



IMPACT REPORT

2024





At Circle Economy we are driving the transition to a new economy. In this circular economy we help businesses, cities and nations leverage business opportunities, reduce costs, create jobs and inspire behavioural change. As a global impact organisation, our international team equips business leaders and policy makers with the insights, strategies and tools to turn circular ambition into action.

Circle Economy has been at the forefront of the circular economy since 2012. Our annual *Circularity Gap Report* sets the standard for measuring progress and we manage the world's largest circularity data platform, encompassing data from over 90 nations, 350 cities, and 1,000 businesses and organisations.

BEHIND THE COVER

Asian woman separating chaff from grain using a winnowing fan locally known as a kula.



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This year,
we have directly supported:



190+
Businesses &
Organisations



65+
Cities

15+
Nations



to become more circular

We have trained:



3000+ in circular economy
People principles

We have published:



21 pioneering reports
downloaded 23,800 times to drive
the circular economy forward

We have attracted:



200,730
social media
followers



660,000
website
visitors



259
press
mentions

to boost awareness of the circular economy

Next: our impact to date

To date,
we have directly supported:



970+
Businesses &
Organisations



360+
Cities

90+
Nations



across 6 continents

We have trained:



7200+ in circular economy
People principles

We have shaped:



19 Circular strategies, plans & bills
across Europe, the UK, and Canada

And we have developed:



25+ Circularity Gap Reports
for cities, regions, nations, and
sectors across the globe

... and many more to come!

A letter from our CEO

Dear Partners, Supporters, and Advocates for a Circular Economy,

2024 marks my first year as CEO at Circle Economy. I am humbled and inspired by this organisation's incredible impact since its inception in 2011. It is a privilege to lead a team of passionate and dedicated experts who tirelessly work towards a future where our planet and all living beings can thrive.

Taking a step back, I'm glad to see that general awareness of circularity is rising year over year; the circular economy is no longer a niche for innovators or early adopters. At the same time, we face the fact that global circularity itself is still declining. I cannot help but conclude that action is still lagging. The circular economy is no longer an option we can keep talking about. Implementing circular solutions is essential for ensuring (business) resilience and addressing the challenges of our time: climate breakdown, resource scarcity, and economic uncertainty. The circular economy is not an optional alternative to the linear economy; **it is the new economy and must be on every CEO's, CFO's and governmental leaders' agendas. Visionary leaders have embarked on the transition, and global value chains are transforming in their wake.** Latching onto this movement will create new opportunities, save costs, create jobs, and deliver on critical impact objectives, including achieving climate targets and advancing Nationally Determined Contributions (NDCs).

So what can we - the people - do to walk the talk? Our current economy has caused a great deal of demise in our natural systems. When we acknowledge that we screwed up the balance of our natural systems, then we can also undo it. We should not externalise the economy. We are the economy. Where we earn our money, where we spend our money, and where we bank our money makes up the economy. Think about it. We make local communities thrive. We make global trends. We can make or break an industry. Let's choose wisely.



As for the people at Circle Economy, we contribute to the necessary transition by getting the ball rolling. Getting the gears in motion with actionable insights, relevant frameworks and indicators, convening stakeholders, training for circular skills and running (pilot) projects. Being at the forefront requires stamina and resilience. The tangible impact of our work is often delayed. It may take five years before a policy is adopted. A circular business model can take three years to be trialed and approved. Adjusting production lines to include alternative input could take two years to be tested and certified. It can take years before a public tender is evaluated, won, and the work starts. The bottom line is that our work is needed in the early stages of a systemic change long before any actual benefits are visible.

Looking optimistically at 2025, we have the tools, the knowledge, and the momentum to create meaningful change - **but it will take all of us**. Whether as a partner, supporter, or advocate, your role is vital in driving the change we all seek. Together, we can make circularity not just a discussion topic but a global reality. Thank you for being at the forefront with us. What motivates me every day is the belief that a better future is within our reach - a future where nature regenerates, communities prosper, and businesses thrive. Your trust and collaboration fuel this work, and I look forward to the possibilities we will unlock together in 2025 and beyond.

With gratitude and determination,

Ivonne Bojoh

CEO, Circle Economy



1

Our impact in 2024

At Circle Economy, our goal remains clear: to prevent climate breakdown, we aim to double global circularity by 2032. Our mission is rooted in evidence—our research demonstrates that a circular economy has the power to reverse the overshoot of planetary boundaries and limit global warming to 2-degrees. While our mission stays the same, this year we've transformed our approach. 2024 marks the start of our new approach towards realising impact, focusing on **three key objectives** to accelerate the global transition to a circular economy:



- 1. Empowering decision-makers:** We provide indicators and evidence to ensure accountability in circular economy ambitions.
- 2. Financial support for solutions:** We mobilise sufficient financial capital to flow toward circular and just solutions.
- 3. Building capacity:** We equip key actors with the awareness and capacity to implement circular solutions.

Together, these objectives drive our activities, partnerships, and projects. The following project examples serve as the spark for a much bigger impact in the years ahead.

1.1 Empowering decision-makers

Decision-makers have indicators and evidence to ensure accountability of their circular economy ambitions

1. MAPPING GREEN JOBS: ROLES DRIVING SUSTAINABILITY IN C40 CITIES

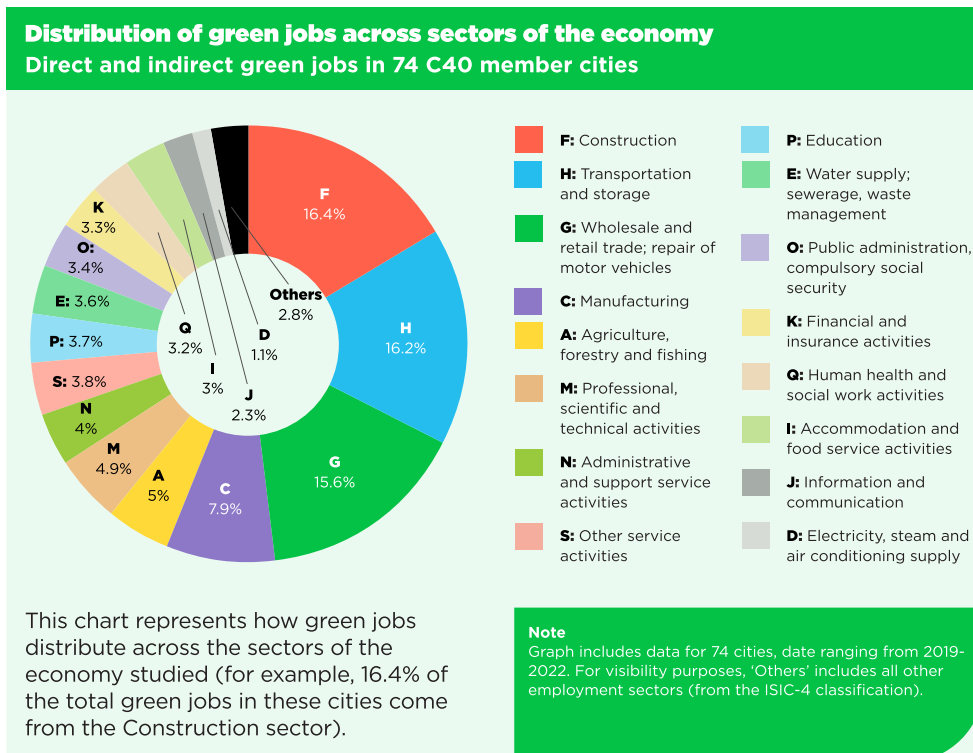
Funded by C40 Cities

Using our expertise in measuring circularity and the Circular Jobs Methodology developed with the UN Environment Programme (UNEP), we created a data strategy to establish and monitor the volume of good, green jobs in C40 cities. The project produced a baseline showing that 9.4% of jobs (16 million) in 74 C40 cities were green, with regional results shared through five briefings and a [global report](#). The results will be taken forward by the Mayors in the C40 network, with the end goal of continuing to monitor these efforts towards making available more green jobs through capacity development from Circle Economy in the future.

IMPACT

This is the first-of-its-kind and the world's widest analysis of green jobs across global megacities. The results were launched by the Mayor of London at London Climate Week 2024. This research is part of an effort to develop an open, universal and replicable methodology to measure green jobs in all sectors of the economy.

We are embarking on a second phase, where we aim to update the results, expand this research to more cities and measure progress across time toward C40's goal of 50 million good, green jobs by 2030.



Source: Publicly available data (2019-2022) compiled by Circle Economy for C40 Cities.

This chart represents how green jobs distribute across the sectors of the economy studied (for example, 16.4% of the total green jobs in these cities come from the Construction sector).



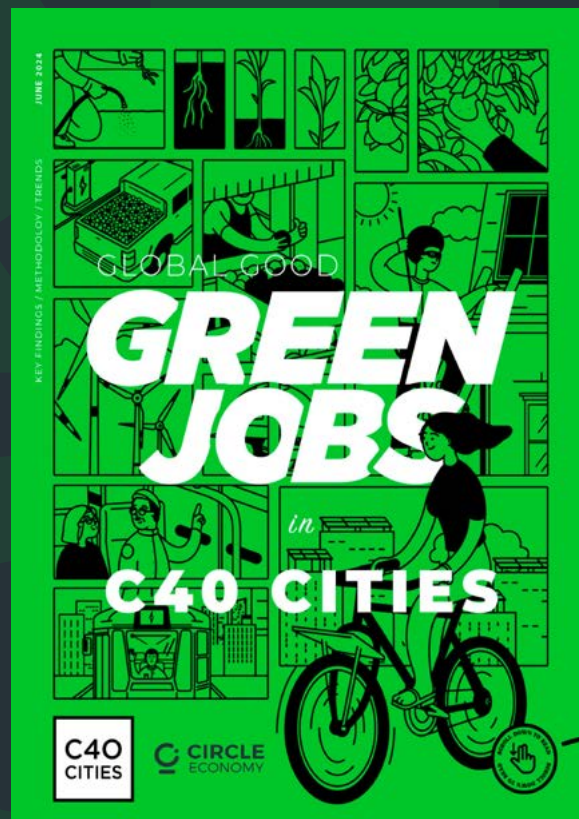
Sadiq Khan, C40 Co-Chair and Mayor of London said:

'I'm proud that we are on our way toward achieving our goal of 50 million good, green jobs by 2030, with 16 million jobs already supporting the transition to a green economy across 74 cities worldwide. London continues to lead the way when it comes to climate action and our commitment to green jobs proves that the path to prosperity is also the path to sustainability. Together, we can achieve far more than any of us could alone and I look forward to continuing to inspire and drive us forward to a fairer, greener future for everyone.'



Ricardo Nunes, Mayor of São Paulo said:

'Brazil has been very badly impacted by climate change this year and we know that delaying climate action only means that more people will suffer. We also know that more jobs can be created through climate action than through business as usual, whilst creating healthier and more sustainable cities and economies. That is why São Paulo, through actions such as Sampa + Rural, is promoting thousands of green jobs. This research from Circle Economy and UNEP shows how there are already more than 400,000 direct and indirect green jobs in the city, and we will continue working to increase that number through innovative and ambitious new programmes and policies.'



2. OUTLINING MONTREAL'S PATH TO CIRCULARITY WITH THE CIRCULARITY GAP REPORT MONTRÉAL

Funded by the City of Montréal

Circle Economy was commissioned by the City of Montréal to establish a circularity baseline to guide its goals of becoming zero waste by 2030 and carbon neutral by 2050. We designed and executed the project, engaging extensively with stakeholders, which led to the publication of the [Circularity Gap Report Montréal](#), stakeholder roundtables, as well as a data explorer which provides city indicators, circular jobs indicators, and recommendations for how to leverage Montréal's workforce to achieve its circularity ambitions.

IMPACT

The Circularity Metric was officially adopted as a key reference for the city's Circular economy roadmap 2024–2030.



Emmanuelle Géhin, President & CEO at RECYC-QUÉBEC said:

'In 2021, RECYC-QUÉBEC launched the *Circularity Gap Report Quebec* with Circle Economy, with the aim of inspiring and accelerating the transition to a circular economy. We're delighted to see that the transition is now continuing at the metropolitan level with the publication of Montréal's own *Circularity Gap Report*, accompanied by a variety of actions to implement.'



Marie-Andrée Mauger, Responsible for Ecological transition and the Environment on the Executive Committee at Ville de Montréal said:

'The fruit of a rigorous process, this Circularity Gap Report provides us with our first quantifiable portrait of Montréal's economy. It is an essential tool for mobilising Montréal's entrepreneurial forces around our ambitious goals for an ecological and economic transition.'



3. TOWARDS THE FIRST GLOBAL CIRCLE ECONOMY EMPLOYMENT ESTIMATES

Funded by Goldschmeding Foundation and United Nations Partnership for Action on Green Economy (PAGE), in partnership with the International Labour Organization and the World Bank

Circle Economy, in partnership with the International Labour Organization (ILO) and the World Bank's Solutions for Youth Employment (S4YE) Programme, launched the Jobs in the Circular Economy initiative. The initiative aims to provide policymakers and decision-makers with data and practical tools to inform and support pathways towards more socially fair and just environmental and economic policies and interventions. In May 2023, we published the first output: a comprehensive literature review titled [Decent work in the circular economy](#).

IMPACT

This year, Circle Economy published [a review](#) of definitions, databases, and methods for measuring circular economy employment to establish global consensus on indicators. This marks the first step toward defining 'circular jobs,' which will be adopted by the next International Conference of Labour Statisticians (ICLS) in 2028. The initiative included expert workshops and presentations at major events like WCEF 2024, COP 28, and a Green Jobs Expert Workshop. The next phase will deliver a global report providing the first authoritative estimates of employment in the circular economy, aiming to establish a baseline and explore related themes like skills, youth, and decent work. The report will aim to align governments, statistical offices, and research institutions in ILO member states on standardised methods for classifying and estimating circular jobs and activities.



Casper N. Edmonds, Head of the Extractives, Energy and Manufacturing Unit, ILO said:

'The study is a key stepping stone to what we have dreamt of for the past three years...Together with our PAGE partners, the World Bank Group and Circle Economy Foundation, we aim to expand the knowledge base on jobs in the circular economy...This publication proves to policymakers that it will be possible to generate much-needed statistics and modelled estimates on jobs in the circular economy. Such evidence is key to better policy-making and to avoid any unintended consequences or negative impacts as the transition to the circular economy gathers pace.'

4. UNCOVERING THE JOURNEY OF DUTCH TEXTILES

Funded by the Dutch Ministry of Infrastructure and Water Management

This project traced the journey of post-consumer textiles from the Netherlands, uncovering the country's role in the global reverse value chain. It identified key destinations: Poland and Pakistan as trade hubs, India for recycling, and Ghana and Kenya for reuse and disposal. The study provided valuable insights into where and how exported Dutch textiles are utilised.



Marije Slump, Senior Circular Textile Policy Officer at the Dutch Ministry of Infrastructure and Water Management said:

‘The project conducted by Circle Economy provided invaluable insights into the export of second-hand textiles from the Netherlands and its implications for both people and the environment. The report’s outcomes have been shared with national, European and international policymakers...The topic has been integrated as a focus point in the next policy programme, Circular Textiles 2025-2030. Next steps include further improvement of national and European policy instruments, more focus on improving the transparency of the sector and more collaboration with industry actors and international partners to address the identified challenges’.

IMPACT

The findings highlighted the social and environmental consequences of these exports, underscoring the need for legislative and economic action to support circular textile pathways and reduce negative impacts. Requested by the Dutch parliament, the report has since been shared and discussed with European and international policymakers. Alongside Circle Economy’s other study, [Clothing Labels: Accurate or Not?](#), its conclusions have been prioritised in the upcoming [Circular Textiles 2025-2030 policy programme](#).

1.2 Financial support for solutions

Sufficient financial capital flows to circular and just solutions

1. ALIGNING FINANCE FOR A CIRCULAR FUTURE: MDBs UNITE WITH NEW VISION AT WCEF 2024

Funded by the European Investment Bank (EIB)

Circle Economy heads and facilitates the Circularity Exchange Network, a supranational effort from leading Multilateral Development Banks (MDBs) to scale up their circular economy engagement. From this, the MDB Working Group was established in collaboration with the EIB, which acts as Secretary with our support. This group further fosters a shared understanding of the role of MDBs in the circular economy transition. A shared vision for the Working Group was published during the World Circular Economy Forum 2024.



Ambroise Fayolle, EIB Vice-President responsible for financing environment, climate action and the circular economy, said:

'To succeed in the transition to a circular economy, we need strong partnerships and a common understanding of the path ahead. With this shared vision for the circular economy, multilateral development banks are strengthening their collaboration to better support resource-efficiency and waste-minimisation investments worldwide. As the EU climate bank, we have committed to support €1 trillion of climate action and environmental sustainability investments in the decade to 2030 and this also includes stepping up our financing for the circular economy.'

IMPACT

Major MDBs formally recognised that circularity is crucial to achieving sustainable and just development in the 21st century, and committed to a shared vision. The Working Group strengthens internal capacity to deliver demand-based support for circular economy approaches through both lending and advisory activities. It explores and shares methodologies that demonstrate the economic value of circular solutions while fostering just and inclusive sustainable development. Additionally, the Group is committed to enhancing resource efficiency considerations across its operations and facilitating knowledge exchange with actors from the private sector, civil society, and local, regional, and national authorities.

2. DESIGNING FOR TRANSFORMATION: PARTNERSHIPS DRIVE TEXTILE WASTE SOLUTIONS AND SECURE FUNDING

Funded by the DOEN Foundation, Laudes Foundation, and Municipality of Rotterdam, in partnership with the Biomimicry Institute, EV Biotech, TNO, BioFashionTech, Wageningen University & Research, and Erdotex

Circle Economy successfully designed and implemented a pilot to divert textile waste from incineration in the Netherlands, transforming it into higher-value products. The project focused on biochemical recycling, which was found to be an effective means of recycling the worst-of-the-worst textile waste in combination with thermochemical recycling methods. Our efforts included designing the pilot, mapping stakeholders, facilitating activities, and securing the necessary funding to ensure its success.

IMPACT

The pilot successfully converted textiles into glucose and gas, achieving over 70% conversion efficiency. A second phase is now underway, supported by additional funding. This phase will focus on optimising the recycling technologies, gathering market insights through a feasibility study, engaging potential clients, and testing the approach in new markets. Plans are in place to scale and replicate the project across other value chains, geographies, and actors, further advancing circular economy solutions in the textile sector.



1.3 Building capacity

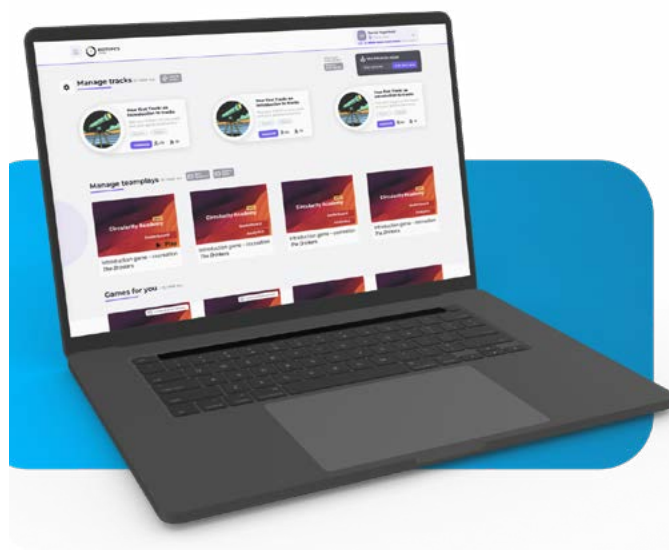
Key actors have the awareness and capacity to implement circular solutions

1. SWITCHING TO CIRCULAR VALUE CHAINS: SUPPORTING SMEs IN ADOPTING CIRCULAR PRACTICES

Funded by the European Union and the Government of Finland, implemented by UNIDO with Circle Economy, Chatham House and the European Investment Bank Circle Economy plays a key role in the SWITCH to Circular Economy Value Chains (SWITCH2CE) Programme by empowering local partners to support micro, small, and medium-sized enterprises (MSMEs) in adopting circular economy practices. Through the development of tailored training curricula and a Toolbox for independent delivery, Circle Economy ensures the programme’s reach and impact. The initiative leverages EU multinational companies (MNCs) leading global value chains to address the barriers faced by lower-tier suppliers in developing countries. MNC-led pilot projects in the plastic packaging, textiles, and information and communication technology (ICT) sectors demonstrate how MSMEs can adopt circular practices, while collaboration platforms foster knowledge sharing and the exchange of best practices.

IMPACT

Circularity Academy’s e-learning tracks on Textiles, Plastics and Electronics developed uniquely for SWITCH2CE, engaged over 500 participants, in Bangladesh, Morocco, and Egypt. Currently, the platform features 102 registered users. To extend its reach, a training-of-trainers (ToT) programme was implemented to equip target businesses with the tools needed to adopt circular practices. Two ToT sessions were conducted in Bangladesh: one focused on local Business Development Service providers and Business Membership Organisations, including trainers from the Bangladesh Garment Manufacturers and Exporters Association’s network (master trainers, industry professionals, and academics). The second session targeted suppliers from the H&M and Bestseller networks, featuring participants from companies such as DBL and FKL.



2. EMPOWERING SMEs WITH CIRCULAR SKILLS AND OPPORTUNITIES

Funded by Oxfam Novib

The Impact SME Development Programme is designed to support small and medium-sized enterprises (SMEs) in developing countries as they transition to circular business models. The programme offers a comprehensive package that includes tailored workshops and a practical toolkit featuring case studies, best practices, and guiding principles aligned with the unique local needs of participating regions. Circle Economy developed and delivered the Training of the Trainer (ToT) programme in partnership with local business associations and VET institutions, conducted workshops with the SMEs, and developed toolkits for them as well. This ToT programme empowers local Business Development Services providers with the knowledge and skills to support SMEs in adopting circular economy practices effectively.

IMPACT

The programme has successfully supported entrepreneurs in creating both social and environmental impact while simultaneously advancing their business development. Out of the 453 SMEs supported, Circle Economy directly worked with 248 of them and trained over 1,900 professionals across six countries: Nigeria, Egypt, Uganda, Somaliland, Kenya, and Cambodia. Collectively, the programme facilitated the creation of 11,979 SME jobs, with 55% of participating SMEs securing external financing to strengthen their business sustainability and growth.



3. TRANSFORMING HIGHWAY PLANNING: INTEGRATING DOUGHNUT ECONOMICS FOR SUSTAINABLE INFRASTRUCTURE IN THE UK

Funded by the UK Department of Transportation and COLAS

As the project lead, Circle Economy is working closely and collaboratively with COLAS and county representatives to identify key processes, leverage points, and challenges in planning and implementing highway maintenance projects. Using the Doughnut Economics model, we developed a toolkit and guidance manual for highway maintenance planning in the UK counties of Somerset, Hampshire, and Cornwall. Although these three counties represent only 5% of the UK's road system, the tools are being applied across a mix of socioeconomic contexts—ranging from one of the UK's most affluent counties to one of its least. Notably, up to a quarter of these counties are designated as 'Areas of Outstanding Natural Beauty,' adding a layer of complexity and environmental sensitivity to maintenance planning. Currently, the toolkit and guidance manual are being piloted at both strategic and project levels for road maintenance activities, involving senior staff from the three counties' authorities and their private-sector contractors. This pilot phase will run until Spring 2025.



Mike O'Dowd-Jones, Strategic Manager of Highways & Transport for Somerset Council, said:

'This project will progressively decarbonise maintenance across the whole asset lifecycle. Corridors will be a test bed for innovation, circular solutions and new ways of thinking. As part of this, we will develop a toolkit for the industry as a whole, so the project will be right at the forefront of this critical work for the highways sector and the UK to meet its carbon reduction commitments. Our approach will be underpinned by the Doughnut Economics Model, a framework that balances environmental and social needs to ensure wider impacts are understood.'

IMPACT

The pilot has already led to a significant increase in understanding among county representatives regarding the holistic social and environmental impacts of highway projects. Through this process, the counties are using the Highways Doughnut as a compass to assess their strategies and inform strategic planning documents, such as Local Transportation Plans. The collaborative planning process has further strengthened insight into how highway projects affect surrounding social and environmental factors, as well as the global implications of material and practice choices. The pilot trials will validate and refine the toolkit and guidance manual, with the goal of upscaling them to the wider UK sector to promote sustainable, forward-thinking highway planning.

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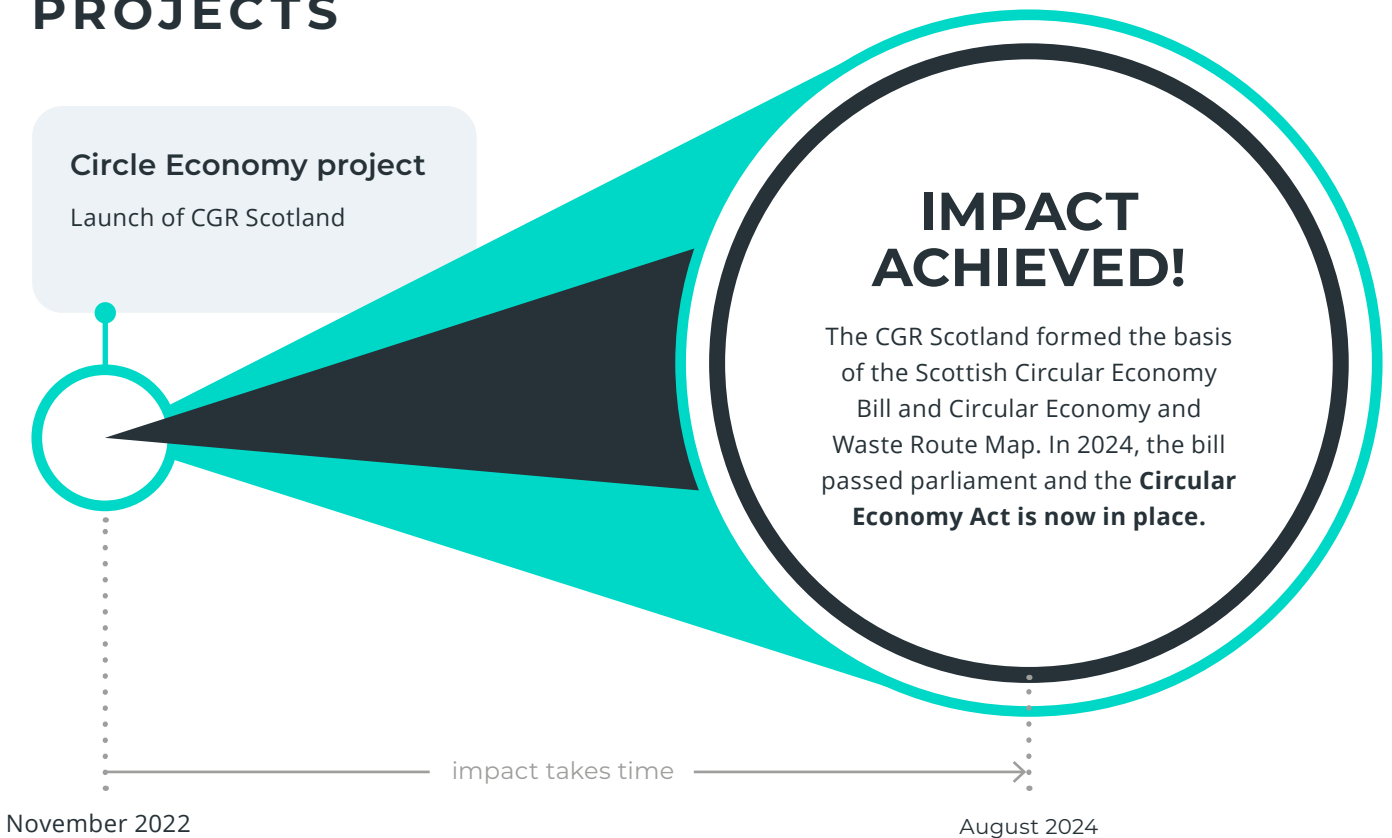
Long-term impact

Past projects that are making a difference today.

Achieving a circular economy requires systemic rewiring—from creating new policies and financial incentives to building the skills and knowledge of the workforce. This approach's advantage is its ability to combat the climate crisis on the required scale, addressing the root causes of overconsumption and waste. This transformational work often takes time to materialise, demanding patience and perseverance.

For example, our policy-influencing projects, such as the Circularity Gap Report Scotland and Circular Mataró 2023, both launched in 2022, are now delivering tangible results. These successes reflect the power of persistence in driving systemic change and advancing our goal of doubling global circularity to 17% by 2032. You can find more examples of projects making an impact in 2024 in the following section.

DELAYED IMPACT PROJECTS



2.1 Driving policy change

How *CGR*® Scotland shaped the Circular Economy Bill.

Funded by Zero Waste Scotland.

The *Circularity Gap Report (CGR)® Scotland* measured Scotland's current circularity rate, establishing a baseline to track progress. It identified interventions to advance circular efforts and explored seven 'what-if' scenarios to strengthen circularity, reduce material use and emissions, and transform the economy.

IMPACT

The report led to Zero Waste Scotland consulting the Scottish Parliament, resulting in the introduction of the [Circular Economy Bill](#) in 2023.

In 2024, the report continues to influence the development of [Scotland's Circular Economy and Waste Route Map](#), shaping future policies and initiatives, as shown by key stakeholders' feedback and policy documents.

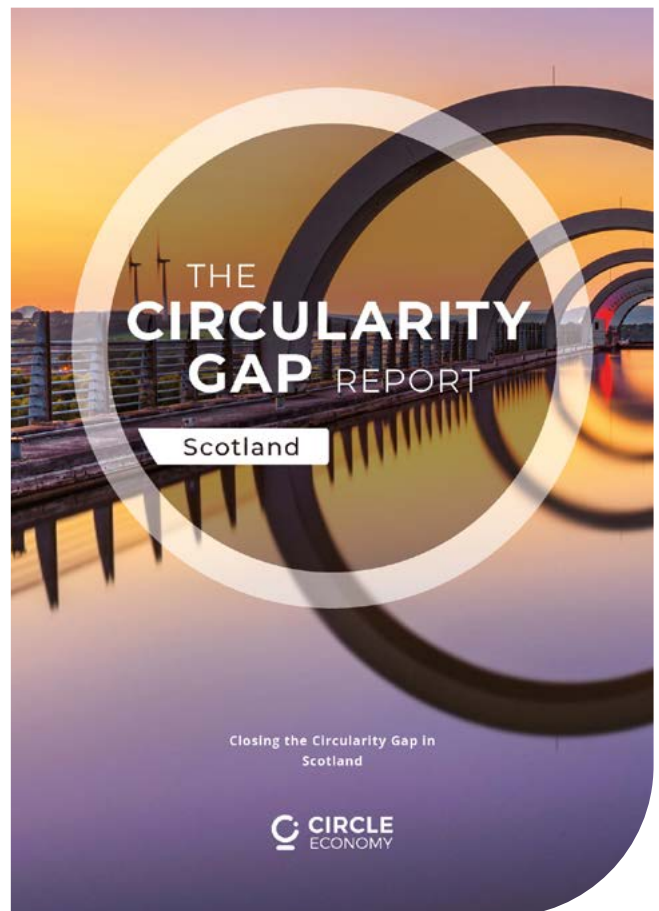


Maurice Charles Golden, Member of the Scottish Parliament (for the North East Scotland region during the Meeting of the Parliament in 2024 for the Circular Economy Bill):

'A circular economy is a simple concept: keep materials in use for as long as possible to extract the maximum value from them. In fact, it is so simple that people could be forgiven for thinking that we surely must be doing that anyway. However, Scotland's economy is just 1.3% circular, according to the *Circularity Gap Report Scotland*. The hope was that the Circular Economy (Scotland) Bill could shift the needle so that we would catch up with the rest of the United Kingdom, which is 7.5% circular [according to the *Circularity Gap Report UK*].'

In the Policy Memorandum prepared by the Scottish Government to set out the Government's policy behind the Bill:

'The Bill also sets out that Scottish Ministers, in considering any priorities for action in the strategy, must have regard to the development of a circular economy in relation to priority sectors and systems. Those priority sectors and systems would be informed by research at the time of the production of the strategy. For example, the recently published *Circularity Gap Report for Scotland* identifies sectors and systems such as the built environment, food and manufacturing as particular priorities. In line with the campaign responses from Friends of the Earth Scotland, the intention is that such content would be developed in collaboration with relevant sectors, with aims including minimising resource requirements and ensuring sustainable sourcing of materials.'



2.2 From insights to action

SHAPING IRELAND'S CIRCULAR FUTURE

Circularity Gap Report 2021 funded by Adessium Foundation, Circularity Gap Report Ireland funded by the Irish Department of the Environment, Climate and Communications, in partnership with Deloitte.

In December 2021, Ireland introduced its first [Whole of Government Circular Economy Strategy](#), outlining a comprehensive approach to circular economy policy. Circle Economy's DISRUPT model and the *Circularity Gap Report 2021* were pivotal in shaping its core elements, marking the start of our collaboration with the Irish government. Building on this foundation, the *Circularity Gap Report (CGR®) Ireland* was commissioned by the Irish Department of the Environment, Climate and Communications and completed in 2024, providing an in-depth analysis of the country's material flows and circularity levels, benchmarked against international standards.



Eamon Ryan, TD, Irish Minister for the Environment, Climate and Communications (during Parliamentary debate on Environmental Policy, 15th October 2024):

'The purpose of [*the Circularity Gap Report Ireland*], which was published in September, is to enable us to better understand the levers for change in moving to a circular economy and the benefits that these levers could bring based on a solid assessment. The reports' analysis, findings and recommendations have been shared with all stakeholders and are informing the development of the second Circular Economy Strategy which is now being drafted.'

IMPACT

Our global *Circularity Gap Reports* (2021-2023) have laid the groundwork for Ireland's evolving circular economy strategy, enabling evidence-based targets and solutions for key sectors.

The *CGR® Ireland* now serves as the basis for the updated circular economy strategy, developed in line with the Circular Economy Act. The updated strategy will introduce statutory, sector-specific targets and address barriers to implementation, driving progress across critical areas. Additionally, the strategy continues to support Ireland's [Circular Economy Programme](#).



2.3 Shaping Mataro's future

WITH CIRCULAR MATARÓ 2030

Funded by the City Council City Council of Mataro, Spain, in partnership with Fundacio Forum Ambiental and Inedit Innovacio

Launched in 2022, this project aims to develop Mataró's *Circular Economy Strategy 2030* and the *2022-2024 Action Plan* in three phases. Phase one evaluated the city's current status, identified six priority value chains and established sector KPIs and governance mechanisms. Phase two focused on crafting the 2030 vision, developing the strategy, and drafting the action plan. Phase three aimed at gaining political approval, integrating the strategy into city processes, activating projects, and securing funding, including European calls.



David Bote, Mayor of Mataró Municipal Council (for the launch of the Circular Mataró study):

'Together with our citizens and socioeconomic system we are committed to transforming our current ways of production and consumption to accelerate the transition to a circular economy by 2030. We envision the circular economy as a system in which all of our citizens' wellbeing is enhanced and resources are used efficiently while living in balance with the natural environment'

IMPACT

Circular Mataró 2030 laid the foundation for Mataró's *Urban Agenda* and contributed to the creation of its *Circular Strategy 2030*.

The project's outcomes help guide the city toward a more sustainable and circular future, integrating circular economy principles into urban development and policy and achieving ambitions such as a 30% reduction in material consumption and a 50% reduction of home food waste.



2.4 World of waste

In partnership with Fashion for Good, Laudes Foundation, IDH, Reverse Resources, Global Fashion Agenda, Accelerating Circularity.

The *Sorting for Circularity* project aims to promote circular solutions for post-consumer textiles by creating a clear and practical methodology to assess the recyclability of the lowest-quality textile fractions. Initially tested on data from six EU countries, the methodology was later expanded for global application. Partners in India and the US received comprehensive training to ensure the approach could be adapted to diverse regional contexts. Building on these efforts, the methodology was also applied in a European Commission Joint Research Centre (JRC) initiative, broadening its reach to other EU regions.

IMPACT

To date, 26.6 million tonnes of textile waste across 12 countries have been mapped using this methodology. These insights have been consolidated into [World of Waste](#), a new platform launched in November 2024.

This comprehensive resource combines diverse textile waste datasets to support global circularity strategies. The platform helps inform governments' design of circular policies (including Extended Producer Responsibility), fashion brands' sourcing strategies for recycled content, infrastructure investments for sorting and recycling, and the scaling of recycling roadmaps.



3

Who we are

OUR SUPERVISORY BOARD

The Supervisory Board plays a crucial role in guiding our organisation's strategic direction, ensuring we stay true to our mission and maximise our impact in advancing the circular economy.

ROBERT-JAN
VAN OGTROP



Founder and Board Chairman of Circle Economy Foundation, 'Going Circular' Executive Producer, Former Board Chairman of African Parks.

LORENZO
GRABAU



Technology Investor, Executive Director at Olympia Group, and Senior Advisor at Perella Weinberg and K Group, former CEO of Kinnevik, Global Fashion Group, Rocket Internet and Lazada, and Board Member of Millicom, Tele2 and Zalando.

JULES
KORTENHORST



Former CEO of Rocky Mountain Institute, Chair of the WEF Global Future Council, former founding CEO of the European Climate Foundation and founding member of the global Energy Transitions Commission.

MEET OUR NEW SUPERVISORY BOARD MEMBERS:

DR. GORDANA
KIERANS



Circular economy trainer and consultant. TEDx Speaker. Managing partner and circular economy consultant at Grounded Press and MGT OPEN. Former full professor and director of the Centre for Circular Economy of Shenzhen Technology University Business School.

DR. NANCY
BOCKEN



Professor in Sustainable Business and Circular Economy at Maastricht University, Fellow at the Cambridge Institute for Sustainability Leadership (CISL), visiting professor at Lund University Sweden and Norwegian School of Economics, Co-founder of HOMIE.

SISSE
**NORMAN
CANGUILHEM**



Member of the Board of Directors of Genbyg, Executive Vice President of Green Building Council Denmark, former Deputy Director at the Danish Ministry of Foreign Affairs.

DR. MARCUS
GOVER



Sustainability leader and independent consultant. Former CEO of WRAP and former director of Minderoo Foundation's Plastics Initiative.



— **Dr. Gordana Kierans.**

'Serving as an Advisory Board Member for the Circle Economy is an honour that I deeply value. I am looking forward to collaborating with like-minded trailblazers to advance the circular economy, a passionate focus of my academic and consulting work for the past decade. Moreover, with 24 years of global experience at the nexus of industry and academia, I bring a proven track record in fostering innovation, cultivating strategic partnerships, and leading initiatives that are aligned with the mission and goals of Circle Economy.'



— **Prof. Nancy Bocken.**

'I am delighted to accept the role of Supervisory Board member of Circle Economy. Having run one of its early circular business model workshops when it was still a small organisation with a handful of people, it is fantastic to see how much the organisation and its impact have grown now. Circle Economy's mission fits my personal goals to help accelerate a positive circular economy transition and close the idea-action gap in the circular economy. I very much look forward to fulfilling this new role!'



— **Dr Marcus Gover.**

'I am delighted to join Circle Economy, it's an organisation I've known about since it started and have been watching. I'm looking for a system change—that's what drives me. System change isn't difficult and there aren't many organisations that have the courage to believe that they can change the world. I think Circle Economy is one of those, and that's what I'd like to work with and help to succeed in the mission.'



— **Sisse Norman Canguilhem.**

'I decided to join the Circle Economy board because of the great ambitions I see in this organisation. Wanting to double global circularity in eight years is very impressive and I hope to be able to contribute to this journey...For 2025, I really hope that we see an increased ambition in circularity and climate...But together with the good people at Circle Economy, and good colleagues around the world, I hope we'll move this agenda forward.'



OUR MANAGEMENT BOARD

This year marked significant changes for our organisation, including a restructuring into three distinct entities, each with its own management and senior leadership team, to focus our efforts and scale our impact.

IVONNE
BOJOH
CEO



We are pleased to welcome Ivonne Bojoh as our new CEO, guiding the overall vision and strategy for the organisation.

HILDE
VAN DUIJN
Managing Director



Circle Economy Foundation develops an evidence base and builds capacity to accelerate circularity across sectors, cities and nations.

Guus ter Haar, Director
Bob Hoogendoorn, Director

MARC
DE WIT
Managing Director



Circle Economy Consulting provides consulting services to forward-thinking leaders and businesses to identify, evaluate and implement circular solutions.

Jacco Verstraeten-Jochemsen, Director
Tamara Veldboer, Director

LIEKE
PIJPERS
Managing Director



Circularity Gap Solutions uses data and digital tools to accelerate the shift to a circular economy, including the Circularity Gap Report.

Matthew Fraser, Director
Marijana Novak, Director

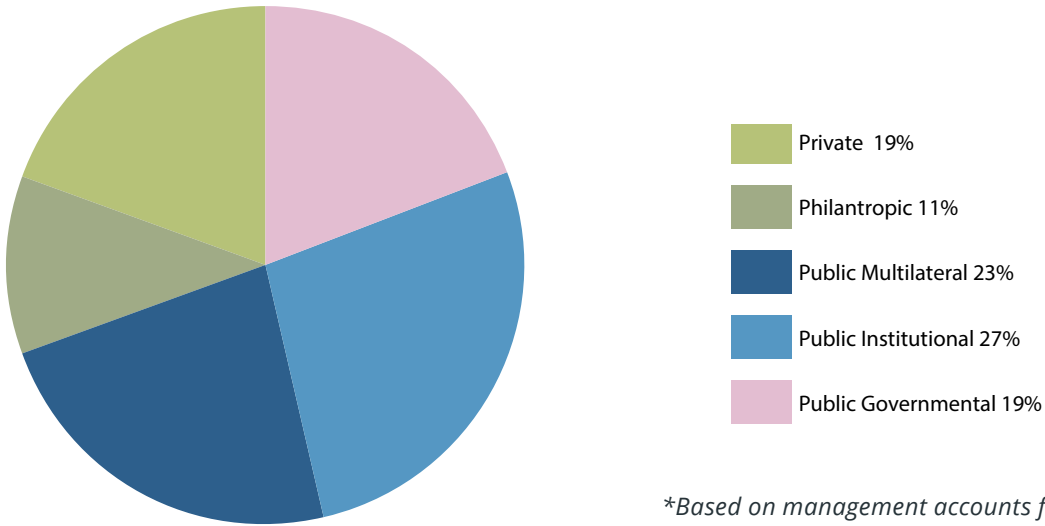
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Our internal impact

Our financial activities

5,8 Million euro 2024
total income

Income structure



**Based on management accounts for the year ending in 31 December 2024*



Partners

A sincere thank you to our valued partners. Your unwavering support has been instrumental in helping us advance our goal of increasing the uptake of circular principles and innovations by industries, city and national governments, and the public.

Among other partners.
Find out more on our website:
circle-economy.com/funding



Advancing gender equality at Circle Economy

Our commitment to gender equality is reflected in our annual reporting against Circle Economy’s Gender Equality Plan (GEP), which aligns with the [European Commission’s guidance](#) on promoting equality. Through this plan, we strive to foster a culture where sustainable transformation goes hand-in-hand with equity and inclusivity.

Our approach targets four critical areas:

- Balanced leadership
- Equitable career development
- Gender-sensitive research
- Protection against gender-based violence

Our GEP is a fundamental aspect of our mission: creating a workplace that reflects the equity we seek to inspire in the world.

Overall gender balance

	2021	2024
Male	57%	59%
Female	43%	41%

Gender balance per seniority level

	Female		Male	
	2021	2024	2021	2024
Junior	77%	78%	23%	22%
Medior	43%	66%	57%	34%
Senior	60%	44%	40%	56%
Director	50%	44%	50%	56%

Gender balance per contract type

	Female		Male	
	2021	2024	2021	2024
Permanent	56%	57%	44%	43%
Temporary	57%	66%	43%	34%
Contractor	N/A	43%	N/A	57%

Gender balance per occupation type

	Female	Male
	2024	2024
Full time	69%	31%
Part-time	43%	52%

Gender balance in career progression

	2023		2024	
	Female	11 promotions	85%	6 promotions
Male	2 promotions	15%	3 promotions	33%

Gender balance in research positions

	2023	2024
Female	60%	53%
Male	40%	47%

INTERNAL IMPACT

Key Area 1: Work-Life Balance and Organisational Culture

Targets	Measures	Updates
Structures for supporting staff members with caring responsibilities	Encouragement of men and women to take parental (paternity and maternity) leaves, as well as other Paid and Unpaid Exceptional Leave (such as marriage, wedding anniversaries, birth of child, relocation, passing of family member)	Updated page on Circle Economy's intranet and staff update in Monthly meeting. Paid and unpaid exceptional leave is in place for marriages and wedding anniversaries within the first and partly second-degree family as well as for funerals of family members or close relationships. One day of paid leave is granted for moving, per 12 months. Maternity and Partner leave follows Dutch standards.
Integration of work with family and personal life	Flexible working models (part-time/ remote working, etc.)	Updated page on intranet and staff update in Monthly meeting. Part-time and remote working arrangements are widely implemented and integrated into employment contracts. Flexible working hours are offered, with the requirement to adhere to a set core time.
	Creation of guidelines for work-life balance	Updated page on intranet and staff update in Monthly meeting. Circle Economy now has a sabbatical policy.
Raising awareness of gender bias in the workplace	Gender-sensitive communication training	A cyclical leadership course has been rolled out to raise awareness of women's menstrual cycles and how to use it for their growth and wellbeing.

Key Area 2: Gender Balance in Leadership and Decision Making

Targets	Measures	Updates
Structures to support gender equality	Establishment of gender equality board (GEB)	A GEB has been established with 4 gender champions. The GEB will support the organisation in cultivating and raising awareness as well as implement and monitor the Gender Equality Plan.
Gender balance in all key leadership and decision-making levels (Director and Senior levels)	Monitor the implementation of the GEP	Our CEO is female. We have three Managing Directors—two are female. We have six Directors—two female.
Oversight of organisational processes in relation to gender	Equality, diversity and inclusion principles embedded into governance and Strategic Planning	Large overlap of GEB with Management board.

Key Area 3: Gender Equality in Recruitment and Career Progression

Targets	Measures	Updates
Organisational recruitment and career progression policies have a view on gender equality	Continuous improvement of internal recruitment and career progression policies	Every six months (and whenever appropriate), for any new job openings we advertise internally first.
	Hiring advertisement communication template	Circle Economy is implementing a tool in our hiring process to remove any gender bias in the vacancies and use unbiased language and gender-neutral attractiveness.
Gender-proofing recruitment processes	Encourage applicants to remove all references in their application that refer to their gender (including photo)	The following text is included in all our job advertisements: 'Circle Economy welcomes applications from all qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status or pregnancy and maternity, as governed under our Gender Equality Plan. Circle Economy encourages our candidates to refrain from attaching their profile photos and gender details in their resumes to mitigate any potential subconscious bias.
	Training of internal employees to refrain from the use of any gender-bias language in job advertisements	Templates are currently in place with additional worksheets for reference included in the style guide.
Career advancement interventions for all CE employees	Monitoring retention rate (RR) of female staff, substitution practices and career progression	There have been nine promotions in 2024. 67% were females, whereas females represent 59% of the total employees.
	Offering attractive packages for highly skilled female employees or candidates	Part time working is used extensively in the organisation. 44% of our employees work part time. Of this group 52% are male and 43% are female.
Monitoring of gender pay gaps	Annual review of pay gaps to the MT	As per 2023, the Mean Gender Pay Gap is -2%, the Median Gender Pay Gap is -11.1%. This means Men on average earn less than females in our organisation.

Key Area 4: Integration of the Gender Dimension into Research

Targets	Measures	Updates
Encourage women to take up research positions	Promoting women in research-related positions during recruitment processes	27% of female staff in the organisation take up research positions. 46% of senior researchers are female.
Encourage gender-related topics in research	Inclusion of gender-related topics in research work	We work closely with EU interests in mind, with EU actors, and are funded by the EU on several projects. To this end, multiple projects have added the gender dimension into our research, particularly on topics such as global value chain impact, socioeconomic inclusivity, informality, and the labour market.

Key Area 5: Measures Against Gender-Based Violence (incl. Sexual Harassment)

Targets	Measures	Updates
Create biannual training sessions on sensitive topics	Organisation of internal events on diversity and gender to raise awareness	We have rolled out a mandatory Safeguarding Policy workshop for the entire organisation.
Encourage employees to report any gender-based discrimination, harassment and violent incidents	Offering a support service for the prevention, detection and report of discrimination and behaviours of harassment or violence based on gender	<p>An external trusted advisor has been appointed via our occupational health service. Employees are reminded about this at appropriate times (for example during onboarding). The contact details of the external confidant are to be found on the intranet. No complaints were made directly to management in the organisation.</p> <p>An updated Code of Ethics has been rolled out, which also governs any gender-based discrimination, harassment and violence incidents.</p>

Interested in joining our vision?

Get in touch with our team.



Tamara Iskandar

Partnerships and Engagement Strategist

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or find out more on our website:

circle-economy.com/impact

circle-economy.com