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Document type		
R	Document, report (excluding the periodic and final reports)	x
DEM	Demonstrator, pilot, prototype, plan designs	
DEC	Websites, patents filing, press & media actions, videos, etc.	
DATA	Data sets, microdata, etc.	
DMP	Data management plan	
ETHICS	Deliverables related to ethics issues	
SECURITY	Deliverables related to security issues	
OTHER	Software, technical diagram, algorithms, models, etc.	

Dissemination level		
PU	Public	x
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Executive Summary

This document constitutes the first draft of the **Communication, Dissemination, and Exploitation (CD&E) Plan** for **EUAqua.Org** (Deliverable 5.1). It outlines the initial strategy, key activities, and proposed timelines aimed at maximising the visibility, reach, and impact of the project's outputs. CD&E efforts are closely integrated with other relevant Work Packages and tasks, such as stakeholder engagement, consumer awareness (WP4), and knowledge transfer activities. As these elements evolve and mature, they will actively inform and refine the overall CD&E strategy. This plan is therefore a **living document**, subject to periodic updates over the course of the project, with the final version to be delivered at **Month 48**, incorporating feedback, outcomes, and new opportunities that arise during implementation.

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1. Introduction

As global food demand is expected to increase by 60% by 2050, aquaculture becomes essential in providing secure, sustainable, and healthy diets for the future. EUAqua.Org is dedicated to driving sustainability, innovation, and transformation within the food system. Currently, aquaculture accounts for nearly half of all seafood consumed worldwide, offering significant potential for sustainable protein production.

Organic aquaculture (OA) provides additional environmental and social benefits, including reduced chemical inputs, improved animal welfare, and lower ecological impact. However, the growth of OA in Europe has been hindered by higher costs, limited innovation, and low consumer awareness.

EUAqua.Org aims to address these barriers by developing advanced breeding strategies, integrating genomic technologies, and promoting organic aquaculture through strong stakeholder engagement. Communication and dissemination will play a central role in the project, ensuring that knowledge, tools, and innovations reach scientific, industrial, and public audiences. Activities will support consumer awareness, promote behaviour change, and drive acceptance of organic aquaculture products across Europe.

To this end, EUAqua.Org has delineated the following five Strategic Research Objectives (SRO):

SRO1: Develop key enabling technologies for advanced genomic selection and naturally-controlled reproduction/sex-ratio

SRO2: Develop breakthrough technologies enabling effective selective breeding for feed efficiency using sustainable organic feeds

SRO3: Develop innovative tools to select for resilience and welfare under a One Health framework: from individuals to ecosystems

SRO4: Analyse consumer responses to food labelling and design awareness interventions to promote OA products

SRO5: Implement a comprehensive scientific, public, and industrial communication and dissemination programme, with exploitation of key results to create impact and ensure the sustainability of the technologies and innovations developed

A comprehensive Communication, Dissemination, and Exploitation (CD&E) plan under Work Package 5 is essential to ensuring EUAqua.Org delivers timely and meaningful impact across scientific, industry, policy, and public domains. Given the project's interdisciplinary and multi-actor approach, the CD&E strategy must align closely with the technical work packages, supporting outcomes such as breeding innovation, organic aquaculture awareness, consumer perception studies, and clustering activities.

As EUAqua.Org is an evolving and highly collaborative initiative, this plan serves as an initial roadmap for how CD&E will be approached to amplify visibility, stakeholder engagement, and uptake of results. It includes key elements such as target audiences, tailored messaging, and activity planning. The document will remain a living tool—regularly updated as the project progresses and new opportunities, data, and results emerge. A final report on CD&E activities will be produced at the end of the project.

CD&E effectiveness will be continuously monitored through Key Performance Indicators (see Table 3) as one method, with adaptive strategies introduced as necessary to ensure that EUAqua.Org achieves maximum reach, relevance, and impact across Europe and beyond.

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2. Communication & Dissemination Planning

WP5 covers the primary EUAqua.Org communication, dissemination, and exploitation activities, but is also strongly interrelated to with WP4 (public and consumer perceptions). A close working relationship with UNIBO (as leader of WP4 consumer awareness and labelling) will be established, including supporting some activities within WP4, to ensure key information from these studies is incorporated into the general dissemination and communication activities as well as in the overall dissemination and communication planning

WP5 specific objectives are as follows:

O5.1 To manage and integrate WP4 activities relating to public and consumer perceptions to create a comprehensive dissemination and communication strategy.
O5.2 To develop a project brand identity and to create and maintain a dedicated modern website with social media to communicate project outputs.
O5.3 To produce high quality general communication materials, facilitate publication of scientific/trade articles, and organise events (online workshops, webinars) to disseminate key results of the project to target audiences.
O5.4 To develop co-creation activities to maximise outreach by clustering with existing, related EU projects and initiatives/networks.
O5.5 To exploit project results and innovations to ensure future, commercial adoption by engagement of supply-chain (farm-to-fork) and related standards and policy organisations.
O5.6 To co-develop a Massive Open Online Course (MOOC) on best practices for selecting breeding in OA together with key stakeholders, implementing the outputs of the project.

The EUAqua.Org Communication, Dissemination & Exploitation (CD&E) Plan—developed and refined through ongoing collaboration with technical and impact-focused work packages—will ensure that:

1. Project results and innovations, particularly in organic aquaculture breeding, labelling, and consumer engagement, can be translated into real-world applications in the long term, supporting competitiveness and sustainable growth within European aquaculture markets.
2. All project outcomes are actively disseminated and promoted beyond the consortium through strategic stakeholder engagement, clustering activities, and an exploitation roadmap targeting both public and private sector uptake.
3. These efforts will contribute to broader socio-economic impacts, including enhanced consumer trust in organic aquaculture, improved animal welfare, environmental sustainability, and increased market viability for organic fish products.

The CD&E strategy is specifically tailored to raise awareness and drive uptake of EUAqua.Org's results among consumers, industry actors, breeders, fish farmers, investors, regulators, policymakers, NGOs, and the research community—ensuring the project's visibility, relevance, and long-term impact across Europe and beyond.

2.1 Parties responsible for communication and dissemination

WP5 is led by WRG Europe. However, this Work Package is also strongly dependent on input from all partners, but particularly from **UNIBO** (consumer awareness and labelling), **UNIPD** (creating synergies with existing projects and initiatives), and **EFFAB** (engagement of supply-chain, including policymakers and standards bodies). **Cromaris**, as a leading aquaculture company with deep expertise in production and market dynamics, will play a key role in ensuring that communication and dissemination strategies align with real-world industry needs and consumer expectations. Their participation will help bridge the gap between the project research and next steps, supporting more impactful exploitation and uptake of project results.

The leader of WP5, Mark Langley (WRG), will act as Communication & Dissemination Manager for the General Assembly (GA) with input and support from relevant partners. The GA will oversee the CD&E strategy for the project, coordinate activities, and liaise with beneficiaries about protection and exploitation of outcomes and intellectual property. Moreover, the Work Package structure allows input into CD&E activities from all critical tasks, including data management, consumer analysis, training (MOOCs), and exploitation (see Figure 1).

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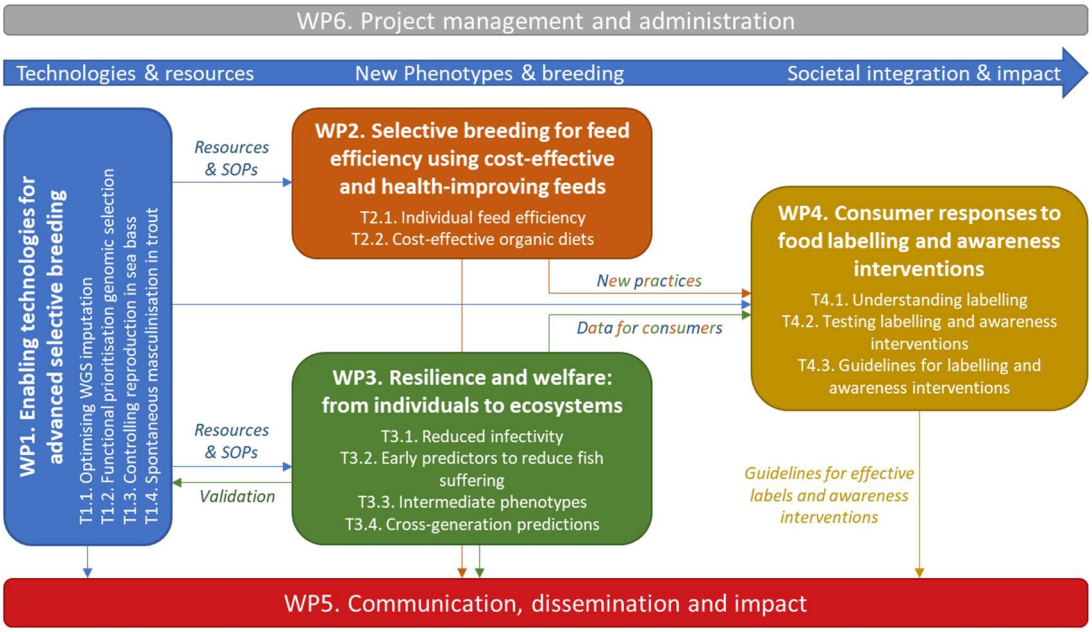

Figure 1: Work package structure and inputs to support CD&E measures

2.2 Target groups and audiences

The aims, key exploitable results, and major outputs of EUAqua.Org will be communicated and disseminated openly and widely (following appropriate IP protection where necessary) to highlight the scientific, economic, and social value of the project. The communication strategy will ensure that target audiences are effectively informed and engaged throughout the project's lifetime. The following target audiences have been identified:

- The general public, to raise awareness and improve understanding of organic aquaculture, sustainable seafood production, and the benefits of organic fish farming practices in Europe.

- EU consumers, who play a key role in driving demand for organic aquaculture products. Engaging them will help uncover purchasing preferences and key decision-making factors. Insights from consumer-focused activities (WP4) will support the design of effective labelling and awareness interventions to promote organic seafood consumption.

- Industry stakeholders, including aquaculture producers, retailers, and feed companies, who may adopt EUAqua.Org innovations to enhance breeding strategies, fish welfare, and the environmental performance of organic aquaculture operations.

- The research community, particularly:

  (a) those in aquaculture genetics and breeding interested in applying phenotyping, genotyping, and genomic prediction tools;

  (b) social scientists focusing on consumer behaviour, sustainable food systems, and market transformation.

- Policymakers and regulatory authorities, who can use EUAqua.Org findings to support evidence-based policy and standards for organic aquaculture, food labelling, and sustainable seafood systems in the EU.

Additional detail is given in Table 1.

	Stakeholder (audience) type	Specific organisations (non exhaustive list)	KER
A	Large fish breeding companies	Benchmark Genetics, Hendrix Genetics, MOWI, AquaGen	1, 2, 3, 4
B	Genetic consultants supporting breeding programs	Xelect, GeneAqua, SYSAAF, public research institutions	1, 2, 3
C	Fish producers (**with special attention to hatchery managers who are responsible for fish reproduction and broodstocks)* and their associations	API, Aquacultores.Pt, HAPO, Salmon Scotland, Apromar, PTBA, SiomatNorge, EIB, FFA, Finnish Fish Farmers' Association British Trout Association, Culmarex, Smartwaterplanet, FEAP	1, 2, 3, 4
D	Aquafeed producers and feed ingredient providers	Skretting, BioMar, Lallemand, Veronesi, AllerAqua, Hortimare, Innovafeed	2
E	Fish diseases reference centres, fish pathologists	CEFAS, ANSES, IZSVe, DTUAqua,	3
F	Large food retail chains, catering providers	Complete list to be defined after clustering with seafood supply chain projects (e.g. FishEuTrust)	1, 2, 3, 4
G	Organic certification bodies	Soil Association, Naturland, Agriculture Biologique, ICEA, AIAB, IFOAM Organics Europe	1, 2, 3, 4

Table 1: Target Groups of Key Exploitable Results (KER)

2.3 Maximising Reach Through Partner Networks and Clustering

The project's outreach capacity is maximised through the involvement of key partners with strong networks in aquaculture research, sustainable food systems, industry, and consumer engagement. For example, **IRTA** (Spain) and **NOFIMA** (Norway) are well-established research institutions with deep roots in the European aquaculture and food sectors, actively collaborating with both academic and industry stakeholders. **CROMARIS**, a leading Mediterranean aquaculture company based in Croatia, brings valuable industry insights and direct access to retail and consumer markets, playing a key role in the real-world applicability of EUAqua.Org innovations.

WRG Europe, as the project's communication and dissemination lead, contributes experience in strategic science communication, stakeholder engagement, and EU project promotion, ensuring EUAqua.Org's outputs are widely visible and accessible to both specialist and non-specialist audiences.

University of Padova and **Institute of Aquaculture at the University of Stirling** further strengthen academic dissemination and outreach through their ties with higher education, regulatory bodies, and national aquaculture networks.

To amplify impact, EUAqua.Org has already initiated clustering activities under WP5, engaging with related EU-funded projects to explore synergies and maximise collective visibility. These activities include ongoing dialogues and the organisation of joint webinars with **CURE4Aqua, IGNITION, GrInnaqua, LOCALITY**, and **INNOAQUA** (see Figure 2). These early steps are paving the way for knowledge sharing, joint communication efforts, and mutually beneficial dissemination strategies. Clustering will continue throughout the project's duration (e.g. looking for other sister projects funded after EUAqua), enhancing EUAqua.Org's contribution to the transformation of aquaculture and food systems across Europe.

One of the first joint events is the **"Aquaconnect: Innovating Aquaculture through Circularity, Biomass, and Biotechnology" webinar**, taking place online on 14th October 2025. This open-access event is designed for broad participation and will be organised by theme, encouraging cross-collaboration and wider engagement across sectors and initiatives.

Figure 2: Cluster Project Partners

2.4 Outputs and Monitoring

Table 2 below shows the deliverables for WP5 and these represent important control points for the DC&E activities. These deliverables are marked on the Gantt chart in Annex I, which shows all activities associated with EUAqua.Org communication, dissemination, exploitation, and impact. Moreover, Table 3 shows the Key Performance Indicators (KPIs) against which CD&E activities will be measured. These KPIs will be discussed at each GA meeting and corrective actions plans put in place if the project is struggling to meet them.

	Deliverables	Month
D5.1	Communication, dissemination and exploitation Plan	M6
D5.2	Clustering Plan	M12
D5.3	White papers with links to technical documents	M26
D5.4	MOOC	M48
D5.5	Final Report on D, C & E	M48

Table 2: WP5 Deliverables

Media	Performance analysis	Target
Website	Website traffic will be monitored and analysed for engagement (visitors, pages, ….)	>10,000 visits
Social Media	Number of followers monitored	>3000 X /Twitter >1500 Linkedin
Magazine papers	Number of papers	>10
Scientific papers	Number of papers	>15
Industry events	Number of events where EUAqua.Org is presented	>10
Scientific conferences	Number of presentations	>20
Webinars	Average number of attendees	>50
MOOC	Number of enrolled learners	>200

Table 3: EUAqua.Org's KPIs

3. Communication Activities

EUAqua.Org's approach to communication will align with best practices and guidance within Horizon Europe whilst also using the expertise from the Horizon Booster service, ensuring clarity, transparency, and impact. At the heart of EUAqua.Org's strategy is proactive engagement with the public, aquaculture industry, policymakers, and other key stakeholders. To achieve this, the project is building a clear and recognisable identity that reflects its mission to advance sustainable organic aquaculture in Europe.

3.1 EUAqua.Org branding

The visual identity of EUAqua.Org was developed early in the project by **WRG Europe**, establishing a consistent and recognisable brand across all communication channels. This included the creation of a colour palette and complementary fonts to be used throughout the project. Several logo options were presented at the Kick-Off Meeting in Padova, including suggestions from partners, and the final EUAqua.Org logo was selected by majority vote.

The **EUAqua.Org** logo (Figure 3) has been carefully designed to visually represent the project's mission and values. The **European leaf**—a widely recognised symbol of organic certification in the EU—has been incorporated into the logo design. This element signals the project's strong alignment with organic aquaculture principles and clearly communicates its commitment to sustainability, transparency, and responsible production practices. The accompanying colour scheme, with its natural greens and aquatic blues, reinforces this message by evoking both organic agriculture and aquatic ecosystems. Together, these design choices help create a cohesive, trustworthy identity for EUAqua.Org that will be recognisable across all platforms and materials.

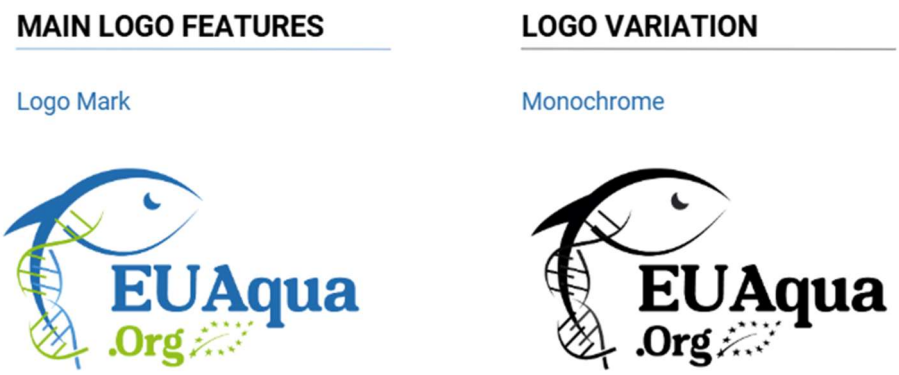

Figure 3: EUAqua.Org logos

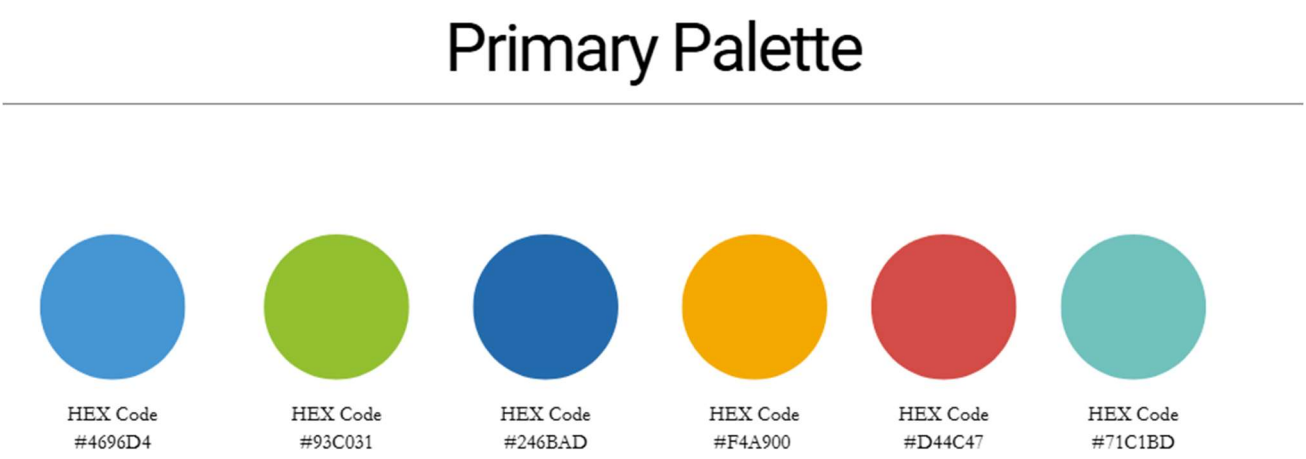

Figure 4: EUAqua.Org colour pallette

3.1.1 EUAqua.Org templates

A set of templates for all EUAqua.Org documentation—such as reports, meeting minutes, and deliverables—has been created using the project's official colour palette and visual identity. These templates have been shared with all partners to ensure consistency across project outputs. Each template features the EUAqua.Org logo, the EU flag, and the required EU funding acknowledgements and disclaimers. All formal project documents will use these templates moving forward (see Figure 5).

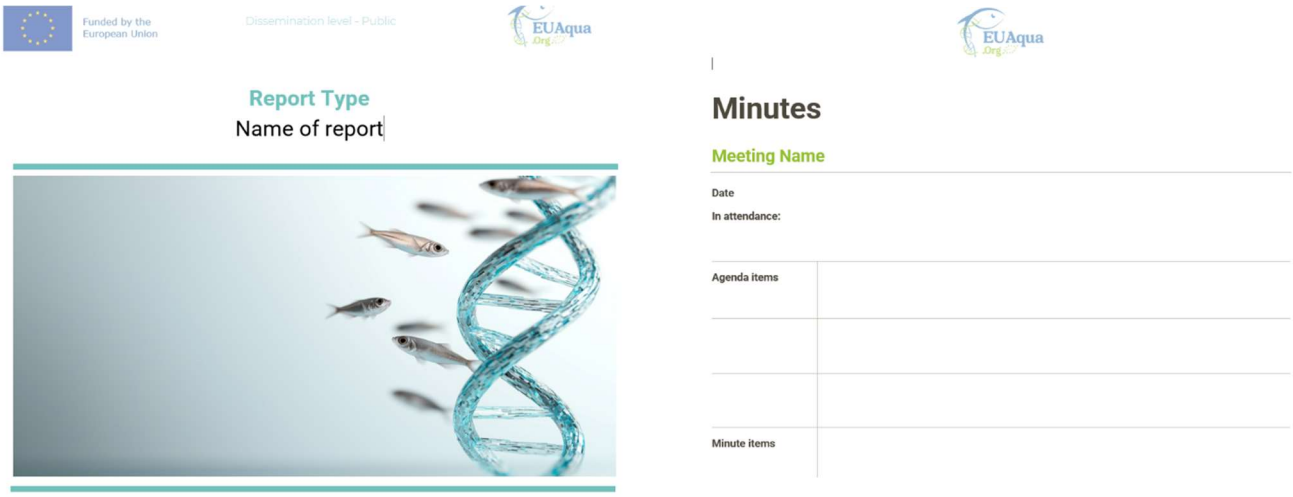

Figure 5: EUAqua.Org Word templates

In addition, a PowerPoint template has been developed for use by all EUAqua.Org consortium members during presentations—whether at internal meetings, training events, or external conferences (see Figure 6). The template includes a variety of slide formats to suit different needs (e.g. image-based, bullet point lists, etc.). It follows the official EUAqua.Org colour scheme and incorporates all required project branding, including the EUAqua.Org logo, EU flag, and funding acknowledgements.

Figure 6: EUAqua.Org ppt template

3.2 Website

A dedicated EUAqua.Org website (Figure 7) has been designed and built by WRG Europe and is live at https://euaqua.org. WRG will manage the website throughout the project's duration (and for 1 year after completion), providing regular updates on project progress through news items, articles, blogs, event announcements, highlights from related initiatives, and an annual newsletter. The site follows the official EUAqua.Org colour scheme and fully reflects the project's branding. It was shared with all partners for feedback and has been refined accordingly.

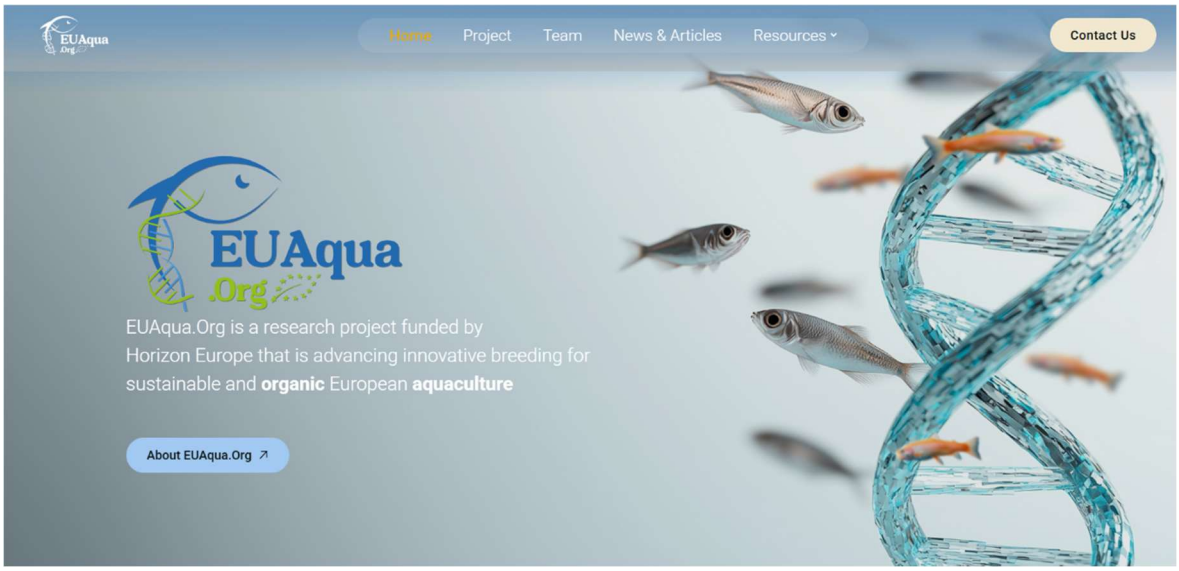

Figure 7: EUAqua.Org website Landing page

The EUAqua.Org website serves as the central hub for sharing project activities and outcomes with key audiences, including industry stakeholders, the scientific community, policymakers, and the wider public. As the project advances, the site will connect with the websites of related initiatives—such as CURE4Aqua, INNOAQUA, and others—to promote collaboration and amplify shared goals. It will also feature relevant updates from partner projects, including articles, events, and resources of interest.

The website will host a repository of EUAqua.Org materials, including scientific publications, presentations, and promotional content. Where appropriate, materials will be publicly accessible; sensitive or internal content will be restricted to project partners. Visitors will also be able to download outreach materials such as brochures, posters, and flyers for use at events.

In addition, the website includes a sign-up option for the EUAqua.Org newsletter, which will be expanded to include email updates about major developments. The website will also host webinars and a Massive Open Online Course (MOOC) on selective breeding in organic aquaculture. These resources will be freely accessible and are intended to support knowledge transfer to a broad range of stakeholders, including researchers, producers, policymakers, and educators. The webinars will cover key themes in the project and feature insights from partners and guest experts, while the MOOC will offer structured learning through a series of short modules. Both tools will be announced and regularly updated via the website and promoted through EUAqua.Org's social media channels.

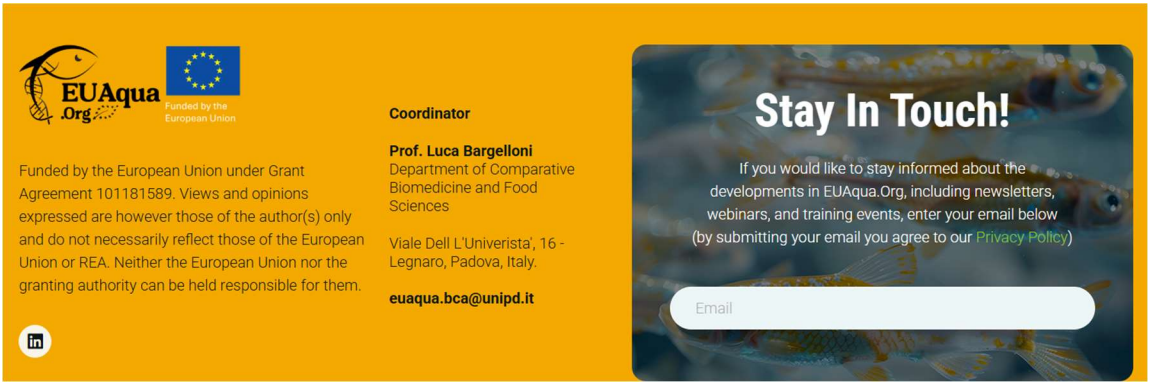

Figure 8: EUAqua.Org website sign-up

3.3 Social media

Social media plays a vital role in communicating EUAqua.Org updates, outcomes, news, and upcoming events to a broad audience. Dedicated social media accounts have been established to engage with diverse stakeholder groups—including industry professionals, researchers, policymakers, and the general public—ensuring wide visibility and ongoing engagement throughout the project. The set of key messages shown in Table 4 from the proposal will act as the starting point, and these will be enhanced early in the project and continuously refined to reflect new findings and developments. These messages will ensure consistency in communication and help highlight EUAqua.Org's objectives, innovations, and impacts.

	Key Messages
1	Increased OA production efficiency using technological innovations
2	Efficient OA provides affordable healthy food
3	Sustainable OA enhances Human-Health, Animal-Health/Welfare, Environment-Health (One Health)
4	Smart labelling and awareness campaigns increase OA consumer demand
5	Enhanced sustainable OA drives BLUE TRANSITIONS restoring aquatic biodiversity

Table 4: EUAqua.Org's key messages

3.3.1 LinkedIn

At the start of the EUAqua.Org project, WRG Europe established a dedicated LinkedIn account (Figure 9). This platform serves as the primary channel for engaging with professional audiences, particularly those in academia, industry, policy, and the European Commission. Content shared on LinkedIn focuses on project news, upcoming events, key research outcomes, and exploitable innovations, helping to build awareness and foster collaboration across the aquaculture and food systems community.

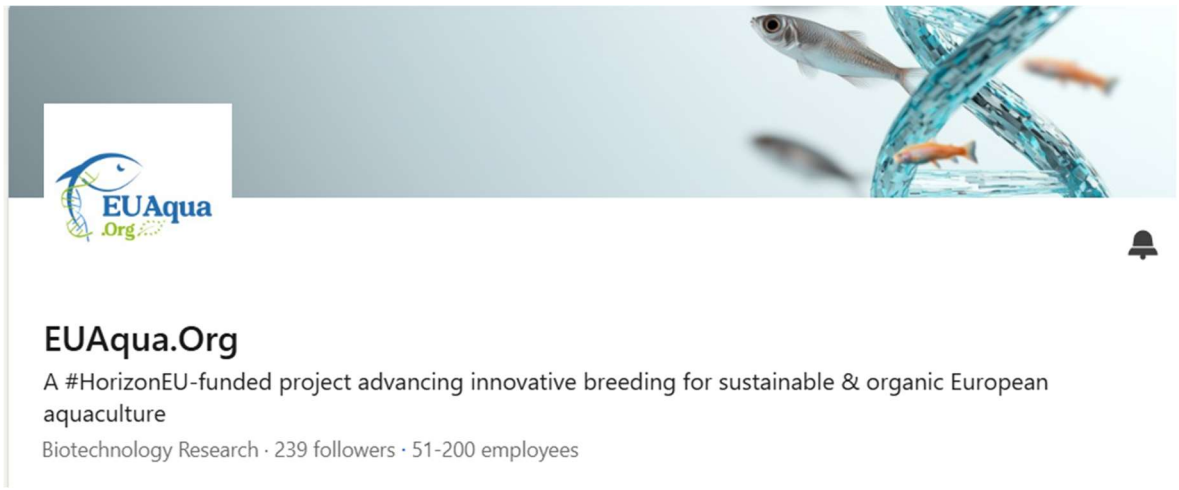

Figure 9: EUAqua.Org Linkedin page

3.3.2 X (formerly Twitter)

It is acknowledged that X/Twitter is a much less popular platform for EU projects nowadays. However, upon review of alternatives such as BlueSky, it was decided to still create an account to strengthen the project's digital visibility @EUAqua_Org. This platform will serve as a dynamic communication channel to share news, highlight project milestones, promote events (including webinars and MOOC modules), and engage with stakeholders across the aquaculture, scientific, and policy communities. The X account will also be used to live post from relevant events and conferences, tag partner organisations, and amplify related EU project efforts.

3.3.3 YouTube

YouTube offers a valuable platform for sharing **long-form video content** such as educational materials, recorded presentations, interviews, and project insights. While a dedicated **EUAqua.Org YouTube channel** has not yet been launched—due to the current absence of video content—this will be established as soon as suitable materials become available. The channel will serve as a central hub for engaging visual content aimed at both expert and public audiences.

3.4 Other e-resources

3.4.1 Newsletters

An **annual e-newsletter** will be published on the EUAqua.Org website, providing updates on project progress, key results, and discussions around potentially exploitable outcomes. Aimed primarily at industry professionals and academic stakeholders within the aquaculture and food systems sectors, the newsletter will be written in an accessible style suitable to allow for a broader audience, including the general public, balancing technical insight with clear messaging.

The newsletter will be shared also via EUAqua.Org's social media channels and distributed directly to those subscribed via the online sign-up form.

3.4.2 Press Releases

To maximise visibility and public engagement, EUAqua.Org will prepare a series of press releases at key stages of the project (4 in total). The first press release will introduce the project's objectives, partnerships, and long-term vision, and will be targeted at relevant aquaculture and food industry trade publications, including *EuroFish Magazine*, *Hatchery International*, *The Fish Site*, and *Aquafeed.com*. These platforms have a strong readership base among aquaculture professionals, researchers, policymakers, and industry investors, ensuring the project reaches influential and knowledgeable audiences.

Future press releases will highlight major milestones, scientific breakthroughs, stakeholder events, and project outcomes that demonstrate innovation in organic aquaculture practices. Press releases will be written in a concise, accessible style suitable for both professional and general audiences, and where possible, translated into multiple languages to broaden reach within the EU.

Links to each press release will be made available on the project website and distributed via EUAqua.Org's social media channels (e.g., X and LinkedIn). This multi-channel strategy will ensure wider dissemination, reaching not only experts and policymakers but also the general public, schools, consumer groups, and other interested stakeholders.

3.4.3 Videos, motion graphics, infographics and final film

A range of dynamic visual content—including videos, motion graphics, and infographics—will be developed to explain the goals, activities, and key results of EUAqua.Org in an engaging and accessible way. These materials will serve as powerful storytelling tools to simplify complex scientific concepts and highlight project milestones for diverse audiences. They will be published on the official project website and actively shared across social media platforms to maximize reach, stimulate engagement, and enhance the visibility of project outcomes among stakeholders, policymakers, educators, and the wider public.

To showcase the overall impact of the project and engage a broader audience, a final summary video will be produced by WRG Europe at the end of EUAqua.Org. This visually compelling video will highlight the project's key innovations, stakeholder engagement, technological breakthroughs, and societal impact. Designed to appeal to both experts and the general public, the film will serve as a lasting legacy piece, widely shared across EUAqua.Org's communication channels, including the website, social media platforms, partner websites, and relevant EU dissemination platforms.

3.4.4 Educational materials

A suite of educational materials will be created for school-age children, including age-appropriate presentations, infographics, and interactive visual content. These resources will introduce young learners to key concepts around aquaculture, sustainability, animal welfare, and food systems—helping to raise awareness and inspire future generations to take an interest in environmentally responsible food production.

3.4.5 Poster, roll-up, flyers

A range of promotional materials—including posters, roll-up banners, and flyers—will be produced to visually communicate the objectives, methodology, and expected impacts of the EUAqua.Org project. These materials will be used at conferences, project meetings, public events, and exhibitions to raise awareness and engage stakeholders across different sectors. Designed in line with the EUAqua.Org branding, they will ensure consistent visual identity and messaging. All materials will be periodically updated throughout the project's lifetime to reflect new developments, results, and milestones.

3.5 Communication specific to the food/seafood trade

To effectively engage the seafood and aquaculture trade sector, **EUAqua.Org** will establish strategic communication channels with key industry organizations and networks across Europe. This targeted approach aims to disseminate project findings, foster collaboration, and promote sustainable practices within the seafood industry.

Key Organizations for Engagement:

- **AIPCE-CEP**: The European Fish Processors and Traders Association and the European Federation of National Organizations of Importers and Exporters of Fish represent EU national associations of fish processors and traders.
- **EAPO**: The European Association of Fish Producers Organizations represents fish producers across the EU, providing a platform for collaboration and information exchange.
- **AAC**: The Aquaculture Advisory Council provides advice to the European Commission and Member States on all matters affecting EU aquaculture production.
- **EATiP**: The European Aquaculture Technology and Innovation Platform is dedicated to developing, supporting, and promoting technology and innovation in the aquaculture sector.
- **Europêche**: The Association of National Organizations of Fishing Enterprises in the European Union represents fishermen in the EU, advocating for sustainable fishing practices.
- **Conxemar**: The Spanish Association of Wholesalers, Importers, Exporters, and Manufacturers of Fishery and Aquaculture Products serves as a key industry player in Spain.
- **Aquaculture Stewardship Council (ASC)**: An independent non-profit organization that establishes protocols on farmed seafood while ensuring sustainable aquaculture.
- **Friend of the Sea**: A project of the World Sustainability Organization for the certification and promotion of seafood from sustainable fisheries and aquaculture.

Communication Strategies:

- **Direct Engagement**: Establishing direct lines of communication with these organizations to share EUAqua.Org's objectives, findings, and opportunities for collaboration.
- **Participation in Events**: Attending and presenting at industry conferences, workshops, and seminars organized by these bodies to disseminate research outcomes and gather feedback.
- **Collaborative Publications**: Co-authoring articles and reports with these organizations to reach a broader audience within the seafood trade sector.
- **Digital Outreach**: Utilizing social media platforms and newsletters to share updates and engage with stakeholders affiliated with these organizations.

By proactively engaging with these key players in the seafood and aquaculture industry, EUAqua.Org aims to ensure that its research and innovations are effectively communicated, adopted, and contribute to the advancement of sustainable practices within the sector.

These communications activities are all embodied in the CD&E Gantt Chart in Annex 1.

4. Dissemination Activities

Disseminating the key results of EUAqua.Org is essential to ensuring the project achieves long-term impact. Beyond simply communicating objectives and methodologies, EUAqua.Org's dissemination strategy is designed to raise awareness of its key outcomes and demonstrate the broader value of its sustainable aquaculture innovations. By showcasing how project findings can be applied, scaled, and (ultimately) commercialised, the dissemination efforts will help bridge the gap between research and real-world application.

Dissemination activities will be carefully targeted to maximise visibility and uptake among key stakeholder groups, including industry actors (both SMEs and large enterprises), investors, policymakers, regulatory authorities, potential commercial adopters, and the wider research community. These efforts aim not only to spark innovation and new partnerships but also to pave the way for future research and development initiatives inspired by EUAqua.Org.

Public engagement will remain an important aspect of the dissemination plan, with the goal of building greater transparency and trust in European aquaculture. Sharing accessible information with consumers and civil society will ensure that the social, environmental, and economic benefits of the project are widely understood and appreciated.

Type	Potential media or mode of dissemination
EUAqua.Org web site	The website will offer downloadable public deliverables and results and operate as the repository for all project information.
Project social media channels	Linkedin, Twitter/X
Industry events and magazines	Aquaculture Europe, AquaFarm, EATIP events, Eurofish Magazine, Aquafeed, The Fish Site, Global Seafood Alliance
Scientific conferences	International Symposium for Genetics in Aquaculture, Genomics in Aquaculture, International Symposium on Fish Nutritional and Feeding, EAFP, EAS annual conference
Scientific journals	Heredity, Genetics Selection Evolution, Animals Genetics, Aquaculture nutrition, Journal of Fish Diseases, Aquaculture, Aquaculture Reports
Webinars	One webinar for each Key Exploitable Results will be organised in the last year of the project
White papers	Two short documents in digital form to summarise respectively KER1-3, and KER4, with links to digital technical documents
Digital technical documents	Detailed documents that will outline validation experiments with suggested methodologies, species-specific adaptations, and expected results for further validation and extension of the project outputs (on Website)
Educational materials for professionals	EUAqua.Org MOOC (see methodology) will be essential to train professionals on the novel technologies for full exploitation and long-term sustainability of project results as it be permanently hosted on an open education platform and could be updated after the end of the project
Clustering and networking	Co-creation through clustering with other initiatives/projects

Table 5: Dissemination Channels

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4.1 Internal and external dissemination

EUAqua.Org's dissemination strategy follows a dual approach: internal and external communication activities.

Internally, dissemination focuses on fostering awareness of emerging exploitable results among consortium members. Regular project meetings will include dedicated sessions to highlight such results and explore follow-on development opportunities, including intellectual property protection where appropriate. Ongoing communication within the consortium—via newsletters, updates, and the project's shared platform will help ensure that all partners remain informed and aligned. Moreover, WRG uses an internal bi-monthly reporting spreadsheet for partners to share their communication and dissemination activities with the consortium.

Externally, dissemination efforts are aimed at engaging a broader audience with EUAqua.Org's findings and innovations. These include academic and industry professionals, stakeholders across the aquaculture value chain, consumers, policymakers, and government agencies. Key dissemination routes will include:

1. **Participation in scientific and industry conferences**, including exhibitions and poster sessions;
2. **Engagement through events**, such as open days and stakeholder sessions at aquaculture sites or partner institutions; and
3. **Publication of results** in high-impact, peer-reviewed scientific journals and reputable industry/trade magazines.

Additional tailored outputs will include policy briefs for public authorities and advisory notes for aquaculture companies and producers interested in adopting project outcomes.

All dissemination will be complemented by **targeted communication campaigns**—leveraging both traditional and digital media channels—to raise public awareness of EUAqua.Org and its achievements. Updates will be shared via social media, the project website, and other appropriate media outlets. Feature articles and success stories may also be submitted to sector-specific publications such as *Eurofish Magazine*, *Aquafeed*, or *International Aquafeed*, as well as general EU-focused outlets like *Horizon Magazine*. These combined activities will ensure the widest possible reach and visibility for EUAqua.Org's work.

4.2 Conference attendance and exhibitions

Conference attendance and exhibition at major aquaculture events are integral components of EUAqua.Org's dissemination and exploitation strategy. These platforms offer unparalleled opportunities to present project findings, engage with industry stakeholders, and foster collaborations. EUAqua.Org will actively participate in both European and international conferences, selected based on their relevance to sustainable aquaculture, organic practices, and technological innovations.

Key events identified for engagement include:

- **Aquaculture Europe**: Organized by the European Aquaculture Society, this event encompasses scientific sessions, industry forums, and a trade exhibition, attracting over 3,000 professionals from academia, industry, and policy sectors.

- **AquaFarm** (Italy) – A prominent international event focused on aquaculture, shellfish farming, algaculture, and sustainable seafood. Given the project's focus, AquaFarm offers valuable exposure to producers, technology providers, and regulators.

- **EATIP Annual Meetings and Thematic Events** – Organised by the European Aquaculture Technology and Innovation Platform, these events gather key stakeholders across research, industry, and policy to discuss aquaculture innovation and strategy in Europe.

- **Aquaculture Horizons**: this conference focuses on sustainable aquaculture development, including themes like artificial intelligence, monitoring, and automation.

- **World Aquaculture and Fisheries Conference**: brings together global experts to discuss innovative practices in aquaculture, covering topics from genetic research to sustainable aquaponics.

- **AQUA**: this event offers a comprehensive program including scientific conferences, trade exhibitions, and industry forums, highlighting the latest in aquaculture research and innovation.

Participation in these events will involve presenting research findings, exhibiting project developments, and networking with key stakeholders. Such engagement ensures that EUAqua.Org remains at the forefront of discussions on sustainable aquaculture and facilitates the adoption and commercialization of its innovations.

4.3 Publishing papers

Articles will be submitted to high-quality, open-access journals relevant to the aquaculture, animal genetics, fish nutrition, and sustainable food production sectors.

All publications will include clear acknowledgement of the EUAqua.Org project and the financial support provided by the European Union. Data and Open Access will be in line with the project's Data Management Plan (see also 4.3.4 below). In addition, authors will reference the project's website to enable readers to explore further details about the research and access related outputs. This will support broader visibility, transparency, and impact of the project's results within the scientific community and beyond.

4.3.1 Scientific Publications

In addition to press releases and other communication tools, open access scientific publications will be produced throughout the project to ensure wide dissemination of EUAqua.Org's research findings within the scientific community. It is anticipated that approximately 15 peer-reviewed scientific papers will be published over the course of the EUAqua.Org project—roughly one per technical partner—showcasing the project's innovations in selective breeding, sustainable aquaculture practices, genetics, and biotechnology. These publications will target high-impact, peer-reviewed journals relevant to the project's core themes, such as *Aquaculture*, *Heredity*, *Aquaculture Reports*, *Genetics Selection Evolution*, and *Animal Genetics*, among others. The goal is to contribute meaningfully to the academic discourse on sustainable and organic aquaculture, genetics, and breeding innovations.

4.3.2 White Papers

EUAqua.Org will produce two concise white papers in digital format to summarise the project's Key Exploitable Results (KERs). The first document will cover KER1 to 3 (see Section 5), while the second will focus on KER4. Each paper will clearly present the innovation, potential applications, and benefits of the results, targeting stakeholders such as industry, policymakers, and researchers. The white papers will include direct links to supporting technical documents hosted online, allowing interested audiences to explore the details further.

4.3.3 Development of MOOC on Selective Breeding in Organic Aquaculture

As part of its commitment to knowledge transfer and capacity-building, EUAqua.Org will co-create a **Massive Open Online Course (MOOC)** focused on best practices for selective breeding in organic aquaculture. Led by the University of Padova (UNIPD) in collaboration with EFFAB and other project partners. The MOOC will be developed in close cooperation with key external stakeholders—including breeding companies, aquaculture genetics consultants, fish and shellfish producers, and aquafeed manufacturers.

The course will consist of multiple short, accessible modules that present the technologies and innovations emerging from EUAqua.Org in an engaging and practical format. EFFAB will play a key role in coordinating stakeholder involvement during the co-creation process and will mobilise its extensive international network to promote the course upon launch. By integrating expert insights with practical guidance, the MOOC will serve as an open-access learning resource designed to support training, dissemination, and long-term adoption of the project's outcomes by industry professionals and researchers alike.

4.3.4 Open access and data management

EUAqua.Org will adhere to the principles and requirements set forth by the European Commission regarding Open Access to Scientific Publications and Research Data throughout the project's duration. All scientific outputs generated by EUAqua.Org will be published in open access journals to ensure wide accessibility and transparency.

The Data Management Board (DMB), coordinated by the Data Manager, Diego Robledo (UEDIN), will manage data generated during the project. A comprehensive Data Management Plan (DMP) will be developed within the 6 months of the project and regularly updated according to project needs (deliverable updates M18 and M30). The overall data management plan is to ensure the data generated are 1) high quality i.e. linked to detailed methods and metadata, 2) stored on resilient servers, and 3) made publicly available in a timely and responsible manner. The DMP will detail what data and metadata will be exploited or made accessible for verification and re-use (with respect to the FAIR principles), and how it will be preserved.

Open access data: All data will be made publicly available in a timely manner prior to publication according to the FAIR data principles (Findable, Accessible, Interoperable, Reusable) and managed in compliance with the EU Charter and Code for Researchers. The types of data collected or generated by EUAqua.org will include next generation sequencing, video recordings, phenotyping and genetic data. Data sets will be clearly identified with appropriate digital object identifiers (DOis) in recognised public repositories to ensure maximum access and exposure to the data. The main repositories used for these types of data will be the NCBI short read archive (SRA) and Figshare. All data sets will be accompanied by metadata that is compliant with community approved standards, including but not limited to the 15 Dublin Core Metadata Element Set to ensure maximum usability by others. Additionally, detailed bioinformatic pipelines and experimental protocols accompanying the datasets will be shared via GitHub and protocols.io to enable proper scrutiny, evaluation and interoperability.

Open access practices: Open access to scientific publications is obligatory in Horizon Europe. All peer-reviewed manuscripts derived from the project will be published with the Creative Commons Open-Access CC-BY Licence, favouring scientific journals with open peer review processes for maximum transparency. Additionally, all scientific publications will be deposited in preprint repositories such as BioRxiv.org prior to peer-review to ensure rapid exposure of the results of the project and dissemination to stakeholders via WP5. Publications will be accompanied by detailed open protocols (via protocols.io and GitHub) and the relevant datasets shared as described above.

EUAqua.Org commits to implementing the FAIR principles—ensuring that all data is Findable, Accessible, Interoperable, and Re-usable—to maximize the value and usability of the research outputs.

This plan acknowledges the importance of balancing transparency with the protection of commercially sensitive information. Therefore, intellectual property rights (IPR), security, and privacy considerations will be carefully managed before any project results are shared externally, safeguarding both innovation and confidentiality.

These dissemination activities are all embodied in the CD&E Gantt Chart in Annex 1.

5. Exploitation

Exploitation means "use of" results to ensure follow-on activities commensurate with the Technology Readiness Level of the project outputs (4 to 5). Exploitation measures should appropriate to each output arising from the project. Commercial partners such as **Cromaris** and the highly networked association of **EFFAB** will be essential in helping define this strategy.

Exploitation will be based around primarily (but not limited to) the following four Key Exploitable Results (KERs):

	KERs
KER1	Advanced tools for efficient genomic selection and control of reproduction and sex ratio
KER2	Novel tools for phenotyping feed efficiency using sustainable organic aquafeeds
KER3	Genomic technologies for increased disease resilience and fish welfare under a One Health framework
KER4	Guidelines for effective labels and awareness interventions

Table 6: EUAqua.Org KERs

The exploitation strategy will be targeted at the Expected Outcomes (EO) as defined in the call text and stated below:

- **EO1:** Contribution to a non-toxic environment, to a high level of biodiversity (including genetic diversity) and to high animal welfare standards meeting the species-specific behavioral needs;
- **EO2:** Significantly boost in the quality of aquaculture products, improving traits of economic and welfare importance;
- **EO3:** Increased feed efficiency that will also result in a reduced environmental impact through the minimization of feed residues in the natural environment;
- **EO4:** Less disease outbreaks through genetic progression, i.e. greater disease resistance, increased feed efficiency, faster growth and improved traits of economic and welfare importance;
- **EO5**: Increased knowledge and acceptance of OA and its products in the general public through true stakeholder and consumer involvement.

5.1 Exploitation Strategy for KERs to support Expected Outcomes

KER 1 Exploitation Steps:

- Collaboration with Breeding Companies:
  - Partner with commercial breeding firms to co-develop and refine genomic tools.
  - Establish data-sharing agreements to enhance genomic databases and improve prediction models.
- Regulatory and Ethical Assessment:
  - Engage with regulatory bodies to understand requirements for genomic-based breeding and reproduction control.
  - Address animal welfare and biodiversity concerns through ethical guidelines.
- Capacity Building and Training:
  - Develop training modules for breeders and aquaculture practitioners on using genomic tools.

Maps primarily to Expected Outcomes EO1, EO2, and EO4.

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KER 2 Exploitation Steps:

- Integration with Breeding and Nutrition Programs:
  - Use phenotyping data to inform selective breeding for feed efficiency.
  - Collaborate with feed manufacturers to optimize organic feed formulations based on phenotyping results.
- Environmental Impact Assessment:
  - Quantify reductions in feed waste and environmental residues through improved feed efficiency.
- Stakeholder Engagement:
  - Involve farmers and feed producers in co-designing phenotyping tools to ensure usability and relevance.

Maps primarily to Expected Outcomes EO2 and EO3.

KER 3 Exploitation Steps:

- Advanced Genomic Research:
  - Identify and validate genetic markers linked to disease resilience and welfare traits.
  - Develop genomic selection indices incorporating health and welfare parameters.
- One Health Collaboration:
  - Partner with environmental and public health stakeholders to align genomic strategies with One Health principles.
  - Assess potential impacts on zoonotic disease risks and ecosystem health.
- Field Trials and Monitoring:
  - Implement genomic selection in pilot farms and monitor disease incidence and welfare indicators.
  - Use genomic data to reduce antibiotic use and improve biosecurity.
- Policy and Communication:
  - Work with policymakers to promote genomic tools as part of sustainable aquaculture health management.
  - Develop communication materials highlighting One Health benefits.

Maps primarily to Expected Outcomes EO1 and EO4.

KER 4 Exploitation Steps:

- Stakeholder Research and Co-creation:
  - Conduct studies with consumers, retailers, and producers to understand perceptions and information needs.
  - Co-create labeling concepts that communicate sustainability, welfare, and quality attributes clearly.
- Pilot Labeling and Awareness Campaigns:
  - Test labels and interventions in selected markets to measure impact on consumer knowledge, attitudes, and purchasing behavior.
  - Use digital tools and social media to enhance outreach.
- Standardization and Certification:
  - Inform certification bodies to communicate findings for future labeling standards.
  - Develop toolkits for producers and retailers to implement awareness interventions.

Maps primarily to Expected Outcomes EO5.

Exploitation must also consider financing options for future projects and spin-offs, which could include Innovation Actions from the next successor to Horizon Europe.

At this early stage in the project, this exploitation strategy represents only a simple framework. From month 19, Task 5.5 “Exploitation of results by farm-to-fork engagement of supply-chain, including policymakers and standards bodies” comes online. This is led by EEFAB, but will require input from all relevant partners, particularly the commercial partners such as **Cromaris,** in order to better define the stakeholders and

mechanisms by which they can be engaged (and with what key outputs). Consequently, the exploitation strategy will be refined as more results emerge from the project. The Executive Board and leadership team will also discuss exploitation opportunities and mechanisms at each meeting. While no formal update on the exploitation plan is required, this document will be updated to reflect new ideas and strategies.

Many of the engagement mechanisms discussed in Section 4 will be essential to the exploitation strategy, which includes publications, white papers, and attendance at trade shows and conferences.

5.2 Intellectual Property Rights (IPR)

An essential component of EUAqua.Org's exploitation approach is the strategic management of Intellectual Property (IP). Although the project primarily operates at lower Technology Readiness Levels (TRLs), careful handling of IP is essential to ensure the outcomes are positioned for future research uptake, innovation actions, or potential commercialisation in subsequent stages.

The consortium will identify, protect, and manage both background IP (brought into the project by partners) and foreground IP (generated during the project), ensuring that results are used to their full potential in further research initiatives or sectoral innovation. This includes both scientific assets (e.g. data, methods, protocols) and technological contributions (e.g. breeding tools, software models, etc.).

IP Intelligence and Protection

The Coordinator and Management Team will actively monitor the technological developments within the project. Where novelty is identified, they will facilitate an IP protection strategy, supported by legal advisors, to determine the most appropriate course of action—be it maintaining trade secrets or pursuing patent applications. These decisions will also consider geographic relevance and the appropriate level of country coverage to maximise future value.

Licensing and Disclosure

In line with the project's Consortium Agreement, each partner will promptly disclose to all other partners any resulting IPR generated during the project. Partners will collaborate in the preparation and prosecution of patent filings and other IPR applications, including participating in legal proceedings where necessary.

Each partner will retain ownership of the IP it generates and will be responsible for securing legal rights from relevant contributors (e.g. employees, students, contractors). This shared approach ensures transparency and trust while also laying the groundwork for licensing, collaborative exploitation, or follow-up funding opportunities.

This IP framework, embedded into EUAqua.Org's broader dissemination and exploitation strategy, is designed to ensure research outputs are protected, accessible where possible, and positioned to support future Horizon Europe Innovation Actions and other higher TRL initiatives. It aligns with responsible research practices and supports both scientific integrity and long-term impact.

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Annex 1: Project CD&E Gantt Chart

		2025												2026												2027												2028											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
General Events and Activities	Deliverables						D5.1						D5.2														D5.3																						D5.5; D5.6
	Project meetings																																															
	WP meetings (starting from)																																															
Communication Activities	Website & social media go live																																														
	Website updates and maintenance																																															
	Social media posting																																															
	Project newsletter																																															
	Informational video																																															
	Infographics/motion graphics																																															
	Project poster/roll-up																																															
	Project brochure																																															
	Clustering' activities																																															
	Press release																																															
	Trade communications (starting from)																																															
	Media publications (starting from)																																															
	Broadcast film																																															
Dissemination/Exploitation Activities	Scientific publications (starting from)																																															
	Media engagement (starting from)																																															
	Industrial networking (starting from)																																															
	Open days/visits																																															
	Conference attendance (starting from)																																															
	Co-Creation of MOOC																																															
	Exploitation of results by farm-to fork engagement																																															