

NOR NORM

INTRODUCING
THE CIRCULAR
OFFICE

INTRODUCING THE CIRCULAR OFFICE:

FILL THE OFFICE – NOT THE LANDFILL

Tons of office furniture end up in landfills every year. Perfectly usable pieces that with a little love and care could have lasted for decades.

Ever since the days of the Industrial Revolution, humanity has embraced this linear model of economics, which involves extracting resources from Earth, making things from them and dumping those things when they become surplus to requirements. This model has generated jobs and lifted many people's living standards - but it also has created the climate crisis, driven biodiversity loss and left behind mountains of waste.

But now we're running out of both resources and ways to dispose of waste. That's why we need to transform our linear way of thinking to a more circular approach, turning trash into treasures.

NORNORM's purpose and vision is to apply a circular approach to office interiors. To offer flexible, affordable and inspiring work environments through using, and reusing, resources intelligently in order to promote the well-being of employees, businesses and the planet.

In this magazine we aim to tell you how we want to achieve this – and why it's necessary.

Welcome to NORNORM.



CONTENT

INTRODUCTION	2
THE WORLD NEEDS A NEW NORM	8
BUSINESS MODEL	10
CIRCULAR DESIGN	16
OUR INSPIRATION	22
CIRCULAR ECONOMY AND SDG'S	24
FRONTRUNNERS	26
HOW WE ARE GOING CIRCULAR	28

THE NEW NORM OF GOING ROUND IN CIRCLES

In this interview, Jonas Kjellberg, initiator and Chairman of the Board of NORNORM, talks about why subscribing is better than buying – and why going round in circles should become the new norm.



WHY DO YOU THINK THE TIME IS RIGHT FOR NORNORM?

- We must re-think how we create new business models. The fact that the planet is running out of resources means that the linear, take-make-waste economy will have to make way for a circular approach to all aspects of life, including the office. I'm passionate about finding new business opportunities, and although

the change to a circular economy poses many challenges, it also creates many opportunities.

- Meanwhile, we're throwing away more furniture than ever. By most estimates, less than 10 per cent of office furniture is used beyond the first office it inhabits. That's why giving furniture a second shot at life is a great way to mitigate environmental harm.

- In recent years, we've also started to redefine the concept of the office, a trend enhanced by the pandemic. We've been forced to think creatively about how and where we work. Why invest in expensive furniture when you don't know what the future will bring? Perhaps you will need to expand – or downsize? Or perhaps you'll need to turn an office space into a meeting room, for instance.

DESCRIBE THE IDEAS BEHIND NORNORM!

- The concept is based on creating a virtuous circle, in which office furniture no longer needed in one office will be refurbished and get a new life somewhere else, prolonging its life span with perhaps decades. But there is much more to it than that; we aim to create a one-stop destination for affordable, functional and inspiring business interiors, tailored to the needs of every individual company, based on a subscription solution.

- The core of the concept is, in fact, to offer circular and attractive office interiors that are accessible to the many companies. That's how we can become changemakers and make a real impact. That's why we've created this highly affordable subscription mod-

el that requires no investment or long-term commitments. The company simply sends us their floor plan – and in only 48 hours they'll get a proposal of how their new office could look. They are also provided with the opportunity to scale up, or down their office – or turn functions around – without any additional charge.

- Circularity is key in all aspects of the business, which means that we must try to optimize every part of the chain; from what items we choose to work with to how they are packed, transported – and eventually refurbished.

- But it's also important to stress that this is a learning process for us, as well. We are humble when it comes to the task and what we must achieve – but bold in our ambition.

WHY HAVE YOU CHOSEN THE NAME NORNORM?

- It alludes to our Nordic heritage, which is evident in the design of the solutions we offer. We believe that timeless design is essential for the circularity of the concept. The pieces we use must feel as contemporary tomorrow as they do today in order to give them a long lease of life. We also believe that circularity should become the new norm.

YOU'VE TALKED ABOUT WHY THE CONCEPT WILL BENEFIT THE PLANET. BUT WHAT'S IN IT FOR BUSINESSES? AND PEOPLE?

- Happier employees collaborate better, build more self-esteem and are more productive. By creating beautiful and functional workspaces, we can encourage creativity and raise productivity. Our subscription model allows businesses to invest in developing their business, instead of in expensive interiors. The circularity of the concept also is vital as companies around the world face stricter requirements from society, as well as from investors, with regard to sustainability. This means that going circular in all aspects of your business becomes increasingly important from a competition point of view.

- That's why all our stakeholders will benefit from a circular approach. And why it should become the new norm.

"We are humble when it comes to the task and what we must achieve – but bold in our ambition."





A NEW CONCEPT IN OFFICE FURNISHING:

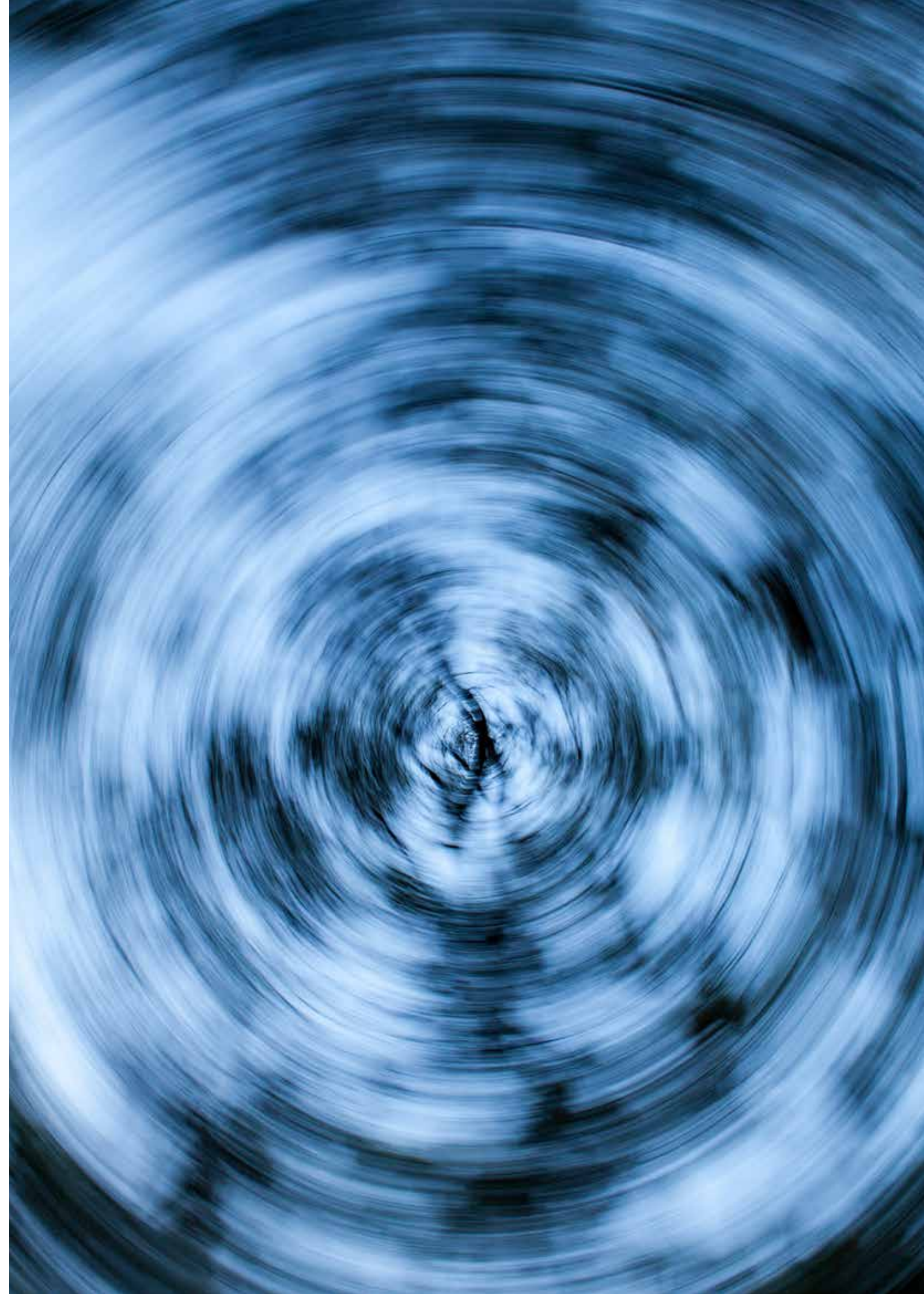
CIRCULAR, FLEXIBLE, AFFORDABLE AND INSPIRING

NORNORM is based on a fully circular business concept, offering workspace furnishing and services through a subscription model. It provides flexible, affordable and inspiring work environments through using, and reusing, resources intelligently in order to promote the well-being of employees, businesses and the planet.

CIRCULAR: CREATING A PERFECT CIRCLE OF LIFE

NORNORM's circular business approach offers access to quality furniture and adaptable workspaces at an affordable price. By choosing to subscribe instead of buy, you're taking an important step towards reducing the carbon footprint of your operations. When there is no longer need for certain pieces of furniture in your office, NORNORM will not retire or scrap them. Instead they will be refurbished and re-used, prolonging their lifespan.

NORNORM's products can continue to be used and still meet our premium quality standards. Timeless designs add to the circularity of the concept since they never go out of style. Products that previously lasted 3 years can now last for 30.



AFFORDABLE: NO INVESTMENT. NO LONG-TERM COMMITMENT.

Refurbishing high quality furniture allows for circulation between businesses. Furniture that previously lasted years, now lasts for decades. This approach means affordable quality workplaces, including high-end trusted brands, become accessible for any business.

Aimed at companies with a workforce of +50 employees that demands an attractive, yet flexible office furniture solution, NORNORM offers companies a way to create a stylish office interior without investing in expensive furniture and without any long-term commitments. With subscriptions starting at an affordable €1 per co-worker a day, NORNORM offers the many businesses access to well designed workspaces.

FLEXIBLE: SCALE UP OR DOWN – OR TURN IT AROUND



An office might need to change to...

...a meeting room

We know that business conditions are changing faster than ever. And enabling a new and creative approach to the office is what NORNORM is all about. NORNORM subscriptions provide the freedom to change solutions at any point, free of charge and without being bound to a set term. Regardless if these changes are minor, like switching certain sets, or more fundamental, like scaling up or down in square meters or a relocation of the office.

NORNORM makes it easy to add, cancel or change your subscription at any time. Typically, the solution will be a mix of individual and flexible workspaces, where employees can work in groups of different sizes, and in some cases, share workstations rather than have assigned seats. This type of arrangement can help accommodate a fluctuating workforce that includes remote workers who may not come into the office every single day.



INSPIRING: MORE THAN JUST A PRETTY FACE

NORNORM is based on creating a maximum of functionality, flexibility and impact using a minimum of pieces. This is key to both the circularity and cost-effectiveness of the concept.

The design aesthetic is Nordic in nature and timeless, rather than trendy, in order to make it feel contemporary even in the future. There is also a strong element of freedom – freedom to mix, to choose, to change, to embrace the new but to hold on to what is good.

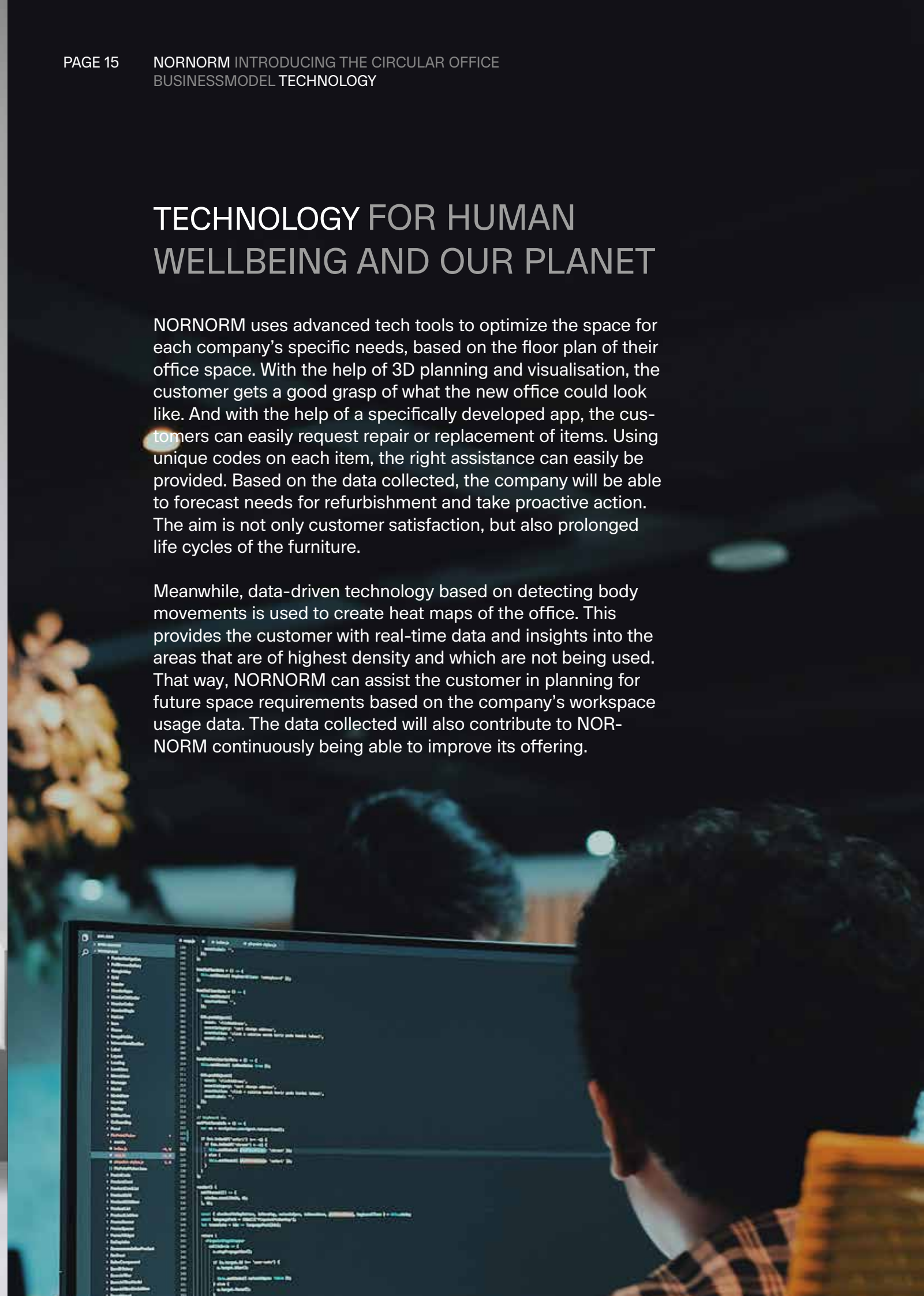
Key words are functionality, beauty, quality and easy to maintain.



TECHNOLOGY FOR HUMAN WELLBEING AND OUR PLANET

NORNORM uses advanced tech tools to optimize the space for each company's specific needs, based on the floor plan of their office space. With the help of 3D planning and visualisation, the customer gets a good grasp of what the new office could look like. And with the help of a specifically developed app, the customers can easily request repair or replacement of items. Using unique codes on each item, the right assistance can easily be provided. Based on the data collected, the company will be able to forecast needs for refurbishment and take proactive action. The aim is not only customer satisfaction, but also prolonged life cycles of the furniture.

Meanwhile, data-driven technology based on detecting body movements is used to create heat maps of the office. This provides the customer with real-time data and insights into the areas that are of highest density and which are not being used. That way, NORNORM can assist the customer in planning for future space requirements based on the company's workspace usage data. The data collected will also contribute to NORNORM continuously being able to improve its offering.





TIMELESS DESIGN TO ENSURE A LONG LIFE

The clean lines and pared down aesthetics of NORNORM's design speak firmly of its Nordic heritage. "Timeless design never goes out of style, which is key to the circularity of the concept. We don't do fast and funky. We want our pieces to feel as contemporary in ten or even twenty years time as they do today", says Head of Design Eric Boudart, the mind behind the design aesthetic of NORNORM.



Developing the design concept of NORNORM, Eric Boudart has worked with two main aspects in mind. One is timelessness – the other creating a maximum of functionality, flexibility and impact using a minimum of pieces, which is also important from a circular point of view.

- There is a strong element of freedom built into the concept – freedom to mix, to choose, to exchange, to embrace the new but to hold on to what is good. Key words in the design process have been functionality, simplicity, beauty, quality and easy maintenance.

BIG RESPONSIBILITY

A strong reason for avoiding trendy and standout design is that the NORNORM circle is based on quickly finding new subscribers for every set. And taste differs.

- One of the challenges in the design process has been to create something beautiful – but never at the cost of functionality. It's important to keep in mind that the environment in which people work needs to offer the best prerequisites for them to perform at the top of their abilities. Creating an attractive environment is important. But it's also important to bear in mind that some spaces need to be quiet, while others need to offer creative interaction between co-workers – and that chairs need to be comfortable, he says.

- Sitting on shelves is not sustainable. We have a huge responsibility to deliver on our promise, which is to offer the circular office of tomorrow today, Eric Boudart says.

- Part of our uniqueness is the speed with which we can offer a complete workspace design solution – in a maximum of 48 hours after receiving the floor plan, we can return a full proposal. This is based on the simplicity of the concept with sets, and not individual pieces, he continues.

INCORPORATING NORDIC STYLE

The diversity of nature and landscapes in the Nordic countries was Eric Boudart's starting point for the three basic look and feel expressions of NORNORM; Nordic Light, Nordic Dark and Nordic Black & White.

- They all incorporate classic elements of the Scandinavian style, use plenty of natural materials and emphasize clean lines. They are neither too minimal nor too cluttered, but are rather an uncomplicated mix of elements, with a focus on functionality and simplicity. As the names suggest, Light is based on lighter wood and Dark on darker wood, while the Black & White creates bold contrasts, he says.

The colour palette relies heavily on neutrals: most notably whites, naturals and tans, with accents of black to create sharp contrasts. The next step of the design process for Eric Boudart was to start thinking about injecting colours into the basic design expressions to add freshness and create a warmer and more individual working atmosphere.

- Meanwhile, it was important not to lose the Nordic feeling. That's why I decided to use the primary colours – green, blue red and yellow– but in a different and muted way, inspired by the diversity of nature and landscapes in the Nordic countries. - The colour palette we've used adds to the timelessness of the concept, Eric Boudart says.



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WHY THE OFFICE CHAIR COULD RULE YOUR BUSINESS

Just think that you spend the better part of your days glued to the office chair – then you'll also understand why it's so important to choose chairs that are well-designed, safe and comfortable. "We put a lot of effort into finding the perfect office chairs, offering the best quality at the best price", says Eric Boudart, Creative Director and head of the design process at NORNORM

An office chair has the potential to make or break your day. Choose the wrong chair and you risk all sorts of health related issues, including backaches and more days off work, low efficiency, and large medical bills. On the other hand, if you choose an ergonomic, high quality chair, it will promote your well-being, productivity and ability to focus without any distractions from discomfort. In terms of performance and productivity, it can in fact reduce the number of breaks you need to take due to being uncomfortable.

- Bearing all this in mind, we have been really careful in selecting office chairs for NORNORM. For the individual office desk, we have some basic

requirements that the chairs must fulfil, including high back, armrest and wheels, i.e. castors, says Eric Boudart.

The challenge has been to find the best quality at the best price, in accordance with NORNORM concept to offer affordable solutions.

- The whole NORNORM concept is based on creativity – and this has really forced us to be creative. What we've come up is based on a selection of high quality office chairs, ranging from iconic, refurbished Herman Miller Aeron chairs – which is in line with our aim for fully circular solutions, of using and re-using furniture, Eric Boudart says.



A comfortable office chair is extremely important for your well-being at work. This is a classic. We strongly recommend that you don't buy it. Subscribe.



OUR INSPIRATION FOR THINKING CIRCULAR

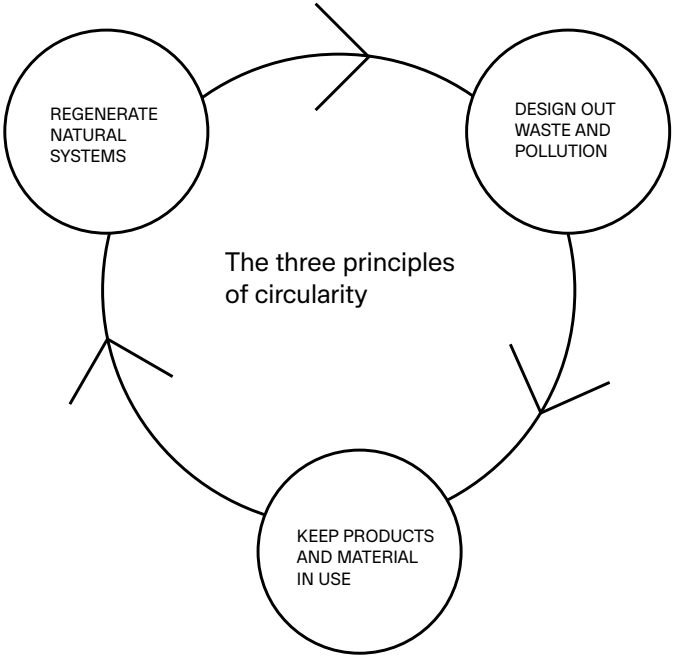
A great source of inspiration for NORNORM in bringing circularity to the office are the ideas supported by Ellen MacArthur Foundation. The foundation aims to inspire us to re-think, re-design and build a positive future through a circular economy.

FROM LINEAR...

The current system is no longer working for businesses, people or the environment. We take resources from the ground to make products, which we use, and, when we no longer want them, throw them away. Take-make-waste. We call this a linear economy.

...TO CIRCULAR ECONOMY

It's a new way to design, make, and use things within planetary boundaries. Shifting the system involves everyone and everything: businesses, governments, and individuals; our cities, our products, and our jobs. By designing out waste and pollution, keeping products and materials in use, and regenerating natural systems we can reinvent everything.



THE CIRCULAR ECONOMY CENTRAL TO BUILDING A BETTER WORLD BY 2030

The 17 Sustainable Development Goals (SDGs) are the world's best plan to build a better world for people and our planet by 2030. Adopted by all United Nations Member States in 2015, the SDGs are a call to action to promote prosperity while protecting the environment.

The circular economy, based on the principle of extending the lifecycle for materials and keeping the value of products and materials in the loop as high as possible for as long as possible, is central to this vision. The circular economy proposes a fundamental shift in the way the economy functions and creates value; moving away from today's 'take-make-waste' linear model towards an economy that is regenerative by design. In such an economy, natural systems are regenerated, energy is from renewable sources, materials are safe and increasingly from renewable sources, and waste is avoided through the superior design of materials, products, and business models.

Working on the circular economy means working on the majority of SDGs, not as a cost item but as a business model. Meeting climate targets requires a transformation in the way we produce and use goods and the circular economy has a major role to play in meeting these.

The circular economy framework cuts greenhouse gas (GHG) emissions across the economy – essentially transforming the way products are designed and used – through strategies that: reduce emissions across value chains; retain embodied energy in products; and sequester carbon in soil and products.

SDG 12 - Responsible consumption and production - is at the heart of the circular economy, but it can also contribute to meeting many of the other SDGs.



FRONTRUNNERS GAINING A CIRCULAR ADVANTAGE

Businesses that adopt a circular mindset and make a commitment to the implementation of circular practices have a high propensity to innovate. They become adept at redesigning products to enable remanufacturing and repair. They learn to embrace organizational agility, rethink existing processes, and adapt their supply chains and collaborate with a broader ecosystem of partners .

[The World Circular Economy Forum](#) has compiled a list of [39 Circular Economy Solutions](#). [Here are some interesting examples:](#)

HOME APPLIANCES-AS-A-SERVICE TO PROMOTE REUSE, REPAIR AND EXTENDED LIFECYCLES

Traditionally, a broken washing machine is a consumer's expensive burden. As part of BSH Hausgeräte – with leading home appliance brands such as Bosch, Siemens, Neff and Gaggenau – BlueMovement is a clear example of how large companies can take responsibility and move towards a circular economy with their product-as-a-service business model. With BlueMovement, BSH goes beyond selling home appliances and instead offers them as a service, delivering, installing, repairing, moving, adjusting and picking up the appliances again at the end of the contract. The lifespan of appliances is extended thanks to included repair services.

FOOD-AS-A-SERVICE FOR SUSTAINABLE NUTRITION GLOBALLY

About a third of all produced food goes to waste before even reaching consumers. Blendhub's food-as-a-service platform combines a portable factory unit and cloud-based software to bring product-as-a-service principles to a less explored sector: food production. Blendhub tackles the globally relevant issue of food waste by enabling smarter nutritional supply chains and local production and distribution of food.

RETURNING TEXTILE WASTE TO THE FASHION CYCLE

Only one per cent of global textiles are recycled, and that percentage is difficult to reuse. Circulose by Re:newcell is the world's first industrial-scale chemical recycling process for used textiles. The solution turns used cotton and viscose textiles into biodegradable Circulose pulp that can be made into new textile fibres. Re:newcell has been developed through collaboration between groups such as fashion houses and research organisations, making it an excellent example of diverse parties coming together for circular innovation.



[Here are some interesting examples of companies from around the world that the World Economic Forum has identified as leading the transition to a circular economy :](#)

USING AI TO REDUCE FOOD WASTE.

British start-up Winnow has developed smart meters that analyse our trash. They are used in commercial kitchens to measure what food gets thrown away, and then identify ways to reduce waste. Up to a fifth of food purchased can be wasted in some kitchens, and Winnow has managed to cut that in half in hundreds of kitchens across 40 countries, saving its customers million of dollars each year in the process.



TURNING PRINTER CARTRIDGES INTO ROADS.

Australian company Close the Loop has spent more than a decade recovering value from old printer cartridges and soft plastics. Their innovative processes turn these materials into roads. The products are mixed in with asphalt and recycled glass to produce a higher-quality road surface that lasts up to 65% longer than traditional asphalt. In every kilometre of road laid, the equivalent of 530,000 plastic bags, 168,000 glass bottles and the waste toner from 12,500 printer cartridges is used in the mix.



TAKING UPCYCLING TO NEW LEVELS.

Taiwan-based Miniwiz is taking the principle of upcycling – turning old materials into something new – to new levels. Scientists and engineers in the Miniwiz Trash Lab have invented over 1,000 new sustainable materials and applications. The Trashpresso machine is the ultimate expression of sustainable upcycling. It is a mobile upcycling plant that can be transported in two shipping containers to its customers. Once there, it turns 50kg of plastic bottles an hour into a low-cost building material, using no water, and only solar power.

DELIVERING SUSTAINABLE SOLUTIONS FROM DESIGN TO END-OF-LIFECYCLE.

French-based Schneider Electric, which specialises in energy management and automation, uses recycled content and recyclable materials in its products, prolongs product lifespan through leasing and pay-per-use, and has introduced take-back schemes into its supply chain. The company has committed to doubling the quantity of recycled plastics in their products by 2025 and have banned single-use plastics in all their facilities.

HOW WE'RE GOING CIRCULAR

Keeping items in a circular loop, meticulously refurbishing and maintaining, is key to the circularity of NORNORM's business model. So is the timeless design. We strive, however, to make every part of our chain circular.

DESIGN FOR LIFE

A key feature of NORNORM is timeless design. This is a prerequisite of a long life of the items and the circularity of the concept. That's why every piece in the sets is carefully selected to represent the clean looks, good quality and pared down aesthetics that will guarantee it being appreciated by every user, in every office – and for many years to come.

WASTE NOT WANT NOT

Imagine the amount of packaging used in the traditional way of decorating an office, when every piece of furniture is wrapped individually in an enormous amount of plastic, cardboard, etc. NORNORM's concept of supplying sets, instead of single pieces, means much more efficient packaging – and much less waste.


SMART TRANSPORT

CO2 emissions can be reduced from freight transport by reducing average

haul lengths, improved vehicle utilisation, reconfiguring production and distribution. NORNORM aims to achieve this through efficient packaging and smart route planning.

EVERY SPACE NEEDS A LITTLE TECH

NORNORM uses advanced tech tools to optimize the space for each company's specific needs. Data-driven technology based on detecting body movements is used to create heat maps of the office. This provides the customer with real-time data and insights into the areas that are of highest density and which are not being used. That way, NORNORM can assist the customer in planning for future space requirements based on the company's workspace usage data – and to make sure that every space that the customer pays rent for is used in an optimal way.



Keeping items in a circular loop, meticulously refurbishing and maintaining, is key to the circularity of NORNORM's business model.

GOOD FOR THE PLANET

Circularity is at the core of NORNORM's operations. Products that one customer no longer needs are re-furbished or recycled, prolonging the life span of the products. Meanwhile, focus on timeless design adds to the circularity of the concept.

GOOD FOR PEOPLE

Happier employees collaborate better, build more self-esteem and are more productive. By creating beautiful and functional workspaces, NORNORM can encourage creativity and raise productivity — imagine what humanity could achieve if millions of workspaces inspired people to do the best work of their lives.

GOOD FOR BUSINESS

NORNORM offers the most attractive, yet affordable office furnishing solutions. By using second life, yet first class, furniture we offer a premium service at a low price. And as the aim is to optimize space in every solution, it could even save the customers money on rent in the long run.

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FULL CIRCLE
WORKSPACE
SUBSCRIPTION