



ecovadis®

Turn Scope 3 Ambition Into Supply Chain Action

How the Carbon Action Manager
Delivers Measurable Impact

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Introduction

For most companies, the greatest share of their carbon footprint lies outside their direct operations. Scope 3 emissions – those produced across the supply chain, from purchased goods and services to logistics and end-of-life – are **21x higher than direct emissions on average**. Yet these emissions are also the hardest to measure and reduce.

In our Carbon Action Report 2025, developed in partnership with BCG, we identified **five statistically significant actions** that companies must take to tackle Scope 3 emissions: supplier engagement, emissions measurement, climate-aligned management, credible transition plans, and smart allocation of emissions reduction budgets. But there's still a huge gap between ambition and measurable outcomes.

This ebook explores how **EcoVadis Carbon Action Manager** is closing that gap by focusing on measurable supply chain progress. Drawing on our carbon dataset and real-world examples from leaders such as Hitachi Rail and Atos, we show how companies can not only track supplier carbon maturity but accelerate it to achieve tangible Scope 3 results.

Carbon Action Manager in numbers

Supply chain risks:

70%

of corporate emissions come from supply chains (Scope 3)

CAM progress:

350+

companies are already using Carbon Action Manager to tackle Scope 3

Improvement:

80%

of suppliers start at low maturity in managing emissions

Reporting:

48,000+

GHG reporters on the EcoVadis platform

\$500B

in corporate value at risk annually from unmanaged climate transition risks by 2030

133,000+

carbon scorecard results from over 83,000 companies

41%

of companies have been carbon-rated at least twice since Carbon Action Manager's launch

3,000+

companies reported having capabilities to share data at the product level

42%

of suppliers improve by at least one level after repeated engagement

Enabling the five critical actions

The Carbon Action Report 2025 showed that five specific levers drive measurable progress on Scope 3 emissions. Yet too often, companies struggle to translate those levers into repeatable supplier actions at scale. The Carbon Action Manager is purpose-built to close this gap – turning insights into action, and ambition into measurable results.

1. Supplier engagement

Segment, prioritize, and launch tailored engagement with suppliers based on emissions intensity and maturity. Tools include:

- Carbon Heatmap for hotspot identification and prioritization
- Targeted Corrective Action Plans and 17 carbon-related e-learning courses
- Carbon Ratings identify maturity and key practices in place

2. Emissions measurement

Streamline and improve the quality of emissions data collection across Scope 1, 2, and 3.

Tools include:

- Supplier-facing Carbon Estimator, and soon, a Product Carbon Footprint Calculator
- Data reliability insights for every Scope 1-3 data point
- Seamless integration with carbon accounting platforms, including Sweep and Normative

3. Dedicated management team

Assess and support governance readiness across suppliers. Carbon Action Manager (CAM) tracks indicators such as the presence of a climate team or board-level ownership and helps close capability gaps with training via EcoVadis Academy.

4. Climate transition plans

Evaluate suppliers' plans and target alignment with leading standards. CAM identifies suppliers with public GHG targets and tracks SBTi-aligned ambitions, enabling buyers to prioritize those on a credible path to net zero.

5. Emissions reduction budget

CAM helps make the best use of budgets and maximize ROI by tailoring interventions to supplier needs and surfacing suppliers that are both high-impact and ready to improve.

Tracking Scope 3 progress and improving supplier carbon maturity

Assessing the carbon capabilities of suppliers is essential for tailored engagement and tracking progress toward corporate Scope 3 targets.

The EcoVadis Carbon Action Manager does this through the carbon maturity model, which assesses suppliers across five levels: Insufficient, Beginner, Intermediate, Advanced and Leader. These maturity levels reflect a supplier’s capability to manage, reduce, and accurately report emissions.

Key findings over the past year (mid-2024 to mid-2025)

Analysis of reassessed suppliers highlights the impact of sustained engagement:

- Nearly 80% of suppliers started at Insufficient or Beginner levels
- After multiple ratings, just over half remained in those lowest levels
- Intermediate maturity share rose from 19% to 34%
- The share of Advanced and Leader suppliers nearly tripled
- 42% of reassessed suppliers improved by at least one maturity level



- **Insufficient**
Minimal or no GHG management system elements present
- **Beginner**
Some elements of a GHG management system and/or reporting practices
- **Intermediate**
Core elements of a GHG management system present
- **Advanced**
Comprehensive GHG management system with verified emissions and public reporting
- **Leader**
Best-in-class GHG management system underpinned by science-based targets and innovative emission reduction measures

[Learn more about Carbon Action Manager](#)

Carbon maturity: Regional trends

1st rating

	Global	Africa & the Middle East	Latin America	Asia-Pacific	North America	Europe
% of companies	100%	1%	6%	24%	13%	56%
Insufficient	35%	48%	49%	45%	47%	26%
Beginner	43%	41%	39%	39%	31%	47%
Intermediate	19%	9%	11%	14%	17%	22%
Advanced	3%	2%	1%	2%	4%	3%
Leader	1%	0%	0%	0%	1%	1%

Latest rating (2+)

	Global	Africa & the Middle East	Latin America	Asia-Pacific	North America	Europe
% of companies	100%	1%	6%	24%	13%	56%
Insufficient	18%	28%	29%	23%	31%	12%
Beginner	39%	41%	46%	41%	31%	39%
Intermediate	34%	26%	21%	29%	28%	39%
Advanced	7%	4%	3%	6%	7%	7%
Leader	3%	1%	1%	1%	4%	3%

The global picture is one of steady improvement, but regional analysis reveals important differences in supplier maturity. These variations highlight both opportunities for accelerated progress and areas where more support and engagement are required.

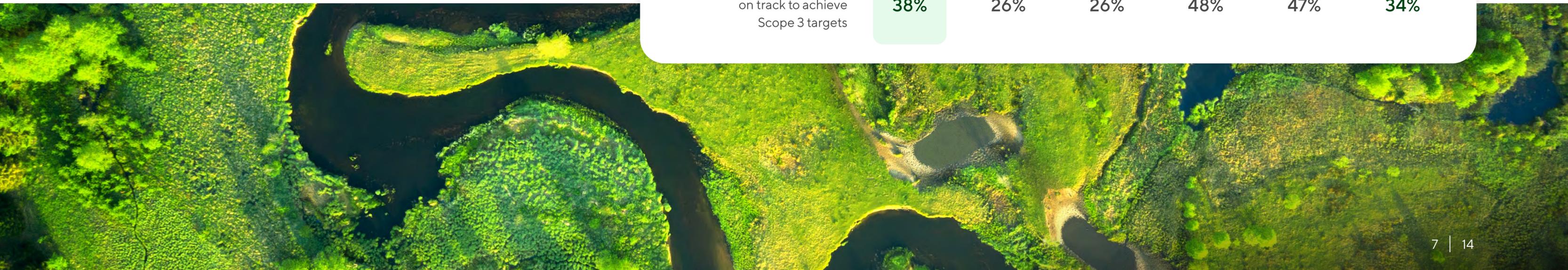
Key findings from 2025 regional data:

- Europe:** 49% of reassessed suppliers are at Intermediate or above – the highest regional share
- North America:** 11% of suppliers now rate as Advanced or Leader, showing strong momentum
- Asia-Pacific:** 64% of suppliers remain at Insufficient or Beginner, but significant movement is visible toward Intermediate
- Latin America:** 75% of suppliers with 2+ ratings are still in early stages, with a steady increase in Intermediate maturity
- Africa & the Middle East:** 48% Insufficient at first rating, dropping to 28% after reassessment – the steepest relative improvement

Adoption rates of Scope 1-3 actions by region

Across all regions, most companies still do not report on their direct and indirect emissions. Reporting on Scope 3, frequently the largest portion of a company’s carbon footprint, remains particularly challenging, due to the complexity and voluntary nature of reporting this category. Keeping supply chain emissions in check proves even more of a challenge, even for top-performing companies within the EcoVadis network.

	EcoVadis-assessed companies (most recent rating)					
	Global	Africa & the Middle East	Latin America	Asia-Pacific	North America	Europe
Reports on Scope 1 & Scope 2	30%	18%	18%	30%	23%	34%
Reports on Scope 3	8%	8%	8%	8%	12%	18%
On track to achieve Scope 3 targets	4%	2%	2%	4%	5%	5%
% of Advanced or Leaders reporting on Scope 3	62%	47%	52%	67%	61%	61%
% of Advanced or Leaders on track to achieve Scope 3 targets	38%	26%	26%	48%	47%	34%



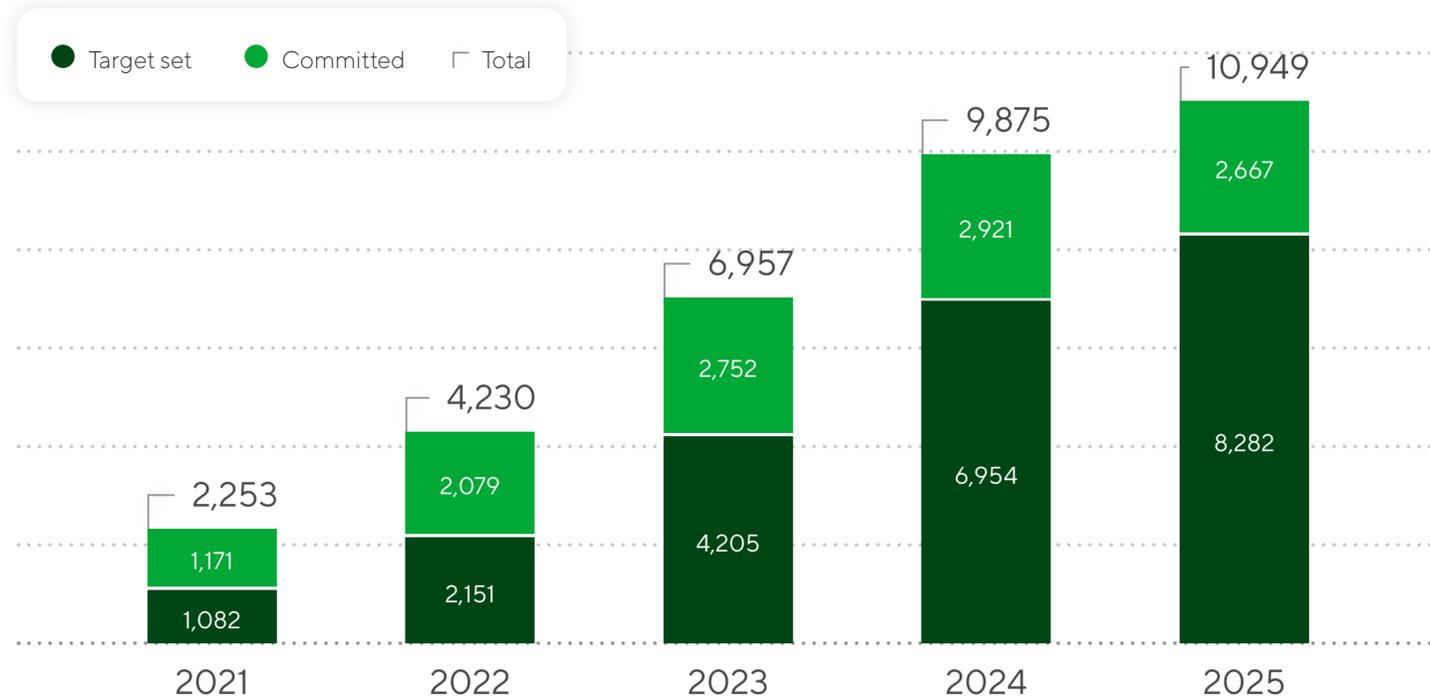
Science behind the ambition: Why supplier engagement matters



SBTi: Prioritizing supplier engagement to achieve net-zero ambitions

By mid-2025, nearly 11,000 companies had validated science-based targets or committed to set them.

Data is to the end of Q2 2025



Far from signs of climate retreat, corporate ambition is accelerating. At the Science Based Targets initiative, net-zero target-setting has surged by 227% in just 18 months to July 2025 – proof that businesses see a clear case for managing transition risk and capturing low-carbon opportunity.

But the real power lies in the “climate amplifier”: when large companies set targets, they create an on-ramp for thousands of suppliers to follow. With Scope 3 emissions averaging 21 times higher than direct emissions, supplier engagement is mission critical. As EcoVadis and BCG highlight in the Carbon Action Report 2025, companies actively engaging suppliers are nine times more likely to stay on track with achieving their targets.

Every company has the power to spark change far beyond its walls. Engage your suppliers – unlock impact, resilience, and competitive edge.



David Kennedy

CEO, SBTi

**The data tells the story in numbers.
But what does Scope 3 improvement look like in practice?**



HITACHI

Enhancing Scope 3 accuracy with supplier primary data

Hitachi Rail, a global provider of railway solutions, is actively working on reducing its carbon footprint by addressing a complex global supply chain spanning thousands of suppliers. A key part of the company's decarbonization strategy involves collaborating with suppliers and utilizing EcoVadis to support its 2050 net-zero target.

Challenge:

Hitachi Rail needed to improve the accuracy of its carbon accounting and develop data-driven reduction strategies, which required the company to collect, analyze, and consolidate carbon data from its suppliers.

Approach:

Through EcoVadis Carbon Action Manager, more than 1,200 suppliers were engaged to assess their carbon management system and collect data on GHG emissions and reduction targets. High-quality data was then integrated into the Normative carbon accounting platform to calculate Scope 3 emissions, increasing emissions accuracy.

Key results:

- Increased the percentage of high-quality primary data used in the calculation of Scope 3.1 emissions (purchased goods and services) from 0% to nearly 15%
- Reduced supplier fatigue from duplicate data collection, and connecting it across systems
- Analyzed priority suppliers to include carbon maturity and existing actions for tailored decarbonization engagement

Impact:

Enhanced visibility into supplier performance enabled Hitachi Rail to identify suppliers with high-quality emissions data for Scope 3 calculations, assess data quality prior to use, profile suppliers for tailored engagement to collaborate toward its net-zero target, and engage less mature suppliers in improving and sharing better data.

Working with EcoVadis has been pivotal in designing our supplier engagement strategy. The platform gives us a clear lens to assess and improve our suppliers' carbon maturity, providing a structured framework that encourages them to not only share better quality GHG emissions data, but also take proactive actions to develop their own climate action plans. The increase in accuracy supported by CAM is one of our key contributors for developing data-driven strategies and fostering the collaboration required to truly drive decarbonization across our value chain."



**Munenori
(Jake) Shinojima**

Chief Procurement
Officer, Hitachi Rail

Improving suppliers' climate maturity through engagement

The France-based Atos Group is a leading global provider of AI-powered digital transformation with an ambitious near-term science-based target to cut emissions by 50% by 2025, across Scopes 1, 2, and 3, and is making good progress towards this achievement.

Challenge:

Atos needed to measure and reduce emissions across its supply base of 12,000 suppliers. Manual processes, such as spreadsheet-based questionnaires, made it difficult to collect carbon data across the supply base.

Approach:

Atos started using the EcoVadis Carbon Action Manager to scale supplier engagement and improve accuracy and efficiency by replacing manual processes with a streamlined and automated system.

Key results:

- Integrated climate action into procurement decisions, reducing spend with “red” suppliers from 30% to 11% and increasing spend with “green” suppliers from 34% to 64%
- Helped suppliers improve their carbon maturity levels between 2023-2024:
 - ▶ 36% reduction in Beginner category
 - ▶ 15% increase in Advanced
 - ▶ 36% increase in Leader

Impact:

Using CAM allowed Atos to engage its suppliers at scale, improve data accuracy, and integrate supplier performance (carbon maturity levels) into its procurement processes — shifting spend toward suppliers with better climate performance. It was also able to upskill less mature suppliers, using EcoVadis Academy. This engagement resulted in driving improvements in its suppliers' carbon maturity ratings.

“One of my ambitions is to make sure sustainability is part of all our procurement processes. We have made a huge improvement in the proportion of our spend that comes from suppliers with better carbon maturity. The reasons for this are twofold. Firstly, suppliers have improved their maturity. That is the most important for us — we try not to end contracts because a supplier is not performing, and instead push them toward setting a strategy and committing to a decarbonization target. Secondly, we are shifting some of our spend toward more mature suppliers.”



Beata Baumann
Procurement Sustainability Director, Atos

Go deeper: Read the full Carbon Action Report

Want the full picture on Scope 3? The Carbon Action Report 2025, created with BCG, offers the most comprehensive look yet at the business case for supply chain decarbonization. Built on data from more than 133,000 scorecards and 83,000 companies, it reveals the true costs of inaction and the levers driving real progress.

Download the report to explore all five levels, the risks of delay, and how leading companies are closing the Scope 3 execution gap.



ecovadis® + BCG

Scope 3: From Unmanaged Risk to Untapped Opportunity

Carbon Action Report 2025

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About EcoVadis

EcoVadis is a purpose-driven company embedding sustainability intelligence into business decisions worldwide. Its trusted, actionable ratings help organizations of all sizes comply with ESG regulations, cut GHG emissions, and enhance sustainability across 220 industries in 185 countries.

About Carbon Action Manager

This ebook draws on data from the EcoVadis Carbon Action Manager (CAM), a comprehensive solution for turning Scope 3 ambitions into measurable supply chain results. Powered by supplier-specific primary emissions data, CAM streamlines carbon risk and maturity assessments, simplifies data collection, and supports suppliers with tailored guidance.

Ready to get started?
Request a consultation.

