



# GENDER EQUALITY PLAN 2022-2025

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## WHO WE ARE

We are a global impact organisation with an international team of passionate experts based in Amsterdam.

We empower businesses, cities and nations with practical and scalable solutions to put the circular economy into action. Our vision is an economic system that ensures the planet and all people can thrive.

To avoid climate breakdown, our goal is to double global circularity by 2032.



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# FOREWORD

Stichting Circle Economy (hereinafter referred to as Circle Economy) was founded 11 years ago under the belief of a visionary future for our planet—one in which we do not have to compromise to achieve economic, social, and environmental prosperity. As an impact organisation, Circle Economy connects and empowers a global community to create the conditions for systemic transformation through a circular economy.

Circle Economy acknowledges that to date, there is no promise that a circular economy can sufficiently address inclusion, diversity, equality and accessibility issues within gender equality. Our linear economic system is deeply rooted in the exploitation of both the planet and people, with some of us being more exploited than others. Any attempt to bring about change must address this unjust double bottom line. Working to revamp the economy, the society at large is presented with an opportunity to contribute to a safe and just space that ensures gender equality through inclusion, diversity, equity, and accessibility for all—an opportunity that Circle Economy cannot fail to take.

Thus it is Circle Economy's responsibility to have gender equality as one of the crucial guiding principles in defining our employee's mindsets, which are inherent in the way Circle Economy works each day, especially in the way we treat each other and others. While in 2020, Circle Economy internally began its journey by creating the IDEA(L) (Inclusion, Diversity, Equality and Accessibility) initiative, this year we share publicly for the first time Circle Economy's commitments on gender equality and make this an organisational (including our board members') priority.

This Gender Equality Plan (GEP) serves to further implement Circle Economy's efforts to integrate gender equality into the organisation and the work that Circle Economy does in creating a thriving circular future for generations to come. Circle Economy recognises that the plan's success requires joint effort, commitment and hard work from every Circle Economy employee. To support this initiative, Gender Champions will be appointed across the organisation and a resourced HR Personnel will coordinate the GEP's implementation and build gender competence in the organisation.

We seek to create a safe and just space for humankind—one that is gender equal and where all people are empowered to uphold inclusivity, diversity, equality and accessibility. Through this GEP, let us now work together and make this a reality.

On behalf of Circle Economy,



Martijn Lopes Cardozo

CEO





# 1. INTRODUCTION

## Terminology

Gender equality is a fundamental human right which benefits all of society, including girls and women. It recognizes the diversity of different groups, taking into account the interests, needs and priorities of all genders, and that all people are free to make choices and develop their abilities without the limitations imposed by stereotypes and prejudices on gender roles. Circle Economy acknowledges that the issue of gender identity is a complex subject and depends entirely on the personal sense of an individual about their gender. The term 'gender' as written in this document includes all genders such as male, female, gender-neutral, non-binary, or anything else that someone may identify with.

Gender equality is a crucial precondition to human rights and is considered a prerequisite for, and an indicator of, sustainable people-oriented development. It also acknowledges the importance of considering the needs, rights and interests of men and women in any aspect of professional and private life. Everyone should have equal opportunities, regardless of their gender and other personal characteristics.

## Desired outcomes of the Gender Equality Plan

Circle Economy recognises that there is diversity in gender, gender identity or expression, and gender characteristics that overlap and interact with social identity and other structural factors such as age, race, wealth, ability, status and sexual orientation. Equality of opportunity is an integral value to Circle Economy to ensure fair access and equity for all of its employees. That is why Circle Economy does not tolerate any discrimination based on gender, religion, sexual orientation, nationality and ethnicity. All Circle Economy employees and potential employees should be given the same opportunities to develop as professionals and individuals. Developing and implementing a Gender Equality Plan (GEP) is a critical component to our mission.

Circle Economy's GEP sets out the organisation's ambition and targets for 2022-2025 linked to its effort to promote and address gender equality within the organisation, as well as important initiatives designed to achieve this ambition.

The plan analyses Circle Economy's current state, identifies targets to be achieved, and finally defines actions which outlines the process required to scale up gender equality programming and the support structures needed to enable this within Circle Economy.

The objectives of this GEP are as follows:

- Provide the strategic focus and process required to scale up the issue of gender equality across the different levels of the organisation;
- Publicly state (internally and externally) the commitment to the promotion of gender equality;
- Ensure the implementation of the GEP, its monitoring, tracking and sustainability.

The desired outcomes of this GEP are as follows:

- Ensure a work environment free from discrimination on the grounds of sex, parenting and/ or reconciling work, family and personal life;
- Ensure the principle of equality between women and men and nondiscrimination in the area of professional progression and development, access to employment and equal pay, as well as throughout recruitment processes;
- Encourage internal Circle Economy employee participation in the promotion of gender equality within the organisation and in all the work that Circle Economy does externally.



## 2. THE CURRENT SITUATION AT CIRCLE ECONOMY

### Our commitment to gender equality

Circle Economy celebrates diversity and is committed to creating an inclusive environment for all of its employees. Circle Economy strives continuously to embed inclusion, diversity, equity and accessibility in gender equality across every facet of our organisation. We seek to establish a working environment where all board members, employees, interns, and contractors feel respected and valued. We do not discriminate in any of our programmes or activities regardless of gender, age, race, ethnicity, religion, national origin, sexual orientation, disability, education, or any other bias.

Diversity in Circle Economy is reflected by our growing international team of over 50 driven and ambitious professionals, from diverse educational, cultural, racial and religious backgrounds. With over 20 different nationalities, we have members hailing from 10 emerging economies, bringing crucial and generally underrepresented voices to global platforms, especially within the field of sustainability and research.

### Current gender equality baseline data

The issue of gender equality has been a crucial principle of the organisation since being founded in 2011. This has been amplified in recent years by the newly found flexibility in working times and locations as a result of COVID-19 lockdowns. Partly as a result of this, we have been able to strengthen our workforce through the recruitment of various female employees and interns across the world.

Circle Economy acknowledges that gender bias is still an issue in the wider society and must be tackled across all levels of the organisation. Thus, we have been working to actively recruit women throughout all available positions, launch the IDEA(L) (Inclusion, Diversity, Equality and Accessibility) initiative and can currently demonstrate a reasonable overall gender balance both at senior management level and across other categories. Circle Economy recognises that there is still much to be done in the area of gender equality within the organisation. As such, the gender balance target across all indicators of the baseline

data are set at a reasonable ratio of 60:40, for male vs. female employees or vice versa, taking into consideration the retention rate, career progression, and status of legal work authorisation or visa. Therefore with this GEP, Circle Economy hopes to improve and create a safe and nurturing environment for all of its employees.

Overall gender balance*	
Female	57%
Male	43%

Table one. \*Excludes any employee under an external contractor agreement

The proportion of gender balance among Circle Economy employees sat comfortably around the 40:60 ratio for both genders (male vs. female or female vs. male). Currently, women make up 57% of our entire workforce. Furthermore, research-focused positions make up for 62% of Circle Economy's workforce. Within this percentage, 45% are women.

Gender balance in career progression*		
Level	Female	Male
Junior	77%	23%
Medior	43%	57%
Senior	60%	40%
Director	50%	50%

Table two. \*Excludes any employee under an external contractor agreement

Circle Economy's seniority levels are divided into four main levels; Junior, Medior, Senior, and Director. All of the levels, with the exception of the Junior level, maintain the target of a 60:40 split in gender balance. The Senior level in particular, who are often in charge of various decision-making actions within the organisation, has a higher female percentage than its counterpart. Furthermore, Junior level employees are dominated by women. In 2021, 11% of our workforce received internal career promotions ranging from Junior to Senior level progression. Out of this percentage, 67% of them were female employees.

Gender Balance per Working Team*		
Team	Female	Male
Business	30%	70%
Nations and Cities	50%	50%
FinOps and HR	83%	17%
Fundraising and Partnerships	100%	0%
Digital	71%	29%

Table three. \*Without CEO and excludes any employee under an external contractor agreement

The gender balance and proportion of women among employees varies across the five departments in Circle Economy. The current proportion of employees in the FinOps and HR, Fundraising and Partnerships, as well as Digital department skew towards a higher proportion of females. The Nations and Cities department has an equal gender balance, while the Businesses department has a higher proportion of male employees.

Gender Balance per Contract Type*		
Contract type	Female	Male
Permanent	30%	70%
Temporary	57%	43%

Table four. \*Excludes any employee under an external contractor agreement

Circle Economy's gender balance according to contract type depicts a relatively equal split and within the target range of 60:40. This illustrates Circle Economy's effort to create a fair contractual employment environment across all genders.

Gender Balance per Occupation Type*		
Occupation type	Female	Male
Fulltime	59%	41%
Part time	53%	47%

Table five. \*Excludes any employee under an external contractor agreement

Similar to contract type, the gender balance per occupation type of Circle Economy employees is also rather balanced and within the target range of 60:40.



### 3. CIRCLE ECONOMY'S APPROACH TOWARDS GENDER EQUALITY TARGETS

Circle Economy wishes to strengthen its efforts to achieve organisation-wide gender equality through systematic and collaborative work. As a baseline for this work, we have defined a number of development targets that will apply to the entire organisation to be applied in 2022-2025.

<div>Key Area 1</div> <div>Work Life Balance and Organisational Culture</div>		
Targets	Measures	Responsible
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 (e.g. marriage, wedding anniversaries, birth of child, relocation, passing of family member)	HR and Gender
		Equality Board (GEB)
Integration of work with family and personal life	Flexible working models (part time/remote working etc)	HR and GEB
	Creation of guidelines for work life balance	
Raising awareness on gender-bias in the workplace	Gender-sensitive communication training	HR and GEB

**Key Area 2****Gender Balance in Leadership and Decision Making**

Targets	Measures	Responsible
Structures to support gender equality	Establishment of GEB	Management Team (MT)
Gender balance in all key leadership and decision-making levels (Director and Senior levels)	Monitor the implementation of the GEP	HR and GEB
Oversight of organisational processes in relation to gender	Equality, diversity and inclusion principles embedded into governance and Strategic Planning	GEB and MT

**Key Area 3****Gender Equality in Recruitment and Career Progression**

Targets	Measures	Responsible
Organisational recruitment and career progression policies have a view on gender equality	Continuous improvement of internal recruitment and career progression policies	HR
	Hiring advertisement communication template	
Gender proofing recruitment processes	Encourage applicants to remove all references in their application that refer to their gender (including photo)	HR
	Training of internal employees to refrain from the use of any gender-bias language in job advertisements	
Career advancement interventions for all CE employees	Monitoring retention rate (RR) of female staff, substitution practises and career progression	HR
	Offering attractive packages for highly skilled female employees or candidates	
Monitoring of gender pay gaps	Annual review of pay gaps to the MT	HR



**Key Area 4****Integration of the Gender Dimension into Research**

Targets	Measures	Responsible
Encourage women to take up research positions	Promoting women in research-related positions during recruitment processes	HR, Head of Research and Development
Encourage gender-related topics into research	Inclusion of gender-related topics in research work	Senior-level (thematic area) staff

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

Targets	Measures	Responsible
Create biannual training sessions on sensitive topics	Organisation of internal organisational events on diversity and gender for raising awareness	HR and GEB
Encourage employees to report any gender-based discrimination, harassment and violence incidents	Offering a support service for the prevention, detection and report of discrimination and behaviors of harassment or violence based on gender	HR

## Work-life balance and organisational culture

Circle Economy is aware that work-life balance and organisational culture are key components for establishing an environment where both men and women can thrive in and have equal opportunities in building a fulfilling career. Within this broad theme, this GEP covers issues such as:

- Flexible working;
- Gender-sensitive communication;
- Care provisions;
- Maternity/paternity/parental leave provisions.

### Flexible working

Flexible working relates to Circle Economy's working arrangements in terms of the time, location and pattern of working. With more and more people thinking differently about how, when and where they work, flexible working is increasingly helping people access the labour market and stay in work. Quality flexible working can help Circle Economy attract talent, improve employee job satisfaction and loyalty, reduce absenteeism, improve well-being and enable employees to have better work-life balance.

Flexible working is a broad cluster of working arrangements which give employees varying degrees of flexibility over the duration, location, and times that they work. There are many types of flexible working arrangements which suit different circumstances and needs; homeworking is just one of several arrangements Circle Economy offers. Here are some others:

- Part-time working: Reducing hours worked, often by working fewer days a week,
- Compressed hours: Working full-time hours over fewer days,
- Flexitime: Choosing when to start and end work, often while maintaining a core set of hours, such as 10am to 4pm every day,
- Job sharing: Where two people work one job and split the hours,
- Hybrid working: Working some of the time remotely and the rest of the time in the physical workplace.

## Gender-sensitive communication

Circle Economy offers training opportunities to raise awareness on gender equality in the workplace and training in unconscious biases for staff and decision makers. In the coming two years, Circle Economy will mandate its employees to enrol in a gender equality course which will supply the tools and skills needed to avoid or diminish biases that are present in regular work processes (such as inclusive recruitment and selection, inclusive communication, and training such as active bystander).

### Care provisions

Employees are eligible for care leave at Circle Economy if you have a partner, a parent or child who is ill and requires you to provide care or home care. Care leave is also possible if it involves brothers, sisters, grandparents, grandchildren, household members and acquaintances. The provision includes care for people who are biologically-related, adopted, or otherwise have a social relationship with the employee

### Maternity/paternity/parental leave provisions

In Circle Economy, the right to maternity leave applies both prior to and after childbirth. A pregnant employee is in any case entitled to 16 weeks of maternity leave. Following the Dutch maternity leave law, this means that the pregnant employee is entitled to split the maternity leave into a 4-6week leave—called pregnancy leave—taken prior to the birth and a 10-12 week leave—called maternity leave—taken after childbirth. In the case that the baby is born before the due date, the pregnant employee starts her 16 weeks maternity leave a day after childbirth. The same applies if the mother gives birth after her due date.

Birth leave is also made available to a partner. Birth leave is also called a paternity leave, and is referred to in Circle Economy as partner leave. Following the birth of a child, the partner is entitled to two days paid immediately following the birth, and paid birth leave equal to the number of hours worked in one week, to be taken immediately within the first 4 weeks after the birth.

Partners can take up to five weeks (five times the number of working hours per week) of additional birth leave. During the leave, the partner does not receive a salary, but a benefit from the UWV. They must also take the additional birth leave within 6 months of the birth of the child. And they must first have taken the birth leave of one week.



Recommended actions to be taken:

- Wherever possible, advertise jobs as flexible using the tagline 'Happy to talk flexible working'.
- Taking positive steps to ensure that women are paid and treated equally in the workplace, and demonstrate a zero-tolerance approach to all forms of discrimination and harassment.
- Senior leaders need to role-model—and champion—flexible working.
- Encourage greater take-up of paternity leave and shared parental leave; create a culture where people feel comfortable and confident to request paternity leave and shared parental leave.
- Improve workplace flexibility for women (and men) by designing more flexible jobs and training line managers to manage flexible workers.
- Publish policies on flexible working and parental and carers leave on the organisation's website to highlight how the organisation supports parents and other people with caring responsibilities.

### **Gender balance in leadership and decision-making**

Circle Economy strives to be a gender-balanced organisation, where its employees have equal access and a balanced participation in leadership and other decision-making roles. Circle Economy has offered, and will continue to offer, training opportunities to raise awareness on gender equality and in tackling unconscious biases for its employees—especially those in leadership and decision-making positions.

Furthermore, a Gender Equality Board (GEB) will be established to which the Management Team (MT) will be in charge. However, membership of the GEB will be open to any employees who are interested in and are dedicated to raising awareness and understanding of social and justice aspects as related to gender equality issues. They will also provide the Circle Economy team with the relationships and tools necessary to bring about change that benefits all.

The MT, with the assistance of the HR department, will also monitor the implementation of the Gender Equality Plan (GEP). Moving forward, equality, diversity and inclusion principles within gender equality will be embedded into governance and Circle Economy's strategic planning for the years to come.

### **Gender equality in recruitment and career progression**

Circle Economy recognises the importance of nurturing a working environment that is free of gender bias and is a safe place for all genders. To reduce bias in Circle Economy's recruitment and career progression processes, it is vital to take into consideration the equality dimension of gender.

We commit to interrogating Circle Economy's people data: we need to look at every stage of the employee lifecycle to ensure that people management practises are fair and inclusive. For example, ascertain the number of men and women that apply for each role and who ultimately gets the job, and look for any 'cliff-edge' points in careers when women tend to leave the organisation. Detailed monitoring on employees retention rates, substitution practises and overall career progression will also be carried out. In this case, improvement of internal recruitment and career progression policies will be continuously evaluated.

Additionally, implementing a holistic approach to building a strong and sustainable gender-balanced talent pipeline is essential. This requires the development of several supportive and inclusive strategies that apply to female employees across the workforce (such as flexible working, making career paths transparent, reviewing recruitment and selection processes, analysing people data). Ultimately, we need to tackle the organisation's culture, systems and processes that may be preventing change on gender equality happening at the pace it's required.

Consequently, in the following years Circle Economy will conduct several measures to ensure gender equality in recruitment and career progression. For instance, Circle Economy will develop a toolkit to ensure inclusive recruitment and selection (including hiring advertisement communication guidelines), provide training opportunities for its employees to raise awareness on gender equality and unconscious biases in recruitment, as well as conduct annual review and audit of employee data (e.g. gender pay gaps, recruitment, employee retention, and career progression) to be presented to the MT.

## **Integration of the gender dimension into research**

Circle Economy strives to be a socially responsible organisation that successfully integrates gender conscious research and principles into its organisational practice.

As such, Circle Economy will aim to structurally monitor the diversity of genders within its current research-related roles, as well as promote the recruitment of female applicants for research-related positions. Additionally, we will also aim to integrate the gender dimension into research content via the inclusion of gender-related topics within the work that it does.

## **Measures against gender-based violence, including sexual harassment**

Circle Economy strives to operate fundamentally on the grounds of mutual respect between all its employees. Consequently, Circle Economy holds a firm stance that any form of discrimination or harassment is totally unacceptable from a moral and legal standpoint—in society and at work. We believe that employers are likely to lose valuable talent, particular female employees, by default if they fail to treat complaints of discrimination or harassment seriously and/or if the culture is one in which issues are pushed under the carpet. Dedicated structures have thus been set up to tackle this problem.

People who experience discrimination or harassment are more likely to be depressed and anxious, less satisfied with their work, have a low opinion of their managers and senior managers, and want to leave their organisation. Circle Economy therefore aims to ensure that its employees feel safe at work, and will act on a zero-tolerance policy towards discrimination harassment of any form.

Circle Economy has developed several measures to eliminate gender-based violence such as sexual harassment within the organisation. The HR department and the GEB will also continue to organise internal training on diversity and gender, especially for the leaders and line managers who play a pivotal role in stamping out gender inequalities at work. Circle Economy employees must receive the appropriate guidance and training, lead by example, treat people fairly (regardless of their gender), and not tolerate inappropriate behaviour.

## **Recommended actions to be taken:**

Ensure there is a clearly-communicated policy on dignity and respect at work, highlighting that there is zero tolerance of any form of discrimination and harassment.

Train all managers to manage people effectively, including on the importance of leading by example, proactively tackling conflict or inappropriate behaviour, and taking formal disciplinary action (where necessary).

## **Support Service and Reporting**

Circle Economy encourages and offers a support service for the prevention, detection and report of discrimination and behaviours of harassment or violence based on gender to its staff and associates. Internally this can be done by speaking to the HR Manager or a member of the Arbo Service. In addition, Circle Economy encourages the use of national channels for reporting discrimination:

- Through the antidiscrimination office in each municipality: antidiscriminatiebureau
- Through the police: politie;
- Through the College of Human Rights: College voor de Rechten van de Mens;
- Through the hotline for discrimination on the internet: meldpunt voor discriminatie op internet (MiND)

## **Why report?**

It always makes sense to report instances of discrimination as you will receive independent advice on how to proceed. You will be helping others too. Each report provides the organisation and/or government with information about how discrimination occurs. The organisation and/or government needs this information to prevent and combat discrimination.







## 4. MONITORING AND ORGANISATION-WIDE COLLABORATION

### **Dedicated Resources**

Dedicated resources will be available in the form of the Gender Champions, which will include an experienced gender-expert HR Manager (0,6 fte), the Management Team (MT) (4 fte), and the Gender Equality Board (GEB) (to be appointed). This collection of resources will focus on creating a safe, healthy, and just work environment for all genders in Circle Economy. These resources will be mobilised to tackle gender equality issues with an intersectional approach and aim to directly involve Circle Economy employees at all levels.

To support accountability for this policy, the Gender Champions will implement, monitor and evaluate the application of this GEP within the organisation. The HR Manager will conduct an annual review and auditing of implementation and compliance with the policy, which will be shared to the MT and later to the entire organisation. Additionally, while Circle Economy pursues all its activities with the GEP in mind, the GEB will support the organisation in cultivating and raising awareness on knowledge of issues that are currently un- or not sufficiently addressed. The GEB will work across three levels: the workplace, portfolio work and communications.

Furthermore, all Circle Economy employees, regardless of function or position, are nevertheless responsible for the implementation of the requirements outlined in this GEP. These requirements are reflected in recruitment processes, job descriptions and performance reviews of employees at all levels and in the way everyone holds each other to account.

### **Data collection and monitoring**

Circle Economy, with the support of the HR Manager, will annually collect and monitor gender disaggregated data on its employees. The MT, along with the HR Manager, will use this data to form agreements, set goals and monitor targets on gender equality within the organisation, including an overview of relevant gender indicators, the gender pay gap, and the distribution of tasks within the organisation. Furthermore, an annual meeting will be held to share this data along with its targets with the entire Circle Economy organisation.



## 5. WORKING AT CIRCLE ECONOMY

Circle Economy believes that it is time for a new economic approach: the circular economy. We are a non-profit foundation with an international team that supports businesses, cities and policymakers to find practical and scalable solutions to accelerate the adoption of the circular economy.

Our vision is to contribute to resilient economies that use resources intelligently—while upholding a move to socially safe and ecologically just societies.

Our mission is to empower a global community of businesses, cities and governments to accelerate the transition to the circular economy through practical and scalable insights and solutions that address humanity's greatest challenges.

In order to deliver these ambitions, job openings at Circle Economy are wide-ranging. The organisation recruits and nurtures various individuals who strive to achieve its mission, share its passion for sustainability and values to achieve double global circularity by 2032. Circle Economy employees are encouraged to take ownership of their work, while taking advantage of the flexibility and autonomy offered.

We believe that diversity is an asset that is essential to the performance of our work. We know that climate change disproportionately affects people in developing countries and fully appreciate the importance of inclusion, diversity, and equality in our work. Therefore, Circle Economy welcomes applications for its vacancies from suitably qualified and experienced individuals from all over the world, regardless of gender, age, race, ethnicity, religion, national origin, sexual orientation, disability, education or other prejudice.

### Why join Circle Economy?

#### A diverse team

Founded in 2011 in Amsterdam, the Circle Economy team consists of over 50 employees from over 20 different nationalities. Altogether, Circle Economy employees speak 12 languages, where 20% of them were born outside the Netherlands. The management level consists of a two tier board consisting of an inspiring supervisory board and are led by an experienced management team. The team is represented by diverse academic backgrounds and career experiences, covering roles in technical, operational and support functions.

#### A lively culture

With a young team of ambitious and highly driven professionals, all employees at Circle Economy share the belief that the circular economy can create prosperity for all. The team works in a lively and dynamic atmosphere in an open office space right in the heart of Amsterdam. At Circle Economy, all employees have a friendly and open team dynamic, and a culture of getting things done while having fun.

#### A space to grow

Circle Economy offers an awesome challenge for a passionate person who is impact-driven and loves to learn and take on responsibilities within a vibrant and talented team in a pioneering organisation. Circle Economy recognises the importance of career development and works with the team to help find and develop opportunities for growth for each team member.

## Our values

As a team, Circle Economy has guiding principles that define our mindsets and are inherent in the way we work each day, especially in the way we treat each other and others. Our values are a compass to guide our culture internally and shape our impact externally, they further our greater mission and don't impose ideology but enable ideas.

### Focus on Impact

Time is short, boundaries set, efforts need to be focused, brave and relentless. We are actively at work to make a positive difference, bringing benefit to others, doing good and doing it well, each one of us in their own function.

### Resources Consciousness

The potential of our people is unlimited, but resources should be safeguarded. We make the most of others' time, money, energy and spirit, with efficiency and effectiveness, without abusing these valuable resources.

### Diversity

We need it, to pursue a world of richness, where potential can be expressed to its fullest, and in complete fairness, by all. We embrace diversity, with openness, fairness, and the enthusiasm of knowing that diversity is where jewels hide.

### Safety

Collaborating where vulnerability, mistakes, and even tough confrontation, are openly accepted and embraced, without compromising safe relationships, safe boundaries and a safe job.

### Collaboration

Coming together is a beginning, staying together is progress, and working together is success: we want to be there for others, in good and bad times, working together, hand in hand, beyond role and bias, to get the work done.

### Recognition

Sometimes we have to recognise great successes, other times great efforts followed by great failures. Recognition helps us move up the line from good intentions to good results.

### Support

Relationships, when created on the basis of respect and trust, allow us to thrive. When we are encouraged and our actions championed by another, this kind of support ensures choices and decisions are made without consequences as a condition. We foster an environment of encouragement and a trusting place to return to in more difficult moments.







[circle-economy.com](https://circle-economy.com)