

# **D6.1 Communication and Dissemination Strategy and Plan**

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|    | Partner Name   | Acronym  |
|----|--|----------|
| 1  | Nederlandse Organisatie Voor Toegepast Natuurwetenschappelijk Onderzoek    | TNO      |
| 2  | Politecnico Di Milano  | POLIMI   |
| 3  | CA.RE. For Engineering   | CFE      |
| 4  | Technische Universiteit Delft  | TUD      |
| 5  | Agencia Estatal Consejo Superior De Investigaciones Cientificas            | CSIC     |
| 6  | Fundacion Circe Centro De Investigacion De Recursos Y Consumos Energeticos | CIRCE    |
| 7  | Swerim AB  | SWERIM   |
| 8  | Bright Renewables  | BRIGHT   |
| 9  | Deutsches Zentrum Fur Luft – Und Raumfahrt EV                              | DLR      |
| 10 | Laboratorio Energia Ambiente Piacenza                                      | LEAP     |
| 11 | Institut National De L Environnement Industriel Et Des Risques             | INERIS   |
| 12 | CO <sub>2</sub> Value Europe AISBL   | CVE      |
| 13 | Universidad Pontificia Comillas  | COMILLAS |
| 14 | University College London  | UCL      |
| 15 | Vargon Alloys Aktiebolag   | VA       |
| 16 | Sumitomo Shi FW Energi   | SFW      |
| 17 | CELSA Opco SA  | CEL      |

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## Introduction

### The EMPHATICaL Project

EMPHATICaL (*Efficient Methanol from Pumped Heat and Calcium Looping*) is a HORIZON project funded by the European Commission. Officially launched on the 1st of November 2024, with a duration of 54 months, the European Union awarded 17M€ to the TNO-led project.

The overall goal of the EMPHATICaL project is to support the metallurgical industry in transitioning to zero-emission and circular carbon processes to meet 2050 climate goals. The project will do this by designing and developing a first-of-a-kind (FOAK) demonstrator plant (TRL 7) that will use innovative processes to capture gases containing residual CO/CO<sub>2</sub> from highly electrified metallurgical industries using the energy-efficient integration of technologies to capture, purify, and convert CO<sub>2</sub> to e-methanol, powered by green hydrogen.

The consortium consists of 17 key partners focused on developing the economic potential and sustainability of electrified metallurgical and methanol production. These include 11 knowledge providers from across Europe ([TNO](#), [Politecnico di Milano](#), [TU Delft](#), [CSIC](#), [CIRCE](#), [SWERIM](#), [DLR](#), [LEAP](#), [INERIS](#), [Comillas Pontifical University](#), and [UCL](#)); 2 technology providers to design, procure and construct the demonstrator ([Bright Renewables](#) and [Sumitomo SHI FW](#)); 2 end-users consisting of one steel and one alloy producer ([Vargön Alloys AB](#) and [CELSA](#)); 1 service provider for LCA ([CARE FOR Engineering](#)); 1 European association focusing on communication and dissemination ([CO<sub>2</sub> Value Europe](#)).

### Communication and Dissemination Strategy and Plan

A key element in promoting the outcomes, messages, objectives, and vision of EMPHATICaL is the project's Communication and Dissemination (C&D) strategy and plan.

The C&D strategy will maximise EMPHATICaL's impact beyond project boundaries and contribute to the large-scale deployment of industrial symbiosis and Carbon Capture, Utilisation (CCU) technologies at the EU level. A C&D Manager from CO<sub>2</sub> Value Europe (CVE), the WP6 Communication and Dissemination leader, will oversee strategy implementation, plan development, and learning resources.

The activities outlined in the C&D plan are crucial for conveying the EMPHATICaL concept and enabling knowledge exchange across diverse sectors. The communication strategy will focus on promoting the project's initiatives, raising public awareness, and informing decision-makers. Meanwhile, the dissemination strategy will share EMPHATICaL's technical outcomes with target audiences, foster collaboration with other projects, and develop educational resources based on the project's progress.

## Scope of Deliverable

This document forms part of Deliverable 6.1 (D6.1) in the EMPHATICaL project Grant Agreement No. 101177725, focusing on the C&D strategy and plan which will be implemented throughout the project. The document is divided into two sections: 1) the overarching C&D strategy, and 2) the detailed C&D plan, which includes a comprehensive list of communication activities designed to achieve the project's objectives as outlined in the Grant Agreement. The C&D strategy and plan are closely interconnected, working together to support the consortium in meeting its strategic communication and dissemination goals.

The strategy focuses on the overall C&D goals of the project while the plan outlines the C&D activities to action the strategy.

| C&D Strategy   | C&D Plan  |
|--|---|
| Aligning the C&D objectives with the project's goals.  | Details the C&D activities to be implemented throughout the project to ensure effective engagement with and impact of the EMPHATICaL concept.   |
| Identification and analysis of the target audiences.   |   |
| Connecting the key messages of the project to the most relevant stakeholders.                | The plan outlines the C&D activities' timeframe and location, connection to the project's objectives, comprehensive description of the C&D activities and goals, expected results and impact, and KPIs. |
| Establishing the most optimal tools and channels to communicate and disseminate the project. |   |

## Expected public output, outcomes and deliverables

The results of the project, along with the technology-driven advancements made throughout its course, will produce outputs that will be shared with various target audiences, as outlined in the following sections. These outputs include:

| Deliverable | Description   | Partner | Output | Due Month |
|-------------|---|---------|--------|-----------|
| D1.1        | Market and Stakeholder Analysis   | TNO     | Report | 12        |
| D5.2        | Final system analysis   | POLIMI  | Report | 40        |
| D5.3        | Final sustainability analysis   | CFE     | Report | 46        |
| D5.4        | Optimal CO <sub>2</sub> transport solutions for CCS in the EAF and Ferrochrome plants | UCL     | Report | 49        |

|      |   |       |        |    |
|------|---|-------|--------|----|
| D5.5 | Operation management report   | CIRCE | Report | 52 |
| D6.1 | Communication & Dissemination strategy and plan                       | CVE   | Report | 6  |
| D6.2 | Updated Communication and Dissemination strategy and plan             | CVE   | Report | 24 |
| D6.3 | Implementation of the Communication & Dissemination Strategy and Plan | CVE   | Report | 54 |

## The Communication and Dissemination Strategy

Led by CVE, the C&D strategy identifies EMPHATICaL's stakeholders and sets strategic goals for sharing the project's updates, messages, and relevant information with target audiences through the most effective channels. With dual objectives—spreading technical results to enhance deployment and sustainability, and promoting project activities to a broader audience, including decision-makers—the strategy outlines C&D objectives, identifies and analyses primary and secondary target audiences, and defines tailored key messages and the best tools and channels for dissemination.

The strategy will also guide the consortium in engaging effectively with public and private stakeholders to showcase EMPHATICaL's results, highlighting the environmental and economic benefits, particularly through industrial symbiosis and CCU, which support the achievement of 2050 climate targets.

The EMPHATICaL C&D strategy will align with Objective 5 of the project as stated in the Grant Agreement – outlining the development and implementation of effective communication and dissemination. The strategy will 1) ensure the dissemination of the project outcomes in a tailor-made manner to a broad spectrum of stakeholders, including next-generation professionals, 2) ensure broad stakeholder engagement at different levels through the adoption of clear and targeted communication approaches, and 3) promote the concepts of industrial symbiosis, hydrogen and circular economy, heat pump and advanced distillation technologies to enable electrification of energy intensive separation processes, and CCU beyond the project's sphere to enable large-scale future deployment.

### Contents of the Communication and Dissemination Strategy

The C&D strategy provides the foundation for all the activities throughout the EMPHATICaL project. It includes a detailed analysis of objectives, audiences, key messages, and the most effective tools and channels for implementation. A strong strategy ensures that different stakeholders will receive tailored messages about the EMPHATICaL concept and its innovative processes for establishing carbon circularity in metallurgical industries to produce e-methanol.



In this context, the C&D strategy outlined in this document is based on the knowledge of the project up until this stage and there is room for the strategy to be modified and updated based on the project and consortium's needs.

## Objectives of the Communication and Dissemination Strategy

The objectives of the C&D strategy and plan, as outlined in the project Grant Agreement (No. 101177725), are foundational to the effectiveness and success of the strategy holistically.

| Target Audience                                 | Project Objective   | Objectives  |
|---|---|---|
| <b>Metallurgical Industry</b>                   | The EMPHATICaL concept is a reliable technology-based innovation able to support the sector to reduce its carbon footprint, become more circular and decrease its impact on the environment.  | <b>Dissemination Objective:</b> Engage with new potential customers; facilitate the uptake of the project outcomes to ensure European competitiveness in the metallurgical industry.  |
| <b>Manufacturing Industry</b>                   | The EMPHATICaL concept represents a new technological concept, providing relevant technological, economic and environmental benefits for the manufacturing industry.  | <b>Dissemination Objective:</b> Disseminate project outcomes to promote EMPHATICaL concept acceptance. Encourage the manufacturing industry to advocate for regulatory frameworks and public funding for CCU-based products to EU and national policymakers.          |
| <b>R&amp;D Community, Academics</b>             | The R&D community can contribute to developing complementary CO <sub>2</sub> utilisation pathways and analyse the impact of such technologies. Economic and environmental advantages for end-users will result from the deployment of the EMPHATICaL concept. | <b>Dissemination Objective:</b> Reproduce the EMPHATICaL concept and adapt it to their industrial settings. The R&D community related to CCU is involved in the education of a skilled workforce to be used in the implementation of e-methanol and CCU technologies. |
| <b>Transport Sector &amp; Chemical Industry</b> | The EMPHATICaL concept, a technology-based innovation, supports the transport sector and chemical industry in reducing their carbon footprint by  | <b>Communication Objective:</b> Promote EMPHATICaL concept utilisation, enhance industrial symbiosis and digitalisation, advance sector defossilisation,  |

|                                     |  |   |
|-------------------------------------|--|---|
|                                     | replacing the utilisation of fossil fuel products, promoting circularity, and minimising environmental impact.   | establish new business models, and ensure job security within the EU.   |
| <b>National and EU Policymakers</b> | CCU stands as a promising solution for global climate targets, circularity, and economic growth. By producing e-methanol and embracing CCU, the EU and national states can emerge as global leaders in reducing greenhouse gas emissions and fostering a circular economy. | <b>Communication Objective:</b> Promoting EU economic sustainability, creating innovative business models aligned with climate targets, and achieving carbon neutrality by 2050 using political levers. |
| <b>Wider Society</b>                | The EMPHATICaL concept reduces greenhouse gas emissions, supports the creation of a circular economy and contributes to mitigating climate change. Recycled carbon feedstock is an alternative to virgin fossil carbon.  | <b>Communication Objective:</b> Foster public acceptance to advocate towards the EU and national states and national authorities on regulatory frameworks and public funding for e-methanol and CCU.    |

## Target Audiences

The success of the EMPHATICaL project hinges on successfully engaging target audiences interested in industrial symbiosis, carbon circularity, and the 2050 climate goals. This includes raising awareness and understanding of EMPHATICaL's concept, process, and demonstrators that support industries' transition to zero-emission and circular carbon processes.

EMPHATICaL's target audiences are essential to:

- Increase the deployment of the EMPHATICaL concept and processes.
- Informing EU and national policymakers about the need to support industrial symbiosis and carbon capture processes to meet 2050 climate goals.
- Contribute to the public acceptance and knowledge of producing e-methanol from captured CO/CO<sub>2</sub> from highly electrified metallurgical industries.

By identifying key stakeholders, the EMPHATICaL consortium can effectively tailor its messages to the right audiences. Stakeholders will be classified into primary and secondary groups based on their level of influence and interest in the project.

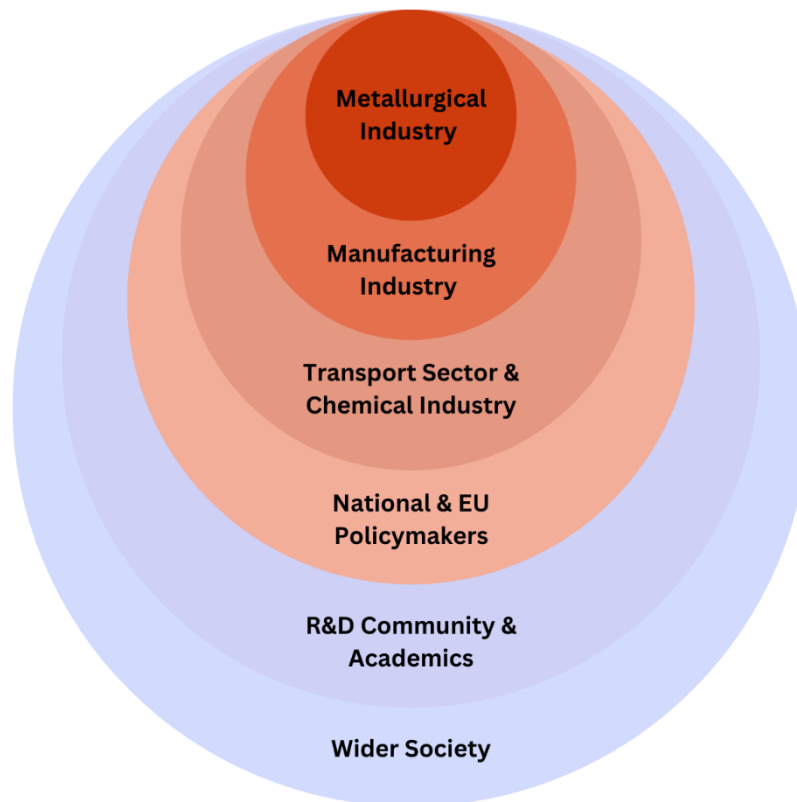


Figure 1. Primary and Secondary Audience Analysis

## Identifying Primary Target Audiences

Primary audience refers to the project's main demographic or intended audience for the EMPHATICaL concept, circular carbon processes, and transitioning the metallurgical industry to zero emissions. The primary target audiences for EMPHATICaL are the metallurgical industry, manufacturing industry, transport sector and chemical industry, and national and EU policymakers.

| Metallurgical Industry   |
|--|
| <p>Why they are a target audience</p> <ul style="list-style-type: none"> <li>To maintain the EU metallurgical industry's competitiveness, this industry requires proven low-emission technologies that help decarbonise production and make the cost of carbon capture viable through competitive renewable electricity and industrial symbiosis</li> <li>The production of e-methanol within the EMPHATICaL processes will demonstrate potential effective and economically viable technologies to reduce the metallurgical industry's carbon footprint and to provide alternative feedstocks to e-methanol end-users, advancing the adoption of industrial symbiosis and CCU technologies</li> </ul> |

Their expectations towards the subject

- Evidence and data on innovative technologies that reduce greenhouse gas emissions, produce low-carbon metals to maintain competitiveness in the EU market, transition away from fossil fuels, and enable more efficient energy storage solutions

Key messages related to this target audience

- The EMPHATICaL concept is a dependable, technology-driven innovation that helps the metallurgical industry lower its carbon footprint, enhance circularity, and reduce its environmental impact
- The EMPHATICaL concept complements industries' decarbonisation efforts and aligns with EU and national policies and regulations on industrial transitions to sustainable processes, introducing a novel business model that offers significant economic and environmental benefits

## Manufacturing Industries

Why they are a target audience

- As a supplier of the metallurgical industry, the manufacturing industry can supply clean technologies from the EMPHATICaL concept, which will support the industry to become more sustainable and reduce energy costs.
- By incorporating circular carbon processes and renewable energy, the manufacturing industry can support the EMPHATICaL concept in the industry's transition to a circular economy, making the production process more sustainable and resource-efficient.

Their expectations towards the subject

- Evidence and data on innovative technological solutions to reduce greenhouse gas emissions and minimise environmental impact while maintaining sustainable business models
- Gather feedback on the regulatory requirements and incentives needed to support industrial symbiosis and CCU

Key messages related to this target audience

- The EMPHATICaL concept is a reliable, technology-based innovation that assists industries in reducing their carbon footprint, improving circularity, and minimising their environmental impact
- The EMPHATICaL process introduces a new business model that offers significant economic and environmental advantages

| Transport Sector and Chemical Industry   |
|--|
| <p>Why they are a target audience</p> <ul style="list-style-type: none"> <li>• The EMPHATICaL project produces e-methanol, a sustainable alternative fuel that can be used in the transport sector, especially in shipping, heavy-duty vehicles, and other industries looking for low-carbon fuel options. This would be of particular interest to transport companies seeking to reduce their carbon footprint</li> <li>• The chemical industry uses methanol as a key feedstock for producing a wide variety of chemicals, including plastics, solvents, and fertilisers. The e-methanol produced by the EMPHATICaL project offers a low-carbon alternative, helping the industry reduce its carbon footprint and dependence on traditional fossil-based methanol</li> <li>• With stricter emissions standards being implemented in the EU, the transport sector and chemical industry will need to adopt cleaner feedstock, fuels, processes, and technologies</li> </ul> |
| <p>Their expectations towards the subject</p> <ul style="list-style-type: none"> <li>• The transport industry would expect the project to deliver a reliable and scalable source of e-methanol as a low-carbon fuel alternative, helping to reduce dependency on traditional fossil fuels and meet decarbonisation goals</li> <li>• The chemical industry would expect clear evidence that e-methanol can be produced economically at scale, with a stable supply chain and low risks, ensuring long-term viability and security for investments in the new technology</li> </ul>  |
| <p>Key messages related to this target audience</p> <ul style="list-style-type: none"> <li>• The EMPHATICaL concept is a dependable, technology-driven innovation that helps the transport sector and chemical industry lower their carbon footprint, enhance circularity, and environmental impact</li> </ul>   |

| National and EU Policymakers  |
|---|
| <p>Why they are a target audience</p> <ul style="list-style-type: none"> <li>• Economically and sustainably proven technologies are needed by governing bodies to achieve their climate strategies and targets</li> <li>• EU and national authorities have the responsibility of establishing regulatory structures necessary to achieve climate targets, which could enable the adoption of CCU technologies and industrial symbiosis</li> </ul> |
| <p>Their expectations towards the subject</p>   |

- Evidence and data demonstrating the effectiveness and economic viability of innovative solutions for achieving climate targets, advancing a circular economy and fostering technological leadership and innovation
- Insights and recommendations on the regulatory, policy, and market incentives needed to scale up the EMPHATICaL concept

Key messages related to this target audience

- CCU is one of the key solutions to help achieve global climate targets, promote circularity, and drive economic growth, enabling the EU and national governments to establish themselves as international leaders in decreasing greenhouse gas emissions and fostering a circular economy

## Identifying Secondary Target Audiences

Secondary audiences refer to actors who have a strong influence on the primary audience's implementation of the EMPHATICaL concept. For the EMPHATICaL project, the secondary audiences are the CCUS-related research and development (R&D) community and academics and wider society.

| R&D Community and Academics   |
|---|
| <p>Why they are a target audience</p> <ul style="list-style-type: none"> <li>• The R&amp;D community and academics develop, assess the impact (e.g., LCA/TEA analysis), and validate key technologies for industrial symbiosis and CCU, which show significant potential but are still in the research phase and not yet validated at an operational scale</li> <li>• EMPHATICaL's implementations of new technologies and processes allow for the education of a skilled workforce and can aid in upskilling the existing workforce to work in a circular economy</li> </ul> |
| <p>Their expectations towards the subject</p> <ul style="list-style-type: none"> <li>• Information and success stories from EMPHATICaL to help understand how to implement the concept and tailor it to specific industrial environments</li> <li>• The role of the CCU-related R&amp;D community should be increasingly recognised and integrated into EU funding programs</li> </ul>  |
| <p>Key messages related to this target audience</p> <ul style="list-style-type: none"> <li>• Industrial players are eager to collaborate in the early stages to advance the TRL of technologies to a more developed stage.</li> </ul>   |

- R&D community and academics can pioneer upskilling and educate the workforce on new technologies and processes.
- Assessing the processes' socio-economic and environmental impacts is essential for enabling large-scale deployment.

| Wider Society   |
|---|
| <p>Why they are a target audience</p> <ul style="list-style-type: none"> <li>• Public understanding and acceptance of CCUS technology are key to enabling its widespread adoption. As the public are potential consumers of final CCUS products, public support is vital for establishing a market for these products and subsequent technologies.</li> </ul>                                       |
| <p>Their expectations towards the subject</p> <ul style="list-style-type: none"> <li>• Examine solutions across various scales and assess their potential to address climate change.</li> </ul>   |
| <p>Key messages related to this target audience</p> <ul style="list-style-type: none"> <li>• Industrial symbiosis is crucial in lowering greenhouse gas emissions, people can contribute by advocating for industrial symbiosis and CCUS at local and national political levels, and purchasing CCUS products allows individuals to support the shift toward a more sustainable economy.</li> </ul> |

## Target Audience Analysis

Following the identification of the target audiences, an in-depth analysis of these key stakeholders will be conducted to develop a precise overview of the most impactful audiences for EMPHATICaL. This analysis will allow the WP6 leader and the consortium to tailor the project's messages to the stakeholders most influential in deploying and regulating innovative CCU processes and industrial symbiosis, as well as its societal impact.

The audience analysis for EMPHATICaL examines the relevant knowledge of the subject and project, attitude towards the subject, barriers preventing the audiences from deploying industrial symbiosis and CCU technologies or its societal and regulatory impact, external influences, and motivations.

| Primary Audience               | Metallurgical Industry  |
|--------------------------------|---|
| Knowledge of the Subject       | An overall good level of understanding of industrial symbiosis and CCU processes.   |
| Attitude towards the Subject   | An embracing attitude towards reaching net-zero emissions in their operations.  |
| Barriers                       | <p>Limited awareness, misconceptions, and/or low interest in industrial symbiosis and CCU in some regions.</p> <p>There are differing views on whether CCU can generate new business models compared to other solutions.</p>                |
| Societal and Regulatory Impact | The acceptance of technology in the metallurgical industry is crucial for advocating to the EU and national policymakers on regulatory frameworks and public funding for CCU. This also has a notable indirect impact on public acceptance. |
| External Influences            | EU and national policies, regulatory frameworks at the EU level, and access to public funding for CCU and industrial symbiosis.   |
| Motivations                    | There is a need for technology-driven innovations to reduce the carbon footprint of products and maintain European competitiveness in the steel and alloy industries.   |

| Primary Audience               | Manufacturing Industry   |
|--------------------------------|--|
| Knowledge of the Subject       | Limited understanding of CCU production, along with the public funding available at both the EU and national levels to support these technologies.   |
| Attitude towards the Subject   | Positive attitude towards new business models that enable them to reduce their carbon footprint.   |
| Barriers                       | More understanding of industrial symbiosis and CCU, including their potential to mitigate climate change is needed.  |
| Societal and Regulatory Impact | The manufacturing industry's acceptance and use of technology are crucial for advocating to EU and national policymakers, encouraging them to acknowledge the critical role of CCU as a pathway to transition from fossil fuels to a CO <sub>2</sub> circular economy. This also has a significant indirect effect on public acceptance. |



|                            |   |
|----------------------------|---|
| <b>External Influences</b> | EU and national policies, regulatory frameworks at the EU level, and access to public funding for CCU and industrial symbiosis. |
| <b>Motivations</b>         | Expansion of their market reach through the use of the EMPHATICaL process and technologies.                                     |

| <b>Primary Audience</b>               | <b>Transport Sector and Chemical Industry</b>  |
|---------------------------------------|--|
| <b>Knowledge of the Subject</b>       | Limited understanding of CCU production, along with the public funding available at both the EU and national levels to support these technologies.   |
| <b>Attitude towards the Subject</b>   | Somewhat positive attitude towards new business models that enable them to reduce their carbon footprint.  |
| <b>Barriers</b>                       | More understanding of industrial symbiosis and CCU, including their potential to mitigate climate change is needed.  |
| <b>Societal and Regulatory Impact</b> | The acceptance and use of CCU technology are crucial for advocating to EU and national policymakers, encouraging them to acknowledge the critical role of CCU as a pathway to transition away from fossil fuels and to encourage industrial symbiosis. This also has a significant indirect effect on public acceptance. |
| <b>External Influences</b>            | EU and national policies, regulatory frameworks at the EU level, and access to public funding for CCU and industrial symbiosis.  |
| <b>Motivations</b>                    | Utilising the EMPHATICaL process and technologies will allow the sectors to decarbonise and establish new business models.<br><br>Boost employment within their sector in the EU.  |

| <b>Primary Audience</b>             | <b>National and EU Policymakers</b>  |
|-------------------------------------|--|
| <b>Knowledge of the Subject</b>     | A moderate level of understanding at the EU level. EU policymakers require support in developing the regulatory framework for industrial symbiosis and CCU.<br><br>The knowledge of national and local authorities varies by region, depending on the presence of national actors or existing initiatives. |
| <b>Attitude towards the Subject</b> | A positive outlook can be enhanced by presenting scientific evidence and information on innovative solutions that help achieve climate goals and promote circular approaches.  |

|                                       |  |
|---------------------------------------|--|
| <b>Barriers</b>                       | <p>Industrial symbiosis and CCU may be low on the EU and national climate agendas because of a lack of awareness and understanding, alongside competition from other approaches.</p> <p>Responsibility for these issues is often fragmented between EU and national policymakers, and finding specialists or experts to engage in discussions can be challenging.</p> <p>The intricate and detailed nature of CCU projects adds to the complexity.</p> |
| <b>Societal and Regulatory Impact</b> | <p>Significant direct influence on regulatory frameworks and market incentives.</p> <p>Substantial direct effect on public acceptance.</p>   |
| <b>External Influences</b>            | <p>Influence from multiple stakeholders.</p> <p>For national and regional authorities: Public demand for climate action, policy development at the EU level, and industrial stakeholders.</p> <p>For EU authorities: Public pressure for climate action, environmental NGOs, industrial stakeholders, and national and regional authorities.</p>   |
| <b>Motivations</b>                    | <p>Transforming the EU economy into a sustainable one by enhancing resource efficiency and developing new business models to align with EU climate targets.</p>  |

| <b>Secondary Audience</b>             | <b>R&amp;D Community and Academics</b>  |
|---------------------------------------|---|
| <b>Knowledge of the Subject</b>       | <p>Solid knowledge of CCU technologies and processes, and industrial symbiosis.</p>   |
| <b>Attitude towards the Subject</b>   | <p>There are differing views on the benefits and reliability of industrial symbiosis and CCU technologies.</p> <p>A generally positive outlook can be encouraged by offering science-backed evidence and information about the impact of CCU on both the climate and the economy.</p> |
| <b>Barriers</b>                       | <p>High competition between various CCU technologies.</p>   |
| <b>Societal and Regulatory Impact</b> | <p>Acceptance of CCU technology by the R&amp;D community is crucial for securing funding for research projects on industrial symbiosis and CCU. This also has an important indirect effect on public acceptance.</p>  |

|                            |   |
|----------------------------|---|
| <b>External Influences</b> | <p>EU and national policies, regulatory frameworks at the EU level, and access to public funding for CCU and industrial symbiosis.</p> <p>Public demand for climate action.</p>                             |
| <b>Motivations</b>         | <p>There is a need to take significant and visible actions to drive climate change efforts, including contributing to the measurement of the environmental and social impacts of emerging technologies.</p> |

| <b>Secondary Audience</b>             | <b>Wider Society</b>  |
|---------------------------------------|---|
| <b>Knowledge of the Subject</b>       | <p>Limited understanding of industrial symbiosis and CCU.</p>   |
| <b>Attitude towards the Subject</b>   | <p>Scepticism surrounding CCU technologies. Additionally, there may be doubts about purchasing products made from CO<sub>2</sub> through CCU technologies.</p>  |
| <b>Barriers</b>                       | <p>There is limited understanding of industrial symbiosis and CCU.</p> <p>People may struggle to comprehend science-based evidence and scientific data.</p> <p>There is often fear or reluctance towards adopting new products.</p> |
| <b>Societal and Regulatory Impact</b> | <p>Public acceptance is crucial for advocating to the EU and national authorities on the development of regulatory frameworks and securing public funding for CCU solutions.</p>  |
| <b>External Influences</b>            | <p>Public and media pressure are driving the conversation on climate action, with widespread discussions about potential solutions to mitigate climate change.</p>  |
| <b>Motivations</b>                    | <p>A key solution for mitigating climate change and its adverse impact on future generations.</p>   |

## Key Messages

This C&D strategy is built on key messages focused on clarity, credibility, and consistency. These principles guide communication efforts aimed at target audiences and are crucial for strengthening relationships with them. They will also support the development of public relations campaigns and high-profile events in the coming years.

The messages encompass both explicit and symbolic communication the consortium wants its target audiences to understand and remember.

The list of key messages below outlines the main directions for communication activities, providing a foundation for future outreach. These messages will emphasise the following points in order of the channels with the most relevance.

| Primary Audiences                              | Channel 1   | Channel 2   | Channel 3   | Channel 4                           | Channel 5   |
|--|---|---|---|-------------------------------------|---|
| <b>Metallurgical Industry</b>                  | Open doors days, roundtables, face-to-face meetings   | Conferences, webinars, thematic workshops, symposia | Website and social media management                   | Newsletter                          |   |
| <b>Manufacturing Industry</b>                  | Technical events, plant visits, face-to-face meetings | Articles in scientific journals and general media   | Conferences, webinars, thematic workshops, symposia   | Newsletter                          |   |
| <b>Transport Sector and Chemicals Industry</b> | Press releases  | Conferences, webinars, thematic workshops, symposia | Technical events, plant visits, face-to-face meetings | Website and social media management |   |
| <b>National and EU Policymakers</b>            | Open doors days, roundtables, face-to-face meetings   | Website and social media management                 | Newsletter  | Press releases                      | Articles in scientific journals and general media |

| Secondary Audiences                    | Channel 1   | Channel 2   | Channel 3   | Channel 4   | Channel 5  |
|--|---|---|---|---|------------|
| <b>R&amp;D Community and Academics</b> | Articles in scientific journals and general media | Participation in scientific events (scientific presentations and posters) | Conferences, webinars, thematic workshops, symposia | Technical events, plant visits, face-to-face meetings | Newsletter |

|                      |                           |            |                                     |                 |
|----------------------|---------------------------|------------|-------------------------------------|-----------------|
| <b>Wider Society</b> | Articles in general media | Newsletter | Website and social media management | Open doors days |
|----------------------|---------------------------|------------|-------------------------------------|-----------------|

## The Communication and Dissemination Plan

### Implementation Plan and Assessment of Effectiveness

The C&D plan details the communication and dissemination activities that will most successfully align with the strategy's objectives and the target audiences' needs and expectations. Aligning with the C&D strategy, it outlines the plan for providing science-based evidence and information about the EMPHATICaL process to both primary and secondary audiences. This approach is crucial for ensuring that communication efforts successfully engage these audiences and positively impact the deployment and regulatory aspects of industrial symbiosis and CCUS.

The C&D plan lists the most effective communications activities that are planned to respond to the objectives of the strategy and the different audiences' needs and expectations. That ensures that the consortium and the WP6 leader are given all the necessary tools to engage with their stakeholders by prioritising the communications activities and their timelines, as well as by structuring their budget and the human resources needed. The plan will be implemented during the duration of the project.

The C&D plan will implement the strategy through concrete activities, including a detailed list, connection to the project objectives, expected outcomes, KPIs, and budget allocation.

The EMPHATICaL implementation plan covers:

- The timeline and location of the activity.
- Its alignment with the EMPHATICaL project's priorities and objectives.
- A comprehensive description of the activity and its goals.
- The anticipated outcomes and impact of the activity.
- Key Performance Indicators (KPIs) to assess the activity's effectiveness and achievement of its objectives

WP6 consists of 3 main tasks: Communication and Dissemination (C&D) Strategy and Plan, implementation of the C&D Strategy and Plan, and Development of Learning Resources. The activities in the implementation plan are related to the deliverables D6.1, D6.2, and D6.3 as stated in WP6.

#### Task 6.1 Communication and Dissemination (C&D) strategy and plan

D6.1 C&D Strategy and Plan: A C&D Strategy and Plan will be created to communicate the project's progress, maximise its impact through various dissemination activities, promote industrial symbiosis, and raise awareness of carbon capture and utilisation opportunities.

D6.2 Updated Communication and Dissemination Strategy and Plan: The C&D Strategy and Plan will be updated in M24 to ensure it continuously aligns with the project's objectives and the consortium's needs. A report on the communication and dissemination activities carried out within the first year of the project will also be included in the updated strategy and plan.

## **Task 6.2 Implementation of the C&D Strategy and Plan**

D6.3 Implementation of the C&D Strategy and Plan: The strategy and plan will be operationalised via a range of activities targeted at key stakeholders of EMPHATICaL:

- Visual Identity: A distinct visual identity reflecting the project's focus on transforming the metallurgical industry through innovative CCUS processes will be designed to gain recognition and credibility in the project's communication and dissemination activities.
- Website design and management: A website will be developed and managed throughout the project's duration focused on the EMPHATICaL project and industrial symbiosis and continuously updated with up-to-date news, resources, and publicly available project results.
- Factsheets, Scientific Articles, Conferences, Webinars, Thematic Workshops, and Symposia: Dissemination activities aimed at sharing the results and lessons learned from the project.
- Press and media Kit: A kit focused on materials and tools to be released to the press and media such as press releases and media interviews.
- Policy briefs: Discussions and recommendations based on project results with target sectors, EU and national policymakers
- Social media channels: Project accounts set up on platforms such as LinkedIn to make public and broaden the reach of the project's objectives, results, and impact.
- Presentation at events: to promote EMPHATICaL to research-intensive entities and networks
- Collaboration with other EU-funded project networks and initiatives in e-methanol, alternative fuels, advanced separation processes, CO<sub>2</sub> capture and utilisation, energy transport (maritime), and other related research sectors.

## **Task 6.3 Development of Learning Resources**

EMPHATICaL assigns a separate task to the development of learning resources. Once enough progress has been made and sufficient deliverables have been generated, the consortium will develop a series of learning resources:

- Summer School (M24-42): Targeted at the university level, a summer school will take place at the TU Delft premises focusing on technical developments and LCA methodology. The summer school will be addressed to PhD students and young professionals with engineering backgrounds.
- Guest Lectures (M24-42): A series of guest lectures will be incorporated into the existing curricula at TU Delft with the key audience being MSc and PhD students.

- Study Visits and Open Doors Days (M24-42)-: These events will be organised by different project partners to bring research and innovation of the different stages of the project development closer to the general public and local communities (e.g., schools, local municipalities, national NGOs).

The communication activities detailed below are planned and executed by the Communication and Dissemination Manager (CDM), who leads WP6 and collaborates with entire consortium. The CDM maintains regular contact with project partners to collect relevant information for communication and dissemination efforts, while documenting key activities (e.g., publishing scientific articles, conference presentations, project meetings). In addition, the CDM coordinates collective C&D initiatives, such as thematic workshops and webinars, and oversees the execution of the C&D plan, providing guidance to the project management team for any necessary adjustments.

To ensure the success of the EMPHATICaL C&D activities, the impact of these activities will be consistently monitored and reported through the development of quantifiable KPIs. These metrics enable the WP6 leader and the consortium to evaluate the progress and effectiveness of the implementation plan's objectives.

| Activity related to Deliverable D6.1<br>Communication and Dissemination Strategy and Plan   |                  |                |                      |
|---|------------------|----------------|----------------------|
| Name of Activity  | Timeframe        |                | Location of Activity |
| Development of C&D Strategy and Plan  | Start<br>11/2024 | End<br>04/2025 | Brussels, BE         |
| Target Audience   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Metallurgical Industry</li> <li>• Manufacturing Industry</li> <li>• Transport sector and chemical industry</li> <li>• National and EU policymakers</li> <li>• R&amp;D Community and Academics</li> <li>• Wider Society</li> </ul>  |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Share the project's outcomes in a targeted and engaging way to a wide range of stakeholders to maximize their impact.</li> <li>• Clearly communicate the project's progress, including results and activities, tailored to specific audiences to ensure widespread stakeholder engagement at all levels.</li> <li>• Promote the concepts of industrial symbiosis and CCU beyond the project's scope to facilitate large-scale replication and implementation.</li> </ul>   |                  |                |                      |
| Description and Activities  |                  |                |                      |
| <p>The WP6 leader develops a C&amp;D strategy and plan that provides the framework for communication and dissemination activities carried out by the consortium from November 2024 to April 2029. As outlined in WP6, due to the interconnected nature of C&amp;D, both plans are created simultaneously and include deliverables D6.1, D6.2, and D6.3.</p> <p>The C&amp;D plan is essential for sharing the project's outcomes and technological innovations from the EMPHATICaL process with key stakeholders. It also ensures that CCU remains a priority at EU and national levels, helping to generate public support for decarbonisation of industries and sustainable transition policies.</p> |                  |                |                      |
| Expected Outputs, Results, and Impact   |                  |                |                      |
| The WP6 leader creates a C&D strategy and plan to align all communication activities, ensuring they effectively share the project's results and help build public support for decarbonisation policies.   |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)   |                  |                |                      |
| A C&D strategy and plan are created by the WP6 leader and the consortium formally approves it by M7 of the project, ensuring a clear strategy for effective communication and dissemination throughout the project's duration.  |                  |                |                      |
| Lead Staff  |                  |                |                      |
| Carmen Liu (CVE)  |                  |                |                      |
| Other staff, project partners or third parties involved   |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium   |                  |                |                      |



| Activity related to Deliverable D6.2<br>Communication and Dissemination Strategy and Plan   |                  |                |                      |
|---|------------------|----------------|----------------------|
| Name of Activity  | Timeframe        |                | Location of Activity |
| Update C&D Strategy and Plan  | Start<br>08/2026 | End<br>10/2026 | Brussels, BE         |
| Target Audience   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Metallurgical Industry</li> <li>• Manufacturing Industry</li> <li>• Transport sector and chemical industry</li> <li>• National and EU policymakers</li> <li>• R&amp;D Community and Academics</li> <li>• Wider Society</li> </ul>  |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Share the project's outcomes in a targeted and engaging way to a wide range of stakeholders to maximize their impact.</li> <li>• Clearly communicate the project's progress, including results and activities, tailored to specific audiences to ensure widespread stakeholder engagement at all levels.</li> <li>• Promote the concepts of industrial symbiosis and CCU beyond the project's scope to facilitate large-scale replication and implementation.</li> </ul> |                  |                |                      |
| Description and Activities  |                  |                |                      |
| The WP6 leader updates the C&D strategy and plan to ensure it continuously aligns and serves the needs and interests of the consortium and project objectives. In line with this update, the WP6 leader also develops a midterm report evaluating, monitoring, and summarising the C&D activities completed until M24.  |                  |                |                      |
| Expected Outputs, Results, and Impact   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• The WP6 leader updates the C&amp;D strategy and plan report with feedback from the consortium.</li> <li>• The WP6 leader develops a midterm report outlining and summarising the C&amp;D activities carried out within the first 24 months of the project.</li> </ul>  |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• The updated C&amp;D strategy and plan report produced by the WP6 leader is approved by the consortium by M24.</li> <li>• The midterm report on the completed C&amp;D activities up until M24 is developed and shared with the consortium by M24.</li> </ul>  |                  |                |                      |
| Lead Staff  |                  |                |                      |
| Carmen Liu (CVE)  |                  |                |                      |
| Other staff, project partners or third parties involved   |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium   |                  |                |                      |

| Activity related to Deliverable D6.1 & M14   |                  |                |                      |
|--|------------------|----------------|----------------------|
| Communication and Dissemination Strategy and Plan  |                  |                |                      |
| Name of Activity   | Timeframe        |                | Location of Activity |
| Website Design, Management, and Development  | Start<br>11/2024 | End<br>04/2025 | Brussels, BE         |
| Target Audience  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Metallurgical Industry</li> <li>• Manufacturing Industry</li> <li>• Transport sector and chemical industry</li> <li>• National and EU policymakers</li> <li>• R&amp;D Community and Academics</li> <li>• Wider Society</li> </ul>   |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• To provide a main platform where the exploitation and dissemination of public project results are accessible to all stakeholders to facilitate future deployment.</li> </ul>  |                  |                |                      |
| Description and Activities   |                  |                |                      |
| <p>The EMPHATICaL website is dedicated to making key information and project updates accessible to key stakeholders. It is designed to collate all essential results and outputs of the project into one platform in an optimised manner via website management.</p> <p>The website is updated with news from the consortium (e.g. achievement of public deliverables, presenting EMPHATICaL at events etc.) to engage and notify target audiences of major results and European developments in CCU.</p> <p>The consortium develops and updates the publicly available resources on the website to strengthen stakeholder knowledge of and engagement in the EMPHATICaL process.</p> <p>The consortium, in collaboration with experts in online engagement (SEO) and visibility (SERPs), will optimise the EMPHATICaL website to enhance its online presence and ensure it is effectively linked to stakeholders' websites.</p> |                  |                |                      |
| Expected Outputs, Results, and Impact  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• The EMPHATICaL website will be live and running by M6 with input from the consortium.</li> <li>• The WP6 team will develop a project website consisting of the following sections: About the Project (project concept), Partners (information and links to consortium partners), News and Events (news and updates on the project and consortium, and events the project is organising or participating in), Library (publications, deliverables, and resources), and Contacts (contact information for stakeholders to get in touch with the consortium).</li> </ul>   |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Achieve an average of 1000 visitors in the 1st year and 2000+ in subsequent years.</li> <li>• The website will be updated with content on EMPHATICaL's process, partners' activities, or CCU every two weeks.</li> </ul>  |                  |                |                      |
| Lead Staff   |                  |                |                      |
| Carmen Liu (CVE)   |                  |                |                      |
| Other staff, project partners or third parties involved  |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium  |                  |                |                      |

| Activity related to Deliverable D6.1 & M14   |                  |                |                      |
|--|------------------|----------------|----------------------|
| Communication and Dissemination Strategy and Plan  |                  |                |                      |
| Name of Activity   | Timeframe        |                | Location of Activity |
| EMPHATICaL Visual Identity   | Start<br>11/2024 | End<br>04/2025 | Brussels, BE         |
| Target Audience  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Metallurgical Industry</li> <li>• Manufacturing Industry</li> <li>• Transport sector and chemical industry</li> <li>• National and EU policymakers</li> <li>• CCUS-Related R&amp;D Community and Academics</li> <li>• Wider Society</li> </ul>  |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• To ensure the exploitation and dissemination of public project results are relevant to all stakeholders to facilitate future deployment.</li> </ul>   |                  |                |                      |
| Description and Activities   |                  |                |                      |
| A distinct and recognisable EMPHATICaL visual identity will be developed to distinguish it from similar projects and to ensure its core messages are delivered in a visually coherent manner to ensure credibility.  |                  |                |                      |
| Expected Outputs, Results, and Impact  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• The WP6 team, with feedback from the consortium, will develop a project logo by M6. There will be versions of the logo which will ensure its broad use e.g., positive and negative versions.</li> <li>• The WP6 team will also develop official project templates by M6. These templates will consist of a Word Doc file to be used for reports, press releases, and minutes, a PowerPoint file for presentations, and a poster outlining the EMPHATICaL concept to be used at events.</li> </ul> |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• The project's visual identity (logo, templates, website design) are approved by the consortium and are universally used in all official communication from the project.</li> </ul>  |                  |                |                      |
| Lead Staff   |                  |                |                      |
| Carmen Liu (CVE)   |                  |                |                      |
| Other staff, project partners or third parties involved  |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium  |                  |                |                      |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan   |                  |                |                      |
|---|------------------|----------------|----------------------|
| Name of Activity  | Timeframe        |                | Location of Activity |
| Social Media Management and Development   | Start<br>04/2025 | End<br>04/2029 | Brussels, BE         |
| Target Audience   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Metallurgical Industry</li> <li>• Manufacturing Industry</li> <li>• Transport sector and chemical industry</li> <li>• National and EU policymakers</li> <li>• R&amp;D Community and Academics</li> <li>• Wider Society</li> </ul>  |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• To ensure the exploitation and dissemination of public project results are relevant to all stakeholders to facilitate future deployment.</li> <li>• Showcase the operational reliability and technological innovations of the EMPHATICaL process in real-world industrial environments.</li> </ul>   |                  |                |                      |
| Description and Activities  |                  |                |                      |
| <p>The WP6 team will set up a LinkedIn account as an avenue to showcase the project's results and the economic and environmental benefits of the EMPHATICaL process. This platform will serve as a channel for stakeholders to engage directly with the consortium about the EMPHATICaL concept, industrial symbiosis, and CCU. The LinkedIn account will also include links to the website (e.g., to resources, reports, more detailed updates) which will generate further traffic for the project's digital platforms.</p> |                  |                |                      |
| Expected Outputs, Results, and Impact   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• The WP6 team sets up EMPHATICaL's LinkedIn account.</li> <li>• The WP6 team publishes regularly on the LinkedIn account about project updates, developments, major milestones and CCU updates on the national and EU level.</li> </ul>   |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• An EMPHATICaL LinkedIn account is set up by M6.</li> <li>• Increase the number of followers by <math>\geq 6\%</math> annually.</li> <li>• Increase the amount of Impressions and Unique impressions by <math>\geq 4\%</math> yearly.</li> <li>• The LinkedIn account is updated every two weeks with content on EMPHATICaL's process, partners' activities, or CCU.</li> </ul>   |                  |                |                      |
| Lead Staff  |                  |                |                      |
| Carmen Liu (CVE)  |                  |                |                      |
| Other staff, project partners or third parties involved   |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium   |                  |                |                      |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan   |                  |                |                      |
|---|------------------|----------------|----------------------|
| Name of Activity  | Timeframe        |                | Location of Activity |
| EMPHATICaL Newsletter   | Start<br>04/2025 | End<br>04/2029 | Brussels, BE         |
| Target Audience   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Metallurgical Industry</li> <li>• Manufacturing Industry</li> <li>• Transport sector and chemical industry</li> <li>• National and EU policymakers</li> <li>• R&amp;D Community and Academics</li> </ul>   |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• To ensure the exploitation and dissemination of public project results are relevant to all stakeholders to facilitate future deployment.</li> <li>• Showcase the operational reliability and technological innovations of the EMPHATICaL process in real-world industrial environments.</li> </ul> |                  |                |                      |
| Description and Activities  |                  |                |                      |
| The WP6 team, with input from the consortium, publishes a biannual newsletter for project partners, policymakers, and key stakeholders with updates on EMPHATICaL's progress, the latest EU policies on CCU, funding opportunities, and potential interviews with industrial actors or stakeholders.  |                  |                |                      |
| Expected Outputs, Results, and Impact   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• A biannual newsletter is released newsletter for project partners, policymakers, and key stakeholders with updates on EMPHATICaL's progress, the latest EU policies on CCU, and funding opportunities.</li> </ul>  |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• A newsletter is released twice a year for the duration of the project.</li> <li>• The WP6 leader engages a wide audience through at least a 20% open rate and 3% CTR.</li> </ul>   |                  |                |                      |
| Lead Staff  |                  |                |                      |
| Carmen Liu (CVE)  |                  |                |                      |
| Other staff, project partners or third parties involved   |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium   |                  |                |                      |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan   |                  |                |                      |
|---|------------------|----------------|----------------------|
| Name of Activity  | Timeframe        |                | Location of Activity |
| Press and Media Kit   | Start<br>11/2024 | End<br>04/2029 | Brussels, BE         |
| Target Audience   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Metallurgical Industry</li> <li>• Manufacturing Industry</li> <li>• Transport sector and chemical industry</li> <li>• National and EU policymakers</li> <li>• R&amp;D Community and Academics</li> <li>• Wider Society</li> </ul>  |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Disseminate the project's outcomes to a broad range of stakeholders to maximise the outreach and impact of the project.</li> <li>• Communicate the project's progress clearly to ensure sufficient engagement from stakeholders at all levels.</li> <li>• Promote the concepts of industrial symbiosis and CCU beyond the project's scope to facilitate large-scale replication and implementation.</li> </ul>   |                  |                |                      |
| Description and Activities  |                  |                |                      |
| The press and media kit will ensure targeted dissemination of the project outcomes and milestones by the EMPHATICaL consortium to major EU, national, and scientific media to increase the visibility and impact of the EMPHATICaL concept.   |                  |                |                      |
| Expected Outputs, Results, and Impact   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• The WP6 team, along with input from the consortium, establishes a network of national and EU journalists specialising in environment, energy transition, and metallurgical industries.</li> <li>• The WP6 team develops a timeline for press and media initiatives which will be implemented throughout the duration of the project.</li> <li>• Major EMPHATICaL events, public outcomes, and progress are disseminated via press releases to EU and national media increasing the overall impact of the project.</li> </ul> |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• At least one press release on major public outcomes and progress is released every year to EU and national media.</li> <li>• Potentially one article or interview of a project partner per year by a EU press or media organisation.</li> </ul>  |                  |                |                      |
| Lead Staff  |                  |                |                      |
| Carmen Liu (CVE)  |                  |                |                      |
| Other staff, project partners or third parties involved   |                  |                |                      |
| Antonio La Mantia (CVE)   |                  |                |                      |
| Anastasios Perimenis (CVE)  |                  |                |                      |
| Consortium  |                  |                |                      |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan  |                  |                |                      |
|--|------------------|----------------|----------------------|
| Name of Activity   | Timeframe        |                | Location of Activity |
| Factsheets   | Start<br>04/2025 | End<br>04/2029 | Brussels, BE         |
| Target Audience  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Metallurgical Industry</li> <li>• Manufacturing Industry</li> <li>• Transport sector and chemical industry</li> <li>• National and EU policymakers</li> <li>• R&amp;D Community and Academics</li> <li>• Wider Society</li> </ul>   |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Disseminate the project's outcomes to a broad range of stakeholders to maximise the outreach and impact of the project.</li> <li>• Promote the concepts of industrial symbiosis and CCU beyond the project's scope to facilitate large-scale replication and implementation.</li> </ul> |                  |                |                      |
| Description and Activities   |                  |                |                      |
| EMPHATICaL factsheets will serve as concise, informative documents providing stakeholders with essential details on the project's objectives, progress, and impacts.   |                  |                |                      |
| Expected Outputs, Results, and Impact  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• EMPHATICaL factsheets will be a valuable tool to network and foster collaboration with other projects working in the same field as well as stakeholders interested in utilising, investing, or advancing the EMPHATICaL process.</li> </ul>   |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• The WP6 team will produce at least one factsheet, with input from the consortium, to clearly and simply highlight key concepts, processes, outcomes, or milestones of the project, aiming to foster engagement from stakeholders at all levels.</li> </ul>                              |                  |                |                      |
| Lead Staff   |                  |                |                      |
| Carmen Liu (CVE)   |                  |                |                      |
| Other staff, project partners or third parties involved  |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium  |                  |                |                      |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan  |                  |                |                      |
|--|------------------|----------------|----------------------|
| Name of Activity   | Timeframe        |                | Location of Activity |
| Policy Briefs  | Start<br>01/2027 | End<br>04/2029 | Brussels, BE         |
| Target Audience  |                  |                |                      |
| <ul style="list-style-type: none"> <li>National and EU policymakers</li> </ul>   |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives   |                  |                |                      |
| <ul style="list-style-type: none"> <li>Disseminate the project's outcomes to a broad range of stakeholders to maximise the outreach and impact of the project.</li> <li>Communicate the project's progress clearly to ensure sufficient engagement from stakeholders at all levels.</li> <li>Promote the concepts of industrial symbiosis and CCU beyond the project's scope to facilitate large-scale replication and implementation.</li> </ul>                      |                  |                |                      |
| Description and Activities   |                  |                |                      |
| To provide succinct, evidence-based documents to inform and give recommendations to policymakers and stakeholders on policy developments about CCU, and industrial symbiosis, along with aiding hard-to-abate sectors' transition towards more sustainable processes.  |                  |                |                      |
| Expected Outputs, Results, and Impact  |                  |                |                      |
| <ul style="list-style-type: none"> <li>The EMPHATICaL policy briefs state policy recommendations based on project findings (key results, outcomes, or data) to suggest strategies for how project findings may help shape current policies, practices or future developments for CCU.</li> <li>Policy briefs produced by EMPHATICaL will serve as a tool to guide decision-making at the policy level, bridging the gap between research and policy.</li> </ul>        |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)  |                  |                |                      |
| <ul style="list-style-type: none"> <li>At least 1 policy brief produced by the WP6 team, with input from the consortium, directed towards policymakers and stakeholders involved in policy development.</li> <li>As part of the policy briefs a policy roundtable will also be organised by the WP6 team in collaboration with the consortium to establish two-way communication between the consortium and policymakers through direct feedback and input.</li> </ul> |                  |                |                      |
| Lead Staff   |                  |                |                      |
| Carmen Liu (CVE)   |                  |                |                      |
| Other staff, project partners or third parties involved  |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium  |                  |                |                      |



| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan  |                  |                |                      |
|--|------------------|----------------|----------------------|
| Name of Activity   | Timeframe        |                | Location of Activity |
| Summer Schools   | Start<br>10/2026 | End<br>02/2028 | Delft, NL            |
| Target Audience  |                  |                |                      |
| <ul style="list-style-type: none"> <li>R&amp;D Community and Academics</li> </ul>  |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives   |                  |                |                      |
| <ul style="list-style-type: none"> <li>Disseminate the project's outcomes to a broad range of stakeholders to maximise the outreach and impact of the project.</li> <li>To ensure the exploitation and dissemination of public project results are relevant to all stakeholders to facilitate future deployment.</li> </ul>  |                  |                |                      |
| Description and Activities   |                  |                |                      |
| <p>A summer school organised between M24-40 at TU Delft will focus on the EMPHATICaL project's technical developments, such as Calcium Looping (CaL), CO<sub>2</sub> purification and conditioning for storage, and e-methanol production and purification, and Life Cycle Assessment (LCA) methodology. It will be organised by TU Delft and the WP6 team with the target audience being PhD students, young professionals with engineering backgrounds, researchers, and project partners.</p> <p>The summer school will provide participants with the opportunity to gain knowledge and exchange on topics of industrial symbiosis and the implementation of CCU technologies into industries to reduce their impact on climate change and broader society.</p> |                  |                |                      |
| Expected Outputs, Results, and Impact  |                  |                |                      |
| <ul style="list-style-type: none"> <li>A summer school is organised between M24-40 at TU Delft (NL) focusing on learning opportunities on EMPHATICaL's processes.</li> <li>PhD students and young professionals with engineering backgrounds attain a deepened knowledge of industrial symbiosis processes and EMPHATICaL's technical developments – specifically how these concepts can reduce industries' climate impact.</li> </ul>   |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)  |                  |                |                      |
| <ul style="list-style-type: none"> <li>The activity is attended by at least 20 participants from universities and research institutions.</li> <li>At least 40% of participants in the final evaluation survey should affirm that the knowledge gained will be applied or prove useful in their work.</li> </ul>  |                  |                |                      |
| Lead Staff   |                  |                |                      |
| TU Delft<br>CVE  |                  |                |                      |
| Other staff, project partners or third parties involved  |                  |                |                      |
| Carmen Liu (CVE)<br>Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium  |                  |                |                      |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan  |                  |                |                      |
|--|------------------|----------------|----------------------|
| Name of Activity   | Timeframe        |                | Location of Activity |
| Guest Lectures   | Start<br>10/2026 | End<br>04/2028 | Delft, NL            |
| Target Audience  |                  |                |                      |
| <ul style="list-style-type: none"> <li>R&amp;D Community and Academics</li> </ul>  |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives   |                  |                |                      |
| <ul style="list-style-type: none"> <li>Disseminate the project's outcomes to a broad range of stakeholders to maximise the outreach and impact of the project.</li> <li>To ensure the exploitation and dissemination of public project results are relevant to all stakeholders to facilitate future deployment.</li> </ul>  |                  |                |                      |
| Description and Activities   |                  |                |                      |
| <p>Guest lectures at TU Delft offer PhD and Master students access to professors, researchers, and experts involved in the EMPHATICaL project, expanding their practical knowledge of CCU technologies and industrial symbiosis. The resources produced from the guest lectures will be collated and made accessible to students, researchers, and young professionals to gain knowledge and skills on the EMPHATICaL process.</p> |                  |                |                      |
| Expected Outputs, Results, and Impact  |                  |                |                      |
| <ul style="list-style-type: none"> <li>TU Delft and CVE will organise guest lectures integrated into the existing curricula at the university.</li> <li>Learning resources produced by the guest lectures will be made available to all project partners and stakeholders via the project website.</li> </ul>  |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)  |                  |                |                      |
| <ul style="list-style-type: none"> <li>The activity is attended by at least 20 participants from universities and research institutions.</li> <li>At least 40% of participants in the final evaluation survey should affirm that the knowledge gained will be applied or prove useful in their work.</li> </ul>  |                  |                |                      |
| Lead Staff   |                  |                |                      |
| TU Delft<br>CVE  |                  |                |                      |
| Other staff, project partners or third parties involved  |                  |                |                      |
| Carmen Liu (CVE)<br>Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium  |                  |                |                      |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan  |                  |                |                                     |
|--|------------------|----------------|-------------------------------------|
| Name of Activity   | Timeframe        |                | Location of Activity                |
| Study Visits and Open Door Days  | Start<br>10/2026 | End<br>04/2028 | Swerim (SE) &<br>Vargön Alloys (SE) |
| Target Audience  |                  |                |                                     |
| <ul style="list-style-type: none"> <li>National and EU policymakers</li> <li>R&amp;D Community and Academics</li> <li>Wider Society</li> </ul>   |                  |                |                                     |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives   |                  |                |                                     |
| <ul style="list-style-type: none"> <li>Disseminate the project's outcomes to a broad range of stakeholders to maximise the outreach and impact of the project.</li> <li>To ensure the exploitation and dissemination of public project results are relevant to all stakeholders to facilitate future deployment.</li> </ul>  |                  |                |                                     |
| Description and Activities   |                  |                |                                     |
| The consortium organises study visits for young professionals and PhD students wanting to expand their knowledge on CCU and the EMPHATICaL process as well as their professional network. Open door days will allow the project partners to organise an event to bring research and innovation to policymakers, environmental NGOs, and the broader public to foster social acceptance of CCU. |                  |                |                                     |
| Expected Outputs, Results, and Impact  |                  |                |                                     |
| <ul style="list-style-type: none"> <li>At least 1 study visit and open door days is organised with at least 20 participants.</li> </ul>  |                  |                |                                     |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)  |                  |                |                                     |
| <ul style="list-style-type: none"> <li>At least 40% of participants in the final evaluation survey should affirm that the knowledge gained will be applied or prove useful in their work.</li> </ul>   |                  |                |                                     |
| Lead Staff   |                  |                |                                     |
| CVE Consortium   |                  |                |                                     |
| Other staff, project partners or third parties involved  |                  |                |                                     |
| Carmen Liu (CVE)<br>Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)  |                  |                |                                     |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan   |                  |                |                      |
|---|------------------|----------------|----------------------|
| Name of Activity  | Timeframe        |                | Location of Activity |
| Scientific Publications   | Start<br>08/2025 | End<br>04/2029 | N/A                  |
| Target Audience   |                  |                |                      |
| <ul style="list-style-type: none"> <li>Metallurgical Industry</li> <li>Manufacturing Industry</li> <li>Transport sector and chemical industry</li> <li>R&amp;D Community and Academic</li> </ul>  |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives  |                  |                |                      |
| <ul style="list-style-type: none"> <li>Disseminate the project's outcomes to a broad range of stakeholders to maximise the outreach and impact of the project.</li> <li>To ensure the exploitation and dissemination of public project results are relevant to all stakeholders to facilitate future deployment.</li> </ul>   |                  |                |                      |
| Description and Activities  |                  |                |                      |
| Dissemination of EMPHATICaL's technical results in peer-reviewed, open-access scientific journals with an international scope. Any relevant data that is not IP-protected will be deposited as FAIR data in open-access repositories.   |                  |                |                      |
| Expected Outputs, Results, and Impact   |                  |                |                      |
| <ul style="list-style-type: none"> <li>All EMPHATICaL scientific outcomes will be disseminated to targeted audiences and published in the applicable scientific journals to contribute to current knowledge on industrial symbiosis and CCU.</li> <li>The promotion of these scientific publications will be led by the WP6 leader and consortium to their networks and wider audiences.</li> </ul> |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)   |                  |                |                      |
| <ul style="list-style-type: none"> <li>At least 5 articles will be published in international peer-reviewed journals with at least 1 paper published in a high-impact factor journal (&gt; 4).</li> </ul>   |                  |                |                      |
| Lead Staff  |                  |                |                      |
| Consortium  |                  |                |                      |
| Other staff, project partners or third parties involved   |                  |                |                      |
| Carmen Liu (CVE)<br>Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)   |                  |                |                      |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan  |                  |                |                      |
|--|------------------|----------------|----------------------|
| Name of Activity   | Timeframe        |                | Location of Activity |
| Thematic Workshops and Webinars  | Start<br>04/2025 | End<br>04/2029 | N/A                  |
| Target Audience  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Metallurgical Industry</li> <li>• Manufacturing Industry</li> <li>• Transport sector and chemical industry</li> <li>• National and EU policymakers</li> <li>• R&amp;D Community and Academic</li> </ul>   |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives   |                  |                |                      |
| <ul style="list-style-type: none"> <li>• Showcase the operational reliability and technology-driven innovations of the EMPHATICaL process in real industrial settings.</li> <li>• To ensure the exploitation and dissemination of public project results are relevant to all stakeholders to facilitate future deployment.</li> </ul>  |                  |                |                      |
| Description and Activities   |                  |                |                      |
| The WP6 team organises thematic workshops and webinars relevant to the promotion and knowledge contribution of EMPHATICaL throughout the project. These activities allow stakeholders to participate and expand their knowledge of the project's outcomes and processes as well as cooperate with national and EU stakeholders.  |                  |                |                      |
| Expected Outputs, Results, and Impact  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• The WP6 leader organises at least 1 thematic workshop per year (in-person or online) and webinars (one of which is the policy roundtable) relevant to EMPHATICaL project partners throughout the project.</li> <li>• All public workshops and webinars will be recorded and shared online via the EMPHATICaL website and social media accounts.</li> <li>• Clear consent aligning with European GDPR will be attained by the WP6 leader from participants of these activities.</li> </ul> |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)  |                  |                |                      |
| <ul style="list-style-type: none"> <li>• At least 40% of participants in the final evaluation survey should affirm that the knowledge gained will be applied or prove useful in their work.</li> </ul>   |                  |                |                      |
| Lead Staff   |                  |                |                      |
| Carmen Liu (CVE)   |                  |                |                      |
| Other staff, project partners or third parties involved  |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium  |                  |                |                      |

| Activity related to Deliverable D6.3<br>Communication and Dissemination Strategy and Plan  |                  |                |                      |
|--|------------------|----------------|----------------------|
| Name of Activity   | Timeframe        |                | Location of Activity |
| Final Conference   | Start<br>11/2028 | End<br>04/2029 | N/A                  |
| Target Audience  |                  |                |                      |
| <ul style="list-style-type: none"> <li>Metallurgical Industry</li> <li>Manufacturing Industry</li> <li>Transport sector and chemical industry</li> <li>National and EU policymakers</li> <li>R&amp;D Community and Academic</li> <li>Wider Society</li> </ul>  |                  |                |                      |
| Link to EMPHATICaL's Priorities and Grant Agreement Objectives   |                  |                |                      |
| <ul style="list-style-type: none"> <li>To ensure the exploitation and dissemination of public project results are relevant to all stakeholders to facilitate future deployment.</li> </ul>   |                  |                |                      |
| Description and Activities   |                  |                |                      |
| <p>At the conclusion of the project, a final conference will be held at one of the project partners' premises and livestreamed for broader accessibility. This event will provide a platform for the wide dissemination of the project's key results to EU and national policymakers, and relevant stakeholders. In addition to showcasing the project's outcomes, the conference will highlight its direct relevance to stakeholders, fostering continued engagement and participation beyond EMPHATICaL's completion. The event will also serve as a significant milestone in strengthening partnerships and facilitating exchanges that will support the successful future deployment of the project's findings.</p>  |                  |                |                      |
| Expected Outputs, Results, and Impact  |                  |                |                      |
| <ul style="list-style-type: none"> <li>The WP6 leader organises the final conference in collaboration with the consortium to disseminate the project's key results to a broad range of stakeholders and policymakers.</li> <li>A working group for the final conference will be established in M49 consisting of representatives from CVE (WP6 leader), TNO (project leader), and the project partner hosting the conference. This group will meet regularly to organise the practicalities of the event and preparations to ensure its smooth running.</li> <li>A press release will be released to EU and national media before the conference to announce the project's conclusion and the significance of the final conference.</li> <li>The final conference will be livestreamed and the recording uploaded to EMPHATICaL's digital platforms (website and social media).</li> </ul> |                  |                |                      |
| Evaluation of Effectiveness – Key Performance Indicators (KPIs)  |                  |                |                      |
| <ul style="list-style-type: none"> <li>The final conference is attended by at least 50 participants.</li> <li>At least 40% of participants in the final evaluation survey should affirm that the knowledge gained will be applied or prove useful in their work.</li> </ul>  |                  |                |                      |
| Lead Staff   |                  |                |                      |
| Carmen Liu (CVE)   |                  |                |                      |
| Other staff, project partners or third parties involved  |                  |                |                      |
| Antonio La Mantia (CVE)<br>Anastasios Perimenis (CVE)<br>Consortium  |                  |                |                      |

## Implementation Plan Timeline

The timeline below outlines the implementation plan for the WP6 leader and consortium, following the chronological order of the C&D activities to be implemented throughout the project.

| Activity  | Timeframe       | Location                         | Deliverable |
|---|-----------------|----------------------------------|-------------|
| Press and Media Kit                                       | 11/2024-04/2029 | Brussels, BE                     | D6.3        |
| Visual Identity Design                                    | 11/2024-04/2025 | Brussels, BE                     | D6.3 & M14  |
| Website Design, Management, and Development               | 11/2024-04/2029 | Brussels, BE                     | D6.3        |
| Communication and Dissemination Strategy and Plan         | 11/2024-04/2025 | Brussels, BE                     | D6.1 & D6.2 |
| Social Media Management and Development                   | 04/2025-04/2029 | Brussels, BE                     | D6.3        |
| EMPHATICaL Newsletter                                     | 04/2025-04/2029 | Brussels, BE                     | D6.3        |
| Factsheets  | 04/2025-04/2029 | Brussels, BE                     | D6.3        |
| Thematic Workshops and Webinars                           | 04/2025-04/2029 | N/A                              | D6.3        |
| Scientific Publications                                   | 08/2025-04/2029 | N/A                              | D6.3        |
| Updated Communication and Dissemination Strategy and Plan | 08/2026-10/2026 | Brussels, BE                     | D6.3        |
| Summer School   | 10/2026-02/2028 | Delft, NL                        | D6.3        |
| Guest Lectures  | 10/2026-04/2028 | Delft, NL                        | D6.3        |
| Study Visits and Open Door Days                           | 10/2026-04/2028 | Swerim (SE) & Vargön Alloys (SE) | D6.3        |
| Policy Briefs   | 01/2027-04/2029 | Brussels, BE                     | D6.3        |
| Final Conference  | 11/2028-04/2029 | TBC                              | D6.3        |

# Emphatical

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