

Skill Resilience 4EU

SkillResilience4EU
**Resilience through re-skilling and upskilling for European labour
markets in transition**

**D7.1 – DECP, incl. stakeholder mapping and project online
communication channels**

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Abbreviations and acronyms

Abbreviation or acronym used in this document	Explanation
EU	European Union
AR	Augmented Reality

Glossary

Term	Definition used or meaning in the Acronym project	Reference or source for the definition if applicable
Sitemap	A sitemap is a structured list or diagram that shows the organization and hierarchy of pages on a website. It helps both users and search engines navigate the site more efficiently by providing an overview of its content and structure.	
Grotesk	Grotesk refers to an early style of sans-serif typefaces that emerged in the 19th century, characterized by uniform stroke widths, tight spacing, and a mechanical appearance. Originally perceived as unusual or "grotesque" compared to serif fonts, Grotesk typefaces laid the foundation for modern sans-serif design.	

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1 Executive Summary

Work Package 7 (outreach, engagement and impact) began its work as planned in January 2025. Following the presentation and discussion in Bergen, the communication program was revised and prioritized in terms of efficiency, feasibility and target group orientation. An updated schedule was adopted on this basis.

The first phase centred on the design of the project website and communication channels (Task 7.3) as well as on the method and structure of the stakeholder mapping (Task 7.2). First opportunities for scientific publications have been discussed at conferences (e.g. at the RSA in Porto, May 2025) and will be defined for relevant WPs in the proceeding of the project (Task 7.1) as will be a list of potential events with prioritisation for impact maximization (Task 7.1).

Design of website and communication channels:

Based on a workshop with FHNW students and several consultations with the management board, a structure was developed that visualises the central project content - partner institutions, work packages, case studies (agriculture, transportation, tourism, food, energy), tools and stakeholders. The landing page has been published in June 2025 (www.skillresilienceforeu.eu) and the full website will be presented and discussed in Utrecht at the consortium meeting on June 12th, 2025.

The website follows an abstract visual concept that symbolises the twin transition with an animated play of colours in blue (digitalisation) and green (sustainability). Concrete image content is only planned at a later stage and will be assigned to the respective work packages. The existing logo will be revised in June; the typography will be based on clearly legible grotesque fonts.

A LinkedIn channel was set up in April 2025. Further platforms are being examined depending on the communication goals for science and stakeholders. Systematic stakeholder mapping was started in parallel.

To tailor information packages for relevant stakeholders, a rough stakeholder map was first created to identify the key groups to be involved in the project. This map was developed collaboratively by several project members on a Miro board. The structure will be implemented in the website:

Stakeholder groups identified as most relevant (according to the project application):

- Research and innovation communities
- Policy and decision makers
- Practitioners
- Specific Individuals
- Media and the general public

In a second step, a stakeholder tracking table was jointly developed by FHNW, UoW and BOKU to collect detailed information on stakeholders for each group and in each project partner country. The table was distributed by UoW on April 11, 2025, and serves as a starting point to gain an initial overview of stakeholders in each case study region.

The table aims to support coordination for the case studies, refine the stakeholder map, and enable targeted communication of upcoming results. The final version of the stakeholder map will be published on the project website by mid July.

2 Introduction

This document outlines the dissemination and communication (D&C) strategy of Work Package 7 (WP7) for the SkillResilience4EU project. It details the guiding principles, methods, and planned activities to engage relevant stakeholders, raise awareness, and maximize the project's impact.

An effective Dissemination, Communication & Exploitation (DECP) strategy is essential: The dissemination and communication strategy of the Project «skillresilience4eu» translates the scientific results of the project into «real-world» change and transforms the research findings into actionable knowledge. By proactively engaging the diverse stakeholders and the general public—the strategy ensures that project knowledge and tools reach those who can implement them. Clear messaging, accessible formats and targeted channels accelerate the uptake of research outcomes, maximise visibility and foster lasting partnerships. By engaging targeted audiences—policy makers, education providers, labour market actors, and the general public—the strategy enables practical implementation, strengthens project visibility, and supports the long-term legacy of the project. Ultimately, this strategy turns the project's intellectual outputs into tangible impact, supporting resilient labour-market transitions across Europe.

This report is structured as follow. We begin (3) by documenting the **process so far**, including key activities, milestones and adjustments since the project's start and also as well as the tasks and **roles** within the WP7. (4) We then present the **core elements of the dissemination, communication and exploitation strategy**, explaining their relevance and alignment with the project's vision. (5) We describe the **tools and channels** chosen for targeted stakeholder engagement and how they reflect the needs and habits of different audience groups. Finally, we summarise (6) the current status and methodological approach of the **stakeholder mapping process**, which forms the foundation for audience-specific outreach and coordination.

3 Roles, process and current status of WP7 activities

Roles and Responsibilities

WP7 focuses on communication, dissemination, stakeholder engagement, and exploitation activities throughout the project lifecycle (Month 1–36). The work package is led by FHNW, with contributions from all project partners.

Tina Haisch (FHNW Business School) serves as WP Lead, overseeing the coordination of WP7 and managing interfaces between WP7 and other work packages, particularly concerning data flow and analytical results. She ensures alignment of dissemination and communication efforts with the overall project outputs.

Nicolaj van der Meulen act as Co-Lead of WP7, and, together with and Silvan Bohrer (both Academy of Art and Design, FHNW) focus on the design, visual communication, and stakeholder-oriented dissemination of project outcomes. They are responsible for developing impactful and target-group-specific communication strategies and materials that ensure the accessibility and visibility of the project results.

The team's efforts are closely linked to all six tasks of WP7, including development and updates of the Dissemination and Exploitation Communication Plan (Task 7.1), stakeholder mapping (7.2), communication tools and channels (7.3), knowledge exchange with EU projects (7.4), policy outreach and the final symposium (7.5), and the exploitation roadmap (7.6).

Process and current status

Work package 7 (outreach, engagement and impact) began its work as planned in January 2025. Following the presentation in Bergen, the communication programme was revised and prioritised in terms of efficiency, feasibility and target group orientation. An updated schedule was adopted on this basis.

The first phase focused on the design of the project website. Based on a workshop with FHNW students and several consultations with the management board, a structure was developed that visualizes the central project content - partner institutions, work packages, case studies (agriculture, transportation, tourism, food, energy), tools and stakeholders. The landing page will be published at the end of May 2025 and the full website will be presented in Utrecht in June.

In terms of design, the website follows an abstract visual concept that symbolizes the twin transition with an animated play of colors in blue (digitalization) and green (sustainability). Concrete image content is only planned at a later stage and will be assigned to the respective work packages. The existing logo will be revised in June; the typography will be based on clearly legible grotesque fonts.

A LinkedIn Chanel was set up in April 2025. Further platforms are being examined depending on the communication goals for science and stakeholders. Systematic stakeholder mapping was started in parallel.

Print templates for handouts, brochures and posters will be developed in September 2025. A brand manual to ensure a consistent visual presence will be created in October and finalized in November.

The following communication measures and media were scrutinised as part of this process and revised in terms of their operational and strategic effectiveness:

- **Design and realisation of website**
- **Interdisciplinary Course with Bachelor students** at the FHNW Academy of Art and Design Basel to collect ideas for the project website and to support the development of a communication strategy.
- **Supervisors:** Silvan Borer, Nicolaj van der Meulen (done)
 - Domain **skillresilience4eu.eu** reserved (done)
 - Design process on website (in process)
 - Meetings with board for website architecture (done)
 - Obtaining information from all project members related to necessary website information (portrait of partners, WP description, cases description) (planned)
 - Launch Landing Page (planned)
 - Presentation concept website (planned)
- **Stakeholder Mapping (done), visualization** (in process)
- **Initial Social Media Actions (Linkedin) (done)**
- **Print measures and layouts (planned)**
 - Template für Handout (planned)
 - Template for handouts (planned)
 - Templatler for brochures (planned)
 - Poster designs delivered to all partners (planned)
- **Queeries to all project members: Scientific journals and magazines (planned)**
- **Redesign Logo (ongoing)**
- **Create Brand Manuals (ongoing)**
- **Participatory Communication (Augmenented Reality Projects) (planned)**

(i) **Targeted, Multichannel Engagement**: We implement a **tailored communication approach** across diverse formats (digital, print, immersive tools) to effectively reach and engage each **stakeholder group** (Research and innovation communities; Policy and decision makers; Practitioners; Individuals; Media and the general public) – through the channels they trust and use.

(ii) **Translating Research into Actionable Insights**: We prioritize **clear, accessible, and context-sensitive messaging** to translate complex research findings into **practical tools, policy recommendations, and narratives** that drive uptake by education providers, employers, and decision-makers.

(iii) **Raising Awareness & Fostering Inclusion**: Through dynamic storytelling, data visualization, and inclusive outreach, the strategy builds **broad awareness of labour market transformation**, while ensuring **left behind groups and regions** are represented, informed, and empowered to participate in shaping resilient futures.

First, we pursue **targeted, multichannel engagement** to ensure every stakeholder encounters project information in the spaces they already inhabit. We curate a blend of digital, print and immersive formats, selecting the right mix for research communities, policy-makers, practitioners, individuals, and the media. Dedicated website sections, concise policy briefs, animated explainers, LinkedIn threads, and AR-enhanced posters work in concert rather than in isolation. By matching message, medium and audience, we amplify resonance and minimise communication fatigue.

Second, we focus on **translating research into actionable insights** that decision-makers can immediately apply. Dense data sets are distilled into intuitive dashboards, while technical reports are paired with one-page executive summaries. Each deliverable is framed around concrete “so-what” questions—how policies can change, how curricula can be updated, and how employers can adapt training pathways. Context-sensitive language avoids jargon and emphasises relevance for different labour-market realities across Europe.

Third, we are committed to **raising awareness and fostering inclusion** so that no community is left behind in the twin transition. Story-driven case studies spotlight voices from vulnerable regions, and data visualisations juxtapose national trends with local testimonies. Accessibility guidelines govern every channel, from alt-text in graphics to plain-language summaries and multilingual assets. Interactive outreach—such as workshops, podcasts and AR exhibits—empowers marginalised groups to co-shape solutions rather than merely receive information.

Together, these three strands form an integrated approach: strategic channel selection secures reach, actionable framing accelerates uptake, and inclusive storytelling broadens participation. By weaving them together, we create a living communication ecosystem that not only disseminates findings but also mobilises stakeholders to turn knowledge into resilient, future-proof labour-market practices.

The communication activities carried out to date already reflect the principles outlined in this strategy. The selection of media channels—such as the website, LinkedIn, print templates, and visual design—was guided by the aim to ensure targeted outreach, actionable messaging, and inclusive visibility. Early design choices and stakeholder engagement formats were intentionally aligned with the project's commitment to accessibility, diversity, and strategic impact.

Based on the three key points of the communication and dissemination strategy, the following mission statement was developed to guide all communication and design efforts:

“We develop a visual identity that reflects the intention of Skill Resilience in terms of design. We take into account the sustainability and diversity of results and the perspectives of all sub-projects. We ensure a high degree of comprehensibility and accessibility of the project results.”

This statement serves as a foundation for all visual and content-related outputs, ensuring coherence across channels, clarity for different audiences, and a shared sense of purpose within the consortium.

5 Layout, and Design Principles

The focus of the first work phase was on the conceptual development and design of the project website, which includes gathering necessary informations such as defining topics, stakeholders etc. The following formats were used to establish the content and methodology:

A one-week workshop with interdisciplinary Bachelor students from the FHNW Academy of Art and Design (17-21 February 2025), three short coordinating meetings with the management board (17 February, 13 March and 24 March 2025). Following these preparatory measures, key visual and conceptual criteria and initial success indicators for the website development were formulated:

An initial logo was developed during the application process, in which the colours blue and green play a central design role. After a thorough conceptual review, it was decided to retain this colour scheme and continue it in the overall visual concept of the website. The colour blue symbolises the topic of digitalisation, while green stands for the field of sustainability.

The basic design principle is based on an animated, interlocking colour gradient in shades of blue and green. This abstract visual movement is intended to symbolise the dynamic character of the twin transition - understood as a simultaneous and mutually dependent transformation process.

Instead of using illustrative or symbolically clear imagery, an abstract background colour code was deliberately chosen. The aim is to avoid potentially misleading or premature associations through generic visual language. Concrete visual representations - in the form of photographs, graphics or specific image motifs - will only be integrated in a targeted manner as the project progresses. These visualisations should be closely linked to the respective work packages and case studies and be based on reliable work results.

In view of the thematic complexity, a clear, reduced visual approach was chosen at the design level, which facilitates accessibility for different target groups. In terms of typography, the use of fonts from the Grotesk family is planned, as these are characterised by high legibility, objectivity and formal clarity - especially in the digital space.

6 Tailored Tools and Channels

Each stakeholder group engages with information differently, depending on their professional routines, media habits, and expectations. To maximise relevance and impact, our communication strategy matches content formats and channels to each group’s preferences. Researchers, for example, respond well to structured websites, LinkedIn threads, and conference presentations. Policy makers require concise, visually supported summaries—such as policy briefs and infographics—delivered through targeted mailings or webinars. Practitioners and employers prefer applied tools and case studies, often accessed through trade media or sector networks. Individuals and career services benefit from storytelling formats, explainer videos, and AR-enhanced materials at public events. The general public and media engage best with data visualisations, short-form content, and strong narratives. Across all audiences,

accessibility and inclusiveness guide the design of every asset, ensuring low-threshold access and broad visibility. By strategically aligning message and medium, we increase uptake, build trust, and support the implementation of project outcomes. This audience-centred approach ensures that SkillResilience4EU reaches the right people, in the right way, at the right time. The stakeholder groups will be addressed through media and communication channels that align with their habits, preferences, and professional settings. We propose the following media channels:

- **Website, interactive tools** (tailored for all stakeholders, representing all WP's, Cases, and Institutions. The website should use a general, abstract visual language that does not work illustratively (e.g. in the sense of a direct explanation of 'What is twin transition?'), but rather makes the reciprocal relationship of the twin transition tangible on a visual meta-level. The design should take into account the aspect of the changing labour market - through a clearly structured, quickly comprehensible, but at the same time dynamic and animated user interface.
- **Print Media (handout, flyer):** A standardised layout set for key print products - including handouts, brochures and deliverables (redesign) - will be developed in September 2025. The aim is to establish a consistent visual image that strengthens the recognisability of the project and ensures a professional appearance at events and in external communication.
- **Project Video:** A Video or short film will be created, that presents the key elements of the project, focusing on the twin transition—green and digital—and the importance of re- and upskilling. It adopts a narrative approach to make complex topics engaging and relatable. Personal stories and real-life examples illustrate how individuals and communities are affected and empowered. Visuals and storytelling are designed to resonate with diverse stakeholder, from policy and decision makers to practitioners. Clear language and inclusive imagery ensure accessibility for all stakeholders. The video aims to inspire action and highlight the project's relevance in shaping a just and future-proof society.
- **Poster:** The poster design follows the layout defined in the Design Manual. It can be used for general project communication as well as to highlight specific work packages and make their contributions more visible. The poster layout and content will be tailored for research and innovation communities and a broader academic audiences.
- **Social Media:** The social media activities are specifically tailored to two stakeholder groups: first, research and innovation communities, and second, policy and decision makers. A LinkedIn channel for external communication of the project was set up in April 2025. The selection of further social media is being reviewed on an ongoing basis, particularly regarding their reach and relevance for the scientific community and for potential stakeholders from practice and politics. A LinkedIn channel was set up in April 2025. Further SoMe channels are being examined depending on the communication goals for science and stakeholders. We will develop a strategy for reaching systematically when first results are ready and integrated into the website.
- **Infographics / Data Visualization (in parts AR supported)** for data results and key concepts, elaborated as an interactive tool, tailored for all stakeholder groups. The realisation of a participatory augmented reality project is planned for the first half of 2026. A QR code or an extended graphic element in the project logo will give users access to a

virtual space in which key topics and issues of the project are presented in a compact, interactive form. Due to its technology-supported structure, the application can be used anywhere and is particularly suitable for effective publicity formats at the various project locations. The **interactive tool** displays all relevant results concerning twin transition impact on EU regions and sectors (for an example how this could look like see e.g. the [Twin Transition Tracker](#) of the OECD).

- **Logo:** The redesign of the project logo will take place in parallel with the website presentation in June 2025. The existing word/image brand will be retained, but its design will be revised in order to increase its visual effectiveness. In particular, the accompanying colour values (red/green of the sublines) are to be integrated more strongly in future and made visible as identity-forming elements.

6.1 Sitemap Structure and Website Design Decisions

A basic structure for the project website was developed for work package 7 in close consultation with the board team. The aim is to present the relevance, objectives and breadth of content of the project in a clear and consistent. The design of the website takes into account the aspect of the changing labour market - through a clearly structured, quickly comprehensible, but at the same time dynamic and animated user interface. In order to achieve greater reach and a lower access threshold, the web design should consciously stand out from the usual appearance of classic scientific websites - in favour of an appealing, user-friendly design. The structure of the website will be developed in close consultation with the project management. The aim is to create an architecture that offers different user groups - including stakeholders and interested members of the public - clear and target group-orientated entry points.

Further Formal Elements of the website: Color Palette: Basic ColorCode: Green (#0CB783): Represents growth, sustainability, and the ecological transition. Blue (#012383): Represents trust, stability, and the digital dimension. **Typography Typeface Used:** Space Grotesk, clean, modern, and humanistic sans-serif. It reflects forward thinking values and clarity of communication, fitting for a project grounded in research and transformation ; **Layout Templates:** The layout of the SkillResilience4EU project follows a clean, consistent, and modular design approach. **Grid-Based Design:** All content is aligned on a consistent grid, allowing for a clean visual structure and easy content scanning. **Whitespace Use:** Generous spacing gives content room to breathe, reduces visual noise, and improves focus.

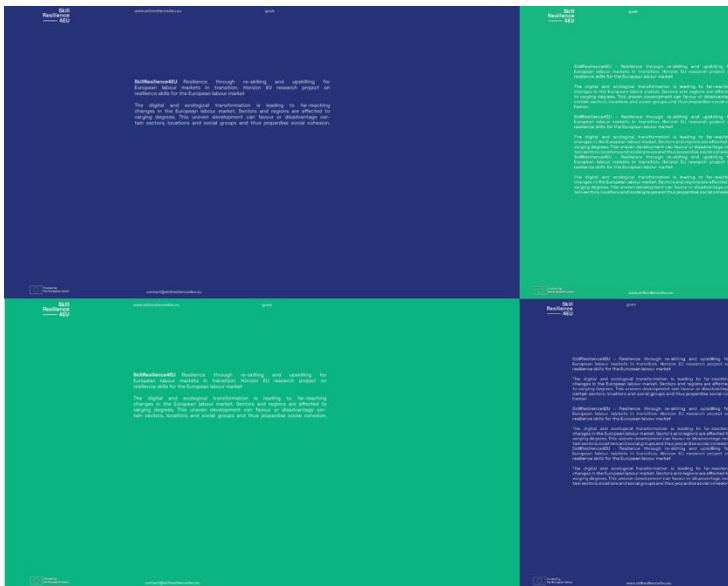


Figure 2: Layout Template

The following categories and content will be taken into account in the implementation of the website.

Main page : Introduction to the project with a special focus on reskilling and upskilling for lifelong learning and twin transition impact on sectors, regions, and skills. Here, the interactive tool is integrated that is tailored to the different stakeholder groups.

Institutions involved in the project (partners): Presentation of the partner institutions and research organisations involved, including their respective roles and responsibilities in the project context.

Work Packages / WPs : Overview of the individual work packages with a brief description of their objectives, methods and intended outputs.

Cases : Presentation of the thematic case studies on the areas : agriculture ; transportation, tourism, food, energy.

Tools : Presentation of key methodological and digital tools, including in particular : Twin Transition Framework and Self-Assessment Tool for competences (*Skills Self-Assessment Tool*).

Stakeholders:

Overview and categorisation of the relevant stakeholder groups, differentiated by category, with information on their respective importance in the course of the project and Stakeholder Map.

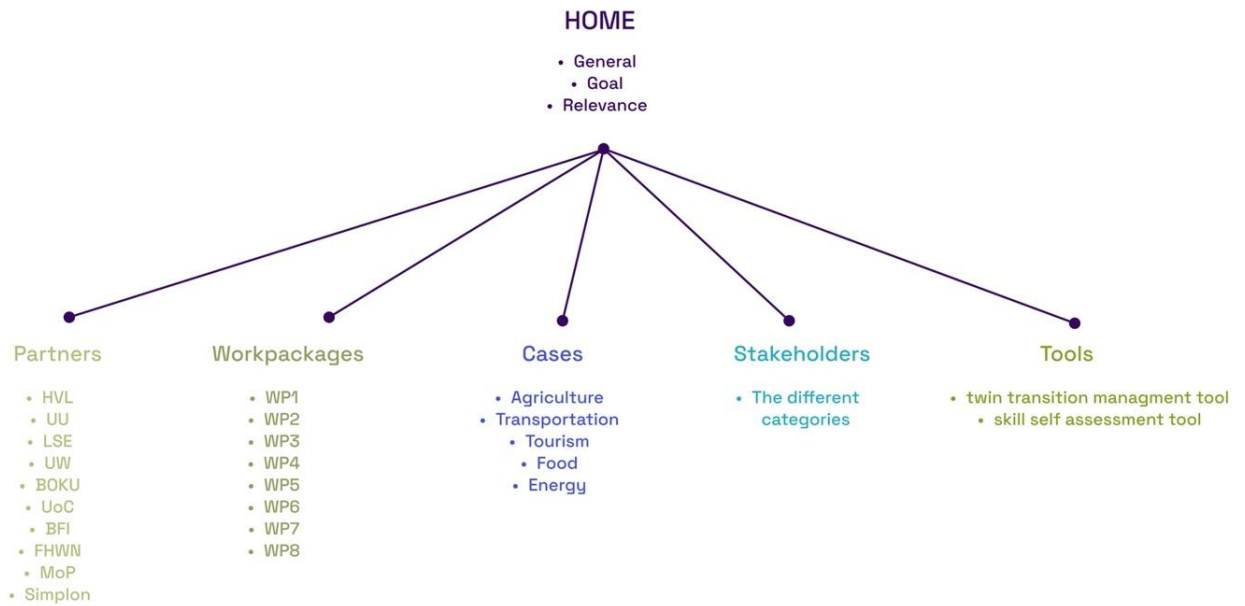


Figure 3: Sitemap Structure

7 Stakeholder Mapping

In order to be able to tailor information packages for the relevant Stakeholders, **in a first step** we draw a rough Stakeholdermap in order to identify the relevant groups that should be involved in the project.

The stakeholder map can be found on a miro board. It was developed in a co-creative practice between several project members: <https://miro.com/app/board/uXjVLkORl68=/>

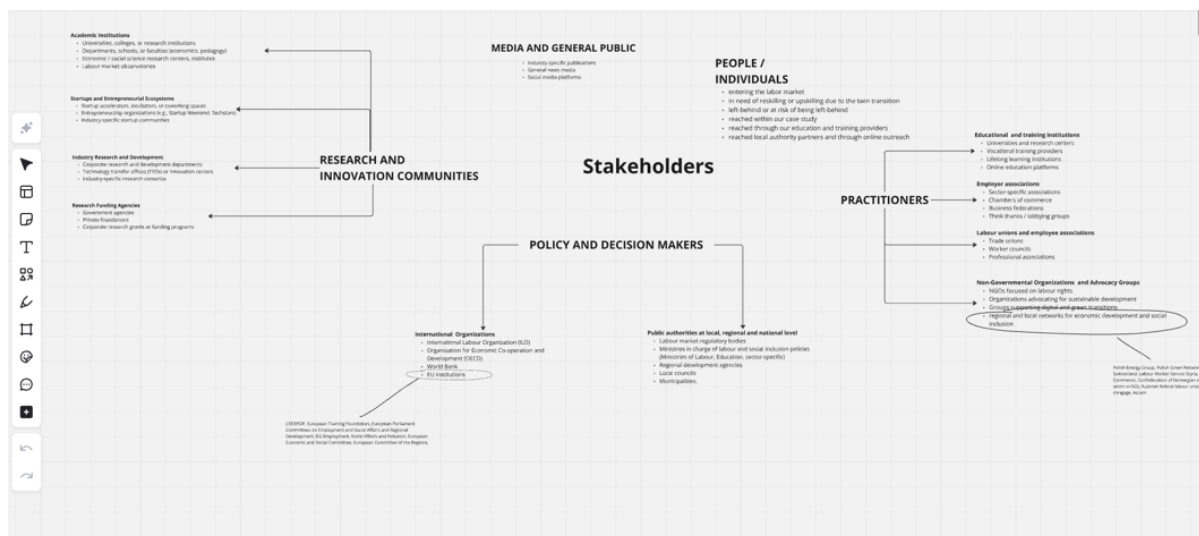


Figure 4: stakeholder map (draft)

We identified the following Stakeholder groups as most relevant for the project in accordance with the application:

- Research and Innovation communities
- Policy and decision makers
- Practitioners
- Specific Individuals
- Media and general Public

In a second step, a [stakeholder tracking table](#) was developed in a co-creative process with UoW and BOKU in order to collect detailed Stakeholder information for each group and in each country of the project members:

Project Name: SkillResilience4EU		Stakeholder Mapping Content collection									
Sl. No.	Name	Category	Country	Region	Sector (Public & Private)	Size	Industry	Website	Contact details	Engagement strategy (Initial phase)	Locality
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
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Figure 5: Stakeholder Mapping Content collection

The table was sent out at 11.04.2025 from UoW. The Excel sheet serves as a starting point for gaining an initial overview of stakeholders in each case study region. Following questions should be answered:

- Who should be approached and how?
- What type of data can the stakeholders provide?

The table serves to facilitate coordination for the case studies, to draw the stakeholder map and to reach out with tailored information of upcoming results.

The design of the mapping will be finalized and uploaded on the Website by end of September.

Annex 1: The Consortium

Short name	Full name	Homepage	Logo
HVL	Western Norway University of Applied Sciences	https://www.hvl.no/en/	
BOKU	BOKU University	https://boku.ac.at/en/	
LSE	London School of Economics	https://www.lse.ac.uk/	
UoC	University of Crete	https://www.uoc.gr/en/	
UW	University of Warsaw	https://en.uw.edu.pl/	
UU	University of Utrecht	https://www.uu.nl/en	
FHNW	University of Applied Sciences and Arts Northwestern Switzerland	https://www.fhnw.ch/en/	
BFI	Berufsförderungsinstitut Wien	https://www.bfi.wien/	
Simplon	Simplon.co	https://www.simplon.co/	
MOP	Municipality of Platánias	https://www.platanias.gr/en/	

Annex 2: Project Summary

SkillResilience4EU - Resilience through re-skilling and upskilling for European labour markets in transition.

The twin transition (defined as the coexistence and interplay of the green and digital transitions) has enormous impacts on European labour markets. Because the green and digital transformations can feed into, facilitate, or hinder each other, it has been difficult to predict how labour markets will absorb and respond to changes and disruptions in employment conditions, skill needs and job availability and mobility. Other ongoing global challenges and macro-economic events, like the COVID-19 pandemic, also contribute to a profound reshaping of labour markets in Europe. New sectors emerge, existing sectors need to adapt and transform. New skills need to be developed or need to be transferred from other industries. Regions and sectors need to narrow labour market and skill mismatches to minimise the costs and to maximise the benefits of job destruction and job creation processes.

Different sectors and regions are affected in varying ways and intensities, either by green or digital transitions, or the combined impact of the twin transition. This unequal distribution of job creation and destruction processes may favour or leave behind places, sectors, and socio-economic groups and may threaten social cohesion and inclusion. The institutional and policy context needs to become more flexible and responsive to cope with the ongoing transformations and narrow down the labour market mismatches. Tailored and cost-effective policies and programmes for reskilling and upskilling, in particular for the most vulnerable and left-behind socio-demographic groups and places, need to be developed together with policy makers, VET providers, unions, public authorities, and other decision makers.

Funded by Horizon Europe, the European Union's Framework Programme for Research and Innovation, SkillResilience4EU will introduce a novel conceptual framework to describe and understand the impacts of the twin transition on European labour markets and will investigate the complex mechanisms, dynamics, and challenges that regions and institutions undergo by exploring selected sectors (tourism, food, transport, agriculture, and energy). The project will develop a management tool for policy makers to support them in managing labour markets in transition with recommendations for policy scenarios. SkillResilience4EU will also map and evaluate educational and training programmes for upskilling and re-skilling and will deliver recommendations and practical resources to support individuals and employers with specific focus on career guidance and development.

To achieve this ambition, the SkillResilience4EU consortium unites higher educational institutions (Western Norway University of Applied Sciences, Utrecht University, London School of Economics, University of Warsaw, University of Natural Resources and Life Sciences in Vienna, University of Crete, North-Western Switzerland University of Applied Sciences) one vocational training institute (BFI), one private training organization (Simplon.co) and a local public authority (Municipality of Plataniás). The partners cover a whole range of expertise: economic geography, innovation studies, regional development, sustainability transitions, qualitative research, institutional research, policy research, labour and behavioural economics, education, arts and design, social inclusion, VET and lifelong learning. Coordinated by Western Norway University of Applied Sciences, the project was launched on 1st January 2025 and will run for 3 years.