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AGILE4CIRC

Agile leadership transformation for business in circular economy

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Adult and new business opportunities in Circular Economy (CircEc) and Social Responsibility (SR) report SPAIN

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Introduction

A circular economy is an economic system aimed at minimizing waste and making the most of resources. This regenerative approach is in contrast to the traditional linear economy, which has a 'take, make dispose of' model of production.

The scope of the report is the initial methodological framework based on a research on Circular Economy and Social Responsibility at the Policy Maker level. The results of the report will be used as to designing the training course (IO2). National circular economy ecosystem will be examined focusing in the existing needs, lessons learnt, new Business Opportunities for adults in the new economy and best practices.

AGILE4CIRC operates in understanding how the ecosystem of the Circular Economy and Social Responsibility is implemented in Spain which provides clues for capitalizing in market niches, potential business replicability in an adaptation of existing models attending the local needs and regulations.

The research focuses on "detecting opportunities for Adult entrepreneurs in the new economy". The reason for this focus lies on the concept that many adult EU funded projects are concentrated in general in providing "basic skills" and mentoring to an adult just to become "another one to compete with thousands on the market for a job" without a "value proposition" that gives them a competitive advantage.

The research is needed because spots the existing business model across different economic realities and enables to detect market niches and potential partnership target group cooperation. Understanding the state of the art of the Circular Economy through a Matrix that classifies and organize them is what the research brings, clarity.

The Methodology identifies how local stakeholders can contribute to the implementation of the new economy mindset generating a win-win situation.

In general, the objective of the current report is to understand the potential of the circular economy in Spain where the business is, best practices, and market niche.

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1. Definition of methods to be used in the research and creation of tools

The methodology that will be used is based on a variety of both qualitative and quantitative research methods, including desk research, survey research, participant observation, and secondary data. Quantitative methods aim to classify features, count them, and create models to test hypotheses and explain observations.

Qualitative methods aim for a complete, detailed description of observations, including the context of events and circumstances that makes Circular Economy and Social Sustainability feasible.

The data will be obtained mainly by interviewing local stakeholders and collecting data from policies, national reports, case studies, best practices, training materials and market research and forecasts.

2. CircEc & SR at Policy Maker level

Regarding the construction of new indicators of Circular Economy, it should be born in mind that a considerable part of these indicators are not yet fully developed in Spain, especially those relating to the prevention of excessive use of raw materials, eco-design and eco-innovation. On the other hand, significant progress has been made in the efficient use of materials and waste management, although it is recognized that greater efforts are needed to give a more complete and detailed picture of the Circular Economy's progress towards sustainable development.

In addition to the considerable effects of the socio-economic crisis, certain structural rigidities of the Spanish economy are maintained in the area of production and consumption that hinder the consolidation of processes based on eco-efficiency and rationalization of consumption.

In the case of Spain, the Circular Economy initiatives are emerging, and the measures taken so far have been focused, above all, on the environmental

policies of the final phase of the economic cycle, such as waste management, where it is available a State Waste Management Framework Plan 2016–2022 (PEMAR, 2016-2022) in the medium term. On the other hand, new prospects for bioprocesses are also opening up with the Spanish Bioeconomy Strategy Horizon 2030.

There are also significant gaps in the indicators available to measure the situation, especially in the early stages of production and consumption circuits.

To facilitate the transition to the Circular Economy in Spain, new political, business and social initiatives focused on the overall objective of promoting endogenous capacities to promote the transition to the Circular Economy are needed, in line with the European Community.

Based on this, The Ministry of Agriculture and Fisheries, Food and Environment (MAPAMA) started working on the development of a Spanish Circular Economy Strategy in March 2017.

This Strategy aligns with the objectives of the European Commission's Action Plan adopted in December 2015, taking into account the Spanish characteristics, and sets out a national framework that allows us to implement the necessary measures to promote our economy fully sustainable and competitive in the international framework by 2030.

According to the Spanish report in circular economy 2030¹, Spanish government is aware of the importance of incorporating the circular economy as a key element of transformation towards a more innovative, competitive and sustainable model of development and growth, enabling maximize available resources, so that they stay longer in the production cycle and reduce waste generation, making the most of waste whose generation cannot be avoided.

¹ Spanish strategy in circular economy 2030, from Ministry of Agriculture and Fisheries, Food and Environment:
<http://www.prodetur.es/prodetur/AlfrescoFileTransferServlet?action=download&ref=25675460-51d5-487d-8b78-9388f20aa763>

This Strategy is being jointly promoted by MAPAMA (Ministry of Agriculture, Fisheries and Food and the Ministry for Ecological Transition) and the Ministry of Economy, Industry and Competitiveness, with the collaboration of seven ministries (Ministry of Finance and Public Service; Ministry of Development; Ministry of Employment and Social Security; Ministry of Energy, Tourism and Digital Agenda; Ministry of Health, Social Services and Equality; Ministry of the Presidency and for Territorial Administrations) and the Economic Office of the President within an Inter-ministerial Commission, and with the collaboration of the autonomous regions in a specific working group established within the framework of the Waste Coordination Commission; and an exchange of information with all representative sectors of the Spanish society.

The Strategy has a long-term vision, which will be achieved through successive short-term action plans, incorporating the necessary adjustments to complete the transition in 2030. To this end, the Spanish strategy is accompanied by the first action plan 2018-2020.

Five priority sectors of activity are identified in which to incorporate this challenge to achieve a circular Spain: the construction sector, agri-food, industry, consumer goods, and tourism.

The 2018-2020 action plan has five main action lines:

- production,
- consumption,
- waste management,
- secondary raw materials,
- and water reuse.

In addition, on a cross-cutting basis, three more are incorporated:

- Awareness and Participation,
- Research, Innovation and Competitiveness,

- Employment and Training.

This first Action Plan includes 70 actions identified by the various ministerial departments involved, to be launched during the period 2018-2020, and has a budget of more than 836 million euros.

Given the strong linkage of the successful implementation of the Strategy with the involvement of citizens in general, and with public and private entities in particular, citizens and interested agents could participate in the first draft making contributions to the strategy for a month.

Apart from this Circular Economy strategy 2030 in Spain, there is another strategy which is the new State Waste Management Framework Plan² and the Spanish Strategy for Bioeconomy Horizon 2030³. The Spanish Bioeconomy Strategy will be developed in Annual Action Plans. Each Annual Spanish Bioeconomy Strategy Plan will be public, at the latest in January each financial year, and will detail the activities to be pursued during that year.

Additionally, there are plans at the regional level, such as those found in Andalusia, Catalonia or Basque Country.

“La Estratègia d’impuls a l’economia verda i a l’Economia Circular”⁴ approved by the ACORD GOV/73/2015, of 26 May (Catalonia), the IV Environmental Plan of the Basque Country⁵ and the Andalusian Bioeconomy Strategy⁶ are

² State waste management framework plan (PEMAR 2016-2022):

https://www.miteco.gob.es/es/calidad-y-evaluacion-ambiental/planes-y-estrategias/pemaprobad06noviembrecondae_tcm30-170428.pdf

³ Spanish Strategy for Bioeconomy Horizon 2030, Ministry of economy and competitiveness: <http://bioeconomia.agripa.org/download-doc/102159>

⁴ Green and circular economy strategy government of Catalonia, 2015:

https://circulareconomy.europa.eu/platform/sites/default/files/green_and_circular_economy_strategy_government_of_catalonia_150519.pdf

⁵ Environmental framework programme of the basque country,2020:

https://www.irekia.euskadi.eus/uploads/attachments/6057/Environmental_Framework_Programme_2_020.pdf?1426067174

⁶ Andalusian circular bioeconomy strategy, 2018:

http://www.bioeconomiaandalucia.es/en_US/la-eab2030

just some of the examples of the change in the economic paradigm that begins to emerge in our country.

Moreover, the Ministry of Economy, Industry and Competitiveness (MINEICO) has also contributed with its R&D policies, plans and programmes to promote progress towards the circularity of the economy.

The Spanish Strategy for Science and Technology and Innovation 2013-2020, which includes the State Plan for Scientific and Technical Research and Innovation 2013-2017, and the State Plan for Scientific and Technical Research and Innovation 2017-2020, promotes the generation of knowledge and its use for the development and application of derived technologies, through collaboration within the science and technology system and public Spanish entities.

The transition of the circular economy in Spain represents a great opportunity for economic development and the creation of new sustainable employment sites, but to give a boost to this innovative potential it is necessary to harmonize efforts and define long-term strategies and immediate actions.

Thus, according to the European Commission's estimates, applying all existing waste management regulations would create more than 400,000 jobs in the European Union, of which 52,000 would be located in Spain.

The initiatives needed to be truly effective should be limited in a national roadmap for the circular economy involving all major actors, with adequate coordination and participation mechanisms to meet the EU's strategic approaches and to address the main challenges arising from policy development, taxation reform and need for training. Thus, defining immediate actions through the creation of a roadmap would be the way to actively involve all stakeholders.

Since value chains in many sectors are global and also important resources, such as critical raw materials, are often imported from third countries, impacts on employment and GDP can also take place outside the EU.

In short, in this European and global context, the Spanish Strategy for Circular Economy, "Spain Circular 2030", represents the strategic and action framework essential to facilitate and promote the transition to the circular economy from the collaboration between the General Administration of the State, the autonomous communities, local entities and other actors involved, in particular producers and consumers of goods.

3. What has been done in SPAIN

Currently, there is no specific methodology sufficiently developed and agreed for the monitoring and evaluation processes of Circular economy.

As a result, only a number of previous initiatives can be presented linked to other more developed sustainability strategies and environmental policies.

Below there is an overview of Indicator´s sources of particular interest including the following:

- UNEP Green Economy Initiative.
- OECD Green Growth Initiative.
- United Nations Sustainable Development Goals (SDGs).
- European Union, EU Sustainable Development Strategy, in line with Europe 2020.
- Evaluation reports from EUROSTAT and EEA.
- Sustainability Observatory in Spain (OSE). Sustainability Report Indicators in Spain
- Various indicators from official sources, such as those from the INE, MAGRAMA, EEA, and EUROSTAT.

In its latest report “Sustainable Development Report 2019”⁷, Spain ranks 21st among 162 countries in terms of sustainable development.

The countries leading the rankings are Sweden, Denmark, and Finland, although, according to the report, any country in the world has reached 17 SDBs and is not in the process of achieving them by 2030.

Spain achieves its best results in SDG 6 (clean water and sanitation) and SDG 7 (affordable and non-polluting energy), although progress towards responsible production and consumption (SDG 12) is a significant challenge for our country and has not yet been possible to calculate the trend, as national indicators are missing to be evaluated.

The following is a summary of the Spanish situation in relation to resource consumption and the evolution and trends of the main economic sectors that have a significant impact on circular economy, reported from various official sources of information, such as MAGRAMA, INE and OSE:

- **National consumption of materials** (NCM) in Spain, with official data from MAGRAMA, has fallen by almost 50% between 2008 and 2012.
- The **final energy consumption** in Spain maintains a declining trend started in 2005.
- **Industry sector:** 60% drop in environmental protection investment over the past few years.
- One of the most dynamic subsectors is the **Ecological Industry** or Eco-Industry, being one of the keys to the improvement of sustainability and the Circular Economy with capacity, in addition to generating new sources of sustainable employment.

There are favourable trends in a number of sectors in the Circular Economy, such as renewable energy, energy efficiency, water treatment,

⁷ Sachs, J., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G. (2019): Sustainable Development Report 2019. New York: Bertelsmann Stiftung and Sustainable Development Solutions Network (SDSN): https://s3.amazonaws.com/sustainabledevelopment.report/2019/2019_sustainable_development_report.pdf

solid waste treatment, mechanical and biological pre-treatment of waste, tire recovery and air quality and emissions.

- **Tourism sector:** interest in improving tourist eco-efficiency in order to advance the Circular Economy supported by economic dematerialization. Spain is trying to boost alternative tourism modalities.
- **Agricultural sector:** technological innovations in the Spanish agribusiness sector are being developed. Spain is at the top of the EU in number of hectares dedicated to organic farming.
- The **bioeconomy** sector in Spain offers great opportunities for the Circular Economy and the closure of biological cycles, given the agri-food potential and the availability of geographical spaces. The Spanish strategy will focus on the activity of the agricultural, fisheries, aquaculture, food and forestry sectors, the efficient and sustainable use of products, and waste they generate, as well as products obtained from crops from algae and microorganisms and other bioprocesses. The Spanish Horizon 2030 Strategy gives the **agri-food and forestry sectors a fundamental role**.
- The generation of **municipal waste** maintains a widespread trend of decline in recent years. From 2000 to 2013, this reduction in the generation of municipal waste per inhabitant has reached 31.8% while in the EU-28 it has fallen to a lesser extent, by just 8.0%.
As we discussed, we have developed a State Plan Waste Management Framework (PEMAR 2016-2022), which is the key instrument for the implementation of the waste prevention and management policy in Spain.
- Spain is among the European countries that have supported and encouraged the **reuse of wastewater**, with specific legislation since 2007.

Additionally, other measures have been designed to protect the environment such as investment deduction as a tool that can contribute to the development of eco-innovation within enterprises.

To conclude, at the national level, we find the State Innovation Strategy (e2i)⁸ as a reference framework for government action on innovation to contribute to the change of production model in Spain through the promotion and creation of structures that facilitate a better use of scientific knowledge and technological development.

As mentioned above, we only find at a regional level, in the Basque Country, Andalusia and Catalonia a proper strategy in the field of Circular Economy.

4. Level of low-skilled or low-qualified adults involved

In Spain, the term 'low qualified workers' is usually employed when referring to those people who have only basic educational levels, fundamentally compulsory educational level or lower. Currently, education is compulsory until 16 years old.

According to the data provided by the European Labour Force Survey, presence of 'low qualified people' in Spain is much higher comparing to EU-28.

Spanish 'low qualified' workers have longer working hours than 'non-low-qualified' workers where this result can be also extended to both men and women, and they are more likely to be employed under a fixed-term contract.

They are usually less remunerated on a fixed basis, and their satisfaction with their salary is lower in comparison to other groups.

'Low qualified' people are particularly present in the construction sector. Generally speaking, the presence of 'low qualified people' is much higher amongst men than women, with the only exception of the older age group, where the contrary is the case.

⁸ Spanish innovation strategy, from Ministry of Science and Innovation, 2015:

http://www.ciencia.gob.es/stfls/MICINN/Innovacion/FICHEROS/Spanish_Innovation_Strategy.pdf

From a training perspective, 'low qualified' people are less likely to participate in training activities, and when they do they receive less hours of training according to Eurofound.⁹

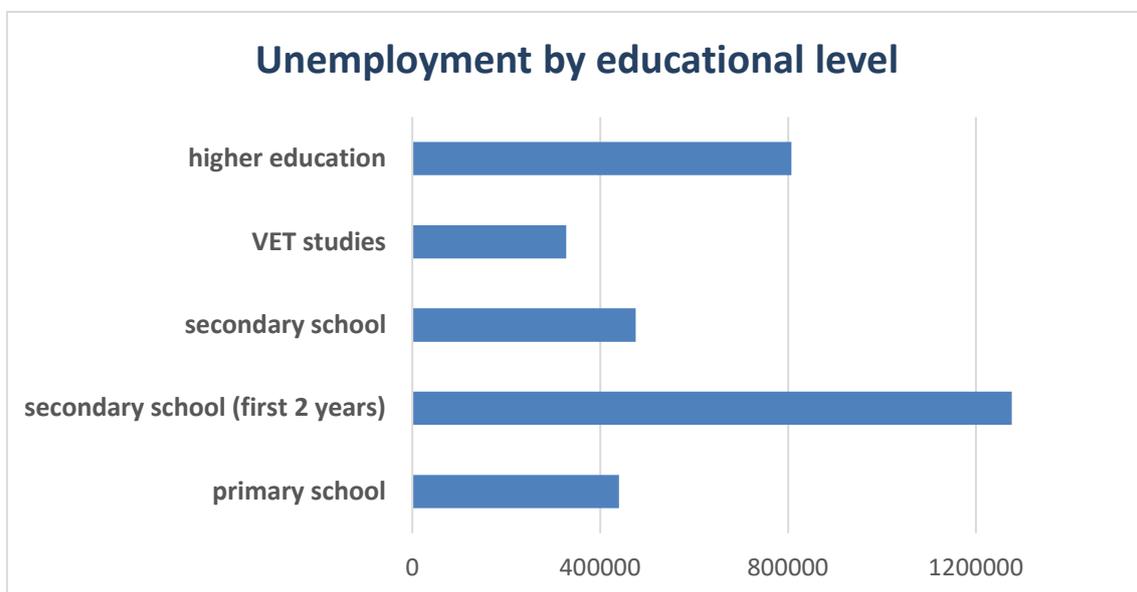
According to the annual report on the Spanish economy published by the International Monetary Fund in 2017, many of the jobs lost in the construction sector as a consequence of the financial crisis were being replaced by jobs in the thriving tourism sector, with non-qualified workers moving from one sector to the other – between 2008 and 2017, the construction sector lost more than one million jobs, whereas the hospitality, restaurant and catering (HORECA) sector created around 400,000 new jobs.

Meanwhile, according to the information provided by the Spanish Survey of Quality of Life at Work, working conditions of the Spanish 'low qualified workers' are characterised by the following main traits (data from 2010):

- 'Low qualified workers' declare a relatively high satisfaction average level with the work they carry out, although lower than other groups. By way of contrast, working people with tertiary studies suggest a satisfaction rate higher than low qualified workers since only 2.1 % declared are highly unsatisfied at work.
- Less than 55.3% and 63.2% of those working people with less than primary studies and with primary studies, respectively, declare to receive a fixed salary, whereas this percentage goes up to 72.0% amongst university workers.

⁹ Iñigo Isusi & Antonio Corral, Spain: Quality of work and employment of low-qualified workers, Observatory: EurWORK, 2009, <https://www.eurofound.europa.eu/publications/report/2009/spain-quality-of-work-and-employment-of-low-qualified-workers>

- The unemployed are defined as people without a job but actively seeking employment and currently available to start working. As we can see in the chart below, people with higher levels of education have better job prospects; the difference is particularly marked between those who have attained upper secondary education and those who have not. – In all OECD countries, tertiary graduates are more likely to be in work than non-graduates. The same result applies to self-employed professional status (more self-employed amongst the ‘low qualified’ workers).



Source: EPA, 2018

- From a time comparative perspective, the proportion of ‘low qualified people’ has experienced a downward trend in the last years, which shows an increase in the educational attainment of the Spanish population (‘low qualified people’ has reduced its relative presence in the Labour market). This trend can be extended both to men and women.
- Spanish ‘Low qualified’ people are particularly present in some occupational groups, basically unskilled workers, craft and related trades workers and finally sales and services workers, where this result is very similar to the EU-28 average. Interestingly, the largest percentage of ‘low

qualified' women are unskilled workers and sales and services workers, whereas the category of craft and related trades workers is the most important amongst 'low qualified' men.

- Construction is the economic sector that has the largest presence of Spanish 'low qualified' people (approximately a 20% of all the sector employment), followed by manufacturing (approximately a 18% of all sector employment), whereas the lowest percentage corresponds to education and financial intermediation services. Interestingly, gender considerations show a higher presence of 'low qualified' women in the wholesale and retail trade sector.
- As we mentioned previously, 'low qualified workers' benefit lower from training activities confirmed by several reports elaborated by the Spanish Economic and Social Committee (CES). According to CES, those collectives more in need of training are the ones less involved of them for different reasons. The first reason is that employers prefer to invest on employees who are highly -qualified or on those who have a management role within the company. The other reason is low-educated or low-skilled individuals are also those least aware of that need of the benefits derived from their involvement in training activities (cognitive barriers), which results in a lack of motivation. Moreover, they find it difficult to negotiate with their bosses about the content and quality of their training interests.

This situation leaves out low-skilled or older workers from training on-the-job.

In order to improve the situation of 'low qualified' workers, Spanish government has taken a number of actions and initiatives. Thus, the most important one refers to the activities developed by FUNDAE2¹⁰ ("Fundación

¹⁰ Home page, FUNDAE, <https://www.fundae.es/>

estatal para la Formación en el Empleo” in Spanish), specially the so-called supply-driven training schemes.

As a conclusion, the data gathered from the report, reflect an increase in the level of educational attainment of the working population and thus in their level of qualification. But at the same time, it is argued that most of the intense employment creation process experienced by the Spanish economy during the last years has been concentrated on sectors and occupations characterized by low levels of qualification (construction, some tertiary sectors). However, the emergent new negative economic cycle is expected to particularly affect the ‘low qualified’ group, as unemployment is likely to specially distress those workers with the lowest qualification levels, experience and stability in employment.

5. New Business Opportunities for low-skilled or low-qualified adults in the CircEc

There are some companies and entrepreneurs related to the Circular Economy sector in Spain.

It is becoming more and more popular to start initiatives related to the protection of the environment. There are some companies that use as primary source recycled materials coming from waste found in beaches or other places.

Actually, we can find some companies like *Ecoembes*¹¹ that opened the first innovation centre on the circular economy created in Europe. Located in La Rioja, it is the only laboratory focused on this area, and could turn this region into a great experimentation hub. Their goal is to promote the best lines of innovation in the field of packaging and its subsequent recycling.

¹¹ Home page, Ecoembes, <http://www.thecircularlab.com>

Also, there are some other initiatives mostly promoted by local governments for time banks, where any type of adults offers their time and knowledge or expertise in exchange for the time, knowledge or expertise from another adult. E.g. someone capable of repairing a lamp might do this in exchange for 2 hours of babysitting.

Repair shops might be also other field in which low-qualified adults might have an employment opportunity, as well as platforms to share tools and machinery.

Another initiative from local governments consists of shared farms for citizens: citizens request a piece of land to cultivate vegetables and the government assigns them to the citizens for a limited period of time. This is a way of using and maintaining the land and soil near the towns and villages.

Despite the great controversy in Spain due to the start of operation of mobility platforms such as Uber and Cabify, mobility is one field that might be a market niche in Spain. "The Conclusions on New Trends of Social Economy"¹² show that younger generations do not expect to buy a car. Instead, they prefer to use car-sharing.

In line with mobility, since cycling is becoming increasingly popular in Spain as a mean of transport, construction workers should be properly trained. These specialists should have the necessary technical knowledge and equipment to carry out these services properly in order to preserve road safety. In recent years, more and more people are supporting sustainable transport. In 2016, Spain was the country where the use of bicycles increased

¹² Conclusions on New Trends of Social Economy, Ministry of Agriculture and Fisheries, Food and Environment and Ministry of Economy, Industry and Competitiveness: https://www.miteco.gob.es/es/calidad-y-evaluacion-ambiental/temas/economia-circular/mesa5conclusion_tcm30-430877.pdf

the most, with 8%, ahead of Switzerland with an increase of 6% and Finland, with an increase of 4% according to the *European commission*¹³.

Also, jobs related to the textile sector might be a field to exploit in this field according to *European sustainable business federation*¹⁴.

Trends might lead, according to the study *Employment and the circular economy. Job creation in a more resource efficient Britain. Green Alliance, 2015*, low-skilled adults will be potentially needed in Circular Economy activities mainly related to:

- Closed-loop recycling (Using waste to make new products without changing the inherent properties of the material being recycled).
- Open-loop recycling (also, Downcycling, uses recovered materials to create products that have lower value compared to those produced in closed-loop recycling).
- Reuse.

All in all, there are different working sectors that are likely to change in a few years, and creativity seems to be key in all of them.

¹³ News from European commission "the bike an ally for the environment and for you" (2016): https://ec.europa.eu/spain/news/20190603_%20The-bike-an-ally-for-the-environment-and-for-you_es

¹⁴ Circular fashion advocacy, a strategy towards a circular fashion industry in Europe, 2019: <https://ecopreneur.eu/wp-content/uploads/2019/03/EcoP-Circular-Fashion-Advocacy-Report-28-3-19.pdf>

6. The Pocket Library: collection of documents, reports, book, and websites on circular economy

With regards to sources and methods for collecting data, we have collected it from different online sources. Specifically, information was collected through:



1. Report: "situation and evolution of the circular economy in Spain". The document presents some general information about Circular Economy, Indicators on Circular Economy and its context in Spain regarding resources, water, waste, recycling and actors and good practices identified in Spain, as well as the framework offered by the politics and some recommendations:
<http://informecotec.es/media/informe-CotecISBN-1.pdf>
2. Report: "Why and how to develop circular economy strategies at regional levels", issued by the Foundation for Circular Economy. The document shows references of regional strategies in Circular Economy, as well as some tools at legal, economic and informative-educative levels. The document also gathers information about the first initiatives put into practice in Spain:
http://economiecircular.org/DOCUMENTACION/Publicaciones/Monografias/201703_Por%20qu%C3%A9%20y%20c%C3%B3mo.pdf
3. Blog site with information about Platforms, Documents, Articles, Legislation, Statistics, Guides, Good Practices, pieces of News, and audiovisual content on Circular Economy:
<http://hedeasociadadelconocimiento.blogspot.com/2018/07/herramientas-de-apoyo-la-economia.html>

4. Tools to measure Corporate Social Responsibility:
<https://blogmapfre.com/responsabilidad-social/que-herramientas-se-utilizan-para-medir-la-responsabilidad-social-corporativa/>
5. European Investment Bank Circular Economy Guide:
<https://circulareconomy.europa.eu/platform/en/knowledge/eib-guide-circular-economy>
6. OECD Guide on Business Models for the Circular Economy. Opportunities and Challenges from a Policy Perspective:
<https://www.oecd.org/environment/waste/policy-highlights-business-models-for-the-circular-economy.pdf>. The guide is available in English in the following link:
https://www.eib.org/attachments/thematic/circular_economy_guide_en.pdf
7. Initiatives from the European Investment Bank on Circular Economy:
<https://www.eib.org/en/projects/initiatives/circular-economy/index>
8. Circular Business Models for the building sector (Ellen MacArthur Foundation):
https://circulareconomy.europa.eu/platform/sites/default/files/knowledge_circular_business-models-for_the_environment.pdf

7. Tools and methodologies for CircEc and SR applications

In recent years, actions and initiatives have been developed in our country in administrations, companies and social organizations, but the implementation of circular strategies is still incipient. Nevertheless, some of the methodologies used are the following:

- waste prevention
- reduce -recycle -reuse
- industrial ecology
- Eco-Conception
- Industrial symbiosis
- sharing economy
- FTSE4good IBEX
- Merco (corporate social responsibility ranking -Monitor Empresarial de Reputación Corporativa in Spanish). ¹⁵

¹⁵ social responsible companies ´ ranking in Spain,2019:
<http://merco.info/es/ranking-merco-empresas>

- Organic food (The Spanish organic market is smaller than average for the European Union, but it has grown steadily in the last five years (data from 2011 gathered from *IFOAM EU*¹⁶ which is the European organisation for organic food and farming). Regarding exports and imports: A large proportion of the organic production – mainly fruits, vegetables, wine and oil – is sold in other EU countries.

At regional level, it is worth mentioning that there are emerging some innovation groups such as "Leaders of Innovation and Circular Economy of the Valencian Community"¹⁷ in order to make visibility, promote and raise awareness about the sustainability and benefits for society and the environment of the new model of the circular economy.

At the first meeting of the group of "Leaders of Innovation and Circular Economy of the Valencian Community" they agreed the model of operation, initial objectives, and work proposals. Among the proposals, it was agreed to hold events with the presence of national and international guests and round tables where success stories can be presented and visions of innovation and the circular economy in various fields.

- Circular Economy tool, developed by Cambridge University and the Manufacturing Institute. It provides free tools and materials for companies to help in the development of commercially sustainable products, services and models: <http://circulareconomytoolkit.org/>
- Tool for the evaluation of the economic, social and environmental sustainability of a building: <http://www.breeam.es/breeam-espana>
- Set of tools addressed to governments "Toolkit for policymakers" from the Ellen MacArthur Foundation. The kit identifies eight key ideas, options to take, opportunities and barriers, and it demonstrates how these tools can be applied in a pilot study carried out in Denmark:

¹⁶ Making Europe more organic, IFOAM EU:
<https://www.ifoam-eu.org/en/about-us/mission-achievements>

¹⁷ Nace el grupo de líderes de innovación y economía circular de la comunidad valenciana, CEEI Valencia, 2018: <http://ceeivalencia.emprenemjunts.es/?op=8&n=16655>

<https://www.ellenmacarthurfoundation.org/resources/apply/toolkit-for-policymakers>

- Three steps to finance Circular Economy in enterprises:
<http://headesociedaddelconocimiento.blogspot.com/2018/09/aunque-las-oportunidades-para-invertir.html>
- Greendigitalcharter is a platform where cities can navigate and share projects and tools, and exchange and monitor their experiences and implementations. The toolkit was developed in some cities through the NiCE project:
http://www.greendigitalcharter.eu/nice_toolkit/index.php
- The Circular Economy Practitioner Guide is a guide with examples and strategies to help in the transition to Circular Economy:
<https://www.ceguide.org/>
- Guide of the CEO for Climate Action, presented in the COP21 (UN Climate Summit):
<https://www.wbcsd.org/Overview/Resources/General/The-CEO-Guide-to-CLIMATE-ACTION>. PDF in English:
<https://www.wbcsd.org/contentwbc/download/4380/59047>
- Tools for Circular Entrepreneurship:
<https://hollandcircularhotspot.nl/en/useful-tools-for-circular-entrepreneurship/>
- PAAS (Product-as-a-Service) entrepreneurs and financiers with a Circular Economy perspective: <https://www.circle-economy.com/wp-content/uploads/2019/09/PaaS-Question-Kit.pdf>
- Workbook for developing Circular Economy Business Models "Organising the Circular Economy":
https://circulareconomy.europa.eu/platform/sites/default/files/organising_for_the_circular_economy_ebook.pdf
- Waste prevention and/or prohibition (page 15: http://economiacircular.org/DOCUMENTACION/Publicaciones/Monografias/201703_Por%20qu%C3%A9%20y%20c%C3%B3mo.pdf)
- Mandatory recycling of waste (page 15: http://economiacircular.org/DOCUMENTACION/Publicaciones/Monografias/201703_Por%20qu%C3%A9%20y%20c%C3%B3mo.pdf)
- Systems of Widened Responsibility for Producers (page 15: http://economiacircular.org/DOCUMENTACION/Publicaciones/Monografias/201703_Por%20qu%C3%A9%20y%20c%C3%B3mo.pdf)
- Industrial symbiosis:
<https://www.ellenmacarthurfoundation.org/case-studies/effective-industrial-symbiosis>
- Index FTSE4good IBEX
- Merco (Monitor Empresarial de Reputación Corporativa).
<http://merco.info/es/ranking-merco-empresas>
- At economic level, there are also some other instruments that can be used at regional level (page 15: http://economiacircular.org/DOCUMENTACION/Publicaciones/Monografias/201703_Por%20qu%C3%A9%20y%20c%C3%B3mo.pdf):
 - Relationships with Social Economy
 - Attribution criteria of public markets

- Possibilities of differentiating taxes on products, the type of waste gathering, the waste-treatment plants.

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