

**Social inclusion of economically marginalized people in
kringloopwinkels: The case of Kringloop Zeist**

RESEARCH THESIS

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Abstract

The global depletion of natural resources and the unsustainable ‘take-make-dispose’ model have increased the interest in circular economy as a sustainable alternative, emphasizing environmental responsibility alongside economic and social benefits. However, there remains a gap in understanding how circular economy initiatives impact socially vulnerable groups. To address this gap, this study evaluates how Kringloop Zeist, a Dutch social enterprise committed to sustainability and social integration, promotes social inclusion through its circular economy practices. Using Max-Neef’s Human-Scale Development (H-SD) framework, the study employs a qualitative approach to evaluate Kringloop Zeist’s *kringloopwinkel* (thrift store), focusing on their role in enhancing job satisfaction, wellbeing, and quality of life of employees from an economically disadvantaged background. Open-ended questionnaires reveal themes such as workplace inclusion, work-life balance, training and skills development, and financial independence, which are evaluated to understand their contribution to satisfying fundamental human needs. The study also highlights challenges, specifically concerns about the adequacy of wages and financial stability among employees. By integrating social objectives into their circular business model, Kringloop Zeist demonstrates how sustainable practices can address socio-economic inequalities while promoting environmental stewardship. This research contributes empirical insights to the literature on circular economy and social inclusion, emphasizing the importance of inclusive strategies in achieving sustainable development goals and creating resilient communities.

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CHAPTER ONE

1. INTRODUCTION

1.1 Background to the study

Natural resources around the world are rapidly decreasing (Martin, 2023; Velenturf & Purnell, 2021). The linear ‘take-make-dispose’ economic model has proven unsustainable following its overuse of limited natural resources (Clube & Tennant, 2021; Ziegler et al., 2023). Sachs (2015), however, posits that it is possible to avoid this terrible situation by adopting sustainability principles and moving towards a paradigm of socially inclusive and environmentally sustainable economic growth. Such a strategy should aim to strike a balance between environmental and economic factors, while also improving the standards of living for both present and future generations.

The Circular Economy (CE) where resources are kept “in the loop” for as long as possible (Vanhuyse et al., 2022) presents as both an ideal and an instrumental development model to address global environmental challenges, achieve sustainability, and improve the modern economic structure by rearranging production and consumption patterns from linear to circular ones (Clube & Tennant, 2021; Valencia et al., 2023a; 2023b; Velenturf & Purnell, 2021). CE seeks to increase the product lifespan, preserve natural resources, and minimize or prevent waste (Ellen MacArthur Foundation, 2016) by encouraging the recycling, reduction, recovery, and reuse of materials, waste, and energy (Leipold et al., 2021). Ultimately, the CE framework promotes environmental sustainability by separating resource use from economic growth (Paschalis & Arvanitidis, 2023).

Velenturf and Purnell (2021) maintain that a sustainable CE can be achieved through systemic adjustments to production and consumption that prioritize social, economic and environmental issues. Nonetheless, the academic sphere has raised concerns regarding conventional CE discourses and practices in addressing the social aspects of CE, which are equally crucial for achieving sustainability (Paschalis & Arvanitidis, 2023; Piao et al., 2023; D’Urzo & Campagnaro, 2023; Valencia et al., 2023a). In light of policy deliberations, Friant et al. (2021) assert that while the European Union’s focus on technological innovation is driving progress in the recycling sector of the CE, it falls short in adequately tackling significant socio-ecological issues that plague contemporary European society.

Furthermore, Padilla-Rivera et al. (2020) emphasize the necessity of incorporating the social dimension in the assessment of CE considering the extensive impacts of CE practices on society as well as the natural environment. Bianchini et al. (2022) contend that the sustained performance of an organization in the modern economic landscape necessitates a focus on not only profitability and the planet but also its capacity to contribute to the wellbeing of present and future generations. Some scholars assert that while subsequent conceptualizations have overlooked these interconnections, earlier depictions of the CE incorporated considerations of human needs and social transformation (Clube & Tennant, 2021; Clube & Tennant, 2023). Henceforth, there is currently a growing recognition among academics and practitioners of the need to include the social dimension in the CE literature and approaches (Clube & Tennant, 2023; Kirzherr, 2021; Padilla-Rivera et al., 2020; Vanhuyse et al., 2022).

This study aims to contribute to the CE literature by addressing the lack of research on the social component in CE research (Valencia et al., 2023a; Vázquez-Brust & De Souza Campos, 2023a, 2023b). Up until now, few research studies explore social wellbeing, social justice, and social inclusion within the context of CE, despite being key elements in the social dimension of CE (Clube & Tennant, 2023; Kirzherr, 2021; Piao et al., 2023). By studying these facets within CE practices, this study hopes to upscale research into the social dimension of CE, while also

offering insights that can inform socially inclusive circular business operations aimed at fulfilling human needs in the Dutch context.

1.2 Problem statement

The Dutch government aims to attain a 100 percent CE by 2050 (Hanemaaijer et al., 2021). However, how circular transitions impact people has been rarely researched, and even less attention has been paid to the negative consequences of CE transition (Vanhuyse et al., 2022). In the discourse surrounding sustainable development and the need to transition toward circularity, the notion of social inclusion emerges as crucial, and therefore, suitable to explore especially considering the United Nations' Sustainable Development Goal (UN SDG) principle, "Leave no one behind" (Khajuria et al., 2022; Vanhuyse et al., 2022). This principle embodies the collective commitment of all UN Member States to eradicate poverty in its entirety, eliminate any form of discrimination and exclusion, and address disparities that hinder marginalized individuals and their capabilities (Khajuria et al., 2022). Moreover, for the United Nations Department of Economic and Social Affairs (UN DESA, 2016), social inclusion pertains to enhancing the participation of marginalized individuals affected by factors such as income, age, gender, ethnicity, race or disability.

In the Netherlands, poverty is recognized as the leading driver of social exclusion, and is characterized by an individual's or household's income falling below-specified thresholds: €1,200 per month for an individual, €1,690 for a couple, €2,300 for a household with minor children, and €1,830 for a single-parent household (Kloprogge, 2023). According to data from the national statistics agency, Centraal Bureau voor de Statistiek (CBS), in 2022, a notable subsection of 335 thousand households in the Netherlands, of nearly 7.7 million people, survive on low income (Imbach, 2023). This predicament disproportionately impacts certain demographic groups (referred to as economically marginalized individuals in this paper), including single-parent families, individuals below the state pension age, households of non-European descent, recipients of social assistance, individuals with limited educational attainment, and those aged between 55 to 65 years (Jehoel-Gijsbers & Vrooman, 2019). Moreover, unemployment is a significant factor contributing to economic marginalization of these social groups wherein without stable employment, these individuals struggle to meet basic income thresholds, leading to long-term poverty and social exclusion (Pohlan, 2019).

The social dimension of CE is commonly associated with job creation (Clube & Tennant, 2023; Padilla-Rivera et al., 2020). However, there is a lack of research particularly at the micro level focusing on how circular business initiatives specifically affect employees, vulnerable groups, and broader stakeholders in terms of job satisfaction, equity, and wellbeing (Clube & Tennant, 2021). Using Max-Neef's (1991) Human-Scale Development (H-SD) framework, this study evaluates how Kringloop Zeist, through its *kringloopwinkels*, has embraced the circular principle of reusing with a social objective of providing employment to and meeting the needs of economically marginalized individuals.

Kringloopwinkels serve as pivotal agents in fostering environmental sustainability by facilitating the repurposing of goods that might otherwise end up as waste. They provide a marketplace for second-hand items, effectively extending the lifespan of products and curbing the need for additional resource extraction and production (Middelkamp & van den Heerik, 2021). Within the CE framework, the emphasis on reuse stands as a key strategy for reducing the environmental burden associated with resource depletion and waste generation (van Kesten, 2022).

Furthermore, beyond their environmental contributions, *kringloopwinkels* offer social benefits within their communities. In the quest to transition to an inclusive CE, organizations like

Kringloop Zeist, through its *kringloopwinkels*, play a crucial role in tackling unemployment by providing employment opportunities to vulnerable demographic groups. Additionally, they provide a pathway to more stable economic conditions for these populations. In essence, these social enterprises represent tangible embodiments of the action in action, demonstrating how principles of reuse and resource efficiency can effectively be integrated into commercial activities while simultaneously fostering environmental stewardship and community wellbeing.

1.3 Research question

This research study seeks to address the question, ***how does Kringloop Zeist, through its kringloopwinkel, facilitate social inclusion in its workforce to fulfil the fundamental needs of economically marginalized people in the Netherlands?***

1.4 Research aim and objectives

This research study aims to evaluate how Kringloop Zeist, through its *kringloopwinkel*, facilitates social inclusion in its workforce to fulfil the fundamental needs of economically marginalized people in the Netherlands.

To achieve the abovementioned aim and ultimately address the research question, the following objectives have been enlisted:

- To identify the effectiveness of employment practices and policies of Kringloop Zeist in its *kringloopwinkel* for promoting the social inclusion of economically marginalized individuals in the Netherlands.
- To examine the impact of Kringloop Zeist within its *kringloopwinkel* on the wellbeing, job satisfaction and overall quality of life of economically marginalized people in the Netherlands.

1.5 Structure of the thesis

The remainder of the thesis is structured as follows. In Chapter Two, a systematic mapping of literature is conducted and presented, which explores the phenomena under examination along with the theoretical framework. This chapter explains the state of the art by analyzing relevant published works on the social component of CE, social inclusion in CE initiatives, and the Max-Neef's (1991) Human-Scale Development (H-SD) framework. Chapter Three provides a thorough explanation of the research methodology. It describes the research framework and the contextual elements that inform this study. It goes into more detail about the methods used to collect data and analyze the results. Additionally, the ethical aspects are discussed, including the steps taken to guarantee participant safety and integrity of the study. Chapter Four presents the results from the data gathered. This chapter also empirically discusses the results as well as provides the conclusion, recommendations and limitations of the study.

CHAPTER TWO

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Section 2.1 discusses the literature on CE at the micro level, noting the limited research available on the adoption of CE at this level. Section 2.2 explains the social dimension of CE an underdeveloped aspect in the CE theory and practice. The discussion then explores the body of literature on social inclusion (Section 2.3), portraying it as both an integral component of the social dimension of the CE and a vital principle for fostering a sustainable CE, a subject that is yet to be studied. Finally, Max Neef's (1991) Human-Scale Development (H-SD) theoretical framework is explained and how it helps to understand the inclusivity of particularly economically disadvantaged individuals in circular business initiatives, and more so the extent to which they meet their fundamental needs (Section 2.4).

In order to address the research question of this study, I carried out a systematic mapping of the scientific literature using the Scopus database. Systematic mapping is a form of literature review that helps to systematically map out and categorize existing literature to identify gaps, thus guiding further reviews or primary research (Grant & Booth, 2009). The Scopus database is recognized as the largest database of peer-reviewed journal articles (Morioka & de Carvalho, 2016). During the initial selection process, two criteria were applied to select published journal articles: they needed to be in English and focused on the social dimension of the CE (or address social inclusion within the context of the CE). These elements were integrated into a search string on the Scopus database using "social inclusion," "circular economy," and "sustainable development" as the keywords. The search scope was limited to publications from 2017 to 2024 to focus on the most recent and relevant research, and to reflect current trends and advancements in the field. Each publication underwent thorough examination of the keywords, title, and abstract. If these elements provided sufficient information, the entire text was analyzed.

2.1 CE at the micro level

Different authors offer a range of interpretations of the CE. In a systematic review by Kirchherr et al. (2017) that aimed at establishing a comprehensive understanding of CE, their findings after examining 114 definitions, defined CE as a framework that prioritizes practices geared towards minimizing waste by emphasizing material reduction, reuse, recycling, and recovery throughout the entire lifecycle of products, thereby overruling the notion of 'end-of-life'.

The CE operates across multiple scales, encompassing micro, meso, and macro levels. At the micro level, focus is on individual products, services, materials, packaging, business models, processes, companies, or supply chains (Clube & Tennant, 2021). Furthermore, at the micro level, CE practices are chiefly poised to contribute to SDGs 8 (Decent work and economic growth), 11 (Inclusive, safe, resilient, and sustainable cities and communities), and 12 (Responsible consumption and production) (Schroeder et al., 2018). Notwithstanding, the volume and scope of literature between the levels varies (Franco, 2017). Currently, there is a paucity of studies exploring CE adoption at the micro, individual organizational level (Franco, 2017; Sousa-Zomer et al., 2018).

2.2 Social dimension of CE

According to the Ellen MacArthur Foundation (2016), the CE model places a strong emphasis on designing components that are compatible with processes for disassembly, repair, and recycling. This approach takes a multilevel approach and involves various stakeholders to reduce the extraction of natural resources while maintaining their value within the system. Chizaryfard et al. (2020) stress that the adoption of CE practices requires significant shifts in societal norms and behaviours. Moreover, the adoption of a circular system is expected to have a profound effect on the social aspect of sustainable development due to its drastic restructuring

of the production and consumption sectors (Martin, 2023; Vázquez-Brust & De Souza Campos, 2023a).

Research exploring the social implications of the CE is still in its nascent stages (Clube & Tennant, 2023; Piao et al., 2023). While literature commonly cites job creation as a significant social impact of the CE (Clube, 2022; Clube & Tennant, 2023; Padilla-Rivera et al., 2020; Walker et al., 2021), it remains unclear whether jobs within the CE differ significantly or offer greater social benefits compared to those in a linear economy. For Clube and Tennant (2023), this oversight of the ‘human side’ demonstrates a lack of research examining human resource management issues alongside CE discussions particularly, at the micro level. Additionally, Bridgens et al. (2018) argue against circular initiatives that actively involve people and communities, providing skills, economic benefits, and promoting opportunities for new, local enterprises.

Assessing the social impacts of CE practices presents inherent challenges, notably, the tendency to focus primarily on job creation as the sole indicator within the social domain (Clube, 2022; Luthin et al., 2023; Valencia et al., 2023a), despite the breadth of social issues such as employee welfare, equity, inclusion, job satisfaction, among others. Walker et al. (2021) expand on this highlighting that neglecting to address negative social impacts or failing to articulate clear social benefits of the CE could provoke social resistance, thereby undermining support for CE policies and practices and potentially imperilling its viability as a sustainable development alternative.

There is, therefore, a need for research studies that explore how micro-level circular business initiatives not only contribute to job creation but also address broader social issues such as inclusion, welfare, equity, and job satisfaction. This comes as a way of providing an empirical understanding of the social impacts of CE practices to inform the effective implementation of sustainable development of policies and practices that are context-based.

2.3 Social inclusion in CE initiatives

In a broader context, Luthin et al. (2023) conducted a comprehensive literature review on CE and its social impacts. They utilized guidelines proposed by UNEP Methodological Sheets for subcategories in Social Life Cycle Assessment (S-LCA) to analyze social impacts across various stakeholders, including workers, local communities, value chain actors, consumers, society, and children. The study found that social inclusion was a relevant social indicator at the local community level though unexplored as it was among the indicators that were not assigned a category.

Critics of neoliberal policies, emphasize the need for collaborative initiatives that promote inclusiveness, social change, and community wellbeing as well as decrease social exclusion (Boadu et al., 2024). Nevertheless, social inclusion in CE objectives appears markedly restricted and broadly defined (Vázquez-Brust & De Souza Campos, 2023a, 2023b). This limitation is disconcerting and calls for scholarly work that specializes in uncovering the nuances and intricacies of social inclusion in CE practices, as the CE cannot effectively contribute to sustainable development without acknowledging and addressing the overlooked social aspect of social inclusion (Piao et al., 2023). Additionally, concerns arise regarding the scalability of CE practices, which may be jeopardized by a lack of comprehensive understanding of the dynamics of social inclusion.

Velenturf and Purnell (2021) assert that citizen involvement is a key characteristic of a sustainable CE for it empowers individuals to co-create inclusive CE solutions that cater to their needs and ensure equitable access to resources for a quality life, fostering shifts in social values. However, the authors emphasize that research on participation processes involving citizens including vulnerable populations in CE initiatives remains scarce. Citizens are more than mere

consumers; they are integral to creating sustainable communities and provisioning systems that meet their basic needs effectively.

Henceforth, there is an urgent need to expand the scope of research to include all citizens, particularly those who have unjustly borne the burden of previous development discourses and practices, such as economically marginalized people (Kirchherr, 2021). Moreover, Kirchherr (2021) emphasizes that these individuals face a high likelihood of facing similar or worse experiences during the translation to circularity. Nevertheless, issues of lack of participation risk perpetuating the injustices and mistakes of growth-centric development, neglecting the inclusive focus on human capabilities and wellbeing (Schröder et al., 2020; Clube & Tennant, 2023). By embracing inclusivity, we can acquire a better understanding of the role of citizen participation in fostering the adoption of circular business paradigms that align with community values and satisfy fundamental human needs. Consequently, this approach has the potential to enhance the overall wellbeing of vulnerable populations and in the case of this study, economically marginalized individuals.

2.4 Human-Scale Development (H-SD) framework for evaluating the social dimension of CE

Assessing the social impacts of business activities can seem challenging (Redman, 2018) particularly in the domain of CE where there is a lack of understanding regarding the specific social benefits of circular practices (Clube & Tennant, 2021). Some scholars propose that examining how well fundamental human needs are addressed could shed light on these benefits. Moreover, the notion of meeting basic human needs remains central in the development discourse especially in the context of realizing the SDGs.

Given the interconnectedness of CE and sustainable development, it becomes apt to explore how circular initiatives work to satisfy fundamental human needs. This is particularly crucial when considering the impacts of CE on societal wellbeing (Everard & Longhurst, 2018). By examining how CE practices address human needs, we can gain insights into the effectiveness of the CE in fostering inclusivity and social equity, especially for marginalized populations in society.

Although defining human needs is a complex and subjective concept, various theories suggest that these needs are specific and identifiable. One such framework is Max Neef's (1991) H-SD theoretical framework, which stemmed from Max Neef's assertion that conventional top-down, profit-focused approaches to development that disregard the needs of people (Max-Neef et al., 1991). For instance, an individual may experience a lack of freedom or identity despite financial sufficiency. For Max-Neef, the elements that satisfy our needs denote what he terms as *satisfiers*. Moreover, satisfiers can either realize multiple needs or act as *violators*, hindering the fulfilment of several needs simultaneously (Clube & Tennant, 2020; Clube & Tennant, 2023).

One of the most advanced frameworks evaluating the social dimension of CE, was developed by Max Neef's (1991) H-SD framework. This framework states that fundamental human needs are inherent and can be categorized into nine distinct dimensions, including subsistence, protection, affection, understanding, participation, leisure, creation, identity and freedom, which he argued are universal to all humans regardless of the context. These needs are satisfied through diverse ways of being, having, doing, and interacting (Clube & Tennant, 2021; Max Neef, 1991).

With this background, the H-SD framework offers a systematic approach to human-centric development, providing a lens through which to evaluate how different CE business models address fundamental human needs. By analyzing the case of Kringloop Zeist, through its

kringloopwinkel, it becomes practical to identify CE applications that maximize human needs fulfilment benefiting diverse social groups, including economically marginalized individuals.

Table 1: Matrix of an empty H-SD framework

	Being (personal/collective attributes)	Having (institutions, norms, tools)	Doing (personal/collective actions)	Interacting (spaces/atmosphere)
Subsistence				
Protection				
Affection				
Understanding				
Participation				
Leisure				
Creation				
Identity				
Freedom				

Source: Max-Neef, 1991

CHAPTER THREE

This section details the methodology of the study. Section 3.1 outlines the case of study. Section 3.2 elucidates the research design, using a qualitative case study approach and Max Neef's H-SD framework to evaluate the social impact of Kringloop Zeist's circular practices. Section 3.3 covers data collection, utilizing open-ended questionnaires to gather insights from managers and employees. Section 3.4 explains the process of data analysis, linking identified satisfiers to fundamental human needs. Finally, Section 3.5 discusses ethical issues, emphasizing informed consent, data confidentiality, and anonymity.

3. METHODOLOGY

3.1 Case description

The research study aimed to evaluate how Kringloop Zeist, through its *kringloopwinkel*, facilitates social inclusion in its workforce to fulfil the fundamental needs of economically marginalized people in the Netherlands. Kringloop Zeist is a social enterprise in the Zeist region of Utrecht province in the Netherlands that has been active for 40 years, dedicated to sustainability and social inclusion (Planells, 2023). The organization provides meaningful employment to over 350 people annually, including refugees, individuals with substance use disorders, and people with mental or physical disabilities, who as well constitute economically marginalized individuals. The key initiatives of Kringloop Zeist include offering work and training in the CE, focusing on furniture, textile, bicycles, and books. Furthermore, the essential skills developed through these initiatives include developing work habits, product identification, sorting, bicycle repair, and dismantling (Kringloop Zeist, 2024; Planells, 2023).

Kringloop Zeist collaborates with local businesses, educational institutions, and non-profit organizations to provide upskilling opportunities and internships, fostering a thriving skills ecosystem in the Netherlands (Planells, 2023). Additionally, the organization supports people with linguistic disabilities through activities that help them practice Dutch, which is essential to integrate in labour market. Kringloop Zeist also partners with Spa Group to train low skilled workers to become recognized environmental and logistics employees.

The impact of Kringloop Zeist's efforts is significant. By facilitating the social inclusion of economically marginalized groups, the organization has a major positive influence on the local community. It enhances circular practices by providing cheap second-hand goods to those in need, such as bicycles to children and adults, and makes substantial donations to non-governmental organizations and churches, including support for Afghan refugees in 2021. Overall, Kringloop Zeist's efforts ensure access to essential goods and services, promoting a just and inclusive transition to a CE.

3.2 Research design

Due to the emergent and exploratory nature of this research on the social aspects of the CE, a qualitative approach was deemed most appropriate (Clube & Tennant, 2021). This approach allowed for a thorough evaluation of the intricate dynamics associated with the topic under study. A case study method was employed as it provided a detailed investigation of the phenomenon under investigation (Yin, 2018). The selection of Kringloop Zeist as the case study was intentional, as its *kringloopwinkel* represent a significant departure from traditional linear business practices, shifting towards circular ones—through the reuse of various products—that prioritize environmental and social aspects rather than profit maximization. The approach aligned with the aim of the study which was to evaluate and understand the impact of Kringloop Zeist's employment practices and policies, through its *kringloopwinkel*, on the social inclusion and overall quality of life of economically disadvantaged individuals in the Netherlands.

By employing Max Neef's (1991) H-SD framework, this research provides insights into the social aspects of the CE paradigm, specifically evaluating how social inclusion within Kringloop Zeist's operations contributes to wellbeing, social equity, and opportunities for economically marginalized people.

3.3 Data collection

Open-ended questionnaires (Appendix 1) were utilized to gather primary data from both the managers that oversee operations and employees working in the *kringloopwinkel* of Kringloop Zeist. These questionnaires explored various aspects such as organizational strategies, communication practices, challenges encountered, and how plans are implemented.

It was pertinent to directly engage employees in the data collection process as these possessed firsthand experience of the day-to-day operations and nuances within the organization and its *kringloopwinkel* (Hesse-Biber & Leavy, 2013). Their insights helped shed light on organizational dynamics, the work environment and issues that affect their wellbeing and job satisfaction, contributing to a more authentic depiction of the reality (Gilbert, 2004). I was particularly keen on capturing the narratives of employees from economically marginalized backgrounds as their perspectives could offer deeper insights, making the more pertinent and meaningful. The selection of participants was carefully guided by specific criteria: a background of economic marginalization, employment at the *kringloopwinkel* of Kringloop Zeist, and fluency in Dutch and/or English since the questionnaires and consent form were in these languages.

To identify potential participants (detailed in Table 2), I initiated contact with the branch manager via email, followed by an in-person meeting at the research setting, Kringloop Zeist. This personal interaction was essential as it allowed me to introduce myself, discuss my research, and propose collaboration. Once collaboration was established, I maintained communication with the manager mainly through LinkedIn messaging but also via emailing. Moreover, to ensure flexibility, convenience, and increased participation, I emailed the questionnaires and consent forms to 12 eligible participants through the manager, allowing them to fill them out at their convenience within a period of one week. It also provided participants with the opportunity to thoughtfully consider the questions and their responses, seek clarification on any clear or confusing questions, and ultimately, save time. The process of data collection extended over a month, mainly because of the organization's slow responsiveness to my emails and texts. Another major challenge encountered during the data collection phase was the delay in receiving completed questionnaires. This delay was primarily because some fact that many individuals who received the questionnaires were on holiday before they could fill them out or send them back, or they chose not to participate in the study. Consequently, I had to travel back and forth multiple times to collect the questionnaires. Additionally, some questionnaires were not ready for collection at the scheduled times, further extending the data collection period. Unfortunately, in some cases, a few questionnaires were not returned. To expedite the process, I had to contact the managerial team of the organization using various communication methods, including email, WhatsApp, direct phone calls, LinkedIn, and face-to-face interactions, to follow up on the status of the questionnaires.

The open-ended questionnaires covered a broad spectrum of workplace experiences, guided by the H-SD matrix, to ensure a comprehensive understanding of how the workplace environment influenced employees' findings (Appendix 2). This method facilitated the collection of detailed insights into the workings of the *kringloopwinkel* of Kringloop Zeist and its impacts on its employees. Table 2 provides an overview of the participants and their relationship with Kringloop Zeist.

Table 2: The duration of employment and the various roles held by participants at Kringloop Zeist

Participant	Period worked	Role(s) held
Respondent 1	1 year, 5 months	Cashier, supervise new colleagues at cash register, design posters
Respondent 2	1 year	Quality assurance specialist (ISO 9001:2015 certification and occupational health and safety)
Respondent 3	8 years, 5 months	Cash register, head of book sales, kitchen store, supervising interns
Respondent 4	2 years, 3 months	Sorting books, cashier, assisting in the furniture section, training new volunteers
Respondent 5	3 years, 2 months	Managing the electronics section, cashier, designing promotional material
Respondent 6	4 years	Handling donations, cashier, organizing workshops
Respondent 7	5 years, 7 months	Cashier, supervising interns, customer service, warehouse manager
Respondent 8	6 months	Stocking shelves, handling donations, sorting, assisting customers, cashier
Respondent 9	7 years	Manager of clothing section, cashier, event planner and organizer,
Respondent 10	2 years, 8 months	Warehouse manager assistant, cashier, training new staff
Respondent 11	1 year, 10 months	Cashier, customer service, stock management
Respondent 12	1 year, 5 months	Management of various departments

3.4 Data analysis

In some cases, participants' responses to the questionnaires were translated from Dutch to English using Google Translate, while Sjef Janssens, a native Dutch speaker, helped to translate some questionnaires and verify the accuracy of the translations made by Google Translate. This translation process was crucial in ensuring that the data could be accurately interpreted and understood, allowing for a thorough and detailed examination of the responses. The translated responses also provided a clear basis for identifying key themes and insights, ultimately contributing to a more comprehensive and nuanced analysis. The analysis of the questionnaires was conducted using content analysis. This process involved identifying *satisfiers*—elements or factors that contribute to fulfilling individuals' needs. These satisfiers were then categorized and coded based on their nature and relevance. In order to establish a conceptual framework for understanding these satisfiers, they were linked to Max-Neef's (1991) matrix of fundamental human needs. By associating the identified satisfiers with these fundamental needs, deeper insights were gained into their significance, impact, and their relation to the overarching research topic of social inclusion of economically marginalized individuals in circular business models at a micro level. After linking the satisfiers with the appropriate fundamental human needs, they were summarized within a single matrix. This matrix served as a comprehensive representation of the satisfiers identified through the analysis, which offered a clear and organized overview of the findings. Furthermore, thematic analysis was employed to identify recurring themes or patterns across satisfiers. This thematic approach provided a systematic outline for interpreting and presenting the findings, thereby enhancing the clarity and depth of the results.

3.4.1 Operationalisation of the H-SD framework

In order to fill in the matrix, the questionnaire in Appendix 1 was used to identify the themes (satisfiers) that explain how participants' responses address different fundamental human needs. Table 3 categorizes the various questions from questionnaire according to the responses from participants regarding the satisfiers and how these fulfil different fundamental human needs of Subsistence, Protection, Affection, Understanding, Participation, Leisure, Creation, Identity, and Freedom

Table 3: The matrix of the H-SD framework and the number of questions used to identify satisfiers that address each fundamental human need.

Fundamental human need	Being (personal/collective attributes)	Having (institutions, norms, tools)	Doing (personal/collective actions)	Interacting (spaces/atmosphere)
Subsistence	Q3,5	Q3, 5	Q2, 3	Q2, 3, 5
Protection	Q4, 9	Q4, 6, 12	Q4, 6, 9	Q5, 4, 9
Affection	Q4, 5, 10	Q4, 5, 6	Q4, 5, 6, 10	Q5, 10
Understanding	Q7, 8, 11	Q7, 8	Q7, 8, 9, 11	Q7, 8, 9
Participation	Q8, 9, 12	Q8, 9	Q8, 9	Q8, 9, 12
Leisure	Q10, 12	Q4, 5, 6, 10	Q4, 5, 6, 10, 12	Q10, 12
Creation	Q11, 12	Q11	Q7, 11, 12	Q11, 12
Identity	Q3, 12, 10	Q3, 12	Q2, 12, 10	Q12, 6
Freedom	Q3, 6, 9, 10, 12	Q3, 4, 6, 9, 10	Q2, 6, 9, 10	Q6, 9, 10, 12

3.5 Ethical issues

The study strictly adhered to ethical protocols. Prior to participation, informed consent was obtained from all participants, to affirm their voluntary involvement in the study. To ensure confidentiality, rigorous data protection measures were established, with all data securely stored in the University of Twente MS Teams OneDrive and appropriately labelled to facilitate easy retrieval. Additionally, participants were not required to disclose their names or any other personal details on the questionnaires. This was done to ensure anonymity and that the data was linked to the participants.

CHAPTER FOUR

This section presents the findings from questionnaires with the employees of Kringloop Zeist's *kringloopwinkel*, while highlighting the key themes that emerged from their responses. I utilize the H-SD framework to identify various satisfiers that address the fundamental human needs. These satisfiers are intricately linked to specific fundamental human needs while also emphasizing how the distinctive CE business paradigm enhances these connections. To provide a deeper understanding, I also compare the analyzed data from questionnaires by juxtaposing it with existing literature to further enrich the findings.

4. RESULTS AND DISCUSSION

Based on the questionnaire responses, I deduced common themes, referred to as *satisfiers*, and systematically categorized them according to Max-Neef's H-SD framework. Table 4 succinctly outlines these satisfiers within the H-SD matrix aligned with Max-Neef's (1991) classification of human needs.

Each fundamental human need was analyzed through four aspects: Being, Having, Doing, and Interacting. For instance, *subsistence* as a human need is associated with the aspect of 'Being' financially independent. This need is supported by the aspect of 'Having' fair wages, which provides financial stability. The aspect of 'Doing' involves engaging in formal work and managing personal finances effectively, which are critical for maintaining subsistence. Finally, 'Interacting' pertains to the work environment that facilitates these actions providing the necessary support and conditions for individuals to achieve financial independence. In other words, the combination of being financially independent, receiving fair wages, engaging formal work, and effectively managing personal finances within the work environment of Kringloop Zeist collectively serve as satisfiers for the fundamental human need of subsistence.

The key themes from this analysis, including inclusion, work-life balance, training and skills development, and financial independence, were selected as they represent the most significant aspects of employee wellbeing, job satisfaction, and organizational effectiveness (Clube & Tennant, 2021) identified through the analysis. These are further explored in sections 4.1, 4.2, 4.3 and 4.4 respectively, where their specific roles in addressing fundamental human needs within the context of Kringloop Zeist are discussed in detail.

Table 4: Satisfiers delineated from the analysis of participants' responses

Fundamental human need	Being (personal/collective attributes)	Having (institutions, norms, tools)	Doing (personal/collective actions)	Interacting (spaces/atmosphere)
Subsistence	Financially independent Nutritionally supported	Fair wage Meals provided	Formal work Managing personal finances	Work environment
Protection	Secure Respected	Safety equipment Safe and fair workplace policies Work-life balance	Following safety protocols Ensuring fair treatment Manageable working hours Manageable workload	Safe and supportive work environment
Affection	Included Sociable	Supportive colleagues Breaktimes Social activities Work-life balance	Communal meals Socializing events Team-building exercises Manageable working hours	Workshops as social settings Friendly and supportive work environment
Understanding	Sociable Trained with new skills	Training opportunities Skills development Supportive and friendly colleagues	Sharing tips and best practices Collaborative tasks Learning new skills	Regular meetings Conducive work environment for learning
Participation	Included Engaged Skills training	Inclusive workplace Team involvement Effective communication	Discussions Social events Workshops and meeting sessions Proposing ideas	Participatory and collaborative work environment
Leisure	Included Sociable	Breaks Team-building activities Work-life balance	Manageable working hours Socializing	Engaging and relaxing work environment Social events and breaktimes as social setting
Creation	Innovative Skilled	Creative projects Training in new skills Resources	Learning new skills Utilizing new skills at work Proposing ideas	Work environment
Identity	Recognized Financially independent	Fair treatment Inclusive environment Fair wage Growth opportunities	Formal work Managing personal finances Learning new skills Socializing	Meetings, breaktimes as social settings Work environment
Freedom	Autonomous Financially independent Included Flexible	Autonomy Fair wage Inclusive workplace Flexibility in scheduling	Formal work Managing personal work schedule Managing personal finances Expressing ideas Manageable workload	Safe work environment

4.1 Inclusion

Early work on inclusion focused on the incorporation of diversity into the workplace or organization (Randel, 2023). Randel et al. (2016) assert that implementing inclusive practices both in the workforce and at the workplace demonstrates the organization's devotion to fostering a diverse work environment in which all employees' contributions are welcomed and valued. Kringloop Zeist's commitment to inclusion is deeply embedded in its policies and operations. Bowleg (2020) discussed how structural inequalities, including economic status, disproportionately affect marginalized groups, making it harder for them to find stable employment. During my discussion with the manager of the organization, he emphasized that

the organization acknowledges the challenges that economically marginalized individuals face in securing formal employment. This awareness significantly influenced the establishment of the *kringloopwinkel*. He explains that: *Many of the people we hire have had a hard time finding good jobs. This is because they do not have enough education, they lack connections, and face unfair hiring practices. At Kringloop Zeist, we are able to give them good job opportunities.*

The social enterprise aims to reduce waste, promote recycling, and provide meaningful work for vulnerable individuals, including economically marginalized people. It helps them to lead independent lives and combat issues like poverty, inequality, and climate change (Kringloop Zeist, 2024).

When discussing the theme of inclusion, participants highlighted the importance of inclusion at Kringloop Zeist, which can be evaluated as a satisfier for the fundamental human needs of participation, freedom, affection, understanding, leisure and identity. Many participants expressed feeling included at the workplace. The manager explained that for many employees particularly those coming from an economically marginalized background, working at Kringloop Zeist was either their first formal job or their first step back into the labour market following a prolonged period of unemployment or participation in the informal economy. Existing literature has emphasized the critical need for an inclusive work environment, as these employees encounter distinctive challenges while striving to secure employment that meets their basic needs (Ilijevski et al., 2016). Kringloop Zeist's focus on inclusion has helped in supporting these transitions.

Nishii (2013) defined an inclusive atmosphere as an environment in which individuals of all backgrounds are fairly treated, valued for who they are, and included in core decision-making. Shore et al. (2018) identified key components of inclusion such as feeling safe and involvement in the work group. Randel (2023) emphasized that early work inclusion focused on participation in decision-making, involvement in group activities, and access to resources. Social activities and discussions have proven vital in realizing Kringloop Zeist's mission of inclusivity as highlighted by several participants. Respondent 4 shared: *I am encouraged to take part in workshops and receive feedback regularly which makes me feel valued.* Respondent 10 mentioned: *I get to participate in planning and organizing events given the open communication channels for suggestions and improvements,* and Respondent 11 added: *...everyone's ideas are considered which helps to create a collaborative environment.*

Respondents 2 and 10 mentioned the importance of communal meals and social events in creating a sense of belonging and friendship among employees. Respondent 2 said: *There is a bread meal twice a week which ensures connection and something for everyone to eat,* while Respondent 10 appreciated the inclusive events that everyone enjoys. These activities not only promote social interaction but also make employees *feel like part of a family*, as Respondent 1 pointed out.

4.2 Work-life balance

Greenhaus et al. (2003) suggested that work-life balance is the extent to which an individual is engaged in and equally satisfied with his or her work role and family role. Components of this definition include equal time, involvement, and satisfaction across an individual's work and non-work roles. Work-life balance can be evaluated as a satisfier for the need for protection, affection, participation, freedom, and leisure. The commitment to work-life balance at Kringloop Zeist is evidenced through several initiatives aimed at supporting a healthy equilibrium between work responsibilities and personal life. Work-life balance has been described as the extent to which an individual's needs for autonomy (Brough et al., 2008). Central to this approach is the flexibility in scheduling work schedules, which empowers

employees to tailor their workdays and hours to accommodate personal commitments. This finding aligns with Tamunomiebi and Oyibo's (2020) study on work-life balance and employee performance in Nigeria, which highlights the importance of flexible scheduling in enhancing employee job satisfaction. For instance, employees like Respondents 2 appreciate the flexibility in setting their weekly hours, stating: *The kringloopwinkel gives me a lot of freedom in how I organize my working day. I work 14 hours a week. I am flexible and can decide for myself which days I work.* Respondent 10 also mentioned: *The ability to adjust work hours when needed is very helpful.*

This flexibility alleviates the pressure of balancing work and other responsibilities (Chan et al., 2017), as noted by Respondent 6 who highlights: *Flexible scheduling makes it easier to handle family responsibilities.* Recent research by Brough et al. (2020) and Clube and Tennant (2021) have also pointed out the significant positive correlation over time between work-life balance and both job satisfaction and family satisfaction.

Work-life balance has also been described as the extent to which an individual's needs for competence and connection with others (Brough et al., 2008). Moreover, Kringloop Zeist nurtures a supportive workplace that values the connections of its employees. This is cultivated through participation in regular house meetings, outings, and team-building activities, which fosters a sense of community and mutual support among colleagues. Respondent 8 reflects on this supportive environment, expressing: *We have team outings that make us feel like a family. We are always ready to lend a hand to each other.* Respondent 4 explains: *We have weekly team meetings and occasional outings, which help us bond.* These findings align with those of Ferguson et al. (2020) who emphasized that support from both coworkers enhances positive experiences and helps maintain work-life balance. Such actions in the workplace not only enhance camaraderie but also contribute to a positive work environment where employees can thrive both personally and professionally.

Additionally, the organization prioritizes the importance of regular breaks and personal time during the workday which helps to prevent burnout and sustain productivity (Brough et al., 2020; Rodríguez-Sánchez et al., 2020). Respondent 4 acknowledges this support, stating: *They ensure I have everything I need and time to rest when necessary.* Respondent 5 emphasizes the value of breaks, noting: *We frequently share tips and best practices during break times.* Respondent 2 also states that *I can always indicate when I cannot take on additional tasks. It is also fine to say that I am busy, so they try to take this into account when possible.* By promoting an atmosphere that encourages adequate rest and rejuvenation, Kringloop Zeist ensures that its employees remain engaged and productive (Brough et al., 2020).

4.3 Training and skills development

The employees at Kringloop Zeist held numerous roles, such as cashier, supervisor of new colleagues and interns, poster designer, ISO 9001:2015 certification and occupational health and safety handler, book sales manager, kitchen store manager, sorting books, assisting in the furniture section, training new volunteers, handling donations, organizing workshops, customer service, stocking shelves, managing the clothing section, events organizer, warehouse manager, stock manager, manager of various department.

Training refers to the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to inspire, challenge, and motivate employees to perform the functions of their position to the best of their ability (Vincent, 2020). Training is an integral component

of Kringloop Zeist's commitment to social inclusion and empowerment for employees and can be evaluated as satisfier for the need for understanding, participation, and creation. Several participants highlighted the availability of training sessions at Kringloop Zeist that they get to participate in, with Respondent 10 stating: *They offer continuous training and development programs* and Respondent 11 noting: *I have access to workshops and training sessions*. As previously noted by Clube and Tennant (2021) in the context of a Vietnam-based recycling textile manufacturer, these responses also emphasize the need for fostering a supportive and growth-oriented work environment in circular transitions.

According to Vincent (2020) on-the-job-training involves a formal method of on the job staff training in which skills and knowledge are acquired by employees through internally organized seminars and workshops. They are designed to update workers with new techniques or skills associated with the performance of their jobs. For example, Respondent 8 mentioned the value of on-the-job training by stating: *They provide on-the-job training and coaching opportunities which helps us to learn our job roles even when you have no idea of what you are supposed to do*. On-the-job training at Kringloop Zeist is designed to be practical and directly applicable to the daily tasks employees perform and can be evaluated as a satisfier for the fundamental human needs for understanding, participation, creativity and identity needs. Previous literature has highlighted that this type of training ensures that new employees can quickly become proficient in their roles (Kalli et al., 2023).

Vincent (2020) asserts that training makes employees feel like they are part of the organization's family; it creates a sense of belonging in all employees; it creates professional development and enhances the employee's skills; it also makes a knowledgeable workforce. The results show that this is equally true for the employees at Kringloop Zeist's *kringloopwinkel*. Respondent 12 also stated that, *...through training and coaching we learn to interact with each other. By attending training sessions, conferences and symposia, you also continue to learn*.

Moreover, Kringloop Zeist places a strong emphasis on continuous learning, recognizing that the development of skills should not be a one-time event, but an ongoing process as also noted by Wallo et al. (2021). Respondent 10 explains that at Kringloop Zeist, *they offer continuous training and development programs*. Employees are encouraged to participate in various training, coaching sessions and workshops, and courses that are relevant to their roles and personal interests. Respondent 3 expressed appreciation for these opportunities, stating: *I'm encouraged to take part in workshops and the regular brainstorming sessions we have and receive feedback regularly*. These opportunities enable employees to learn new techniques and continuously improve their competences (van Assen, 2020) as Respondent 12 pointed out that *by attending training sessions, conferences, and symposia, you also continue to learn*, and Respondent 5 highlighted: *I get to attend training sessions that help to enhance my skills*.

The collaborative learning environment at Kringloop Zeist is another significant factor that contributes to effective training and skills development. Regular inhouse meetings, brainstorming sessions, breaktimes and knowledge-sharing activities create a culture of continuous improvement and collective growth. Respondent 5 highlighted this stating: *We frequently share tips and best practices during our break times*. Respondent 7 also explained: *We help each other by sharing workload and tips*. This collaborative atmosphere ensures that employees learn from each other's experience and expertise (Vincent, 2020), which then leads to a cohesive workforce. Respondent 10, for instance, explains that during inhouse meetings,

brainstorming sessions, and breaktimes, *[w]e often exchange knowledge and assist each other with tasks*, and Respondent 8 describes: *We are always ready to lend a hand to each other*.

4.4 Financial independence

Financial stability is consistently recognized as a significant benefit of employment (Blustein et al., 2018) as it provides financial independence a crucial determinant of quality of life, particularly for individuals facing barriers to formal employment (Böckerman & Ilmakunnas, 2012). Whilst reducing poverty, at Kringloop Zeist, employment provides a stable income that is evaluated as a satisfier for various fundamental human needs, including subsistence, identity, and freedom.

Many participants had previously not held a stable income and relied on government support or informal jobs to meet their day-to-day expenses. Informal jobs can lack financial stability for economically marginalized people and government support is often insufficient (Omar & Inaba, 2020). A stable income at Kringloop Zeist is a satisfier for subsistence in that it allows employees to cover essentials. For instance, Respondent 5 noted that the income *covers my basics, but extras are sometimes a stretch*, highlighting that while basic essentials are met, there is limited flexibility for non-essential expenses. Similarly, Respondent 9 mentioned: *It's enough, but I always strive for more*, indicating that while the income is sufficient for basic needs, aspirations for greater financial security persist.

Despite the positive aspects of having a stable income, several employees expressed concerns about the adequacy of their earnings in fully meeting their daily needs. Respondent 1 emphasized that even a significant increase in income might still fall short of their needs when he says, *...even if I got double [the salary I get], it would not be enough at some point*. This sentiment is echoed by Respondent 10 who stated: *It is barely enough, more would definitely help*, and Respondent 11 who mentioned: *It is manageable, but an increase would alleviate stress*. These responses indicate that while the income from Kringloop Zeist provides a baseline of economic stability, many employees feel that it is insufficient to fully eliminate financial stress and security.

Employees also highlighted the importance of careful budgeting and financial management to make ends meet. Respondent 2, for instance, noted that despite working 14 hours a week, they are vigilant about their spending: *Yes, but I am not a shopaholic so I keep an eye on my money*. This careful financial management is a common theme among participants who need to stretch their earnings to cover all necessary expenses. Respondent 7's experience further illustrates this point, as they mentioned needing to budget carefully despite the income being *adequate*.

5. CONCLUSION, RECOMMENDATIONS AND LIMITATIONS

This research aimed to evaluate how Kringloop Zeist, through its *kringloopwinkel*, facilitates social inclusion in its workforce to fulfil the fundamental needs of economically marginalized people in the Netherlands. The findings reveal that Kringloop Zeist fosters social inclusion within its *kringloopwinkel* through its inclusive policies and practices. Additionally, it effectively meets the fundamental human needs of its employees by offering a comprehensive approach that includes work-life balance, training and skills development, and financial independence through the provision of a stable income. The study identified the abovementioned themes as key satisfiers provided by the *kringloopwinkel* of Kringloop Zeist that address various dimensions of fundamental human needs outlined by Max-Neef's (1991) in his H-SD framework, including subsistence, protection, affection, understanding,

participation, leisure, creation, identity, and freedom. These satisfiers were crucial in understanding the positive impact of Kringloop Zeist's circular operations on its employees, particularly those from an economically marginalized background. The results are also consistent with those reported in existing literature in contexts like Nigeria (Vincent, 2020), Vietnam (Clube & Tennant, 2021), which demonstrates that even in other contexts, there are similar trends.

Kringloop Zeist's commitment to inclusion is deeply embedded in its policies and operations. The organization recognizes the challenges faced by economically marginalized individuals in finding formal employment. By providing meaningful work to this marginalized social group, Kringloop Zeist addresses broader issues like poverty and inequality. The inclusion of employees in the workforce helps them transition from informal jobs or unemployment to formal employment, contributing to their economic stability and personal development. The organization's focus on work-life balance plays a pivotal role in employees' job satisfaction and overall wellbeing. Flexible work schedules, regular breaks, and personal time prevent burnout and sustain productivity. Continuous training and development opportunities ensure that employees remain competent, confident, and capable of advancing in their roles.

Inclusion and social interaction are core components of the work culture at Kringloop Zeist. Communal meals, social events, and team-building exercises foster a sense of belonging and friendship among employees. This positive social environment helps to satisfy employees' need for affection and participation. Employees receive on-the-job training, participate in workshops, and engage in collaborative tasks that act as satisfiers for the need of affection, understanding, and participation. The continuous learning environment helps employees feel competent and valued. The inclusive and participatory work environment at Kringloop Zeist encourages employees to engage actively in their roles. Effective communication, regular discussions, and social events ensure that employees feel included and confident in their contributions to the organization.

While Kringloop Zeist provides a stable income that meets basic needs, many employees expressed concerns about the adequacy of their earnings. The need for higher wages or additional financial support was evident, as many employees indicated that their current income was not sufficient to fully meet their financial needs and alleviate economic stress. Despite this limitation, the regularity of the income allows employees to manage their finances better than they would in informal jobs or on government support. Moreover, careful budgeting and financial management were common themes among employees, highlighting the importance of financial literacy and support. The collaborative and supportive work environment at Kringloop Zeist enhances camaraderie and mutual support among colleagues. Regular team meetings, social events, and knowledge-sharing activities create a culture of continuous improvement and collective growth, which ensures that employees feel part of a cohesive and skilled workforce.

By building on its strengths and addressing its identified limitations, Kringloop Zeist can further enhance the wellbeing and satisfaction of its employees and ensure a more inclusive, supportive, and productive workforce.

One significant limitation of this study is the briefness of responses from participants. Many participants provided short answers to the questionnaire, which limited the depth of insights that could be drawn from their experiences. This brevity may have been due to time constraints, a lack of comfort in expressing detailed thoughts, or unfamiliarity with the survey process. As

a result, some nuanced aspects of their of their experiences and perceptions may not have been fully captured. Future research should consider employing methods to encourage more comprehensive responses, such as follow-up interviews or focus group discussions.

Furthermore, the findings of this study are specific to Kringloop Zeist and may not be generalizable to other organizations or contexts. Therefore, a comparative analysis involving similar social enterprizes in different regions, countries or sectors could shed light on the unique and common challenges faced by these organizations. Comparing Kringloop Zeist's inclusive practices and outcomes with those of other social enterprizes that utilize a CE business model would help identify best practices, innovative approaches, and potential areas for collaboration in the CE transition on a micro level.

It is also recommended that longitudinal studies be conducted to track the long-term outcomes of employees at Kringloop Zeist. Such studies could provide valuable insights into the sustainability of the benefits explored. Such studies could evaluate how employees' financial stability, job satisfaction, skill development, and overall wellbeing evolve over time. This approach would help in understanding the enduring impact of the organization's policies and practices and could identify areas needing ongoing support or improvement.

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APPENDIX 1
Questionnaire

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Sociale inclusie van economisch gemarginaliseerde mensen in *kringloopwinkels*: Het geval van Kringloop Zeist

Hallo,

Mijn naam is Haggai Kasule, en ik ben momenteel een student aan de Universiteit Twente, waar ik een master in Milieu- en Energiewetenschappen volg. Bedankt voor uw deelname aan dit onderzoek.

Het onderwerp van mijn onderzoek is "Sociale inclusie van economisch gemarginaliseerde mensen in *kringloopwinkels*: Het geval van Kringloop Zeist." Ik ben met name geïnteresseerd in het evalueren van hoe Kringloop Zeist, via zijn *kringloopwinkels*, sociale inclusie bevordert en helpt bij het vervullen van de fundamentele behoeften van economisch gemarginaliseerde individuen in Nederland.

Uw deelname aan dit onderzoek is waardevol omdat het unieke perspectieven kan bieden over de effectiviteit van de werkgelegenheidspraktijken bij Kringloop Zeist en hun impact op welzijn, werktevredenheid en de algehele kwaliteit van leven. Deze studie heeft als doel een goed begrip te bevorderen van het potentieel van de circulaire economie voor positieve sociale verandering, met de goede praktijken van Kringloop Zeist als voorbeeld.

Dit interview zal niet meer dan 45 minuten in beslag nemen.

Nogmaals bedankt voor uw tijd en waardevolle inzichten.

1. Hoelang werk je al in de kringloopwinkel van Kringloop Zeist?

2. Welke taken heb je gedaan bij Kringloop Zeist?

3. Kun je uitleggen of je salaris genoeg is om te kunnen kopen wat je nodig hebt, zoals eten, een plek om te wonen en kleding?

4. Hoe zorgt Kringloop Zeist ervoor dat je veilig bent en je goed voelt op het werk, zoals een veilige werkplek, eerlijke behandeling, genoeg tijd voor jezelf en hulp bij vervoer?

5. Hoe zorgt Kringloop Zeist ervoor dat iedereen zich inclusief en verbonden voelt, bijvoorbeeld door het organiseren van leuke groepsactiviteiten?

6. Zijn de uren die je werkt goed voor jou? Waarom wel of niet?

7. Hoe helpt Kringloop Zeist je om nieuwe dingen te leren en beter te worden in je werk?

8. Hoe helpen jij en je collega's elkaar en leren jullie nieuwe dingen of vaardigheden van elkaar op het werk?

9. Hoe zorgt Kringloop Zeist ervoor dat medewerkers betrokken zijn en hun best doen op het werk, bijvoorbeeld door ervoor te zorgen dat iedereen begrijpt wat er moet gebeuren en kansen krijgt om te zeggen wat ze willen?

10. Hoe zorgt Kringloop Zeist ervoor dat je genoeg tijd hebt voor plezier en ontspanning na het werk?

11. Hoe helpt Kringloop Zeist je om creatief te zijn en nieuwe vaardigheden te leren op het werk?

12. Hoe zorgt Kringloop Zeist ervoor dat je je goed voelt over jezelf en je werk?

APPENDIX 2

Respondent 12	Good salary	We are alert to and follow all safety agencies. And signs of unfair treatment are immediately addressed. We have a process control for that.
Respondent 11	It' s manageable, but an increase would alleviate stress.	They focus on providing a supportive and safe environment.
Respondent 10	It' s barely enough, more would definitely help.	They ensure we have a safe workspace and are supportive. They' re okay, but a bit more flexibility would be nice (work hours).
Respondent 9	It' s enough, but I always strive for more.	The company promotes a safe and respectful work environment.
Respondent 8	It' s not much, but it helps me get by as a student.	They make sure I have a safe working environment and support when needed.
Respondent 7	It' s adequate, but I often need to budget carefully	They' re good at addressing concerns and providing support.
Respondent 6	It' s manageable, but an increase would definitely help	They provide all necessary safety equipment... Flexible scheduling makes it easier to handle family responsibilities
Respondent 5	It covers my basics, but extras are sometimes a stretch.	The company has a clear policy on safety and ensures a fair working environment. I appreciate the flexible hours which allow me to pursue personal interests
Respondent 4	I manage, but it feels like there's always something more I need.	The team is very supportive. They ensure I have everything I need, including safety gear and time to rest when necessary.
Respondent 3	Never enough. 2 lunches per week for everyone	I take care of myself. Can the kringloop be improved?
Respondent 2	Yes, but I' m not a shopaholic so I keep an eye on my money. Yes, I work 14 hours a week. I am flexible and can decide for myself which days I work.	I can always indicate when I cannot take on additional tasks. It is also fine to say that I am busy, so they try to take this into account where possible. By asking how things are going, how far I have progressed through progress and weekly conversations
Respondent 1	Yes, even if I got double that, it wouldn't be enough at some point. There is (unfortunately) a bread meal twice a week (I think this should be every time) this ensures connection and something for everyone to	
Subs		Prot

<p>By organizing public meetings and activities within the work community. And through training and coaching, we learn to interact better with each other. Lunching together! Weekly meetings, house meetings, volunteer consultations. Promoting a club feeling, we have lunch together twice a week, and day meetings.</p>	<p>By organizing public meetings and activities within the work community. And through training and coaching... Weekly meetings, house meetings, volunteer consultations.</p>
<p>We have regular team-building exercises and social events. We collaborate closely and support each other' s growth.</p>	<p>I have access to workshops and training sessions. We collaborate closely and support each other' s growth.</p>
<p>We have social events that bring everyone together. We often exchange knowledge and assist each other with tasks. The ability to adjust work hours when needed is very helpful.</p>	<p>They offer continuous training and development programs. We often exchange knowledge and assist each other with tasks.</p>
<p>We have inclusive events like cultural days that everyone enjoys. Collaboration is key, and we support each other constantly. Regular praise and constructive feedback keep me motivated.</p>	<p>Collaboration is key, and we support each other constantly.</p>
<p>We have team outings that make us feel like a family. We' re always ready to lend a hand to each other.</p>	<p>They provide on-the-job training and coaching opportunities which helps us to learn our job roles even when you have no idea of what you are supposed to do. We' re always ready to lend a hand to each other.</p>
<p>We celebrate each other's birthdays which boosts morale. They' re flexible with time off for personal reasons.</p>	<p>They encourage online courses and in-house training. We help each other by sharing workload and tips. Regular team meetings where everyone' s input is valued.</p>
<p>They provide us with regular breaks. There are frequent team-building activities, like movie nights</p>	<p>They offer on-the-job training programs which are very helpful. We have regular brainstorming sessions to solve problems together.</p>
<p>We have a monthly potluck which everyone enjoys and looks forward to. I appreciate the flexible hours which allow me to pursue personal interests</p>	<p>I get to attend training sessions that enhance my skills. We frequently share tips and best practices during our break times.</p>
<p>The team is very supportive. They ensure I have everything I need and time to rest when necessary. We have weekly team meetings and occasional outings which help us bond.</p>	<p>I' m encouraged to take part in workshops and receive feedback regularly.</p>
<p>1 Christmas dinner, 1 barbecue, 2 lunches per week for everyone</p>	
<p>During the house meetings, attention is paid to, for example, Ramadan and other holidays so that everyone is aware of this. There will also soon be a summer BBQ to which everyone is welcome. By asking how things are going, how far I have progressed through progress and weekly conversations</p>	<p>I can always indicate when I cannot take on additional tasks. It is also fine to say that I am busy, so they try to take this into account where possible.</p>
<p>It gives me a family, I can be who I am. If I have a problem with something, they help me find a solution</p>	<p>By challenging me and allowing me to explore and motivate me</p>
<p>Affect</p>	<p>Under</p>

<p>Through regular meetings, work instructions, and on-the-job coaching. Weekly meetings, house meetings, volunteer consultations.</p>	<p>By organizing public meetings and activities within the work community. And through training and coaching, we learn to interact better with each other. Lunching together! Yes, it's fine to also have enough personal time (work hours)</p>
<p>I have access to workshops and training sessions. Everyone's ideas are considered, fostering a collaborative environment.</p>	<p>We have regular team-building exercises and social events.</p>
<p>I get to participate in planning and organizing events. Open communication channels for suggestions and improvements.</p>	<p>We have social events that bring everyone together.</p>
<p>Feedback is encouraged and acted upon, making us feel heard.</p>	<p>We have inclusive events like cultural days that everyone enjoys.</p>
<p>We have a platform to voice our ideas and concerns.</p>	<p>We have team outings that make us feel like a family.</p>
<p>They encourage online courses and in-house training. Regular team meetings where everyone's input is valued.</p>	<p>We celebrate each other's birthdays which boosts morale.</p>
<p>We have regular brainstorming sessions to solve problems together. Monthly surveys help gauge our satisfaction and areas for improvement</p>	<p>There are frequent team-building activities, like movie nights. They provide us with regular breaks.</p>
<p>Open-door policy with management encourages us to share our thoughts</p>	<p>We frequently share tips and best practices during our break times.</p>
<p>We have weekly team meetings. We have suggestion boxes and regular meetings to discuss improvements</p>	<p>We have occasional outings which help us bond.</p>
<p>Daily morning meetings By involving me in discussions with stakeholders. And to expand the prevention employee course, which I will be following soon. By asking how far I have progressed through progress and weekly conversations</p>	<p>1 Christmas dinner, 1 barbecue, 2 lunches per week for everyone Yes, I work 14 hours a week. I am flexible and can decide for myself which days I work. During the house meetings, attention is paid to, for example, Ramadan and other holidays so that everyone is aware of this. There will also soon be a summer BBQ to which everyone is welcome.</p>
<p>By challenging each other and thinking along with me or asking for their help</p>	
<p>Part</p>	<p>Leis</p>

<p>You have the space to implement new initiatives. And by attending training sessions, conferences, and symposia, you also continue to learn.</p>	<p>We need to pay more attention to that. Complimenting people for new tasks.</p>
<p>Encouraged to take on creative tasks and projects.</p>	<p>Constructive criticism and regular feedback keep me on track.</p>
<p>I'm encouraged to bring new ideas to the table and implement them.</p>	<p>Recognition from both peers and management makes me feel appreciated.</p>
<p>I can take part in creative tasks which is exciting.</p>	<p>Regular praise and constructive feedback keep me motivated.</p>
<p>I get to work on creative projects like window displays.</p>	<p>They acknowledge my hard work, which boosts my confidence.</p>
<p>I can take the lead on projects that interest me</p>	<p>Regular team meetings where everyone's input is valued.</p>
<p>I'm allowed to experiment with new display ideas for the store.</p>	<p>We have regular brainstorming sessions to solve problems together. Constructive feedback and recognition make me feel valued</p>
<p>I can propose new ideas and am often given the resources to implement them.</p>	<p>I appreciate the flexible hours which allow me to pursue personal interests. Positive reinforcement from my supervisors makes a big difference. We frequently share tips and best practices during our break times.</p>
<p>Yes, your own input is often/always well received and allowed</p>	<p>Regular performance reviews help me see my progress and areas for improvement</p>
<p></p>	<p>I can largely decide for myself</p>
<p></p>	<p>I can always indicate when I cannot take on additional tasks. It is also fine to say that I am busy, so they try to take this into account where possible.</p>
<p>Create</p>	<p>Always ensure that everything is possible to a certain extent. Children can come along on a study day or being able to leave during work if there is something going on with family</p>
<p>Ident</p>	<p></p>

Flexibility in scheduling allows for a good work-life balance.

The ability to adjust work hours when needed is very helpful.

The flexibility to adjust hours helps maintain a healthy balance.

They understand my school commitments and adjust my hours accordingly.

They're flexible with time off for personal reasons.

Flexible scheduling makes it easier to handle family responsibilities

I appreciate the flexible hours which allow me to pursue personal interests

I can adjust my hours when I need to take care of personal matters

I can largely decide for myself

If I have another important appointment outside of work at the thrift store, I can combine this and come to work another day a week. The thrift store gives me a lot of freedom in how I organize my working day. Yes, I work 14 hours a week. I am flexible and can decide for myself which days I work. I can always indicate when I cannot take on additional tasks. It is also fine to say that I am busy, so they try to take this into account where possible.

Free