



The Prince's  
Responsible  
Business Network



# EMBRACING CIRCULAR ECONOMY PRACTICES

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A guide to embedding Circular Economy within  
your organisation and driving positive impact



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# TOOLKIT

## EMBRACING CIRCULAR ECONOMY PRACTICES: A GUIDE TO EMBEDDING CIRCULAR ECONOMY WITHIN YOUR ORGANISATION AND DRIVING POSITIVE IMPACT

This routemap aims to help businesses to reduce Scope 3 emissions by supporting them in creating a circular economy strategy. Learn how advanced your business already is using the maturity index, and learn how to advance to the next phase with practical tips

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## FOREWORD

Business in the Community (BITC) was formed in 1982 by business leaders who recognised that healthy high streets depend on healthy communities. Over time it became clear that without a healthy environment, neither would be possible. Action to reduce emissions as well as to reduce the impact on nature from high levels of consumption is essential.

The urgency of climate action is becoming increasingly clear: extreme heat, floods, droughts and related impacts including failed harvests that used to be rare are becoming more common. Those least able to adapt are hit hardest whether by natural disasters or rising food prices. Safeguarding our environment is essential for a fairer society.

Forty years later, the COVID-19 pandemic and falling real incomes have brought into sharp relief that this needs to be done in tandem with strengthening our resource security and increasing social value: how do we deal with complex supply chains, and how can we get more value from products and materials?

BITC is committed to helping UK businesses rapidly decarbonise their value chain to achieve net zero – helping them to go further and faster, whilst also supporting them deliver social and economic value.

Their actions must include tackling those emissions in their value chains – their Scope 3 emissions. This requires action that moves beyond renewable energy and energy efficiency. We have to tackle embedded emissions from concrete and steel, and other carbon-intensive products and materials, many of which are imported. This will help address the Scope 3 emissions of developers, manufacturers, retailers, and many others. Solutions that reduce our impacts on nature in parallel are most important. Deforestation, land-use change and pollution are threatening the ecosystems and natural resources we depend upon, including food and fresh water.

We want to focus on finding solutions that address these multiple challenges in a way that works for our shared prosperity. The way we consume and use resources is critical. This is why BITC encourages members to embed circular economy approaches as a key part of the solution. In simple terms, circular economy approaches use the five R's: reduce material usage, reuse, repair, remanufacture and recycle, combined with sharing and product service systems. They offer a holistic approach with many benefits.

Through a more circular economy, businesses reduce their emissions from extraction, processing and production as well as from waste. These are the Scope 3 emissions that businesses tell us they are struggling with the most. At the same time, circular economy solutions reduce the pressure on our natural environment, and by using materials efficiently we can reduce costs and increase value.

But how can businesses shift to a more circular system? Our circular economy routemap is a guide aimed at helping all businesses to tackle those embedded emissions, whilst shifting to sustainable and future-proof business opportunities.

We show how a series of small steps can be taken, collaborating with others to embed change, to have an impact. The hallmark of our approach is its people-centred focus. It is only by empowering employees at all levels and stimulating creativity that we can create and embed change.

## EMBRACING CIRCULAR ECONOMY PRACTICES

Though much can be done by a company on its own, systems change also requires collaboration which we emphasise here. BITC is committed to supporting this collaboration with businesses and others.

I hope this routemap helps businesses to navigate the complexity of the changes required and to adopt a circular economy approach as common practice.

Diane Emerson

Director, UKIMEA Leader – Climate and Sustainability, Arup

Chair of BITC's Circular Economy Taskforce

## Introduction

### What is the purpose of this routemap?

The vast majority of BITC members are committed to achieving net zero. The challenge is how to do so in particular in relation to those hard-to-manage indirect or Scope 3 emissions that relate to the value chains of a business, whether upstream or downstream.

This circular economy routemap forms part of BITC's resources to support member businesses to lead a transition to net zero in a fair and inclusive way. It supports businesses with the **embrace circular economy practices** step of their just transition plan in BITC's [Seven Steps for Climate Action](#). By doing this, businesses can significantly reduce Scope 3 emissions and reduce waste while developing innovative products, services, and processes which create and retain value over the long term.

The shift towards circularity in the use of resources is well underway. Thriving businesses include those in the sharing economy like Uber and DePop. Product service systems, such as those offered by EGG Lighting, are becoming more common. Materials recycling and the take-up of refill/reuse are projected to increase as policies like the plastics tax and extended producer responsibility come online.

Many businesses are at an early stage of maturity in becoming circular – if you feel this too, be assured that you are not alone. This routemap will give you a practical series of steps supported by tools and case studies. It is combined with a maturity matrix that shows how businesses can gradually increase their ambition in terms of circularity.

### Who is it aimed at?

This routemap has been designed to be used by Sustainability Directors, Managers, and Practitioners to create a circular economy strategy. As this is best undertaken as a joint exercise, the routemap helps identify who else needs to be involved in implementing each of the activities. It can be shared with them to use as an implementation tool.

While we expect that all businesses can benefit from using this routemap, we would not necessarily expect all to progress through all stages, the degree to which you progress through the maturity stages will depend on how significant circular economy issues are to tackle your business' carbon emissions and wider environmental impact. It is particularly relevant to those who make materials and products – from food to construction materials, use them or sell them in significant quantities.

### How was the routemap developed?

This routemap builds on previous models for circular economy transition in business, in particular British Standard [BS8001:2017 Framework for implementing the principles of the circular economy in organizations](#), as well as academic research into circular economy process models that has been carried out in Denmark<sup>1</sup>. Key stages and activities from these models, as well as gaps and additions, were identified and reviewed by BITC's [Circular Economy Taskforce](#).

BITC formed a practitioner working group to refine the set of key actions required, to provide suggestions on the maturity stages of each activity, and to suggest useful tools for implementation.



BITC's Seven Steps for Climate Action sets out our priorities for businesses as they create a net zero just transition plan. This routemap aims to provide a framework for businesses as they implement the 'Embed Circular Economy Practices' step.

## Definition of circular economy practices

BITC's definition of the circular economy is:

*Products, services, and infrastructure are designed, produced, used, and managed at end of life to maximise value and minimise waste, reducing demand for precious primary resources, lowering carbon emissions, reducing impacts on nature, and allowing the regeneration of natural systems.*

Within this routemap, the phrase **circular economy practices** is used to refer to circular business models that businesses can adopt to continue creating economic and social value in a way that is decoupled from the consumption of natural resources. These are:

- **circular design and production:** design and produce products and materials with the aim of retaining long-term value and reducing waste; promoting dematerialisation by making products redundant or replacing them with a radically different product or service
- **circular use:** life extension and optimised use of products and assets during the use phase with the aim of retaining resource value and reducing waste to help improve usage and supporting service
- **circular value recovery:** capture the highest amount of value from products and materials in the after-use phase
- **circular support:** develop enabling digital tools and applications, education and awareness-raising programmes, and advisory services to support circular economy strategies and business models.

## The hallmark of our approach

The hallmark of our approach is about building support within an organisation to embed change and make the most of everyone's ideas and insights. We emphasize a process that makes full use of the creative and collaborative potential of employees and stakeholders.





## FROM EARLY STAGES TO MATURITY

A series of activities were identified through our analysis as being important for embracing the circular economy principles. These are outlined in our routemap on the next chapter. We recognise that it can be difficult to know where to start and we have set out a set of steps that businesses can take.

However because not everything can be done in one go and most businesses will have already undertaken some activity on circular economy, this series of steps is supplemented by a maturity matrix, as visualised on the following page. This is based on British Standard BS8001:2017 *Framework for implementing the principles of the circular economy in organizations* which sets out a maturity model summarising a circular transition journey for a business. It is anticipated that over time a business would aim to progress through these stages.

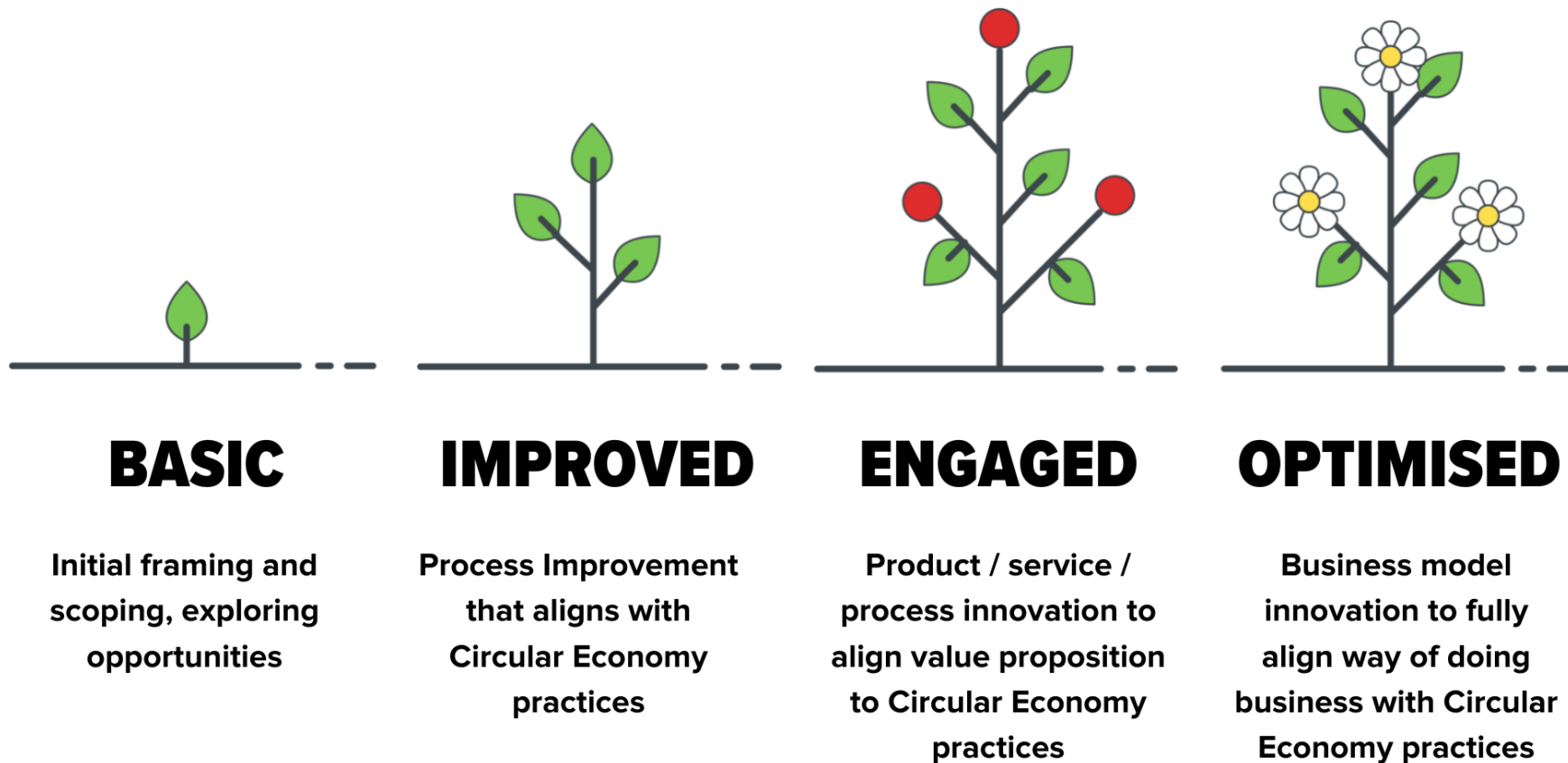
As an example, a manufacturing company may evolve from basic compliance with waste legislation, to reducing environmental impacts through process improvement such as using fewer materials and increasing recycling, through adopting circular economy practices such as remanufacturing as a core part of their business model.

This maturity model can be used to evaluate your business progression towards being a circular business and to work out the next stage of progression. In this routemap, maturity stages have been assigned to each activity which we identify (see appendix). In this document we show what we expect businesses to be doing on each activity, depending on what stage of maturity they are at.





Stages of circular economy maturity in businesses: adapted from BS8001: 2017 Framework for implementing the principles of the circular economy in organizations



### ROUTEMAP TO EMBRACE CIRCULAR ECONOMY PRACTICES

This routemap on the following page sets out a series of activities across key three themes, with seven activity groupings to develop and implement a comprehensive circular economy strategy, that leads to circular economy approaches and business models being introduced. This is combined with the maturity matrix (see appendix), and shows what is needed to get from early stages to circular maturity. The three themes to 'root' a circular economy strategy within an organisation are:

- 1) **Initiate:** circular economy should be used as a design driver to inform new products and services offered by your business
- 2) **Collaborate:** creating a circular economy is everybody's responsibility, and business' need to work together and with other stakeholders to create systemic change
- 3) **Integrate:** the responsibility for circular economy should be spread across departments within a business so that it becomes part of everybody's job.

#### How to use the routemap

- Use the maturity model on the previous page to make a rough judgement about your business's current stage of circular economy maturity
- Use the maturity matrix in the appendix to identify the activities that are tagged at, and below, that maturity level
- See the page on each set of activities to read what your business should be doing on each activity and to access useful tools.

## INITIATE

### UNDERSTAND

Identify which internal stakeholders need to be involved

Create a Circular Economy (CE) vision for your business

Map resources and materials that you depend on

Identify current environmental impacts

### IDEATE

Explore, and be inspired by, circular business models

Identify the true customer need to be met, and options for doing so

Involve suppliers and customers in generating ideas

## COLLABORATE

### EMPOWER

Allocate roles and responsibilities beyond the sustainability team

Skill up workforce

Reward and empower circular change

### ADVOCATE

Advocate publicly for the importance of the circular economy

Join CE networks and industry groups to collaborate on system change

Advocate policy changes needed to accelerate CE transition

## INTEGRATE

### EMBED

Consider how CE approaches can reduce risk and leverage opportunities

Build circularity into corporate strategy

Ensure business purpose aligned with circular vision

### ACTIVATE

Set organisational circular metrics, KPIs and targets

Build circularity into corporate strategy

Invest in circular business models

### REVIEW

Monitor and review progress on circular KPIs

Publicly report against targets

Identify problems and solutions

## INITIATE: UNDERSTAND YOUR ACTIVITIES

### Why should you begin with understanding your activities?

- Circular economy approaches are about addressing how your business designs, uses, sells products and materials, and manages them at end of life. It's important to begin by understanding these aspects of your business, in order that you can focus on the most significant issues.
- Mapping is essential for working out the starting point and the right goals for your business, which you can base your strategy around.

#### Identify which internal stakeholders need to be involved

##### BASIC

- Consider which internal individuals/teams hold the levers for your business' circular transition.
- In particular, consider which internal teams and individual roles need to be involved in implementing each of the activities in this routemap which you have identified as being suitable for your organisation.
- Remember the importance of including a wide range of teams to fully embed the approach and to make all feel part of the change.

#### Create a Circular Economy vision for your business

##### BASIC

- Work out a long-term vision for how your organisation could contribute to a circular economy, this will give your strategy a sense of direction helping bring internal stakeholders on board even if you're not yet able to set specific goals.
- Include a brief vision statement to communicate your vision with internal and external stakeholders.

##### Tools and resources

[BITC – Circular Procurement Guide](#)

See p2 - Step 1: Define your circular ambition

#### Map resource flows and materials that you depend on

##### IMPROVING

- Identify the key products and natural resources that your business depends on to be able to deliver its own products and services, e.g., for a manufacturer this could be raw materials like plastics or textiles; for a retailer this could be product packaging or logistics vehicles; or for a service company, office furniture and IT equipment.
- Document your businesses waste streams in accordance with the waste hierarchy.

##### Tools and resources

[Danish Design Center – Ecosystem Mapping](#)

#### Identify environmental impacts

##### IMPROVING

- Quantify the carbon impact of key resources and materials, this should be collected by gathering supplier data as part of Scope 3 carbon accounting.
- Where possible, this should be based on lifecycle assessment data rather than standard conversion factors.
- Consider other environmental impacts such as impact on nature. This will help you to identify problematic material inputs to focus on. Note: remember to include impacts across the sourcing, use and disposal stages.

##### Tools and resources

[BITC – Tackling Suppliers Emissions](#)

[Metabolic – The environmental impact of building materials](#)

## INITIATE: IDEATE CIRCULAR BUSINESS MODELS

### Why should you follow an ideation process?

- Once you have identified the most problematic aspects of your current business model and developed a broad understanding of your vision you will want to generate ideas about specific circular innovations which can help your business to become more circular.
- Diversity of thought and experience leads to better innovation, and the principle of inclusion must apply to all stakeholders and customers. This is particularly important for circular economy innovation where business models may not have been previously tested at scale.

Explore, and be inspired by, circular business models

#### BASIC

- Use circular economy as an innovation framework to introducing new ways of thinking for how your business can create value.
- Be aware of how other businesses have created new circular business models, and use these examples to inspire you to think about what similar circular innovation would look like in the context of your own business.

Have regard to the four circular economy practices which are explained in the introduction but use these only as a starting point. This is the time to think creatively and openly!

#### Tools and resources

[KTN – 30 ideas to kickstart your circular business](#)

Identify the true customer need to be met

#### ENGAGED

- Identify the true customer need that your business is meeting and actively use this to shape thinking on ideating new circular business models.

A fundamental principle of the circular economy is dematerialisation, moving away from creating value by selling individual products to providing access to the services that the products offer. For example, a customer may not need to own a car or TV. They may just want to get from A-B a few times a year, or watch TV dramas routinely.

Involve suppliers and customers in generating ideas

#### ENGAGED

- Bring in external points of view to develop a broader perspective from across the value chain to the innovation process.

#### Tools and resources

[BITC – Involving Diverse Stakeholders Routemap](#)

[BITC – Responsible Innovation Framework](#)

[Capgemini - How organisations can empower consumers and transition to a circular economy](#)

[UKGBC – Sustainable Innovation Manual](#)

## COLLABORATE: EMPOWER EMPLOYEES

### Why should you empower internal stakeholders?

- For circular economy practices to be implemented successfully, responsibility for delivering the activities in this route map should be distributed across the organisation.
- This will allow circularity to become a part of everyone's job and for circular practices to become mainstream.

Allocate roles and responsibilities beyond the sustainability team

#### IMPROVING

- Give operational and support (e.g., procurement) teams responsibilities relating to reducing material use, waste etc.

#### ENGAGED

- Give operational and support teams responsibilities relating to aligning product/service use to circular economy principles, e.g., procurement/supply chain teams are given responsibilities for increasing the use of circular business models in procured services. Product/service designers are given responsibilities for design for repair, reuse, recycling etc. Sales/marketing are given responsibilities for promoting circular products to customers and increasing the uptake of these.

#### Tools and resources

[WRAP – Waste Reduction Guide for Managers](#)

[Circular Procurement Toolkit](#)

Skill up the workforce

#### IMPROVING

- Provide basic training related to circular economy to key teams and functions through internal training sessions.

#### ENGAGED

- Provide opportunities for employees in key teams to be given formal training in circular economy, which can be applied in their job function, e.g., through CE Institute Courses.
- Ensure investment in technical skills, e.g., through apprenticeships working with partners.

#### Tools and resources

[BITC – Building Green Skills Routemap](#)

[WRAP – Waste Reduction Guide for Managers](#)

[Circular Economy Institute – certified circular economy training courses for designers, managers and consultants](#)

Reward and enable circular change

#### IMPROVING

- Enable employees across the business to have input into the circular economy strategy and activities, e.g., through circular economy brainstorming sessions.

#### ENGAGED

- Provide incentives for relevant roles (beyond the sustainability team) to deliver outcomes in line with the objectives of your business' circular economy strategy, e.g., circular economy targets as part of employee objectives, or bonuses linked to circular economy success.

#### Tools and resources

[Circle Economy – The circular economy at work: Jobs and skills for London's low carbon future](#)

[Circle Economy - Understanding Employment in the Circular Economy in the Netherlands](#)



### Case Study: Crown Workspace

Crown Workspace's core business is commercial relocations for large businesses. However, over a decade ago it became obvious that the standard process for this service was producing large volumes of preventable waste with approximately 1.2 million desks and 1.8 million office chairs going to landfill every year in the UK.

After conversations with the board, senior management, and some trusted clients, Crown Workspace implemented a test-and-learn model to incorporate reuse, recycling, and refurbishment into their model to provide a radically different, and sustainable offering to their clients. This required a skills overhaul from top to bottom starting with the board.

As well as introducing the new skills needed to deliver their sustainable service offering, Crown Workspace also re-evaluated their pay incentives and targets to ensure that all departments were pulling in the right direction and conducted audits after every pilot project to see whether there were any skills and incentive gaps. Identifying these gaps helped them to build a new business case for their proposition.

'We needed to create that safe space for them and say, "it's okay not to be an expert in circular economy"' says Ann Beavis, Head of Sustainable Development. 'We had to start from the beginning for the whole team to build the knowledge and understanding needed at all levels in the organisation. We have always had a culture of embracing failure at Crown Workspace and without it, we wouldn't be where we are today.'

*For more information, please read BITC's [Building Green Skills Routemap](#)*





## COLLABORATE: ADVOCATE FOR COLLECTIVE ACTION

Why should you advocate to external stakeholders?

- It is very hard, perhaps impossible, for an organisation to become circular on their own. Many of the challenges that businesses will grapple with in their circular transition are systemic and will require people to choose to do things differently, industries to move together, or policy change to move the bar for everyone.
- It is therefore important that circular businesses advocate for external stakeholders to take action as well, to allow action on systemic challenges to be addressed.

Advocate publicly on the importance of the circular economy

### IMPROVING

- Talk publicly about the importance of the circular economy, and the circular vision of your business.
- Share successes from projects that you've implemented, but to minimise reputational risk around greenwashing, be open and honest about challenges, and be clear you are on a journey.

This helps to familiarise customers and clients with the language of circular economy and forms the basis for them joining you on a circular journey as your maturity improves.

Join circular economy networks and industry groups to collaborate on system change

### ENGAGED

- Identify circular economy networks and industry groups, and join those which are taking action to overcome systemic challenges.
- Ensure that you are taking an active role in these, and putting time and resources into projects in which you work with competitors in your industry as well as other organisations across value chains.

Advocate policy changes needed to accelerate circular economy transition

### OPTIMISING

- Identify policy asks of government which would accelerate a circular economy transition in your sector and more broadly.
- Advocate these policy suggestions through a range of methods. Be transparent about what your asks to government on circular economy are.

### Case Study: SUEZ

Having identified a need for the UK to be able to measure progress towards a more circular economy, SUEZ ran a public webinar focused on data collection, measuring, and improving the evidence base on circular economy metrics. [Read more here.](#)

## INTEGRATE: EMBED A STRATEGIC APPROACH

### Why should you have a circular economy strategy?

- Many businesses undertake circular economy activities without having a clear strategy. This can result in efforts being put into activities which are not material to the business, or ‘piloting’ where there are many circular pilots without them being scaled up to become the mainstream way of working.
- A comprehensive circular economy strategy provides direction to the organisation and helps create a joint mission.
- This strategy should be mainstreamed into your wider sustainability and corporate strategy, without which it will be difficult to activate.

#### Consider how circular economy approaches can reduce risk and leverage opportunities

##### BASIC

- Consider how circular economy solutions could reduce emissions or impacts of climate change, e.g. supply chain risk, as part of your climate-risk analysis.
- Use a double materiality approach, reporting not only on the risks that sustainability issues pose to the company (e.g. material sourcing risks, reputational risk) but also on the risks that the company creates to society and the environment (e.g. impact on nature, impact on climate change).

##### Tools and resources

[TCFD – Recommendations on climate-related financial disclosures](#)

[Bocconi University and Ellen MacArthur Foundation – The circular economy as a de-risking strategy](#)

#### Build circularity into corporate strategy

##### ENGAGED

- Formalise a comprehensive circular economy strategy (can be as part of a wider sustainability strategy), which addresses the circular risks and opportunities the business has identified through its formal processes.
- The strategy should be supported by action plans which include SMART objectives and targets for the short, medium and long term, with processes in place to monitor and manage progress.
- Action plans should outline how strategic objectives will be met, including relevant dependencies, resources required and stakeholders to be engaged.
- Should be reviewed and approved by the highest-governing body.

##### OPTIMISING

- For businesses to which circular economy is a particularly material issue, circularity should be a key aspect of a responsible core business strategy. In other words, the entire business should operate in a circular way. This should be reflected in an embedded purpose, the overall business objectives, and the governance and day to day management of the business.

##### Tools and resources

[BITC – How to Develop a Responsible Core Business Strategy](#)

## Business purpose aligned with circular vision

### OPTIMISING

- Align your business purpose statement to your circular economy vision and strategy.

To address **greenwashing** and **purpose-washing**, BITC defines business purpose as “*articulating why the business exists, beyond making a financial return, and how that benefits wider society.*” Your purpose: should:

- be clearly defined
- be relevant to your core business activities
- go beyond profit to your impact on the wider world
- be able to drive business planning and commercial strategy.

Businesses for which circular economy is a highly material issue should ensure that their business purpose is aligned with a strong circular economy vision, which in turn reflects the true customer need which your business is meeting. Impact beyond profit could extend to issues like circular job creation, climate action through reducing material use, reduced pollution, or tackling inequality through providing greater access to services through circular business models such as product sharing.

### Tools and resources

[BITC – Developing and Embedding Your Purpose Toolkit](#)

[BITC – Embedding Purpose: Lessons from Business.](#)

## Case Study: Interface

Interface has been on a journey from a petroleum-intensive manufacturer into a pioneering, sustainable, and ultimately restorative company. In 2016, Interface launched its Climate Take Back mission: a commitment to run its business in a way that helps to reverse global warming. Having defined its purpose, Interface was able to identify how circular economy approaches could contribute to this goal.

*[BITC Circular Procurement Guide, p3](#)*

### INTEGRATE: ACTIVATE YOUR STRATEGY

#### Why should you have a plan for activation?

- These activities are a guide on moving from planning to action – it is only when you test projects in the real world that you will know whether they work.
- If you can't measure it you can't manage it, so by ensuring that you are effectively measuring circularity, your business can be more strategic about the circular actions which it implements.

#### Set organisational circular metrics, KPIs and targets

##### IMPROVING

- Adopt starting point metrics around process improvement through resource efficiency. You should monitor the number of materials used to deliver its products and/or services (the material/product inflow), as well as waste generation across different waste hierarchy stages, and have targets to improve resource efficiency over time. The business may show the positive greenhouse gas impact of how they have managed waste as an alternative to landfill, and may also report against a set of governance, strategy, and process indicators.

##### ENGAGED

- Report against a selection of higher maturity metrics such as percentage of circular inflow/ outflow, percentage of physical products designed along circular principles, revenue from circular services, and product-related emissions, as well as having targets on their chosen metrics.

##### OPTIMISING

- Report against a metric which assesses the circularity of the entire business, e.g., the World Business Council for Sustainable Development (WBCSD)'s Circular Transition Indicators or Circulytics (see *tools* section below), and has a target to improve its score.

A set of metrics is essential for clarity of purpose. See BITC's resource on [Measuring and Reporting Circular Economy in Business](#) for further explanation of the metrics that are mentioned here.

#### Tools and resources

[BITC – Measuring and Reporting Circular Economy in Business](#)

[WBCSD – Circular Transition Indicators](#)

[PACE – Corporate Circular Target-setting](#)

[Ellen MacArthur Foundation – Circulytics](#)

## Trial circular projects

### IMPROVING

- Set up resource efficiency projects or pilots.
- Put in place a process for reviewing these to capture learnings and scale up activities.
- Put in place project level circular metrics, KPIs and targets, based on the metrics provided in the 'organisational metrics' activity.

### ENGAGED

- Set up pilot projects which aim to create circular products or services, e.g., to create revenue generating activities which align with circular economy practices.
- Put in place a process to review these, capture learnings, and scale up activities.
- Put in place project level circular metrics, KPIs and targets, based on the metrics provided in the 'organisational metrics' activity.

## Invest in circular business models

### ENGAGED

- Support the growth of circular economy practices by investing/partnering with organisations in your supply chain to develop new circular solutions.
- Use your procurement spend to support suppliers to grow their circular business models by adopting circular criteria in your procurement process.
- Invest in developing and scaling up circular products and services.

### OPTIMISING

- After your business has reached optimising level for business purpose alignment with a circular vision, and for building circularity into corporate strategy, you are well-placed to seek investment to grow your circular business.

### Tools and resources

[UNEP – Financing circularity, demystifying finance for the circular economy](#)

## INTEGRATE: REVIEW PROGRESS

### Why should you have a structure for reviewing circular success?

- Monitoring and reviewing progress is essential to make sure that your circular projects are on track, and that learnings are gained to enable successful scale up of circular initiatives

#### Monitor and review progress on circular KPIs

##### IMPROVING

- Create a dashboard showing progress against the circular economy KPIs that you have selected, and progress against the targets that have been set.

#### Identify problems and solutions

##### IMPROVING

- Review data and determine what aspects of your circular strategy has been successful, which aspects have not gone as expected, and what lessons can be taken from those.

#### Publicly report against targets

##### ENGAGED

- Collect and publicly report. e.g., in an Annual or Sustainability Report, a dedicated disclosure or on the corporate website, data on circular economy KPIs (as outlined in the organisational circular metrics section) and your progress against targets relating to these KPIs.
- Disclose the methodology or standards that have been followed to measure these KPIs, as well as any assumptions or exclusions.

### CASE STUDY: Waitrose

In 2019 Waitrose launched an 11-week test in its Botley Road store, having engaged with suppliers to take more than 200 products out of packaging using a Reduce, Reuse, Refill model. The aim was to see where unnecessary packaging could be removed and test how customers might be prepared to shop differently. This was a complex pilot, requiring wholesale change across all parts of the value chain.

Following the trial, an extensive evaluation process was carried out to measure impact, evaluate success, and gather learnings for upscaling. 72% of customers were very satisfied shopping Unpacked, 98% of single-use plastic packaging was eliminated across Unpacked products, and there is potential for the approach to reduce greenhouse gases – but this is significantly dependent on whether food waste is increased either in the supply chain or in customers' homes. Going forward Waitrose will use these insights to continue to adapt their supply chain and encourage customer behavior change.

*BITC Circular Procurement Guide, p7*





## WHAT NOW?

Our ask is that you use this routemap to create your business' circular economy strategy.

What does this mean in practice?

- This means a commitment to embed circular economy approaches using this guide to support your organisation.
- It doesn't mean that you must use all these steps or use them in this order: different businesses are at different stages of the process, use the routemap to identify the actions which are appropriate for your organisation and create a plan to improve your circular economy practices.

How BITC can help your organisation:

- Use our [Seven Steps for Climate Action](#) to create a just transition plan covering each of the seven steps.
- Accelerate and track your progress with the [Responsible Business Tracker®](#).
- Get bespoke help with your circular economy strategy or just transition plans from BITC's [Advisory Team](#).
- If you are not yet a member, [join BITC](#) to have a greater positive impact on society.

We extend our thanks to the representatives from the organisations that helped shape this routemap.

### BITC's Circular Economy Taskforce

Arup	Keenan Recycling
Amey	Mayborn
Anglian Water Group	Recycling Lives
BEIS (DESNZ)	Ricardo PLC
Crown Worldwide UK&I	SUEZ
DEFRA	WRAP
Environment Agency	Welsh Government
JLL	

### Circular Economy Working Group

Anglian Water Group
ARUP
BT
CBRE
Crown Worldwide UK&I
Diageo
SUEZ

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Talk to one of our expert team today to learn how membership of BITC can help you take your responsible business journey further, and drive lasting global change.

## APPENDIX

BASIC	IMPROVING	ENGAGED	OPTIMISING
Initial framing and scoping, exploring opportunities	Process Improvement that aligns with CE practices	Product / service / process innovation to align value proposition to CE practices	Business model innovation to fully align way of doing business with CE practices
Identify which internal stakeholders need to be involved	Map resources and materials that you depend on	Identify the true customer need to be met	Build circularity into corporate strategy (2)
Create a circular economy vision for your business	Identify environmental impacts	Involve suppliers and customers in innovation	Business purpose aligned with circular vision
Explore, and be inspired by, circular business models	Set organisational circular metrics, KPIs and targets (1)	Build circularity into corporate strategy (1)	Set organisational circular metrics, KPIs and targets (3)
Consider how circular economy approaches can reduce risk and leverage opportunities	Trial circular projects (1)	Set organisational circular metrics, KPIs and targets (2)	Invest in circular business models (2)
	Monitor and review progress on circular KPIs	Trial circular projects (2)	Advocate for policy changes needed to accelerate CE transition
	Identify problems and solutions	Invest in circular business models (1)	
	Allocate roles and responsibilities beyond the sustainability team (1)	Publicly report against targets	

	Skill up workforce (1)	Allocate roles and responsibilities beyond the sustainability team (2)	
	Reward and empower circular change (1)	Skill up workforce (2)	
	Advocate publicly on the importance of the circular economy	Reward and empower circular change (2)	
		Join CE networks and industry groups to collaborate on system change	

## ENDNOTES

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<sup>1</sup> Pieroni et al. (2021) [Developing a process model for Circular Economy business model innovation within manufacturing companies](#)