CARBON
REDUCTION
PROJECT

Carbon Reduction Project Case Study:

A Collaborative Approach to Decarbonisation in the Outdoor Industry Supply Chain

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About the European Outdoor Group

Vision statement — why we exist

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.

Mission statement — how we accomplish our vision

Our strategies and plans are designed to support our members' collective vision for the outdoor sector. We add value to our members, facilitate pre-competitive collaboration, and promote industry progress. We provide European outdoor market insights, collaborative CSR & sustainability opportunities, key trade events and shows, representation of the wider outdoor value chain on important issues, and meaningful sector communication.

The European Outdoor Group and its relationship to the wider sector

Our work is aligned around the three pillars; doing business right, preserving nature, and getting Europe active outdoors. We represent our sector and its interests to the European Commission, NGOs, formal institutions, and other stakeholders. Furthermore, we work to support the conservation of nature through the European Outdoor Conservation Association, and encourage European citizens to get active outdoors through the It's Great Out There Coalition.

The three pillars:

1. Doing business right. We believe that the outdoor industry will be profitable and differentiated by doing things in the right way in all areas. Our sector enshrines the principles of the UN Global Compact and, in addition, supports the achievement of the relevant UN Sustainable Development Goals*.
2. Preserving nature. We will take action to conserve and restore nature and preserve its many habitats for all future generations.
3. Getting Europe active outdoors. We will inspire and actively support citizens to get active outdoors, promoting good physical and mental health.

*(Relevant UN Sustainable Development Goals: 5,8,9,11,12,13,14,15)

CSR & Sustainability Team vision

We are striving for an industry that is:

- Climate neutral
- Responsibly using resources
- Discharging safe emissions
- Free from harmful chemicals
- Maintaining ethical supply chains

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Introduction

Where We Are Now

There has never been more urgency to address climate change than now. According to the Intergovernmental Panel on Climate Change[1], there is no doubt that human activity has contributed to global warming, resulting in glacier retreat, rising sea levels and extreme weather events. Substantial, and sometimes irreversible, damage has already been done to terrestrial and aquatic ecosystems, nature, and people.

Everything we do has an impact, from agriculture, to transportation, to manufacturing, and the fashion industry has been identified[2] as being a significant contributor of 2% of annual GHG emissions. Processes that require significant energy, such as fabric manufacture, dyeing, and finishing, are crucial within the outdoor industry, and significant gains must be made to reach globally agreed goals by 2030 and 2050 respectively.

By phasing out coal and investing in clean energy in the outdoor industry supply chains, impact can be made. But to do this, brands, retailers and manufacturers will need to work together to support and finance the mitigation actions which will enhance our continued ability to enjoy the outdoors.

This case study reports the evolution, outputs, and future direction of the EOG's Carbon Reduction Project. It also reflects the realities of scaling supply chain decarbonisation, which is a process that brands, retailers and manufacturers may be going through in the next few years, with joint efforts to meet global climate targets.

Since the project's inception, much has been learned related to:

- the opportunities available to decarbonise the supply chain,
- the limitations inherent in existing tools, projects and geographies,
- and the benefits of collaborative working.

A caveat - this is not the only method of successfully addressing decarbonisation. This case study reflects the methodology followed by our pilot group, which focussed predominantly on a limited range of outdoor apparel processing facilities based in specific geographies.

[1] IPCC AR6 Synthesis Report: Climate Change 2023

[2] Apparel Impact Institute & Fashion for Good. Unlocking the Trillion-Dollar Fashion Decarbonisation Opportunity.

About the Carbon Reduction Project

Global Climate Action Targets

The specifics of the Paris Agreement are now familiar, and there are a number of ways organisations can meet these climate science recommendations, commonly; measure emissions, identify hotspots, develop a plan, and take action.

Various targets and strategies can be adopted to meet this global long term temperature goal, many of which have been embraced and publicly announced by organisations within the outdoor industry. To minimise the barriers to participation in this pilot project, participants were not required to sign up to the Science Based Targets initiative, or to disclose their internal corporate targets, unless they wished to.

What was considered more important was their drive and motivation to actively address their supply chain emissions, to be open to working collaboratively, and to support their suppliers through this process and, in doing so, act as industry trailblazers.

The predictions[3] are stark – at the current rate of progress, the world is not on track to achieve this target by 2050 (Figure 1), therefore it is more important than ever that the outdoor industry takes firm steps to tackle emissions now.

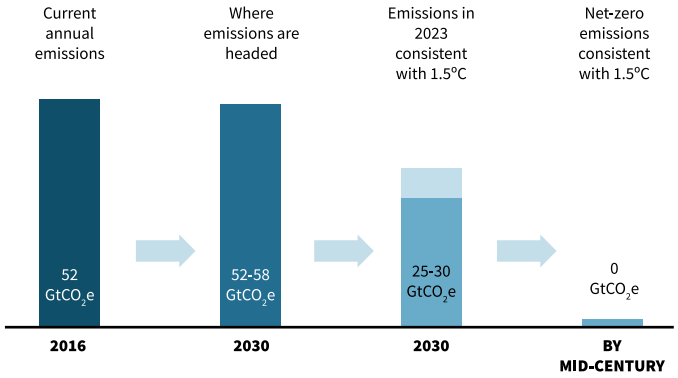

Figure 1 The World is Not on Track to Limit Temperature Rise to 1.5°C. Source (redrawn): UNFCCC

> "Holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels, recognizing that this would significantly reduce the risks and impacts of climate change."
> - UNFCCC

[3] Fashion Industry Charter for Climate Action: Climate Action Playbook

Project Background

In 2020 the EOG collected data 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 gathered data indicated that 90-98% of the GHG emissions reported in the outdoor brands' corporate carbon footprint are Scope 3 emissions. This mirrors reported fashion industry data[4], 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, member data (Figure 2), showed that the majority of GHG emissions derived from Category 1: Purchased goods and services (73%) followed by Category 4: Upstream transportation, then Category 11: Use of sold products.

This is not surprising as, according to Quantis[5] this category encompasses yarn preparation and wet processing, which are the most GHG intensive processes due to their high energy intensity and reliance on coal and gas (Figure 3).

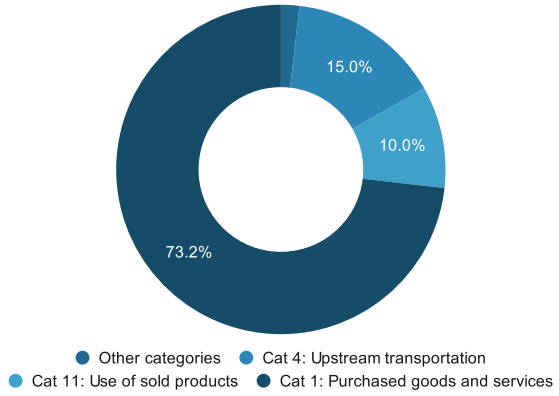

Figure 2 EOG member insights - GHG emissions by Scope 3 category. Source: EOG 2020

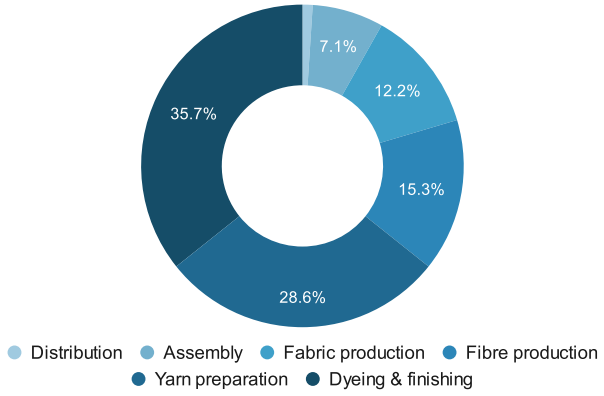

Figure 3 GHG emissions for each life cycle stage in the life of garments (Percentages represent the climate change impact (measured in CO2.eq) of each life cycle stage relative to the total apparel impact). Source: Quantis

[4] Apparel Impact Institute & Fashion for Good. Unlocking the Trillion-Dollar Fashion Decarbonisation Opportunity

[5] Quantis, Measuring Fashion: Insights from the Environmental Impact of the Global Apparel and Footwear Industries study

Project Initiation

This project was conceived in 2019, and the pilot group was convened in late 2020. From the outset, we had a defined project aim but only an approximate project plan. We made a conscious decision to develop and define the project methodology in collaboration with the pilot group as the project progressed.

- Project aim: A collaborative approach to reduce greenhouse gas emissions and/or increase renewable energy usage within the outdoor industry supply chain.
- Secondary aim: Develop and test methodology.

Based on our understanding of the outdoor industry, we believed that many of our members worked in similar supply chains, a situation which could potentially be leveraged through collaborative working.

We also recognised that EOG members were open to working together and that there was a willingness to be ahead of the curve in addressing climate issues. Consequently, an invitation to participate was extended and interested brands volunteered to join the project, working collaboratively and transparently towards a common aim.

As an industry association we were confident that we could facilitate the sharing of information between our members. Being a neutral entity, the EOG was in place to gather and analyse confidential data that organisations wouldn't traditionally or willingly share with each other.

Pilot Group Members

Ten brands volunteered to participate in this pilot with us, bravely launching themselves into the unknown. It has been their enthusiasm, motivation, adaptability, openness, hard work, and sustainability knowledge that has got us to where we are today.

"Through the industry collaboration, our collective voice becomes stronger, and we can drive more action for change. The program also provided an effective platform to learn from other brand participants."
WL Gore

"Partnership and collaboration are the essential aspects if carbon reduction in the supply chain should be achieved."
ORTOVOX

"It is encouraging to see, how so many different brands come together with a shared vision– the decarbonisation of the outdoor supply chain."
Mammut

"The EOG Carbon Reduction Project is a pioneer project to join forces among brands and suppliers against climate change. Collaboration is key to reduce greenhouse gas emissions and to increase renewable energy usage within our supply chains. We are excited to be part of this ambitious and urgent climate action."
Vaude

AMER SPORTS

BURTON

deuter

FENIX
OUTDOOR International AG

Haglöfs

H/H
HELLY HANSEN

MAMMUT

ORTOVOX

VAUDE
The Spirit of Mountain Sports

GORE

SUPPLIERS

apparel impact institute

RESETcarbon

Methodology

The project follows a 5-stage process (Figure 4):

1. Supplier Mapping was carried out internally by the EOG, with supplier address verification supported by the Open Supply Hub and Wordly databases, where possible.
2. A Supplier Roadmap was developed through a pre-screening process which identified facilities with the greatest potential impact in terms of carbon reduction and/or renewable energy use.
3. Supplier Carbon Target Setting was delivered under the umbrella of the Apparel Impact Institute's Carbon Leadership Program, and we worked closely with RESET Carbon which undertook the facility liaison, assessment and training role.
4. Supplier Implementation involves the brands continuing to work collaboratively, supported by the EOG and other relevant stakeholders, to implement the mitigation actions set out in their action plans.
5. Supplier Reporting will be a long-term process wherein brands will monitor and track facility progress towards their targets.

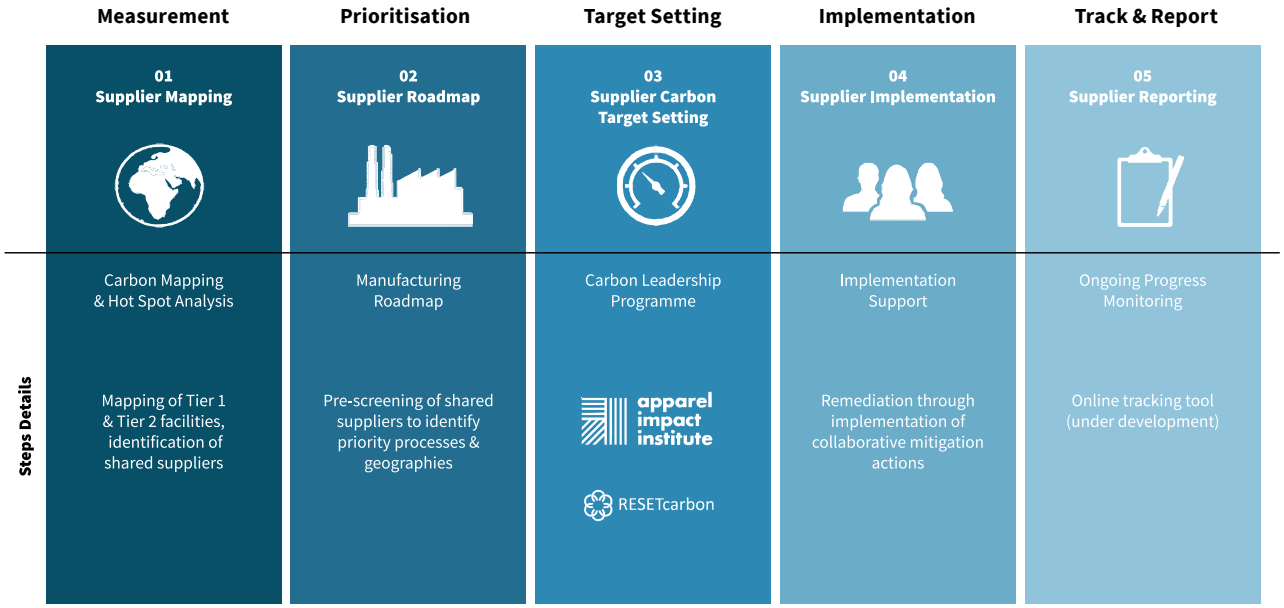

Figure 4 EOG 5-Stage project methodology

"By working with specialists such as Aii and RESET Carbon, the supply chain consortium can leverage the expertise of such companies during the implementation phase."
WL Gore

Step 1 Supplier Mapping

An anecdotal observation from an industry specific environmental service provider suggested that, based on their experience, often only a relatively small proportion of an organisation's suppliers contributed to the majority of their Scope 3 emissions. As such, brands were asked to supply their top Tier 1 and Tier 2 suppliers, rather than their entire lists. These suppliers were then mapped against each other to find shared suppliers.
(Note: 'top' was defined by whichever metric was most significant to each brand internally).

This exploratory pilot project was limited to apparel product and processing facilities with the expectation that, should the project to be successful, it would be extended to include footwear and hardgoods suppliers in future cohorts.

The assumption that there existed a degree of overlap, in terms of shared facilities, was proven correct (Figure 5), however the level of overlap surpassed expectations. Of the 345 individual facilities listed across all brands, 44 facilities (12.7%) were shared and 1 of the facilities was shared by **all** of the brands in the pilot group.

The geographical spread of the shared facilities was wide (Figure 6). Taiwan and China are the two most popular locations for the Tier 2 shared facilities, and Vietnam is where most of the Tier 1 shared facilities were located. Non-shared facilities listed by brands were located in EMEA: Belarus, Germany, Italy, Latvia, Lithuania, Portugal, Slovenia, Spain, Sweden, Switzerland and Ukraine, and APAC: Cambodia, Hong Kong, Indonesia, Japan, Philippines and Thailand.

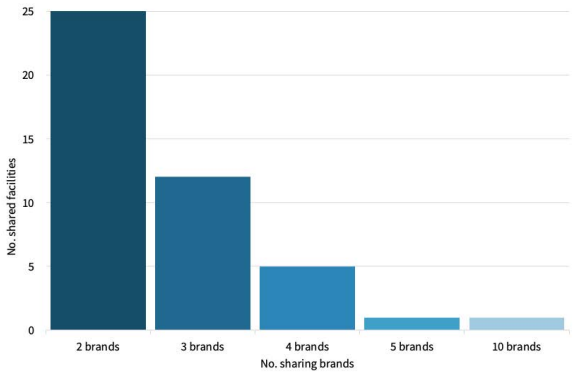

Figure 5 Degree of shared facility overlap for pilot project brands.

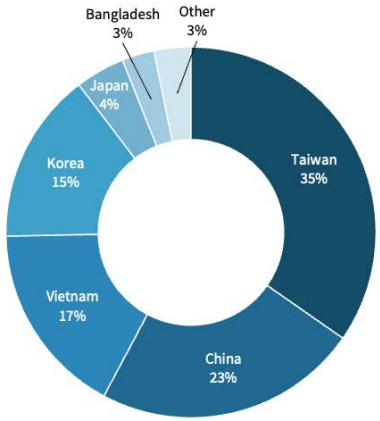

Figure 6 Geographical spread of apparel product manufacturing and textile processing facilities

Step 2 Supplier Road Map

Developing and maintaining good supplier relationships have been critical throughout this process, and the participating brands were keen not to exert any excessive or unnecessary burdens on already stretched suppliers.

The preliminary screening process allowed the brands to rank, based on group-agreed criteria (Figure 7), which facilities they believed, based on their prior knowledge and/or assumptions, would most benefit from going through this programme and receiving support.

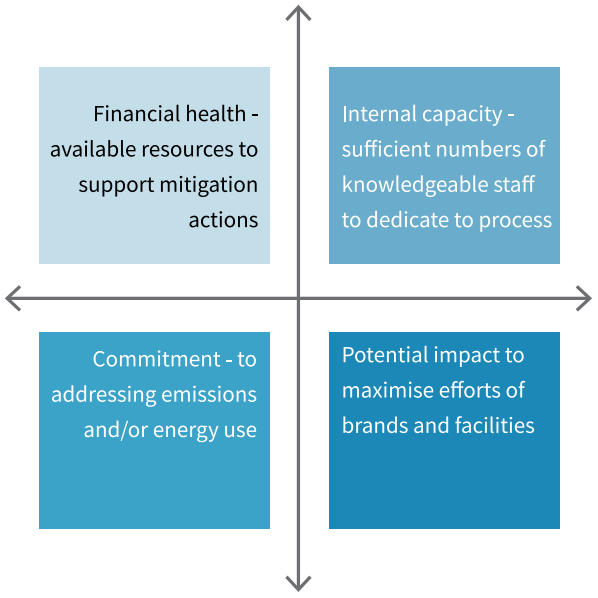

Figure 7 Facility pre-screening criteria

From this process 18 facilities were short-listed. The pilot brands elected to focus on working with facilities that undertook processes requiring significant energy/water use, and which emitted high levels of carbon, thus the group chose to exclude Tier 1 facilities at this stage and continue with Tier 2 facilities only (Table 1).

Facility Type	Tier 1	Tier 2
Location	Vietnam	China, Taiwan
Processes	Cut, Sew & Make	Fabric manufacture (weaving, knitting) Wet processing (dyeing, finishing)
Impact	High energy use	High energy use High water use High emissions

Table 1 Summary of facility types and potential impact

Step 3 Supplier Carbon Target Setting

From a choice of available service providers, the pilot brands agreed to partner with Apparel Impact Institute and support their shared facilities through the Carbon Leadership Program. The objective of Aii's Carbon Leadership Program is to put the industry on a collective action roadmap to factory decarbonization. Within this programme, RESET served as an implementation partner and technical expert (Figure 8).

The brands worked together to draft a compelling invitation to participate, setting out the overall aim of the project, the brands' intentions, and the workload expectations for those who agreed to participate.

Working with multiple facilities simultaneously extended the time taken to complete each stage of the CLP, when compared to working with a single facility. It is important to recognise, however, that this work was being carried out through the back end of the Covid-19 pandemic, thus lockdown travel restrictions affected the timing and availability of some onsite assessments.

Two facilities chose to withdraw from the CLP after the Carbon Tech Assessment had been completed, not because they were unhappy with the process, but due to dye technology incompatibility one case, and a shift in internal priorities (decision made at group level) in the other.

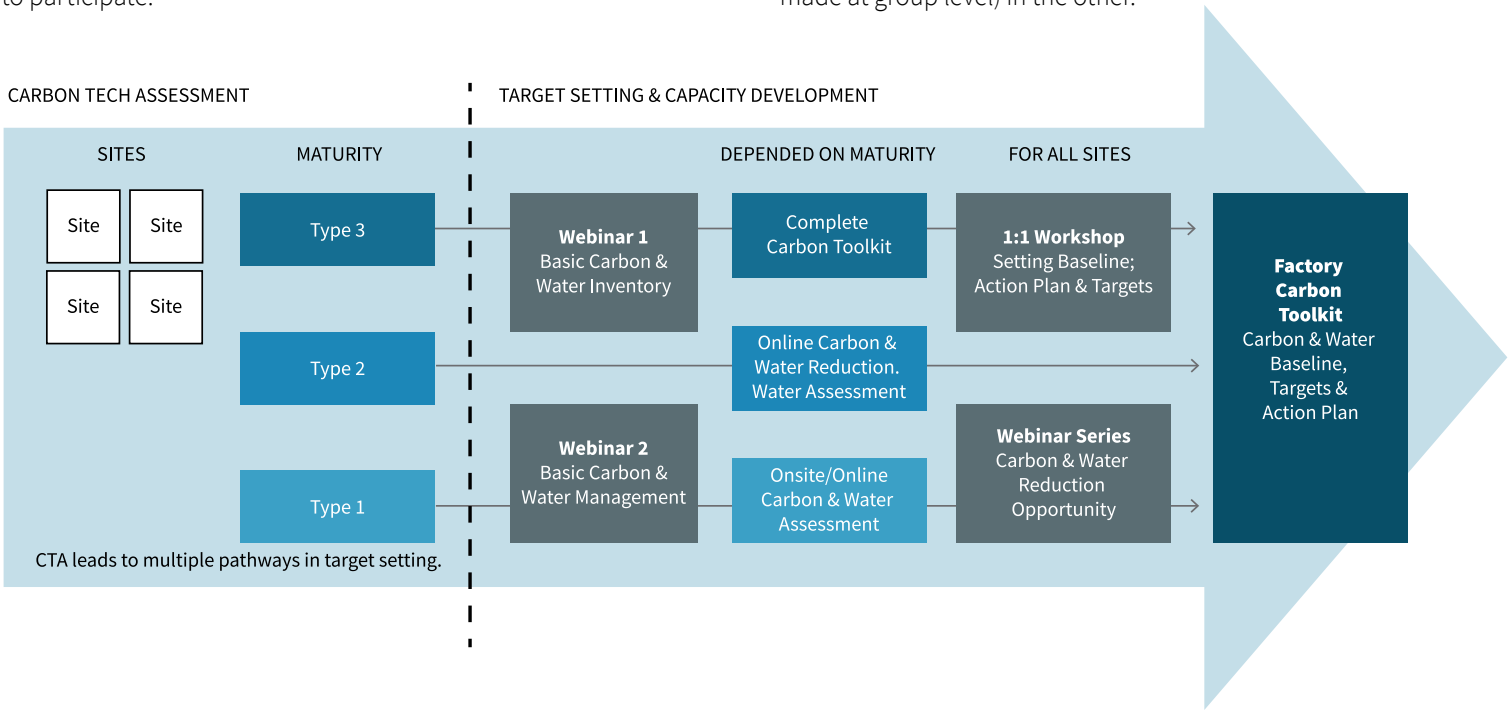

Figure 8 Aii Carbon Leadership Program. Source: Apparel Impact Institute Annual Impact Report 2022.

“Through our work with EOG on the Supply Chain Decarbonization Project we achieved true collective action. EOG played a critical role in bringing this work from concept to action. Their member brands played an equally critical role with a strong focus on partnership by nominating shared suppliers rather than going alone. We are excited to bring these shared suppliers from Carbon Target Setting into Implementation activities to achieve direct emissions reductions and look forward to starting another round of this project.”

Bryant LaPres,
Senior Director of Industry Engagement,
Apparel Impact Institute

CLP Outputs – Emissions Overview

Half a Billion kg of $C0_2e$

- The combined emissions, across the 16 facilities assessed, totalled just under 500 million kg CO2e, based on 2021 data (Figure 9). Note: Each facility's baseline year differed, based on what evidence they had available for engineers to verify.
- Individually, the facility emission outputs ranged from 154,000 to 133,000,000 kg CO2e.
- In comparing the 2021 emissions data to the individual facility baseline year data, for 56% of the facilities their emissions had decreased, and for 44% their emissions had increased; fluctuations which could be attributed to several factors such as production volume variation, equipment upgrade, increased fuel use and implementation of emission reduction measures.

"Through being involved with the program, we have a clearer understanding of the carbon footprint data per supplier and what levers need to be pulled to reduce carbon emissions."
WL Gore

"The Carbon Reduction Project led by the European Outdoor Group is a great example of concrete collective climate action and commitment through time. Engaging with and supporting our supply chain partners towards energy transition is central to our industry carbon reduction path, and to achieving our own Salomon Science Based Target in ways we could not activate on our own."
Salomon

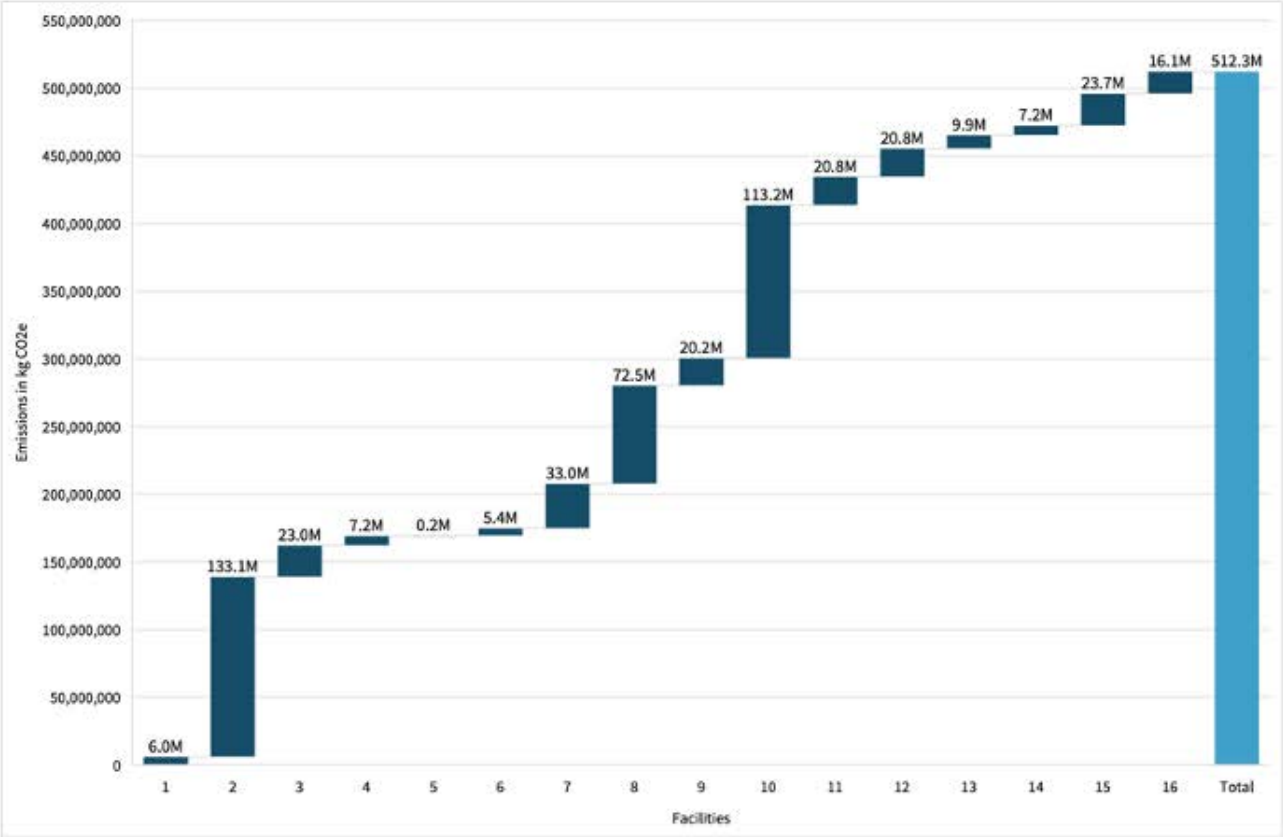

Figure 9 Emissions by individual facilities and total emissions (2021 data)

"Collaborating with so many different brands was definitely beneficial for us. This project showed us how to scale climate action amongst our supply chains – a challenge we are facing big times when it comes to supply chain work and driving change. At the same time, it hopefully minimized single brand requests towards our supply chain partners."
Fenix Outdoor

Fossil fuels

- As expected, the greatest source of these emissions is Coal at 45.7%, followed by Purchased Electricity (non-renewable) at 27.3% (Figure 10).
- If an assumption were made about the source of the non-renewable electricity, then potentially almost three quarters of all emissions are from fossil fuels.

"Coal is a preferred fuel for thermal energy given its high heat content, availability, and cost, but produces greater GHG emissions than alternative fuel sources."
Apparel Impact Institute

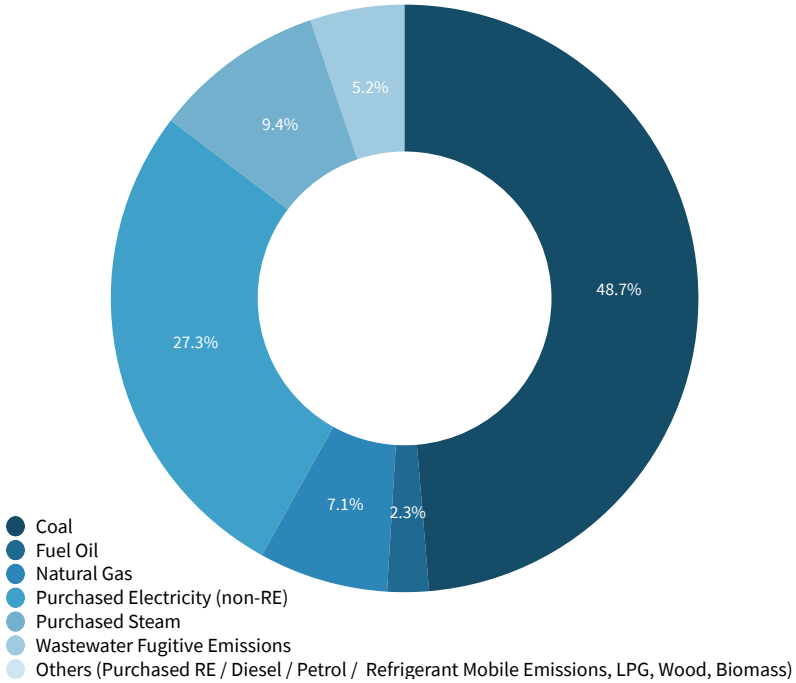

Figure 10 Total emissions by energy source

CLP Outputs – Target Setting

Setting Targets

- Participating brands were not obliged to disclose their internal targets, but they were kind enough to give an indication anyway. All brands, including those not officially signed up to the SBTi, have ambitious emission reduction targets that align with climate science.
- Even though the baseline year sum of emissions for each facility varies, half of the facilities have Absolute reduction targets ranges from 50%-60% which are in line with SBTi requirements for the 'target year' of 2030 (excluding two facilities with targets of 25% & 0% respectively) (Figure 11).
- Note: Facility 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.

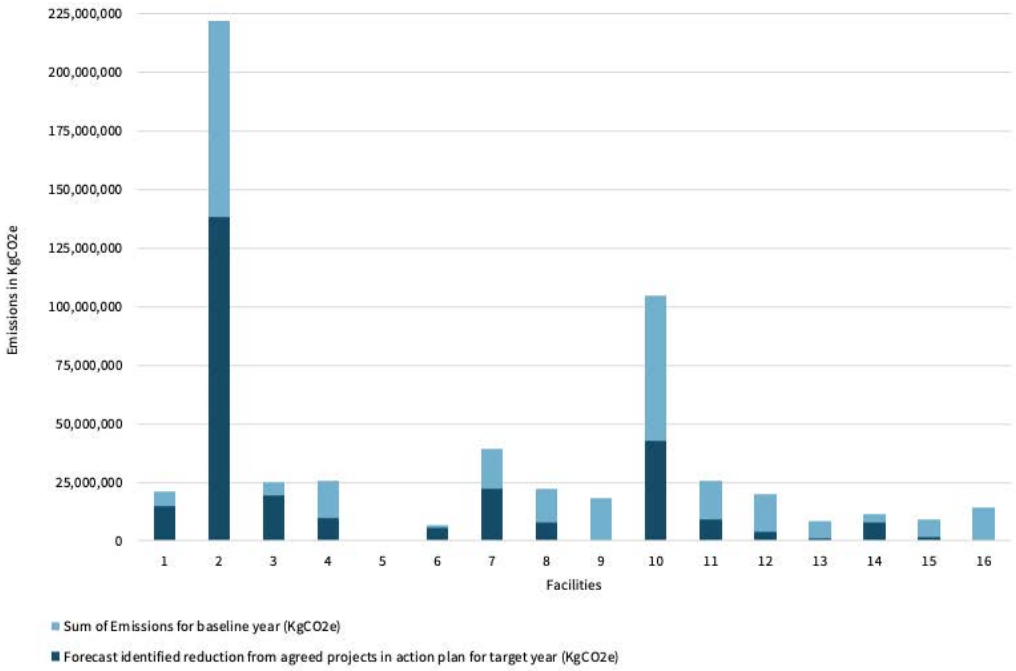

Figure 11 Comparison of baseline year emissions and potential emission reduction from agreed projects

Realising impact

Over 250 mitigation actions were proposed, across all 16 facilities, each falling under specific categories (Figure 12). Examples of the types of projects include:

- Increasing the proportion of green electricity used in factories / installation and expansion on onsite photovoltaic power generation systems (renewable electricity),
- Coal phase out / boiler fuel replacement (thermal fuel switch),
- Improve compressed air system / improve energy management and metering systems (operational management and maintenance)
- Insulating steam valves / fitting frequency converters to water pumps (technology retrofit),
- Replace low efficiency compressors / install economizer on steam boiler (equipment replacement/upgrade).
- Reduce frequency of vehicle use / company vehicle change (transportation)
- Improve first-pass yield of dyeing / optimise cooling water recovery (water projects)

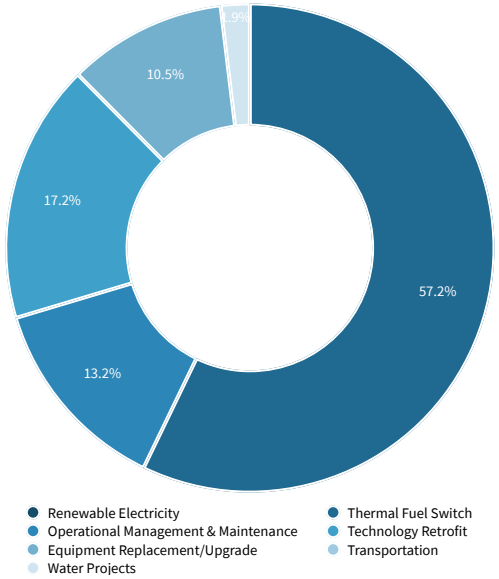

Figure 12 Potential total energy saving across all facilities, by project type

Step 4 Supplier Implementation

What are the options?

- Every facility received a list of proposed mitigation actions which they could either agree or disagree to implement.
- Figure 13 shows the proportion of facilities that were recommended actions under each project type. As shown, almost all facilities were proposed onsite and/or offsite Renewable Electricity actions, however relatively few were recommended to undertake Transportation actions.
- In terms of energy saving, the greatest drivers are from Technology Retrofit (for dyeing systems), followed by Equipment Replacement/Upgrade (for heat setting) and Thermal Fuel Switch (to natural gas) mitigation actions.
- In terms of emission reduction, the greatest drivers are from Renewable Energy (to offsite renewables) followed by Thermal Fuel Switch (to biomass) and Technology Retrofit (for dyeing systems) mitigation actions.

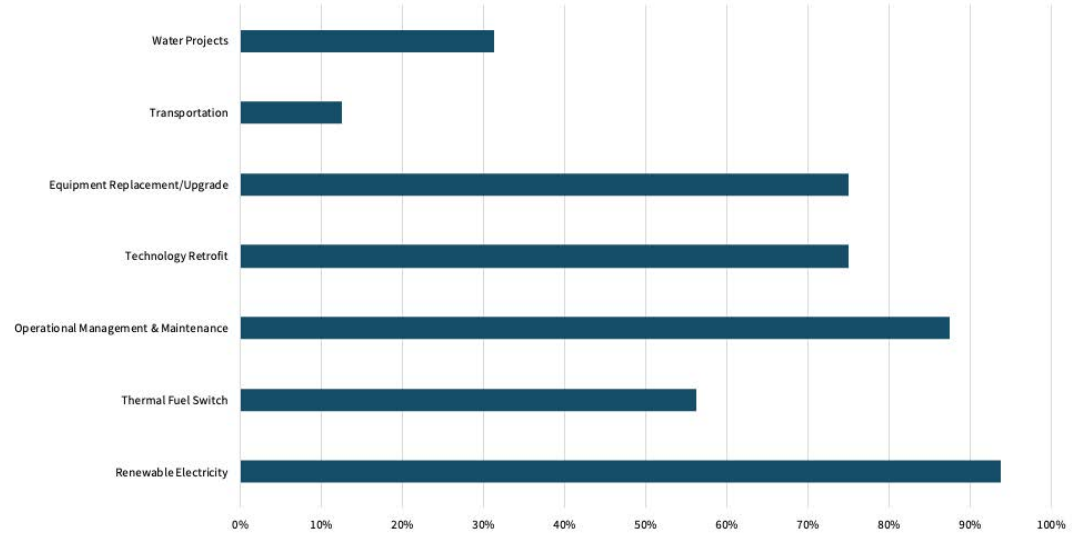

Figure 13 Proportion of mitigation project types recommended to facilities

"The SCDP has been key for us to gain insights to where opportunities of realistic decarbonization lies within our material manufacturing and also to understand the complexity connected to finding constructive solutions. By collaboration we as a group have much more capabilities than a single brand and supplier would to better address common challenges and find the synergies out there."
Helly Hansen

Supplier commitment to act

- An incredible 88% of suggested projects were agreed by the facilities, with start dates from 2022 - 2027, with the latest reported expected completion year being 2030 (Figure 14).
- This 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.
- Where projects were declined, the reasoning was varied; some related to investment requirements, effect on productivity, green power costs, and lack of internal budget. Some of these issues, however, could be addressed and/or remedied through continued collaboration with brands.

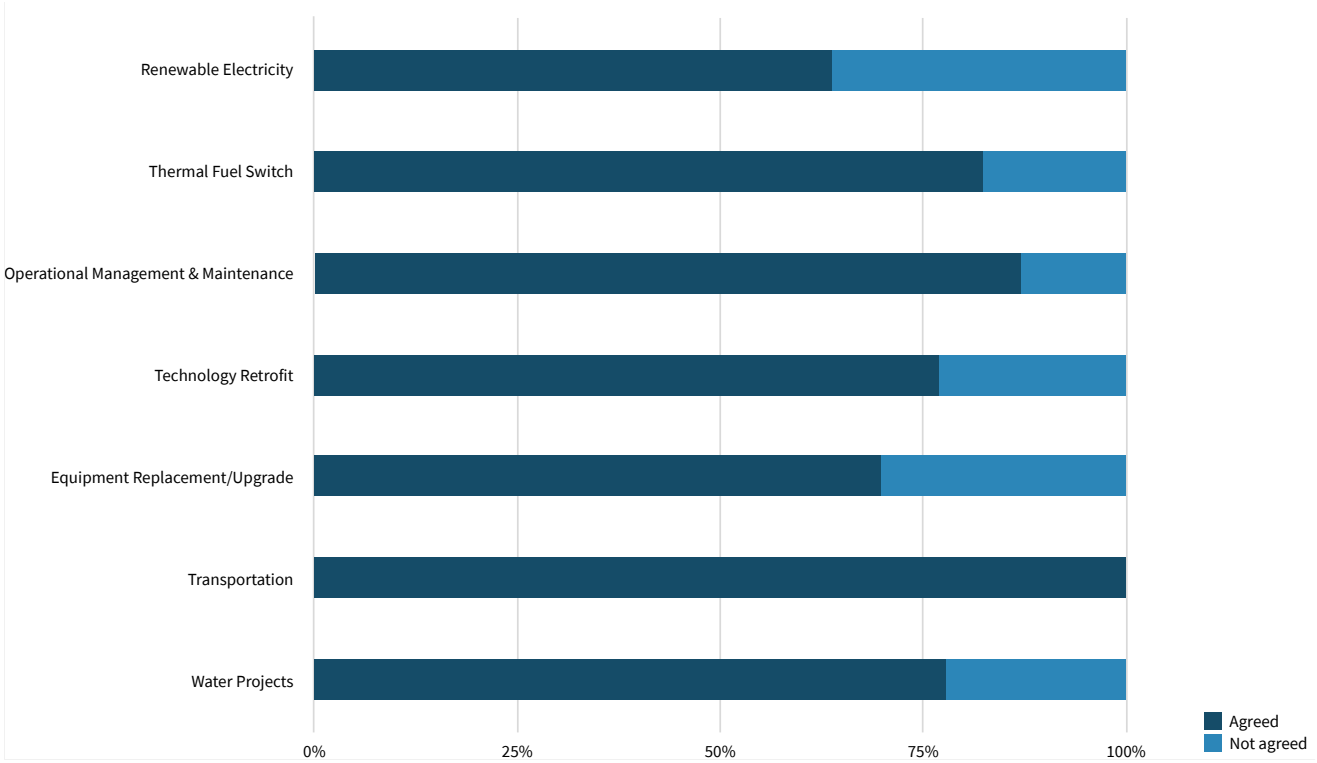

Figure 14 Facility willingness to implement recommended mitigation actions

Step 5 Supplier Reporting

The pilot brands have worked closely with Apparel Impact Institute, providing input on their requirements for, and ideal design of, a supplier progress tracking and monitoring service. It is imperative for the pilot brands that, having come this far, the momentum doesn't stop here. Embarking on this decarbonisation and renewable energy journey is a long-term venture, and the brands wish to measure impact, as it is made over the coming years, by tracking which mitigation actions have been implemented and gathering updated supplier carbon footprint data over time. The availability of such a service will also provide the opportunity for brands to demonstrate their continued support for the suppliers' efforts.

"More than 70% of our GHG emissions comes from materials we use in our products. If we are going to meet our carbon reduction promise, we will need to significantly reduce that impact. The problem that we, and all brands in our industry, face is that alone we have limited influence and possibilities to support our suppliers in their transition. When we get together as an industry on the other hand, like in this initiative with the EOG, and when we align our wishes, our demands, and our initiatives – together we can start to really have an impact."
Haglöfs

Next Steps

How are we going to pay for this?

According to the recent Aii and Fashion for Good report[6], significant resource is required for the fashion, and therefore by association, the outdoor industry to meet necessary climate targets and be net-zero by 2050. Often organisations have access to funds earmarked for climate projects which may be insufficient on their own to make a meaningful impact. As such, the EOG is setting up the Impact Accelerator Fund, a collaborative fund dedicated to supporting decarbonisation projects and climate mitigation actions within supply chains related to the outdoor industry.

It will be open to any interested party to contribute to, including brands, retailers, and other associated stakeholders. How funds are raised will vary by organisation, but innovation is key when considering how to approach this, and all of those paying into the fund will get a vote on how the funds are distributed.

"The total investment required to fund the entire range of solutions shown above amounts to just over $1 trillion…"
Aii and Fashion for Good

[6] Apparel Impact Institute & Fashion For Good. Unlocking the Trillion-Dollar Fashion Decarbonisation Opportunity

Future actions

This project will continue over several workstreams (Figure 15). The pilot group will continue to move towards the implementation of mitigation actions with chosen facilities, a second cohort of brands is about to start the Carbon Leadership Program, separate workstreams are being investigated for hardgoods and footwear facilities, and interest for a third cohort is being gathered.

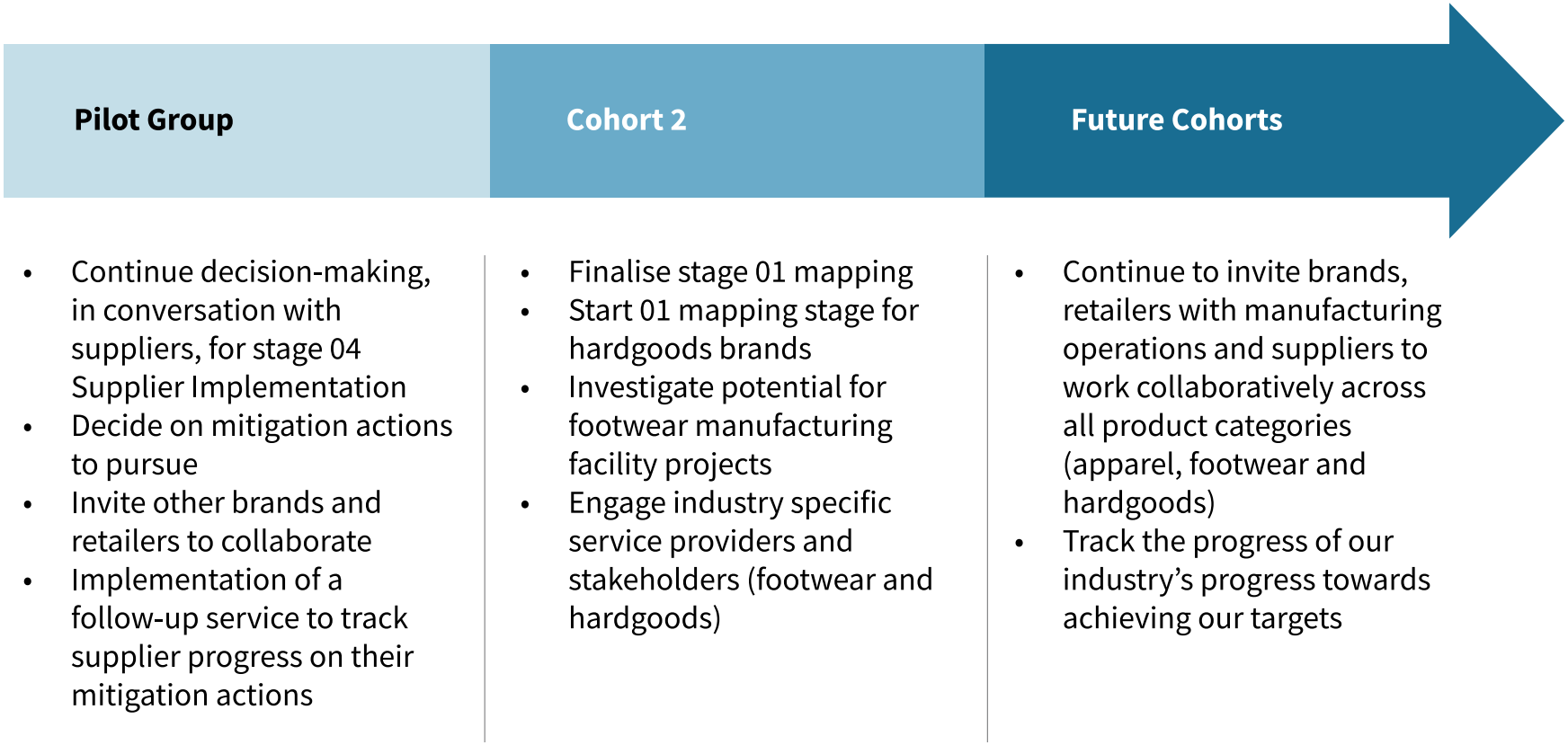

Figure 15 Future workstreams of the EOG Carbon Reduction Project

Key Takeaways

The path to achieving corporate and global targets is not straight forward. An assessment of the data gathered indicates that, within some of the individual facilities (Figure 16) any emission intensity improvements have been compensated for by volume increases, highlighting the complexity of measuring and accurately reporting progress towards climate targets.

The data from the facilities show that two-thirds of the reduction potential relates to coal phase out and switching to renewable electricity, however:

- Significant investment is required to phase out coal, however, there are potential technical solutions available.
- There is huge scope to make an impact by increasing the use of renewable electricity, but energy markets differ in terms of availability and cost.

Thus, the interconnected nature of aspects such as the complex supply chain, geographical legislative or infrastructure barriers, availability of energy sources, technical feasibility, and eligibility for collaborative funding opportunities combine to provide a challenge for the outdoor industry. But, judging by the progress of our pilot brands and suppliers, it is one the industry is ready to tackled.

"The program has demonstrated that collective action on a regional level will be needed to reduce carbon emissions through coal phase out and a switch to renewables. This is not easy to tackle on an individual brand or individual supplier level."
WL Gore

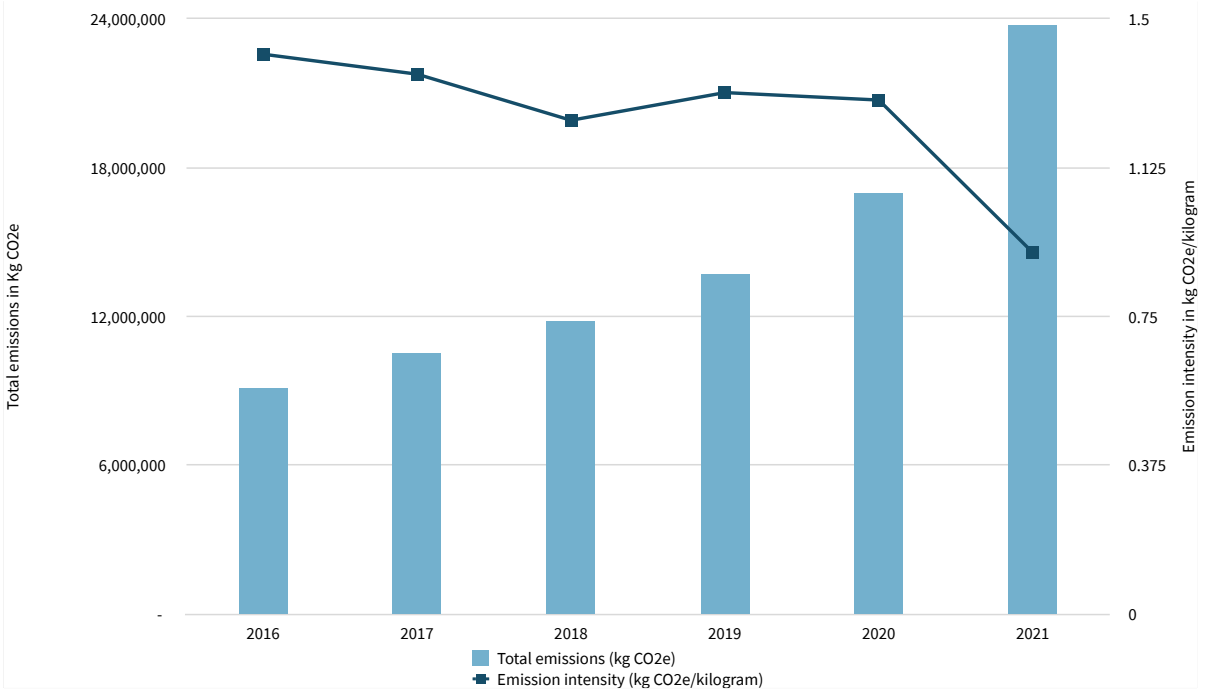

Figure 16 Change in emissions vs. emissions intensity over time for an individual facility

What we've learned so far

1. Finding the right service provider is critical – through this project we have developed and maintain a great relationship with Apparel Impact Institute and RESET Carbon, who we have worked closely with to develop a facility monitoring service (Aii) and a fabric manufacturing specific early assessment spreadsheet.
2. Lamination, a significant process within the outdoor industry, cannot be assessed in this programme at this time, however, if there is sufficient critical mass, we will work closely with RESET Carbon to develop suitable tools.
3. Suppliers need to be prepared to follow through with the programme and the mitigation actions – this is a long process, not an overnight fix.
4. By writing joint invitation letters and having one point of contact, communication fatigue with facilities was minimised, ensuring they weren't bombarded with identical requests from brands.
5. Checking supplier reported data against Higg data, where available, allowed the engineers to check its accuracy.
6. It is essential for the pilot group and the EOG to continue exploring scalability in terms of service capacity, Worldly tool integration and facility progress monitoring.
7. Understanding the levels of investment, and the return on investment, required for every mitigation action is necessary to build solid business cases for brands and suppliers.
8. This was, and still is, an exploratory project which we are still developing, with the support and input of our dedicated project members.
9. Everyone is still finding their feet in terms of climate action and working together in this way is helpful for all.
10. Plenty has gone right, but some things have gone wrong (Covid-19 travel restrictions, supply chain pressures, facility incompatibility) however, as long as we continue to expect the unexpected, we can remain adaptable and flexible enough to deal with unforeseen barriers.

"Shared learnings, shared responsibilities, shared cost – maximizes the output of such projects, and scalability is what we need! Now we move to implementation with the same mindset."
Mammut

Getting Involved

When we started this project, there were relatively few membership criteria stipulated. What became clear however, over the course of this pilot, is that project members exhibit certain common approaches and attributes which have contributed to the success so far, including but not limited to:

- Commitment to addressing climate change,
- Willingness to work collaboratively towards the goals of decarbonisation and renewable energy increase,
- 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 allow project progression,
- Openness to working collaboratively with their competitors, with trust and transparency.

It hasn't all been easy – it has taken time, effort and finances to reach this point, and more will be needed as the group moves into the next stage. However, we at the EOG are confident that we can make a measurable positive climate impact by continuing to work together in this way.

"For us at ORTOVOX, the Carbon Reduction Program allowed us to better understand the dimensions of carbon reduction in our supply chain. Now we have a better understanding on our required actions to tackle carbon emissions in our deeper supply chain."
ORTOVOX

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 trainings/webinars, and agreeing to work with the brands further on mitigation actions - this project would not have been a success.

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

For more information and to express interest in joining, please contact: verity.hardy@europeanoutdoorgroup.com