



FIC-Fighters Deliverable D6.1

Plan for Communication, Dissemination and Exploitation of Results

Summary:

The Plan for Communication, Dissemination, and Exploitation of Results outlines the key objectives of outreach activities in FIC-Fighters and details the steps to be taken to maximise impact. The plan also serves as a basis to define the main groups of stakeholders and their respective needs. It also provides guidelines for an efficient internal and external project communication.

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1 EXECUTIVE SUMMARY

The Deliverable 6.1, Plan for Communication, Dissemination and Exploitation, was first drafted in M3 and shared with partners for review. This version considers input received by partners as of the end of November 2024. The deliverable will be updated whenever required, adapting to the project needs. The final version is planned to be submitted in M48 (Deliverable 6.7).

This document guides the project's communication, dissemination, and exploitation activities. The measures outlined in this plan will provide key stakeholders with insights into the project's results and ensure that technical and scientific achievements are shared effectively. This will encourage the broader adoption of the project's findings by scientists, industry, technical experts, policymakers, and the general public. Additionally, the plan will help identify similarities with other projects, opening opportunities for collaboration and shared goals. The first step in successfully communicating and sharing the project's outcomes is to identify the relevant target audiences in Europe and globally, along with the best ways to engage: industries and the whole value chain, investors, scientific committee, policymakers, clusters and networks, Non-Governmental Organisations (NGOs), and citizens in general.

2 OBJECTIVES OF THE DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN

The overall objective of the FIC-Fighters project is to demonstrate at a large scale two novel circular chemical processes to valorise at least six phosphogypsum material currently stacked in Europe, reaching a transparent dialogue with all related stakeholders. By reaching this objective, FIC-Fighters will contribute to create more sustainable cities and urban regions. By joining key stakeholders within the consortium and in cooperative workshops, FIC-Fighters will create new business models for at least five economic sectors: batteries, packaging, construction & building, detergents, and fertilisers.

The overall objectives of WP6 are to:

- Inform potentially interested stakeholders about the outputs and achievements of the project,
- Ensure effective dissemination of technical and scientific achievements and support uptake of project results to maximise the impact of the project
- Seek complementarities and synergies with similar research projects to avoid efforts duplication and gain knowledge that can contribute to our project development
- Create a Community of Practice (CoP) that supports knowledge exchange and capacity building related to PG valorisation
- Develop an Exploitation Portal of PG at European level ("PEPE" portal) aimed at future exploitation of the processes developed and identification of replication sites in the EU to maximise the project impact and attracting investment in environment and sustainability
- Develop a comprehensive exploitation strategy and robust business models ensuring the successful adoption, market entry, and long-term sustainability of project results.

Specific objectives of Task 6.1, Plan for Communication, Dissemination and Exploitation, are to:

- Guide the outreach strategy and ensure that the core project messages reach the right stakeholders through the established channels (e.g., project website, social media platforms, promotional material).

- Ensure the coherence of core messages across the channels and the strategic coverage of different target groups, combining messages' content, structure and format, timing, and media channels.
- Reach all stakeholders related to the project value chain with the aim of publicising the project and its results and increasing the possibilities of developing the valorisation of phosphogypsum by exploitation of our project results after the project ends.

Different activities will be developed in WP6 to reach the objectives, to highlight:

1. The PG Exploitation Portal for Europe ("PEPE") as a potential tool for boosting replication,
2. The Community of Practice for practitioners,
3. Long documentary video,
4. Final Conference of FIC-Fighters in Brussels to raise the problem to European level and engage with regulators.

Among others, the Plan for Communication, Dissemination and Exploitation identifies citizens as one of the main targeted stakeholders and will establish key messages and means to reach them. For example, Instagram is one of the targeted platforms to reach teenagers to raise awareness of wastes problematic. On the other hand, the videos developed in the project will be targeting the public in non-technical language in order to get the messages understandable to the society from a lot of different countries as there are 6 PG case studies from 6 different European countries, which may have different culture and education levels.

The dissemination and communication strategy is built upon a detailed methodology that includes identifying the target audiences and conducting a comprehensive stakeholder mapping and matrix. This mapping categorises stakeholders based on their power and interest in the project, ensuring tailored engagement strategies. A mix of communication channels will be employed, including digital platforms (such as the project website and social media) and other channels like workshops, community forums, and scientific publications, together with all the communication activities envisaged such as videos or newsletters. Additionally, the plan will unfold in three stages, detailed below, allowing for an adaptive approach that aligns with project milestones and results dissemination.

2.1 TARGET AUDIENCES AND STAKEHOLDER MATRIX

The measures outlined in this plan will provide relevant stakeholders with insights on the project development and outcomes. The plan will ensure the efficient spread of technical and scientific achievements, promoting the adoption of project findings by broader scientific and technical groups, policymakers, and the general public. Additionally, the plan allows the identification of parallelisms with other projects, looking for collaborations to achieve common objectives and results dissemination.

To achieve this, the plan first identifies target audiences and defines an Initial Stakeholder Matrix. This matrix categorises stakeholders based on their level of power and interest, ensuring that communication efforts are both targeted and efficient. By understanding the needs and influence of various stakeholders - such as industry professionals, policymakers, researchers, NGOs, teenagers, regulators, and local communities - this plan ensures that each group receives relevant and timely information.

The Stakeholder Matrix helps to prioritise engagement strategies, ensuring that stakeholders with high power and interest, such as policymakers and key industry players, are closely engaged, while others, such as local communities and NGOs, are kept informed and encouraged to participate. This structured approach enables the project to maximise its impact across different sectors, facilitating collaboration and synergies between stakeholders, and ensuring the long-term adoption of project results.

This introduction frames the importance of both target audiences and the stakeholder matrix in an organised and strategic way, making it clear why both are crucial for the success of the project's dissemination plan.

The first step to successfully communicate and disseminate the project and its outcomes is to identify the relevant European and worldwide target audiences and the actions to engage them:

- Industries across the whole value chain: European and non-European organisations that manage PG stacks, fertiliser companies currently producing PG wastes, mining companies with gypsum residues, companies that use the products obtained in the processes (detergent industries, pulp and paper and detergent industries, battery manufacturers, building and construction, etc.), companies that generate NaOH-rich wastes (paper industry, aluminium industry), construction companies aiming to incorporate the products obtained for the cement/mortars/clinker production. During the project, several events, as well as electronic factsheets and infographics, among other formats, will serve to communicate to industrial stakeholders about the potential of the project outcomes, referring to economic and societal benefits.
- Investors, business angels' associations, accelerators and incubators, funding organisations: A summarising booklet explaining the results and benefits of project's approach will be elaborated to encourage their involvement.
- Scientific community: Research public and private companies and universities willing to know and learn about the techniques developed. Open-access publications, contributions to scientific conferences and the Community of Practice will serve as a connection point where reviewed results will be shared.
- Policymakers: At different levels, they could support the adoption of circular solutions developed for PG stacks. A media kit will be distributed to policymakers and journalists explaining the benefits of PG transformation by using FIC-Fighters approaches. Besides, a high-level final conference in Brussels will inform EU policymakers about the outcomes of the project, providing policy recommendations. In addition, local workshops will be organised by WP5, involving regulators. The participation of the Municipality of Barreiro and the Municipality of Kavadarci in the Consortium provides valuable demonstration potential.
- Clusters and networks: To maximise the impact and look for collaborations and synergies. Either online or presential monthly networking days will engage new stakeholders, who will be invited to join project meetings to discuss common points of interest and challenges. FIC-Fighters project is participating and will participate in the activities organised by CCRI, sharing the generated knowledge. The generated network of stakeholders will be included in the database (T5.2). Task 6.4 will seek to bridge the main EU projects funded under this topic and Green Deal similar topics; contributing to the creation of a cluster and participating in joint activities at different stages of the project.
- Non-governmental organisations (NGO): Associations such as local Greenpeace institutions, WWF, Amigos de la Tierra, etc. that could support the communication activities and enhance the visibility and trust in the circular solution developed and the sustainability in the local/regional areas in general. To engage these organisations, online channels, direct contact or local workshops can be utilised.
- EU citizens. Citizen associations and citizens in general are one of the most important stakeholder groups of the project, whose choices, opinions, and performance are the true engine of change in the system, as they may influence political decisions, consumer behaviour, the media and companies. In that sense, the social perception of PG stacks will be investigated not only on the study cases, but also at EUinternational level (T5.1), to endorse the project's activities. Dissemination channels such as a webpage and social media profiles (LinkedIn, Twitter and Instagram) will be used as tools to share project videos and results updates with the general public. Additionally, workshops organised under WP5 will actively engage local communities to foster collaboration and awareness.

According to the power vs. influence matrix, there are four quadrants of stakeholders (Figure 1):

- High power, high interest: engage closely and influence actively, high effort, regular detailed communication and dialogue, taking their view into account
- High power, low interest: keep satisfied, moderate effort, periodical information, keeping their view into account
- Low power, high interest: keep informed, moderate effort, periodical information and feedback
- Low power, low interest: monitor, least effort, periodical re-evaluation,

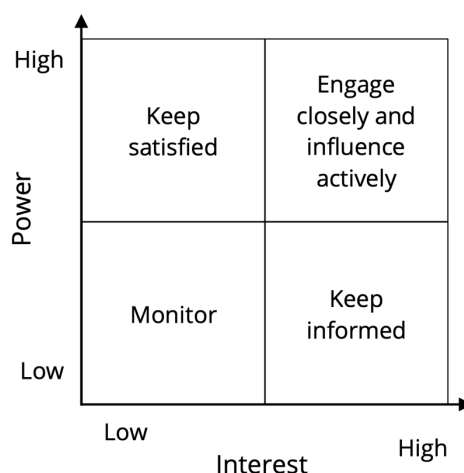


Figure 1: Stakeholder power/interest matrix (Adapted from Hovland, 2005).

The next step is to expand on the matrix by assigning the identified stakeholders into the four quadrants of the power vs. interest matrix. The aim here is to prioritise and categorise stakeholders based on their level of power (their ability to influence the project) and their interest (how engaged or affected they are by the project's outcomes).

The following tables present examples of stakeholders categorised based on their power and interest in relation to the FIC-Fighters project, using the stakeholder power/interest matrix:

- Table 1: High Power, High Interest Stakeholders (Engage closely and influence actively)
- Table 2: High Power, Low Interest Stakeholders (Keep satisfied)
- Table 3: Low Power, High Interest Stakeholders (Keep informed)
- Table 4: Low Power, Low Interest Stakeholders (Monitor)

These examples are intended to illustrate the approach and engagement strategies for different stakeholder groups.

A detailed and comprehensive stakeholder mapping will be conducted as part of Task 5.2 Stakeholder Mapping, with the results to be presented in Deliverable 5.2 (PG Stakeholder Mapping) at the end of Month 9. This mapping will involve extensive consultation and collaboration to identify and categorise stakeholders across the project value chain comprehensively.

The examples provided here are not exhaustive but serve as a starting point to illustrate the stakeholder categories and potential engagement strategies. The final stakeholder mapping in Task 5.2 will refine and expand upon these examples, ensuring all relevant stakeholders are included and appropriately categorised.

1. High Power, High Interest (Engage closely and influence actively):

- Industries in the Value Chain. These are key players in the project's goals, such as PG stack managers, fertiliser and battery companies, mining, detergent, paper and pulp industries, and construction companies. Their high level of power and direct interest in the project makes them essential to actively engage in the development and adoption of circular solutions for PG transformation.
- Policymakers (EU and National Level). High-level policymakers, especially those influencing environmental and waste management policies, are crucial. Their ability to shape regulations that support circular economy practices gives them high power, and they are deeply interested in the project's success.

Engagement strategy: Regular updates, workshops, industry-focused events, and involvement in decision-making processes.

Table 1: High Power, High Interest Stakeholders (Engage closely and influence actively).

Stakeholder Type	Name of the Stakeholder	Country	Point of Contact from Consortium	Relevance
Industries in the Value Chain	Fertiberia	Spain	Luis Esquivias (USE)	One of the largest producers of phosphogypsum in Europe, directly linked to circular solutions.
Policymakers (EU and National Level)	European Commission (DG Environment)	EU wide	EFG, MBAR, MOK, SCK-CEN, AT CLAVE	Key role in shaping environmental policy on waste management and circular economy.

2. High Power, Low Interest (Keep satisfied):

- Investors (Accelerators, Incubators, Business Angels). Investors may have high power due to their potential to fund scaling solutions, but they may not have a strong immediate interest until the project shows tangible results.
- Large Industrial Stakeholders in Related Sectors. Companies not directly involved with PG but that can benefit from innovations in waste valorisation (e.g., aluminium or paper industries generating NaOH waste).

Engagement strategy: Periodic online communications on economic benefits, opportunities for investment, and invitations to key project workshops and to the "PEPE" portal.

Table 2: High Power, Low Interest Stakeholders (Keep satisfied).

Stakeholder Type	Concrete Stakeholder Name	Country	Point of Contact from Consortium	Relevance
Investors	Climate-KIC	EU wide		Potential funding body for scaling circular economy solutions.
SMEs	Local construction companies			Potential adopters of sustainable

				construction materials derived from PG.
Industries (Related Sectors)	Norsk Hydro	Norway		Aligned with circular waste valorisation, NaOH-rich waste applications.

3. Low Power, High Interest (Keep informed):

- **Local Communities and NGOs.** Local citizens, environmental NGOs (e.g., Greenpeace, WWF), and citizen associations have high interest, especially in the environmental and social impacts of PG stacks. While their power to directly influence industry projects is traditionally limited, their involvement is crucial to build public trust and social acceptance.
- **Scientific Community.** Researchers and academic institutions interested in sustainable waste management techniques and circular economy models are key to spreading project results but have limited direct influence on the project's trajectory.

Engagement strategy: Regular updates through factsheets, publications, community forums, social media, newsletters and invitation to local workshops. Incorporate feedback from communities and NGOs to enhance project acceptance (in collaboration with WP5).

Table 3: Low Power, High Interest Stakeholders (Keep informed).

Stakeholder Type	Concrete Stakeholder Name	Country	Point of Contact from Consortium	Relevance
NGOs	Zero Waste Europe	EU wide		Advocacy for waste reduction and promoting sustainable solutions.
Local Communities	Citizens near PG stacks (plot sites)	Countries with the pilot sites		Directly affected by phosphogypsum waste, potential beneficiaries of project outcomes.

4. Low Power, Low Interest (Monitor):

- **General Public.** While the general public might not have immediate interest or direct power to influence the project, they still play a role in shaping long-term public perception and awareness of circular economy practices.
- **Small and Medium Enterprises (SMEs).** Smaller companies that are not directly involved in the value chain but could eventually benefit from circular solutions might have a low level of power and interest initially.

Engagement strategy: Occasional updates through public outreach channels, newsletters, and monitoring shifts in public opinion to reassess potential interest.

Table 4: Low Power, Low Interest Stakeholders (Monitor).

Stakeholder Type	Concrete Stakeholder Name	Country	Point of Contact from Consortium	Relevance
General Public	Residents near industrial zones	EU -wide		May gain interest as the project progresses and results are visible.

This mapping of stakeholders according to their power and interest, is serving FIC-Fighters to efficiently allocate resources and tailor communication efforts for each group. Stakeholders in the high power, high interest quadrant will require more intensive engagement, such as face-to-face meetings, invitations to key project events, and consistent updates. Meanwhile, stakeholders with low power or interest can be kept informed via less resource-intensive methods like newsletters and social media updates. This structured approach ensures that the project fosters collaboration with its most critical stakeholders while maintaining broader outreach efforts.

This initial stakeholder mapping is a crucial step for WP6 efforts. A more detailed stakeholder mapping will be performed as part of WP5, Deliverable 5.2, PG Stakeholder mapping. Throughout the project duration, both Work Packages will closely collaborate regarding the mapping and engagement of stakeholders.

2.2 COMMUNICATION CHANNELS

The FIC-Fighters project will use both electronic and conventional communication channels to reach out to the above-mentioned target groups. These are listed below. Additionally, stakeholders identified in the matrix of stakeholders and database will be invited to join the project's LinkedIn, X (formerly Twitter), and Instagram accounts, fostering direct engagement and interaction across these platforms.

2.2.1 ELECTRONIC COMMUNICATION CHANNELS

Project website:

The project website has been set up at <https://fic-fighters.eu/>. It will act as a central hub for all outreach activities, providing up-to-date information about the project's aim and current status, as well as project results

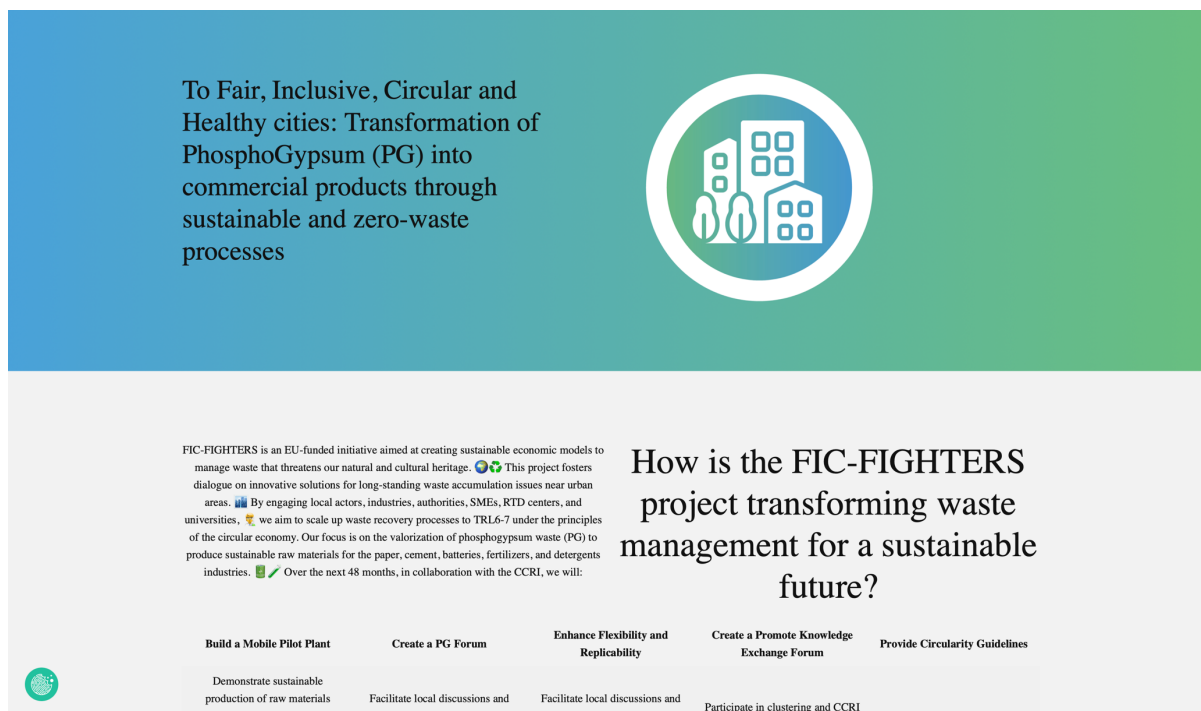


Figure 2: The frontpage of the project's initial website.

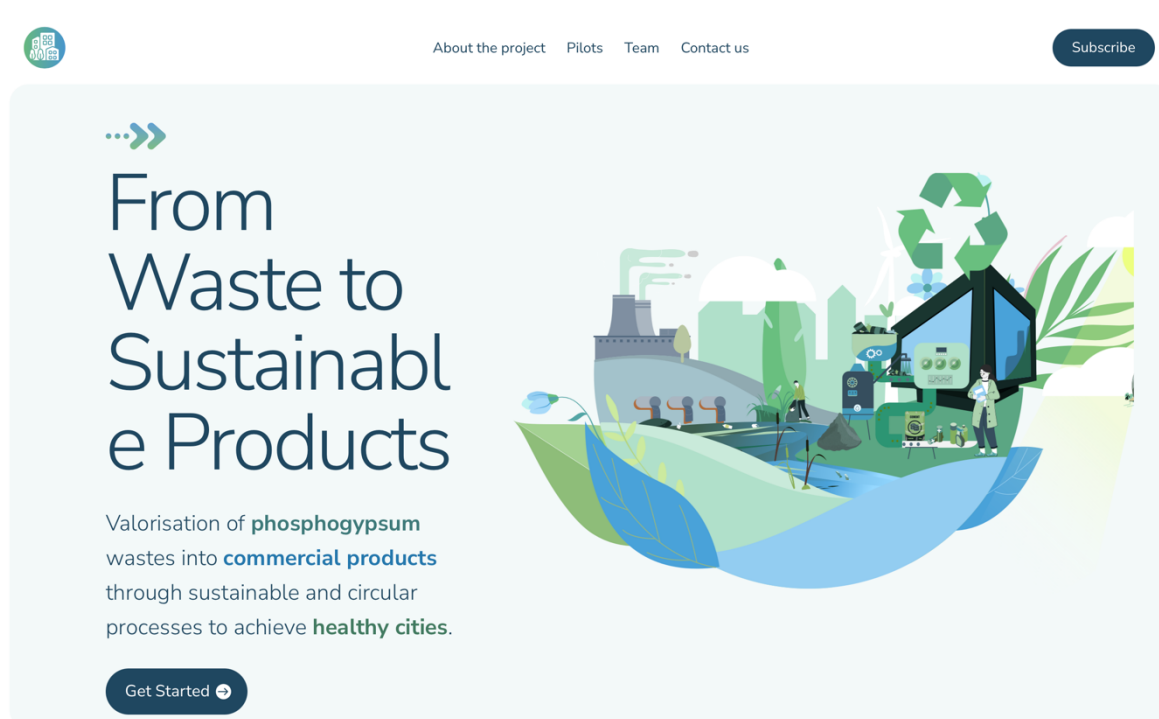


Figure 3: The frontpage of the project's final website.

In order to create a professional project website, a subcontractor has been hired following a call for tenders. The European Federation of Geologists, as the leader in this task, have invited potential developers to submit proposals for building a dynamic and interactive website that aligns with the project's branding and objectives. The budget for this development was between €3,500 and €4,000, excluding web hosting costs. The selected subcontractor needed to ensure that the website includes essential features, such as SEO optimisation, stakeholder engagement tools, a resource repository, and

integration with social media and other dissemination platforms. The website was designed to be user-friendly, allowing easy updates and modifications, and be accessible by a diverse audience, also implementing accessibility measures. The deadline for submitting tenders was the 4th of September 2024, with the notification of contract award sent on the 6th of September 2024. The final website was launched on the 22nd of November 2024. The website provides an overview of the project objectives, expected results, the pilot sites and team. The news section will provide updates about project activities and a results section will feature scientific outputs.

Social media channels:

The following social media channels have been set up:

- Twitter: <https://x.com/FICFighters>
- LinkedIn: <https://www.linkedin.com/company/ficfighters/>
- Instagram: <https://www.instagram.com/ficfighters/>

A YouTube channel will be set up as soon as the first video will be available.



Figure 4: FIC-Fighters Instagram page.

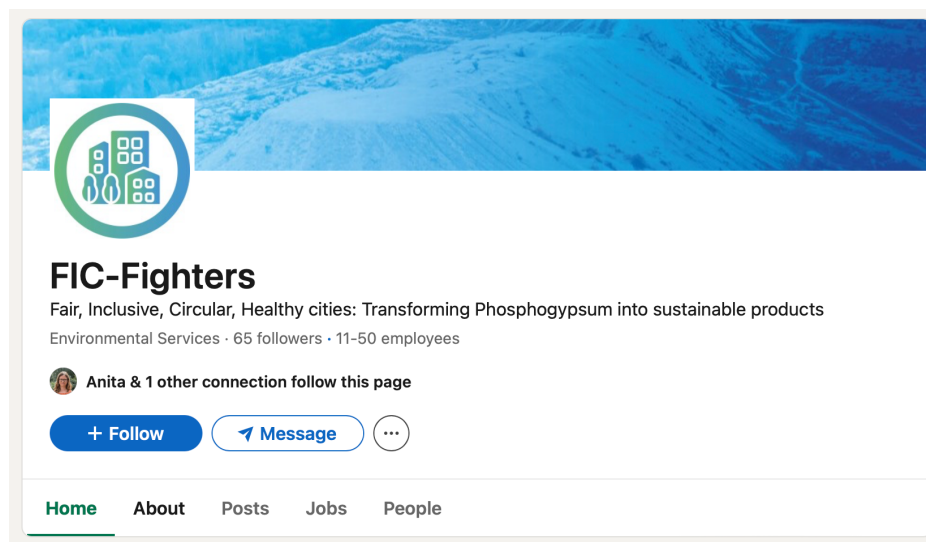


Figure 5: FIC-Fighters LinkedIn page.



Figure 6: FIC-Fighters X (former Twitter) page.

A strong focus will be put on LinkedIn, the major network for professionals, and X (former Twitter), which will especially target policymakers and journalists. Instagram will be used to address the general public. A YouTube channel will be created at a later stage, once audio-visual contents are ready to be made available.

A preliminary list of hashtags to be regularly used on all channels has been defined:

- #FICFighters – The main project hashtag.
- #CircularEconomy – Reflecting the focus on sustainable and circular processes.
- #Phosphogypsum – Highlighting the waste material being valorised.
- #WasteToResource – Emphasising the transformation of waste into useful materials.
- #SustainableCities – Connecting with the project's goal of creating fair, inclusive, and healthy cities.
- #InnovationInWaste – Focusing on the project's innovative waste management solutions.
- #ZeroWaste – Reflecting the goal of minimising waste through circular processes.
- #GreenTech – Broadening the project's visibility in the green technology space.
- #ResourceEfficiency – Highlighting efficient use of resources in the project.
- #HorizonEurope – Linking to the funding programme and context of the project.
- #ClimateAction – Emphasising the environmental impact of the project.
- #SustainableMaterials – For promoting the generation of sustainable raw materials.
- #CleanTech – Aligning with the development of clean technologies.
- #LocalSustainability – Focusing on the involvement of local actors in sustainability efforts.
- #CircularInnovation – Promoting the circular economy innovation within the project.
- #EUProjects – Showcasing the project's connection to EU-funded initiatives.
- #ZeroCarbon – Highlighting the project's contribution towards reducing carbon emissions through sustainable practices.
- #Decarbonisation – Emphasising the role of the project in advancing decarbonisation efforts across industries.
- #EU – Connecting the project with broader European Union goals and initiatives.

These hashtags can help increase the visibility of the FIC-Fighters project, target the right audience, and foster engagement across relevant communities.

Newsletters, factsheets, and brochures:

As part of Task 6.2, EFG will develop a series of electronic newsletters (M12, M24, M36, M48) to inform stakeholders about the project progress.

EFG will develop two electronic factsheets and infographics (by M36 and M46, to reduce the carbon footprint) and two brochures (by M9 and M36, for electronic dissemination and printing of a limited number of hard copies for selected events).

Press releases and media kits:

As part of Task 6.3, a media kit will be produced for journalists and policy makers to convey key messages, explaining the potential of the transformation of PG into new products through sustainable and zero-waste processes.

A focus will be put on electronic material to reduce the carbon footprint of FIC-Fighters project. Only a limited number of hard copies of promotional materials will be printed for distribution at selected high-profile events.

2.2.2 OTHER COMMUNICATION CHANNELS

In addition to electronic communication, the FIC-Fighters project will use various other channels to ensure broad dissemination of its results. These include leveraging consortium and case study networks, engaging with policymakers, clustering with related projects, and participating in conferences and scientific publications. These efforts aim to maximise the project's impact and promote the adoption of circular economy solutions across Europe.

Consortium network:

The FIC-Fighters consortium will leverage its existing communication channels and platforms to disseminate project information. For example, the European Federation of Geologists (EFG) will utilise its newsletters and the European Geologist journal to publish articles and updates related to FIC-Fighters. EFG's network reaches a substantial audience of over 45,000 readers, including professionals from industry, academia, and government sectors. This will be an essential vehicle for spreading the project's findings and ensuring visibility at national levels across Europe. EFG is collecting information on other tools that project partners will be using to showcase FIC-Fighters.

Case study networks:

The six case studies across Europe will serve as vital hubs for engaging local stakeholders, communities, and regional authorities. WP5 partners will organise local workshops, providing a direct channel for interaction, knowledge exchange, and public participation. These regional networks will be key to addressing socio-economic and environmental challenges, and feedback gathered from these interactions will feed into the broader dissemination strategy. These efforts will ensure that the project outcomes resonate with local actors and foster buy-in for circular economy models at the community level.

Other networks:

The FIC-Fighters consortium members are deeply embedded in various professional, industrial, and environmental networks. Several consortium members have strong ties to the European Circular Economy Stakeholder Platform and are involved in initiatives like the European Raw Materials Alliance (ERMA). This will ensure that the FIC-Fighters project's outcomes, particularly in relation to phosphogypsum valorisation, are shared with key players in the waste management and sustainable development sectors. Partners also maintain connections with academic and industry organisations that specialise in raw materials recovery and sustainable practices, offering direct pathways for

knowledge transfer and collaboration. EFG is collecting information on other networks that project partners will be using to showcase FIC-Fighters.

Feedback to policymaking:

The FIC-Fighters consortium includes several partners with established links to European and national policy-making bodies. Partners like EFG and other entities regularly contribute to policy discussions on environmental and resource management. Project outcomes will be shared with European institutions, such as the European Commission's DG Environment, to inform policy measures on circular economy and waste valorisation. This engagement will ensure that FIC-Fighters' research and innovations contribute to shaping future waste management policies in Europe. EFG is collecting information on other platforms that project partners will be using to showcase FIC-Fighters to policy makers.

Clustering activities:

FIC-Fighters will actively seek collaboration and clustering opportunities with other projects funded under the Horizon Europe framework, particularly those within the same HORIZON-CL6 call. Collaboration with projects focused on circular economy, waste management, and sustainable materials will enhance the exchange of knowledge and best practices. Through these clustering efforts, FIC-Fighters will build synergies with ongoing EU-funded initiatives, aiming to maximise the impact of its findings and contribute to broader discussions on sustainability and resource efficiency. Additionally, FIC-Fighters will actively engage with the Circular Cities and Regions Initiative (CCRI), e.g. via participation in CCRI events. Clustering activities will be mapped and reported as part of WP6 deliverables, ensuring that strategic partnerships are formed.

Conferences:

FIC-Fighters will participate in a range of international and European conferences to engage with policymakers, industry leaders, researchers, and the broader waste management community. The project will prioritise well-established events such as the European Circular Economy Stakeholder Conference, Raw Materials Week, World Circular Economy Forum, and European Geosciences Union General Assembly. Presentations and panel discussions at these conferences will provide a platform for the project to showcase its innovations and promote the adoption of circular economy solutions. In addition to targeted events, partners will also attend local and regional conferences, ensuring comprehensive dissemination of project results across multiple sectors. The WP6 leader will centrally coordinate participation to maximise the impact and ensure balanced representation across stakeholder groups.

Scientific publications:

FIC-Fighters is committed to publishing peer-reviewed, open-access articles. The consortium will follow an open-access publishing model to ensure that the project's scientific outputs are freely accessible to the global research community. This approach will help key findings on phosphogypsum valorisation and circular economy innovations reach the widest possible audience.

2.3 STAGES

The dissemination and outreach plan for FIC-Fighters is divided into three stages. This helps structure the communication efforts across the project lifecycle and ensures that the messaging aligns with the progress of the project.

First stage (M1-M24):

This stage will focus on identifying and mapping relevant stakeholders and creating a robust network centred around phosphogypsum waste valorisation and circular economy solutions. The initial efforts

will primarily use social media channels to raise awareness about the project's objectives and its significance in developing sustainable cities. The WP6 leader (EFG) will coordinate this phase by ensuring that clear and impactful messages are shared with diverse audiences, ranging from policymakers to the general public. This stage will lay the foundation for a strong and engaged stakeholder community, leveraging the networks of project partners to expand the outreach to industry, academia, research organisations, and civil society. The goal is to foster initial interest and engagement with FIC-Fighters' circular economy goals.

Second stage (M24-M36):

By the end of Month 24, after initial results from the project become available, dissemination efforts will intensify. Public relations actions will expand to highlight the first successes and achievements of FIC-Fighters, reinforcing its potential for creating value in waste management and sustainability. This stage will focus on recruiting additional stakeholders to join the network and amplifying engagement through targeted communications. An update to the dissemination and communication plan will be conducted to ensure it continues to align with the project's evolving objectives and the interests of the growing network. The goal during this phase will be to engage stakeholders more deeply and showcase the practical impact of the project's innovations.

Third stage (M36-M48):

The final stage will begin at Month 36, after a second review of the dissemination and communication plan. At this stage, the focus will shift towards communicating the concrete research outputs and technological solutions developed by the FIC-Fighters project. Outreach activities will build on the foundations established in the previous stages, with the aim of increasing awareness of the project's value to Europe's circular economy and waste management sectors. Webinars, workshops, and other interactive events will play a key role in engaging a broad range of stakeholders. The final stage will also focus on sustaining interest and ensuring that FIC-Fighters' outcomes are understood, appreciated, and ready for adoption beyond the project's lifespan.

3 MEASURES

This chapter details the communication, dissemination and exploitation measures foreseen to ensure a successful implementation of the project's objectives in terms of outreach and visibility.

3.1 COMMUNICATION

The communication activities of FIC-Fighters aim at providing general information on the project concept and objectives to all interested stakeholders. More specifically, the communication actions will also inform the general public about the benefits of the EU investment into the FIC-Fighters project at a local and European level.

The following dedicated communication measures are planned:

- The social media channels and website will regularly communicate about project activities, outcomes, or project related activities, including relevant new legislation.
- A short video will introduce the project concept and activities (M6).
- A poster will be designed for general communication about FIC-Fighters at events (by M9).
- A media kit for journalists and policy makers will convey the key messages, explaining the potential of the transformation of PG into new products through sustainable and zero-waste processes (M9).

- A series of electronic newsletters will inform stakeholders about the project progress (M12, M24, M36, M48).
- Two electronic factsheets and infographics (M36 and M46), as well as two brochures (M9 and M36) for electronic dissemination and printing of a limited number of hard copies for selected events will be produced.

3.2 DISSEMINATION

The dissemination actions aim at transferring the generated knowledge and project results to the most relevant stakeholder groups. They also intend to engage with stakeholders in a dialogue about the expected project outcomes with a view to supporting the future exploitation and uptake by industry.

The following dedicated dissemination measures are planned:

- Once the first research results are made available, a webinar will inform the different stakeholder groups in a tailored way about the project outcomes and potential (by M36).
- To reach out to the scientific community, approximately fourteen peer reviewed open access papers will be published (see Table 5).
- The consortium will attend at least 15 international events to reach out to the scientific community (see Table 6). Those events will target different audiences, ranging from optimisation, to sustainability, civil engineering, environmental protection, chemical engineering, radiation protection, and cement research.
- A summarising booklet for investors will explain the main results and benefits of using the project's approach (M47).
- The project will establish communication with NGOs to inform them and share knowledge about the project concept and results, thus getting their support for the project and raising awareness of the community.
- A Virtual Forum on PG will be built as part of T5.5, as a platform to boost the information transfer between the different case studies through at least 2 network sessions and one video of each scenario (see also under exploitation measures). This Forum will be available through the FIC-Fighters website and will thus contribute to the project dissemination.
- Policy guidelines will be provided in the final ESG report produced by WP5, resulting in the publication of two policy briefs. These are relevant outputs to engage with policy makers and regulators, contributing to the dissemination efforts while charting the path for a future exploitation (see also exploitation measures).
- Clustering activities such as monthly networking days and workshops will allow to connect with other EU-funded projects, industry stakeholders and researchers interested in PG valorisation and mineral raw materials extraction that can use the results (individuals, companies, projects, and initiatives). The project will also seek participation in activities organised by the Circular Cities and Regions Initiative.
- A high-level final conference in Brussels will communicate project outcomes and impact to EU policy makers, public authorities and other interested stakeholders (M47).
- FIC-Fighters main outcomes will be published in the conference proceedings of this event.

Table 5: Planned peer-reviewed publications.

Audience	Tentative title	Preselected journal	IF	Lead partner

Process modelling and optimisation	“MDO of a process for PG valorisation under the circular economy	Appl. Mathematical modelling	2.16	IDE
Process synthesis and design	“Experiences in the validation of a sustainable process for secondary materials: from pilot to demonstration”	Chemical Engineering Journal	13.2	USE
	“Study of the carbonation of industry waste for its use”			CIU
Cement and concrete producers	“New hybrid Portland-alkaline cement for the valorisation of PG waste”	Cement and concrete research	10.9	CC
Modelling and optimisation, civil engineering, etc.	“Replication model for PG valorisation in North Macedonia stacks”	International Journal of Env. Science and Technology	2.86	CEIM
Cement Production Industry-Scientific	“Decarbonised BCs based in katoite from PG waste”	Cement and Concrete REsearch	10.93	CSIC
Cement Production Industry-Scientific	“Durability of Decarbonised BCs based in katoite from PG waste exposed to an aggressive solution attack”	Cement and Building Materials	6.14	CSIC
Cement Production Industry-Scientific	“Microstructure and Mechanical Performance of Decarbonised BCs based in katoite from PG waste”	Cement and Building Materials	6.14	CSIC
Scientific community, Administrations (different levels)	“How to integrate social impact and risks assessments in chemical engineering process: keys, phases and moral”	Environmental Impact Assessment Review	4.549	UHU
	“From A to Z: integrating a gender focus in a chemical engineering enterprise, its preliminars and market conclusions”	Gender in Management	2.293	UHU
	“Radiological characteristics of phosphogypsum produced in EU and risk assessment”	Journal of Hazardous Materials	10.58	UNS

Chemists, Chemical Engineers, Local Authorities...	“Processing of PG using ammonium and CO ₂ while recovering valuable CRMs”	Journal of CO ₂ utilisation	7.13	ABO
	“Life cycle assessment of PG processing with CO ₂ and alkaline wastes or ammonia”	Journal of Cleaner Production	9.3	ABO
	“Recycled REE from PG as dopant in battery field”			FRAUNHOFER

Table 6: Tentative conferences, industrial fairs and exhibitions where the participation of partners is planned.

Audience	Tentative conference, industrial fair, exhibition	Partner
Optimisation	EngOpt – International Conference on Engineering Optimisation	IDE
Sustainability	ICLCAEIA – International Conference on LCA and Env.Imp. Analysis	ARDI
Sustainability	CONAMA – Congreso Nacional de Medio Ambiente	ATC
Civil engineering, environmental protection, etc.	Presentation in the Chamber of Commerce of Macedonia, as well as in some current congresses during the implementation of the project	CEIM
Chemical engineers	ACEME – Accelerated Carbonation for Env. And Materials Engineering	ABO
Chemical engineers	RawMat2025: 3rd international conference on raw materials and circular economy	IDE/FRAUNHOFER
Radiation Protection	IRPA – European Congress on Radiation Protection	UNS
Students/Scientific community	The Night of Researchers (annually)	UHU
Students/Scientific community	7th Social Impact Investments International Conference	UHU
Public institutions, universities, researchers, Cement Industries	ICCCST007 2024: 18. International Conference on Cement and Concrete Science and Technology	CSIC
Public institutions, universities, researchers, Cement Industries	SynerCrete'24 - International RILEM conference on synergizing expertise towards sustainability and robustness of cement-based materials and concretes	CSIC
Public institutions, universities, researchers, Cement Industries	American Concrete Institute Convention	CSIC

The key outputs of FIC-Fighters will be public and made available to everyone. All data, including deliverables, will be made publicly available via the project website and the [Zenodo repository, to be properly updated by IDE](#).

Table 7 below summarises the dissemination activities of FIC-Fighters based on a monthly delivery schedule. The scheduling of the activities is closely aligned with key project milestones (marked in **grey**). Majority of the activities (such as social networking, personal communication etc.) are expected to intensify before and after key project outputs (**orange** and **red** cells). These timeframes should be regarded as indicative.

Table 7: Summary of project outputs to be conveyed through communication and dissemination activities.

Month / dissemination activity	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Milestones																								
Project website																								
Poster, videos, factsheets and other publications																								
Press releases																								
Newsletters																								
Project events																								
Presentations in events or conferences																								
Scientific publications																								
Social networking																								

Month / dissemination activity	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Milestones																								
Project website																								
Poster, videos, factsheets and other publications																								
Press releases																								
Newsletters																								
Project events																								
Presentations in events or conferences																								
Scientific publications																								
Social networking																								

3.3 EXPLOITATION

Exploitation actions focus on making concrete use of project results for commercial, societal and/or political purposes. The exploitation strategy will ensure successful adoption and use of the results at different levels along the project and its product value chain (scientific, industries, authorities, regulatory, end-users). In the exploitation strategy, the extraction of maximum value from resources through extensive use is considered, fostering a systematic approach that mitigates the adverse environmental effects associated with resource depletion and waste disposal. All this information will be collected in the circular business models, that will be developed throughout three consecutive

deliverables (D6.4 (M18), D6.10 (M36) and D6.14 (M48)). All the partners of the consortium will participate in this task, providing information about the main exploitable results at the different stages of the project.

The aim is to support the strategic exploitation of results individually and as a consortium in both commercial and non-commercial (academic, research, policy) domains. The exploitation measures will be planned from the beginning but will take more importance towards the end of the project (even beyond the funding period) and as soon as FIC-Fighters produces results that are exploitable.

Table 8 outlines the steps to reach commercialisation.

Table 8: Exploitation roadmap.

	FIC-Fighters project	Post Project (year 5-6)	Commercialisation (from year 7)
TRL advancement	TRL4-5 to TRL 6-7	TRL 6-7 to TRL 8-9	Technology upgrading
IPR management	IPR management plan	Post-project re-evaluation	Remuneration
Additional funding	Analysis, financial planning	Petition, co-funding	Investments
Dissemination actions	C&D&E activities	Workshops, magazines	Marketing mix
Exploitation and business strategy	Exploitation and Business Plans	Updated strategy, new patents	Start-up, patent royalties...

Partners will join an Exploitation Partnership (EP) during the project and this partnership will be maintained about two years after the project ending, where the post-project exploitation duties of the partner entities of their commercial subsidiaries will be defined. This EP will meet at the end of the project to define future exploitation activities (e.g., potential investors, new projects for TRL9, bilateral agreements between partners, potential start-ups, etc.). During this 2-year period, main duties of the EP will be to further progress the technologies to TRL9, and to identify and look for the additional funding to do so. As an example, the European Investment Bank (EIB) has been identified, which can be contacted by successful demo projects seeking to scale up to commercial scale, looking for advisory and finance. The methodology to upscale the technology to TRL9 is to build an industrial pilot plant aiming thousands of tonnes of PG per year recycling according to the market capacity uptake of end products. This industrial plant could be built e.g., in the PG facilities near to industrial plants that generate CO₂ gases. Thus, the industrial pilot plant would receive CO₂ gases from the industrial smokes to operate both the AMONI and NaOH routes (for the carbonation process), thus contributing to a significant decrease of industrial emissions. This industrial plant will also contribute to the reuse of waste and the circular economy approach by using waste from the aluminium industry (for the NaOH route). In countries with an aluminium industry. For countries without such an industry, alternative options will be investigated, e.g. bringing aluminium waste from other countries to those areas, looking for NaOH-rich waste with the same properties as the waste from the aluminium, etc.

Table 9: Preliminary list of key exploitable results of FIC-Fighters.

Lead	KER no	KERs definition	*	**	Potential market
IDE	1	Digital Twin Tool of chemical processes	IS	O	Process design and optimisation.

CCO2 USE	2	NAOH route	DM	P	PG owners, companies producing NaOH wastes, Na ₂ SO ₄ users...
CIU	3	Carbonation process by CO ₂ -rich refinery gases	P	P	Users of final CaCO ₃ and Al(OH) ₃ .
ATC	4	Replicable model for social participation	P	L	Public institutions, universities, general researchers, companies.
ARDI	5	Inventory database for FIC-Fighters LCA, LCC, Health and Safety and circularity indicators	R	OT	Chemical industries, scientific community, academia.
ABO	6	AMONI chemical route. Recovery of P and REE from PG.	DM	P	PG owners, fertiliser or other industries using (NH ₄) ₂ SO ₄ and PCC. Users of REE and elemental P.
MO TMM	7	Mobile pilot plant for PG valorisation	P	O	R&D activities with companies and authorities for PG valorisation.
CSIC	8	Low carbon belitic cements based on recycling	P	P	Building industry
CC	9	Novel Hybrid "Portland-alkaline" cements	P	L	Cement industry
PRE	10	PG Exploitation Portal for Europe	P	L	Public institutions, universities, general researchers, companies, industries...
UNS Other	11	Database on radiological composition of samples and associated risk	R	O	Local Authorities, Emergency Services, Safety Engineers, and Inspectors.
FRAUNHOFER	12	Batteries for e-mobility with recycled REE	P	P	Battery manufacturers

At this stage, the following measures have been identified:

- A strategic document will guide partners through the definition of the basis for the IP strategy.
- Innovations will be tracked through a spreadsheet.
- A report will summarise exploitation avenues and the corresponding business models.
- A market analysis will evaluate the market situation in the different countries.
- A Community of Practice (CoP) will be set up, encompassing professionals from national, regional and local authorities active in soils remediation, national, regional and local authorities active in soils remediation, industrial land-use planning, mining and natural resources management as well as relevant industry players. The CoP will be a space for professional stakeholders to engage in peer-learning and discuss emerging challenges of PG management and valorisation, alongside FIC-Fighters results and outcomes.

- The PG Exploitation Portal for Europe (PEPE) will map PG stacks in Europe, including a Geoportal with PG stacks visualised on the map, search functionalities using produced geodatabase and specific functionalities to be used as a valuable information resource for all stakeholders.
- A Virtual Forum on PG will be built as part of T5.5, as a platform to boost the information transfer between the different case studies through at least 2 network sessions and one video of each scenario.
- Policy guidelines will be provided in the final ESG report produced by WP5, resulting in the publication of two policy briefs.
- The project website will remain available for at least three years after the end of the project.
- All deliverables, scientific publications and data will be permanently archived through Zenodo or comparable archives of other projects partners. In this way, the long-term availability of the project results will be ensured.

To support the exploitation of FIC-Fighters results, the project will also make use of available European Commission-related tools such as the Horizon Results Booster, the Horizon Results Platform and the IP Scan Service. To make good use of the FIC-Fighters results, market studies (circular business models) of the producers of each waste product will be carried out in each PG-producing country. In addition, a mapping of the possible beneficiaries of the by-products that would be formed in each route used, and which are close to the PG ponds of origin, will be performed to reduce the CO₂ footprint as much as possible.

4 IMPACT

The following chapter details how the generation of impact for FIC-Fighters will be monitored on a regular basis and measured using a set of Key Performance Indicators (KPIs).

4.1 MONITORING OF COMMUNICATION, DISSEMINATION AND EXPLOITATION ACTIVITIES DEVELOPED BY EACH PARTNER

Each partner is required to actively support the project communication, dissemination and exploitation. Accordingly, partners have person months assigned to each task. Consequently, a “FIC-Fighters dissemination reporting table” has been filed in the project’s internal repository (Folder ‘WP6 → ‘0. C&D Reporting’) where each partner is expected to indicate on a regular basis planned and implemented activities, such as presentations at conferences and workshops, publications in scientific journals or media for the general public, exhibitions or broadcasts on TV/radio. Instructions for reporting the dissemination activities are provided at the beginning of the table and reminders will be sent to Consortium partners on a six-month basis.

In addition, partners are expected to proactively contact WP6 partners by email after each completed activity, providing a short summary and a visual illustrating the communication or dissemination action.

To monitor the efficiency and success of the communication activities, the web and social media statistics will be recorded and analysed on a monthly basis. This regular performance check will facilitate the fine-tuning of the dissemination and outreach strategy whenever deemed appropriate.

4.2 KPIS

Table 10 summarises selected key performance indicators (KPIs) that will be used to assess the impact of the dissemination activities of FIC-Fighters. It also outlines the support expected from each partner.

Table 10: List of FIC-Fighters dissemination channels and key performance indicators (KPIs).

Dissemination channel	Metrics	KPIs	Role of Partners
Project website	Number of hits, page views, and average time spent, deliverable/document downloads, emails/request for information received.	An average of 10.000 visits and 500 document downloads per year would be a positive result, with at least 30% of the users spending more than 2 minutes exploring the site.	Wherever possible, include the website link in email footers, communications and presentations. Supply WP6 leader with photos, footage, text and regular updates on project activities.
Social media FIC-Fighters LinkedIn FIC-Fighters X FIC-Fighters Instagram FIC-Fighters You Tube	Flow of communication; number of members/followers, number of likes and shares, network page views, page comments, re-tweets.	One post per week. By the end of the project, 500 active followers on LinkedIn, 300 on Twitter and Instagram, and 150 on YouTube.	“Like”/”Follow”/”Subscribe” the FIC-Fighters accounts and regularly share/retweet its posts. Post at least twice per month project relevant news in your institution’s social media accounts.
Newsletters FIC-Fighters newsletters, GeoNews and other Consortium members newsletters	Number of readers for the FIC-Fighters newsletters. Number of FIC-Fighters news in EFG’s GeoNews and other Consortium members newsletters.	There will be four FIC-Fighters newsletters, one every 12 months. The consortium aims at publishing project related news in at least 2 newsletters per year (per institution).	Include FIC-Fighters news at least once per semester in your institution’s newsletters.
Marketing material Project poster Brochures Factsheets Press releases/media kits	Number of brochures and other materials produced, translated, downloaded, printed and distributed.	Preparation and distribution of 1 poster (M9) and 2 different brochures (M9, M36) during the project’s life cycle; editing at least 2 factsheets and 1 press release every 6 months.	Display the project poster and brochure at all relevant events that you attend or organise. Factsheets and press releases should be disseminated broadly within your institution’s network and whenever possible translated to your own language.
Publications Peer-reviewed scientific papers Conference publications	Number of scientific papers and abstracts submitted, number of journal articles published, type of journals (academic, industry), impact factor of journals.	The target in FIC-Fighters is to publish at least 10-15 peer-reviewed papers.	Identify appropriate publication opportunities and co-author at least one article with other consortium members.

Project events Webinars Final conference Clustering events	Number of events and attendance.	Organisation of at least 1 webinar and 30 monthly networking events. It is expected that 100-150 people will participate in the final conference (M47).	Support the organisation and promotion of webinar, clustering events, and final conference.
Project presentations at external events	Number of conference papers and presentations, type and size of events, number of attendees.	It is foreseen that FIC-Fighters will be presented at least 15 international sectorial events; the average number of targeted attendees per event is estimated to at least 100-300.	Support the promotion of these events within your network.

According to Table 11, a dedicated Key Performance Indicator has been set up for each stakeholder group.

Table 11: KPI per stakeholder group and main channels.

Audience	Main C&D Tools	KPIs
Industries	Webpage, stakeholder meetings, social media, fairs, newsletters, etc.	Contact at least 100 end-users.
Investors	Webpage, stakeholder meetings, social media, stakeholder platform, fairs, summarising booklet, etc.	Contact at least 50 investors.
Scientific community	Publications, patents, clustering activities, peer-reviewed journals, scientific conferences, newsletters, etc.	Reaching >25,000 researchers by different media.
Policymakers and regulators	Scientific conferences, journals, stakeholder meetings, newsletters, media kit, etc.	Reaching >150 policymakers and regulators.
Clusters, networks	Clustering activities, website, social media, newsletters.	>30 clustering activities.
NGOs	Stakeholder meetings, publications, journals, social media, website.	Reaching >25 NGOs.
Citizens	Stakeholder meetings, website, social media, videos, etc.	Reaching >100,000 citizens.

5 GUIDELINES FOR PARTNERS

The following chapter provides guidelines for partners to ensure a homogeneous visual appearance of FIC-Fighters and to align its key messages.

Any press release (or other publicly available document) shall be approved by the project coordinator and the WP6 leader who will closely cooperate on this activity with the project partner(s) involved. Only once clearance is given by the project coordinator, the document may be made available to the general public.

5.1 KEY MESSAGES

While introducing FIC-Fighters to an audience, Consortium partners shall use the following key messages when communicating with different audiences:

- **Industries:** The FIC-Fighters project offers an innovative approach to developing new, sustainable products from phosphogypsum waste. These solutions not only address environmental challenges but also provide sustainable and quality raw materials for the cement, batteries, and fertilizer industries, enhancing profitability while supporting environmental stewardship.
- **Investors:** FIC-Fighters represents an economically viable circular economy solution. The project's scalable processes for phosphogypsum valorisation create business opportunities across multiple sectors, offering measurable ROI and reducing reliance on raw resources, while also aligning with sustainability goals.
- **Scientific Community:** FIC-Fighters will pioneer novel, sustainable methodologies for the efficient valorisation of phosphogypsum. Using advanced chemical routes, the project demonstrates an integrated approach to waste management and raw material production, promoting circular economy principles and contributing to climate action goals.
- **Policymakers and Regulators:** FIC-Fighters provides a systemic solution for managing phosphogypsum waste while capturing CO₂, preventing environmental damage, and promoting job creation. Its approach supports European Green Deal goals, demonstrating large-scale circular economy practices that contribute to sustainable development.
- **Clusters and Networks:** FIC-Fighters details every step of its novel valorisation processes, from building a mobile pilot plant to demonstrating sustainable production methods. This comprehensive project promotes collaboration and knowledge exchange, supporting the wider adoption of circular economy models across Europe.
- **NGOs:** FIC-Fighters contributes to social and environmental well-being, reducing waste, promoting healthier environments, and creating jobs. The project's circular solutions address pressing issues related to waste accumulation and resource scarcity, highlighting the urgency of transitioning to sustainable practices.
- **Citizens:** FIC-Fighters promotes circular economy practices to tackle climate change and reduce waste. By transforming industrial by-products into useful materials, the project offers environmental benefits, while creating jobs and contributing to healthier, more sustainable communities.

5.2 VISUAL IDENTITY

The FIC-Fighters logo was designed with the view to depict the circular economy process of transforming phosphogypsum waste into sustainable raw materials used in various industries. The vibrant blue and

green colour gradient shall convey a positive image, representing social and environmental progress and innovation. The overall style is intended to be clean and modern. The icon in the middle of the logo represents a thriving and sustainable city and the circle reminds the circular economy concept.

The project logo must be placed on all published materials (Figure 7). This includes not only promotional materials, but also deliverables, event announcements, factsheets, infographics, presentations or agendas. The logo is available in different file formats in the internal repository (Folder ‘WP6 – Communication, Dissemination and Exploitation’ > ‘Visual identity’).



Figure 7: FIC-Fighters logo.

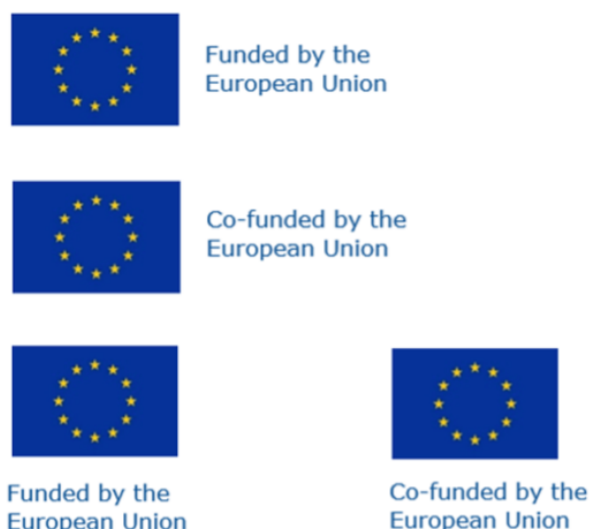
These different logo versions are illustrated and described in detail in the project’s stylebook, which forms Annex 1 of this deliverable. The stylebook furthermore provides detailed information on the project’s colour palette, the fonts to be used and different templates made available to partners.

5.3 INFORMATION ON EU FUNDING

According to the Grant Agreement¹, the following rules apply while communicating about FIC-Fighters:

“17.2 Visibility — European flag and funding statement

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):



¹ See ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY, pp. 38-40.

Figure 8: EU emblems.

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

17.3 Quality of information — Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information.

Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

(...)

17.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.”

5.4 PUBLICATIONS

According to the Consortium Agreement, prior notice of any planned publication shall be given to the other project partners at least 20 calendar days before the publication. FIC-Fighters partners have the right to object within 10 days.

According to the decisions during the first General Assembly, for conference contributions (posters and oral presentations), abstract submissions and press releases, prior notice shall be given to the project partners at least 7 days before the publication. FIC-Fighters partners can object within 4 days. Silence means approval.

Consequently, FIC-Fighters partners should upload their planned publications to the shared folder ('Publications') and notify the consortium. FIC-Fighters partners should voice only objections. Approval should not be expressed in order to avoid excessive email traffic.

In addition, all dissemination material (deliverables, papers, conference papers, presentations) should be checked on plagiarism prior to their publication, using available tools. When re-producing material (figures, images, tables) from published sources, authors shall take into consideration the applicable copyright rules.

5.5 PROMOTIONAL MATERIAL

At the time of production of the first version of this document (November 2024), the following promotional material has been prepared and is available for partners on the shared repository:

- **Generic presentation (last version from October 2024):** [FIC-Fighters_generic_presentation_202410.pptx](#)
- **Press release 1 (September 2024):** [FIC-Fighters_press_release1_final.pdf](#)
- **Logo:** [Logo](#)
- **Presentation template:** [FIC-Fighters_slide_template_v3.pptx](#)

This list will periodically be updated with new versions of existing documents or new resources that will be made available to project partners.

To maximise the outreach at a national level, it will be preferable to translate the promotional material into as many consortium languages as possible. Upon demand, the EFG team will either provide the design files of the English version or support the layout creation.

5.6 TEMPLATES

Different templates have been made available to Consortium partners via the project's internal repository (folder 'Templates' inside WP6 folder), and the project stylebook (see Annex 1) specifies the formatting rules for each of these.

Currently the following templates are available:

- Powerpoint template
- Deliverable template

5.7 GDPR

As of May 2018, the EU General Data Protection Regulation (GDPR) replaced the Data Protection Directive 95/46/EC. GDPR has been designed to harmonise data privacy laws across Europe and to reshape the way organisations across the world approach data privacy. In FIC-Fighters, this concerns especially:

1. Web contact forms and email subscriptions where personal data is requested and submitted by the user;
2. Cookies and online tracking including on Social Media;
3. Event registrations;
4. Online surveys.

The collection of data will only be undertaken, if there's an explicit authorisation by data subjects, obtained by an informed consent procedure, that will be in place in all events/interviews/workshops with external participants. The request for consent will be given in an intelligible and easily accessible form, using clear and understandable language, also detailing the purpose of data collection and treatment.

5.8 E-MAIL COMMUNICATION

To increase efficiency, a standard email subject title shall be used. This will allow the project partners to quickly recognise FIC-Fighters related emails. These should include in the subject title the project name [FIC-Fighters] and WP number (if applicable), followed by a more specific description of the subject and a deadline for feedback or reply (if applicable). You can see here some examples of subject lines:

[FIC-Fighters] KOM minutes draft – Comments deadline 2024/08/16

[FIC-Fighters] WP6 – PEDR – Review deadline 2024/09/30

To keep traffic down, if you have any query about an e-mail, please reply to the sender only. While sending emails, please also consider sending them only to people who are concerned by the subject matter.

For project internal communication, different mailing list have been established:

- Entire Consortium: fic-fighters@idener.ai
- General Assembly: fic-fightersga@idener.ai
- Executive Board: fic-fighterseb@idener.ai

For communication on the WP-level, it was decided not to set up mailing lists, but to provide a contact list on Teams per work package. This way, people have a better overview of the persons included in the work package communication and can better check if someone is missing.

If new staff is joining the project, the PI of the partner is requested to inform the coordinator about the new contact details and emails. The coordinator shall add the new staff to the mailing list and the work package contact lists where necessary.

6 CONCLUDING REMARKS

The guidelines for communication, dissemination and exploitation advanced in this document provide to the FIC-Fighters consortium a clear pathway to effectively reach the project's outreach goals. The consortium will use this plan as a baseline that will be further reviewed, revised and updated during implementation, also considering the stakeholders' interests and needs, and possible challenges that may arise during the project lifetime.

This document shall be revised periodically, taking into consideration the regular monitoring of outreach and new information acquired. This will allow the fine-tuning of the communication strategy, to better serve the different stakeholder groups.

7 REFERENCES

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Hovland, I., Successful Communication. A Toolkit for Researchers and Civil Society Organisations. 2005, London, UK: Overseas Development Institute. 78.

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8 Appendix 1 – Project Stylebook



Project Stylebook

Summary:

This document defines the visual identity of the FIC-Fighters project and establishes a standard visual style to ensure consistency and maximise outreach.

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Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.



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1 EXECUTIVE SUMMARY

This document presents the logo and the style guide of the FIC-Fighters project. The style guide defines the visual identity of the project and establishes a standard style to ensure consistency and maximise the impact of all communication efforts. This document not only specifies the project's colour scheme and fonts, but also provides guidance to project partners on how to correctly use the logo and follow FIC-Fighters' visual identity.

This document is an annex of D6.1 which introduces the communication, dissemination and exploitation plan of FIC-Fighters.

2 REFERENCE TO EU FUNDING

According to the Grant Agreement¹, the following rules apply while communicating about FIC-Fighters:

“17.2 Visibility — European flag and funding statement

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):



Funded by the
European Union



Co-funded by the
European Union



Funded by the
European Union



Co-funded by the
European Union

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

¹ See ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY, pp. 38-40.

When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

17.3 Quality of information — Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information.

Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

(...)

17.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.”

3 PROJECT LOGO

3.1 General rules

The logo must be placed on all published materials and documents/presentations illustrated for the public. This includes not only promotional material, but also event invitations, presentations or agendas. The logo is available in .png and .svg format in the project’s internal repository (folder ‘2. Visual identity’ within the ‘WP6. Communication, Dissemination, and Exploitation’ folder).

The right file can easily be found in the project’s internal repository with the same reference as indicated in the examples below:

- FIC-Fighters_logo_colour.png
- FIC-Fighters_logo_filled.png
- FIC-Fighters_logo_transp.png

The logo must be readable. Therefore, a minimum height of 10 mm must be maintained when it is reproduced.



Figure 1: FIC-Fighters main logo version.

3.2 How to use the logo

3.2.1 Background

The logo shall be placed preferably on light background. The logo shall not be placed on a background of any shades of blue and green. If the logo is placed on coloured background, there shall be sufficient contrast between the background and the logo colours. The logo can be used on darker photo backgrounds if the text is readable. The photo shall not be overloaded. If those conditions can't be met, you may use the alternative logo version with a coloured background and white font (FIC-Fighters_logo_filled.png or FIC-Fighters_logo_transp.png).



Figure 2: The FIC-Fighters logo on coloured background using a) FIC-Fighters_logo_filled.png and b) FIC-Fighters_logo_transp.png.

3.2.2 Positioning

The logo shall be placed at a visible position:

- For publications: On the outside, preferably front, or if not on the back cover.
- For information made available by electronic means (e.g. website) and by audiovisual material (e.g. CDs, PPT presentations) this principle shall be applied by analogy.



Figure 3: The FIC-Fighters logo positioning in the presentation template.

3.2.3 Minimum distance

The logo needs a minimum space around to take effect. Therefore, a minimum distance 'A' has been defined, which all layouts must follow. This minimum distance shall not be reduced. The dimension of 'A' has been derived from the height of the icon. The distance 'A' must be maintained above, below, left, and right of the logo.

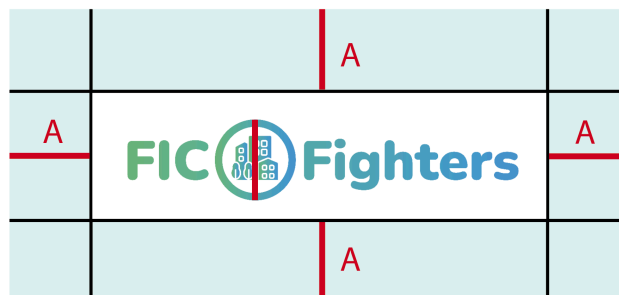


Figure 4: The FIC-Fighters logo's minimum distances.

3.2.4 Proportions

If the logo is placed next to other logos, like the project partners' logos, it shall be at least as big as the other logos. The logo shall not be smaller than the other logos.

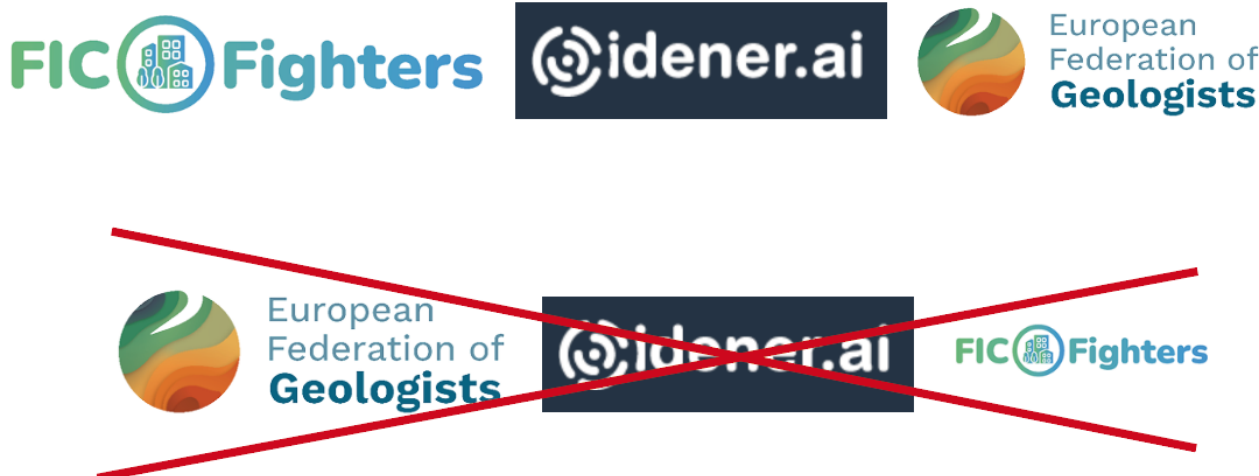


Figure 5: The FIC-Fighters logo proportions.

3.2.5 Don'ts

The logo shall not be modified with any different typography or colours than the originals. No artwork or typography shall be added to the logo. The logo shall not be placed on coloured background with insufficient contrast to the logo colours. The logo shall not be cropped or rotated. The logo shall also not be placed on a background if this is overloaded with too many details.



Figure 6: Wrong use of the FIC-Fighters logo.

4 FONTS

The two font families are Nunito and Aptos. The font used in the logo is Nunito and should be used for all designed publications. Aptos is the standard font for desktop publishing (Microsoft Word® or Microsoft PowerPoint® communications).

Both fonts are available in the project's internal repository (folder 'Visual identity' within the 'WP6' folder).

Nunito Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Aptos Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Aptos Italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz




Figure 7: The FIC-Fighters font families.

5 COLOUR PALETTE

FIC-Fighters has standards for reproducing colours so they will always look consistent, no matter where they appear. The FIC-Fighters logo should be reproduced in full colour whenever possible. The colours of the logo are the source for the standard colour palette and should be used throughout all communications.

For four-color process printing (also known as full-colour printing), please refer to the CMYK values shown. For desktop publishing, such as Microsoft®Word or Microsoft PowerPoint®, refer to RGB (print/on-screen). For Web applications, refer to the RGB values or Hexadecimal values. The CMYK values provided can be used on both coated and uncoated paper when printing. Although variations in colour will occur, try to match the colours as closely as possible.

PRIMARY COLOUR PALETTE

			
COLOUR DEFINITIONS	Blue	Teal	Green
CMYK	68C 23M 0Y 0K	68C 15M 35Y 0K	62C 0M 62Y 0K
HEXADECIMAL	#4AA2D9	#53A6A6	#69BF7F
RGB	77R 161G 213B	83R 166G 166B	105R 191G 127B

SECONDARY COLOUR PALETTE


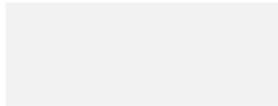

			
COLOUR DEFINITIONS	Dark Green	Light Grey	Dark Grey
CMYK	68C 12M 55Y 0K	6C 4M 4Y 0K	18C 13M 14Y 0K
HEXADECIMAL	#5BA683	#F2F2F2	#D8D8D8
RGB	91R 166G 131B	242R 242G 242B	216R 216G 216B

Figure 8: The FIC-Fighters colour palette.

6 TEMPLATES

Different templates have been made available to all partners via the project's internal repository (folder 'Templates' within the 'WP6 Dissemination' folder).

Currently, the following templates are available:

- PowerPoint template;
- Deliverable template;

A couple of formatting rules for each of these are specified below.

POWERPOINT TEMPLATE

Font: Aptos

Headline colour: Black

Main text colour: Black

TEMPLATES FOR DELIVERABLES AND OTHER DOCUMENTS

Font: Aptos

Font for captions: Aptos
Font size for main text: 11
Font size for headlines: 16
Font size for sub headlines: 14
Font size for captions: 11
Paragraph distance: 1,0
Page margins: 2,5 cm
Headline colour: FIC-Fighters Dark Green (see page 9)
Main text colour: Black

7 IMAGES

Images have impact – they should be chosen carefully.

- Focus on positive aspects of FIC-Fighters efforts;
- Use one strong image on the cover;
- Select images that are in focus, and that are colourful and bright;
- Photos that show people have in general a bigger impact;
- Always include photo credits and captions.

Any image from the project's field research activities should have clearance for publishing from the Project Partner(s) responsible for performing the operations. A selection of photos that can be used for deliverables and publications are available in the project's internal document repository (see the folder 'Images' within 'WP6 Communication, Dissemination and Exploitation'). The copyright to be used is indicated in the name of the subfolders or the image files. In some cases, further details are also provided within the subfolder itself.

8 LINGUISTIC CONVENTIONS

The project's name "FIC-Fighters" shall always be written as indicated here, meaning 'CRM' in capital letters and 'geothermal' in lower case.

For all linguistic conventions, the English Style Guide of the European Commission is referenced:

https://commission.europa.eu/system/files/2023-11/styleguide_english_dgt_en.pdf

9 CONTACT

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