1. How did you perceive the targets outlined in the Roadmap 2050?
2. How can we successfully implement the targets and monitor progress?
3. What data are you currently collecting, and what would make you more willing to share this data?
4. What are the obstacles to implementing the Roadmap 2050 targets?
5. How is environmental cost reflected in the product & service offering of our industry?

5. Stakeholder Workshop Outcomes

Design Outcomes:

The targets outlined in Roadmap 2050 for the design stakeholders are largely seen as ambitious, with a focus on achievable goals for 2030, though the period beyond is considered more abstract. YETI and its labels are central to current strategies, with suggestions to integrate them into design protocols and prioritize their application for non-custom projects where data is readily available. The role of Owner's Representatives is highlighted as crucial for achieving targets, acknowledging the need to address their varied expertise. More sustainable materials are also noted for their potential cost-effectiveness. Overall, the roadmap is perceived as a catalyst for innovation, despite the challenges posed by the long-term vision.

Successful implementation hinges on using YETI statistics for awareness, detailing fleet performance, fuel use, and beyond CO₂eq. Financial incentives for yachts with better YETI labels are proposed, alongside transparent supply chain coordination and YETI implementation by flags. A key obstacle identified is the lack of data management, which impedes progress. To address this, there's a strong call for a shared database of materials and weight among stakeholders, building on existing data like fuel consumption. Transparent labels should also help when explaining potential price differences and help in driving environmental ambition.



Build Outcomes:

The build group viewed the Roadmap 2050 targets as positive and achievable but raised concerns about the proposed starting point. Many shipyards began their sustainability efforts a few years back, so setting 2025 as the baseline risks overlooking significant pre-2025 progress that could make the first five years of targets less realistic.

5. Stakeholder Workshop Outcomes Cont.

Successful implementation was seen as achievable through leadership from shipyards already on this path, acting as ambassadors to others. SYBAss was identified as a key player in helping the industry move forward collectively and in aligning on KPIs and scope.

The shipyards present unanimously confirmed they are continuing data collection in line with the CSRD framework and saw an opportunity to align these efforts with the Roadmap—provided the definitions and scope are clearly defined and do not create additional administrative burden. Participants reported few obstacles to implementation and welcomed the Roadmap as a helpful, voluntary guide for the industry. However, they identified the need for more clarity on how to deal with impact that remains after continuous reduction efforts. A dedicated workshop was suggested to explore this, with a focus on rewarding real impact reduction over offsetting, building a credible accreditation system, and ensuring transparent, trustworthy communication to avoid accusations of greenwashing.



Operations Outcomes:

Challenges with 2030 Targets, with a Focus on Legislative and Economic Drivers: The operations group views the 2030 Roadmap targets as hugely ambitious and challenging, especially given the expectation of significant changes across a third of the fleet within this timeframe. While there's hope for long-term technological advancements - post-2040, immediate implementation is seen as difficult.

5. Stakeholder Workshop Outcomes Cont.

The group emphasised that regulatory pressure is a primary driver of change—particularly for sales teams tasked with communicating added costs. They believe that customer buy-in will hinge on framing environmental costs as either legally required or financially advantageous.

Need for Standardization, Industry Alignment, and Data: A recurring theme is the critical need for standardization across data collection and reporting systems to enable comparable progress monitoring. This standardization, coupled with addressing privacy concerns through anonymous data collection and clear communication of data purpose, is essential to overcome current barriers to data sharing. Furthermore, they emphasize the necessity of broad industry engagement and alignment among key organizations (like LYBRA) to ensure collective progress on the Roadmap's targets.

Refit & Supplier Outcomes:

Economic Viability and Customer Value are Paramount for Adoption: The group strongly emphasizes that green solutions must be cost-effective, offer a clear return on investment, and add tangible value both to the process and the product. They believe that for green technologies to be widely adopted, they cannot simply reduce environmental impact but must also provide commercial advantages or be cost-neutral. This highlights a clear need for a business case behind sustainability initiatives.

Implementation Hinges on Regulation, Early Integration, and Market Building: There's a strong consensus that regulatory pressure and government support are crucial to drive the adoption of greener technologies. Internally, successful implementation requires integrating sustainable choices early in the refit process, standardizing operations, and offering ready-to-use solutions. Furthermore, the industry needs to actively build a market for green solutions and foster a culture of education and incentives, like green labelling, to motivate both clients and suppliers.

6. Conclusion

The Business Leaders Event in Lerici served as a powerful platform for the superyacht industry to reaffirm its dedication to coordinate its efforts towards regenerative yachting and the need for a commonly adopted Roadmap 2050 with clear targets touching each stakeholder group. While significant strides are being made in technological innovation and strategic planning, the path forward is not without its challenges, particularly concerning non-yacht specific regulatory measures and catch-22 risks for infrastructure and uptake of alternative fuels.

The overwhelming consensus from the event is that a collaborative, data-driven, and long-term vision is paramount. By working together, the superyacht industry can not only embrace its environmental responsibility but also redefine luxury for a new era, ensuring its enduring appeal and relevance in a world in desperate need of leaders that lead by example.



7. Appendices: Keynote Speaker

Business Leaders Event 2025: Welcoming explorer and storyteller Céline Cousteau as keynote speaker

We're pleased to welcome Céline Cousteau as keynote speaker at the 2025 Business Leaders Event, the theme for this year is the path towards regenerative yachting, to build on our 2050 roadmap.

Céline Cousteau is an environmental activist, international speaker, documentary filmmaker, workshop facilitator, and author committed to sharing the vital message of interconnectivity between humans and the natural world. Building on the legacy of her grandfather Jacques Cousteau, she has developed a career grounded in purposeful storytelling and impact-driven initiatives.

Her award-winning documentary *Tribes on the Edge*, created in collaboration with Indigenous Peoples in the Brazilian Amazon, led to the formation of The Javari Project, a non-profit delivering practical support to communities most affected by environmental change. Céline also leads CauseCentric Productions, producing media that amplifies the voices of grassroots changemakers.

She has spoken on global platforms including the United Nations, the World Economic Forum, and the Concordia Summit, and in 2024 joined the Space2Sea expedition to Antarctica, contributing alongside fellow scientists, astronauts, and thought leaders.

Céline's work reinforces the connection between humans and the health of our natural world—a message that resonates strongly with Water Revolution Foundation and the mission of driving sustainability in the superyacht industry through collaboration and innovation, leading the way towards neutralizing its ecological footprint and preserving the world's precious oceans. One key principle Céline explained was the seven generation principle, and what we do now impacts seven generations down the line. This builds the bigger picture of our connection to the natural environment and understanding the impact we have on the future.

7. Appendices: Attending Companies

List of attending companies:

ABS	Lloyds
AkzoNobel	Luxury Projects
Amico	MB92
Azimut Benetti	MTU
Baltic Yachts	Nautor Swan
Benetti	Oceanco
Burgess	Politecnico Milano
BV	RINA
Caterpillar	Royal Huisman
Clyde & Co	RWD
Confindustria Nautica	Safe Harbor Marinas
Damen Yachting	Sanlorenzo
DNV	Seable & Co
Dykstra Naval Architects	Siemens Energy
Espen Oeino International	Superyacht Alliance
F/Yachting	SYBAss
Feadship	Tankoa
FM Design	Tetis Institute
Fraser Yachts	Tonissi Marine
HFW	VBH
Hill Robinson	Vitruvius
K YC	Volvo Penta
Lateral	Water Revolution Foundation
	Winch Design

Thank you to all the business leaders who attended this event and participated during the event and workshops. This participation allows us to gain insight into the obstacles each stakeholder may face with the implementation of the Roadmap 2050, what is possible and we can further refine. All participants were encouraged to purchase a new Ocean Assist Unit to support ocean conservation projects, and offset the impact from their travel and this event.

8. About the organisers

SANLORENZO

Sanlorenzo is one of the most respected names in the superyacht industry, known for its craftsmanship, innovation, and commitment to responsible luxury. With a long-standing dedication to design excellence and forward-thinking sustainability, Sanlorenzo continues to play a leading role in shaping the future of yachting.

We extend our sincere gratitude to Sanlorenzo for hosting and organising the Business Leaders Event 2025 in Lerici. Their generosity in providing such a stunning venue, as well as the exceptional hospitality and thoughtfully curated settings, contributed enormously to the event's atmosphere, success and positive impact.



Water Revolution Foundation is the leading non-profit organisation dedicated to driving sustainability in the superyacht industry. Its mission is to neutralise the ecological footprint of the industry and preserve the world's precious oceans by promoting science-based, data-driven solutions and fostering cross-sector collaboration. Through initiatives that support environmental innovation and accountability, the Foundation plays a critical role in aligning stakeholders around measurable impact and systemic change.

As co-organiser of the Business Leaders Event 2025, Water Revolution Foundation continues to demonstrate its commitment to uniting the industry in pursuit of a regenerative, beyond net-zero future.

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