

A large, stylized graphic of the year "2021" in white. The digits are formed by thick, rounded lines that resemble the shape of a winding road or track. The "2" and "0" have horizontal lines extending from their outer ends, and the "1" has vertical lines extending from its top and bottom.

ANNUAL REPORT

A large, stylized graphic of the year "2021" in white, identical in style to the one above it. The digits are formed by thick, rounded lines that resemble the shape of a winding road or track. The "2" and "0" have horizontal lines extending from their outer ends, and the "1" has vertical lines extending from its top and bottom.

CEO & CHAIR STATEMENT

Outcomes for 2021 were encouraging. In a year in which we began to emerge from the rolling closures and lockdowns which characterised our response to the pandemic as a society, the Irish public began to return to work and use their cars more often. Upward trends in numbers of tyres placed on the market and waste tyres recovered were apparent. In 2021 we recovered 3.88 million scheme tyres.

The operating environment for our recycling and collectors' network has proved challenging. The onset of input price inflation in half 2 2021 has been compounded by the ongoing Ukrainian conflict in 2022. In order to continue to support the recycling and recovery of waste tyres, we have increased the level of funding provided since quarter 4 2021.

Engagement with Members continues to be a key focus for the scheme. In 2021 we ran a number of public communications campaigns emphasising the benefit which tyre care has on safety, fuel consumption and the environment. These campaigns encouraged the public to visit Member outlets for tyre checks.

Despite the challenges of 2021, a surplus after tax of €1.74 million was achieved. Revenue recovered to near 2019 levels. In line with the conditions of our approval, €1.27 million of this surplus was transferred to a contingency reserve fund. At year end 2021 our contingency reserve fund stood at €4.82 million. Our approval requires us to build this fund to €5 million by December 2022.

HIGHLIGHTS:

- Funded recycling and recovery of 33,164 tonnes of waste tyres in 2021
- Recycling rate of 83%
- 38% of waste tyres were recycled in Ireland
- 2,672 Members

We continue to promote innovative uses for waste tyres. Tyre Modified Asphalt (TMA) is a sustainable use of end of life tyre rubber, creating a superior road surface with built in noise reduction and enhanced grip. The first test road was installed in May 2022 in County Waterford. Initial feedback from the local authority engineers is positive and the road will be tested and monitored. Data from testing will help develop a template for the use of TMA in road surfaces, cycle paths and greenways throughout the country. We are actively working with the Local Government Management Association (LGMA) to promote the use of tyres in road and engineering works.

We acknowledge the help and support of Repak Ltd. Their knowledge and experience of Producer Responsibility Initiatives was fundamental to the establishment of the tyre scheme. In September 2022 our relationship with Repak Ltd enters a new phase. We will adopt a new brand identity, Circol ELT. The branding represents our commitment to sustainability and the circular economy.

We thank the Department of Environment, Climate and Communications for their continued support underpinning the operation of the tyre compliance scheme. The enforcement agencies Waste Enforcement Regional Lead Authorities (WERLAS), the Environmental Protection Agency (EPA) and the Local Authorities (LAs) have ensured that non-compliance is consistently challenged. We commend their commitment and continue to pledge our support in tackling non-compliance and ensuring that compliance is a constructive experience for the tyre industry. We acknowledge the support of the Producer Register Limited (PRL) which facilitates producer reporting. We wish to thank Members for their continued engagement and support of the scheme. Their contribution to the scheme yields tangible benefits for climate, communities and biodiversity. We would like to extend our sincere gratitude to the Repak ELT team. Thanks to their dedication, we continued to support our Members, Collectors, Enforcement Agencies and Stakeholders. They have been resourceful and dynamic in adapting to the challenges of working from home and returning to the office.

We welcome Colm Conyngham, who joined the board in September 2021. Colm is Marketing and Public Relations Manager, Bridgestone Ireland and CSR and Sustainability Lead Bridgestone EMIA North Region (UK and Ireland). His wealth of experience in the tyre industry affords him insights into issues and opportunities both globally and in Ireland.

We are confident that progress and recovery will continue in 2022, driven by collaborative relationships between Repak ELT and its members and stakeholders.



TONY KEOHANE [CHAIR]

WILLIAM COLLINS [CEO]

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BOARD MEMBERS 2021



Tony Keohane
Chair



William Collins
CEO



Feargal Brennan
Independent



Séamus Clancy
Repak Ltd



Des Collins
Industry



Kevin Farrell
Industry



David Kelly
Independent



Michael Layde
Independent



Colm Conyngham
Industry

REPAK ELT



Siobhan Donohoe
Company Secretary

GOVERNANCE

CORPORATE STRUCTURE

Repak ELT is a single member company limited by guarantee, which was approved to operate the tyre compliance scheme under the Waste Management (Tyres and Waste Tyres) Regulations 2017 on 1st October 2017 until 31 December 2022.

CORPORATE GOVERNANCE FRAMEWORK

The primary corporate governance instruments adopted by Repak ELT are: the approval from the Department of Environment, Climate and Communications and the Terms of Reference for the Committees of the Board.

While recognising the importance of these formal instruments, good corporate governance requires a commitment to, and the practice of values that guide the company in serving the needs of stakeholders.

The directors, officers and employees of the company are committed to these values.

The Board of Directors have adopted the following policy objectives in relation to its Corporate Governance responsibilities:

- Repak ELT is committed to ensuring the effective operation of the Board and its committees in conformity with the highest standards of corporate governance.
- The Board will periodically review and evaluate Board procedures to ensure that it is primarily focused on strategy, performance and accountability.
- The Board will adopt the provisions of an agreed Code of Corporate Governance applicable to compliance schemes.

COMPANY OFFICERS

The following individuals acted as officers of the company during the year ending 31st December 2021:

DIRECTORS

Mr Tony Keohane, Chair
Mr Feargal Brennan, Independent
Mr Séamus Clancy, Repak Ltd
Mr William Collins, CEO
Mr Des Collins, Industry
Mr Colm Conyngham, Industry (Appointed 16th Sep 2021)
Mr Kevin Farrell, Industry
Mr David Kelly, Independent
Mr Michael Layde, Independent

COMPANY SECRETARY

Ms Siobhan Donohoe

Board Meeting Attendance 2021	25th Feb	27th May	16th Sep	24th Nov
Tony Keohane	✓	✓	✓	✓
Feargal Brennan	✓	✓	✓	
Séamus Clancy	✓	✓	✓	✓
Des Collins	✓	✓	✓	✓
William Collins	✓	✓	✓	✓
Kevin Farrell	✓		✓	✓
David Kelly	✓	✓	✓	✓
Michael Layde	✓	✓	✓	✓
Colm Conyngham				✓

BOARD COMMITTEES

FINANCE, AUDIT & RISK COMMITTEE

Members: Mr David Kelly (Chair), Mr Séamus Clancy, Mr Des Collins.

The Committee reviews financial performance and reporting processes in the company. It also meets with our statutory auditors and tax advisors PwC.

NOMINATIONS COMMITTEE

Members: Mr Tony Keohane (Chair), Mr William Collins, Mr Michael Layde.

The Committee is responsible for identifying and nominating candidates to fill board vacancies as and when they arise for the approval of the Board.

FEES AND FUNDING COMMITTEE

Members: Mr Michael Layde (Chair), Mr Séamus Clancy, Mr William Collins, Mr Colm Conyngham (Appointed 16th September 2021), Ms Siobhan Donohoe.

The Committee makes recommendations to the Board regarding the level of funding to be paid in relation to waste tyres recovered by Approved Recovery Operators and the level of the annual membership fee to be paid by Repak ELT members.

REMUNERATION COMMITTEE

Members: Mr Tony Keohane (Chair), Mr Feargal Brennan, Mr William Collins, Mr Michael Layde.

The Committee determines and agrees with the Board the framework and broad policy for the remuneration of the Chief Executive, Chairman, Directors, senior management and employees. The Committee is also responsible for benchmarking and reviewing the ongoing appropriateness and relevance of the remuneration policy and company pension scheme.



FINANCE

Despite the challenges and uncertain environment created by Covid 19 we delivered a solid financial performance in 2021. We have accumulated a contingency reserve fund of €4.82m. As a condition of our approval granted by the DECC, Repak ELT must build up a contingency reserve fund of €5m by the end of the current approval period on 31st December 2022. The reserve fund is ring-fenced from day-to-day financial requirements and is held in trust by Repak ELT for its Members. The purpose of this fund is to ensure the availability to Repak ELT Members of sufficient resources for the continued delivery of the Scheme in the event of non-renewal of the licence.

FINANCE HIGHLIGHTS 2021

- Membership Fee Income of €11.27m
- Direct Recycling and Recovery costs of €6.76m
- Funded 33,164 tonnes
- Surplus after tax of €1.74m, of which €1.27m was transferred to a contingency reserve fund
- The Contingency Reserve Fund of €4.82m (required to achieve €5m by 2022 under terms of approval)
- Balance sheet total net assets of €6.6m (2020: total net assets of €4.85m)

REVENUE

Membership fees of €11.27m (2020: €10.58m), driven by 3.94m tyres reported to the scheme as being placed on the Irish market in 2021.

DIRECT RECOVERY AND RECYCLING EXPENDITURE

Total expenditure for 2021 amounted to €6.76m (2020: €6.11m), with Repak ELT funding the recovery and recycling of 33.1k tonnes of our Member's waste tyres during the course of the year.

ADMINISTRATION EXPENSES

Administration expenses amounted to €2.5m (2020: €2.26m). Included in this figure is wages and salaries of €1.2m and Repak Limited charges of €691k based on a Service Level Agreement.

CREDITORS

The creditor's amount of €2.14m include trade creditors of €108k, accruals for €1.77m and taxation €259k

CAPITAL & RESERVES

The capital and reserves figure of €6.6m comprises a contingency reserve fund of €4.82m and the profit and loss account of €1.7m. The transfer to the contingency reserve fund is based on the agreed proportion of the vEMC (visible Environmental Management Cost) being used for this purpose.

PROFIT & LOSS ACCOUNT FINANCIAL YEAR ENDED 31 DECEMBER 2021

	2021	2020
	€	€
Membership fee income	11,274,922	10,588,632
Direct recovery and recycling costs	(6,769,435)	(6,113,940)
Gross profit	4,505,487	4,474,692
Administrative expenses	(2,507,988)	(2,266,855)
Surplus on ordinary activities before taxation	1,997,499	2,207,837
Tax on surplus on ordinary activities	(250,460)	(276,377)
Surplus for the financial year	1,747,039	1,931,460

BALANCE SHEET AS AT 31ST DECEMBER 2021

	2021	2020
	€	€
Fixed Assets		
Tangible assets	12,120	14,284
Current assets		
Debtors	3,392,177	3,903,336
Cash at bank and in hand	5,339,849	3,629,314
	8,732,026	7,532,650
Creditors: amounts falling due within one year	(2,141,190)	(2,691,017)
Net current assets	6,590,836	4,841,633
Net assets	6,602,956	4,855,917
Capital and reserves		
Profit and loss account	1,782,799	1,311,098
Contingency reserve fund	4,820,157	3,544,819
Total equity	6,602,956	4,855,917





MEMBERSHIP

3.94 million tyres were placed on the market by Members during 2021, an increase of over 5% on 2020. While the trend remains positive, we are still 3.9% behind the pre-pandemic levels of 2019 (4.1 million tyres).

Throughout the restrictions we prioritised working with and assisting our members wherever possible. This has been reflected in an improved member satisfaction rating in 2021 (Net Promoter Score increased to 37 in 2021 from 32 in 2020. Net Promoter Score is a metric used in customer experience programmes to measure customer loyalty). We thank members for participating in our annual survey and were delighted to donate €1,000 to the Irish Cancer Society on their behalf.

KEY METRICS FOR 2021

- Tyres placed on market – Passenger Car / Van / 4x4 tyres reported by Producers increased from 3.75 million tyres in 2020 to 3.94 million tyres in 2021 (5.1% increase).
- Member satisfaction – Net Promoter Score (NPS) of 37 (5 point increase from 32 in 2020).
- Recruitment – 183 new Members joined the scheme.

MEMBER SURVEY

Repak ELT conducted our annual membership survey in February 2022 to gather Members' feedback as the scheme approaches its fifth year in operation. We thank all 451 members who participated. For this survey we prioritised gaining insights to help us improve Member experience. We act upon survey feedback to facilitate continual improvement of our services and to enhance the benefits of scheme participation.

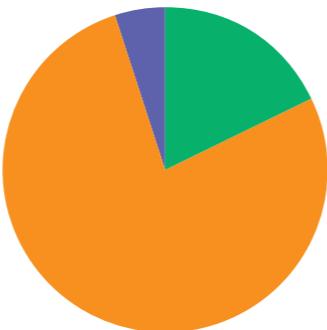
SURVEY FINDINGS

- 92% of respondents were either satisfied (43%) or very satisfied (49%) with the service provided by Repak ELT.
- 95% of respondents found moving to electronic invoicing either Positive (57%) or Very Positive (38%).
- 73% of respondents would prefer to remain with a paper certificate of membership, as opposed to an electronic format (27%).
- 67% of respondents believe a hand-held scanner would be a useful solution for managing waste tyre collection dockets.

RECRUITMENT

By 31st December 2021 membership stood at 2,672. During 2021, we welcomed 183 newly registered members, which were offset by 174 revocations (88 of which were voluntary as the members were no longer obligated, with 86 revoked due to either lack of reporting or non-payment of fees). A live list of current members is available to the public on our website.

Repak ELT membership comprises the following member types:



● Producers	555
● Retailers	2,380
● ATFs	148

No applications for membership have been refused or subjected to an appeals process.

MEMBERSHIP ACTIVITY

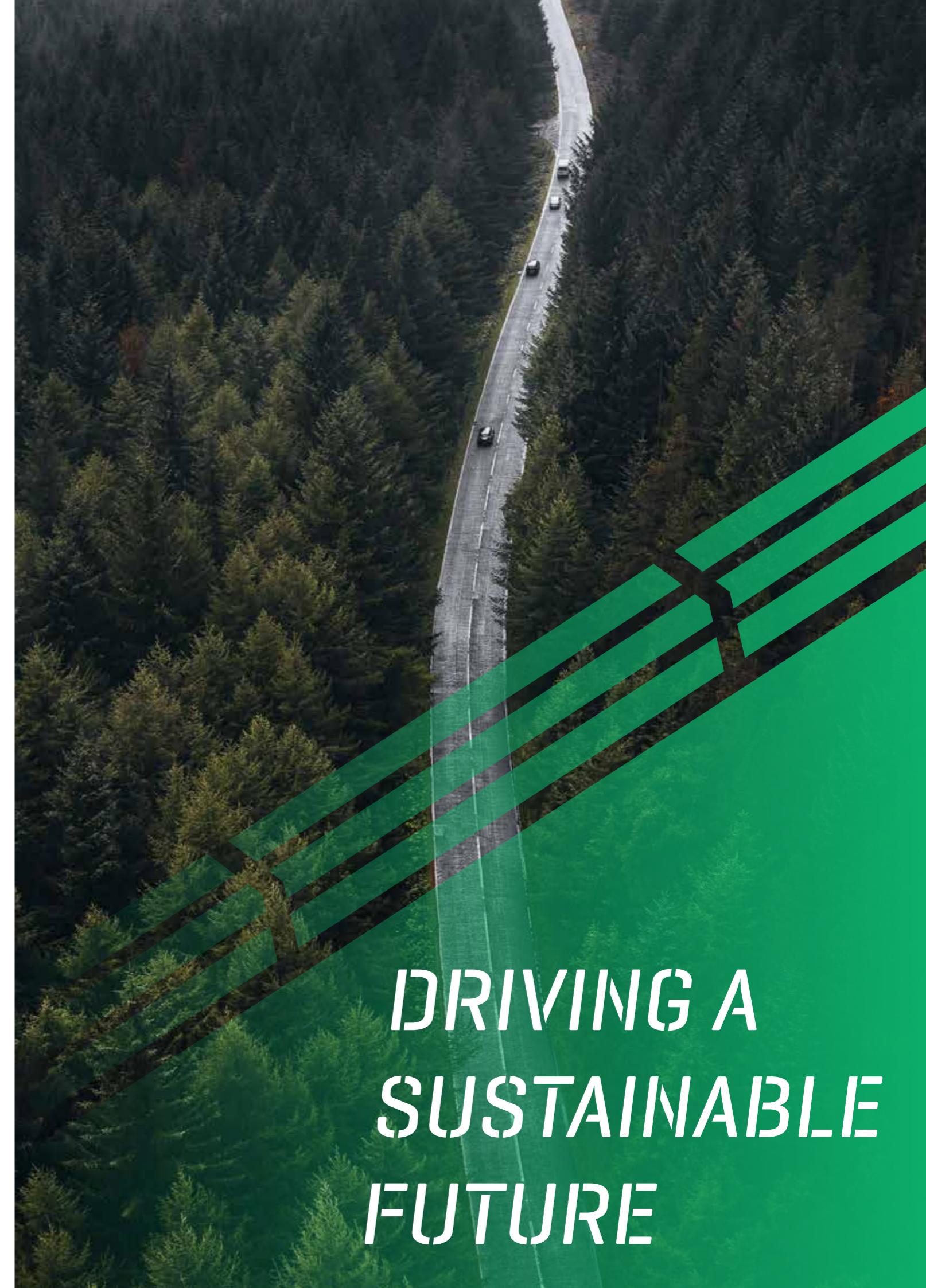
Compliance assistance and improved membership experience is a key focus for Repak ELT. Guidance and assistance provided to our members to help them meet their compliance obligations includes:

1. Monthly reporting reminder emails.
2. Ongoing email and phone support.
3. Guidance documents for reporting.
4. Proactive contact by Membership Team with all new Members to assist with their reporting.

MEMBER AUDITS

The purpose of our audits is to ensure Members report correctly, and to guarantee clarity, traceability, and fairness throughout the scheme. This process is interactive, and Members are supported throughout the audit process with any subsequent action required to fulfil their compliance. The emphasis of the audits is to encourage and support Members in fulfilling their compliance obligations.

During 2021 our audit programme continued to be adversely impacted by COVID 19 restrictions. We re-commenced the audit programme during Quarter 4 2021 with 152 audits conducted by the year-end.



OPERATIONS

Key Metrics	Ireland	EU	Outside EU				Total
	Recycled	Recycled	Recycled	WtE	Reuse	Steel	
2021 Tonnes	12,671	11,361	3,461	5,671	0	0	33,164
	38.21%	34.26%	10.44%	17.10%	0%	0%	100%
2020 Tonnes	15,239	5,219	6,358	1,326	44	309	28,495
	53.50%	18.30%	22.30%	4.70%	0.20%	1.10%	100%

Repak ELT collected and funded the recovery and recycling of 33,164 tonnes of waste tyres which equates to approx. 3.88m tyres. This volume amounted to 98% of the market for 2021 which was itself up 5% on 2020.

While the pandemic has not gone away, it has become manageable and trading routes have resumed throughout the second half of 2021.

The increase in energy costs across the year had an impact on indigenous recycling. Increased energy costs across the world has resulted in the use of alternative fuels (Waste to Energy) becoming more prevalent. This is especially true in the cement industry where we have seen an increase from 5% to 17% of tonnes going to Waste to Energy (WtE). We believe this will remain a feature of the tyre recovery landscape in 2022.

Recycling in the Republic of Ireland dropped to 38% in 2021 from 80% in 2020. This was driven by increased processing in Northern Ireland as a result of the lower cost associated with their port transfers and storage facilities. The use of facilities in Northern Ireland aligns to the proximity principle and the Taoiseach's initiative of 'A Shared Island'.

Recycling outside the EU dropped to 10% in 2021 from 22% in 2020. This was mainly due to the lack of supply and increased shipping costs of containers as a result of the covid pandemic. Waste to Energy (WtE) markets opened up in

the second half of the year. WtE increased to 17% in 2021 from 5% in 2020, driven by the cement industry.

Precise data reporting is fundamental to the operation of the scheme. We apply significant resources reconciling data in both our Operations and Membership departments. Accurate data allows the scheme to be more efficient with resources and allows more time to be spent dealing with compliance issues.

Free waste tyre collection is available to Members for Passenger Car and Motorcycle tyres once the vEMC (visible Environmental Management Cost) is paid. Members must pay the collector directly for other non-vEMC category tyres – Truck, Bus, Agricultural, Construction and Industrial Tyres.

We submitted an 'End of Waste' application for a national standard for tyre aggregates in November 2020. When approved, this will allow certain tyre derived aggregates e.g. crumb rubber and powders to be determined as products and not waste.

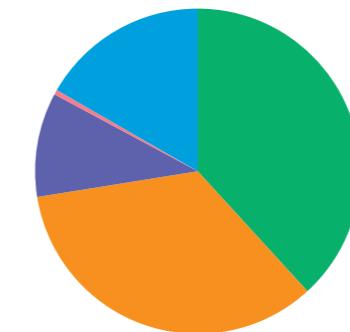
CONTRACT COMPLIANCE AUDIT PROGRAMME 2021

Due to Covid restrictions, the contract compliance and financial audit programme for 2021 was delayed. All audits are scheduled to be completed by July 2022.

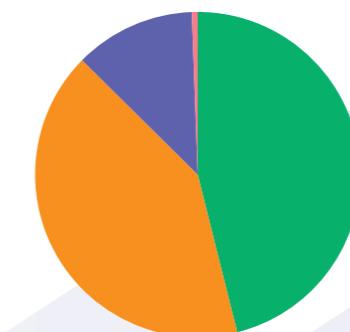
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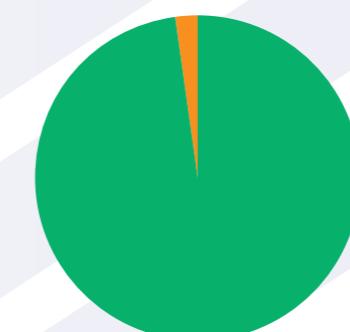
ELT PROCESSED 2020 V 2021



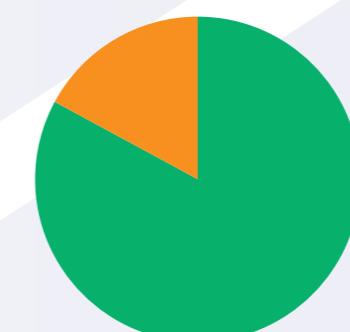
END MARKET TONNES BY COUNTRY 2021



RECYCLING BY COUNTRY 2021



RECOVERY WTE BY COUNTRY 2021



RECOVERY WTE V RECYCLING 2021

TOTAL TONNES FIRST OPERATION PERIOD 2017 - 2021





Department of Environment, Climate and Communication (DECC)

Government department responsible for the Tyre Regulations and the terms of approval for the operation of the Tyre Scheme including the level of vEMC for each tyre category.

Waste Enforcement Regional Lead Authorities (WERLA)

Southern Region

Eastern and Midland Region

Connaught/Ulster Region

Responsible for Retailer compliance.

Environmental Protection Agency (EPA)

Responsible for Producer compliance

Producer Register Limited is responsible for all Producer data submitted to the scheme.

ENFORCEMENT

While Repak ELT does not have an enforcement role, we support the agencies tasked with overseeing compliance within the tyre industry.

Enforcement of the Tyre Regulations is operated on a collaborative basis across all enforcement agencies. The Local Authorities are responsible for Retailer compliance and this is coordinated by the Waste Enforcement Regional Lead Authorities (WERLAs). The Environmental Protection Agency (EPA) is responsible for Producer compliance.

We work closely with the WERLAs (Waste Enforcement Regional Lead Authorities) throughout the country on tyre waste issues in relation to inspections and the validation of waste data.

We co-ordinate with the NTSFO (National TransFrontier Shipping Office) who monitor shipments of waste outside of the Republic of Ireland. We also regularly engage with the NWCPD (National Waste Collection Permit Office) on all matters relating to the compliance of permits.

Our work to support the enforcement initiatives on the ground includes:

- Daily engagement with the enforcement agencies in a collaborative approach to managing end of life tyres.
- Reporting non-compliance in the market to relevant authorities, identified both from our own research and through our confidential reporting system on our website.
- Consulting with Local Authorities, providing operational and logistical advice in relation to the abatement of historic stockpiles.

The high number of Members registered with Repak ELT reflects the effective enforcement activities taking place.



COMMUNICATIONS & PUBLIC AWARENESS

Our communication activities in 2021 centred around promoting environmental waste management, tyre safety and the benefits to motorists. Key messages emphasised that tyres in good condition can save fuel and reduce the impact on the environment. Our campaigns prompted motorists to 'get your tyres checked' to drive footfall to Member outlets. Digital radio was added to National and Regional stations to broaden the reach of the campaign.

SUMMER RADIO CAMPAIGN

Our Summer radio campaign aired for two weeks during the main holiday period in July. Despite an easing of restrictions, many people were taking to the roads in favour of holidaying at home. The campaign reminded motorists to check their tyres before departure.

This safety message was reinforced with a cue for drivers to visit their local Repak ELT Member tyre outlet to ensure their tyres were roadworthy. The campaign also alerted the public about the key role our Members play in sustainable tyre waste management. The campaign reached over 67% of all adults and was heard at least 3 times on average.

RADIO CAMPAIGN CHANNELS



NATIONAL STATIONS



REGIONAL STATIONS



DIGITAL RADIO

NATIONAL ROAD SAFETY WEEK CAMPAIGN

We were delighted to partner once again with the Road Safety Authority in October 2021, to support this key industry road safety initiative, Irish Road Safety Week. The campaign prompted motorists to check their tyres in preparation for Winter, to increase visits to Member outlets, thereby also insuring that their waste tyres were managed by the scheme. The message was consolidated with a reminder of the savings motorist can make when their tyres are correctly maintained with reduced fuel consumption positively impacting the environment. Once again the campaign performed well and reached over 67% of all adults and was heard at least 4 times on average.

WEBSITE

Repak ELT's updated website went live in July 2021. We enhanced the user experience with a fresh new look, simpler navigation and improved download speeds. Built on a custom platform the site is designed for ease of use and effortless navigation. A full suite of analytics allows us to provide our more tailored and appropriate content based on member and stakeholder requirements.

NEWSLETTER

The Member newsletter is electronically circulated to in excess of 2,600 members and stakeholders bi-monthly. Its communication objectives are two-fold in highlighting key aspects of scheme participation and alerting members on campaign messaging and communications.

PAKMAN AWARDS

Sustainability has become an important strategic objective for businesses big and small. Recognising environmental excellence, the Pakman awards are Ireland's top award accolade for businesses committed to sustainability.



Supporting posters and social posts for campaigns were made available via our newsletter and website.



DANGEROUS TYRES
COULD LEAD TO
PENALTY POINTS
AND A FINE



The Tyre Champion award once again drew strong participation from all segments of our membership. The motor industry sector was well represented with both Honda and Volkswagen making the final, whilst Ulster Tyres, a worthy winner, was crowned "Tyre Champion for 2022".

UNIQUE IDENTITY FOR TYRE SCHEME

In 2021 we undertook independent research among Members and stakeholders to receive feedback and gain insights into their experience of the scheme and discuss the possibility of a change in identity. In Q4 2021 the team undertook a series of planning sessions to develop the brand transformation process. Following extensive research and consultation with members, our team and stakeholders, the name Circol ELT was chosen. Circol reflects the tyre scheme's role in the circular economy and our work to develop enhanced waste management for a sustainable society.

The new brand identity will be introduced in July and August with full integration completed by the end of September 2022. Member services will be unaffected by our identity change and Members can continue to use their current certificates until the end 2022.

CIRCOL ELT

A NEW IDENTITY TO
BETTER REPRESENT
OUR MEMBERS



Circol ELT will embody the principles of the circular economy which is at the heart of our business. We will work on behalf of our members and stakeholders to achieve a sustainable outcome for End of Life Tyres.



SUSTAINABILITY

CLIMATE ACTION: OUR COLLECTIVE CHALLENGE

Ireland's climate ambition and international obligations will increase significantly to a target of 51% emissions reduction by 2030, and net zero emissions by 2050.

Our approach to sustainability starts before a tyre becomes waste. We actively promote the benefits of proper tyre maintenance to increase the performance and life span of tyres reducing fuel use and impact on the environment.

Aligned to the Circular Economy and Proximity Principles, we aim to have as much ELT as possible managed on the island of Ireland. This will reduce the carbon generation associated with shipping. Allied to this, we continue to promote local innovative uses for ELT.

ELT granulated, powder and chips can be used in a wide range of applications in manufacturing. Tyres processed in Ireland are granulated for sports pitch applications and as raw material for matting and for road surfaces.

Primary processing of larger tyre shred of approximately 50mm is primarily used for waste to energy purposes, often being a direct replacement for fossil fuels in cement kilns.

Research has shown that Tyre Modified Asphalt (TMA) creates a premium road surface, with improved noise reduction, drainage and wear characteristics. It results in the reduction of CO₂ emissions and lower energy consumption over the lifetime of a road surface. Furthermore, TMA reduces the generation of tyre wear particles and improves water quality in roadway runoff.

Waterford County Council have pioneered the installation of a test road using TMA in May 2022. We welcome this exciting development for sustainable waste management and road surfacing. We will continue to partner with key organisations to expand the scope of TMA use in our roads and cycleway network. Our goal is that following comprehensive testing, TMA forms part of the standard procurement specification on all roadways and pavement construction projects.

Project Ireland, through the National Investment Framework for Transport in Ireland (NIFTI) places active travel as a number one sustainability priority. Active travel includes greenways and cycle paths which we are exploring as a potential growth area for sustainable use of ELT.



GLOSSARY

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ATF: Authorised treatment facility for end of life vehicles

CIRCULAR ECONOMY: The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended.¹

COLLECTOR: Contracted Repak ELT Collector

DECC: Department of Environment, Climate and Communication

ELT: End of Life Tyre

ELV: End of Life Vehicle

EOW: End of Waste

EPA: Environmental Protection Agency

PRL: Producer Register Limited

PROCESSING FACILITY: A tyre recycling plant

PRODUCER: The first person to put a tyre on the market in Ireland

RETAILER: Buys tyres from Producer to sell on to consumer or another Retailer

vEMC: Visible Environmental Management Cost

WERLA: Waste Enforcement Regional Lead Authorities



1. Definition of Circular Economy from European Parliament: <https://www.europarl.europa.eu/news/en/headlines/economy/20151201STO05603/circular-economy-definition-importance-and-benefits>



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