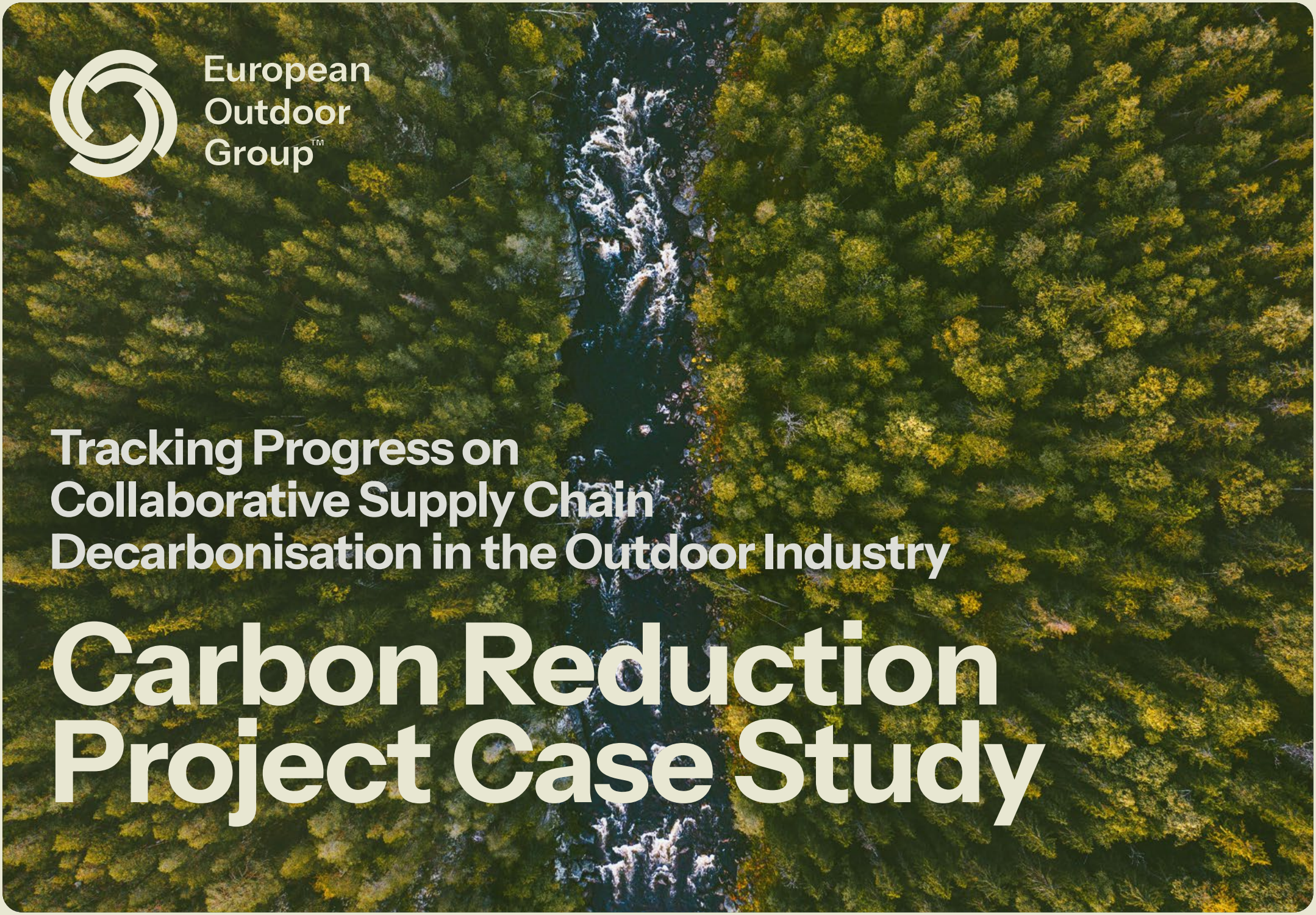
European
Outdoor
Group™
Tracking Progress on
Collaborative Supply Chain
Decarbonisation in the Outdoor Industry
Carbon Reduction
Project Case Study

European Outdoor Group is registered in Zug, Switzerland, CHE-110.337.967

For more information about this report, please contact us at: +44 1539 727255.

You can also write to us at: info@europeanoutdoorgroup.com – www.europeanoutdoorgroup.com

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About Us

Who we are
We are an industry group of brands, retailers, technology providers, and national associations.
The European Outdoor Group consists of over 100 member organisations.

Our vision
We are the voice of the European outdoor sector. Our vision is to do global, profitable business in a way that gives back more than we take — from nature and from people.

What we do
We undertake a wide range of activities, including market research and insights, corporate social responsibility and sustainability initiatives, outdoor retail collaboration, organising and supporting industry events and trade fairs, and representing our sector and its interests to the European Commission, other formal institutions, NGOs, and other stakeholders.

CSR & Sustainability
We educate, provide opportunities to make an impact, represent the industry and mitigate risk, respond to our members' needs, and cultivate CSR networking opportunities.

We are striving for an industry that is:
- Climate neutral
- Responsibly using resources
- Discharging safe emissions
- Free from harmful chemicals
- Maintaining ethical supply chains

Contents

1.

Introduction

Introduction

The Carbon Reduction Project was initiated in 2021 in response to the aims set out in the Paris Agreement 2015 of "holding warming well below 2°C, and pursuing efforts to limit warming to 1.5°C", and to the growing desire to address renewable energy and decarbonisation voiced by the EOG membership. Unfortunately, global progress has been slower than hoped (Figure 1) and it is predicted that the world is currently not on track to meet the agreed target of limiting global warming.

"Based on the 2030 targets only, end of century will be 2.6°C, with over a 99.7% probability of exceeding 1.5°C. If one includes binding long-term targets, we estimate end of century warming to be 2.1°C, which is likely below 2.3°C and over a 94.3% chance of exceeding 1.5°C."

-Climate Action Tracker [1]

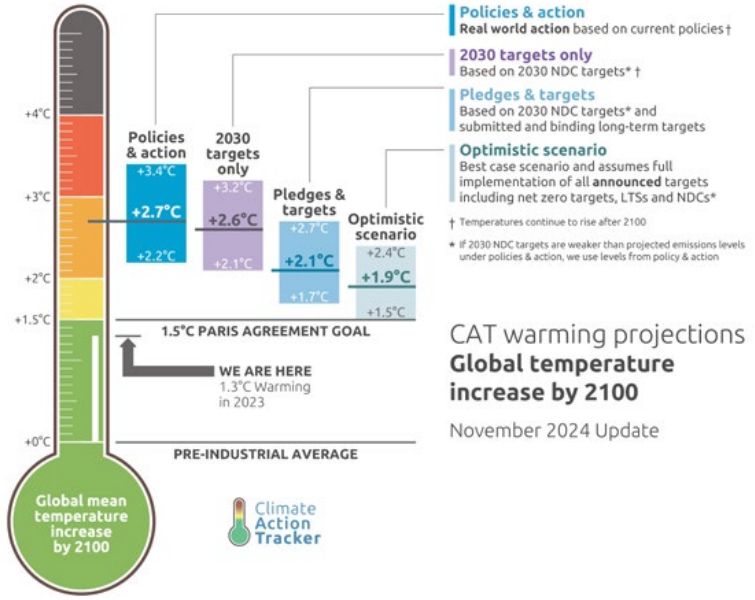

Figure 1 – Global warming thermometer (Source: Climate Action Tracker, August 2025)

[1]Climate Action Tracker, The CAT Thermometer explained. Accessed 30 July 2025. https://climateactiontracker.org/global/cat-thermometer/

This is despite significant work that has already been undertaken by coalitions of countries, governments and industries that have announced ambitious climate commitments. And whilst in recent years there has also been increased focus on speeding up renewable energy transition, reducing fossil fuels use (e.g., coal phase out) and slowing down deforestation, as well as an increase in the number of climate pledges made [2], more can be done to significantly cut greenhouse gases and improve energy efficiency [3].

But there is hope…and the outdoor industry continues to be a trailblazer in addressing climate action by investing in research and developing informational tools[4] and training webinars specifically focused on the clean energy needs and specificities of the textile industry. Additionally, the European Outdoor Group (EOG) is exploring possibilities to support projects seeking to "align national climate targets with corporate strategies, supported by clear policy frameworks and sound business incentives"[5]. In January 2024, the EOG introduced a new requirement for all members to formally join a recognised Race to Zero initiative. This requirement reflects the growing need for coordinated, science-aligned climate action within the outdoor sector and reinforces the EOG's longstanding commitment to sustainability leadership. As the global climate crisis intensifies, collective participation in credible Race to Zero pathways is essential to maintaining the industry's influence, integrity and ability to meet international expectations for 1.5°C-aligned emissions reductions.

Finally, in continuing to bring brands together under the EOG's Carbon Reduction Project, the outdoor industry is continuing to undertake tangible action that provides measurable impact for the outdoor apparel, footwear & equipment sector, thus helping to protect the natural environment we all cherish and enjoy.

2 World Resources Institute, Global Climate Pledges: A Progress Report, 2024. https://www.wri.org/insights/climate-commitment-tracker

3 The Telegraph, World way off track to meet Paris climate goals, says UN report, 8 September 2023, https://www.ft.com/content/41a21501-4ef0-4942-a877-3990825a4f10

4 Global Efficiency Intelligence, Textile Heating Electrification Tool, 2024. https://www.globalefficiencyintel.com/textile-heating-electrification-tool

5 Exponential Roadmap Initiative, From targets to transition: How NDCs can help align ambition between governments and business, 2025. https://exponentialroadmap.org/from-targets-to-transition-how-ndcs-can-help-align-ambition-between-governments-and-business/

Scope

This case study provides an update to the information provided in the first Carbon Reduction Project Case Study, published in 2023 and similarly it reports the evolution, outputs and future direction of the project. It also reflects the realities of scaling supply chain decarbonisation - a process that an increasing proportion of brands, retailers and manufacturers may be pursuing in the next few years, with joint efforts to meet global 2030 and 2050 climate targets.

Since the last case study, much has been learned in relation to:

- Enhancing the efficiency of the project methodology to reduce time and effort,
- The importance of maintaining good relationships with external service providers, and
- The drive and motivation for brands to work together on long-term complex projects.

A caveat, stated in the previous Case Study, still stands. Various targets and strategies can be adopted to meet global climate targets, many of which have been embraced and publicly announced by organisations within the outdoor industry. We recognise that there are other successful approaches to addressing decarbonisation and that this approach may not be applicable to other sectors, or even sub-sectors within the outdoor industry. This case study reflects the methodology we follow for this project, which focusses on a limited range of outdoor apparel processing facilities based in specific geographies.

Background

This project has now been running successfully since 2021 and was based on initial research conducted by the EOG in 2020, wherein data was collected from a small proportion of its members, representative of the industry in terms of size, product range, and climate action experience, in a bid to understand their status in terms of their corporate carbon footprint, product footprint, targets, supplier engagement, climate strategy, and measurement tools & reporting.

The data gathered mirrors reported fashion industry data[6] wherein the disparity between the proportionate impact of Scopes 1 and 2 versus Scope 3 is attributed to both the complexity of supply chains, and the sheer breadth of activities, technologies and resource usage covered by Scope 3. On Scope 3 emissions specifically, member data showed that the majority of GHG emissions derived from Category 1: Purchased goods and services (73%), which is not surprising since this category encompasses yarn preparation and wet processing (e.g., dyeing, printing, finishing) which are the most GHG intensive processes[7] due to their high energy intensity and reliance on coal and gas.

90 - 98%

…of the GHG emissions reported in the outdoor brands' corporate carbon footprint are Scope 3 emissions

73%

…of those Scope 3 emissions measured derive from Category 1: Purchased goods and services.

6 Apparel Impact Institute, Unlocking the trillion-dollar fashion decarbonisation opportunity report, 2024. https://apparelimpact.org/resources/unlocking-the-trillion-dollar-fashion-decarbonisation-opportunity-report/

7 Quantis, Measuring Fashion: Environmental Impact of the Global Apparel and Footwear Industries Study, 2018. https://www.oneplanetnetwork.org/sites/default/files/from-crm/measuringfashion_globalimpactstudy_full-report_quantis_cwf_2018a.pdf

Members

This project would not exist were it not for the participation of the project member brands and their supply chain partners, and it has been the participating brands' enthusiasm, motivation, adaptability, openness, hard work, and sustainability knowledge that has got us to where we are today. To minimise the barriers to participation in this project, we keep the eligibility requirements to a minimum so, for example, participants are not required to sign up to the Science Based Targets initiative or even to disclose their internal corporate targets unless they wish to. What we do recognise as requirements, however, are:

- A drive and motivation to actively address supply chain emissions,
- An openness to working collaboratively with other brands on a long-term project, and
- A desire to support their suppliers meet ambitious climate goals.

In this case study we will report on the progress of two cohorts:

- The pilot group (C1)* consists of 10 brands, and
- Cohort 2 (C2) consists of 9 brands - 3 new plus 6 returning pilot group members

*For more information on the pilot group, see our previous case study; A Collaborative Approach to Decarbonisation in the Outdoor Industry Supply Chain, 2023

"Participating in the Carbon Reduction Project has provided our company with clear structure and expert guidance to accelerate our decarbonisation journey. The collaborative approach, access to specialized technical assessments, and practical benchmarking against peers have enabled us to identify high-impact opportunities and to track meaningful progress. This initiative also helps us meet increasing stakeholder expectations and align with science-based climate targets outlined by EOG."

Amer Sports

Methodology

The project follows a 5-stage process (Figure 2)

- Stage 1: As a neutral entity, the EOG maps the supply chains of the project member brands in order to identify shared facilities. This process is undertaken using information from the Open Supply Hub and Higg data IDs, where possible, to support facility verification.
- Stage 2: Brands often have a unique insight into the climate status of their suppliers and this is utilised to pre-screen and prioritise facilities based on their need, motivation and potential impact.
- Stage 3: Supported by Apparel Impact Institute (Aii), facilities participate in an assessment programme delivered by RESET Carbon engineers to determine energy use, emission profile and reduction potential.
- Stage 4: The brands continue to work collaboratively, post-assessment, by implementing mitigation actions which will support the facilities to meet their targets. This stage is funded by the EOG's Impact Accelerator Fund.
- Stage 5: It is vital that the impact of this project can be measured and supplier achievements celebrated, so we are currently trialling the Carbon Target Monitoring + service from Aii, delivered by RESET carbon.

"The project's methodology—especially the mapping, assessment, and tracking stages—has deepened our visibility into emissions hotspots within our supply chain with participated industry peers. Regular interaction with both peers and technical experts has fostered a valuable learning community. The emphasis on transparent communication with suppliers and the pragmatic support offered have made even complex or long-term actions feel achievable."

Amer Sports

"When brands approach suppliers as a group, it signals that the request matters to several partners, not just one. This allows the supplier to concentrate on a single, shared priority instead of juggling different versions of the same ask. As a result, they can use their time and resources more effectively to deliver on carbon reduction opportunities."

W. L. Gore & Associates GmbH

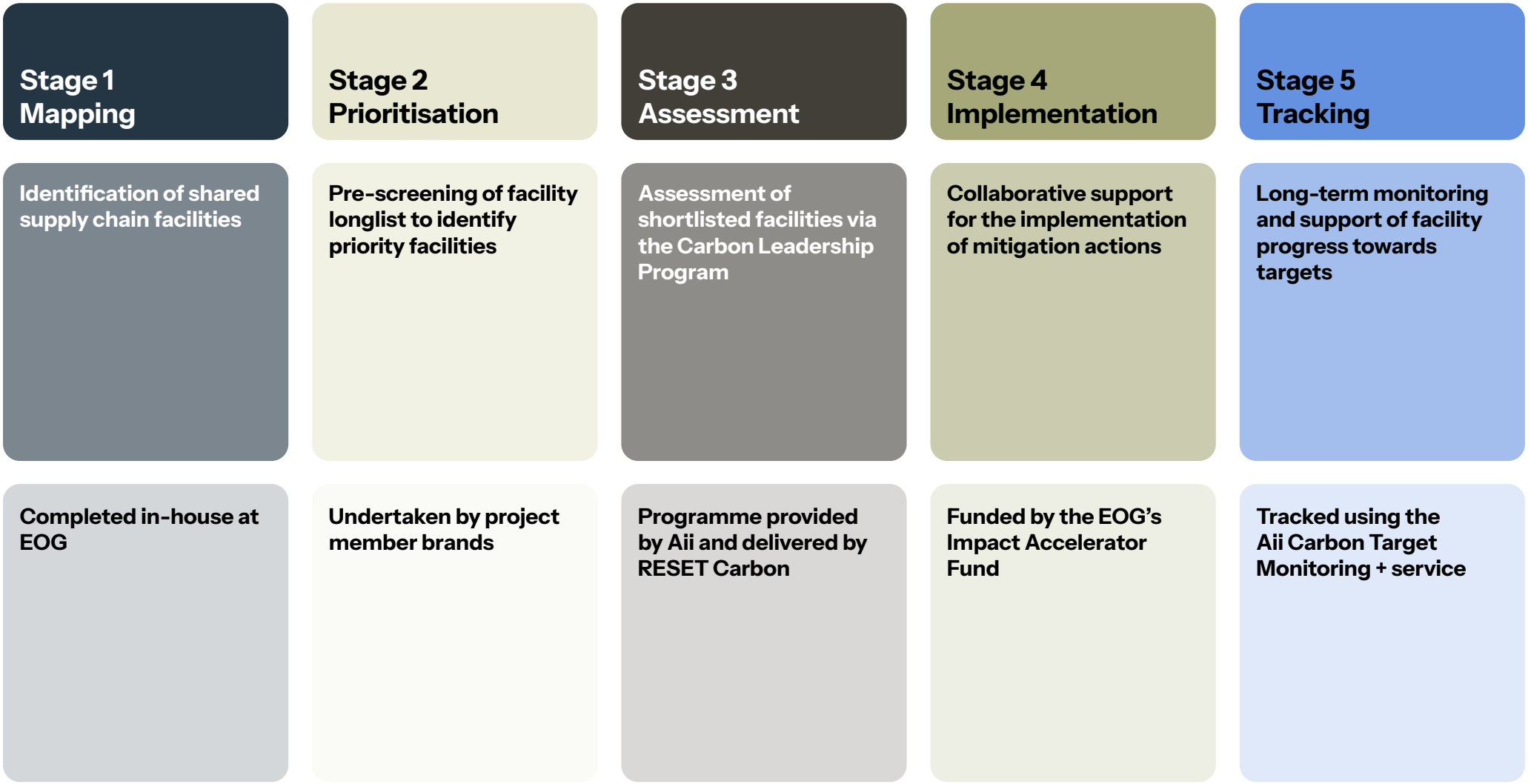

Figure 2 – Carbon Reduction Project methodology

2.

2021-2025

Progress Overview

Stage 1 Mapping

The mapping results for C2 mirrored those of C1 in that outdoor apparel manufacture and finishing (Tier 1 and 2) is carried out by a global spread of suppliers, with a high concentration in APAC countries. By combining the mapping results of both cohorts (Figure 3), we can gain an understanding of the spread of suppliers within the outdoor apparel industry.

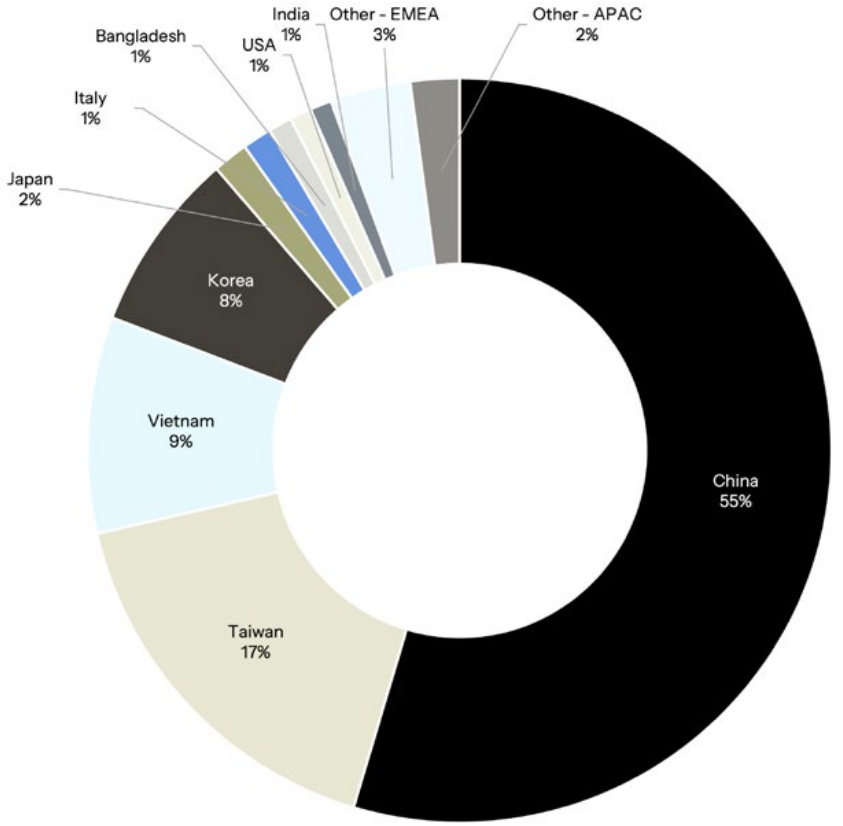

Figure 3 - Global geographical spread of outdoor apparel industry suppliers (C1 + C2)

The majority of facilities are located in APAC and, when focussing on this region, it is clear (Figure 4) that a large proportion of manufacturing and processing is carried out in China (57%), followed by Taiwan, Korea and Vietnam. Consequently, the facility assessments for both C1 and C2 were undertaken in China and Taiwan.

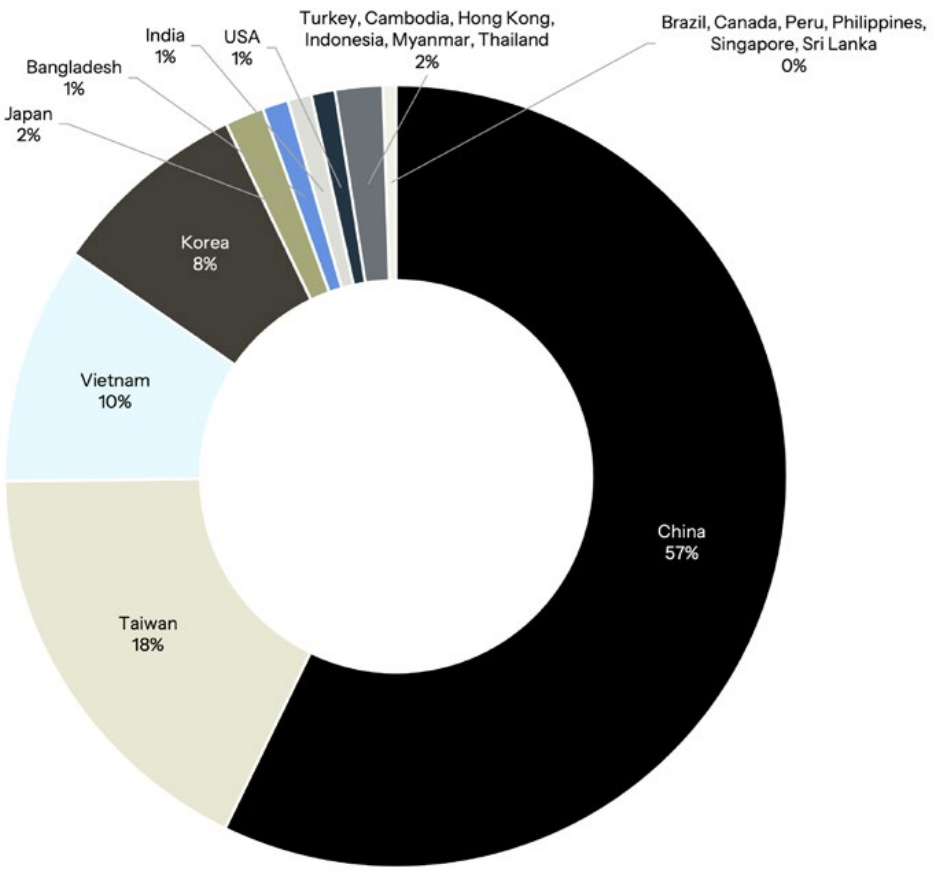

Figure 4 APAC spread of outdoor apparel industry suppliers (C1 + C2)

In terms of the degree of sharing across both cohorts so far, we can see that, of the 730 facilities nominated across these 14 countries, 11% of them (82) were shared, with the greatest numbers of shared facilities being in Taiwan, China, Vietnam and Japan.

"The EOG collaborations offer a unique chance to learn from others, share insights, and discover new ways to drive change. Most importantly, when we come together, systemic change becomes far more achievable. The mountains we aim to climb feel much more manageable when we're in this together, working toward the same goal."

W. L. Gore & Associates GmbH

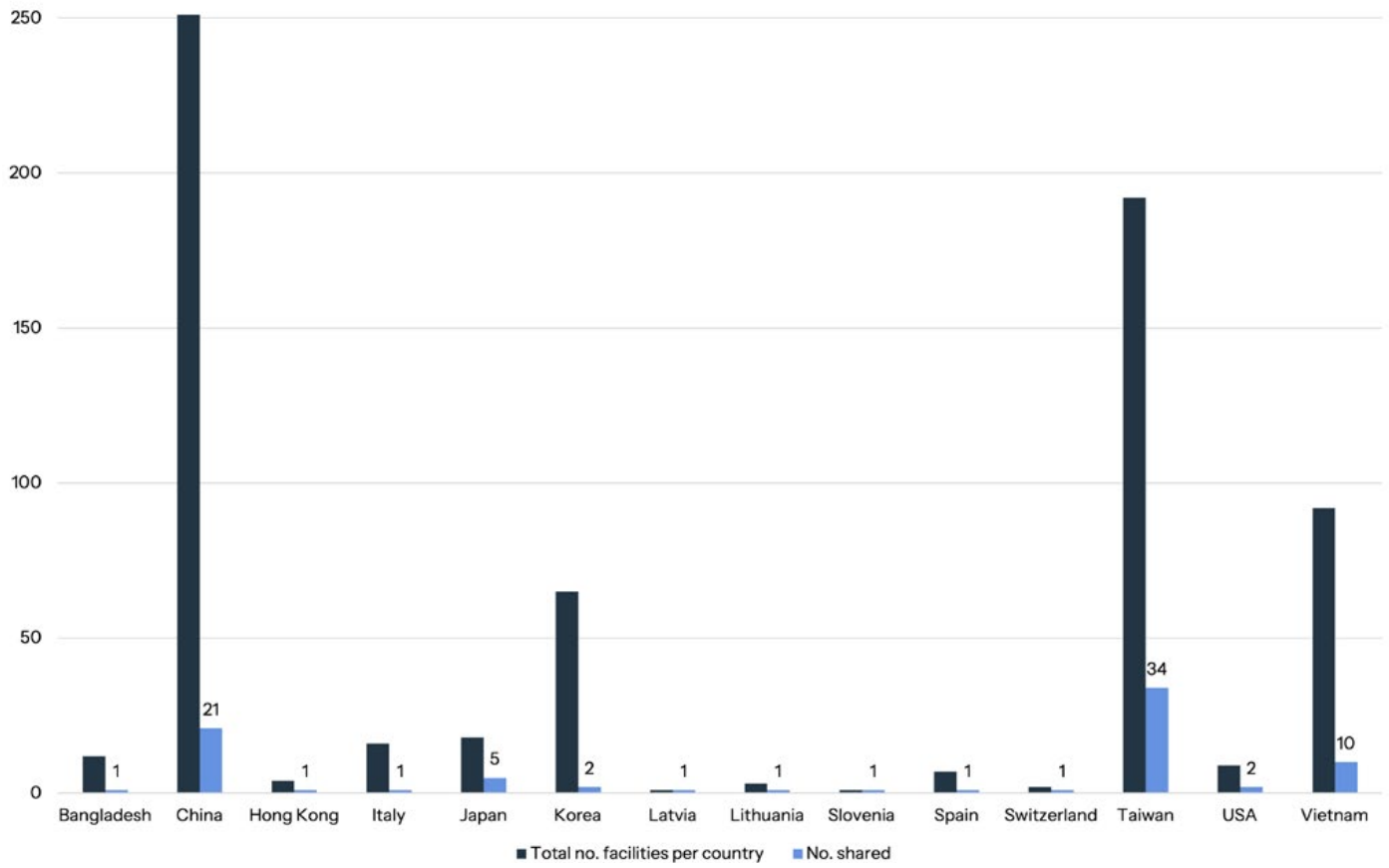

Figure 5 Distribution of shared facilities (C1 + C2)

Stage 2 Prioritisation

The preliminary screening process allows the brands to capitalise on their relationships with, and understanding of, their suppliers in order to decide which facilities would most benefit from participating in this project and receive support. The insights which are deemed most useful include financial health, internal capacity, commitment to addressing decarbonisation/RE and impact potential.

For C2, of the 10 suppliers invited to participate, 5 agreed and were nominated for the project. Although a 50% rejection rate seems high, the reasons included: facilities already pursuing internal decarbonisation projects; upcoming major infrastructure/equipment change; expressing the intent to join future cohorts. Most importantly, the remaining 5 facilities were deemed as potentially high impact and/or of strategic importance to the participating brands. As per C1, C2 brands preferred to focus their attention on Tier 2 facilities covering a range of different processes as shown (Table 1).

Process Country	Yarn Spinning	Dyeing	Printing	Weaving	Knitting	Sewing	Coating / Lamination	Finishing	Stentering	Welding
China	x	x	x	x	x	x	x	x		
Taiwan		x	x	x			x	x	x	x

Table 1 Processes undertaken in facilities assessed through CLP (C1 + C2)

In C1, some adaptation was required by the assessment experts to encompass all of the facility manufacturing and processing types. For C2, any facilities which could not be assessed using the standard wet processing tool followed a different, more appropriate assessment route.

It is important to note that under the methodology of this project, the brands send joint letters to longlisted supplier facilities, inviting them to take part in the project and clearly setting expectations in terms of brands' intentions, workload and timeline. The brands recognise that they are not in a position to try and force any supply chain partner to take part, but hope that they will buy-in to the need for, and potential benefits of, joining such an initiative.

Stage 3 Assessment

With the support of Apparel Impact Institute, supplier facilities participate in assessments carried out by technical experts at RESET Carbon. The goal is to put the industry on a collective action roadmap to factory decarbonisation. The program methodology is shown in Figure 6.

"RESET is proud to be a long-term technical partner to EOG, supporting facilities throughout their decarbonisation journey which has now moved into implementation and progress tracking through the CTM+ program. As facilities begin turning data into action and driving real, measurable emissions reductions, we look forward to continuing our collaboration with EOG to support the uptake of low carbon best practice into the supply chain."

RESET Carbon

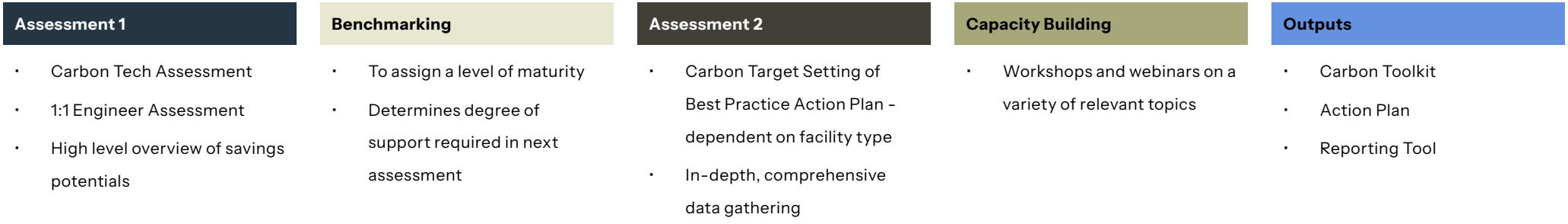

Figure 6 Carbon Leadership Program methodology

Energy Consumption

The energy consumption for C2 facilities mirrored that for the C1 facilities in that Purchased Electricity non-RE (36%) and Coal (31%) comprise the highest proportion of fuel sources (Figure 7). This is not surprising, given the industry's continued reliance on fossil fuels, and it is notable that for these 5 facilities <4% can be attributed to onsite solar or Purchased Renewable Electricity. This is indicative of how much work still needs to be done to reach to support achieving net zero goals by 2050.

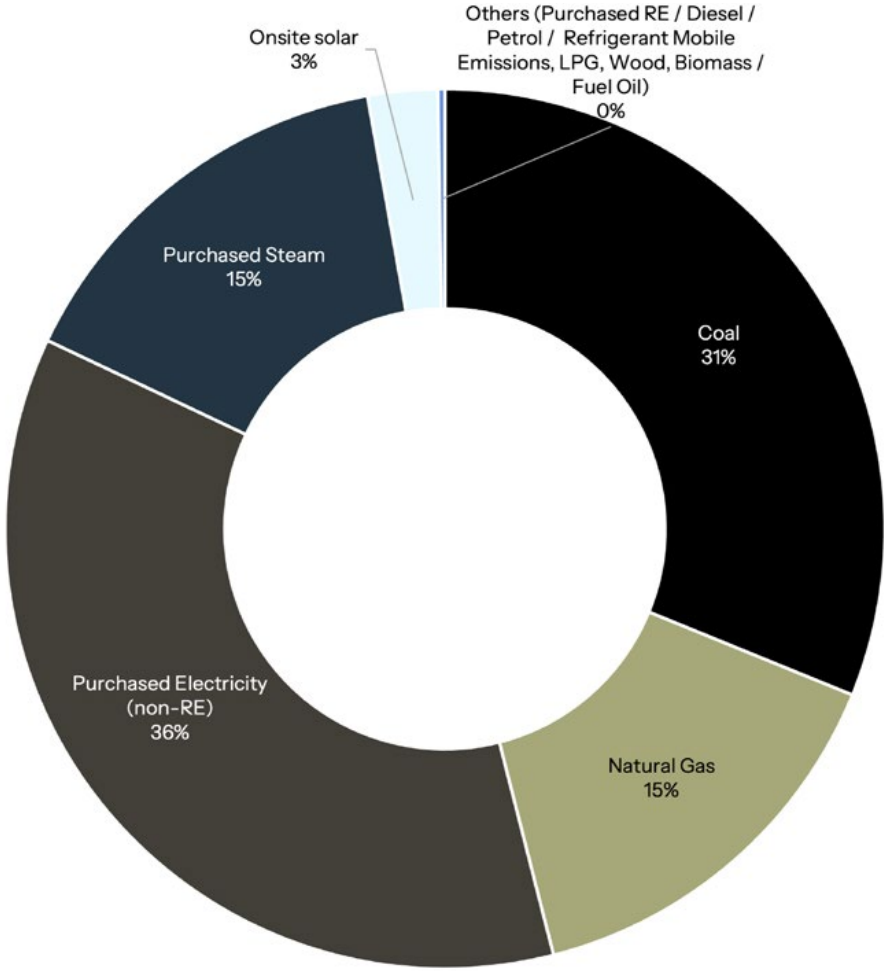

Figure 7 Energy consumption by fuel source (C2)

Emissions

When assessed in 2021-2022, half a billion kg of CO2e was emitted by the 16 C1 facilities and, for the 5 C2 facilities assessed in 2024-2025, nearly 100,000,000 kg of CO2e was emitted (Figure 8). Although the difference between the individual facilities' emissions can be significant, it is important to our participating brands that all facilities reach the internally agreed project target of 50% carbon reduction by 2030.

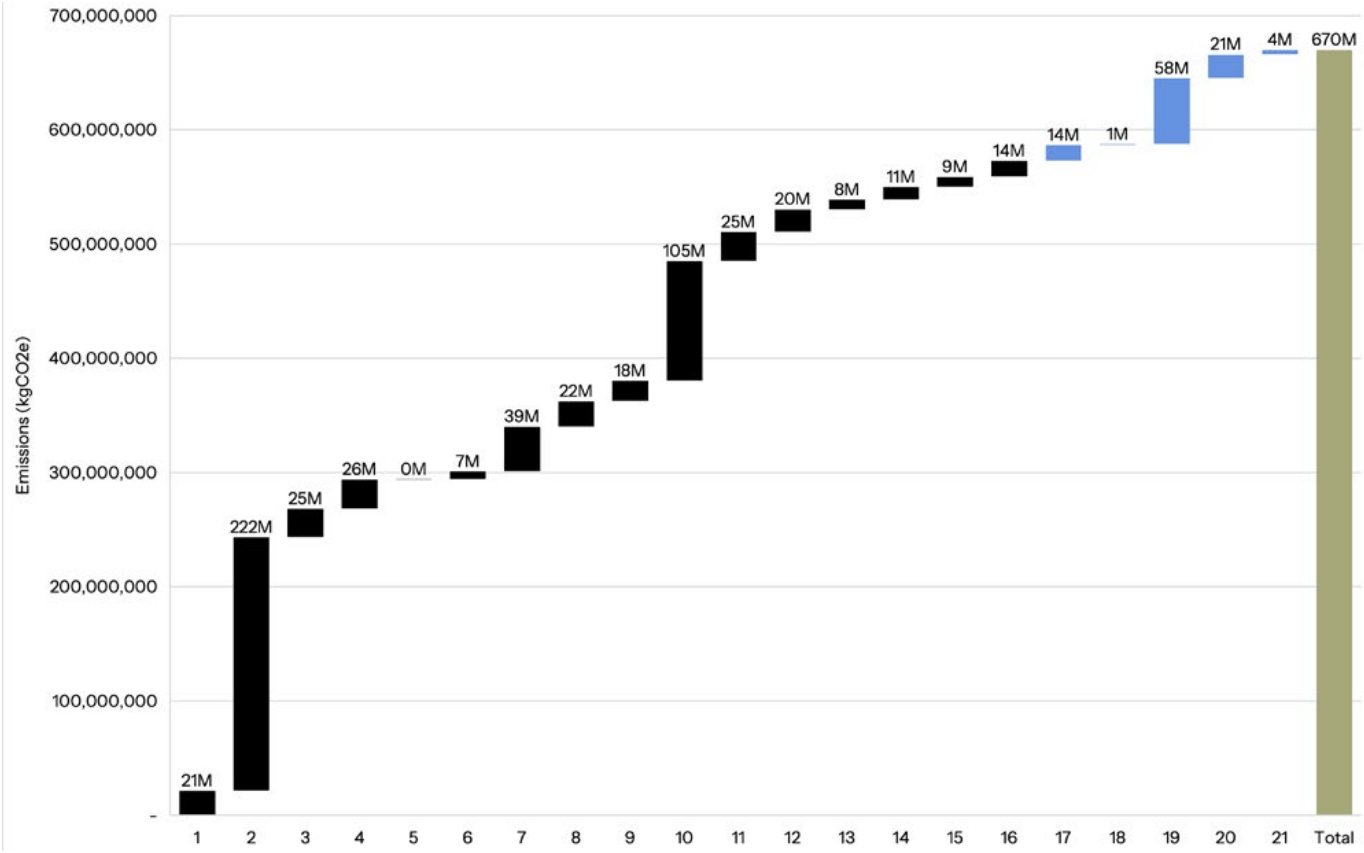

Figure 8 Total combined emissions from all the facilities so far assessed (at the time of assessment) (C1: black + C2: blue)

The emissions for the C2 facilities derive mainly from Purchased Electricity non-RE, Coal and Purchased Steam (Figure 9), so supporting the rapid transition to RE will positively affect the emissions profiles of these manufacturing and processing facilities.

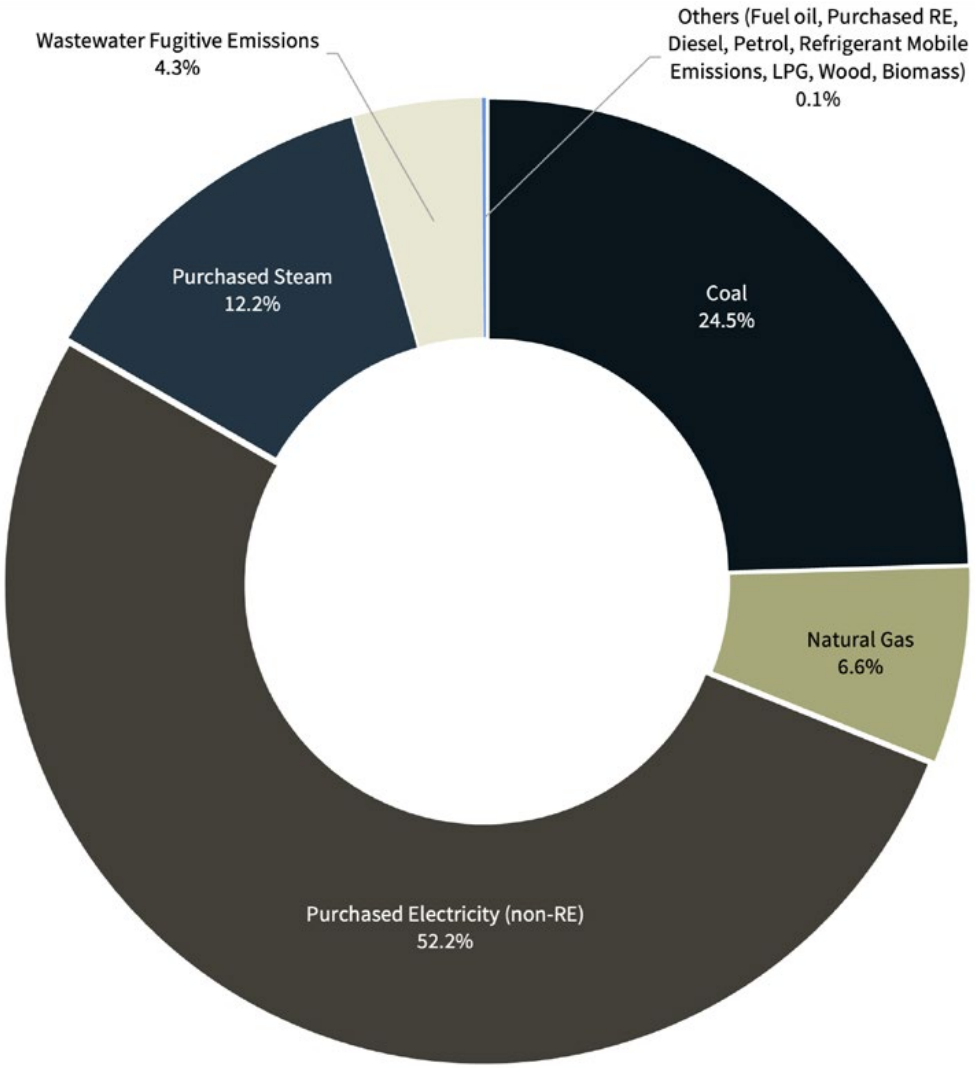

Figure 9 Emissions by source (C2)

Savings Potential

One of the outputs of the data assessment is forecasting facility progress up until 2030. Within the facility Action Plans, all suggested mitigation actions are listed, however facilities choose whether to Agree or Not Agree to implement. Thus there is often a gap (as shown for all C2 facilities, Figure 10) between the full reduction potential (all interventions) and committed reduction potential (agreed interventions). As time passes, however, and facilities change their strategic priorities, access the required financing or overcome existing barriers (infrastructure, legislative, etc.) the facilities can revisit their action plans and implement previously rejected actions to realise this impact.

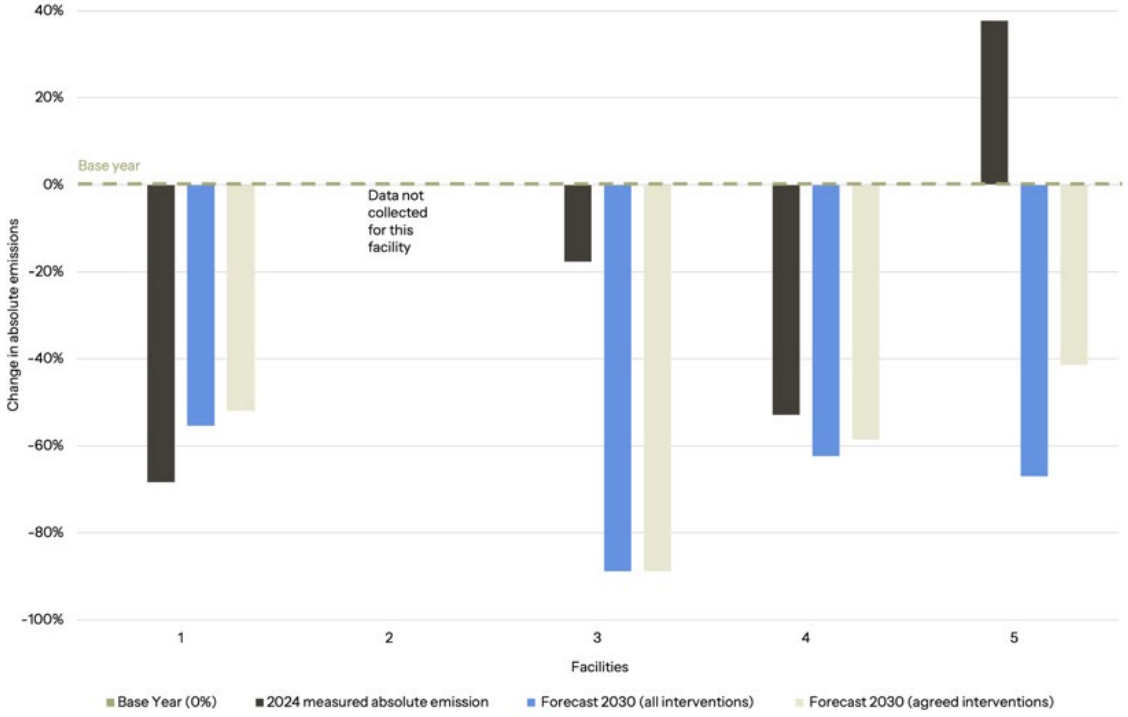

Figure 10 % Change in absolute emissions forecast: baseline year to 2030 (C2) (forecast takes into account change in emissions intensity)

Emission intensity is a complex yet vital aspect to take into consideration when measuring and predicting emission or energy savings (Table 2) and is an integral aspect of measuring and reporting progress towards climate targets accurately. It can be calculated to reflect the carbon emitted per product or unit and therefore any changes in, for example, production volume will be taken into account. It is important to note, therefore that each individual facility's annual business growth rate is taken into account, as is the grid factor improvement on the region-specific information, in estimating the emission projection for the target year.

Measuring emission intensity can provide an insight into how efficiently a facility is operating and can highlight areas for improvement and innovation[9]. For one of the C2 facilities it is clear (Figure 11) that although the absolute emissions have decreased year-on-year since 2019, the emission intensity per kg of material processed has been variable, with a slight increase from 2022 to 2024. From this it could be concluded that further work needs to be undertaken on, for example, improving the efficiency of processing.

Metric	Definition	Importance	Reduction strategies
• Absolute Emissions	• The aggregate quantity of GHG emissions produced by an organization, encompassing Scope 1, 2 and 3 emissions	• Essential for understanding the full scope of a facility's environmental impact and for setting broad reduction targets.	• Implementing renewable energy sources. • Investing in energy-efficient technologies.
• Emissions Intensity	• The amount of carbon dioxide equivalent (CO2e) emitted per unit of economic output or activity	• Provides insights into the efficiency of an organisation's operations, enabling targeted improvements.	• Optimising production processes for efficiency. • Adopting cleaner, less carbon-intensive sources.

Table 2 How carbon emissions intensity relates to total emissions (based on table from CarbonBetter[8])

8 CarbonBetter, The metric that will give context to your total emissions as your business and carbon footprint both expand, 2024. https://carbonbetter.com/story/carbon-emissions-intensity/

9 CarbonBetter, The metric that will give context to your total emissions as your business and carbon footprint both expand, 2024. https://carbonbetter.com/story/carbon-emissions-intensity/

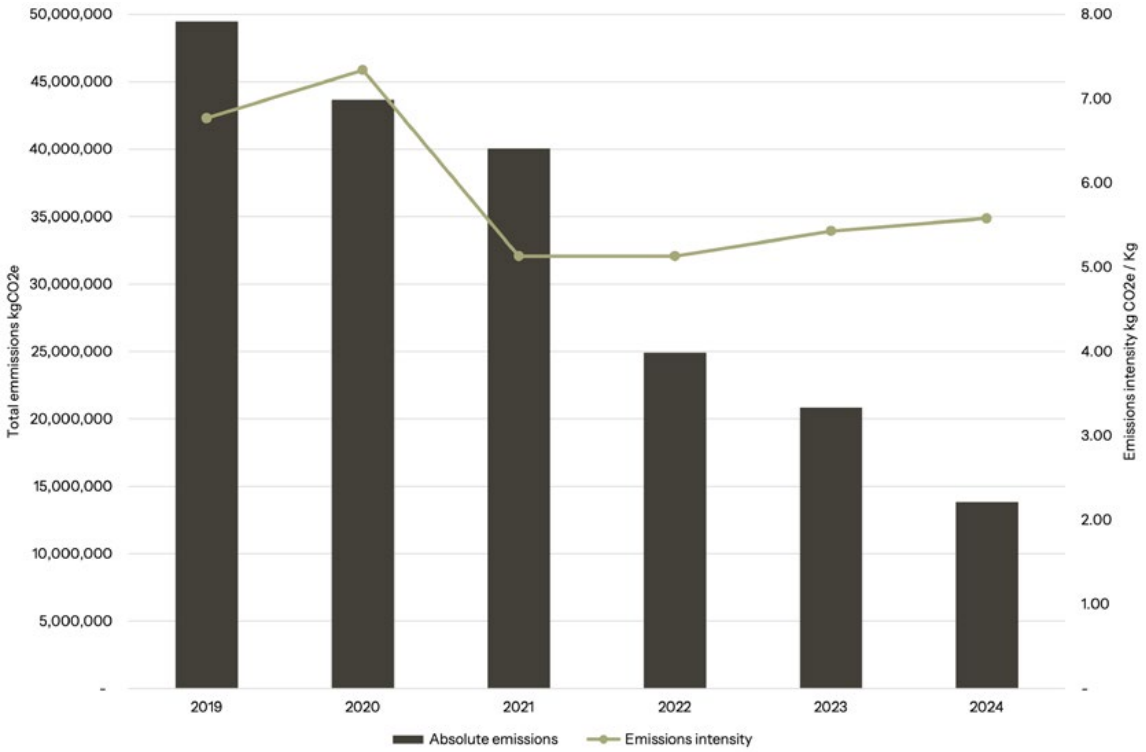

Figure 11 Absolute Emissions vs. Emissions Intensity for an individual facility (C2)

"The initiative offers a rare mix of technical rigor and practical support, paired with the benefits of working alongside like-minded brands who value responsible industry leadership. The collaborative framework greatly reduces barriers for individual brands and creates shared momentum in what could otherwise be a daunting process."

Amer Sports

When considering where these savings will come from, C2 energy saving forecasts show that the major contributory categories to suggested mitigation actions are Technology Retrofit (41.1%), Operational Maintenance & Management (41.1%) and Thermal Fuel Switch (14.9%). In terms of emissions reductions (Figure 12), the major drivers are Renewable Electricity transition (59%), and Thermal Fuel Switch (18.4%). Renewable Electricity category projects include increasing the proportion of green electricity used in facilities and installing/expanding onsite solar rooftops, whilst coal phase out and boiler fuel replacement projects fall under the Thermal Fuel Switch category.

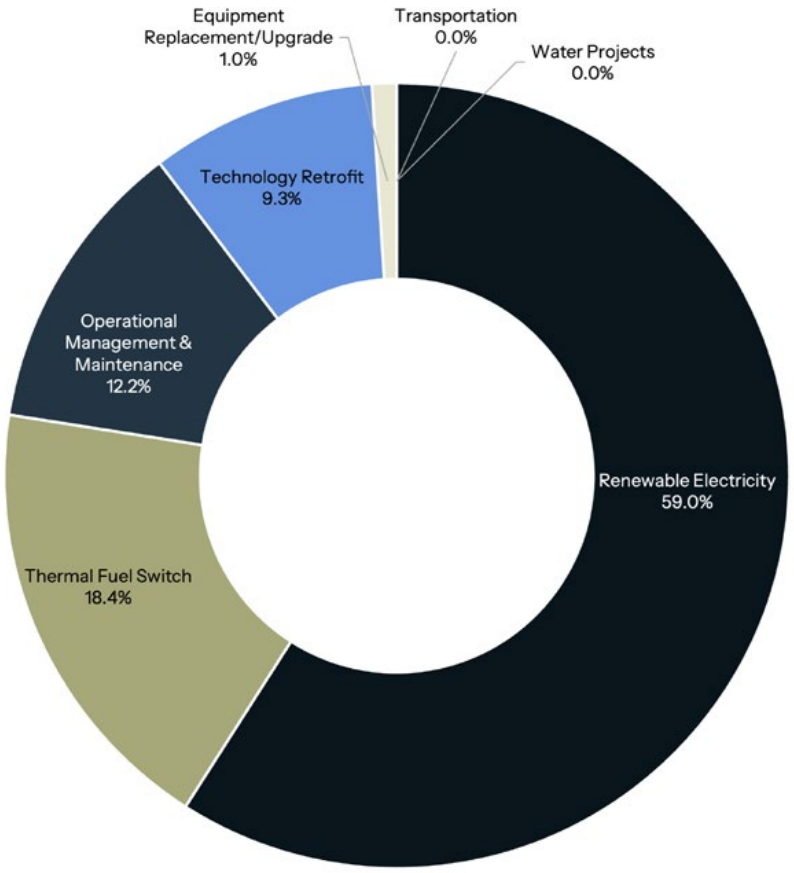

Figure 12 Emissions savings by mitigation action category (C2)

But how much will doing the work required cost? The short answer is…it varies. Whilst limited financial data is available in the action plans, comparing the investment required for specific actions at individual facilities was meaningless due to the differences in project specifics and scale. It is possible, however, to determine a slightly more comparable metric – that of the economic benefit, which essentially reflects the $ investment required and the payback period in years (Figure 13). Through this metric the extent of differentiation in economic benefit can be seen (for example, maintaining a Boiler System ranges from $8,400 to $878,000 depending on the facility's individual circumstances) and this deeper understanding of potential cost can be used as the basis for initiating discussions with suppliers.

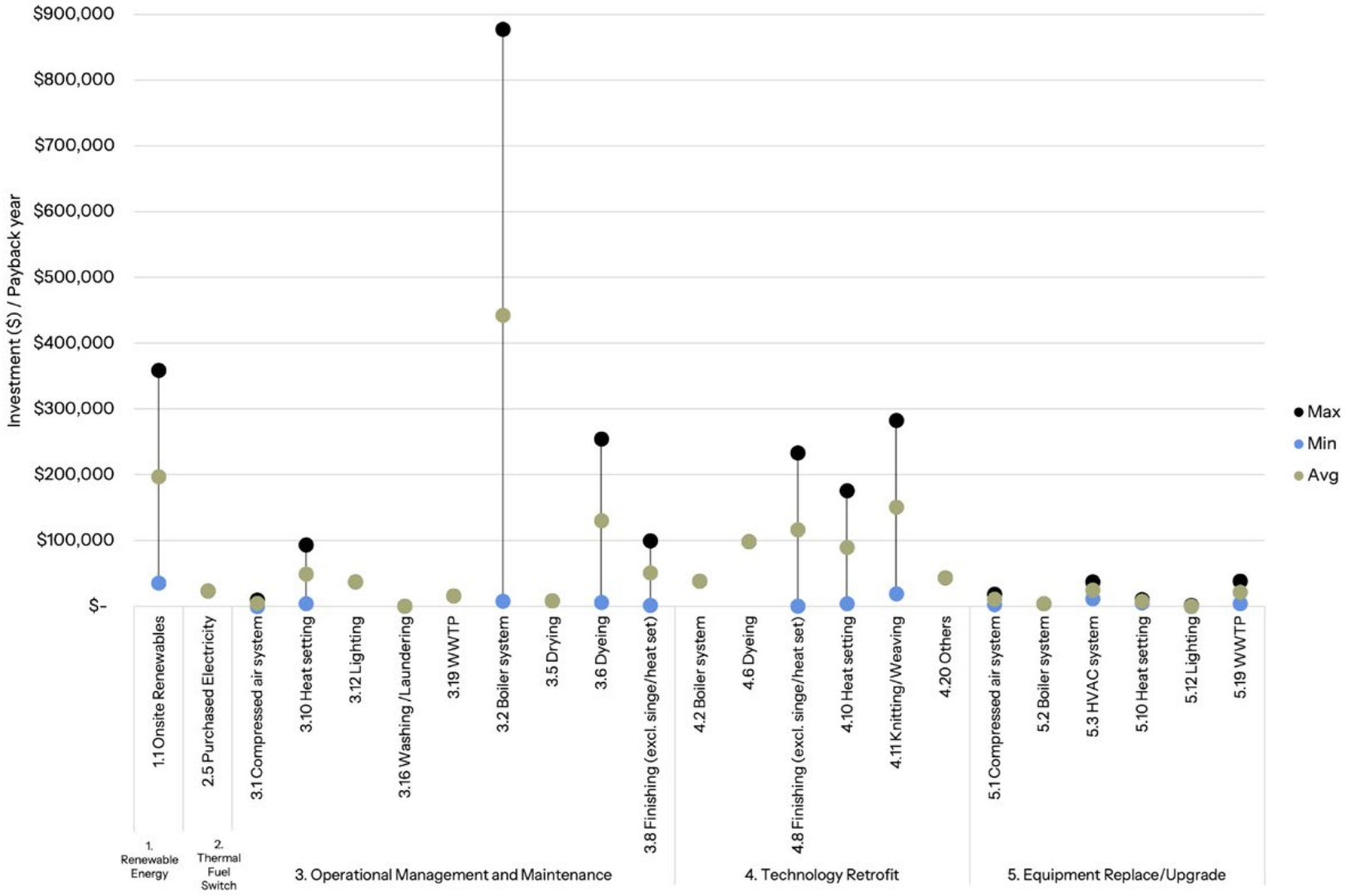

Figure 13 Economic benefit of mitigation actions (C2)

Within the scope of this project the brands share the costs of the assessments, however it is not expected they will cover the costs of any mitigation actions. This means that the suppliers must be willing to do so, although brands may contribute to Stage 4: Implementation by covering, for example, further research costs or consultant fees.

Stage 4 Implementation

Planned

For C2, a total of 93 actions were recommended for implementation, with 83% of these being Agreed by suppliers (Figure 14). It is heartening to see that, in certain categories (Thermal Fuel Switch, Operations, Technology Retrofit), a significant proportion of suggested actions have been completed or are near completion. This shows that not only are supply chain partners already on-board with and invested in projects to decarbonise, but also that there is still scope for further progress to be made.

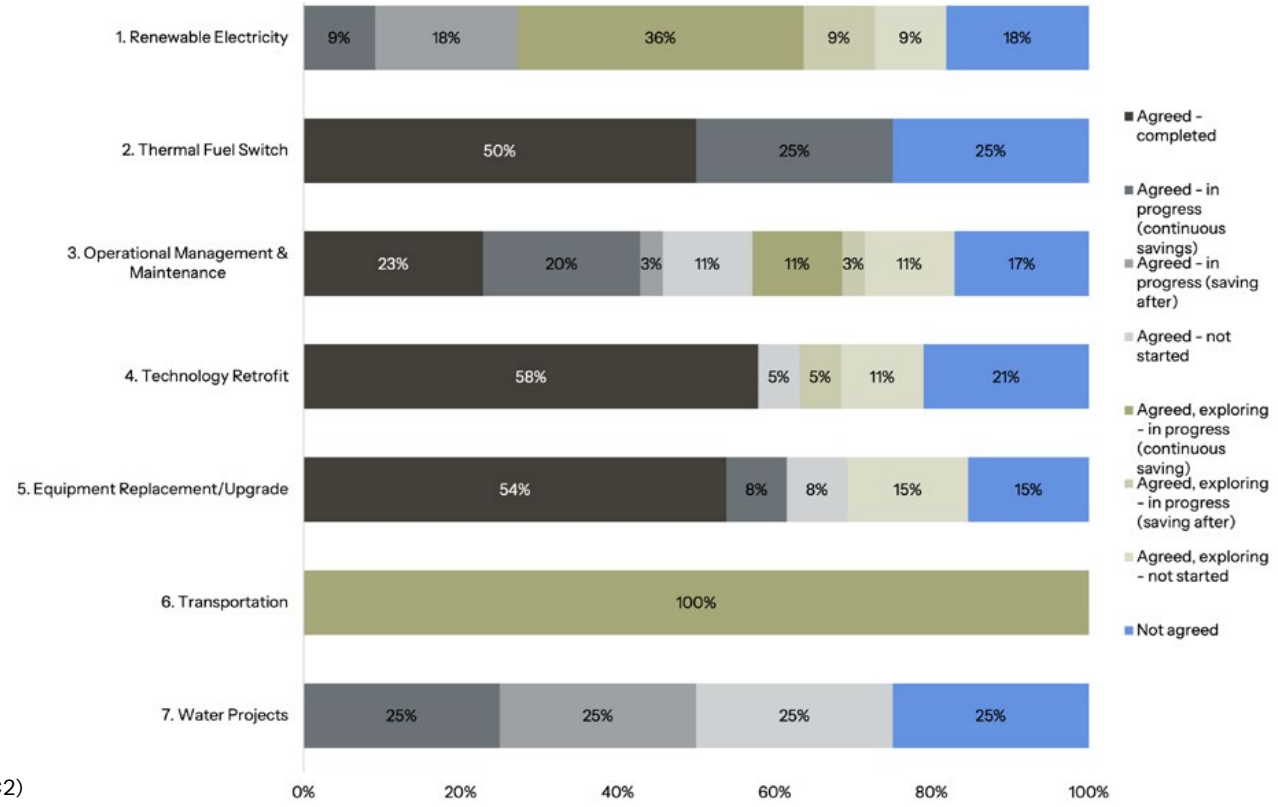

Figure 14 Supplier intention to undertake mitigation actions by category (C2)

The high acceptance rate demonstrates the suppliers' willingness to work in partnership with our brands and, in return, the brands will support their progress through the mitigation action process.

Deeper analysis of the projects which are Agreed, exploring (not started) and Not Agreed will drive C2's discussions on how to continue working collaboratively on mitigation actions which benefit the facilities and all participating brands. Where projects were Not Agreed, the reasoning was varied; some related to investment requirements, effect on productivity, increased green power costs, and lack of internal budget. Some of these issues, however, may be addressed and/or remedied through continued collaboration with brands.

Unfortunately, tackling high impact actions such as coal phase out and renewable energy transition can require significant investment and/or face challenges such as varying market availability in different geographies and the increased unit cost of energy. Added to this are potential barriers borne from the interconnectedness of a highly complex supply chain, legislative demands, infrastructure limitations and a lack of technical feasibility. However, facilitating this project for 4+ years has shown that the outdoor industry is primed to tackle these, and other, challenges. C2 have already started investigating recent advances made in low-carbon thermal energy technologies and the EOG are planning to develop training and education webinars on how to use tools specifically developed for the industry designed to 'analyse the feasibility of electric heating technologies in textile and apparel facilities'[10].

"Traditionally powered by fossil fuels, these processes [steam generation and hot water use] not only contribute significantly to the industry's CO2 emissions but also suffer from inefficiencies because a considerable portion of energy is lost in steam generation and distribution. Electrification and the use of lower-carbon energy sources present a promising path to decarbonisation, offering the potential to replace carbon-intensive fossil fuels with cleaner alternatives."
Global Efficiency Intelligence[11]

10 Global Efficiency Intelligence, Textile Heating Electrification Tool, 2024. https://www.globalefficiencyintel.com/textile-heating-electrification-tool

11 Global Efficiency Intelligence, Low-Caron Thermal Energy Technologies for The Textile Industry, 2024. https://apparelimpact.org/wp-content/uploads/2024/08/Low-Carbon-Thermal-Energy-8.27.24.pdf

In Progress

For C1, focussing on the Not Started and Not Agreed projects prompted a thorough gap analysis and scrutiny of potential areas of high impact. After extensive discussions, the group chose to fund a project researching opportunities for textile SME's transitioning to RE in Taiwan.

Taiwan has a target of reaching 20% green energy of the overall electricity supply by 2026 and 60% by 2050[12] and, as all twelve of the Tier 2 suppliers in Taiwan had RE transition actions suggested in the Action Plans, the brands sought to understand offsite renewable energy procurement opportunities.

It is widely understood that there are barriers to textile mills and SMEs in accessing renewable energy in Taiwan and, as reported in a recent RE100 report[13], high costs and low supply remain the two biggest reasons for a lack of corporately sourced renewable energy in Taiwan. Additionally, bundled renewable energy certificates (RECs) are expensive and corporate power purchase agreements (CPPAs) are costly, as buyers must be large electricity consumers and sign 10 to 20-year contracts.

As such, a research project was funded by the EOG Impact Accelerator Fund which is funded by contributions from brands, retailers and other associated stakeholders.

The IAF is a collaborative fund dedicated to supporting decarbonisation projects and climate mitigation actions within supply chains related to the outdoor industry.

Act renewable, an expert advisory organisation, ran the project, and the project approach (Figure 15) was split into 3 phases. The objectives were to:

- Provide EOG brands and suppliers in Taiwan with a comprehensive understanding of 3 potential options to procure renewable electricity offsite, and
- Assess the feasibility of each supplier to participate in each procurement option based on individual demand and conditions

12 Act renewable, Renewable Energy Market Review: Taiwan, 2023.

13 RE100, Taiwan Energy Market Briefing: Net-Zero Plan and Aggregated PPAs, 2023. https://www.there100.org/sites/re100/files/2022-12/Taiwan%20Market%20Briefing%2005.12.22.pdf

Figure 15 Carbon Reduction Project - Taiwan RE project approach

C1 is currently at Phase 3, actively exploring the opportunities to aggregate demand from several facilities with sufficient combined volume, with green electricity retailers. This is a complex and long-term endeavour involving multiple partners, stages and significant financial investment however, if it is successful, it will be a real achievement for both the member brands involved and the supply chain facilities affected.

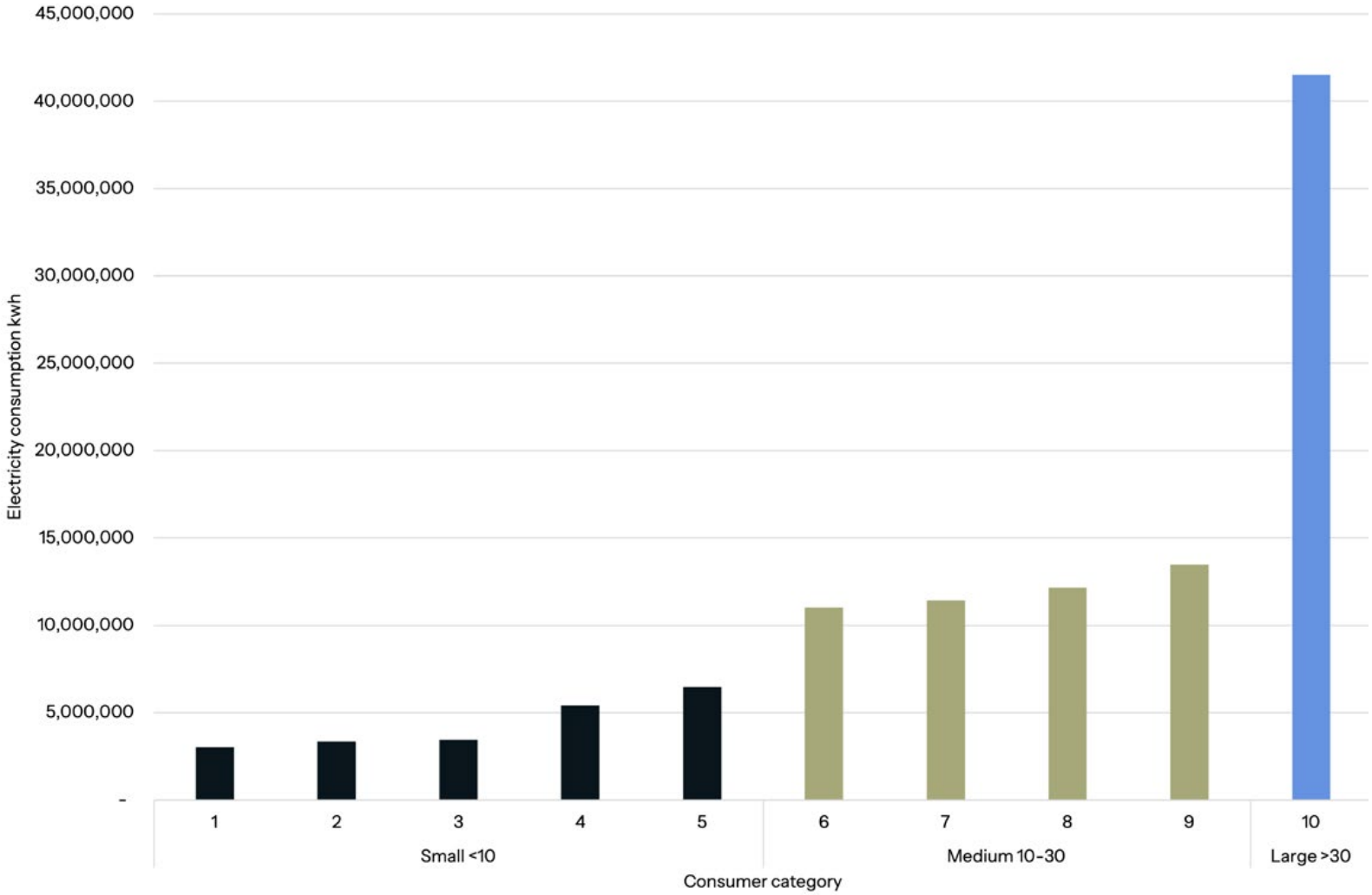

Figure 16 Facility consumption categorisation (Taiwan RE project)

"The pilot project made it clear to everyone involved that increasing access to renewable energy in Taiwan is essential. The follow-on work, funded by the IAF, helped us understand the challenges in greater depth. The issue remains complex, and by working together as a group, we get the opportunity to explore a broad range of ideas."

W. L. Gore & Associates GmbH

Stage 5 Tracking

In order to monitor progress of facilities against their actions plans and targets, C1 are currently engaged in a 1-year trial of Apparel Impact Institute's Carbon Target Monitoring+ (CTM+) service, delivered by RESET carbon.

"Through this project and our long-standing partnership, we've seen how EOG's convening power and brand collaboration come together with Aii's programs to move facilities from carbon target setting into measurable implementation. This momentum is creating a clear pathway for facilities to achieve deeper emissions reductions in the years ahead."

Bryant LaPres,

Senior Director of Industry Engagement, Apparel Impact Institute

The service lasts 12 months and involves a number of interventions with supplier facilities to understand the progress made and address any current issues in implementing decarbonisation actions (Figure 17).

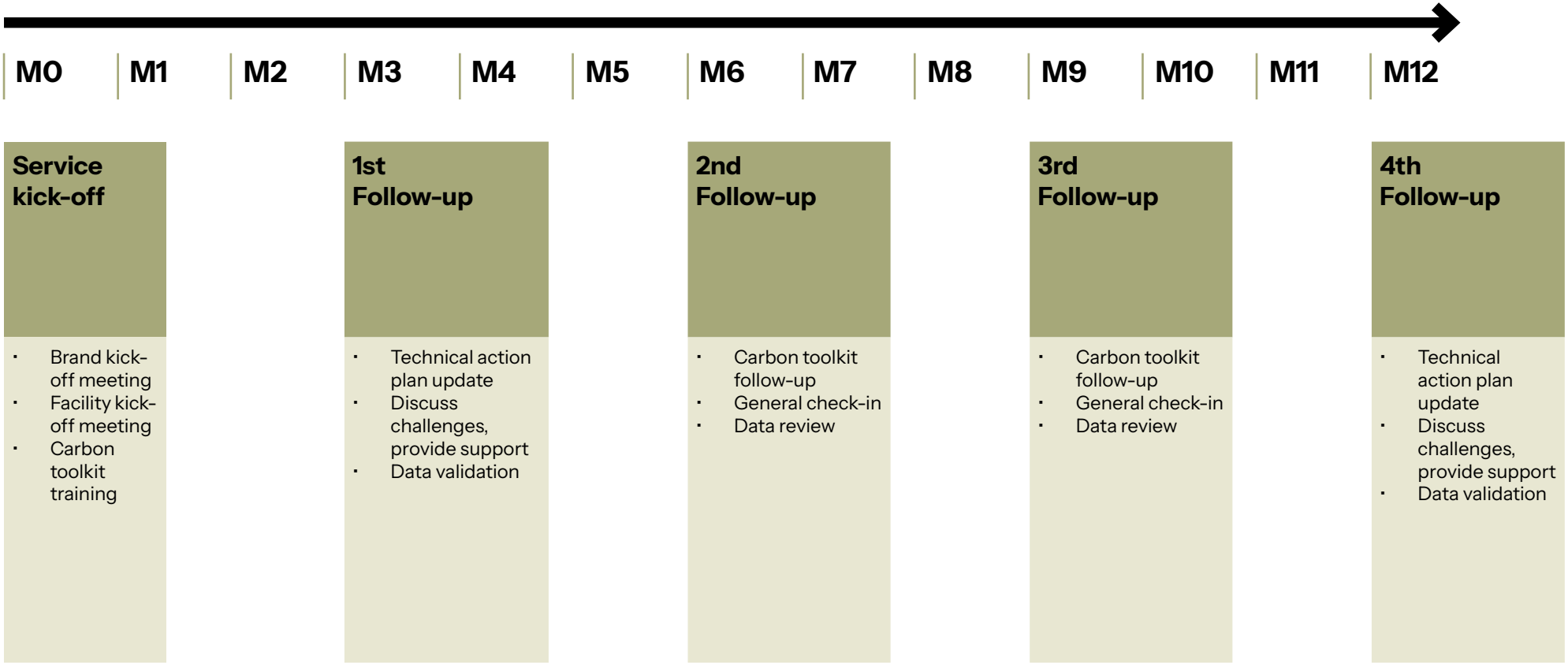

Figure 17 Apparel Impact Institute: CTM+ service

Emissions baseline changes

For some of the 10 facilities being monitored under the CTM+ service, their baseline years have changed from when they were initially assessed in 2021.

This may be due to a number of factors, including:

- Conversion factors used in Carbon Toolkits updated to match reporting year
- More accurate local factors provided from factories
- Internal business decisions or accuracy concerns for earlier years

For the majority of the facilities, this baseline year change resulted in a <3% difference in the reported emissions baseline (Figure 18), however for some the emissions baseline change was greater:

- -8.5%: Due mainly to decreased Natural gas consumption in original baseline year
- -44.6%: Original baseline year data not traceable and internal staff changes.

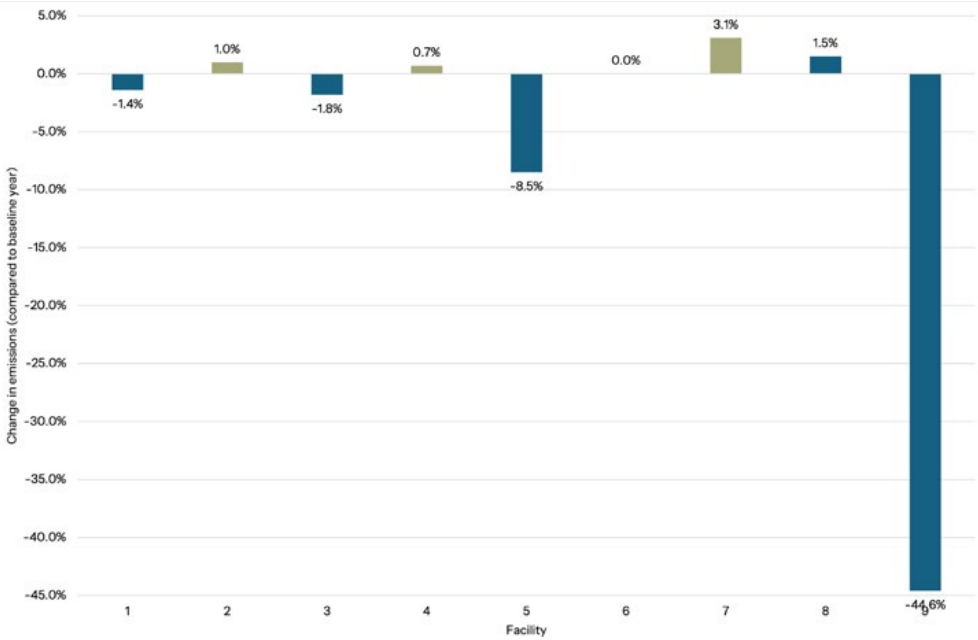

Figure 18 % Emissions baseline changes for CTM+ facilities

Target setting changes

For the purposes of this project, the brand-group's agreed target expectation is a 50% reduction in emissions by 2030 and, of the 10 facilities being monitored, 90% of the reduction forecasts meet or exceed this target (Figure 19). Within the cohort, the brands continue to have regular open discussions with individual facilities who are failing to meet targets by a significant proportion, in an effort to understand how they might be able to support them to overcome any challenges.

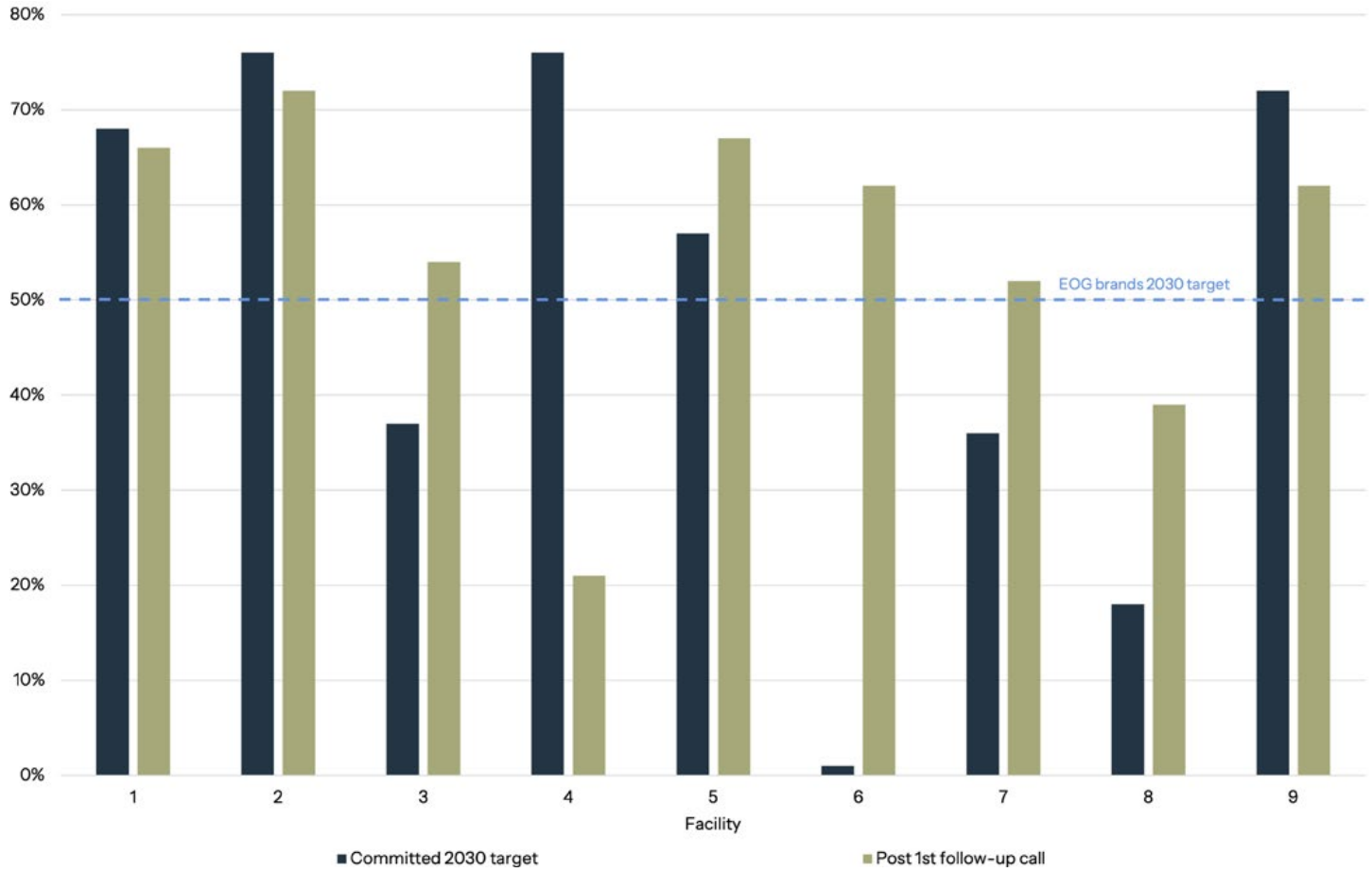

Figure 19 Figure Emission reduction target changes and mitigation action progress for CTM+ facilities

Note: Facility 4 has only a 21% reduction forecast remaining as it is a more mature facility that has completed the majority of its decarbonisation actions.

Action plan changes

In updating the facility Carbon Toolkits, including their action plans, we can see that 52 existing projects have been started or been successfully completed since the 2022 assessment, and in addition 4 new projects have been added, allowing for further progress to be made towards the climate targets set

Emissions reduction progress

Overall, for the 10 facilities which are being long-term monitored, there has been a reduction of 48,238,599kg CO2e (i.e., 66%) emitted when comparing their 2021 and 2024 reported data. This can be attributed to both the completion of mitigation actions which were instigated through the project and actions which were already in progress when the project started. The biggest levers for this reduction, in terms of the proportion of actions completed in each category have been Operational Management & Maintenance projects, followed by Technology Retrofit and Equipment Upgrade/Replacement (Figure 20).

↓ 66%

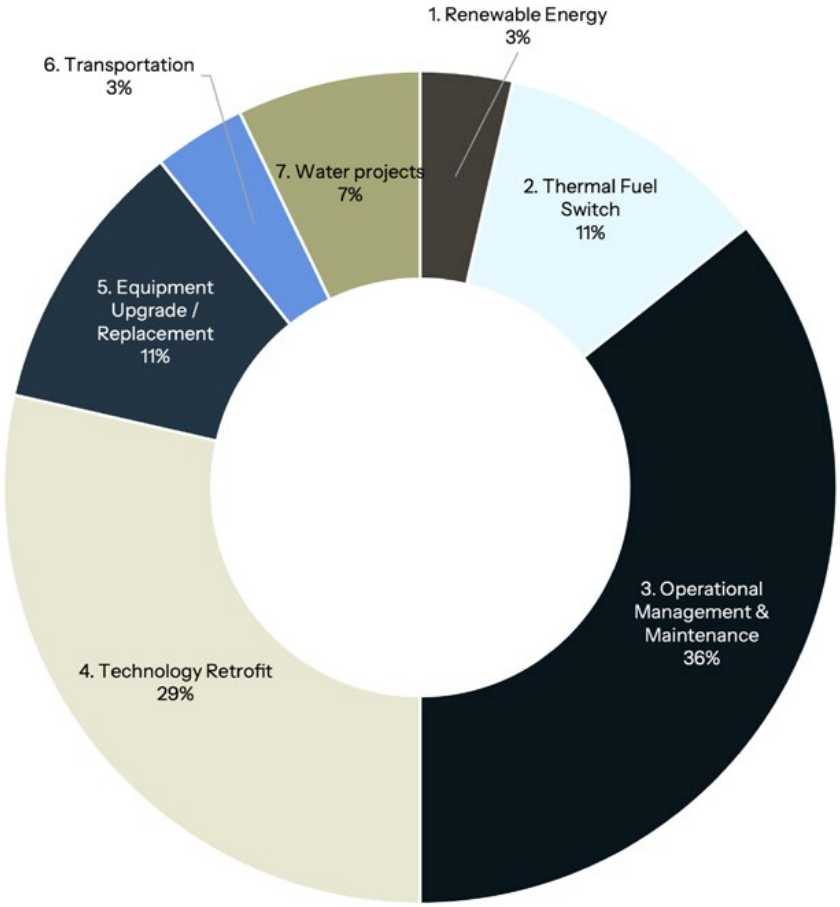

Figure 20 Completed actions, by category, which have contributed to overall emission reduction

Even though this is great progress, for the majority of facilities it is clear that there is still significant potential from committed actions to be achieved, particularly in high-impact action categories such as Thermal Fuel Switch and Renewable Energy transition. Where it appears that facilities are not willing to commit to actions which would contribute to them reaching the agreed brand target, the brands are initiating 1:1 discussions with the facilities to understand what the barriers are alongside RESET, who provide support on tackling any technical barriers that the facilities might have. However, in the case where facilities have successfully implemented Coal Phase Out actions, which has clearly contributed to a major reduction in their emissions, we want to celebrate that and use it as an industry example of what can be done. When considering how much progress has been made since the project started, it is important to bear in mind that decarbonisation is a long-term process and the brand group will be tracking the impact of implementation until 2030 and beyond.

"Cutting carbon isn't simple, but it's a shared challenge that everyone wants to make progress on. By working together, we can learn from each other's experience and combine resources to take on challenges that one brand alone may not be able to manage."

W. L. Gore & Associates GmbH

Key reduction drivers

When assessing the key emission reduction drivers for C1 facilities, based on agreed actions which have Not Yet Started, it is clear that offsite renewable electricity is the key contributor to the 2030 target when considering potential emissions savings (tCO2e), followed by Thermal Fuel Switch (coal phase out) and Equipment Replacement/Upgrade (Figure 21). It is therefore hoped that any progress made in the Taiwan RE project, currently being undertaken by C1, will contribute to realising some of this impact along with other ongoing clean heat and process efficiency actions being undertaken by the facilities.

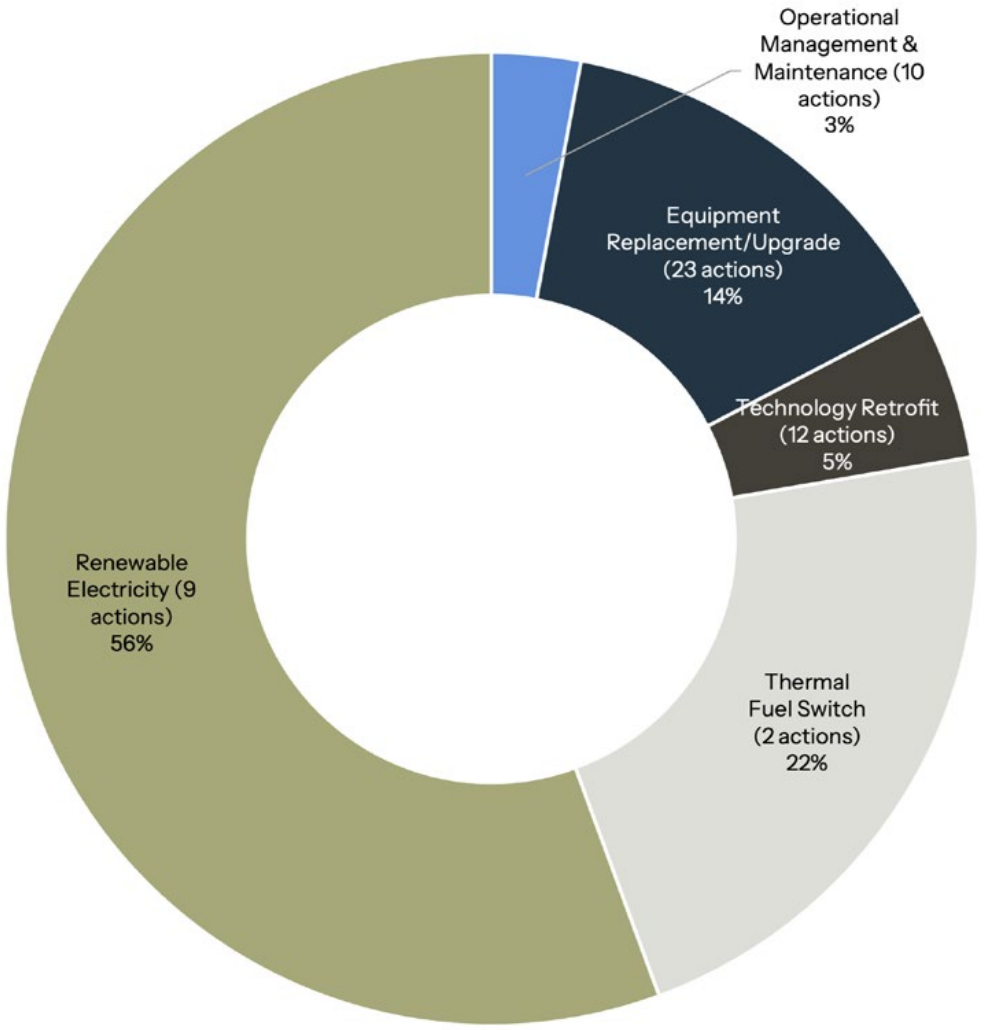

Figure 21 Emission reduction drivers from projects Not Yet Started

3.

Project Learnings

Project Learnings

Shorter Timeframe

- Experience has taught us where and when we can optimise the efficiency of this project.
- Gathering the most relevant information from the outset has shortened the mapping process and we now have templates for documentation such as the invitation letters and data analysis spreadsheets.

Communication is key

- The success of this project has further highlighted the importance of developing and maintaining good relationships with supply chain partners and external service providers.
- Enabling regular, open communication with supply chain partners has been critical as the brands were keen not to exert any excessive or unnecessary burdens on already stretched suppliers.

Commitment required

- Joining the Carbon Reduction Project is a long-term commitment.
- C1 have been working together for 4+ years now and will continue to do so for the foreseeable future.
- C2 have already been working together for 2+ years.
- As have all their suppliers!

Peer-to-peer learning

- Having returning brand members in new cohorts provides the opportunity for peer-to-peer learning.
- Prior participants are able to guide and advise new cohort members, and have been invited to act as project ambassadors, taking part in panels and presentations at trade and industry events.

Adaptability and flexibility

- The EOG is currently exploring scalability of this project in terms of service capacity (for example, by expanding our focus outside of the APAC regions).
- We are also in discussion with relevant stakeholders to understand the potential for integration with existing data reporting tools (e.g., Higg, Worldly, Cascale, Open Supply Hub).

4.

Next Steps

Next Steps

So far the project has focussed on apparel and textile suppliers, however we intend to explore the potential to roll this project out to other outdoor industry sectors such as trims. We have already started this process with the hard goods sector in 2023 but realised that a modification to the methodology and external partnerships would be required in order to fully meet the needs of hard goods brands and the range of materials/processes used by them. In addition, we started a new apparel cohort in early 2025, so hope to provide an update on their progress in the future.

"For those addressing decarbonisation or renewable energy, don't wait for perfect conditions to start. Even if the road ahead is complex—due to factors like technology readiness, grid limitations, or investment needs—projects like this provide technical knowledge, community, and actionable steps that will move your efforts forward. Collective industry action is vital: collaborating through an established platform amplifies your impact, helps address common barriers, and ensures decarbonisation remains an achievable, shared goal."

Amer Sports

5.

Join Us

Join Us

There are relatively few criteria stipulated for project membership. However, it has become clear over two cohorts that project members exhibit certain common approaches and attributes including, but not limited to:

- Commitment to addressing climate change,
- Willingness to work collaboratively towards the goals of decarbonisation and renewable energy transition,
- Understanding of the pressure suppliers already face, and seeking to minimise additional burden within this process,
- Inclination to employ skills (data management, analysis, communication etc.) needed to keep the project running,
- Attainment of internal buy-in to ensure continued membership and support over the medium to long term,
- Ability to draw on good supplier relationships to support project progression,
- Openness to working collaboratively with their competitors, with trust and transparency.

Feedback from project members is encouraging, and we hope to continue this project for as long as it is necessary. If you are interested in joining the next cohort, we would love to have you on board.

“Being part of this project has been incredibly valuable — gaining deep insights into factory-level realities, understanding their challenges, but also seeing their genuine willingness to change. We benefit greatly, not only from the knowledge but from showing our partners that we see them and support their decarbonisation journey. It’s powerful when brands come together with a shared goal; the synergies created can drive real impact. I’d absolutely recommend joining — collaboration and transparency across brands and suppliers can accelerate change far more than isolated efforts ever could.”

Deuter

“By joining forces with facilities and brands, EOG’s decarbonization project creates the much-needed visible results on this long and complex journey. To be continued!”

EXPED

“The carbon reduction project has proven to be a true lighthouse initiative for the textile industry and beyond. It enabled us to effectively apply existing tools, accelerate our decarbonization efforts, and achieve measurable results within a relatively short period.

Beyond delivering tangible outcomes, the program also offered critical insights into the broader systemic challenges of decarbonization across the industry — highlighting both what works and what’s still missing to activate deeper, structural levers for emissions reduction.

Most importantly, it demonstrated the power of collaboration and trust. By working together across organizational boundaries, we were able to achieve more than any single stakeholder could alone — reaching well beyond our own sphere of influence.”

Fenix Outdoor

"Working with the EOG on this project creates a valuable space for collaboration across brands. It feels like having an extra team member helping to coordinate efforts among the different stakeholders. The experience has been genuinely positive, and the EOG's support in this area is invaluable."
W. L. Gore & Associates GmbH

"Participating in this project has been both inspiring and transformative. The collective commitment to decarbonisation has enabled us to identify practical solutions, address shared challenges, and accelerate emissions reductions across our supply chain. Through open dialogue and mutual support, we have strengthened relationships with our supply chain partners and gained valuable perspectives that will inform our future sustainability work, far beyond this project. This experience proves that when brands unite for a common purpose, the impact exceeds but also enhance individual achievements."
Mammut

"We advise future project members to approach this with openness, commitment, and a long-term mindset. Invest time early in building strong relationships with suppliers and internal teams, as these will be crucial to overcoming challenges and maintaining motivation. Be ready to share both successes and setbacks—peer-to-peer learning is one of the main strengths of this initiative. Trust the process, and don't underestimate the value of small, continuous improvements."
Amer Sports

6.

Thank you.

Thank You

We would like to express our sincere thanks to the suppliers who agreed to join us on this journey. Without their input - gathering and supplying the requested data, attending the training/webinars, and agreeing to work with the brands further on mitigation actions - this project could not happen.

We would also like to thank the brands who have been motivated and engaged so far throughout the project, actively demonstrating their willingness to support their suppliers through this process.

We are so proud of the fact that our project members have been willing and happy to discuss our approach to audiences at events in Europe and beyond.

Japan Sustainable Fashion Alliance 2024 (online webinar)

TIFE 2024 International Textile Technology Forum & Research and Development Exhibition, Taipei (presentation)

Ski Industry Climate Summit 2024, Munich (presentation)

The Scope 3 Innovation Forum 2025, Amsterdam (panel)

Cascale Annual Meeting 2025, Hong Kong (workshop panel)

Bundesverband Nachhaltige Wirtschaft e.V. Conference 2025, Berlin (panel)

Get Involved

For more information about The Carbon Reduction Project, please visit:

www.europeanoutdoorgroup.com/sustainability-projects/carbon-reduction-project

If you wish to join The Carbon Reduction Project, please email:

verity.hardy@europeanoutdoorgroup.com

European Outdoor Group™

European Outdoor Group
Gartenstrasse 2
Postfach 7142, 6302 Zug
Switzerland

T: +44 (0) 1539 727255
info@europeanoutdoorgroup.com
europeanoutdoorgroup.com