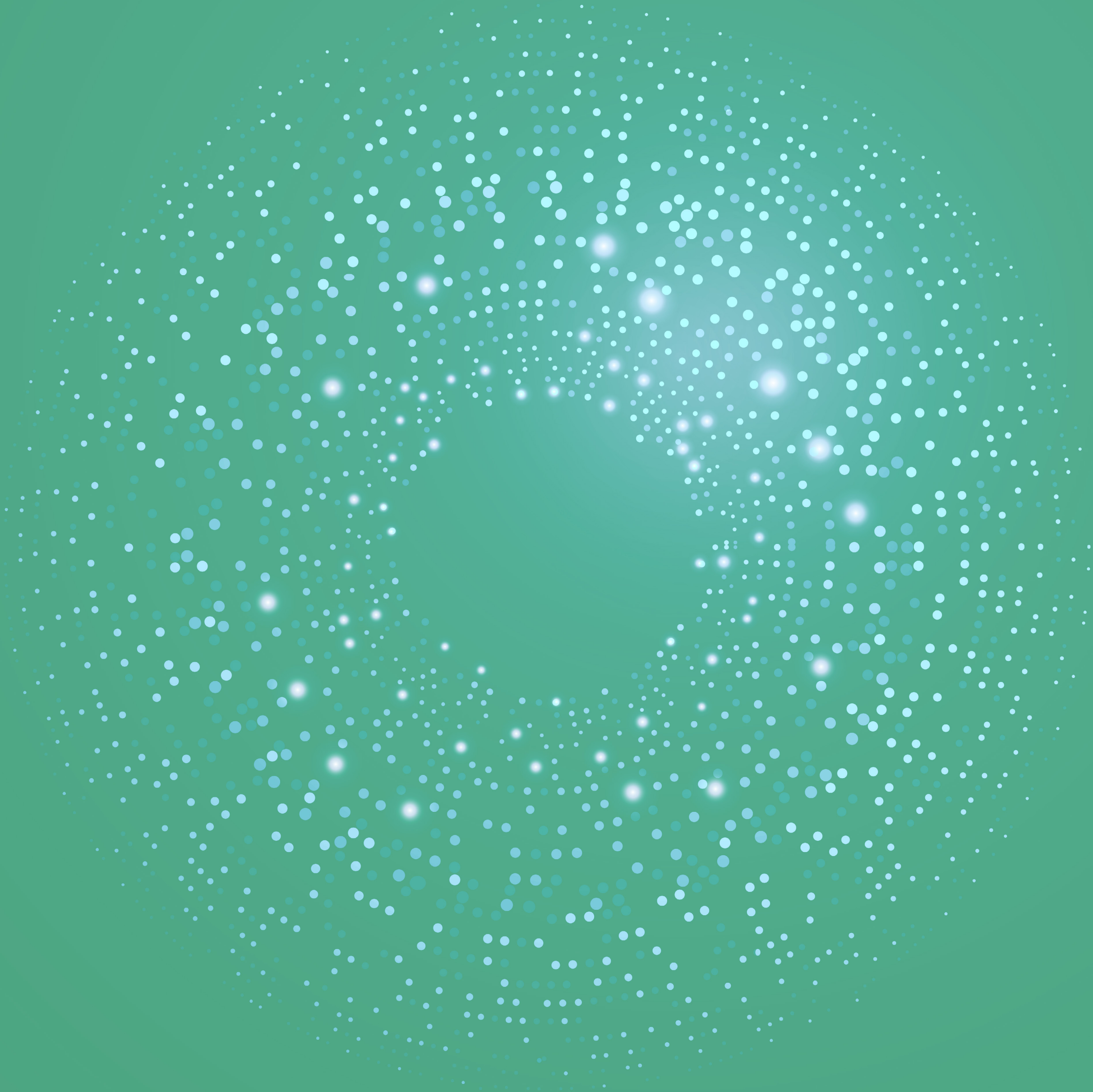


Scale360° Impact Report

2023

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Celebrating circular innovation

Scale360° is a pioneering, global public-private partnership aiming to accelerate the transition to a circular economy by supporting bottom-up innovation and entrepreneurship. Its mission is to mobilize action among innovators, governments and private-sector stakeholders to develop an environment that supports circular innovation. Taking a multistakeholder approach that includes government, business, civil society and entrepreneurs, the Scale360° initiative targets specific marketplace challenges in each local economy to stimulate targeted circular economy solutions.

The programme's stakeholders have conducted diverse and comprehensive interventions, ranging from securing leadership commitments through to creating consumer campaigns, policy working groups and circular economy trainings. This stakeholder-centric approach focuses on engaging participants from all sectors, including educators, students, start-ups, small and medium-sized enterprises (SMEs), corporates, non-governmental organizations (NGOs) and governments. Most importantly, Scale360° has created a community to share knowledge and collaborate in developing solutions that will help drive the transition towards a circular economy in a manner that empowers local champions.



The programme was one of the first initiatives from the Forum that fully recognized the value of accelerating the circular transition driven by local innovators through the support of a global community. Our vision is for every innovator to have the support, network and insight they need to build a circular economy that works for their community. Through our grassroots innovators, we were able to achieve our goal of supporting circular innovation all over the world. We are proud to say that the Scale360° programme showcases the magic that can happen through multilevel public-private partnerships.

Kristin Hughes, Director of Resource Circularity, World Economic Forum



As a pioneering signatory of the Scale360° initiative, the UAE acknowledges its crucial role in charting the course for both public and private entities to reap the rewards of expanding circular innovation across sectors. The timely introduction of the Scale360° Circular Innovation Playbook aligns perfectly with our strategic transition to a circular economy, fostering resilience against global challenges from pandemics to environmental issues. In this Year of Sustainability and as we prepare for COP28, the UAE is committed to transforming these challenges into opportunities for growth and prosperity.

Her Excellency, Mariam Almheiri, UAE Minister of Climate Change and Environment



At the Wicked Acceleration Labs of Imperial College London, we are keen to build on the legacy of the Scale360° programme by improving the methodology with up-to-date research to ensure the playbook can continue to provide lasting impact for target communities. Transforming systems to adopt circularity is a great feat that requires many stakeholders to collaborate to overcome barriers and scale the solutions of the future.

Erkkko Autio, Professor and Co-Director of Wicked Acceleration Labs, Imperial College Business School

Designing for lasting impact

Empowering innovators



The Scale360° Circular Innovation Playbook provides an actionable methodology, grounded in design thinking, and targeted interventions to ignite circular innovation. It includes a scoping procedure, workshops and analysis, leading to a tangible intervention recommendation tool.

Connecting change-makers



A community of more than 150 Scale360° innovators from 60 organizations from all over the world have learned from each other's experiences. The Scale360° community is composed of grassroots innovators, such as the **Global Shapers**, as well as public partners including SGIInnovate in Singapore, the Ministry of Environment in Chile and the Circular Economy Council of the UAE, and private companies such as Kearney and Accenture. Through various events, Scale360° participants have also accessed the World Economic Forum's broader circular economy community of more than 650 members from 300+ organizations.

Amplifying the circular economy



The World Economic Forum offers a platform that provides access to increased support and reach, driving awareness of relevant circular initiatives. Its circular economy content has generated more than 20 million views across social media platforms – for example, on **packaging** and **reusable bottles** – while its **agenda blogs** and **white papers** have generated more than 700,000 views.

Scale360° provides innovators with the tools necessary to incorporate circularity at each stage of their projects, from the initiation phase through to realizing the full potential of their ambitions. The programme positions innovators centrally within the circular economy environment, connects them with other change-makers and amplifies their achievements.



Circular innovations at a glance

The Scale360° Circular Innovation Playbook provides guidance on 26 interventions that support innovators with the design, development and execution of their circular programmes. The playbook is designed to work in conjunction with the intervention selector tool, which supports innovators in picking the best intervention based on the requirements and programme maturity level. Opposite is a snapshot of circular interventions that have achieved significant impact.

Policy working groups

Multistakeholder collaboration efforts aimed at advancing regional, national or subnational policies to create an enabling environment for circular economy innovation.

Case study

In November 2022, the Puebla, Mexico, hub hosted circularity bootcamps to educate public-sector representatives on the circular economy. With the help of the local congressman, hub members created a policy working group to guide policy-makers on effective legislation to accelerate circular efforts.

Strategic innovation agreements

Mutually beneficial international or national alliances or agreements between two or three – or more – parties within an innovation challenge space.

Case study

Recognizing that there was limited awareness of the circular economy in its community, the Jacksonville, USA, hub developed a circularity network by engaging with the North Florida Green Chamber of Commerce, along with 14 other organizations.

Innovation challenges

Challenges focused on the development of new ideas to bring the most effective solutions forward under the Scale360° mandate.

Case study

The Kochi, India, hub organized the **Climathon** event in collaboration with the Kerala Start-Up Mission (KSUM) and EY Global Delivery Services to develop solutions to climate-change challenges. The two-day event was packed with design thinking challenges, networking and mentorship opportunities. More than 150 people participated.

Leadership Commitments

Securing leadership commitments from influential figures in the circular economy environment to build momentum, putting circular economy innovation on the agenda of large organizations and providing clarity in terms of business value for investors.

Network formation

Building networks and connections between influential figures in the circular economy environment, as well as informal networking and relationship-building among stakeholders.

Start-up accelerators

Structured innovation programmes to test and develop sustainable solutions and business models at the speed of a start-up, outside traditional organizations.

The road to impact

For the past three years, Scale360° has supported the growth of a programme that has enabled innovators to deliver significant change in their region.



2020

Scale360° Launch

Launch of the Scale360° Circular Innovation Playbook at the Sustainable Development Impact Meeting, a conference hosted by the World Economic Forum alongside the United Nations General Assembly in New York. The Forum, in partnership with the United Arab Emirates, developed a methodology grounded in design thinking to support innovators across the world to incorporate circularity in projects from initiation to delivery.



2021

63 Scale360° partners

Starting strong: The number of partners grew quickly in the first year as Scale360° was launched all over the world.

Thought leadership milestone

January 2021: Release of the white paper ***Circular Trailblazers: Scale-ups Leading the Way Towards a More Circular Economy***, published by the Forum in collaboration with ScaleUp Nation. The paper explores the new strategies that scale-ups deploy as they reshape policy and market conditions, appeal to an emerging customer base and create significant opportunities for investors.



2022 and beyond

70+ Scale360° partners

The number of Scale360° partners continues to grow, and the Forum has incorporated the findings from the initiative into all of its circular economy initiatives. The Scale360° methodology will continue to be developed, while the Imperial College London will take on the responsibility of the secretariat.



The knowledge developed through Scale360° has been embedded in other initiatives supporting circular innovation:

The Circular Transformation of Industries

This initiative from the World Economic Forum, in partnership with Bain & Co., the University of Cambridge and INSEAD, aims to implement circular transformation at a systems-change level. It builds on the knowledge from Scale360° to support circular innovation across industries.

The Circularity Accelerator

The Circularity Accelerator is advancing the global transition to a more circular economy, connecting organizations that prioritize circular innovation with disruptors seeking to scale circular solutions. It is led by Accenture in partnership with Anglo American, Ecolab and AWS and hosted digitally on the World Economic Forum's platform for SDG innovation, UpLink.



Sphere of impact

By supporting the creation of local and national hubs, Scale360° is able to reach communities across the globe. With thousands of people engaging with the platform, Scale360° has supported circular innovators to create meaningful projects in many regions.

10M+

individuals reached through social media

300+

people have participated in Scale360° interventions

100K+

people have been affected by the programme over the past three years



The programme has activated eight national programmes, one global accelerator and 21 city hubs



Inclusive representation from all regions

60+

interventions

Includes policy working groups, leadership commitments, consumer campaigns, circular economy innovation trainings, centres of excellence and many more

1,000+

attendees at partner-led events (including circular economy trainings, policy working groups and innovation challenges)



The Circular Shapers:

The leaders of tomorrow

The World Economic Forum believes in a world in which youth is at the heart of solution-building and lasting change. Scale360° is ensuring that the leaders of tomorrow are also advocates of circular innovation by partnering with the Global Shapers Community.

The Circular Shapers are competitively selected from the Global Shapers Community, a network of committed and energized young volunteers in 500 city-based hubs around the world. Global Shapers are perfectly positioned to leverage the Scale360° playbook and transform their cities into centres of circular innovation because of their local knowledge and networks. The Circular Shapers programme was created to accelerate and deepen the local impact of Scale360° through energetic grassroots leaders with local knowhow. The Shapers became circular economy experts and used the Scale360° methodology to design, organize and deliver circular economy projects reflected by and tailored to local needs, while engaging with local public, private and civil society stakeholders.

There are currently active Circular Shapers hubs in Ankara, Cebu, Dar es Salaam, Jacksonville, Kochi, Kolkata, Lausanne, Morella, Puebla and Sao Paolo. The most impactful hubs have had the chance to connect with world leaders and share their experience at the Forum's Annual Meeting in Davos.

21

Circular Shaper hubs
across the world

40+

interventions



Who are the Global Shapers?

The Global Shapers Community is a network of more than 15,000 young people (members and alumni) from 500 hubs implementing locally based projects within their respective cities. Shapers are globally minded, collaborative and are at the forefront of the Forum's mission to improve the state of the world.

Discover more about Scale360° through the Cebu Scale360° hub



Circulo aims to support the Philippines' transition to a circular economy by introducing local interventions targeting high-impact sectors. With the support of the British Council Circular Futures Lab in collaboration with the Ellen MacArthur Foundation, Circulo was established as the country's pioneer circular design initiative. The organization presents strategies for the Philippines to adopt circular economic principles.

Taking a multistakeholder approach, Circulo has identified the four material value chains that are most relevant for the Philippines to address with circular solutions: plastics, fashion, food and e-waste. The hub has executed an intervention aligning to each value chain.



Circulo



Scale360° Cebu hub, Philippines

Plastics

Delivering workshops and a community-driven campaign on segregation, disposal and recycling, fostering the creation of a circular ecosystem for plastic.

Results:

- 1 110+ and counting public and private listings for plastic drop-off points, sanitary landfills and recycling plants in the Scale360° Plastic Directory
- 2 Onboarded three local leaders to the Plastics Advisory Board
- 3 More than 5,000 people supplied with the resource videos and toolkit (estimate based on number of followers on Global Shapers Community social media pages)

Fashion

Helping local brands reassess their supply chain in the light of circular economy concerns by mapping out organizations in the circular value chain and helping customers identify who they can support in the space.

Results:

- 1 Supported local brands to strengthen their existing sustainable supply chain activity solution areas such as repair, reworking/upcycling and retail. Created an online directory with local brands focusing on sustainable and circular fashion, with more than 70 companies listed. Stakeholders can access the directory [here](#).





I am personally thrilled to have the Cebu Hub join this cohort of Circular Shapers using the Scale360° playbook. The collaboration between Scale360° and the Global Shapers Community started three years ago as the Shapers' Climate Action Steering Committee completed its term. Through the leadership of the circular economy team, our community was approached to reimagine action for the circular transition – action through grassroots communities driven by the youth. Scale360° Philippines will continue mobilizing action through our pilot interventions as the other hubs will after the conclusion of this cohort.

Carlo Chen-Delantar, Head of ESG & Circular Economy, Gobi Partners; founding member of Cebu Global Shapers Hub



Food

Partnering with [Sugbo Mercado](#) to collect food waste for vermicomposting. Composts are used to fertilize an urban garden in the area that supplies merchants and provides consumers with produce. Stakeholders can locate food waste bins through [this directory](#).

Results:

- 1 Collected 549kg of food waste from the food vendors of the food park and converted it to 190kg of vermicompost, which was used to create an urban garden within the food park. The garden was highly successful in supplying fertile compost to local farmers and providing vegetables to food vendors within the food park.

E-waste

Connecting consumers, retailers, local government units and environmental offices through a comprehensive directory of e-waste drop-off points and by installing additional drop-off bins for safe disposal.

Results:

- 1 90 public and private local waste-collecting units and private-sector treatment, storage and disposal (TSD) facilities compiled on the [scale360.ph](#) e-waste directory.
- 2 Three e-waste disposal bins stationed in prominent areas across two of Cebu's biggest malls, which draw up to 100,000 people a day.
- 3 More than 1,700 people and counting reached via e-waste social campaigns (Global Shapers Cebu social media metrics).

Discover more about Scale360° through the Puebla Scale360° hub

The Scale360° Puebla hub in Mexico developed a policy working group to increase awareness of the circular economy with local politicians. With the support of the World Economic Forum and local NGOs, they delivered a “circularity bootcamp” at their local congress centre.

Circular Interventions:

- 1 A kick-off circular economy workshop
- 2 Innovation radar
- 3 Puebla state congress intervention
- 4 Signature of Agreement: CCE and COPARMEX
- 5 Youth assembly in Puebla

Puebla state congress

Puebla hub members held circularity bootcamps to educate public-sector representatives on the circular economy. They also created a policy working group to guide policy-makers on effective legislation to accelerate progress. In November 2022, they launched a workshop in Puebla state congress, with the help of their local congressman. Members of local organizations – including directors of the most important universities in the region and Endeavor, a Mexico-based organization promoting the region as an innovation hub in clean technology – also participated.

Results:

- The project reached roughly 1,000 people in Puebla from different sectors, gaining two agreement signatures with the most important business chambers in the region and holding two presentations in the Puebla state congress that were attended by representatives from more than 20 NGOs, government, universities and companies.
- 40+ people actively participated.



We are proud of the collaboration between governments, companies, academia and civil society and the opportunity to influence national standards.

Felipe Contreras, Chief Executive Officer and Founder of Dentinity, and Vice-Curator of Global Shapers Hub Puebla



Policy working group meeting at the congress centre



Youth assembly in Puebla

Scale360° testimonials



Participating in the Scale 360° Program has been an exceptional experience for the team and I. The World Economic Forum’s emphasis on the circular economy is of great relevance, and participation in this programme as a member of the Shapers community has been nothing short of exceptional for the leadership development of our hub. We are grateful for the positive impact that the programme has created, not only within our city but at a national level as well. It is with great pride that we can confidently assert that the Scale 360° programme has set the benchmark for innovation and the circular economy in Morelia and across our country, creating a significant impact on the lives of Mexicans by raising awareness and promoting these critical topics on our agendas.

Salma Melissa Mohammadiyan, Social Entrepreneur and Global Impact Officer, Global Shapers Hub Morelia



What I love about the Scale360° Playbook is the notion of play and the creativity it spurs for us to work together. It is exciting and fun to apply tomorrow’s solutions to yesterday’s issues. People will want to use the Playbook because it opens the doors wide to new thinking, new actions, and delightful, productive and profitable collaborations.

William McDonough, Adjunct Professor, Department of Civil and Environmental Engineering, Stanford University, USA



Circular Shapers continue to exceed expectations. From the pilot phase through to the latest cohort, the teams of young change-makers have found ways to deliver outsized impact within and beyond their communities – from national radio shows in Bhutan, to regional public-private workshops in Italy, to training university professors and local government leaders in Mexico. The programme’s achievements demonstrate the potential of a community-led approach to supporting innovation and advancing the circular economy.

Helen Burdett, Head of Technology Strategy, World Economic Forum



Given the current climate-environmental emergency, the initiative created by the World Economic Forum through Scale360° contributes to the generation of leaders and agents of change that positively impact the creation of circular innovation strategies and models tailored to the demands of our region, developing a high impact on the city of Morelia.

Angélica Sánchez Gómez, Director of Business Administration, UNLA

Future of Scale360°:

Q&A with Imperial College London



Cristóbal García-Herrera

Senior Teaching Fellow
and Researcher,
Co-Director of Wicked
Acceleration Labs,
Imperial College Business School



Erkkö Autio

Professor and Co-Director of
Wicked Acceleration Labs,
Imperial College Business School

A Why is supporting circular economy innovation important for the Imperial College London?

Imperial College's research and impact mission focuses on four strategic pillars: Sustainable Society, Resilient Society, Smart Society and Healthy Society. In different ways, circular economy innovation helps advance each of these. Circular economy innovation is also relevant for Imperial College's "NetZero" portfolio of research initiatives that cuts across Imperial College's different faculties. The ambition of the "NetZero" research portfolio is to advance a net-zero economy that generates no negative externality to the environment. Again, circular economy innovation is relevant for this ambition.

Important cross-faculty structures to advance Imperial's four strategic pillars include (but are not limited to) the Grantham Institute of Climate Change and the Environment, the Leonardo Centre and the Wicked Acceleration Labs.

Future of Scale360°:

Q&A with Imperial College London continued

B How has Imperial already participated in improving Scale360°?

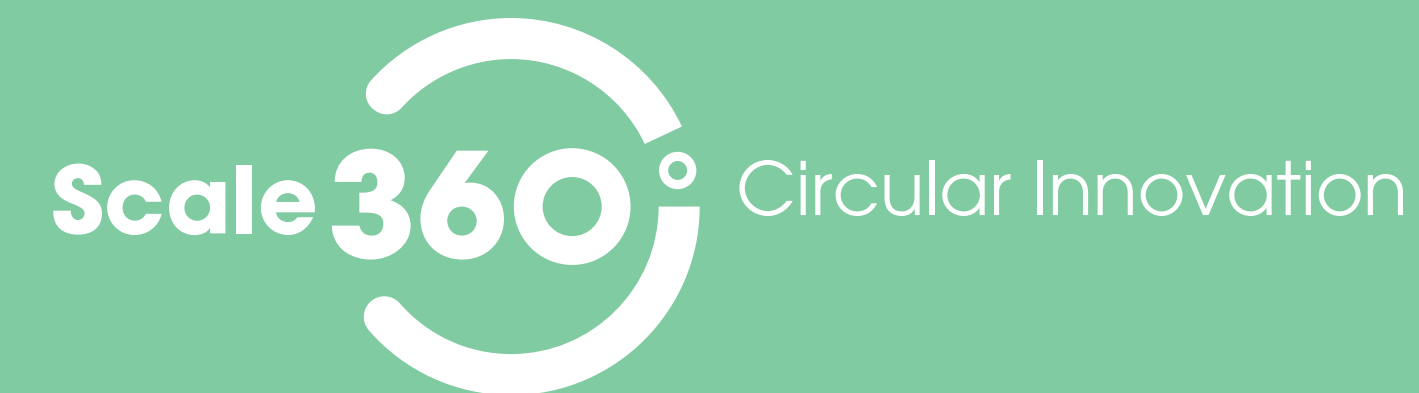
One of the co-founders of the Wicked Acceleration Labs, Mike Pinder, helped develop the Circular Economy Playbook that Scale360° uses. Together with Scale360°, we have also conducted research monitoring how the playbook has been applied in Scale360° projects in different regions in the world: which tools of the playbook have worked well, which ones not that well, and how the playbook could be improved further. Using a design science approach (not to be confused with design thinking), we have explored the ideas and theories that underpinned the different tools and how region-specific factors have influenced their adoption. This research collaboration helped us identify some of the key levers to accelerate the circular economy in different institutional and regional contexts. Important drivers include, for example, a shared vision that is also actionable, and smart and supportive government

regulation, as well as good alignment across different stakeholders. You cannot impose a vision in a top-down manner. Instead, the different stakeholders need to jointly create a shared vision of the region's circular economy that is actionable and realistic, and one that all stakeholders are actively willing to subscribe to. The insights emerging from this research we have fed back to the Scale360° regional teams and plan to use to further improve the playbook.

C How do you see the future of Scale360° developing?

At Imperial College we want to start building upon the Scale360° platform since we see tremendous potential to harness it for research, teaching, and external outreach and collaboration. Our plan is to start building on Scale360° and gradually evolve it into a "System360°" platform, one that helps advance not only circular economy projects, but also sustainability-related ESG

and UN-endorsed Sustainable Development Goals more widely. Imperial is very much a "doing" university: central to its mission is to do research, teaching and outreach that delivers a real, positive, tangible and measurable impact on society, the economy and the planet we all share. Scale360° provides an ideal platform to support what we call "Wicked Acceleration" – i.e. the facilitation of positive and effective solutions to "wicked" systemic challenges in complex multistakeholder contexts. Our plan is to use and extend the Scale360° platform as a tool that helps enable and accelerate large-scale systemic transformation at organizational, technological and societal levels.



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