

THE ROLE OF BUSINESS IN THE CIRCULAR ECONOMY

Prospectus for a new CEPS Task Force

Co-Chairmen: Martin Stuchtey and Stef Kranendijk (SystemiQ)

Co-Rapporteurs: Vasileios Rizos and Arno Behrens

Researchers: Jorge Núñez Ferrer, David Rinaldi, Igor Taranic and Katja Tuokko

The CEPS Energy Climate House is launching a new Task Force on the circular economy with a focus on the role of EU policy and regulation to guide businesses and industry. Special attention will be given to the barriers and enablers companies encounter in their attempts to introduce circularity into their business operations as well as the measures needed to help businesses adapt to the changing environment and take advantage of new market opportunities. An additional key topic to be discussed is how we can improve coherence between sectoral approaches and an overall circular economy policy framework. The Task Force will provide a forum where stakeholders from different sectors can discuss these issues in a structured way. The outcome of the Task Force will be a Report containing actionable policy recommendations that emerge from discussions among the Task Force members. The Report will be widely disseminated to EU, member state and international policy-makers.

Provisional schedule of meetings (subject to modification, depending on the interest of the Task Force Members)

24 November 2016 **Major challenges and policy support to the circular economy**

15 December 2016 **Financing the circular economy**

2 February 2017 **Understanding the link between the circular and the digital economies**

29 March 2017 **Presentation of main conclusions and policy recommendations**

Introduction

The circular economy (CE) is currently not only a major buzzword in environmental policy circles but also one of the EU's key strategies to stimulate sustainable economic growth and jobs, as illustrated by the European Commission's Work Programme for 2016. During 2015, the circular economy became one of the most debated topics in the EU in the context of the withdrawal of the 2014 Circular Economy Package and the preparation of the new proposal by the Juncker Commission. Following an extensive debate in EU policy cycles, a new Package, which consists of an Action plan for the Circular Economy and four legislative proposals on waste, was proposed in December 2015.

The circular economy aims at minimising waste and excessive resource use by optimising production cycles and turning goods at the end of their lifespan to resources for others through re-use, re-manufacture, re-cycling, waste reduction and other practices; in other words, CE is restorative by design and intention. It promotes the emergence of new business models, which disrupt the linear economy, based on resource extraction, manufacturing, consuming and disposing products at the end of their life cycle, or the take-make-consume-dispose model.¹

Developing a circular economy would reduce the burden on global ecosystems, whilst ensuring cost-competitive advantages. In addition, it is argued that it would help Europe reduce its import

¹ I. Taranic, A. Behrens and C. Topi (2016), "Understanding the Circular Economy in Europe, from Resource Efficiency to Sharing Platforms: The CEPS Framework", CEPS Special Report No. 143, CEPS, Brussels, July.

dependence as well as decrease its exposure to supply risks and price volatility.² Resource use is also one of the most important sources of GHG emissions.³ Looking beyond environmental sustainability, recent studies indicate that the circular economy can also provide significant economic benefits⁴ by creating new markets for circular economy products and services. Although the results of the available studies depend on several assumptions that need to be tested in practice, they offer an indication of the potential dual environmental and economic benefits of the circular economy.

The transition to a circular economy would require fundamental changes across value chains.⁵ A new wave of technological innovations could help re-shape linear-economy structures towards circular structures.⁶ Companies whose growth has been traditionally tied to linear business models and practices will need to adapt to a new environment. The role of governments is to facilitate this transition.

Objective of the Task Force and issues to be discussed

The Task Force will enable a structured dialogue among stakeholders interested in the circular economy, backed by independent research and analysis carried out by the CEPS Energy Climate House rapporteurs. While the discussions will be centred on the Circular Economy Package, other EU policies may also be addressed given the breadth of interpretation of the concept and its synergies with other EU policy areas such as the Digital Single Market, Energy Union, the Collaborative Economy, Industry 2020 and Jobs and Skills.

A list of principal issues proposed by CEPS is presented below. These topics will be discussed in an integrated manner in the context of four meetings (see more details about the meetings on p. 6). More issues can be added to this list depending on the preferences of the Task Force members.

1. Policy support for driving change

Despite the increasing recognition of the benefits of the circular economy for business, there remains a range of challenges and barriers that need to be addressed. For example, the transition to a circular business model is often hindered by market barriers and misaligned incentives along the value chains.⁷ In some cases companies lack the specific skills and information sets required for the design of circular products and processes,⁸ while in others consumers have negative perceptions towards circular products.⁹ Inefficient policies may also act as a barrier to the uptake of circular business models.¹⁰ To this end, policy intervention may be needed to help companies to cope with the challenges dictated by the market transformation and to create the right market conditions for the private sector to develop cutting-edge business models, which can outperform more traditional models in the new CE environment.

² EEA (European Environment Agency) (2015), "The European Environment State and Outlook 2015 - Synthesis Report"; EEA (European Environment Agency) (2016), "Circular economy in Europe - Developing the knowledge base", Copenhagen.

³ A. Behrens (2016), "Time to connect the dots: What is the link between climate change policy and the circular economy?", CEPS Policy Brief No. 337, CEPS, Brussels, January.

⁴ For example, the Ellen MacArthur Foundation has estimated that circular business models can yield net material cost savings in the range of €265 to €490 billion for a subset of manufacturing sectors. See Ellen MacArthur Foundation (2013), "Towards the Circular Economy: Economic and business rationale for an accelerated transition".

⁵ S. Acsinte and A. Verbeek (2015), "Assessment of access-to-finance conditions for projects supporting Circular Economy - Final Report", Report prepared for DG Research and Innovation, European Commission; R. Vanner et al. (2014), "Scoping study to identify potential circular economy actions, priority sectors, material flows and value chains", study prepared for DG Environment, European Commission.

⁶ World Economic Forum (2016), "Intelligent Assets Unlocking the Circular Economy Potential".

⁷ D. Benton and J. Hazell (2013), "Resource resilient UK - A report from the Circular Economy Task Force", Green Alliance; and Vanner et al. (2014) op. cit.

⁸ Ellen MacArthur Foundation, (2013), op. cit.

⁹ Vanner et al. (2014), op. cit.

¹⁰ V. Rizos, A. Behrens, T. Kafyke, M. Hirschnitz Garbers and A. Ioannou (2015), "The Circular Economy: Barriers and Opportunities for SMEs", CEPS Working Document No. 412, CEPS, Brussels, September; Vanner et al. (2014), *ibid*.

2. Overcoming the 'silos'

The circular economy is an overarching and cross-cutting concept encompassing various materials, products, processes and actors within different stages in product and value chains. It also has many synergies with other emerging concepts such as the digital and sharing economy. The concept has therefore a role to play in several different policy areas, such as waste management, product policy, digital single market, bio-economy, trade and industrial policy. This implies that the complex transition to a circular economy would require going beyond policy 'silos' and fragmented policy interventions. Orchestrated action across a number of policy domains would be necessary to address the multitude of interlinkages and interactions between different sectors, value chains and actors.¹¹ Ensuring a high level of policy coherence would be very important in this context to ensure that different policy areas cross-fertilise to meet business needs while avoiding inconsistencies and counterproductive results.

3. Fostering the circular economy through effective economic instruments

EU waste policy has a long history with some notable successes to its name¹² and has traditionally focused on the end-of-life disposal and management of materials. The Circular Economy Package aims to partly shift the focus of the EU waste policy upstream and address the full product cycle from production and consumption to waste management and the market for secondary raw materials. This shift would need to be accompanied by effective economic instruments to unlock a new wave of improvements across the different stages in product and value chains.¹³

A range of economic instruments have been proposed or implemented to promote resource efficiency and the circular economy. These include, among others, taxes and levies, deposit and refund schemes, preferential tax treatment for the repair and sale of second-hand products, VAT differentiation based on circularity criteria and extended producer responsibility schemes.¹⁴ Additionally, information-based instruments targeted at consumers, such as product labels and consumer advice services, may have a key role to play in fostering demand for circular products and services.¹⁵

4. Financing the transition

Turning Europe's linear economy into a circular economy will need high levels of investment across several sectors. It has been estimated, for example, that meeting the demand of the circular economy transition in five member states¹⁶ would require an additional level of annual investment in the range of 3% of GDP¹⁷ until 2030.¹⁸ Investments are needed to transform or upgrade several sectors such as agriculture, forestry, recycling, maintenance and repair, mobility, construction and engineering services.

The EU has in place several funding programmes which can promote investment in the circular economy. The Structural and Cohesion Funds, Horizon 2020 and COSME, just to mention some, can offer support to public and private actors that design CE-consistent solutions. In addition, the European Fund for Strategic Investment (EFSI), which is a purely market-based instrument made operational by the European Investment Bank and the European Investment Fund, targets projects with higher societal and economic value, including projects in the field of the circular economy,

¹¹ EEA (2016), op. cit.; Vanner et al., *ibid.* (2014).

¹² For example, disposal of municipal waste to landfills has decreased from around 64% of the amount generated in 1995 to about 30% in 2013.

¹³ H. Hislop and H. Julie (2011), "Reinventing the wheel: a circular economy for resource scarcity", Green Alliance.

¹⁴ European Academies' Science Advisory Council (2015), "Circular economy: a commentary from the perspectives of the natural and social sciences"; European Parliament (2015), "Report on resource efficiency: moving towards a circular economy", Committee on the Environment, Public Health and Food Safety.

¹⁵ Rizos et al. (2015).

¹⁶ Namely Finland, France, the Netherlands, Spain and Sweden.

¹⁷ This figure translates into about €6 billion in Finland, €60 billion in France, €20 billion in the Netherlands, €30 in Spain and €12 billion in Sweden.

¹⁸ A. Wijkman and K. Skånberg (2015), "The Circular Economy and Benefits for Society: Jobs and Climate Clear Winners in an Economy Based on Renewable Energy and Resource Efficiency", study requested by the Club of Rome with support from the MAVA Foundation.

through the provision of additional risk-bearing capacity.¹⁹ It can also be a key tool for SMEs to secure funds to revise their value chains or launch new CE operations. The array of funding products currently made available by EU institutions, ranging from grants to equity, from quasi-commercial loans to project bonds, and complex financial instruments, is meant to meet the needs of different industries and actors, but it is still to be seen how such products can work in synergy to maximise the impact on the circular economy and help mobilise private funds too. Indeed, beyond direct financing, the role of EU policy-making should be that of removing barriers that prevent private funds to be channelled towards CE initiatives.

How does a CEPS Task Force Work?

What is a CEPS Task Force?

CEPS Task Forces are processes of structured dialogue among stakeholders, backed by independent research and analysis of one of Europe's top think-tank. Based on the research agenda outlined in this prospectus, CEPS will organise a number of private meetings for Task Force members, with the participation of academics, stakeholders and policy-makers. Based on the discussions at these meetings and its own independent research, CEPS will publish a final report and a set of policy recommendations. The principles and guidelines for CEPS Task Forces are attached as an Annex at the back of this Prospectus.

Timeline

The first meeting will take place on 24 November 2016. A total of four meetings will take place over the next few months, including the meeting presenting the draft policy recommendations. The Task Force Report is expected to be published in spring 2017.

Task Force Report

At the end of the Task Force, we will publish a CEPS Task Force Report²⁰ that will present concrete policy recommendations. This Report will be circulated among EU, member state and international policy makers. The report will be based on discussions in the meetings, supplemented by research carried out by the rapporteurs.

Note that the CEPS Task Force Report will contain the general tone and direction of the discussion, but its recommendations do not necessarily reflect a full common position agreed by all members of the Task Force, nor do they necessarily represent the views of the institutions to which the members belong.

Dissemination

The final Task Force report will be presented on different occasions including for example in the European Parliament, in Brussels events or in member states. The Report will also be published and circulated among EU, member state and international policy makers. The objective is to ensure that the results and considerations included in the Task Force report reach policy-makers – and are taken into account in subsequent policy-making/thinking.

¹⁹ European Commission (2014), "Communication from the Commission - An Investment Plan for Europe", COM(2014) 903 final.

²⁰ See other CEPS Task Force Reports at: <https://www.ceps.eu/book-series/ceps-task-force-reports>

Intended Stakeholders

This Task Force is intended for the following stakeholders:

- ✓ Businesses/SMEs
- ✓ Business organisations
- ✓ International and regional institutions
- ✓ European institutions
- ✓ National governments
- ✓ Experts from academia
- ✓ NGOs/Civil societies
- ✓ Regional authorities

Other stakeholders not explicitly mentioned are welcome to participate. CEPS Task Forces usually benefit from the participation of representatives of national and international policy-making bodies as «observers», including the European Commission.

Team and methodology

As explained above, the Task Force will be co-chaired by Martin R. Stuchtey and Stef Kranendijk, both of whom have a long record of activities in the fields of circular economy business models and circular industrial systems. At least one of the two chairmen will be present in each of the four meetings.

Chairmen



Prof. Dr. Martin R. Stuchtey is founder and managing partner of SystemiQ Ltd., a specialist firm for innovation and investment in natural resources. Before founding SystemiQ he worked for McKinsey & Co. for 20 years. There he served clients in a range of sectors, from transportation to energy and infrastructure. In 2006, Martin co-founded McKinsey's Sustainability Practice, working with numerous corporate, government and social sector clients on the challenges of climate change, water scarcity, ocean degradation and resource depletion at large. Much of his work has been dedicated to circular industrial systems. He initiated – together with

Ellen MacArthur – the Circular Economy Initiative at the World Economic Forum. He has been a strategic advisor to the World Economic Forum and is the author of many articles, TV and radio broadcasts of resource management. He is a professor at Innsbruck University for Resource Strategy and Management. Prior to joining McKinsey, Martin served as a company commander in the German Alpine forces and worked as geologist on mining projects in Southern Africa. Martin Stuchtey holds a BSc. Hons.-degree in economic geology/mineralogy from Rhodes University (South Africa), an MA degree in business economics from the Coblenz School of Management "WHU" (Germany), an MBA from Lancaster University (UK) and a PhD in regional economics from the Technical University of Dresden.



Stef Kranendijk currently runs and co-owns two companies: one that cultivates collagen to make real leather requiring 10 to 100 times less water and energy needed than current processes and one that aims to eliminate flaring in the oil industry, as such saving 53% CO₂ per platform whilst boosting cash flow for the industry. In addition he recently has become Affiliate Partner at SystemiQ Ltd. a specialist firm for innovation and investment in the natural resource space. His most recent achievement (2007-15) consisted of turning, together with excellent people, the leading European carpet tile manufacturer Desso, of which he was Chairman, CEO

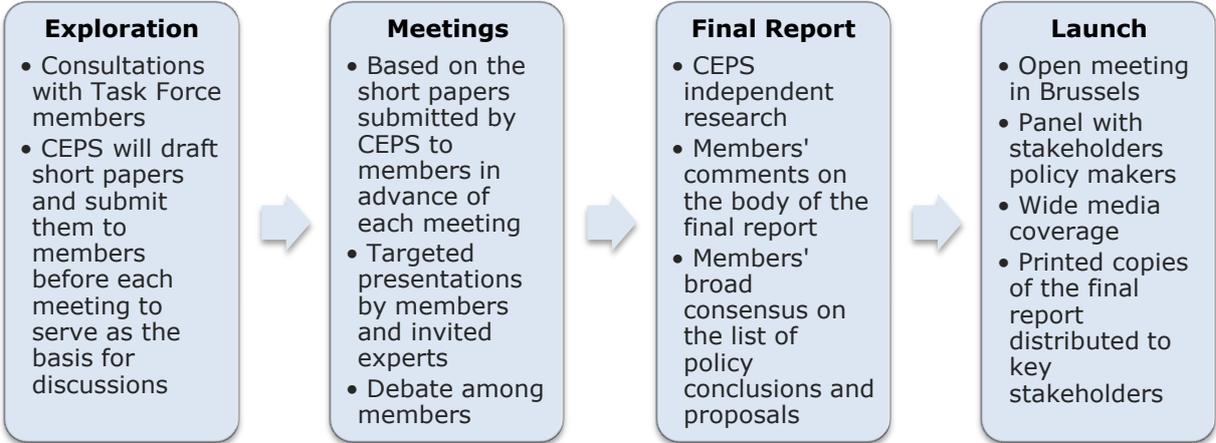
and co-owner, from a regular commodity company into the most innovative, creative and sustainable ('cradle to cradle') branded player in the industry. As a result, investors in Desso saw 2 to 8 or 20 times their total investment back. Stef is a regular speaker about the profit and market share building Circular Economy concept at the European Investment Bank (EIB), the European Commission and before that at London Business School, IMD Lausanne, Rotterdam School of Management, and on several occasions at the World Economic Forum in Davos. Today he is Chairman of The Dutch Green Business Association (De Groene Zaak), composed of 200 leading Dutch companies from all sectors that put sustainability in the heart of their business strategies. He also was until recently Chairman of the National Maritime Museum, Het Scheepvaartmuseum in Amsterdam. Prior to his independent entrepreneurship, he held board positions in a variety of

companies and was President Europe Middle East & Africa (1998-2000) of Stanley Works, an American S&P 500 firm. Before that he was 19 years with Procter & Gamble holding senior leading positions as Regional Vice President Central & Eastern Europe (1997-98), Vice President & General Manager P&G Germany (1994-97) and Managing Director P&G the Netherlands (1991-94).

Team

Research for this Task Force will be carried out by the following CEPS researchers: Vasileios Rizos (Research Fellow), Arno Behrens (Research Fellow and Head of Energy), Igor Taranic (Research Assistant), Katja Tuokko (Researcher), Jorge Núñez Ferrer (Research Fellow) and David Rinaldi (Research Fellow). Vasileios and Arno will also serve as co-rapporteurs.

Methodology



How to Join

To join, please follow the instructions on page 9 and submit the form on page 10.

Schedule and content of meetings

This section presents a brief outline of the Task Force meetings as currently envisaged. A total of four meetings will be organised; on the occasion of the fourth and last meeting, conclusions and policy recommendations will be presented. The topics of the second and third meeting are subject to change depending on the interest of Task Force members. All meetings will take place at CEPS, Place du Congrès 1, 1000 Brussels.

Meeting 1 – 24 November 2016 (venue: CEPS, Brussels)

Topic: Major challenges and policy support

Despite the increasing recognition among businesses about the benefits of the circular economy, there remains a range of challenges and barriers that need to be addressed. The transition to a circular business model is often hindered by market barriers and misaligned incentives along the value chains. Policy intervention will be needed to create the right market conditions for companies and help them overcome the barriers. This can be in the form of economic instruments, removal of inefficient regulation and Green Public Procurement. Policy support will also be needed to help businesses adapt to the new environment.

Questions:

- ✓ Principal challenges faced by industries and policy responses
- ✓ Barriers (regulatory, financial, market etc.)
- ✓ The role of economic instruments and fiscal incentives
- ✓ Creating the right market conditions for companies
- ✓ Green Public Procurement
- ✓ Improving demand for secondary raw materials through policy
- ✓ Elements for a successful strategy on plastics (for example)

Draft Agenda of first meeting

Speakers to be confirmed

09:00 - 09:30 Registration

09:30 - 09:35 Welcome **by Kerstin Born**, Head of Corporate Relations, CEPS and **Arno Behrens**, Head of Energy, CEPS

09:35 - 09:50 Introduction by the Chair, **Martin R. Stuchtey**, SystemiQ Ltd

09:50 - 10:00 Presentation of the scope of the Task Force and future steps by **Vasileios Rizos**, Research Fellow, CEPS

10:00 - 10:15 Discussion on the scope of the Task Force and expectations of Task Force members

EU policy context

10:15 -10:30 **Peter Handley**, Head of Unit, General Secretariat of the European Commission

10:15 - 10:30 **Sirpa Pietikäinen**, MEP, Rapporteur of the European Parliament report on resource efficiency: moving towards a circular economy

10:30 - 11:00 Discussion

11:00 - 11:30 Coffee break

Business challenges

11:30 - 11:45 **Nina Leth-Espensen**, Senior Adviser, Confederation of Danish Industry (DI)

11:45 - 12:00 Representative from a Foundation

12:00 - 13:00 Discussion

13:00 - 14:00 Lunch break

Challenges across different sectors and policy support

14:00 - 14:50 Sectoral approaches - 10 min each (the list below presents some preliminary examples of sectors which can be expanded depending on the interest of Task Force members)

- Consumer goods
- Electronics
- Healthcare sector
- Waste management sector

14:50 -15:20 Comments

Hugo-Maria Schally, Head of Unit, DG Environment, European Commission

Marzena Rogalska, Head of Unit, DG Grow, European Commission

Pieter de Pous, EU Policy Director, European Environmental Bureau

15:20 - 16:30 Discussion

16:30 - 16:45 Wrap-up and agreement on the Work Programme of the Task Force

Meeting 2 – 15 December 2016 (Venue: CEPS, Brussels)

Topic: Finance (subject to change depending on the interest of Task Force members)

Research indicates that the transition to a circular economy requires substantial financing and investments across several sectors. The EU has put in place several initiatives to stimulate investment in circular economy. However, there remain open questions about how these initiatives can complement each other and how can the EU better leverage and unleash sufficient private investment to meet the needs of the CE transformation.

Questions:

- ✓ Role of EU, national and private financing
- ✓ Role of infrastructures and infrastructure financing
- ✓ Reaching the SMEs world with appropriate funding tools
- ✓ How to deliver blending instruments and leverage private investment
- ✓ Regulatory changes to facilitate private financing towards CE initiatives

Meeting 3 – 02 February 2017 (Venue: CEPS, Brussels)

Topic: Understanding the link between the circular economy and digital economy (subject to change depending on the interest of Task Force members)

The combination of circular economy models with a new wave of technological revolutions, such as digital and engineering technologies, can help re-shape linear-economy structures towards circular structures. For example, the internet of things, which enables a networked connection of physical objects, can help remove some of the stumbling blocks for achieving circularity between production and consumption. These types of technological innovations can offer ample opportunities in several sectors such as waste management, energy, agriculture, manufacturing and built environment.

Questions:

- ✓ The opportunities from linking to the digital economy
- ✓ Removing existing barriers
- ✓ Policy requirements
- ✓ Policy cross-fertilisation to meet business needs

Meeting 4 – 29 March 2017 (Venue: CEPS, Brussels)

Topic: Presentation of main conclusions and policy recommendations

During this meeting the main conclusions and policy recommendations of the Task Force Report are illustrated and discussed with a high-level panel of speakers from EU and national institutions, industry and academia.

JOINING THE TASK FORCE

Participation in the Task Force is subject to a fee to cover the research and organisational expenses. CEPS Corporate Members are entitled to receive a significant discount. In this context, there are different fees for CEPS Members and non-CEPS Members. Discounted fees will be considered for non-members if they decide to become a member of CEPS.

The fee covers the following:

- The research carried out by CEPS for the purpose of this Task Force
- Organisational, catering and other costs of all meetings
- Web access and documentation
- Launch of the final report in Brussels in a public event to maximise exposure
- Press release and communications management
- Printing and editing costs of the final report
- Distribution of the final report to key stakeholders in industry and policy-making
- Three printed copies of the final report per member (mailing included)

The fee does not cover travel and accommodation costs for Task Force members to attend the meetings.

Fee Structure (+21% VAT if applicable)	
Fees applicable for CEPS Members	€ 2,500
Fees applicable for non-CEPS Members	€ 5,000
EU Institutions, governments, academics, NGOs, etc.	Free of charge

To join the Task Force, please fill in the application form on the next page. If you have any questions do not hesitate to contact us:

Questions related to the Task Force:

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REGISTRATION FORM

The Role of Business in the Circular Economy

Person attending the meetings

Salutation: First name: Last name:

Job title:

E-mail: Telephone:

Company / Institution

Company / Institution name:

Postal address:

Postcode: City: Country:

Contact Person:

E-mail: Telephone:

Billing information

Tax register number (VAT for Europe):

Your reference, Customer Purchase Order No. or Cost Code N:

Department:

Postal address:

Postcode: City: Country:

Contact person:

Telephone: Fax:

E-mail: Other:

CEPS members – check the applicable fee (+21% VAT)

Participant | EUR 2,500

Non-members - check the applicable box (+21% VAT)

Full Fee | EUR 5,000 My company is interested in becoming a member of CEPS

Date:

Signature:

Return to: Isabelle Tenaerts | isabelle.tenaerts@ceps.eu | +32 (0) 2 229 39 56 | Centre for European Policy Studies | 1 Place du Congrès | 1000 Brussels | Belgium

More information: If you would like to become a member or need more information, please contact *Vasileios Rizos*, Research Fellow, at vasileios.rizos@ceps.eu +32 (0)2 229 39 74, or *Arno Behrens*, *Research Fellow and Head of Energy*, at arno.behrens@ceps.eu +32 (0)2 229 39 16 or *Kerstin Born*, Director for Corporate Relations, at kerstin.born@ceps.eu +32 2 229 39 10.

*Discounted fees for this Task Force will be considered for non-members if they decide to become member of CEPS.

ANNEX

Principles and Guidelines for CEPS Task Forces

This Annex offers guidance to prospective Task Force members and other interested parties in understanding the functioning of a CEPS Task Force and the process of drafting a Task Force report. Task Forces are processes of structured dialogue among industry representatives, policy-makers, consumers and NGOs, who are brought together over several meetings. Task Force reports are the final output of the research carried out independently by CEPS in the context of the Task Force.

Participants in a Task Force

- ✓ Members are for-profit entities, membership organisations or NGOs which participate in a Task Force and contribute to its expenses by paying a fee.
- ✓ Rapporteurs are CEPS researchers who organise the Task Force, conduct the research independently and draft the final report.
- ✓ Chair is an expert appointed by CEPS to steer the dialogue during the meetings and advise as to the general conduct of the activities of the Task Force.
- ✓ Observers are any policymakers or stakeholders who are invited to attend the Task Force meetings and provide oral and written input.

Objectives of a Task Force report

- ✓ Task Force reports are meant to contribute to policy debates by presenting a balanced set of arguments, based on the members' views, available data and literature.
- ✓ Reports seek to provide readers with a constructive basis for discussion. Conversely, they do not seek to advance a single position or misrepresent the complexity of any subject matter.
- ✓ Task Force reports also fulfil an educational purpose, and are therefore drafted in a manner that is easy to understand, without jargon, and with any technical terminology fully defined.

The role of the Task Force members

- ✓ Member contributions may take the form of participation in informal debate or a formal presentation in the course of the meetings, or a written submission.
- ✓ Input from members is encouraged and will be made available to all members, if it is to be used for the final report.
- ✓ Members represent their institutions but are asked to provide input as experts.
- ✓ Members are given ample opportunity to review the Task Force report before it is published, as detailed below.

Drafting of conclusions and recommendations

- ✓ Task Force reports feature a set of conclusions. To draft these conclusions, rapporteurs will summarise members' views. Wherever members' views do not lead to clear conclusions, general phrasing will be employed.
- ✓ Task Force reports feature a set of policy recommendations. These recommendations are meant to reflect members' views.
 - For a recommendation to be featured in the report, there needs to be 'consensus' or 'broad agreement' among Task Force members. Consensus does not however mean unanimity or full agreement as to every aspect of a given recommendation.
 - Where 'consensus' co-exists with a significant minority view, the report will feature this minority view next to the relevant recommendation.

- Where there is no 'consensus' but several contradictory views, the report will feature all these views and either refrain from making any recommendation or simply advise policy-makers to clarify the given subject matter.
- In all cases, the report will seek to identify the points where there is some form of agreement, for instance a common understanding of facts or opinions.
- ✓ Both conclusions and policy recommendations will be summarised at the beginning of the report in the form of an 'executive summary'.
- ✓ Members will be given ample opportunity to review the text of both conclusions and recommendations.

Drafting of the main text

- ✓ In the main text, rapporteurs detail the results of the research carried out independently in the framework of the Task Force. This part of the report will refer to the discussions during the task force meetings but also to available data and literature.
- ✓ Members' views are not simply presented as such but are also put into context. Wherever there is fundamental disagreement, the rapporteurs will ensure that all views are presented in a clear and fair manner.
- ✓ Scientific literature may be cited in this part of the report. Members are not purported to endorse any reference to this literature. A general disclaimer is inserted to clarify this aspect.
- ✓ The conclusions for each section will be clearly presented –and highlighted if appropriate. For the drafting of these conclusions please refer to the section above.

Use of data

- ✓ Task Force reports feature data that are considered both relevant and accurate by the rapporteurs.
- ✓ Task Force members are encouraged to contribute with any data or propose any sources they may consider relevant.
- ✓ Members may question either the relevance or accuracy of any given data. After consultation with other Task Force members, rapporteurs may decide either to exclude this data or to mention these concerns in the main body of the text.

Sample structure of a Task Force report

1. Editorial information
2. Disclaimer (see example below)
3. Executive summary
4. Outline
5. Main text
6. Summary of conclusions
7. References
8. Annexes, if any
9. List of participants

Sample disclaimer

"This report is based on the discussions in the CEPS Task Force on the Circular Economy, which met on four separate occasions in 2016/2017. The policy recommendations offered at the beginning of this report reflect a general consensus reached by Task Force members, although not every member agrees with every aspect of each recommendation. A list of members, observers and invited guests of the Task Force can be found in Annex 3. The members were given the opportunity to comment on the draft final report, but its contents may only be attributed to the rapporteurs."

About ECH



With the formation of Energy Climate House (ECH), CEPS has established an independent centre of excellence within its premises aimed at consolidating its work on energy and climate change. Against the evolving energy environment, researchers associated with ECH authoritatively analyse the most salient challenges facing the energy and related sectors, notably due to climate change. The analysis is approached from a pan-European and policy-oriented perspective and the responses are formulated in a global context.

ECH focuses its research on four workstreams:

- Climate Policy
- Energy Policy
- Finance
- Markets

In carrying out its activities, ECH is guided by a commitment to four essential principles:

- Complete independence
- Inclusiveness in soliciting participants, and therefore an openness to all stakeholders who have an interest in discussing these challenges
- Policy-relevance and (policy) demand-driven
- European in outlook, against a global background

About CEPS



Founded in Brussels in 1983, the Centre for European Policy Studies (CEPS) is among the most experienced and authoritative think tanks operating in the European Union today. CEPS serves as a leading forum for debate on EU affairs, and its most distinguishing feature lies in its strong in-house research capacity, complemented by an extensive network of partner institutes throughout the world.

CEPS' funding is obtained from a variety of sources, including membership fees, project research, foundation grants, conferences fees, publication sales and an annual grant from the European Commission.

Goals

- To carry out state-of-the-art policy research leading to solutions to the challenges facing Europe today.
- To achieve high standards of academic excellence and maintain unqualified independence.
- To provide a forum for discussion among all stakeholders in the European policy process.
- To build collaborative networks of researchers, policy-makers and business representatives across the whole of Europe.
- To disseminate our findings and views through a regular flow of publications and public events.