





Circular Minds

Circular Minds -Project

Co-creation Workshops, 3-4 June 2025 Summary and Outcomes

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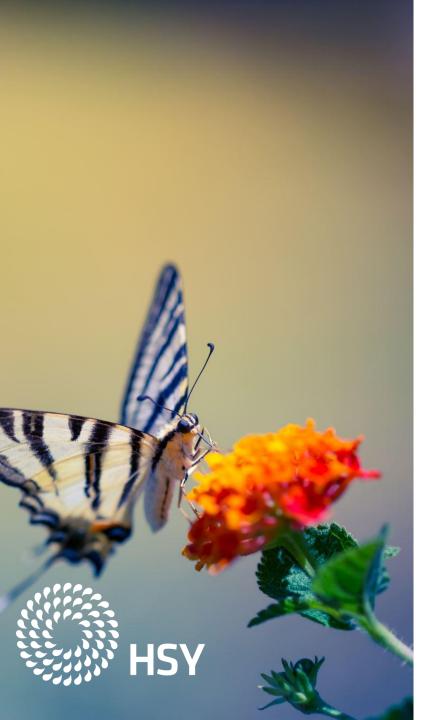


Circular Minds

Participants

- The workshops were part of Circular Minds (*Circular Mindset for Change*), an EU Interreg Europe project promoting circular economy in public procurement (2024–2028)
- A total of 35 participants from project partner organizations attended the workshops. Representatives were from cities, regional development agencies, and ministries.
- Key presentations were delivered by Karin van Ijsselmuide (Rotterdam University of Applied Sciences), Jarno Tuominen (University of Turku), Suvi Sippola (Motiva), and Salla Koivusalo (Ministry of the Environment of Finland).
- The workshops were facilitated by experts from Motiva.

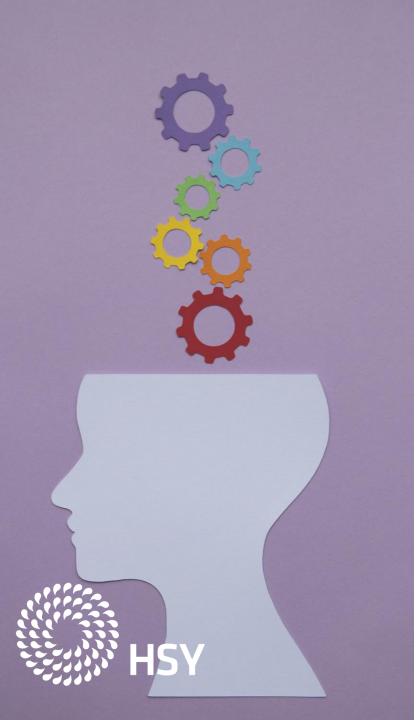




Background

- The aim of the workshops was to foster active dialogue and share practical insights into circular procurement and successful case examples. Particular attention was given to exploring how solutions could be scaled effectively at the organizational or regional level.
- A key theme identified for the large-scale adoption of circular procurement practices was the need for a **fundamental shift in mindset and behaviour**.
- In addition, the workshops aimed to highlight **the long-term benefits** of the circular economy for organisations, cities, and regions.
- Three evaluation criteria were used to assess the approaches discussed: 1) circular economy impact, 2) scalability, and 3) mindset and behaviour change.





Project Definition of Mindset Shift

Mindset: A working definition of 'mindset' is useful for project partners to work towards when completing the situational analysis. Based on existing definitions, changing mindset requires a fundamental shift in the way organisations and individuals perceive, thinks, and approach the delivery of their vision, mission, objectives and roles. It involves altering attitudes and perspectives, which in turn, influences behaviour, decisions, and overall outlook on delivering goals.

Behaviour change: Behaviour change refers to the process by which organisations and individuals modify their actions, approaches, and procedures in response to internal or external stimuli. This involves intentional efforts to adopt new behaviours, eliminate undesirable ones, or modify existing ones in order to achieve specific goals or desired outcomes.

A circular mindset change is required not only by procurers but also by other organisational stakeholders involved in the procurement cycle. A mindset shift is also required within the supply chain(s) to deliver on circular ambitions.

Project definition of mindset shift;

https://www.interregeurope.eu/circular-minds





3 June Workshop: Key Insights



Workshop 1 Structure

The workshop was designed to encourage active discussion and peer learning around real-life examples of circular procurement.

Three cities from the Helsinki Metropolitan Area presented their good practices at separate tables:

- City of Espoo: Circularity in Demolition Procurement
- City of Helsinki: Circularity in Furniture Procurement
- City of Vantaa: Reuse of Soil and Construction Aggregate Masses in City Procurement

Participants were invited to select the case that **interested them the most**. The chosen cases were then discussed in groups using a structured canvas to evaluate and reflect on:

- 1. The circular economy impacts of the case
- 2. How the case promotes behaviour change
- 3. The scalability of the solution

The following slides present summaries of the group discussions (Espoo, Helsinki, Vantaa) based on the canvas template exercise.



Workshop 1: Key Insights (1/3)

City of Espoo: Circularity in Demolition Procurement

1. Scaling-up of circular procurement:

The example was successful in scaling circular procurement by using a consultant to develop a practical Excel tool for recycling rate calculation, which can be reused by others. Knowledge was shared broadly, making it accessible for smaller companies. Early market dialogue and inclusion of contractors in the process helped build a replicable model.

2. Change in mindset:

Hiring a motivated consultant and involving an enthusiastic employee led to the creation of a recycling inventory, promoting a new way of thinking. Market dialogue and co-development of the tender process fostered collaboration. The use of instructional videos and tailored Excel tools empowered small companies to participate, supporting wider adoption and mindset change.

3. Circular economy impacts:

The project set minimum recycling requirements and closely monitored compliance. SMEs were included actively, and contracts were adjusted by case size. Recycling rates of 70-100% were achieved through tight follow-up and enforcement measures. These efforts demonstrated strong circular outcomes and created a model with measurable impact.



Workshop 1: Key Insights (2/3)

City of Helsinki: Circularity in Furniture Procurement

1. Scaling-up of circular procurement:

The furniture example succeeded due to its large scale and high potential for circular practices. Clear frameworks and criteria were created to help other organizations replicate the approach. Combining new and second-hand furniture in a single contract made ordering easy. Helsinki's influence encouraged other municipalities to follow. Market dialogue and regulatory pressure helped make circularity more mainstream and appealing.

2. Change in mindset:

The project fostered mindset change by involving stakeholders, organizing market dialogues, and showing suppliers that alternative, circular approaches are feasible. Communicating that second-hand is not waste helped shift perceptions. Public policy and behaviour change efforts supported acceptance of reuse and repair.

3. Circular economy impacts:

As a major buyer, Helsinki had the power to drive market change. The initiative reduced environmental impact by extending furniture lifespans through reuse and repair, encouraging service-based models like repairs, and ultimately reducing consumption. This had a strong, measurable effect on both market practices and sustainability outcomes.



Workshop 1: Key Insights (3/3)

City of Vantaa: Reuse of soil and construction aggregate masses in city procurement

The construction of the light rail line is intended to begin in 2025, and operation is planned to start in 2029.

1. Scaling-up of circular procurement:

The example has the potential to succeed by setting clear goals and planning to collect concrete data on material flows. It aims to motivate builders to reuse materials and retain value within the city. Time and thorough planning will be essential, especially for a large-scale project. This major project is expected to create a strong foundation with measurable data. The approach is designed to scale circular practices across future building projects. A shared mission, good timing, and a shift toward a sustainable, holistic concept are seen as key enablers.

2. Change in mindset:

The potential for mindset change is supported by the model's scalability across the metropolitan area. Allowing enough time for repair and reuse will be critical. Step-by-step progress—guided by clear goals and data from each phase—is expected to build shared understanding. Retaining local value and forming cooperative alliances with a shared vision are seen as ways to foster motivation and long-term commitment.

3. Circular economy impacts:

The project is expected to generate strong circular economy impacts due to its large scale and integrated approach. As a unified and coordinated effort—not a fragmented one—it has the potential to enable significant reuse and resource efficiency. The anticipated project volume supports meaningful and measurable circular outcomes.





Workshop 2 Structure

In the second workshop, participants were pre-assigned into five groups. Each group worked with **two good practice cases** presented by project partners.

The aim was to:

- Learn from partner organizations' practical examples
- Identify elements that support mindset and behaviour change, circular economy impact, and scalability

After the partner cases were presented, participants had time to reflect individually and write down their thoughts on sticky notes. Additional ideas and insights were added during the group discussions. Finally, each group presented their key takeaways to all participants.

This format enabled both individual reflection and collective learning around circular solutions.

Summaries from all group discussions have been compiled into consolidated overviews on the following slide "Identified High-Impact Actions".





Workshop 2: Identified High-Impact Actions

A short summary of examples and group reflections from the workshop.

- Top-down decision-making sustainability is not optional
- Pilot projects to prepare the market and enable scaling
- Make sustainable choices easy, unsustainable ones hard
- Balance ambition and feasibility "Aim big, start small"
- Communication + motivation combine obligation with attractiveness
- Law and mandatory requirements to steer behaviour
- Internal cooperation between policy and implementation
- Involving people to support mindset change
- New business models for circular market transformation
- Sufficient investment and EU funding to enable implementation





4 June Workshop: Key Insights





Workshop 3 Structure

The third workshop focused on drafting **organizational scaling strategies for good practices and mindset change**, building on insights from previous sessions. Most groups were formed based on organization, while one group combined individual representatives from different organizations.

Participants used a canvas to explore:

- The mindset shift required for scaling
- What makes a solution scalable
- How to apply insights within their own organization or region

The session included:

- Independent drafting of a strategy
- · Peer feedback through a round-robin method
- Group discussion and refinement
- A short presentation of key ideas from each group

The following slides present a summary of all group responses to the "Scaling Strategy for Mindset Change" canvas.



Workshop 3 Summary: Scaling Strategy for Good Parctices and Mindset Change (1/3)

Sweden

- Challenge the need to buy: Rethinking the buying process - "Do we need to make this purchase at all?"
- Behavioral nudging through statistics: Comparing unit performance supports sustainable choices.
- Clarify procurement roles: Clearly defined roles for procurement coordinators are crucial.
- Mix of top-down guidance and user-friendly solutions: Combine clear policy with accessible, attractive alternatives.
- Showcase regional value retention:
 Highlight how sustainable
 procurement keeps value within the region.

Finland

- Strategic commitment exists, but implementation requires stronger managerial engagement and cooperation.
- Need to demonstrate local value retention: "How is value retained in the region?" - a critical message to support implementation progress.

Hungary

- Starting from zero: Complete rethink of procurement rules and procedures.
- Shift in decision-making logic:
 Organizational structures and processes require deep changes.
- Communication-driven approach:
 Use of social media, newsletters,
 webinars, and events to engage
 stakeholders.
- Whole staff as target group: Both decision-makers and those impacted must be involved.
- Matrix-based working model: Helps structure planning and implementation.



Workshop 3 Summary: Scaling Strategy for Good Parctices and Mindset Change (2/3)

Bulgaria

- Adaptation to climate change:
 Requires changes in planning and decision-making methods.
- Societal benefits: Better infrastructure, lower maintenance costs, improved quality of life.
- Strong top-down support: Mayor and other influential figures play key roles.
- Make circular options default: Simplifies decision-making.
- New routines needed: Institutional change is necessary for lasting impact.

Netherlands

- Marketing-style framing: Userfocused communication helps overcome resistance.
- Apply behavioral science: Use insights to scale up pilots effectively.
- Equip change agents: Sustainability coordinators and process managers need tools to influence their environments.
- Central helpdesk support: A hub for knowledge, assistance, and coordination.
- New policy makers with CE focus:
 Develop staff skilled in circular economy and material use.

Portugal

- Mindset shift starts with leadership: Management and political will are essential.
- Procurement units are key: These departments are central to driving change.
- Work at both micro and macro levels: Combine local pilots with regional skills development.
- Identify committed individuals:
 Empower champions of change across the system.
- Data-driven storytelling: Show positive results with facts to inspire wider uptake.



Workshop 3 Summary: Scaling Strategy for Good Parctices and Mindset Change (3/3)

Multi-organization

- Cross-departmental cooperation is essential: Dialogue is needed between legal teams, procurement, monitoring departments, and other relevant units.
- Simultaneous micro- and macrolevel actions: Local pilot initiatives must be supported by regional-level training and strategic coordination.

Belgium

- Start with a small group of key users - minimal requirements and targets = "challengers".
- Introduce a virtual stock / marketplace - to be used before buying new materials.
- Train and engage maintenance & facility staff - first users of the system.
- Reuse gives materials a second life within the organization.
- Key enablers (Logistics, Circular Building programme, Kamp C) support the roll-out.





Conclusions from the Workshops

Key Points on Good Practice

Participants evaluated good practices from both personal and organizational perspectives during the workshops. These reflections were shared and discussed on the final day, leading to the following key points.

Mindset shift is essential

A shift in thinking is necessary at both individual and organizational levels. Motivation varies, and awareness must come from within.

Public procurement needs to be systematic and long-term

Circular procurement should be embedded across organizations and regions, guided by a clear strategy and long-term vision.

Start small and scale up

Pilots and step-by-step implementation help build understanding and prepare for wider adoption.

Communication and understanding matter

Effective communication makes complex topics accessible and supports behavior change. People must understand what the circular economy is and why it matters.

Leadership and supportive regulation are needed

Clear strategies, internal change, and regulation are necessary to translate understanding into action and ensure long-term impact.





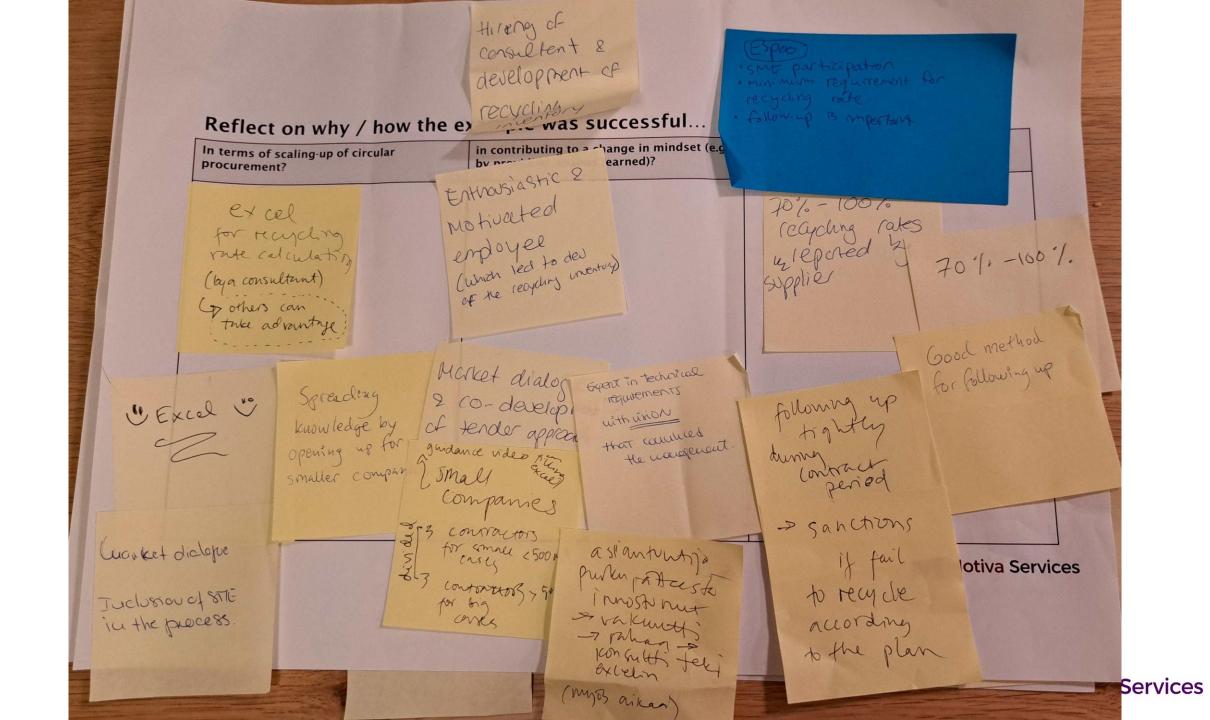
Participant Contributions - Workshop 1 Material



CITY OF ESPOO: Circularity in Demolition Procurement

Reflect on why / how the example was successful...

Excel for recycling rate calculation (buy consultant)- others can take advantage Excel Spreading knowledge by opening up for smaller companies Market dialogue Inclusion to the site in the process Market dialogue Inclusion to the site in the process Hiring of consultant Development of recycling inventory Enthousiastic and motivated employee (Which led to dev. of the recycling inventory Market dialogue and co-development of tender approach Guidance video / filling xls -> small companies Contractors for small cases (<500 m2) Contractor for big cases (<500 m2) Contractor for big cases (>500 m2) Asiantuntija purkujätteestä innostunut, Vakuutti, rahaa, konsultti teki excelin (myös aikaa) Expert in technical requirements With vision Hiring of consultant Development of recycling inventory Good methods for follwing up Followig up tightly during contract period Sanctions if fail to recycle accordingly the plan SME, participation Minimun requirements for recycling rate Follow-up is important	In terms of scaling-up of circular procurement?	in contributing to a change in mindset (e.g. by providing lessons learned)?	In terms of circular economy impacts?
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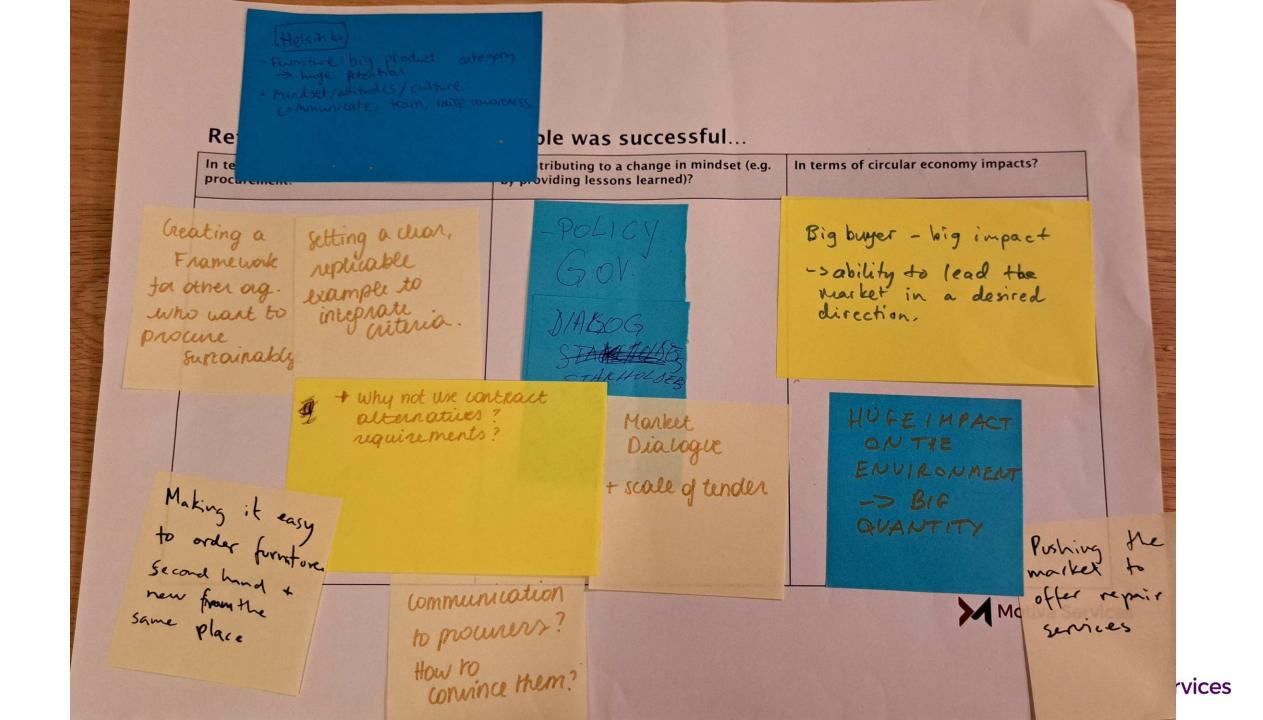


CITY OF HELSINKI, Circularity in Furniture Procurement

Reflect on why / how the example was successful...

	in contributing to a change in mindset (e.g. by providing lessons learned)?	In terms of circular economy impacts?
rniture: big product category Huge potential Indset/attitudes/culture:	Policy gov. Dialog stakeholders Market dialogue + call of tenders	Big byer – big impact Ability to lead the market in desired direction Huge impact on the environment -> big quatity Pushing the market to offer repair services
ndset/attitudes/culture: mmunicate, train, raise awareness eating a framework to other org. Who nt to procedure sustainably y not use contract alternatives? quirements? king it easy to order furniture, second nd + new from the same place mmunication to procurers? How to	-	Huge impact on the environment ->

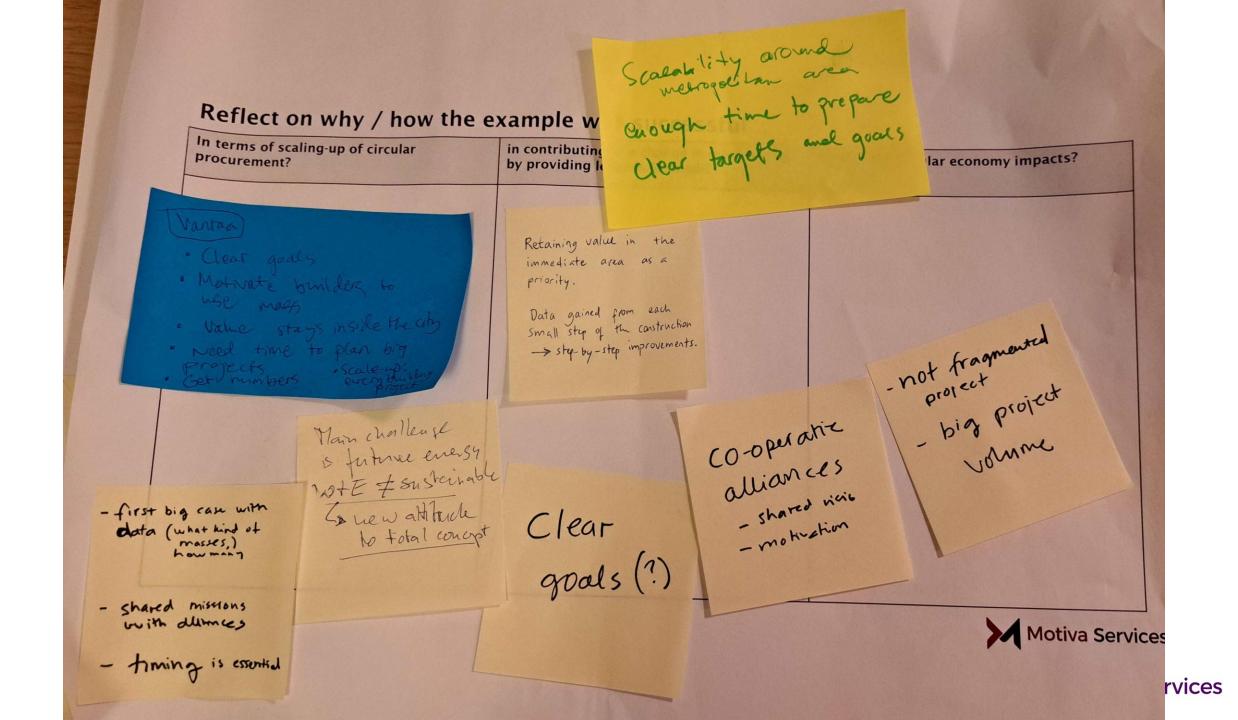




CITY OF VANTAA: Reuse of soil and construction aggregate masses in city procurement

Reflect on why / how the example was successful...

In terms of scaling-up of circular procurement?	in contributing to a change in mindset (e.g. by providing lessons learned)?	In terms of circular economy impacts?
Clear goals	Scalability around metropolitan area	Not fragmented project
Motivate builders to use mass	Enough time to prepare	Big project volume
Value stays inside the city	Clear targets and goals	
Need time to plan big projects	Retaining valua in the immediate area as a priority	
Get numbers	Data gained from each small step of the	
Main challenge is future energy / new W + E ≠ sustainable -> attitude to the total	construction -> Step-by-step improvements	
concept	Clear goals?	
First big case with data (what kind of	Co-operate alliances • shared vision	
masses, how many)	Motivation	
Shared mission with ?		
Scale up: every building project		
Timing is essential		
		Motiva Ser





Participant Contributions - Workshop 2 Material





CONCLUSIONS (Group 1)

Case: GP The first national scale up of circular procurement

Case: Organisation internal mindshift

The decision making, wise leadership

Pilot-phase, prepare the market and the users

Top-dow decition -> sustainability is not optional

Market changed. New business models.

Make it easy to make a sustainable choise and hard to make an unsustainable choice

Pilot outside (€) scale big

Allow circular choices and EU funded projects



CONCLUSIONS

Key takeaways and considerations to share with others

Desition making mise leadership Top down decision
-> sustainility is
not aptional

PILOTS
ONTSIDES
Scale big

Pilot - phase
prepare the
market and
the uses

Market changed. New business models Make it easy to make a sustained to make an unstainable choise an unstainable choise

Allow circular cleices in EU funded projects

Motiva Services



CONCLUSIONS (Group 2)

Case: GP Towards a strategic program on "circular construction"

Case: GP Waste transportations

Ambition vs Feasibility

AIM big, start small "FAIL BETTER"

Taking a step back to aim higher on the (large term???)

Target the middle +/- 60% of the people

-> Know who you want to target + where their mindset is set



CONCLUSIONS

Key takeaways and considerations to share with others

Ambition vs.
Feasibility

var

Target the middle :60% of the people

→ AIM BIG START SMALL.

"FAIL BETTER"

YOU WANT TO TARGET + WHERE THEIR MINDSET IS SET.

Taking a

mup back to

aim higher

on the lang
term.

Motiva Services



CONCLUSIONS (Group 3)

Case: GP ProcuraMED project training sessions

Case: GP Public space rainwater harvesting system in Municipality of

Kardzhali

Law and mandatory
Learning in practice
Things are made easy
Urgency to obligation
Promote mindset change



CONCLUSIONS

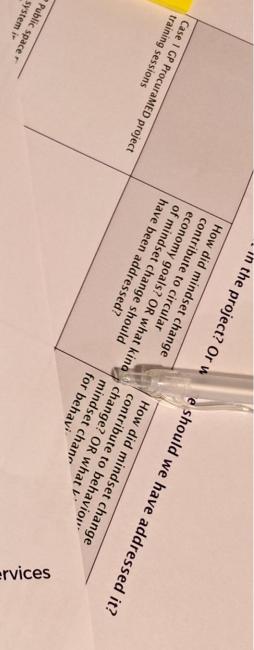
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Key takeaways and considerations to share with others

· law and mandertory
· learning in practice
· things are made
easy

Osqueyoud obligation
Promote

Promote



Motiva Services



CONCLUSIONS (Group 4)

Case: GP Holcim Green Cement

Case: Mobility service

CASE 1

Profiling as a green company / building

Communication -> large CO2 reduction

Young employees open to new solutions

A mindset change was a result of the fact that in this factory such cement is produced

Ambition & Policies contributed to behaviour change

Enough investment became available to back the project

CASE 2

Communication

Policy advice included arguments such as

Forcing + communication and attractivity

Policy advice included arguments such as:

- Money reductions
- Clean environment indicators

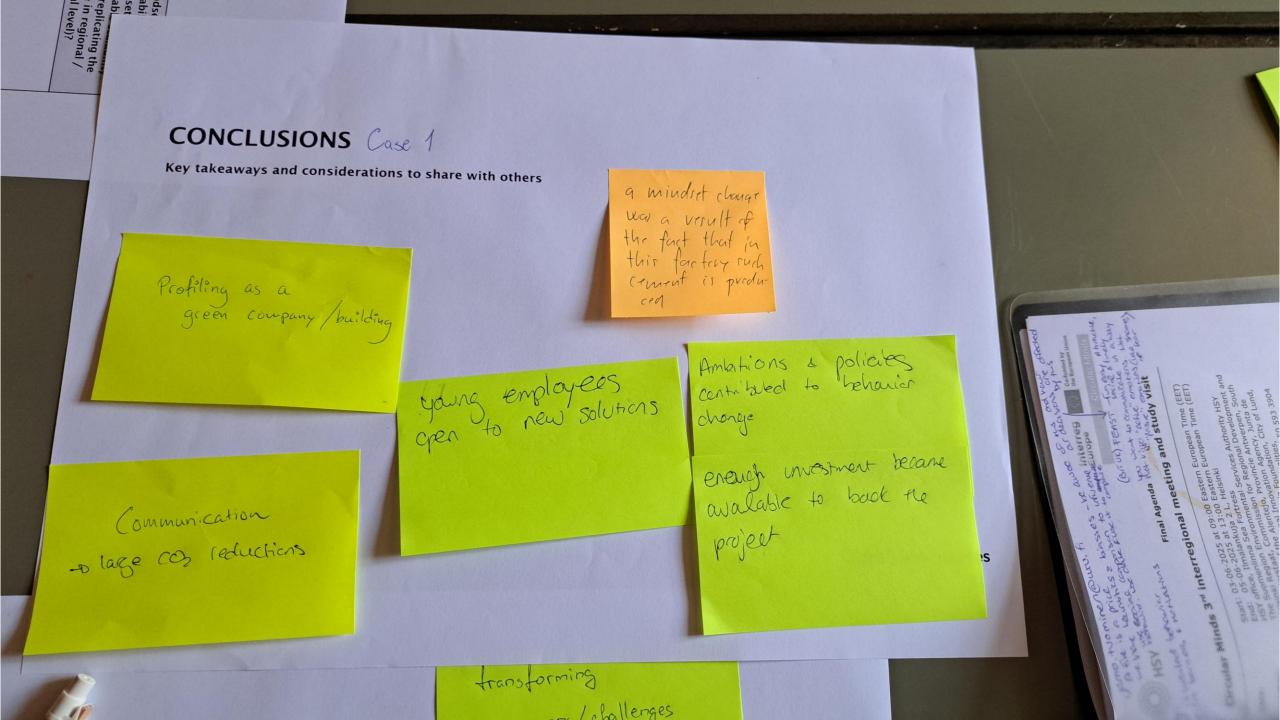
Have good internal cooperation in between policy solution & implementation (departments)

Transforming concerns /challenges to benefits

Investigation into use of cars led to policy advice & was followed up (send to politicians to adopt)

Willingness / necessity from politicians for an action plan to go fossil free





CONC SIONS Case &

Key tak //s and considerations to share with others

transforming concerns/challenges to benefits

Forcing + communication and attractivity

policy advice included orguners such as: . money reductions · clear environment indi- enal

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Communication

tution (depotments)

Based investigation into use of cess led to policy advice & was followed up (send to politicians to adopt)

> Willing noss / necessity from politicions for alsolutions Flachinghe en oction plan to go fossil free



CONCLUSIONS (Group 5)

Case: GP ECO-CORNER

Case: GP Community Fund, Municipality of Tirana

Both projects have a strong social aspect, which is often lacking in out more "technical" approaches of circularity

Involving ordinary people! In the transition

Moves up in the waste hierarchy -> repairing



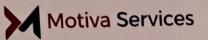
CONCLUSIONS

Key takeaways and considerations to share with others

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of cir ulurity.

Involving ordinary people!! in the transitation Moves up in
the waste hierarchy

frepairing





Participant Contributions – Workshop 3 Material



Sweden / Lund

Mindset shift

- To get our buyers to act according to the reduce / reuse / recycle / refuse strategy in every purchasing area
- · Strategy in every purchasing area
- The buying process what we buy, and how much.
 Do we need to buy?

Benefits and Impact

- Save money
- Reduce CO₂
- Reduce waste
- Reduce resource use
- Providing better services

Target Group (Primary)

- Buyers
- Project leaders within building and construction
- Managers

Target Group Specification

Users - may not get exactly what they want

Enablers

- Managers
- · Purchasing coordinators
- Environmental coordinator
- Procurers
- Environmental strategists etc.
- · Local Gov, Central Gov, Universities
- Managers who implement the policy documents

- Clear role and task for the purchasing coordinators is needed
- Nudging through comparison of statistics "How is my unit doing?"
- · Clear signals from management
- · Education and inspiration
- Top-down (clear policy) in combination with attractive and easily accessible offers/solutions
- Limiting options to make an unsustainable choice, making it easy to make a sustainable choice
- · Nudging through comparison of statistics
- Give procurers the mandate to implement policies

How to address mindset change in the organization? What are the key learnings about enabling mindset shift? How will you apply the mindset change takeaways in your own organization?

Mindset shift

In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed?

To get our buyers to act according to the reduce/- reuse - recycle refuse strategy. In every purchasing area!

Buy less - buy better - use longer

Benefits and Impact

What kind of benefits or impact would mindset shift have in the targeted topic/area/process?

- Save money - Reduce CO2 - Reduce waste
- Reduce resource use

Target Group (Primary)

Which primary group(s) need to adopt the new way of thinking?

Project leaders within building and construction

Managers

Target Group Specification

Who is affected by the changed mindset, and in what way?

Users - may not get exactly what they want.

Enablers

Who are the key enablers or influencers that help reach the target group and support mindset shift?

Managers
Parchasing coordinators
Environmental coordinators
Procurers
Environmental strategists etc.

Implementation and Engagement

How can the mindset shift be promoted?

How is the target group engaged in the process?

- Clear role and task for the purchasing coordinators is needed.
- Nudging through comparison of statistics, to how is my unit doing?
- Clear signals from management
- Education and inspiration
- Top down (clear policy) in combination

with attractive and easily accessible offers / solutions.

Local Gov Contrel Gor Univerties

SCALING STE

How to address mind: How will you apply th

Mindset shift

In what topic, area or proci region mindset shift shoul What kind of mindset shift

The buying proce how much. Do

Target Group Sp

Who is affected by th what way?

How to address mindset change in the organization? What are the key learnings about enabling mindset shift? How will you apply the mindset change takeaways in your own organization?

Mindset shift

tion

In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed?

The boying process - what we say and how much. Do we need to boy?

Benefits and Impact

What kind of benefits or impact would mindset shift have in the targeted topic/area/process?

Providing better services

Target Group (Primary)

Which primary group(s) need to adopt the new way of thinking?

Target Group Specification

Who is affected by the changed mindset, and in what way?

Enablers

Who are the key enablers or influencers that help reach the target group and support mindset shift?

Marages - who implement the policy document

Implementation and Engagement

How can the mindset shift be promoted? How is the target group engaged in the process?

Limiting aption to make an unsustricule choise - making it easy to make a

- Nudging through comarison of statistics -- hire procurers the mandate to implement

SCALING STR

How to address minds How will you apply th

Mindset shift

In what topic, area region mindset shit What kind of minds

What the municia How do we tal

more neuse

Target Gre

Who is affect what way?

Country: Finland

Strategic level commitment exists but implementation on managerial level

- 1. more cooperation needed
- 2. identification of neighbors

Retaining value in your region / country

→ how to show this?

What happens if implementation does not move forward?



- strategic level commitment exists but implementation on managerid level
 . more coperation needed
 . identification of reighbours
- retaining value in yor regron / country -> how to show this?
- what hoppens If implementation does not move forward?

Hungary

1) Work based on matrixes 2) Obstacles were not addressed

Mindset shift	Benefits and Impact	Target Group (Primary)
 Changing decision-making procedures Starting from zero 	Re-think procurement procedure, rules and procedures	 Decision makers of the company Staff, Impacted
Target Group Specification • Target group + local people	Enablers • Communication expert	Implementation and Engagement Social media Events Webinar Newsletter

How to address mindset change in the organization? What are the key learnings about enabling mindset shift? How will you apply the mindset change takeaways in your own organization?

Mindset shift

In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed?

- CHANGING DEC. MAKING PROCEPURES

STARTING FROM ZERO

Benefits and Impact

What kind of benefits or impact would mindset shift have in the targeted topic/area/process?

- RE-THILL PROCUREMENT PROCEDURES, RULES AMP PROCEPURE

Target Group Specification

Who is affected by the changed mindset, and in what way?

TARGET GROUP + LCCAL PEOPLE (CODAL

Enablers

Who are the key enablers or influencers that help reach the target group and support mindset shift?

-COMMUNICATION EXPERTI

Target Group (Primary)

Which primary group(s) need to adopt the new way of thinking?

- DECISION MAURE, OF THE

- STAFF, IMPACTED

Implementation and Engagement

How can the mindset shift be promoted? How is the target group engaged in the process?

Bulgaria

Mindse	t shift
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- · Adaptation to climate change
- Change in the way of planning & decision making

Benefits and Impact

- Better infrastructure
- · Influence on the staff
- Effective management of public resources
- Lowering maintenance costs
- Better quality of life

Target Group (Primary)

- Municipal council employees
- Top down?

Target Group Specification

- · Municipality staff'
- Local citizens
- "What changes in the way of planning are needed? Specify!"

Enablers

• Top-down approach - Mayor and people with influence

- Trainings
- Making it easy to use the circular option
- Removing the option that is not circular
- New routines?

How to address mindset change in the organization? What are the key learnings about enabling mindset shift? How will you apply the mindset change takeaways in your own organization?

Mindset shift

In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed?

Adaptation to climate Change in the way of planning -effective management of public resources -lowering maintanance costs

Target Group Specification

Who is affected by the changed mindset, and in

-municipality has dranges staff the way of -local citizens needed?

Benefits and Impact

What kind of benefits or impact would mindset shift have in the targeted topic/area/process?

- Better infrasdructure

- better quality of life that help

Who are the key enaure. reach the target group and support mindset shift?

-Top-down approach
Hayor and

Target Group (Primary)

Which primary group(s) need way of thinking?

Menicipal council Top down? employees in the

Implementation and Engagement

How can the mindset shift be promoted? How is the target group engaged in the process?

thainings,

Making it easy to use the circular New routines

Netherlands

"Marketing approach / framing" "User-focus" → Both remove obstacles of resistance (markkinointimainen lähestymistapa että käyttäjäkeskeisyys auttavat madaltamaan muutosvastarintaa.)

Mindset shift

- Behaviour change inside organisations need to move beyond focus on consumers.
- Facilitate governments to deal with resistance of change → (department/place that offers those services)

Benefits and Impact

- Incorporating behaviour-change knowledge to upscale pilots.
- Give process / sustainability coordinators the tools to convince and influence their environment.
- The behaviour challenges identified during the situational analysis (SA) will get addressed.

Target Group (Primary)

- Behaviour experts plus new policy-makers on Circular Economy / Material Use
- "Change makers": sustainability coordinators, procurers, clients

Target Group Specification

 The change makers who will be equipped to roll out / tackle obstacles and scale-up pilots.

Enablers

 The helpdesk (acts as key support / knowledge hub).

- Do a study → increase awareness.
- Give training to those on the implementation side.

- Bincreeting approach / framing & Born remap - O user-focus

SCALING STRAREGY FOR GOOD PRACTICES AND MINDSET CHANGE

How to address mindset change in the organization? What are the key learnings about enabling mindset shift? How will you apply the mindset change takeaways in your own organization?

Mindset shift

In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed? Bohavior change in organizations. Need to move keyond focus on consumers. Cofacilitate garannosts to deal with elevisione to change (a dep/place that ofles tose sources like involate linds

Benefits and Impact

What kind of benefits or impact would mindset shift have in the targeted topic/area/process? influence new environment the behavioral challenger identified dung. SA will help get addressed.

Target Group (Primary)

Which primary group(s) need to adopt the new way of thinking? Incorporating behavioral change #knowledge of Behavioral experts lus & 10 W. Policy to upscale plots & Give procures/sust. Makes on CZ/MVI coordinators to touts to consince/ (2)"change makes!": sus. coordinators/ procurers/ (3) influence near environment

Target Group Specification

Who is affected by the changed mindset, and in what way? the dange makers who were be equiped to roll at proble / tackle doctor to scall up pilots

Enablers

Who are the key enablers or influencers that help reach the target group and support mindset shift? he helpdesc

Implementation and Engagement

How can the mindset shift be promoted? How is the target group engaged in the process?

DDo a study, increase awareness,

(3) Give a training to these on the implementation side

Portugal

Mindset shift

- The kind of mindset that is needed is a shift in management and political commitment.
- The process that most needs the shift is the public procurement department and the units that contribute to its work.

Benefits and Impact

- The main benefit is that specific measures and actions can be improved.
- Improvements in the managing authority can benefit the region and its entities by promoting change

Target Group (Primary)

• The organisation's departments (kaikki yksiköt, joihin muutos kohdistuu).

Target Group Specification

- All departments of regional organizations and authorities subordinate to the regional level.
- At the managing authority level (e.g. CCDR)
 new priorities can be introduced into regional
 plans and strategies, which affects the entire
 regional level.

Enablers

Management and political staff - change starts with them

- Through (regional) recruitment
- · Through capacitation (capacity-building) actions
- · Through support actions
- Through recommendations for the financial support to subregional entities
- Through communication actions
- "Database of all initiatives in the region → sub-regions' engagement to continue."

How to address mindset change in the organization? What are the key learnings about enabling mindset shift? How will you apply the mindset change takeaways in your own organization?

Mindset shift

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Target Group Specification

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As a mousping outenity CEDL con introduce priorities into nepional plans and statepies. that will affect all the subnepion.

Benefits and Impact

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Target Group (Primary)

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the organization deportments.

Implementation and Engagement

How can the mindset shift be promoted?

How is the target group engaged in the process?

- through a construent. - through copecitetian action

-thought supont actions.

the fuencial supert to the subregions entitles.

- through communication actions.

the region - sub-regions engagements

Country: Multi-organization

Micro

- Speak with all stakeholders legal team, purchasing dept, monitoring dept, as well as other DGs to ensure everybody understands the concept.
- > Then propose a pilot.

Macro

Provide new skills and education to local governments.

Make actions at the micro level + the macro level at the same time;

- Showcase positivity; use data.
- Support other organisations' good practices.
- Identify committed individuals.



- Speak with all stakeholders - legal team, purchasing dept., monitoring dept., as well as other DGs, to ensure everybody understands the concept. Micro

Ly Then propose a pilot

- Provide new skills and education to local governments. Macro

Make actions at the micro level t the macro level at the same time.

- Showcase positivity, use data Support other organisations' good practices
- Identify committed individuals.

Belgium

Goal = Change mindset in under organization and region! First step = smaller feasibly project

Mindset shift

- Virtual stock / marketplace (literally)
- We need maintenance + facility to use this solution first - before buying new materials

Benefits and Impact

More materials will be reused or given a second life within our organization

Target Group (Primary)

- · Maintenance & facility
- Building experts, project managers, architects
- Purchasers

Target Group Specification

Similar

Enablers

- Department of Logistics
- Steering group of the strategic programme "Circular Building"
- Purchasers
- Kamp C (a sister organization focused on circular build.)

- Training sessions + feedback sessions on the UX of the platform
- Inventory of the most needed items of target group: what do they need? what materials/info do they need?
- Integrate it in protocol and internal processes
- Start with a small group of key users → minimal requirements and targets = "challenges"

How to address mindset change in the organization? What are the key learnings about enabling mindset shift? How will you apply the mindset change takeaways in your own organization?

Mindset shift

In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed?

Virtual stock | market place (internally)

→ we rud maintenance & facility to use this solution first before buying new materials

Benefits and Impact

What kind of benefits or impact would mindset shift have in the targeted topic/area/process?

More materials will be reused or given a record life within our organization

Target Group (Primary)

Which primary group(s) need to adopt the new way of thinking?

- -> Maintenance & facility -> Building experts: project managers, architects...
- -> purchasers

Target Group Specification

Who is affected by the changed mindset, and in what way?

~ similar

Enablers

Who are the key enablers or influencers that help reach the target group and support mindset shift?

- a departement of Logistics
- a steering on our of the strategic programma "circular building"
- a purchasers
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Implementation and Engagement

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"Challenges"



Participant Contributions - Reflection & Discussions on the Final Day

Reflection & discussions

During the workshops, participants evaluated good practices from personal and organizational perspectives. On the final day, reflections were shared, and key takeaways were documented by facilitators.

- People need to know themselves and understand what the circular economy is.
- It's important to translate this understanding into regulation.
- · Communication is very important.
- A clear strategy and motivation are needed for how to use information effectively.
- A mindset shift is necessary what does it require?
- Circular public procurement (PB), both organizationally and regionally, needs to be put into practice.
- It shouldn't be a single action but rather a structured, long-term plan.
- There should be a general vision and systematic work toward it.
- It's essential to define what the actual problem or challenge is.
- The topic is complex it must be made practical and user-friendly.
- There are already good examples to learn from.
- Behavioral change How does it happen, what is the solution, and what are the possible outcomes?
- A mindset shift is crucial. Motivation is needed and motivations vary between individuals.
- · Studies are often not read.
- · Be a clever communicator.
- · Implementation happens in different stages.

- There are various elements and factors that drive mindset shifts and help with identification.
- Different organizations are at different stages of the journey.
- · Internal change is essential.
- We need to understand how a mindset shift happens.
- What triggers this shift and how can we put it into practice?
- · Practical examples are useful starting points.
- Start with a pilot, then scale up but a mindset shift is needed from the very beginning.
- Awareness must come from within the person they need to understand why we are doing this.
- Behavioral science
- Facts proof
- Rational arguments
- Marketing thinking
- Who are the enablers?
- We need to change from within.
- · Change happens through discussions.
- People need to have time to talk within organizations.



