

Collaborating on circular supply chains

Baril Coatings

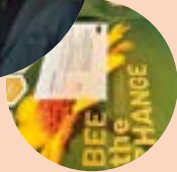
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United Repair Centre

The road to a clean fashion industry



Set to
reinvent



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Explanation circular supply chains

A circular supply chain focuses on minimizing waste and maximizing the use of resources by reusing products and materials instead of throwing them away.

This contrasts with traditional, linear supply chains, where raw materials are extracted, processed, used, and eventually discarded. In a circular model, raw materials are recovered, recycled, or reused to create new products. Examples include refurbishing electronics, reusing packaging materials, or processing discarded clothing into new textile fibers.



Achieving this requires close collaboration between designers, manufacturers, distributors, and recycling companies. Circular supply chains offer not only ecological benefits, such as reduced waste and lower CO2 emissions, but also economic opportunities. Companies can save costs, create new revenue streams, and comply with stricter sustainability standards. As such, they are an essential part of the transition to a more circular economy. In short, it is an innovation that ensures a sustainable future for both the planet and businesses.

Foreword

From problem to resource

A vision on circular innovation

Carpet manufacturer Interface completed its Mission Zero strategy—aimed at achieving climate neutrality across the entire lifecycle of their products (cradle to gate)—already in 2019. Since then, the company has set its sights on a new goal: the Climate Take Back mission will make Interface climate-positive and regenerative by 2040. With 25 years of experience in strategic management, Eline Oudenbroek is the ideal person to guide the company toward this new circular objective.



Eline Oudenbroek

Vicepresident supply chain & operations
Interface

I believe in the importance of supply chain leadership and chain collaboration in times of major challenges such as climate change and geopolitical tensions. As vice president of supply chain & operations, I am at the heart of a transitioning chain, sharing my vision for a circular supply chain..

When I joined Interface, it was clear that sustainability was not just a goal but an integral part of who we are. Interface has always been a pioneer with its vision of eliminating negative environmental impact. With Mission Zero, the program launched in 1994 by our founder Ray Anderson, we reached a milestone in 2020: zero negative impact on the planet. Now, with Climate Take Back, we are working toward an even more ambitious goal: to be climate-positive by 2040. This means giving back more to the planet than we take from it, and circularity is key to achieving this. One of the things I am most proud of is how we no longer see CO₂ solely as a problem but as a resource. Thanks to this mindset, we have developed new technologies and products that not only minimize CO₂ emissions but also capture and store CO₂. Our carpet tiles are an excellent example of this; they are made with bio-based materials and 100% recycled yarn. This makes us a leader in carbon-negative and circular products. A crucial aspect of achieving these ambitions is collaboration with supply chain partners.

The changes we have implemented at Interface, such as the transition to bio-based materials, have created a domino effect throughout our entire supply chain. We work with both existing and new suppliers and have adjusted our production processes and systems to enable this sustainable transition. Together with them and our customers, we continue to look forward and explore the possibilities. The path to a sustainable future is challenging, but it is essential for companies to remain relevant and every



"We no longer see CO₂ as a problem, but as a resource"

transition needs pioneers. As a publicly listed company, we have both the power and the responsibility to make a difference—not just to stay relevant, but to lead the industry.

At Interface, we believe that collaboration and innovation across the supply chain are crucial to address the climate crisis. A key pillar of our sustainable mission is to lead the industrial re-revolution, aiming to bring the entire industry along as quickly as possible toward a sustainable and circular chain. Together, we can reinvent the industry and achieve a circular, climate-positive future. The message is clear: the time to act is now. This magazine showcases numerous inspiring examples of companies rising to the challenge and paving the way for a circular, climate-positive future. The question is no longer if we embrace this change, but how quickly we do so. Together, we stand strong. ■



Ujendre Ramautarsing - Set
Evie Jetten - Set
Carola de Jong - Set



6 minutes



Set supply chain professionals

Strengthening each other in turbulent times

Set supply chain professionals has matured a lot in the past year. This becomes evident during an interview with the company's leadership team. In the improved sustainable home of founder and managing director **Ujendre Ramautarsing**, he along with **Evie Jetten**, recruitment and marketing communication manager, and **Carola de Jong**, talent development and project lead, reflect on what made 2024 special and look ahead.

The year has flown by, and so much has happened," Evie begins. "At the end of 2023, there were still four of us here." Marielle van Gastel, former director of business development at Set, chose a different path this year. There were also changes within the rest of the team. At the beginning of 2024, Ujendre anticipated that it would be a challenging year. Carola describes 2024 as a year in which the team learned a great deal, precisely because of all the developments and changes.

A sustainable team

There were difficult decisions to be made, and they were

made. The team showed determination, Carola says. "Even when things got tough, we persevered." The hard conversations were addressed. "It was challenging at times," Carola continues. For her, it was reassuring to see that "when it really matters, Ujendre makes a decision and stands by it." The managing director adds, "What's important to me is that, as a leadership team, we are aligned and transparent about our decisions with the rest of the team. That's something we've certainly achieved."

Numerous compliments are exchanged, and the three radiate pride over what they have accomplished



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**“What’s important
is that we, as a
leadership team,
are aligned”**

together. There were monthly and quarterly meetings in which they discussed ongoing issues, but above all, they became increasingly committed to Set's strategy. Evie: "With everything we do, we think about whether it fits with us, how it relates to sustainability, what purpose it links to and what we think is important in that regard." For example, the team evaluated the Supply Chain Operations Reference Model (SCOR Model) to the Set Sustainable Supply Chain Circle (SSCC - see page 23) where functions in a circular economy are also highlighted.

Asiya Hussein, office manager, and Nora el Arnouki, recruitment consultant completed the staff. This created more peace of mind; Asiya now takes care of administrative tasks, such as invoicing. Previously, Ujendre did this, this gives him more focus for clients, trainees and strategy. Nora supports Evie and so a sustainable team was formed.

Recognition for the path taken

Sustainability and social impact play a central role in Set's strategy. That the company is on the right track in this regard is evidenced by the Benefit Corporation certification (B Corp) obtained at the end of last year. This certificate is official recognition of Set's positive impact on people, the environment and society. The certification process took a year and a half and took place mainly behind the scenes. Ujendre: "This process made us look at ourselves even more critically." For example, a new online training course on diversity, equality and inclusion resulted. Evie: "We think it's important for everyone within Set to take this training this spring." The critical eye remains. And there is a stick: every three years, Set is allowed to go up for recertification. ▶



"Companies need to do business in a different way"

10 years of Set

A broad smile appears on Carola's face as she looks back on the 10-year anniversary celebration, which took place on September 12. A group of enthusiastic team members was given full autonomy to organize the event. Carola and Evie had the honor of hosting the day—a role that suited them both perfectly. With guest speaker Ranomi Kromowidjojo and a workshop by the 'KlimaatGesprekken' foundation, the program attracted over 60 people to the sustainable venue Antropia in Driebergen. The event focused entirely on sustainable choices and corporate social responsibility.

Carola: "What I found beautiful was seeing so many people truly standing there as partners. They came for us—to celebrate our collaborations and look ahead to the future with us. It was amazing to see that almost everyone stayed until late in the evening."

"Partners made new connections, and we caught up with old acquaintances," Evie

reflects. "It's wonderful to see everything come together so seamlessly on a day like that."

"With everything we do we need to think if it fits us"

The event is one of the ways Set shares knowledge, planting seeds for new collaborations. Ujendre emphasizes that this is one of Set's greatest strengths. "We're all in the middle of a transition. Companies face operational pressures, but change is also necessary. We need to tackle this together. That theme resonates throughout the stories you'll read in this magazine." Another way Set shares knowledge is through training programs. Interested parties can sign up for sustainability training as well as courses focused on personal development and leadership. Additional information about the content and dates for 2025 is available on the website.

Strengthening each other

Through client assignments, Set employees also share their expertise. Carola is working as a kind of coordinator of the supply chain on a project for CoreDux NL, fostering new partnerships between companies that haven't worked together before. Carola: "Businesses need to fundamentally change the way they operate—be open, transparent, and willing to learn from one another. It's essential to focus on the bigger picture and move beyond the walls of individual organizations. If we collaborate in a different way, we can make a real difference." Ujendre adds, "It's amazing to experience how much space we're given at a partner like CoreDux to grow and learn together. Over the past few years, Set has had the

"We need to look at how we can help each other during the transition"



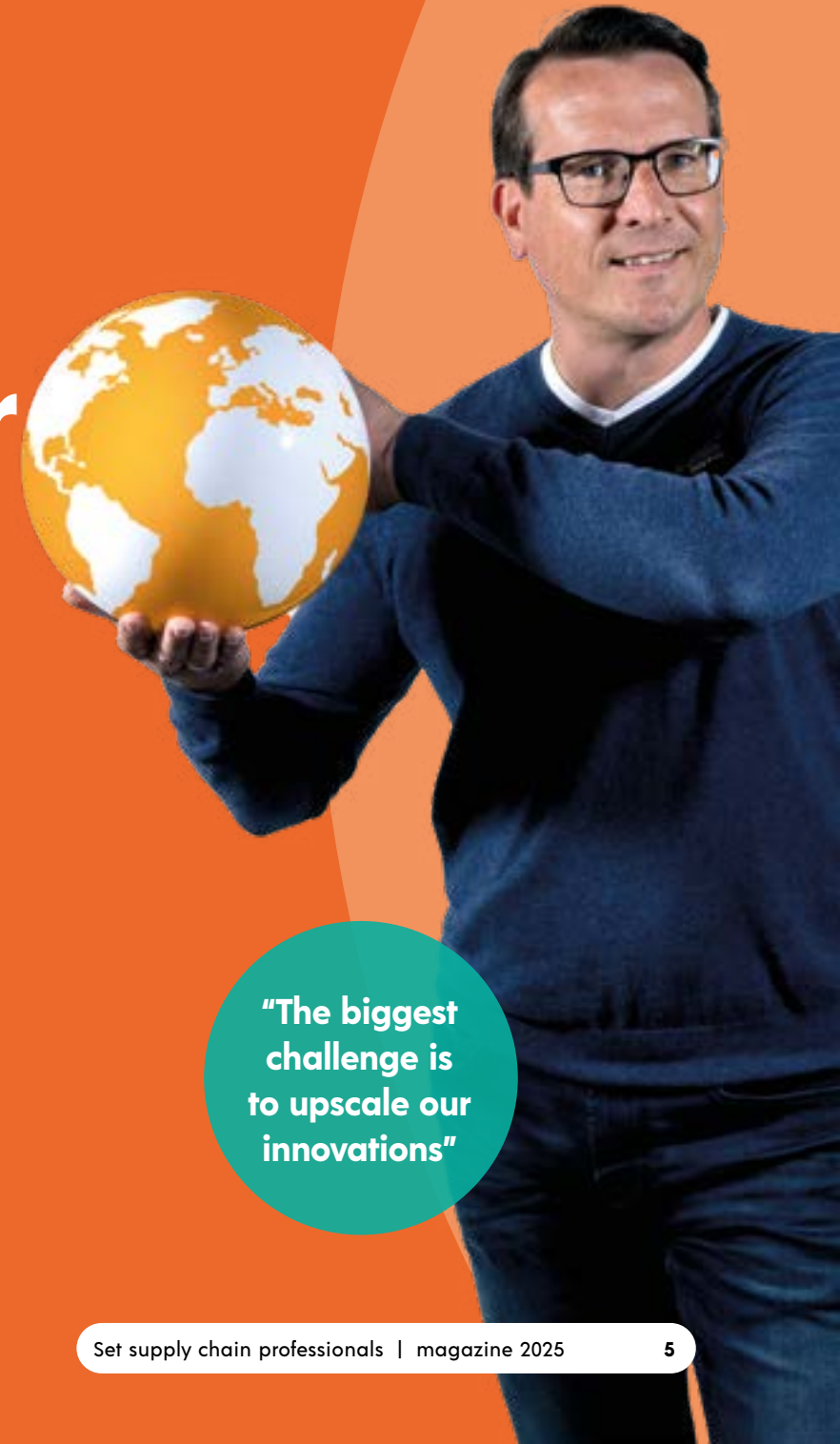
opportunity to share and gain knowledge across various teams, strengthening each other in the process." This mutual growth is one of the reasons Set named CoreDux as Client of the Year (see page 14).

Looking ahead, Carola highlights an important focus point: "We need to ensure we're reaching the new generations (Generation Z, born between 2001 and 2015, and Generation Alpha, born between 2016 and 2030). If we want to continue growing, we need to stay connected with them. That's something we'll pay extra attention to in the coming year."

Finally, Ujendre reflects on the current era: "We're living in a time where polarization seems to dominate, with a government that continually changes the rules. It creates a sense of unease and dissatisfaction. Change is necessary. The transition is happening, but it's complex—too slow for some, too fast for others. We must be aware of these differences and not let them unsettle us. Instead, we need to focus on how we can help each other during this transition. At Set, we aim to be a partner that acts during turbulent times—not only by providing skilled professionals but also by brainstorming together about changes in the client's supply chain and industry, and by helping establish new partnerships. Together, we are moving constructively into the future." ■

Collaboration is essential for a circular paint industry

Baril Coatings (hereafter: Baril) develops sustainable paint products based on renewable resources and leads the European paint market with various innovations. Founded in 1982, the family business has integrated sustainability into its strategy since 2001. The company has grown to over 80 employees across two locations in Brabant. Baril offers more sustainable coatings for the steel industry and serves the professional and consumer paint markets with biobased brands Copperant and fairf. Joost Broeders, Baril's technical director, has been with the company for over 25 years and shares his vision on circularity and collaboration. ▶



"The biggest challenge is to upscale our innovations"

Carola: What keeps your work interesting after all these years?

"I started at Baril in 1998 as an R&D employee and was immediately impressed by the focus on innovation and sustainability—something that was still unique in our industry at the time. Now, as technical director, I'm responsible for innovation, R&D, quality, and environmental affairs.

What keeps my work exciting is the constant search for sustainable solutions. We continue to innovate and take steps toward a circular production process. It's incredibly fulfilling to work for a company that genuinely wants to make an impact."

"We continue to innovate and take steps toward a circular production process"

Thijs: How does Baril make an impact?

"We focus on circularity, ensuring that both the raw materials and paints can be reused, but most importantly, our paint products are composed of renewable, biobased, and/or recycled materials.

Paint extends the lifespan of materials, but we also aim to make paint easy to remove and recycle at the end of its life cycle.

In a research project, we demonstrated that sanding and sawing dust from new and leftover sheet materials can be upcycled into reusable minerals and color pigments. Techniques like pyrolysis allow us to recover valuable raw materials. Circularity is embedded not only in our products but also in our business processes. Our ultimate goal is a fully circular production process."

Carola: What's the next step in your transition to a circular chain?

"Especially young professionals have the opportunity to make a real impact"

"The biggest challenge is scaling up our innovations. This requires investments from our suppliers and partners in biobased raw materials and new recycling technologies.

As a company of this size, we can't do it alone. That's why we seek collaboration with knowledge institutions, suppliers, and even competitors. Sustainability can only be achieved if the entire chain participates."

Thijs: Why is collaboration so important?

"We can't manage all parts of the chain or invest in every step ourselves. Collaboration makes our innovations commercially viable. For instance, suppliers are more willing to make their processes sustainable if multiple parties demand it. Our event Barinewables is a nice example. It brought together companies, including competitors,



to take collective responsibility for creating a sustainable supply chain. Together, we can achieve far more than we ever could alone."

Carola: What were the outcomes of Barinewables?

"The event raised awareness about the potential of circularity. The game Bee the Change opened meaningful dialogues about the steps needed for a sustainable chain, that possibly would not have surfaced without this game.

What stood out was the willingness of various parties, even competitors like AkzoNobel, to collaborate. That gives confidence that we can make real progress."


Thijs: How do you stay energized after all these years?

"My fascination for chemistry and its endless possibilities continues to inspire me. Knowing that our innovations contribute to a more sustainable world motivates me every day.

Collaboration is another key source of energy. Innovation is never a solo effort—it's through collaboration for sustainable solutions that my work remains exciting and meaningful."

Carola: Any advice for young professionals?

"Stay curious and eager to learn. Don't be afraid to go against the grain if you strongly believe in something. Seek out mentors and be open to new ideas.

Gaining experience in diverse environments broadens your perspective and helps you find creative solutions. Most importantly, young professionals today have a unique opportunity to make a real impact. Seize that opportunity and never stop growing." 



Bee the Change

The game Bee the Change illustrates which roles different parties within an ecosystem play in the transition to a sustainable society. It was developed by Nyenrode Business University. Participants take on the roles of government, businesses, financial institutions, social organizations, knowledge institutions, and media.

Ujendre Ramautarsing, founder and managing director of Set, was the game master of Bee the Change during Baril Coatings' Barinewables event. He played the game with partners from Baril's real-world ecosystem.

The game demonstrated the challenges a company might face during the transition to a sustainable society. Participants were tasked with reasoning through what actions each party in the ecosystem should take at every stage. For instance, the government might create a level playing field by developing regulations or stimulate demand by mandating recyclable paint for its own buildings. Barriers might also arise, such as changing regulations delaying the transition or scientific research revealing that the chosen direction is incorrect. The challenge for companies is how to respond to such developments.

Through the game, participants managed to create a complete roadmap for implementing a sustainability strategy in just one hour. "By stepping into another role, participants learn to view the same transition from a different perspective. They discover that they need each other. No one can change the ecosystem alone, but collaboration can make it possible," said Ujendre. "Games help initiate discussions. They can break through barriers, even in organizations with strict hierarchies. Moreover, they establish a shared reference point. Years later, participants still remember that one game. That's why it's essential to play such games physically, in a space where you can feel each other's emotions and stress," he added.



Are you curious about the outcomes Bee the Change could deliver for your organization? We'd be happy to explore the possibilities with you!





Annelotte Vroon – Set
Nora el Arnouki – Set
Thijs Koster – Set



5 minutes



Interview

Annelotte on the added value of the Young Professional Program

Meet **Annelotte**, an ambitious 26-year-old from Gorinchem with a passion for supply chain management, sustainability, and personal development. As a supply chain trainee in Set's Young Professional Program, she combines her keen analytical mindset with a strong drive to improve and make processes more sustainable. In this interview, Annelotte shares her choices, experiences, and future plans.

Thijs: Why did you choose to study Supply Chain Management?

"During my board year with the study association Asset, I discovered my interest in the field. I worked closely with Supply Chain Management students that year and saw how practically applicable the theories were—something I felt was lacking in my Economics and Business Economics degree. During my graduation internship at GXO Logistics, I conducted research on process optimization in return processes and worked as a Supply Chain Engineer. This experience gave me a behind-the-scenes look at how a large warehouse operates. It was my first real introduction to the corporate world, allowing me to apply the theories from my studies in practice. It deepened my understanding of how processes can be optimized within a company."

"When you know what drives you and how to leverage that in your interactions with others, collaborations become much smoother"



Nora: How did you end up at Set?

"During my master's, I attended a guest lecture from Set. Although at the time I wasn't particularly interested in staffing, Set stuck with me. After graduating, I reached out and was pleasantly surprised by the approach. The focus on personal development and growth, combined with the genuine interest in the conversations, convinced me. This turned out to be a great decision. At different companies, I had the opportunity to explore a wide range of roles within supply chain. Through training and guidance, I've gotten to know myself better and developed both technical and personal skills."

Thijs: What roles have you held, and where did the challenges lie?

"My first assignment was at Royal Canin as Junior Demand Planner for the Benelux. I was responsible for the demand plan and assisted with the implementation of new planning software. The biggest challenge was that the senior planner left after three months, so I had to take over everything and deliver results under pressure. I learned that when I focus on something, I commit fully, and I developed the ability to prioritize. One of the greatest challenges I experienced was during my second assignment at Karo Healthcare. My role as Omni-channel Project Manager involved integrating a recently acquired brand into the ERP and planning system, as well as supply planning for this brand and moving Offline to Online brands to (new) online platforms.

Implementing the ERP system was very challenging, as many processes had to be converted from Microsoft Excel to the new system. This assignment carried a lot of responsibility, but it also gave me a sense of fulfillment when the brand became more stable thanks to the implementation. Currently, I'm working at CoreDux. This assignment is teaching me a lot about the unique relationships within the semicon sector. It's also my first experience in a production environment, which brings a whole different dynamic and way of working. Flexibility and teamwork are essential here. As an Internal Account

Manager, I'm responsible for the logistics KPIs for several clients and will be taking on a process improvement project."


Nora: How have you experienced the training at Set?

"The trainings really helped me, especially in terms of soft skills. One of the most valuable insights I gained was understanding my own motivation sources. This has helped me communicate and collaborate more effectively. When you know what drives you and how to leverage that in your interactions with others, collaborations become much smoother. An important lesson was that my behavior and communication have an impact on how others respond and perform."

Thijs: What do you like most about working at Set?

"The atmosphere is pleasant. We can be open and critical with each other without negatively affecting the work environment. We have a close bond; it feels like a team where everyone is comfortable. I don't experience my work as an obligation, but as a shared activity. The management team shows genuine interest in us as individuals by really engaging with us, understanding what we want to learn, and how we can grow—not just as employees. That makes a big difference."

Nora: What are your future plans?

"Right now, I'm focusing on discovering what I enjoy. I think it's more important to make an impact than to be tied to a specific role or salary. As long as I'm contributing to important processes, I feel at home. Sustainability is playing an increasingly significant role in this. I would love to take on assignments where sustainability is central because I believe it's important for companies to take responsibility for their environmental impact. I hope to find a role in the future where I can combine my passion for supply chain management with my commitment to sustainability." 



Annelotte Vroon

Age: 26

Education: Bachelor Economics and Business Economics, Tilburg University
Master Supply Chain Management, Tilburg University

May 2024 – Present: Internal Accountmanager at CoreDux

At CoreDux, Annelotte is responsible for logistics account management for one of the customer-focused teams. Her client portfolio includes companies such as ASML and Carl Zeiss. Additionally, she focuses on a process improvement project aimed at creating more efficient ways of working.

May 2023 – April 2024: Omnichannel Projectmanager at Karo Healthcare

Annelotte played a key role in the supply chain transformation, focusing on more efficient and better-aligned processes for a specific brand. This included the implementation of a planning tool and the ERP system. She also worked on logistics planning for the specific brand and 'offline to online' brands.

May 2022 – April 2023: Junior Demand Planner at Royal Canin

In this role, Annelotte was responsible for creating reliable forecasts at the customer level for the various products offered in the Benelux region. This involved data cleaning, adapting to market trends, and closely collaborating with colleagues to achieve the best possible results.



Laurine Poortmans – Too Good To Go
Jojan Heinen – Set
Evie Jetten – Set



5 minutes



Food waste

The fight against food waste

According to the World Wildlife Fund (WWF), 40% of all food produced worldwide is lost. This food waste has significant impacts on society, the economy, and the environment. By reducing food waste, we can help mitigate climate change, lower the cost of living, and make food more accessible to everyone. Too Good To Go is committed to combating food waste by connecting food and hospitality businesses with consumers through an app. The app is the largest global marketplace for unsold food, with over 100 million users and 170,000 partners worldwide.

Laurine Poortmans, pr manager Belgium & The Netherlands at Too Good To Go, guides **Jojan and Evie** through the founding journey of the company, what makes it unique, and the challenges it faces moving forward.



Good food at a low price

The company distinguishes itself by combining environmental consciousness with a practical solution.

The app is user-friendly and provides a direct link between businesses and consumers, making it easy to prevent food waste. Businesses reduce their waste and generate extra income, while users receive surprising products at a lower price.

The idea for Too Good To Go was born in 2015 in Copenhagen when five young entrepreneurs had a shared dream: to find a solution for the large amounts of food waste at buffet restaurants in Denmark. Their mission was clear: to tackle food waste, address the climate crisis, and provide consumers with access to good food at a low price.

In 2016, they launched the Too Good To Go app. Within a few weeks, hundreds of businesses joined, and thousands of users began saving food surplus. Laurine explains: "Through the app, hospitality businesses, supermarkets, and bakeries can offer their unsold products at the end of the day. Users of the app can then buy these products in surprise packages for about half the original price or less."

The business solutions

Through its Surprise Packages, the Magic boxes, and the platform, Too Good To Go offers a comprehensive range of food management solutions for the food industry.



The Magic boxes give surplus food from producers a second chance. Laurine explains how these surpluses arise: "Fluctuations in demand, product changes like new packaging, cosmetic standards such as damaged labels, or human errors like incorrect labeling often make good food unsuitable for regular sale. Too Good To Go buys these products and creates packages that are directly delivered to consumers' homes. This extends the lifecycle of the food."

The Too Good To Go Platform is a modular end-to-end solution for managing surplus food for retailers, from small shops to hypermarkets. Laurine says: "Retail staff spend valuable work hours daily manually checking product expiry dates. This makes managing different options for distributing food surplus challenging and time-consuming." The algorithms of the digital platform generate and present a shortlist of nearly expired products for store staff. The system offers recommendations, such as printing a discount sticker to sell the product at a lower price in-store, creating a Surprise Package to sell via the app, or donating the item.

Measuring impact

By offering these practical solutions for businesses and consumers, products get a longer shelf life. This saves raw materials and energy invested in production. This helps to combat the traditional take-make-dispose mentality. Where raw materials are taken, processed into products, and discarded after use.

Globally, Too Good To Go has saved over 350 million meals from waste. The company saves 4 meals per second worldwide. "However, we don't only measure our impact by the number of meals saved, but also in how we inspire people to prevent food waste, like with the Look, Smell, Taste label," says Laurine.




"This label encourages people to rethink products and better understand the "best before" date. Products past their expiration date are often still good. By looking, smelling, and tasting, you can assess their quality. In the Netherlands, you'll find this label on brands like RAW, Calvé, and Knorr."

Global transparency on food waste

In the Netherlands, app users have saved over 29 million meals since its launch in 2018, Laurine mentions. This equals 78,300 tons of CO2 avoided. To put this into perspective, it's the same as what 8,330 Dutch people emit in CO2 annually. Despite these impressive figures, there's still room for improvement. "We want to keep innovating and optimizing our solutions to fight food waste alongside as many partners as possible," Laurine continues. To make a real difference, Too Good To Go advocates for mandatory food waste reporting by companies. "Measuring is knowing: with comprehensive, transparent data, we can better map out where and why waste happens, from farm to table."

A legal hierarchy for food waste, prioritizing prevention, should encourage businesses to handle food more efficiently. This requires concrete measures and goals that are actionable and mandatory, according to Too Good To Go.

Reading tips

With a clear mission and innovative solutions, Too Good To Go will continue to work toward a world where every product retains value and is part of a sustainable chain. The fight against food waste is an ongoing effort requiring innovation, collaboration, and adaptability. For (supply chain) professionals who want to delve deeper into this issue, Laurine recommends books such as *The Infinite Game* by Simon Sinek and *Waste: Uncovering the Global Food Scandal* by Tristram Stuart. 



"By offering practical solutions for businesses and consumers, products get a longer shelf life"

United Repair Centre

The road to a clean fashion industry

United Repair Centre (URC) gives clothing a second life by repairing garments for various brands such as Patagonia, Decathlon, Bever, and Lululemon. The repairs are carried out in two factories, one in Amsterdam and one in London. Due to a shortage of skilled sewers in the Netherlands, many URC employees are newcomers with sewing experience.

Marit and Ujendre visited **Paul Kerssens, co-founder and chief operating officer** of URC, in the factory in Amsterdam. It is no classic factory. In the so-called 'production hall' sewing machines are lined up, and repairs are carried out. The location is notable: in a residential neighborhood within the city ring, situated between a supermarket and a school. This location aligns well with URC's image—right in the heart of society, easily accessible for employees, and visible to consumers. The latter helps raise awareness that there are better options in the highly polluting fashion industry and that repair and reuse are better than discarding and purchasing new clothing.



"Recycling is the last option, repairing is better"

Marit: How did URC start?

"It's actually the result of a roundtable discussion initiated by the city of Amsterdam. The conversation aimed to explore how specific sectors within Amsterdam could be innovated. At the time, the city organized several roundtables, including one focused on fashion. These meetings were part of the circular agenda, as Amsterdam aims to become a circular city by 2030.

During these discussions, the idea arose that recycling should be the last resort—repairing is better. That's why we approached Patagonia, a major clothing brand with its regional headquarters in Amsterdam. They were working with several small repair centers and a larger facility in Portugal. We shared the idea of setting up a scalable repair center in Amsterdam, close to consumers.

Additionally, we wanted to employ people with a distance to the labor market. All of this would operate within an open model so that other brands could also participate. Patagonia saw this as a great opportunity and agreed to start this initiative together."

Marit: You have a repair stream and a renew stream. Can you tell us more about them?

"With the repair stream, we repair clothing for consumers. The renew stream, on the other hand, involves renewing clothing. This could be unsold inventory, online returns, or items from take-back programs. We receive batches of items from brands, which we then renew."

Ujendre: That's business-to-business. What about the repair stream—is that also B2B or B2C?

"With the repair stream, we focus on consumers' clothing. For example, if your jacket is damaged, you can report it online or in-store. Your clothing item is then registered on our platform, sent to us, repaired within seven days, and returned to you.



The platform we use for communication looks like the brand's platform, but it's actually ours. This is truly a B2B2C repair stream where consumers send in their clothing and get it back. The main flow, however, goes through stores, and that is B2B."

Ujendre: How long does it take to partner with a client?

"With Patagonia, it took a bit longer since they were our first client. It was achieved in just under a year. Officially, we opened in July 2022. In 2023, we added new clients like Decathlon and Lululemon. It was still uncertain if it would succeed, but we're seeing a breakthrough with brands joining as clients this year. Now, it takes an average of 4 to 6 months. That's the time needed for the sales process, creating repair guidelines, and developing standard operating procedures."

Ujendre: And how long are the contracts?

"At least three years, because onboarding a new client is a significant investment for us. For example, think of the materials we need to stock to carry out repairs within seven days."

Marit: What are your supply chain challenges?

"We have a reverse supply chain, which is complex because every item we receive is unique. This makes achieving economies of scale more difficult but still essential. For instance, we deal with different colours constantly. A sewing machine might have a few spools of thread in a specific colour. Changing those colours for every item creates a lot of waste."



So, we need volume to dedicate one machine to black, another to purple, and so on. We also need to keep everything in stock to ensure we can repair within each style's specific requirements. Our biggest challenge in these circular business models is the lack of volume and economies of scale."

Marit: You need to keep relatively large inventories. Can your suppliers support you with shorter lead times or smaller Minimum Order Quantities (MOQs)?

"There's a range of products where suppliers aren't used to smaller orders. YKK (a zipper manufacturer, editor's note) is accustomed to delivering, for example, 300,000 zippers for one of our clients like The North Face. We request 25,000 zippers in 100 different colours and sizes. We face similar issues with thread. We've experienced receiving MOQs that were still too high for us, along with the corresponding invoices. But when we discuss this with our suppliers and they understand our challenges, they tend to be more accommodating."

Ujendre: What are your ambitions, and what are the conditions for success?

"There are three fundamental assumptions we had to prove. First, there is market demand. Second, the platform we developed creates value for clients and consumers. Third, the model must be scalable. All three have been proven. Most clients use our platform and are satisfied with it. We've also duplicated the model in London."

We want to scale up, but that comes with challenges. We're a social enterprise and won't compromise on that. We create jobs for people distanced from the labour market in a sustainable way, as close to the client as possible. We aim to replicate that culture in new locations. We also want to work with clients who are intrinsically motivated to change. As long as a T-shirt is sold for 5 euros, and you have the goal of quadrupling market share in 10 years, you are inherently incongruent with our philosophy."

Our ultimate goal is to attract a client like H&M. Achieving this would mean reaching the level of a multinational, convincing a fast fashion giant to change its business model. But that's no small feat. Fortunately, the European directive on repair and reuse of goods works in our favour."

Marit: How do you find good people?

"We have a broad network. We collaborate with the City of Amsterdam, the UWV (Employee Insurance Agency), the Central Agency for the Reception of Asylum Seekers (COA), and organisations like Stichting Amina, a foundation that supports women who are distanced from the labour market."

There are many companies offering training programmes in the textile sector, but those aren't paid positions. Through these companies, people also find their way to us. Additionally, we established our own Academy in collaboration with ROC Amsterdam."

At the end of the one-year course, participants receive a certificate and a job guarantee with us. For the circular transition, manual work and craftsmanship are essential. ▶



Whether it's for heat pump installers or repair specialists.

Those skills have become rare in Western Europe.

We need this Academy to train people; otherwise, we can never scale this up."

Marit: What is your intrinsic motivation for working here?

"My motivation to start this came about in 2018, when media attention was drawn to the textile waste mountains in Ghana and Chile. Around the same time, Burberry burned \$35 million worth of textiles in 2017 because they didn't want to sell them at a discount. I found that absurd, and it prompted me to delve deeper into the issue.

I believe that with URC, we can become a global market leader. If we don't do it, someone else will, but not with our values. As an impact entrepreneur, you face more challenges than a conventional entrepreneur, because it's not just about profitability. We started this to solve a problem for the world. If we fail, we fail in that mission as well. That's the burden impact entrepreneurs carry."

"Use your talent where you can make an impact"

Ujendre: Who or which companies inspire you?

"One of my favourite companies is Fairphone. They've managed to achieve what seemed like an impossible mission. Tony's Chocolonely is another example. Have you seen their documentary? It's brilliant and so well done. In the clothing industry, there's Patagonia, of course. Patagonia's sole shareholder is now Mother Earth. All their profits go to funds that invest in the planet."

Marit: What is your message for young adults who want to make an impact?

"What you can do in your own life is limited—eating no meat, buying fewer clothes, flying less. It's about doing less, and that's hard for people. I think more like Rutger Bregman, who emphasises using your talents to make an impact. If you're intrinsically driven to make the world a better place, the best way to do so is by using your talents. That's what gives the most fulfilment. This could even be within a large company, as they too will eventually need to change and will require people with the right mindset to make it happen." ◻



Customer of the year award for CoreDux



What began in 2023 as a project at CoreDux for then-trainee Lara Kuijpers has now evolved into a partnership where five Set employees have already completed exciting assignments. Rens Konings (right in the photo) received the award from Annelotte Vroon (centre) and Carola de Jong (left), who are currently working on a project at CoreDux. Rens has been closely involved in the collaboration from the start and is particularly pleased with the mindset that Set colleagues bring to the table. Set values the partnership because our talents find a place at CoreDux where they can learn and grow.



● Company visit Elho



● Evie gets rescued during the First Aid Course



● Welcoming new colleagues



● Beach Volleybal tournament



● Challenging game of wheelchair basketball



● Ready for the battle



● Guest lecture at Maastricht University in Venlo



● Thijs visiting Jojan during his assignment at RET



● Romy and Carola at CoreDux



● Carola and Ujendre during the SCM Directors Event



● Asiya at the ICT & Logistics fair



● Rolling up our sleeves on Volunteer Day



● Anne has completed her traineeship



● Training Personal Effectivity



Simon Rombouts - Chainable
Romy Olislagers - Set
Evie Jetten - Set



5 minutes



Interview

A circular revolution in the kitchen industry



In a world where sustainability is becoming increasingly important, Chainable is transforming the kitchen industry. It proves that innovative and sustainable changes are possible in traditional industries. The combination of sustainable products, strong partnerships, and social engagement makes the company a leader in the circular kitchen market.

Romy and Evie spoke with **Simon Rombouts**, CEO of Chainable. His dream is to produce kitchens that, at the end of their life cycle, do not end up as waste, but are given a new life. Together with Cees van Nispen and Jordi van Osch, he founded Chainable in June 2020.

Fifteen times around the world

Every year, 200,000 kitchens are replaced in the project market in the Netherlands. "If you lined up all those kitchens, you could go around the world fifteen times," says Simon. "It's unimaginable that all these kitchens are simply thrown away. That's why we design our kitchens for multiple life cycles, using sustainable materials that can be reused."

These figures came to Simon's attention through Cees. Cees, an entrepreneur in the kitchen industry, noticed that kitchens often end up in waste after fifteen to twenty years. At ABN AMRO, Cees pitched his idea for a circular kitchen. At that time, Simon was conducting his graduation research on circular business models at the bank. Simon was immediately enthusiastic about Cees' idea: "It's a huge market, and it's a product with a lot of materials. Definitely worth tackling."

However, both of them lacked the technical knowledge needed for designing and responsibly producing kitchens. Simon continues: "We quickly came across a good connection of Cees, who referred him to his son Jordi." Jordi was a sustainable technology student at the time, with experience in his family's business specializing in countertops. His technical knowledge of the product complemented the other two very well.

Pioneering

With a strong focus on circularity and innovation, the three pioneers entered the world of sustainable kitchens. The team chose a fully circular model focused on housing corporations and investors. "In the consumer market, kitchens are often replaced when someone sells their house. This makes it difficult to ensure circular processes," explains Simon. "With housing corporations, we can make clear agreements about the lifespan and the take-back of the kitchens. This ensures that materials last longer."



"The challenge is convincing partners to collaborate on circular processes that do not deliver immediate profit"

Circularity as the starting point

The strength of Chainable lies in the simplicity of its design and the focus on circularity, which forms the basis for all business decisions. Chainable's strategy is based on the R-ladder developed by the Dutch government, which measures the degree of circularity and outlines corresponding strategies. The emphasis is on reducing waste and reusing materials. "We focus on 'Refuse, Rethink, Reduce, Reuse,'" continues Simon. The kitchens are designed to be easily disassembled and reassembled. "The kitchen functions as a complete piece of furniture, with an integrated back panel. This allows it to be easily placed and later moved without the need for major adjustments. This flexibility is an important asset in the

circular market." Each model is equipped with a robust steel frame that can be reused without waste. This design ensures that the kitchen lasts longer and saves up to 47% in material usage.

Minimising transport movements

In addition to the design, collaboration with suppliers is key. All components are sourced within a 200-kilometer radius of the production facility in Gilze. "This regional sourcing minimises transport movements and the associated CO2 emissions. It perfectly aligns with our sustainability goals," says Simon. Additionally, the kitchens are transported with minimal packaging to keep the ecological footprint as low as possible.

Opportunities for the future

By 2030, the Dutch construction sector must be 50% circular. Housing corporations and investors are increasingly interested in circular solutions. Since the delivery of the first kitchens in October 2020, demand for Chainable kitchens has grown explosively. In 2021, the company delivered 80 kitchens, rising to 450 in 2023. For 2024, 900 kitchens are expected to be sold. Based on these figures, Simon predicts growth to 5,000 kitchens by 2028. To support this growth, the company is implementing an ERP system to streamline inventory management and billing.

According to Simon, the company can achieve even more by reducing material and waste streams across the industry: "We want to go further than what we are currently doing. We are exploring the possibility of taking back old kitchens from competitors so that those materials can be reused." Chainable also sees opportunities internationally. "In some countries, such as Germany, kitchens are considered movable property. People take their kitchen with them when they move. Our modular system offers a unique advantage here. Within three hours, a kitchen can be dismantled and rebuilt elsewhere. No other kitchen supplier can offer that," says Simon.


Biggest challenge

However, Chainable sometimes faces reluctance in the market. "The biggest challenge is convincing partners to participate in circular processes that do not immediately generate profit," says Simon.

One key benefit of circular kitchens is that they are cheaper in the long run, Simon claims. "Although the purchase price of a Chainable kitchen initially seems higher than a traditional kitchen, the total cost over the lifetime of the kitchen is significantly lower. A full cost calculation shows that the total costs are at least 40% lower. Additionally, all parts can be reused or refurbished, extending the lifespan and lowering the cost per use cycle."


Dare to be imperfect

Simon shares his tips for (young) professionals who want to contribute to the circular economy: "Young professionals working in the supply chain play such an important role. Within a company, you can make the biggest strides in terms of sustainability. By buying smart, thinking about how a project is structured, and making agreements about taking back materials. By doing the latter, you create your own materials bank—don't underestimate that impact."

Simon encourages others to make an impact by starting simply and learning from mistakes: "Developing a learning ability and continuously improving processes is the key to success in the circular economy. Pick a problem and just start somewhere to solve it. If you're going to start a business, you have to dare not to be perfect. If we had to be 100% circular from the start, we still wouldn't have begun." 



 **Anne Yntema** - Set
Jojan Heinen - Set
Koen Masselink - Set

 5 minutes

 Charities

Set aims for maximum impact

The charity we support is determined by our employees

At Set, we believe in making a positive impact. That's why we donate 20 percent of our profits each year to a charity that focuses on making a significant impact in a specific area. Our employees decide which cause to support. Through several discussions, they explore various societal challenges and come to a collective proposal. When you do business with us, you support initiatives that truly make a difference.

Badeloch Fund

In 2023, Set made a donation to the Badeloch Fund. The fund focuses on promising young people who want to learn but lack the financial means to do so. Particularly in countries or situations where student loans are not available, such as Bangladesh or the Philippines, the fund provides financial support to enable them to pursue an education, especially the costs of secondary education and vocational training. The Badeloch Fund states the following on their website: 'In many countries, talent is wasted because young people or their families cannot afford to pay for education. This is not only a loss for the young people involved, but also a loss for the society they live in.'

Trainee Anne Yntema explains the choice: "We were looking for a cause that truly aligns with us—a charity that matches our vision and core values. At Set, we value knowledge sharing, personal development, and equal opportunities. We also wanted our donation to have a direct impact and not just disappear into a general fund." 



Would you like to know more or donate as well?



Foundation 'Niet graag een lege maag'



"Every child should receive the proper nutrition to play, learn, and concentrate freely"

"In many countries, talents are lost because young people or their families cannot afford to pay for an education"



In 2024, Set chose to support the foundation 'Niet Graag een Lege Maag', which is dedicated to ensuring that every child goes to school with a full stomach. A team of

volunteers, donations, and partners make it possible to deliver around 2,000 sandwiches per day, along with a drink and a piece of fruit, to various schools throughout Rotterdam.

The team is deeply rooted in Rotterdam's mentality of solidarity, togetherness, and especially hard work. It's a close-knit family that doesn't rest until every stomach is filled and every smile is restored.

Trainee Jojan Heinen was involved in this decision: "We quickly agreed on this. During a Set book club evening, we discussed the book *Armoede uitgelegd aan mensen met geld* by Tim 'S Jongers. In this book, Tim shares his own experience with poverty and hunger. This deeply moved us, and we wanted to make a difference for children growing up in poverty. When we brainstormed, Thijs (Koster, former trainee at Set, ed.) mentioned 'Johan de Boterhammenman.'" This is the nickname of the founder, Johan, who started the foundation with the belief that every child needs proper nutrition to play, learn, and concentrate freely. ■

Would you like to contribute as well?

Stichting
Niet graag
een lege maag



Reading, viewing, and listening recommendations for an inclusive and circular economy

Books, documentaries and podcasts can provide insight into theory and inspire with concrete real-life examples

The circular economy plays a key role in achieving climate goals and making our economy future-proof. But how do we bring this complex concept to life? Books, documentaries, and podcasts can provide insights into the theory and inspire with concrete examples from practice. Whether you want to learn more about innovative companies or the latest ideas in the field, there's something for everyone.

For inspiration, our team and network have put together a diverse selection to provide you with both theories and practical examples. Do you have valuable suggestions you would like to share? Email them to: evie@setsupplychain.com.

Kate Raworth's Doughnut Economics is a must-read because it helps us think beyond conventional economic models, with a focus on the urgent need for sustainability and fairness. It offers a practical and ethical framework for working together towards a better future, for both people and the planet.



Doughnut Economics

Kate Raworth

We begin with Doughnut Economics, an important work that we also featured in our 2023 magazine. The book is widely used in many businesses because it goes beyond conventional economic models, addressing the urgent need for justice and sustainability. Kate Raworth introduces the "doughnut model," which aims for a balance where everyone's basic needs are met without exceeding the planet's boundaries.

In the updated edition, an additional chapter explains how this model is being applied. Notably in Amsterdam, the first city in the world to embrace the doughnut principle as a source of inspiration for sustainable policy.



Dealen met de Green deal

Mark de Lat, Dick de Waard, David Boekel, Jacqueline Hofstede, Alje Kuiper, and Douwe Jan Joustra

This Dutch book provides an overview of the regulatory changes introduced by the European Green Deal. The authors explain how companies can meet new sustainability requirements and offer tips for reporting and collaborating with governments. The second revised edition includes updates on the Greenhouse Gas Protocol and other current developments.

Additionally, the book clarifies the complex regulations for entrepreneurs. The authors succeed in making what is often dry material accessible to a wider audience.



Closing the Loop

Documentary by Graham Sheldon

Inspired by the UN's Sustainable Development Goals, this documentary highlights five strategies for circularity: reduce, reuse, recycle, renew, and reinvent. It features various case studies, including the carpet manufacturer Interface. Eline Oudenbroek, Vice President of Supply Chain & Operations at Interface, wrote the foreword for this magazine. Another Dutch example is Dutch Awearness, a company specializing in circular textile innovations. These case studies showcase how businesses worldwide contribute to sustainable production and consumption. An inspiring film for anyone looking to see circularity in action.



Tony

Documentary by Benthe Forrer

This documentary tells the story of a group of Dutch journalists who, in 2003, began their fight against child labour in the cocoa sector. Through a mix of archival footage and new recordings, the film shows how Tony's Chocolonely grew from an idealistic concept into the largest chocolate brand in the Netherlands. It's an inspiring yet sometimes confronting story about how persistence and humour can help create a better world.



Naomi Ellemers on Circular & inclusive business

Podcast special by MVO Nederland

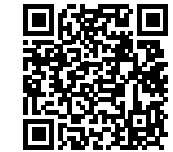
In this podcast, social and organizational psychologist Naomi Ellemers discusses research on circular and inclusive business practices, conducted by MVO Nederland (Corporate Social Responsibility Netherlands) and Utrecht University. Circular business focuses on reusing products and materials, while inclusive business emphasizes creating a workplace where everyone can participate. Together with host Michel van Kats, Ellemers explores how these goals can reinforce one another and what sets successful organizations apart.



Let My People Go Surfing

Yvon Chouinard

In this autobiographical book, Yvon Chouinard chronicles his journey from an ambitious mountaineer to the founder of Patagonia, a company renowned for its sustainable and ethical practices. Chouinard shares how his experiences in nature shaped his philosophy on business and how he integrated environmental protection into the core of his company. The latest edition includes reflections on an additional ten years of business leadership. Paul Kerssens from the United Repair Centre recommends this book (page 12).



Met groene kracht vooruit

Podcast series

The podcast series 'Met groene kracht vooruit' delves into the energy transition taking place in the Port of Rotterdam. Host Celwin Frenzen explores how this major industrial hub addresses challenges like grid congestion and CO2 storage. Covering topics such as hydrogen and sustainable innovations, the series offers a unique insight into one of the most ambitious transitions in the Netherlands.

We are Set

For over 10 years, we've been the supply chain professionals who make a difference

Companies don't compete with companies; supply chains compete with supply chains. People remain the key differentiator, and great people will always make a difference.

We help companies attract and develop great talent, from junior professionals to senior management. Our passion for supply chain management and expertise in nurturing future leaders result in exceptional experiences and collaborations. The outcome? Talented individuals at various stages of their careers contribute to their companies' success.

In 2014, we launched the Young Professional Program. The master's graduates we hire undertake three-year assignments with different clients in various supply chain roles, often combining planning with process improvement. Over the years, we've also expanded our team with experienced project managers.

Working closely with our clients, we set the bar high to drive improved results. Our experience proves that we make a meaningful impact. Thanks to our market expertise, we collaborate effectively with clients to develop solutions for optimal staffing and balanced teams.

We offer recruitment and selection for permanent positions, interim assignments at junior, medior, and senior levels, and training programs in personal development, sustainability, and leadership. This ensures we can always deliver a tailored solution.

We operate according to our four core values



Exceeding **customer expectations**

From project initiation to completion, we uphold constant communication with customers, ensuring expectations are clear and translating them into achievable objectives.



Increasing **knowledge**

As avid learners, we actively seek new knowledge and experiences, embracing alternative approaches. By sharing our ideas we show that we are an innovative partner.



Taking **self-leadership**

Making conscious choices aligned with our values and motivations, we remain open to feedback, take responsibility, and foster accelerated development for a positive impact.



Showing **commitment**

Our strength lies in building meaningful relationships, driven by a genuine desire to understand and assist others. This results in enduring partnerships with our clients, contributing to positive team development both within the client's organization and within our own team of trainees.

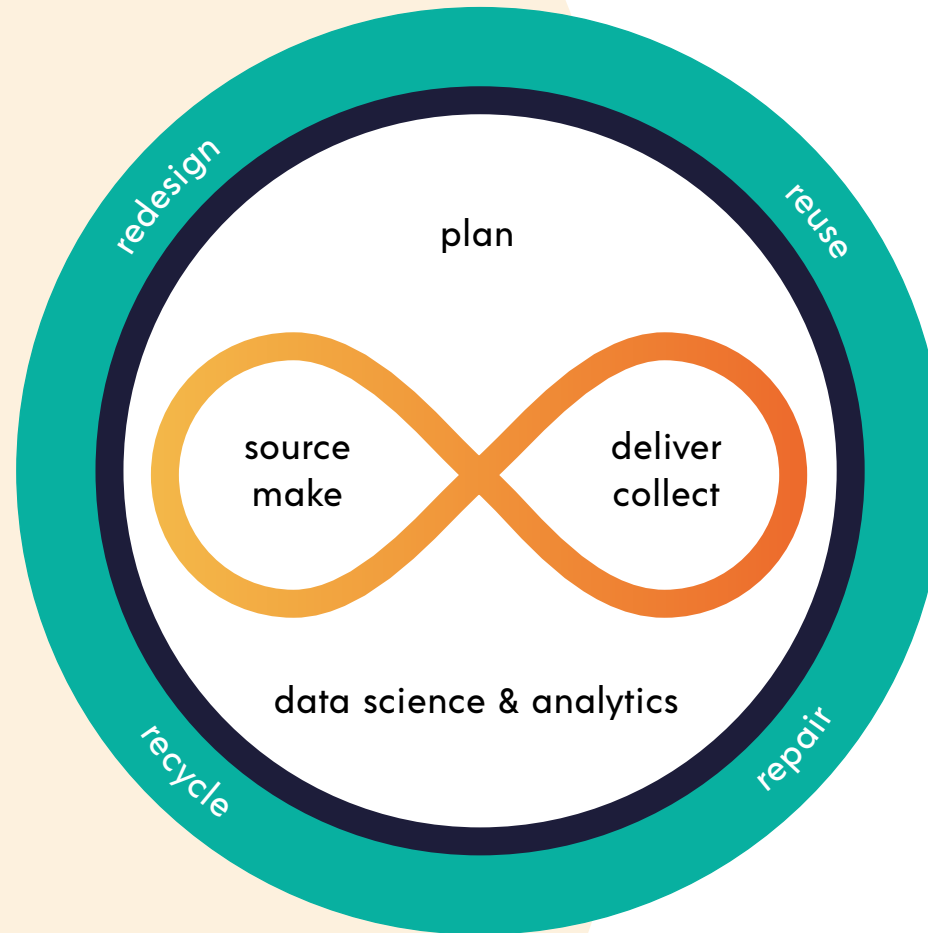
Our professional expertise

The transition from a linear to a circular economy requires a fundamental shift in how we approach production, consumption, and waste. This calls for a new model to understand and illustrate these processes.

The core of the model displayed here is a lemniscate/ infinity symbol. With no beginning or end, it represents infinity, offering a more comprehensive and dynamic view that aligns with the principles of a circular economy. Our previous model was linear—a finite process with "deliver" as the endpoint. In a circular economy, existing materials and products are reused, repaired, refurbished, and recycled for as long as possible to generate greater value. The model illustrates how materials and components re-enter the chain at different stages.

Below the model, you'll find the various professional roles in which Set specializes.

Set Sustainable Supply Chain Circle



circular supply chain coordinator
sustainability specialist
sustainability consultant supply chain
compliance & sustainability officer
sustainability lead
sustainability manager

forecaster
planners (demand, supply, supply chain)
analyst (inventory, network)
project lead, team lead
managers (S&OP, demand, planning)
supply chain director

data scientist
supply chain consultant
data & business analyst
life cycle management analyst
optimization algorithm expert

strategic buyer
sourcing specialist
purchasing assistant
procurement manager
buying manager
sourcing director

production planner
lean six sigma (program)manager
project manager
operations manager
manufacturing manager
site director

transport planner
warehouse manager
e-fulfillment manager
business development manager
continuous improvement manager
logistics director

Set supply chain professionals:

We are officially B Corp certified!

Set has been officially B Corp certified since the end of 2024. This means that we are recognized for our positive contribution to society and the labour market.

Ujendre Ramautarsing, founder and managing director, shares what this means to him: "I see it as recognition for the values we express in the way we work together with each other and our partners. And everyone who works with us and for us can be proud of that."

What were the key drivers behind becoming B Corp certified?


"Our mission is to develop future supply chain leaders who are not only focused on profit but also on sustainable and social impact. We want them to learn to always consider these aspects when making decisions. By actively involving our people, we believe we contribute positively to a more responsible and sustainable business future."

What is being done to make a positive impact?

"For example, we invest in the health and well-being of employees through flexible working hours, ergonomic checks to ensure good home office setups, and access to personal support via OpenUp. We also promote gender equality and inclusion by introducing anonymous CVs for clients, ensuring equal pay, and fully supplementing parental leave."

In 2023 and 2024, 20% of profits were donated to a good cause, contributing to a fairer society. In this way, we combine our business operations with social responsibility and sustainable impact."

How did the process of B Corp certification go?

"It was intensive but very valuable. The whole process took almost 2 years. By completing the assessment, you critically reflect on how we, as Set, influence the five areas. It's a mirror. It shows us where we stand as a company: what's going well and where there's room for improvement. For example, we are working on the development of an online training on diversity, equality, and inclusion. The goal is for all employees to complete this training. We want to raise awareness and provide our employees with the tools to think and act more inclusively." 



Certified

This company is part of the global movement for an inclusive, equitable, and regenerative economic system.
Corporation

What does it mean to be B Corp certified?

A B Corporation (also known as B Corp) is a company certified by the American organization B Lab. The "B" in B Corp stands for "benefit for all." This certification shows that a company has a positive impact on people, the environment, and society, going beyond just profit maximization. Examples of other B Corp companies include Too Good To Go, Tony's Chocolonely, Seepje, Zustainabox, Royal Auping, Patagonia, and Triodos Bank.

To become a B Corp, a company must meet strict standards in five areas: employees, customers, community, environment, and governance. A minimum score of 80 out of a possible 200 points must be achieved. The certification is not a one-time event; companies are reassessed every three years.



Ready,
set,
go!

A talent doesn't develop on its own

Together,
we develop
the supply chain
leaders of the
future