

Circular Economy Office

Circular Maturity Indicator

INDEED Innovation

Interreg
North Sea



Co-funded by
the European Union

CEO



INDEED

We innovate for the circular economy.

Certified



Corporation

We partner with forward-acting organizations to design products, experiences and systems that eliminate waste, regenerate natural resources, keep materials and products in loops, and help humans to adopt circular business models. We became a certified B Corporation to demonstrate our active commitment to the circular economy.

Circular Maturity Indicator (CMI)

Background



CIRCULAR
ECONOMY
OFFICE

Interreg
North Sea



Co-funded by
the European Union

The Circular Economy Office (CEO) program aims to accelerate the office furniture sector's transition to a circular, innovative, and resource-efficient economy. The program, funded by the EU under the Interreg North Sea program, is a cooperation between 13 partners across 6 countries.

Circular Maturity Assessment



This survey seeks to understand your organization's current practices and commitment related to furniture lifecycle management, focusing on circularity aspects like design, material use, and waste management.

Your responses will help understand improvement areas in transitioning to a circular economy.

This survey will take about 7-10 minutes.

Ready? Let's begin!

Start

press **Enter** ↵

Circular Maturity Indicator

Purpose

Interreg North Sea Co-funded by the European Union CEO CIRCULAR ECONOMY OFFICE

How easy is it to repair your products?*

Repair is not possible

Very difficult without special tools and expertise ✓

Somewhat difficult and requires special tools and expertise

Moderate without tools or technical support

Fairly easy without tools or technical support

Very easy and intuitive, no tools required

I don't know

OK

Interreg North Sea Co-funded by the European Union CEO CIRCULAR ECONOMY OFFICE

What is the average use rate of reused materials or parts in your new products?*

Not applicable (currently no data)

Up to 20% ✓

Approx. 21-40%

Approx. 41-60%

Approx. 61-80%

Approx. 81-100%

I don't know

Circular Maturity Indicator (CMI) offers a practical framework for evaluating how well circular economy principles are being implemented in the furniture industry, helping organizations improve and scale their circularity efforts.

Circular Maturity Indicator

Approach





INDEED

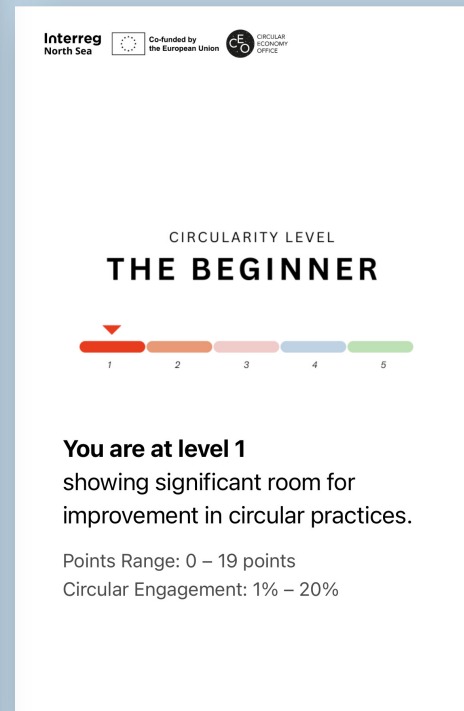
Select who you are*

Office Furniture Provider: A company or individual that supplies or sells office furniture to businesses.

Office Furniture User: A business or individual that purchases and uses office furniture in their workspace.

Office Furniture Provider

Office Furniture User ✓



Its maturity levels and descriptions are specifically tailored for office furniture industry stakeholders, reflecting the unique challenges and opportunities these organizations face as they transition to circular business models.

Circular Maturity Indicator

Sources

Publications

- European Union (EU) Circular Economy Action Plan
- EU Ecodesign Directive
- EU Digital Product Passports (DPPs) Initiative
- GS1 Global Traceability Standard
- Ellen MacArthur Foundation
- Cradle to Cradle (C2C) Design Framework
- ISO 14001 Environmental Management Systems
- Forest Stewardship Council (FSC) Certification
- DIN SPEC 68008 ("Furniture - System of characteristics for the circularity of furniture")

Qualitative Data

- Interviews with 9 CEO project partners
- Interviews with 4 industry players in the furniture sector
- Comprehensive desk research on the furniture industry

Circular Maturity Indicator

Focus

Categorization

Distinct sections tailored to furniture providers and users to assess circularity from different operational angles.

Circularity Coverage

Questions cover principles like design for repairability, use of recycled materials, circular business models, product traceability, supplier responsibility, take-back programs, and waste management.

Graded Scoring System

Questions use a scale (e.g., 0-5) for nuanced evaluation, moving beyond simple yes/no answers.



Circular Maturity Assessment

This survey seeks to understand your organization's current practices and commitment related to furniture lifecycle management, focusing on circularity aspects like design, material use, and waste management.

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Ready? Let's begin!

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CMI Framework

Circular Maturity Indication V2 - Office Furniture Provider									
Category	Assessment Criteria	Intent	Question	score 0	1	2	3	4	5
DESIGN, PRODUCTION & MATERIAL USE	1. Design for Durability, Repairability, Disassembly and Remanufacturability	To what extent is your company's products implement Durability, Repairability, Disassembly, or Re-manufacturability in their design?	What is the average warranty of your products?	Currently no warranty provided	1-2 years	2-5 years	6-10 years	10-20 years	Lifetime
			How easy it is to repair your products?	Repair is not possible at all	Very difficult without specialized tools and expertise	Somewhat difficult and require specialized tools and expertise	Moderate without tools or technical support	Fairly easy without tools or technical support	Very easy and intuitive, no tools required
			How easy it is to disassemble your products?	Disassembly is not possible at all	Very difficult without tools or technical support	Somewhat difficult without tools or technical support	Moderate without tools or technical support	Fairly easy without tools or technical support	Very easy and intuitive, no tools required
			What percentage of your products have readily available spare parts for repair or replacement?	No spare parts are available	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			How available are spare parts in your inventory to meet repair needs in general?	Not available at all	Rarely available and must be sourced externally	Sometimes available depending on parts	Usually available but often requires waiting time	Frequently available with minimal wait times	Always available with sufficient inventory
	2. Use of Reused, Recycled and Renewable materials	To what extent does your company use reused, recycled and refurbished parts or materials? (How recyclable or renewable are your company's products?)	What is the average use rate of reused materials or parts in your new products?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What is the average use rate of renewable or bio-based materials in your new products?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What is the average use rate of refurbished or remanufactured parts in your new product?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your products can be recycled at the end of their life in the regions where they are sold and used?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
BUSINESS MODEL & SUPPLY CHAIN	3. Circular Business Model Adoption	How extensively has your company adopted furniture-as-a-service models or offer second-hand/refurbished furniture?	What percentage of your total revenue comes from furniture leasing or rental models compared to traditional sales?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your company's product portfolio consists of reused, second-hand and refurbished furniture?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
	4. Product Traceability	How well-equipped is your company to trace the journey of your products throughout its lifecycle and to what extent are you prepared to adopt and implement Digital Product Passports?	How prepared is your company to digitally trace the journey of your products from raw materials to the end consumer?	No knowledge or system for product traceability	A manual system in place but no plans for improving traceability	A basic system in place with limited traceability or a new tool under testing	A system in place but traceability is not consistent across all products yet	An effective system tracks most relevant data with plans for improvement	A robust system tracks the entire lifecycle data with continuous optimization
			To what extent is your company prepared to adopt and implement Digital Product Passports(DPP) for your products?	No knowledge or plans	Limited awareness of DPP and no future plans for implementation	Familiar with DPP but lack a clear direction or sufficient resources	DPP planning in its early stages and much developments are needed	Essential components of DPP are established but some gaps to address	A fully designed framework plan for product
	5. Supplier Responsibility	How many of your furniture suppliers prioritize sustainability?	What percentage of your suppliers offer eco-friendly product lines or have sustainability certifications (e.g., FSC, Fairtrade, G2G, LEED, B Corp, etc)?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%

CMI Framework

	Circular business model	How extensively has your company adopted furniture-as-a-service models or offer second-hand/refurbished furniture?	What is the average use rate of refurbished or remanufactured parts in your new product?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your products can be recycled at the end of their life in the regions where they are sold and used?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your total revenue comes from furniture leasing or rental models compared to traditional sales?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your company's product portfolio consists of reused, second-hand and refurbished furniture?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
BUSINESS MODEL & SUPPLY CHAIN	Adoption	How well-equipped is your company to trace the journey of your products throughout its lifecycle and to what extent are you prepared to adopt and implement Digital Product Passports?	How prepared is your company to digitally trace the journey of your products from raw materials to the end consumer?	No knowledge or system for product traceability	A manual system in place but no plans for improving traceability	A basic system in place with limited traceability or a new tool under testing	A system in place but traceability is not consistent across all products yet	An effective system tracks most relevant data with plans for improvement	A robust system tracks the entire lifecycle data with continuous optimization
			To what extent is your company prepared to adopt and implement Digital Product Passports(DPP) for your products?	No knowledge or plans	Limited awareness of DPP and no future plans for implementation	Familiar with DPP but lack a clear direction or sufficient resources	DPP planning in its early stages and much developments are needed	Essential components of DPP are established but some gaps to address	A fully developed framework for DPP in place with robust processes
	5. Supplier Responsibility	How many of your furniture suppliers prioritize sustainability and circular economy principles in their operations?	What percentage of your suppliers offer eco-friendly product lines or have sustainability certifications (e.g., FSC, Fairtrade, C2C, LEED, B-Corp, etc.)?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			How many suppliers of your company have take-back or recycling program in place?	Not applicable (currently no data)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
CUSTOMER SUPPORT & EDUCATION	6. Furniture Maintenance & Customer Support	How established is your company's maintenance support and how accessible is your customer support?	What percentage of your products can be repaired through your authorized or third-party repair services?	No repair service available	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			How available are online manuals, videos, tutorials and other visual aids for customers?	Not available at all	Rarely available and difficult to locate	Sometimes available depending on the topic	Usually available but may take some search effort	Frequently available with minimal search effort	Always readily available and easy to find
			How many customer-facing channels does your organization offer for any service requests? (e.g., website, social media, in-store representatives, mobile app, online community, live chat, email, phone, etc.) ?	None	1 channel	2-3 channels	4-5 channels	6-7 channels	More than 7
END-OF-USE MANAGEMENT	7. Take-Back Programs	How extensive are the company's take back or buyback programs?	How extensive is your company's take-back program?	None available	Up to 20% of our products	Up to 40% of our products	Up to 60% of our products	Up to 80% of our products	100% of our products
			Where can customers return their furniture when no longer needed (e.g., authorized retail stores, designated drop-off locations, pick-up services)	No take-back or buy-back program available	Up to 5 locations available in every state	Up to 25 locations available in every state	Up to 50 locations available in every state	Up to 75 locations available in every state	More than 75 locations available in every state
	8. Waste Management	To what extent is your furniture and materials diverted from landfills or incineration through reuse, donation, refurbishment, or material recycling?	What percentage of your products, parts, or furniture-related waste is diverted from landfill or incineration (e.g., recycled, refurbished, or repurposed)?	Not applicable (everything is sent to landfill or incineration)	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%

CMI Framework

Circular Maturity Indication V2 - Office Furniture User									
Category	Assessment Criteria	Intent	Question	score 0	1	2	3	4	5
OFFICE SPACE DESIGN	1. Organization & Office Setup	How prepared is your organization to adopt sustainable and circular principles in the office space design and organizational practices to support the transition to a circular economy?	Does your organization hold any certifications or labels that promote sustainable practices and support a circular economy? (e.g., ISO 14001, FSC, LEED, B-Corp, C2C, Fairtrade, etc.)	None	1	2	3	4	more than 4
			In your organization, how many employees have dedicated responsibilities related to office sustainability and circularity (e.g., e.g., circular procurement, waste reduction, energy efficiency, ESG analyst, etc.)?	None	1	2	3	4	more than 4
			What are your organization's sustainability targets or circularity goals for office furniture?	No goals or targets	No specific targets set yet but discussion in progress	Limited targets focus on sustainability and circularity is not considered yet	Some targets include partial elements of circularity	Many targets integrate key principles of circularity	Various targets prioritize circularity as a central focus
USE & ASSET MANAGEMENT	2. Furniture & Space Utilization	How much is your office space designed to accommodate changes in workforce size or work style without requiring additional furniture? (e.g., through modular systems and easily adjustable design elements)	What percentage of your furniture is actively used to its full capacity?	Less than 10%	Approx. 10-20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What proportion of your furniture is modular or adjustable to accommodate changes in your office space?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
	3. Maintenance and Repair	To what extent does your organization integrate practices for maintaining and repairing furniture rather than replacing it?	How often do you perform routine maintenance or restoration on your furniture? (e.g., upholstery, cleaning, replacement, etc.)	None	No regular maintenance, get the service as needed	1 per year	2 times per year	3 times per year	More than 3 times per year
			What percentage of damaged furniture is typically repaired? (e.g., either by in-house, original manufacturer or third-party)	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			How many employees are responsible for repair or maintenance services in your organization?	None	1 person	2 people	3 people	4 people	More than 4 people
	4. Inventory System Efficiency	How efficient is your inventory management system in allocating and optimizing furniture assets to meet the needs of your organization?	How frequently is your organization's inventory or asset data updated?	None	Only when required	1 per year	2 times per year	3 times per year	More than 3 times per year
			How confident are you in the accuracy of your organization's inventory or asset records?	No system in place	Very doubtful	Somewhat doubtful	Somewhat confident	Very confident	Fully confident
	5. Product Traceability	How digitally accessible is the product's information, including technical performance, origin, materials, recycling capabilities, and lifecycle environmental impacts?	How comprehensive is the digital lifecycle information provided by the furniture manufacturer?(e.g., origin, materials, technical performance, recycling capabilities, environmental impacts, etc.)	None available	Minimal and irrelevant	Limited to certain parts of the lifecycle	Some details provided but not extensive or relevant enough	Detailed and relevant information covering much of the lifecycle	Complete and detailed information of the entire lifecycle
	6. Circular Procurement	To what extent is your office furniture procured in accordance with circular principles (e.g., purchasing second-hand, leasing, or renting furniture; prioritizing products with high recycled content; or supporting suppliers with strong sustainability	What percentage of your furniture is leased or rented?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your furniture is procured through second-hand purchases?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your furniture is made from recycled materials?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%

CMI Framework

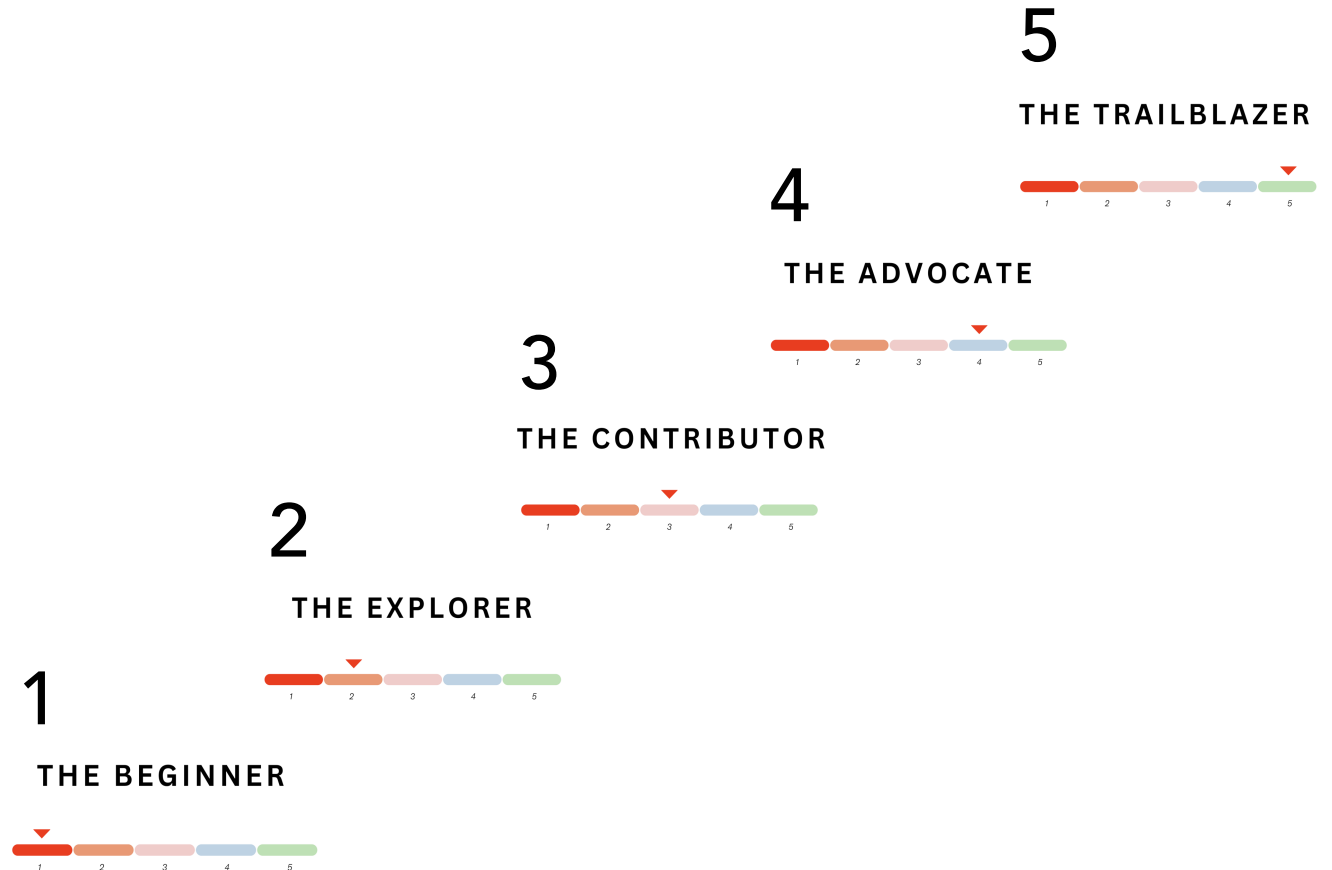
MI Framework	4. Inventory System Efficiency	How efficient is your inventory management system in allocating and optimizing furniture assets to meet the needs of your organization?	How frequently is your organization's inventory or asset data updated?	None	Only when required	1 per year	2 times per year	3 times per year	more than 3 times per year
			How confident are you in the accuracy of your organization's inventory or asset records?	No system in place	Very doubtful	Somewhat doubtful	Somewhat confident	Very confident	Fully confident
	5. Product Traceability	How digitally accessible is the product's information, including technical performance, origin, materials, recycling capabilities, and lifecycle environmental impacts?	How comprehensive is the digital lifecycle information provided by the furniture manufacturer?(e.g., origin, materials, technical performance, recycling capabilities, environmental impacts, etc.)	None available	Minimal and irrelevant	Limited to certain parts of the lifecycle	Some details provided but not extensive or relevant enough	Detailed and relevant information covering much of the lifecycle	Complete and detailed information of the entire lifecycle
PROCUREMENT & SOURCING	6. Circular Procurement	To what extent is your office furniture procured in accordance with circular principles (e.g., purchasing second-hand, leasing, or renting furniture; prioritizing products with high recycled content; or supporting suppliers with strong sustainability practices)?	What percentage of your furniture is leased or rented?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your furniture is procured through second-hand purchases?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your furniture is made from recycled materials?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your furniture is made from renewable or bio-based materials?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage of your furniture is remanufactured or refurbished?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			How much of your furniture can be returned or repurchased by the manufacturer? (e.g., take-back, buyback, or resell program)	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
	7. Supplier Responsibility and Circularity	How available and effective are the life-extension services from your current suppliers?	How many of your suppliers offer environmentally friendly products or hold sustainability certifications? (e.g., FSC, Fairtrade, C2C, LEED, B-Corp, etc.)	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
END-OF-USE MANAGEMENT	8. Waste Management	To what extent is your furniture and materials diverted from landfills or incineration through reuse, donation, refurbishment, or material recycling?	How much of your office furniture is diverted from landfill or incineration (e.g., recycled, refurbished, or repurposed)?	Everything is sent to landfill or incineration	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			How much of your used furniture is returned or recycled by manufacturers or repair facilities?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%
			What percentage are they donated to charities or schools or reused internally?	None	Up to 20%	Approx. 21-40%	Approx. 41-60%	Approx. 61-80%	Approx. 81-100%

CMI Overview

Maturity Levels

The CMI categorizes responses into **5 levels** allowing organizations to understand where they stand on the path to full circularity.

- Level 1: 0 – 19 points (1-20%)
- Level 2: 20 – 38 points (21-40%)
- Level 3: 39 – 57 points (41-60%)
- Level 4: 58 – 76 points (61-80%)
- Level 5: 77 – 95 points (81-100%)



CIRCULARITY LEVEL

THE CONTRIBUTOR



STATUS

Organizations at this level demonstrate a strong understanding of circular economy principles and have integrated circular practices into some of their operations. They have dedicated resources for sustainability initiatives and recognize the importance of collaboration with suppliers and stakeholders. They proactively seek partnerships to defined shared sustainability objectives and advance their circularity.

KEY CHARACTERISTICS

Implementation of various circular practices, dedicated resources for sustainability, and incorporation of circular design principles into product development strategy.

EXAMPLE

A business using a significant percentage of recycled or renewable materials, offering leasing options, and working closely with suppliers on take-back programs.

IMPROVEMENT POINTS

Organizations at this level can further advance their circularity by maximizing the use of recycled and renewable materials, minimizing waste generation throughout the product lifecycle, and optimizing product designs for longevity and reusability. Strengthening partnerships with suppliers to foster circular practices across the supply chain is essential.

3 TANGIBLE STEPS TO FOLLOW

1

INTEGRATE CIRCULAR PRINCIPLES
INTO PRODUCT DEVELOPMENT

2

ESTABLISH STRATEGIC
PARTNERSHIPS FOR CLOSED-LOOP
MATERIAL SYSTEMS

3

CREATE A ROADMAP FOR SCALING
CIRCULAR PRACTICES ACROSS
OPERATIONS

CMI Overview

Score Mapping

1. Sum the Scores: Add up the scores for all applicable criteria in the survey.
2. Divide by Applicable Questions: Divide the total sum by the number of questions that apply to the organization or the individual. This provides the average score.
3. Convert to Percentage: Multiply the average score by 100 to express it as a percentage. This is for comparison purposes.

CMI Overview

Score Mapping

[Example]

Let's say your organization answers 10 questions in the survey and receives the following scores:

3, 4, 2, 5, 1, 3, 3, 4, 2, 5.

1. Sum of Scores: 32
2. Applicable Questions: 10
3. Average Score: $32 / 10 = 3.2$ (on a 5-point scale)
4. Percentage of Total Points: $(32/50) \times 100 = 64\%$
5. This places you at **Level 4**.

CMI Overview

Limitations

Not All Scores Applicable

Only include scores for questions that are relevant to your organization or operations. For instance, if a company doesn't use any recycled materials, the corresponding question should not be factored into the calculation.

Weight Not Specified

The provided calculation system assumes equal weighting for all questions. However, some aspects of circularity might be considered more important than others. The sources don't provide guidance on weighting, so this system offers a general assessment.

Qualitative Insights

While the numerical score provides a quantifiable measure, it's essential to complement it with qualitative analysis. Reviewing the responses to individual questions can reveal specific strengths, weaknesses, and areas for improvement.

Maturity Level 1

The Beginner

STATUS

Have not started yet or at the beginning of circularity journey

CHARACTERISTICS

- Limited knowledge of circular economy (CE)
- Lack awareness of environmental impact of their operations
- Minimal focus on resource efficiency, waste reduction, or product lifecycle extension
- Primarily operating within a traditional linear business model
- Often lack leadership mandate to start a circular initiative

EXAMPLE

A small manufacturer still using conventional materials and production methods, with no systems in place for product end-of-life management.

Maturity Level 1

The Beginner

ACTIONS FOR ADVANCING CIRCULARITY

1

Conduct a waste
audit to identify
areas for
improvement

2

Educate your
team on circular
economy
principles

3

Set initial goals
for reducing
waste in your
process

Maturity Level 2

The Explorer

STATUS

At the early stages of circularity journey exploring CE concepts and basic practices

CHARACTERISTICS

- Increasing awareness of circularity throughout the organization
- Sustainability targets in place and ad-hoc implementation of circular principles
- Explore low-cost repair or refurbishment options
- Fragmented efforts not yet systematically integrated into the core business
- Seek pragmatic ways to increase circular impact

EXAMPLE

A company introducing a small line of products made with recycled materials or offering basic repair services for a limited product range.

Maturity Level 2

The Explorer

ACTIONS FOR ADVANCING CIRCULARITY

1

Launch a pilot project focused on resource efficiency

2

Engage with suppliers to explore circular alternatives

3

Establish objectives and metrics to track progress

Maturity Level 3

The Contributor

STATUS

Have a clear circularity goals and integrated circular practices into some of their operations

CHARACTERISTICS

- Have dedicated resources for CE initiatives
- Start to implement circular design principles into product development processes
- Recognize the importance of collaboration with suppliers and stakeholders
- Proactively seek partnerships to defined shared sustainability objectives and advance their circularity

EXAMPLE

A company using a significant percentage of recycled or renewable materials, offering leasing options, or take-back programs.

Maturity Level 3

The Contributor

ACTIONS FOR ADVANCING CIRCULARITY

1

Integrate circular principles into product development

2

Establish strategic partnerships for closed-loop material systems

3

Create a roadmap for scaling circular practices across operations

Maturity Level 4

The Advocate

STATUS

Highly proficient, strategic, and committed to achieving ambitious circularity goals

CHARACTERISTICS

- Circularity integrated into core business strategy
- Benchmark or align closely with best practices
- Have well-defined metrics for tracking progress across operations
- Actively engage in a wide range of circular practices – from procurement and product development to end-of-life waste management

EXAMPLE

A company designing products for disassembly and remanufacturing, using a high percentage of recycled and renewable materials, or closed-loop systems to minimize waste.

Maturity Level 4

The Advocate

ACTIONS FOR ADVANCING CIRCULARITY

1

Align circular
goals with
overall business
strategy

2

Engage
stakeholders to
co-create circular
solutions

3

Implement digital
product passports
into value chain

Maturity Level 5

The Trailblazer

STATUS

At the forefront of the circular economy revolution, pushing boundaries and setting new standards for others to follow

CHARACTERISTICS

- Business strategy and operations fully aligned with circular principles
- Prioritize transparency and stakeholder engagement, promoting circularity throughout their value chains
- Continuously innovate to develop groundbreaking circular solutions
- Actively influence on policy and industry transformation

EXAMPLE

A company pioneering circular materials and production technologies, leading industry-wide circular initiatives, and advocating for supportive policy frameworks

Maturity Level 5

The Trailblazer

ACTIONS FOR ADVANCING CIRCULARITY

1

Lead cross-industry
collaborations to
drive
transformation

2

Disseminate
expertise on
innovative circular
business models

3

Influence practical
and effective
policy frameworks

Circular Maturity Indicator (CMI)



Co-funded by
the European Union



Thank you.

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Co-funded by
the European Union



CMI References

[Furniture Provider]

1. Design for Durability, Repairability, Disassembly and Remanufacturability

- Ellen MacArthur Foundation's Circular Economy Principles [1]
- Cradle to Cradle Design Principles [2]
- EU Ecodesign Directive [3]
- DIN SPEC 68008 [20]

2. Use of Reused, Recycled and Renewable materials

- Ellen MacArthur Foundation's Material Circularity Indicator [4]
- ISO 14021:2016 Environmental labels and declarations [5]
- DIN SPEC 68008 [20]

3. Circular Business Model Adoption

- Accenture's Circular Business Models
- OECD's Business Models for the Circular Economy

4. Product Traceability

- EU's Digital Product Passport initiative [8]
- GS1 Global Traceability Standard [9]

5. Supplier Responsibility

- ISO 20400:2017 Sustainable procurement [10]
- UN Global Compact's Supply Chain Sustainability [11]

6. Furniture Maintenance & Customer Support

- Right to Repair movement principles [12]
- ISO 10002:2018 Customer satisfaction -- Guidelines for complaints handling [13]
- DIN SPEC 68008 [20]

7. Take-Back Programs

- Ellen MacArthur Foundation's Reverse Logistics principles [14]
- EU's Waste Electrical and Electronic Equipment (WEEE) Directive [15]

8. Waste Management

- EU Waste Framework Directive [16]
- Zero Waste International Alliance principles [17]

CMI References

[Furniture User]

Similar categories as Furniture Provider, with additional focus on Procurement and Office space design

- LEED Certification criteria for Interior Design and Construction [18]
- WELL Building Standard [19]

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