

# Skill Resilience — 4EU

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

D7.2 Mid-Term Dissemination, Communication, Stakeholder Engagement and Policy  
Outreach Report

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**Project information**

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| Contact:             | <a href="mailto:SkillResilience4EU@hvl.no">SkillResilience4EU@hvl.no</a>  |
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## Author List

| Institution | First name and Name    | Contact information          |
|-------------|------------------------|------------------------------|
| FHNW        | Nicolaj van der Meulen | nicolaj.vandermeulen@fhnw.ch |
| FHNW        | Silvan Borer           | silvan.borer@fhnw.ch         |
| Haisch      | Tina Haisch            | tina.haisch@fhnw.ch          |

## Glossary

| Term                    | Definition used or meaning in the Acronym project  | Reference or source for the definition if applicable  |
|-------------------------|--|---|
| Basel School of Design  | A design methodology originating from the Basel School of Design, characterised by iterative variation, evaluation and refinement of design solutions. | Müller, L. (Ed.). (2021). <i>The Basel School of Design</i> . Lars Müller Publishers.                                 |
| Corporate Design Manual | A document defining the visual standards and communication guidelines for consistent project communication.  | Wheeler, A. (2017). <i>Designing Brand Identity: An Essential Guide for the Whole Branding Team</i> (5th ed.). Wiley. |
| Research-               | A methodological approach in which knowledge is  | Frayling, C. (1993).  |

|                       |  |   |
|-----------------------|--|---|
| through-Design (RtD)  | generated through iterative design processes, experimentation and evaluation of artefacts.                                       | <p><i>Research in Art and Design</i>. Royal College of Art Research Papers, 1(1).</p> <p>Jonas, W. (2007). “Design Research and its Meaning to the Methodological Development of the Discipline.” In R. Michel (Ed.), <i>Design Research Now</i>. Birkhäuser.</p> |
| Visual Identity       | The coherent system of visual elements, including logo, typography, colours and graphic language, used to represent the project. | Wheeler, A. (2017). <i>Designing Brand Identity: An Essential Guide for the Whole Branding Team</i> (5th ed.). Wiley.   |
| XR (Extended Reality) | An umbrella term covering immersive technologies such as Virtual Reality (VR), Augmented Reality (AR) and Mixed Reality (MR).    | Craig, A. B. (2018). <i>Understanding Augmented Reality: Concepts and Applications</i> . Morgan Kaufmann.   |

## Executive Summary

This deliverable (D7.2 – Interim Report on Dissemination, Exploitation and Communication Activities) provides an overview of the implementation and progress of Work Package 7 (WP7) during the reporting period. The report documents activities related to communication, dissemination, stakeholder engagement, knowledge exchange, policy outreach and the preparation of future exploitation activities, while assessing their contribution to the overall impact objectives of SkillResilience4EU.

Significant progress has been achieved in establishing the project's communication and dissemination infrastructure. Key achievements include the implementation and continuous development of the project website, the establishment of a coherent visual identity and corporate design framework, the development of communication materials and templates, and the successful operation of the project's LinkedIn communication channel. Together, these activities provide a consistent foundation for communication and dissemination activities across the consortium.

The reporting period has also seen substantial progress in stakeholder engagement and dissemination activities. A total of 129 stakeholders have been identified and mapped across local, regional, national and European levels, covering practitioners, policymakers, research organizations, networks and civil society actors. Dissemination activities have focused primarily on scientific exchange and visibility building through participation in international conferences, workshops and specialized events, while first stakeholder-oriented exchanges have already been conducted within the case study regions.

In line with Tasks 7.4 and 7.5, the project has initiated knowledge exchange activities with relevant European projects, networks and stakeholder communities and has begun developing policy-oriented dissemination activities. Preliminary policy recommendations are already emerging from ongoing scientific publications and internal consortium discussions, while preparations for future stakeholder consultations, policy roundtables and the project's final symposium have commenced. The final symposium is currently planned to take place in Paris during the final phase of the project in 2027.

Preparatory activities for the development of the Exploitation Roadmap (Task 7.6) have also been initiated. Early discussions on potential user groups, exploitation pathways and long-term accessibility of project outputs provide an important foundation for the formal exploitation planning process that will be further developed during the second half of the project.

Overall, WP7 implementation is progressing according to plan and remains closely aligned with the objectives defined in the Description of Action. During the next reporting period, activities will increasingly focus on policy engagement, stakeholder consultations, knowledge exchange, dissemination of emerging project results and the preparation of exploitation activities. Innovative communication approaches, including information design, data visualization and XR-supported communication formats, will further support the accessibility, visibility and societal relevance of SkillResilience4EU findings.

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# 1 Introduction and Purpose of the Document

This deliverable (D7.2) provides an interim assessment of the implementation of Work Package 7 (WP7) and the project's Dissemination, Exploitation and Communication Plan (DECP). It documents the communication, dissemination, stakeholder engagement and knowledge exchange activities carried out during the reporting period, while assessing their contribution to the visibility, accessibility and impact of the SkillResilience4EU project.

The report summarises progress made in establishing and maintaining communication channels, dissemination tools and stakeholder engagement mechanisms, including the project website, social media activities, communication materials, events and outreach initiatives. It also reviews stakeholder mapping activities, knowledge exchange with relevant European projects and initiatives, and the initial development of policy-oriented dissemination activities.

In addition, the report highlights key achievements, challenges and lessons learned, provides an overview of dissemination performance against established targets and KPIs, and outlines planned activities for the next project phase. As such, it serves both as a progress report and as a strategic reference for the continued implementation of communication, dissemination, engagement and impact activities throughout the remainder of the project.

## 1.1 Structure of the document

The document is organised into a series of sections that reflect the objectives and activities of Work Package 7 as defined in the Description of Action.

Following this introduction, the report presents the roles, responsibilities and current implementation status of WP7 activities. A brief methodological section outlines the research-through-design approach that informs the development of communication materials and dissemination formats. The report then provides an update on stakeholder mapping activities and presents the current status of stakeholder identification and engagement across the project.

Subsequent sections focus on the implementation of the Dissemination, Exploitation and Communication Plan (DECP), including communication strategies, dissemination activities, stakeholder engagement measures and progress against key performance indicators. Particular attention is given to scientific dissemination, stakeholder-oriented outreach activities and the growing engagement with policy and practitioner communities.

The report further documents activities related to knowledge exchange with other European projects and initiatives, policy outreach activities and the preparation of the project's exploitation roadmap. These sections demonstrate how communication, dissemination and stakeholder engagement activities contribute to the project's long-term impact and sustainability objectives.

The final chapters present the visual identity and communication infrastructure developed within the project, including the website, communication materials, audiovisual formats and social media activities, before concluding with an assessment of progress achieved and priorities for the next reporting period.

## 1.2 Relationship with other deliverables

This document builds upon and extends the first WP7 communication and dissemination report (D7.1), in which the strategic foundations of the Dissemination, Exploitation and Communication Plan (DECP) were established. While the initial report focused primarily on communication objectives, stakeholder groups, dissemination principles and the overall communication strategy, the present report documents the practical implementation of these principles and reports on the development of communication tools, dissemination activities, stakeholder outreach measures and visual communication formats.

WP7 is inherently connected to all other work packages within the SkillResilience4EU project. As the work package responsible for communication, dissemination, stakeholder engagement and exploitation, it serves as an interface between research activities and external audiences. Communication outputs are therefore directly informed by the concepts, data, analyses, case studies and policy insights generated throughout the project. Findings produced in the scientific work packages (WP1-6) provide the content basis for dissemination materials, website content, visualisations, publications, stakeholder engagement activities and communication campaigns.

The activities described in this report therefore should not be viewed as stand-alone communication measures, but as integral components of the overall project structure. By connecting research outputs, dissemination activities, stakeholder engagement and communication measures, WP7 contributes to the visibility, accessibility and long-term impact of the results generated across the entire SkillResilience4EU consortium. Furthermore, the communication infrastructure documented in this report provides a framework for the continued dissemination, exploitation and uptake of project results throughout the remaining project period.

## 2 WP7 Governance, Responsibilities and Implementation Status

Work Package 7 (WP7) focuses on communication, dissemination, stakeholder engagement, policy outreach and exploitation activities throughout the project lifecycle (Months 1–36). The work package is led by FHNW and involves contributions from all consortium partners.

Tina Haisch (FHNW School of Business) coordinates WP7 and ensures alignment between dissemination activities and the scientific work carried out across the project. Together with Nicolaj van der Meulen (FHNW Academy of Art and Design), she oversees the implementation of the Dissemination, Exploitation and Communication Plan (DECP), stakeholder engagement activities and communication measures. Contributions from all partners support dissemination, stakeholder outreach, policy engagement and knowledge exchange activities.

WP7 activities are organised around six interconnected tasks covering the development and implementation of the DECP, stakeholder mapping, communication tools and channels, knowledge exchange with relevant European initiatives, policy outreach activities and the preparation of the project's exploitation roadmap.

Table 1: Current Status of WP7 Tasks

| Task | Description   | Status               |
|------|---|----------------------|
| T7.1 | Dissemination, Exploitation and Communication Plan (DECP) | Ongoing – On Track   |
| T7.2 | Stakeholder Mapping and Engagement                        | Ongoing – On Track   |
| T7.3 | Communication Channels and Tools                          | Ongoing – On Track   |
| T7.4 | Knowledge Exchange with EU Projects and Initiatives       | Initiated – On Track |
| T7.5 | Policy Recommendations and Final Symposium                | Initiated – On Track |
| T7.6 | Exploitation Roadmap Preparation                          | Initiated – On Track |

Overall, WP7 implementation is progressing according to plan. Communication infrastructure and dissemination channels have been successfully established, stakeholder engagement activities are expanding across the case study regions, and preparatory activities for policy outreach and exploitation are underway. During the next reporting period, particular emphasis will be placed on stakeholder consultations, policy engagement activities, knowledge exchange and the dissemination of emerging project results.

### **3 Methodology (research through design)**

The development of communication materials requires continuous collaboration between WP7 and the other work packages. This ensures that emerging results, methodological developments and project milestones are translated into accessible and stakeholder-oriented communication formats while maintaining scientific accuracy and consistency. Feedback generated through dissemination and stakeholder engagement activities further supports the refinement of communication approaches and contributes to the project's broader impact objectives.

The communication and design process follows a research-through-design approach informed by the principles of the Basel School of Design and contemporary design research (Frayling, 1993; Grant, 2016; Zimmerman et al., 2007). Rather than following a linear production process, communication outputs are developed iteratively through the creation, testing and refinement of alternative visual and communicative solutions. Different design variants are evaluated with regard to clarity, accessibility, visual coherence and stakeholder relevance before being further developed.

This iterative process supports evidence-informed decision-making, facilitates interdisciplinary collaboration and ensures that communication materials remain responsive to project developments and stakeholder feedback. As a result, complex research findings can be translated into accessible and meaningful communication formats that support dissemination, stakeholder engagement and knowledge transfer throughout the project lifecycle.

### **4 Stakeholder Mapping**

The stakeholder mapping framework (Fig. 1) established in D7.1 provides the basis for stakeholder engagement activities across the project. Developed collaboratively by the consortium, it identifies relevant stakeholder groups at local, national and European levels and supports dissemination, consultation and outreach activities across all work packages.

A stakeholder tracking database has been implemented to facilitate the systematic identification, management and engagement of stakeholders throughout the project lifecycle.

#### **Stakeholder Mapping Update**

The stakeholder mapping framework established in D7.1 has been continuously updated throughout the reporting period. To date, more than 129 stakeholders have been identified and mapped at local, regional, national and European levels (Table 1), including representatives from public authorities, regional development agencies, labour market organisations, employers, education providers, civil society organisations and research institutions.

The stakeholder database has evolved into an operational tool supporting dissemination, stakeholder engagement and research activities across the project. It enables partners to identify relevant actors for consultations, interviews, workshops, dissemination events and future policy roundtables. In addition, initial exchanges with stakeholders in several case study regions have provided valuable feedback on labour market challenges, skills needs and transformation processes.

The mapping process will continue throughout the project, with a focus on strengthening stakeholder relationships, increasing participation in project activities and supporting the uptake and exploitation of project results.

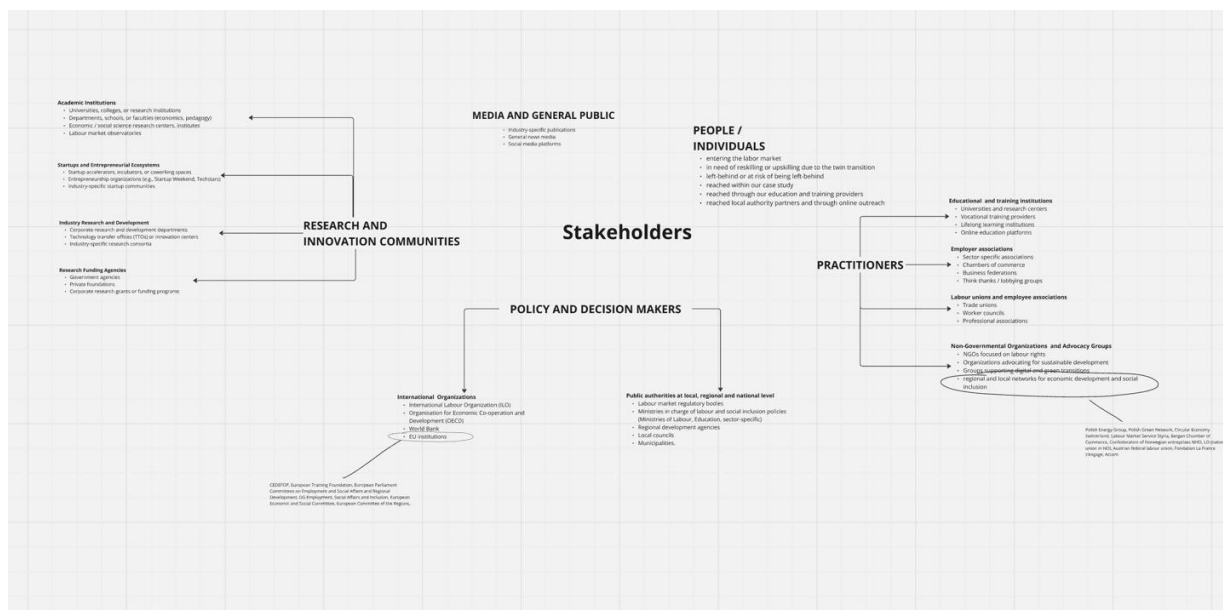


Fig 1: Stakeholder map logic

Table 2: Overview of Stakeholders Identified and Mapped (June 2026)

| Stakeholder Group  | Number Identified |
|--|-------------------|
| Practitioners (companies, sector organisations, regional actors, VET providers, labour market practitioners) | 61                |
| Research and Innovation Communities  | 30                |
| Policy and Decision Makers   | 27                |
| Clusters, Networks and Funding Agencies  | 5                 |
| NGOs and Civil Society Organisations   | 3                 |
| Media and General Public   | 2                 |
| Individuals  | 1                 |
| <b>Total</b>   | <b>129</b>        |

As of June 2026, a total of 129 stakeholders have been identified and mapped across local, regional, national and European levels. The stakeholder database continues to be expanded and refined by consortium partners and serves as a central resource for dissemination, stakeholder engagement, policy outreach and knowledge exchange activities. The majority of stakeholders belong to practitioner communities, reflecting the project’s strong focus on regional labour markets, skills development, vocational education and training, and sectoral transformation processes. Significant progress has also been made in engaging policy actors and research communities, thereby supporting the project’s objective of fostering dialogue between research, policy and practice.

## 5 Communication Strategy and DECP Core Elements

The communication strategy of SkillResilience4EU is designed to ensure that project activities, findings and outcomes are effectively communicated to diverse stakeholder groups throughout the project lifecycle. The strategy follows the principles outlined in the Dissemination, Exploitation and Communication Plan (DECP) and combines targeted stakeholder engagement with clear, accessible and evidence-based communication.

At its core, the strategy aims to translate complex research findings into meaningful insights that can support decision-making, policy development and practical implementation. Communication activities are therefore tailored to the specific needs, interests and communication habits of different audiences, including researchers, policy makers, practitioners, educational institutions, labour market organisations and the wider public. Overall, the strategy consists of four core elements:

### **(i) Targeted, Multichannel Engagement**

We implement a tailored communication approach across diverse formats and channels to effectively reach and engage different stakeholder groups, including research and innovation communities, policy and decision makers, practitioners, individuals, media representatives and the general public. Communication activities are designed according to the specific needs, interests, and media habits of each audience, ensuring that project outcomes are disseminated through trusted and widely used channels. The strategy combines digital and print media with participatory and visual communication formats to maximize reach and engagement. While immersive communication tools will be developed in later project phases, their conceptual integration already forms part of the communication strategy. Extended Reality (XR) is considered a promising means of enhancing accessibility, visualization, and experiential understanding of complex labour market transformations. These tools are intended to complement established communication formats by providing highly illustrative and interactive experiences for diverse audiences.

### **(ii) Translating Research into Actionable Insights**

We prioritize clear, accessible, and context-sensitive communication to translate complex research findings into practical knowledge and actionable insights. The objective is not only to disseminate research results but also to facilitate their application by education providers, employers, policy makers, and other relevant stakeholders. To achieve this, scientific evidence is transformed into concise narratives, policy recommendations, visualizations, toolkits, and other communication formats that support informed decision-making. A key focus is paid to clarity, relevance, and usability, ensuring that research outcomes can be understood and adopted beyond academic contexts.

### **(iii) Raising Awareness and Fostering Inclusion**

Through dynamic storytelling, data visualization, and inclusive outreach activities, the communication strategy seeks to raise awareness of labour market transformation and its implications for different societal groups. Special emphasis is placed on ensuring that regions and communities at risk of being left behind are represented, informed and empowered to participate in shaping resilient futures. Communication activities are designed to encourage dialogue, foster participation, and increase public understanding of emerging challenges and opportunities. By combining evidence-based communication with inclusive engagement practices, the project contributes to a broader societal conversation on skills, employment and future labour market developments.

### **(iv) Consistency, Coherence and Shared Visual Identity**

Effective communication within a large and interdisciplinary research consortium requires a coherent and recognizable visual and communicative framework. To ensure consistency across all dissemination and communication activities, the project has established a shared visual identity based on a common design concept and a concise corporate design (Table 3). This framework provides guidance on the use of typography, color systems, graphic elements, imagery and communication formats, enabling all partners to contribute to a unified aesthetic and communicative vision. The shared visual language strengthens

recognition, credibility and trust among stakeholders, facilitates navigation across different communication channels and reinforces the perception of the project as a coherent research endeavour. Consistency in visual communication also supports the effective translation of complex research outputs by creating continuity across publications, presentations, digital platforms, and future dissemination formats.

### Dissemination, Communication and Stakeholder Engagement KPIs (Status June 2026)

Overall, KPI performance indicates that WP7 implementation is progressing according to plan (Table 3). Communication infrastructure and dissemination channels have been successfully established, while stakeholder engagement and dissemination activities continue to expand. Scientific dissemination targets have largely been achieved or exceeded, reflecting the strong involvement of consortium partners in international conferences and research events. During the next reporting period, emphasis will increasingly shift towards policy outreach, stakeholder consultations, knowledge exchange activities and the preparation of the exploitation roadmap, in line with the objectives defined in the Description of Action.

Table 3: Dissemination, Communication and Stakeholder Engagement KPIs (Status June 2026)

| Area                   | KPI   | Target M18 | Achieved M18                       | Status     |
|------------------------|---|------------|------------------------------------|------------|
| Communication          | Project website established and maintained                        | Yes        | Yes                                | ✅ Achieved |
| Communication          | Website visits  | 2,500      | Website tracking installed         | 🟡 On Track |
| Communication          | Website content updates   | 12         | 6                                  | 🟢 On Track |
| Communication          | LinkedIn followers  | 250        | 294                                | ✅ Exceeded |
| Communication          | LinkedIn impressions  | 10,000     | >3'000/month (without re-postings) | 🟢 On Track |
| Communication          | Communication materials developed (brochures, posters, templates) | 5          | 4                                  | 🟢 On Track |
| Dissemination          | Scientific conferences attended                                   | 5          | 6                                  | ✅ Exceeded |
| Dissemination          | Presentations delivered   | 8          | 6                                  | 🟢 On Track |
| Dissemination          | Dissemination events organised/co-organised                       | 2          | 0                                  | 🟡 Ongoing  |
| Stakeholder Engagement | Stakeholders identified and mapped                                | 150        | 129                                | 🟢 On Track |
| Stakeholder Engagement | Stakeholder interactions and consultations                        | 30         | 15                                 | 🟡 Ongoing  |
| Knowledge Exchange     | Relevant EU projects identified                                   | 10         | 3                                  | 🟢 On Track |

| Area                  | KPI  | Target M18 | Achieved M18           | Status     |
|-----------------------|--|------------|------------------------|------------|
| Knowledge Exchange    | Joint activities with EU projects                                    | 2          | 0                      | ● Planned  |
| Policy Outreach       | Policy-oriented events and roundtables                               | 1          | 0 (Planned 1)          | ● Ongoing  |
| Policy Outreach       | Policy organisations engaged   | 15         | To be reported in D7.3 | ● Ongoing  |
| Impact & Exploitation | Dissemination materials translated into stakeholder-oriented formats | 3          | To be reported in D7.3 | ● On Track |
| Impact & Exploitation | Preparatory activities for exploitation roadmap                      | Initiated  | Initiated              | ✔ Achieved |

## 6 Dissemination Activities and Current Progress

Dissemination activities within SkillResilience4EU are designed to ensure that project knowledge is effectively communicated to scientific, policy and practitioner communities throughout the project lifecycle. In line with the Dissemination, Exploitation and Communication Plan (DECP), dissemination efforts aim not only to increase awareness of project activities and findings but also to stimulate dialogue, facilitate knowledge exchange and support the future uptake of project results. During the current reporting period, dissemination activities have primarily focused on establishing the project's scientific visibility and building relationships with relevant stakeholder groups, while also initiating first exchanges with practitioners and regional actors in the case study regions.

### Overall Dissemination Performance

During the reporting period, consortium partners actively disseminated project-related activities and emerging findings through scientific conferences, workshops, networking events, and stakeholder-oriented communication activities. The current dissemination profile reflects the project's developmental stage, where activities focus on scientific exchange, knowledge sharing, and the establishment of international research networks. The dissemination activities conducted so far have strengthened the visibility of SkillResilience4EU within European debates on regional transformation, labour market resilience, skills development and the twin transition. At the same time, they have contributed to the establishment of relationships with policy makers, practitioners and sectoral stakeholders who will become increasingly important target groups during the later stages of the project.

### Dissemination Performance and Selected Activities

A substantial proportion of dissemination activities were carried out through participation in international conferences and specialised research events (Fig. 2). Particularly important were several contributions presented e.g. at the RSA Annual Conference 2025 in Porto, where also EU- and delegates from international institutions have been present. The events and conferences provided opportunities to communicate the project's objectives, methodological approaches and emerging findings to an international audience of researchers and practitioners. Additional dissemination activities included participation in the RSA Winter Conference, the International Geographic Seminar "Dimitrie Cantemir", the Global Conference on Economic Geography and the Regional Innovation Policies Conference. These events enabled consortium partners to position project findings within broader discussions on regional development, labour market transformation, resilience and innovation policy. The project also expanded

its dissemination activities towards stakeholder-oriented formats. Planned and ongoing activities include engagement with practitioners and policy makers through sector-specific events, thematic workshops and communication initiatives designed to support knowledge transfer beyond academic audiences.

| <b>Dissemination Activity</b>                        | <b>Main Audience</b>                 | <b>Status</b> |
|--|--------------------------------------|---------------|
| RSA Annual Conference 2025 (Porto)                   | Scientific Community                 | Completed     |
| RSA Winter Conference 2025                           | Scientific Community                 | Completed     |
| International Geographic Seminar "Dimitrie Cantemir" | Scientific Community                 | Completed     |
| Global Conference on Economic Geography              | Scientific Community                 | Ongoing       |
| Regional Innovation Policies Conference              | Scientific & Policy Communities      | Completed     |
| EURINT 2026 Special Session                          | Scientific & Stakeholder Communities | Completed     |
| Port of Innovation Event                             | Practitioners & Policy Makers        | Planned       |

Table 4: Selected Dissemination Activities during the Reporting Period (Excerpt from the Dissemination Planning Tool).

### **Dissemination by Target Groups**

Beyond academic dissemination, consortium partners have already initiated targeted exchanges with practitioners and regional stakeholders in several case study regions. Preliminary project findings and regional analyses have been discussed with organisations involved in regional development, labour market governance and skills policies. For example, initial exchanges were conducted with regional development agencies in Styria (Austria), providing valuable feedback on regional transformation processes, labour market challenges and skills resilience. These early interactions contribute to validating emerging findings, strengthening stakeholder engagement and ensuring that future project outputs remain relevant to policy and practice.

It is foreseen to present the project results at the European Week of Regions and Cities in Brussel (13th to 15<sup>th</sup> Oct.). First in depth-exchanges with practitioners have been conducted in the case study regions, e.g. with regional development agency in the Steiermark and an event is planned with companies and organisations in the transportation sector in Switzerland (early October).

### **Knowledge Exchange Activities with other EU projects and initiatives (HVL)**

In line with Task 7.4, SkillResilience4EU has already started strengthening knowledge exchange and collaboration with relevant EU-funded projects, European organisations, networks and initiatives working on skills development, labour market transformation, social inclusion, regional resilience and the twin transition. These activities aim to increase the visibility of project outputs, create synergies with related projects and initiatives, and contribute to a wider European community of practice around skills resilience and labour market transformation. Relevant initiatives identified as reference points for future exchange include European organisations and networks such as Cedefop, ETF and Eurofound, as well as Horizon Europe projects addressing related themes.

During the reporting period, knowledge exchange moved from initial mapping and informal networking towards more concrete joint activities. SkillResilience4EU participated in a clustering activity organised by EU-ALMPO in February 2026, which provided an opportunity to connect with other 6 related projects and identify areas of common interest. In June 2026, SkillResilience4EU also co-organised a one-day event and co-creation policy workshop in Thessaloniki together with FOODMISSION and SPOON, in collaboration with the Municipality of Thessaloniki, a UNESCO City of Gastronomy. This event created a space for dialogue between EU projects, local authorities and stakeholders on the links between skills, regional transformation, food systems, inclusion and sustainable development. In the same month, SkillResilience4EU co-organised a special session at the RSA Annual Conference in Gothenburg together with ISABEL and two Norwegian Research Council funded projects, further supporting scientific and policy exchange on regional resilience, labour market change and the twin transition.

These joint activities have enabled the project to position its emerging findings within broader European debates and to explore complementarities with other initiatives working on skills, labour markets, inclusion, sustainability and regional development. They have also supported the identification of potential partners for future stakeholder consultations, policy roundtables, dissemination activities and joint outputs. Looking ahead, the consortium is preparing a proposal for a workshop at the European Week of Regions and Cities in October 2026, together with three other EU-funded projects. This planned activity will further consolidate collaboration with related initiatives and provide an additional platform for discussing SkillResilience4EU results with European policy, research and practitioner communities. Future T7.4 activities will continue to focus on structured collaboration, joint dissemination, invitations to project events and contributions to shared policy discussions, including the planned joint white paper.

### **Policy Outreach Activities**

In line with Task 7.5, activities related to the development of policy recommendations have already been initiated during the current reporting period. While the project is still in its intermediate phase and many research activities are ongoing, emerging policy implications have already been identified and discussed within the consortium. Preliminary policy recommendations are being developed as part of several scientific publications and working papers, where project findings are translated into reflections on labour market resilience, skills development and regional adaptation to the twin transition.

To support this process, regular exchanges take place between work package leaders and consortium partners to discuss emerging findings, potential policy implications and opportunities for future stakeholder engagement. These discussions help ensure that policy recommendations are grounded in the project's empirical evidence while remaining relevant to the needs of policymakers, practitioners and regional actors. In accordance with the Description of Action, two series of policy roundtables are planned during the second half of the project to discuss, test and refine emerging policy recommendations with relevant stakeholders.

In parallel, preparations have begun for the policy-oriented dissemination activities foreseen in the Description of Action. Future activities will include stakeholder consultations, thematic workshops and policy roundtables designed to present, test and refine the project's recommendations together with relevant stakeholders. These activities will provide opportunities for dialogue between researchers, policymakers and practitioners and contribute to the co-creation of evidence-based policy solutions.

The consortium has also initiated preparations for the project's final symposium, which is currently planned to take place in Paris during the final phase of the project in 2027. The event will serve as a major dissemination and policy engagement activity, bringing together researchers, policymakers, practitioners and other stakeholders to discuss project findings, policy recommendations and future challenges related to skills resilience and labour market transformation. In line with the project's objectives, the symposium will place particular emphasis on the dissemination and discussion of the final policy briefs and recommendations and aims to engage a broad range of external stakeholders from across Europe.

### **Preparation of the Exploitation Roadmap**

Although the formal development of the Exploitation Roadmap will intensify during the second half of the project, preparatory activities under Task 7.6 have already been initiated. In line with the DoA, D7.4 will be led by HVL, with input from all partners, and will set out how SkillResilience4EU results can be used and taken up beyond the project duration and consortium. It will address both individual and joint exploitation plans, including result ownership, IPR considerations and continued accessibility of project outputs.

The work carried out so far in WP7 provides an important foundation for the roadmap. Stakeholder mapping, dissemination activities, communication tools, knowledge exchange with EU projects and policy outreach have helped identify relevant user groups and potential exploitation pathways. These include policy makers, regional development organisations, labour market actors, education and VET providers, employers, researchers and other stakeholder communities. Insights generated through these activities will support the definition of concrete exploitation objectives, responsibilities and sustainability measures.

D7.4 is expected to take the form of a concise strategy document supported by an exploitation map of the main project outputs and Key Exploitable Results. For each result, the roadmap may indicate the target users, intended use, responsible partner(s), ownership and access conditions, exploitation pathway, sustainability needs, risks and uptake indicators. This will help ensure that outputs such as frameworks, datasets, dashboards, tools, policy recommendations, guidelines and educational resources remain accessible, relevant and usable after the end of the project.

The stakeholder mapping process, communication activities and policy outreach efforts undertaken so far provide an important foundation for future exploitation planning. Knowledge gained through these activities will support the identification of suitable exploitation pathways, potential ownership arrangements and opportunities for sustained use of project outputs after project completion.

During the next reporting period, exploitation activities will increasingly focus on defining concrete exploitation objectives, responsibilities and sustainability measures. These efforts will culminate in the development of the Exploitation Roadmap (D7.4), which will outline strategies for the long-term use, accessibility and impact of SkillResilience4EU results beyond the lifetime of the project. Future activities will also address ownership arrangements, accessibility and the long-term sustainability of project outputs.

### **Outlook**

As the project progresses and additional research results become available, dissemination activities will increasingly focus on engaging policy makers, practitioners, regional development actors and other stakeholder groups identified through the stakeholder mapping process. Particular emphasis will be placed on policy-oriented dissemination activities, stakeholder consultations, thematic workshops and participation in high-profile European events, including the European Week of Regions and Cities.

Future dissemination efforts will be supported by the continued development of communication materials, policy briefs, project videos, infographic representations and innovative visualisation approaches, including XR-supported communication formats. These activities will strengthen the accessibility and practical relevance of project findings, support evidence-based policy discussions and contribute to the long-term impact and exploitation of SkillResilience4EU results beyond the project's duration.

### **Risks and Mitigation Measures**

One WP7-level risk materialised during the reporting period: inconsistent use of communication channels. Partner contributions to the website, social media and newsletter have not always been consistent. This risk will be mitigated through the introduction of a communication calendar, a content-template library and a dedicated communication coordination role. These measures are expected to improve consistency and increase online visibility.

Additional risks will be monitored in the next reporting period. One risk concerns low stakeholder engagement in dissemination events and consultation activities. This will be mitigated through personalised communication, targeted LinkedIn and email campaigns, accessible formats such as policy briefs and infographics, and cooperation with multiplier organisations. Another risk concerns limited policy uptake of project outputs in the final phase. WP7 will address this by aligning dissemination with relevant policy windows and organising policy roundtables and targeted briefings.

Further risks concern insufficient cross-project knowledge exchange and the possibility that the exploitation roadmap remains theoretical without follow-up actions. These risks will be addressed by mapping relevant projects through CORDIS, participating in clustering activities and thematic networks, organising an exploitation workshop, and identifying output owners, early adopters and sustainability pathways.

## 7 Visual Identity and Corporate Design Framework

To support coherent communication across the consortium, a concise corporate design framework and accompanying Corporate Design Manual were developed at an early stage of the project. Together, these establish a shared visual language that strengthens recognition, consistency and credibility across all dissemination and communication activities. Rather than prescribing fixed layouts, the framework provides a flexible system that enables project partners to communicate diverse content while maintaining a unified visual identity. Further details of the Corporate Design Manual and its implementation are provided in the subsequent section of this report.

The visual concept reflects the core themes of SkillResilience4EU: adaptation, resilience, transformation and collaboration. Central to the identity is a dynamic horizontal bar element that symbolises progression, learning pathways and continuous development. Like a progress indicator, the element communicates movement towards future skills and resilience while visually connecting different communication formats and media.

The colour palette combines a deep blue, representing trust, stability and digital transformation, with a vibrant green, symbolising growth, sustainability and the ecological transition. Together, these colours reflect the project's focus on the interconnected challenges and opportunities of labour market transformation. Typography follows a clean and contemporary sans-serif approach, supporting readability, accessibility and professional communication across digital and printed applications.

The visual identity is applied consistently across project deliverables, presentations, publications, social media channels and the project website. Priority is given to clarity, structured layouts and the use of whitespace, ensuring that complex research findings can be communicated in an accessible and engaging manner. The framework also provides a foundation for future immersive communication formats, including XR-based applications, thereby ensuring continuity across both established and emerging communication environments.

By establishing a shared visual framework and providing practical guidance through the Corporate Design Manual, the project strengthens its public visibility, facilitates navigation across communication channels and reinforces the perception of SkillResilience4EU as a coherent European research initiative.

## 8 Tools and channels

The successful dissemination of project activities and results requires a coherent ecosystem of communication tools and channels that address the diverse needs of stakeholders throughout the project lifecycle. In line with the dissemination, Exploitation and Communication Plan (DECP), SkillResilience4EU combines visual identity elements, digital platforms, print materials, audiovisual formats and social media channels to ensure broad visibility, accessibility and engagement.

The selection and development of communication tools follow the project's research-through-design approach and are guided by the principles of clarity, consistency, accessibility and stakeholder relevance. Particular emphasis is placed on translating complex research findings into formats that can be understood and utilised by researchers, policy makers, practitioners, educational institutions and the wider public.

The following sections provide an overview of the communication tools and channels developed or currently being implemented within the project. Together, these elements form an integrated communication infrastructure that supports knowledge transfer, stakeholder engagement and the dissemination of project outcomes across multiple contexts and audiences.

## 9 Logo Redesign

As part of the development of the project's visual identity, the original SkillResilience4EU logo was redesigned to improve clarity, flexibility, and consistency across communication channels. The redesign aimed to simplify the visual structure while strengthening the conceptual relationship between the project title and its visual representation (see Table 2).

A key objective was to create a logo that could be applied easily and consistently across a wide range of media and formats. The revised logo therefore adopts a monochrome approach, allowing it to function effectively on changing backgrounds, in digital and print environments, and across different sizes and applications. Color variations have been developed for specific use cases while maintaining a consistent visual appearance and recognizable identity.

The typography was aligned with the project's corporate typeface to ensure coherence within the overall visual identity system. Particular attention was paid to the rhythm and visual balance of the wordmark. The horizontal line functions both as a graphic connector and as a visual pause, emphasising the “4EU” component and creating a distinctive reading rhythm within the logo. This subtle interruption reflects the project's focus on transition, transformation and movement between different states.

In contrast to the original version, the terms “Skill” and “Resilience” are now treated as equal visual components. This adjustment creates a more balanced composition and aligns the semantic meaning of the project title more closely with its visual expression. By giving equal emphasis to both concepts, the logo better reflects the project's central concern with the relationship between skills development and resilience in the context of societal and labour market transformation.

The result is a cleaner, more adaptable and conceptually coherent visual mark that supports the project's communication objectives and strengthens recognition across all dissemination and engagement activities.

### 9.1 Website Development and Current Implementation

The SkillResilience4EU website was developed according to the planned website architecture and serves as the project's central communication and dissemination platform. The website is continuously expanded and refined as new project results, activities and partner contributions become available. Ongoing updates ensure that the platform remains relevant, informative, and responsive to the evolving needs of the project and its stakeholders.

The website reflects the core values of the SkillResilience4EU brand identity: clarity, collaboration, resilience and transformation (Table 4). Particular emphasis was placed on creating a clean, intuitive and accessible user experience that enables visitors to navigate complex project information efficiently.

A central visual element of the website is the Key Visual (Table 1), which is derived from a simplified and further developed fragment of the European map. The animated turquoise line incorporated into this graphic element symbolises movement, transition and transformation, thereby visually representing one of the project's central themes: the ongoing transition of labour markets, skills and societal structures. The animation introduces a dynamic component that reinforces the project's forward-looking perspective and communicates resilience as a continuous process of adaptation and change.

The website structure follows the sitemap developed during the initial design phase. The main navigation is organized around the categories General Work Packages, Cases, Partners, and Activities. This structure allows users to access both project-wide information and more specialised content in a clear and logical manner.

The Partners section includes an interactive map displaying all participating institutions across Europe. This feature highlights the transnational character of the consortium and provides visitors with an intuitive overview of the project's geographical scope and collaborative network.

The Activities section is directly connected to the project's LinkedIn presence through an integrated social media feed. Content published on LinkedIn is automatically transferred to the website, ensuring that project news, events and dissemination activities remain up to date while reducing duplication of communication efforts across platforms.

Together, the visual identity, information architecture and integrated communication features establish the website as the central digital hub of the project, supporting communication, stakeholder engagement and the dissemination of project results throughout the project lifecycle.

## **9.2 Presentation Template**

A standardized PowerPoint presentation template was developed to support consistent communication and dissemination activities across the consortium (Table 5). The template was designed in accordance with both Horizon Europe communication requirements and the visual identity of the SkillResilience4EU project, ensuring compliance with funding regulations while maintaining a coherent and recognisable project appearance.

The template incorporates the project's corporate design elements, including typography, colour palette, graphic components and logo placement. Particular attention was paid to clarity, readability and the effective presentation of complex research content in a visually accessible format. By providing a structured and consistent layout, the template facilitates the communication of project findings across a wide range of dissemination and stakeholder engagement activities.

The presentation template has been made available to all consortium partners through the project's shared communication infrastructure and is intended to serve as the standard format for project-related presentations, workshops, conferences, stakeholder meetings and dissemination activities. Its consistent use supports a coherent visual identity across the consortium, strengthens project recognition and reinforces the common identity of the partnership across different communication contexts.

## **9.3 Print Media and Visual Communication Materials**

To complement the project's digital communication activities, a series of print and downloadable communication materials has been developed. These materials are designed to increase the visibility of the project, support dissemination activities and provide stakeholders with accessible entry points to the project's objectives, activities and results.

A general project brochure is currently being developed as a concise introduction to SkillResilience4EU. The brochure reflects the core content and structure of the project website while presenting key information in a compact and accessible format. It provides an overview of the project's objectives, work packages, consortium structure, case studies, and expected impacts. The brochure is intended primarily for stakeholders, policy makers, practitioners and decision makers and will be made available both in digital format for download and in print for selected dissemination events and meetings.

In parallel, a series of thematic posters is being developed to communicate the central ideas and activities of the individual work packages (Table 7). The poster series translates complex research topics into visually engaging and easily understandable formats, making project activities more accessible to broader audiences. The posters are designed for use at conferences, workshops, stakeholder events and public engagement activities, where they support dialogue and facilitate knowledge transfer beyond academic contexts.

An additional communication tool is the infographic illustrating the organisational structure of the project. This visual representation provides a clear overview of the consortium, the relationships between work packages and the overall project governance structure. By simplifying complex organisational information, the infographic facilitates internal communication among project partners and supports external audiences in understanding the collaborative and interdisciplinary nature of the project. It serves as a reference tool across presentations, publications, the website and other dissemination materials.

Together, these print and visual communication materials contribute to the project's objective of translating complex research activities into accessible, coherent and stakeholder-oriented communication formats.

## 9.4 Project Video

As part of the project's communication and dissemination strategy, a series of audiovisual communication materials is being developed to make the objectives, activities and emerging results of SkillResilience4EU accessible to a broader audience (Table 8). The central idea of the video production is to communicate the project's core themes through a compelling visual narrative that combines research insights with concrete regional contexts and lived experiences. The island of Crete, which served as the venue for the fourth SkillResilience4EU project meeting in June 2026, was selected as the primary filming location. The island provide a tangible setting in which questions of labour market transformation, skills development and resilience can be illustrated through real-world examples. The material is currently in post-production and editing. Publication of the first video outputs is planned for the end of August 2026. The completed videos will support dissemination, stakeholder engagement, and public communication activities throughout the remaining project period.

The video concept is structured around two complementary formats. A short trailer of approximately 30 seconds is designed to communicate the project's central challenges and objectives in a concise and engaging format suitable for social media and outreach activities. In addition, a longer project video introduces the individual work packages and situates their activities within concrete societal, regional, and economic contexts.

The conceptual framework for the video was developed in advance and places particular emphasis on the twin transition, highlighting the interconnected impacts of digitalisation and ecological transformation on European labour markets. At the same time, the narrative introduces the contributions of the individual work packages, illustrating how different strands of research contribute to a shared understanding of resilience, skills development and regional adaptation. The concept follows a storytelling approach that combines project coordination, research perspectives, case studies and stakeholder viewpoints, thereby translating complex research activities into an accessible and engaging visual format.

## 9.5 Social Media Strategy and Platform Adaption

Social media plays an important role in the project's communication and dissemination strategy by supporting stakeholder engagement, visibility and the timely dissemination of project activities and results. During the proposal phase, communication activities were initially planned across multiple social media platforms, including LinkedIn, Instagram and Facebook, to address different target groups and maximize outreach.

Following the communication policies of the coordinating institution, the Western Norway University of Applied Sciences (HVL), only the official LinkedIn account maintained by HVL can be used as the project's primary social media channel. Therefore, the originally envisaged Instagram and Facebook activities cannot be implemented as initially planned.

This adjustment requires a partial revision of the projected social media reach and engagement estimates outlined in the original communication plan. At the same time, LinkedIn remains highly relevant for the project's key stakeholder groups, including researchers, policy makers, educational institutions, labor market organizations and practitioners. The platform therefore continues to provide an effective channel for the dissemination of project news, publications, events and stakeholder-oriented communication.

To maximize visibility and engagement, LinkedIn content is integrated into the project website through an automated feed, ensuring consistency across communication channels and reducing duplication of communication efforts. The dissemination strategy will continue to monitor social media performance and adapt communication activities where necessary to ensure effective stakeholder outreach despite the reduced number of official social media channels.

Current performance indicators demonstrate a stable and continuously growing presence on LinkedIn. During the reporting period, the project page reached 294 followers and recorded an average of around 45 page views and 21 unique visitors per month. The page continues to grow steadily, gaining approximately seven new followers per month. Particularly strong engagement was observed for posts related to project meetings, workshops and dissemination events. Among the most successful posts were updates from the Utrecht and London project workshops, which generated more than 1,700 and 2,600 impressions respectively and achieved high levels of interaction through clicks, reactions and reposts. These results demonstrate the effectiveness of event-based communication and project storytelling for stakeholder engagement.

In addition to the official project channel, consortium members actively contribute to dissemination through their personal professional networks. Individual LinkedIn and Facebook posts by project participants further extend the visibility of project activities and support outreach beyond the audience reached through the official project account. This distributed communication approach significantly contributes to the overall dissemination ecosystem of the project.

While the reduction from three planned social media platforms to a single official channel affects the overall dissemination ecosystem, the project benefits from a more focused communication strategy and from the professional networking environment provided by LinkedIn, which aligns particularly well with the project's primary stakeholder groups and dissemination objectives. Overall, current social media performance indicates a solid foundation for future growth and provides an effective mechanism for communicating project activities, results and stakeholder engagement opportunities throughout the project lifecycle.

## **10 Conclusion and Outlook**

This deliverable has provided an interim assessment of the implementation of Work Package 7 and the project's Dissemination, Exploitation and Communication Plan (DECP). It has documented the communication, dissemination, stakeholder engagement and knowledge exchange activities undertaken during the reporting period, while evaluating their contribution to the visibility, accessibility and impact of the SkillResilience4EU project

Overall, WP7 activities have progressed successfully and are largely in line with the objectives defined in the Description of Action. Core communication infrastructures, including the project website, social media channels and dissemination tools, have been established and maintained, while stakeholder engagement activities and dissemination efforts have contributed to increasing awareness of the project among academic, policy and practitioner communities. The stakeholder mapping process has been continuously updated and expanded, supporting targeted outreach and engagement activities across different stakeholder groups. In addition, initial knowledge exchange activities with relevant European projects and initiatives have strengthened the project's external visibility and collaborative potential.

The reporting period has also provided valuable insights into stakeholder engagement patterns, communication performance and dissemination effectiveness. Where challenges have emerged, appropriate mitigation measures have been implemented, allowing the project to adapt its communication and dissemination strategy while maintaining progress towards its key performance indicators and impact objectives.

Looking ahead, WP7 activities will increasingly focus on maximising the visibility, uptake and long-term impact of project results. Particular emphasis will be placed on the dissemination of emerging findings, the development of policy-oriented outputs, the organisation of stakeholder consultations and policy roundtables, and the preparation of the final symposium. In parallel, communication activities will further explore innovative approaches to knowledge transfer through information design, data visualisation and immersive technologies, including Extended Reality (XR) applications, to make complex research findings more accessible and actionable for diverse audiences.

Through these activities, SkillResilience4EU will continue to strengthen its contribution to evidence-based policymaking, stakeholder engagement and knowledge exchange, while laying the foundations for the sustainable exploitation and use of project results beyond the project's lifetime.

Overall, the activities reported in D7.2 demonstrate substantial progress across Tasks 7.1–7.6 and provide a solid foundation for the successful completion of WP7 objectives during the remaining project period.

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## 12 List of Visual Tables

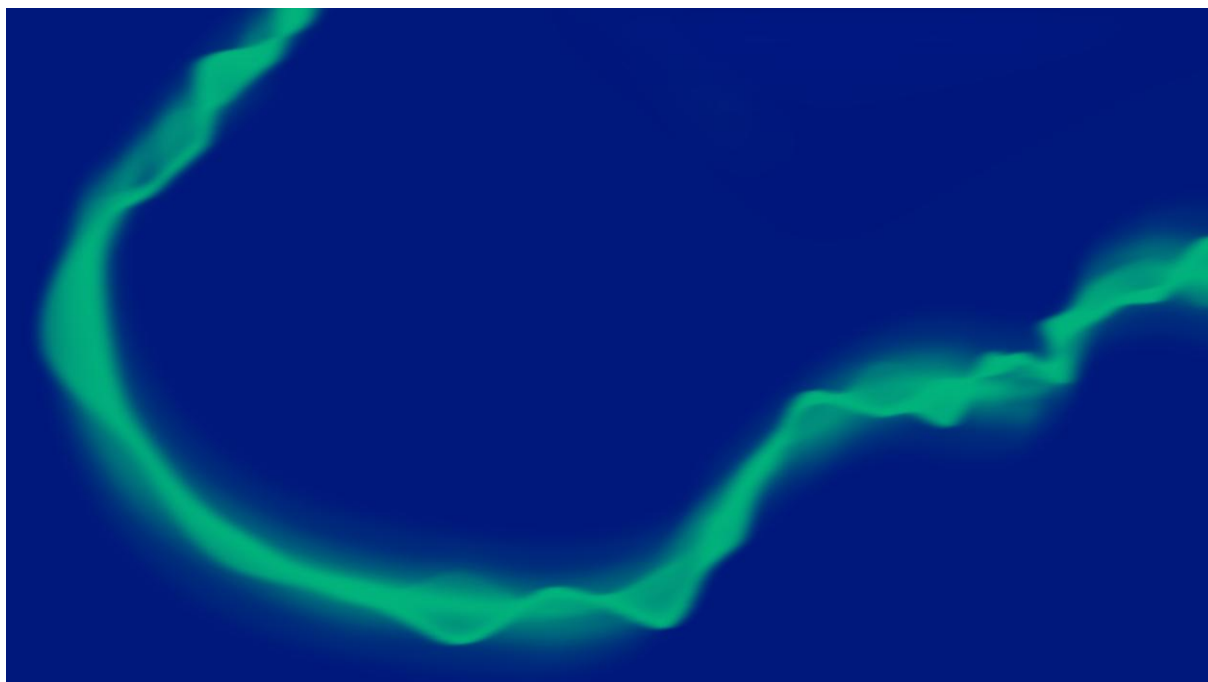


Table 5 : Key Visual.



Table 6: Logo, with different color options .



Table 7: Excerpt from the Brand Manual.

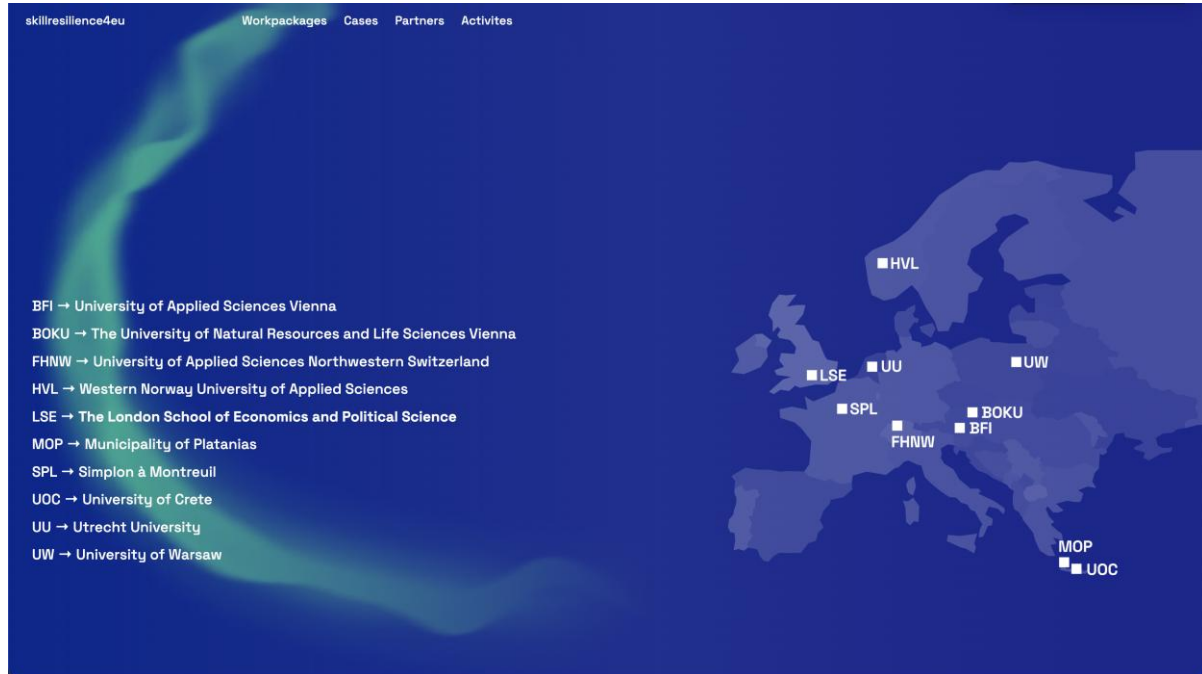


Table 8 : Website example, subsection Partners.

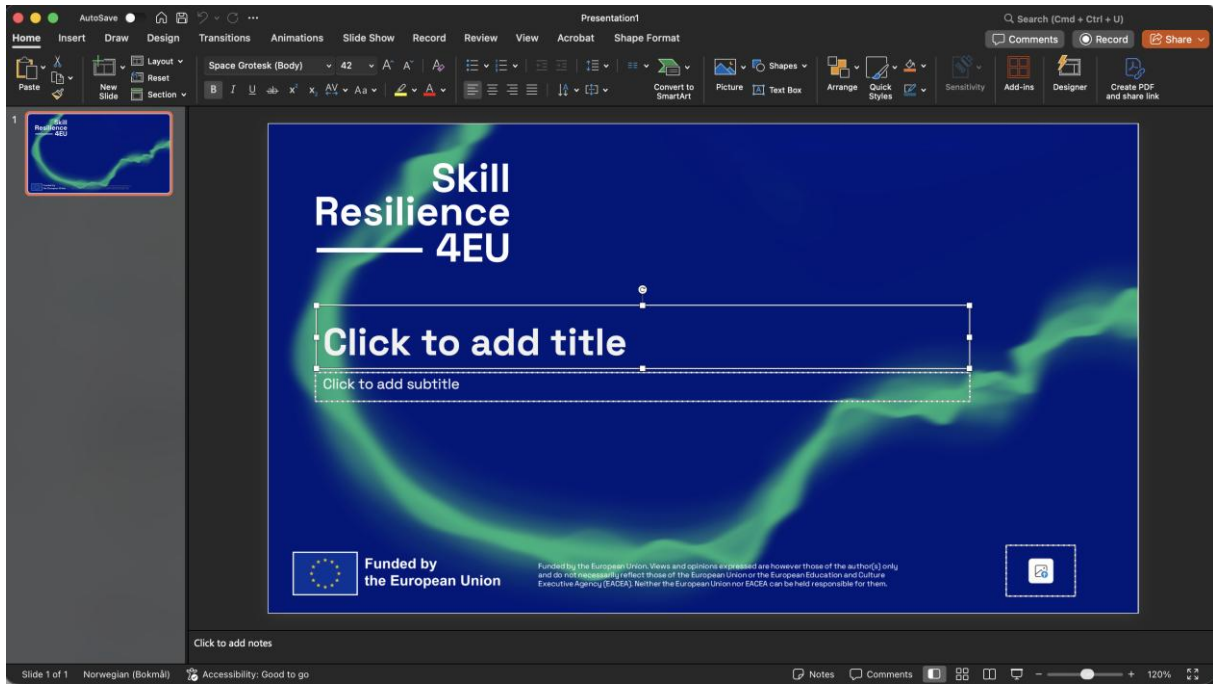


Table 9: ppt template, redesign.

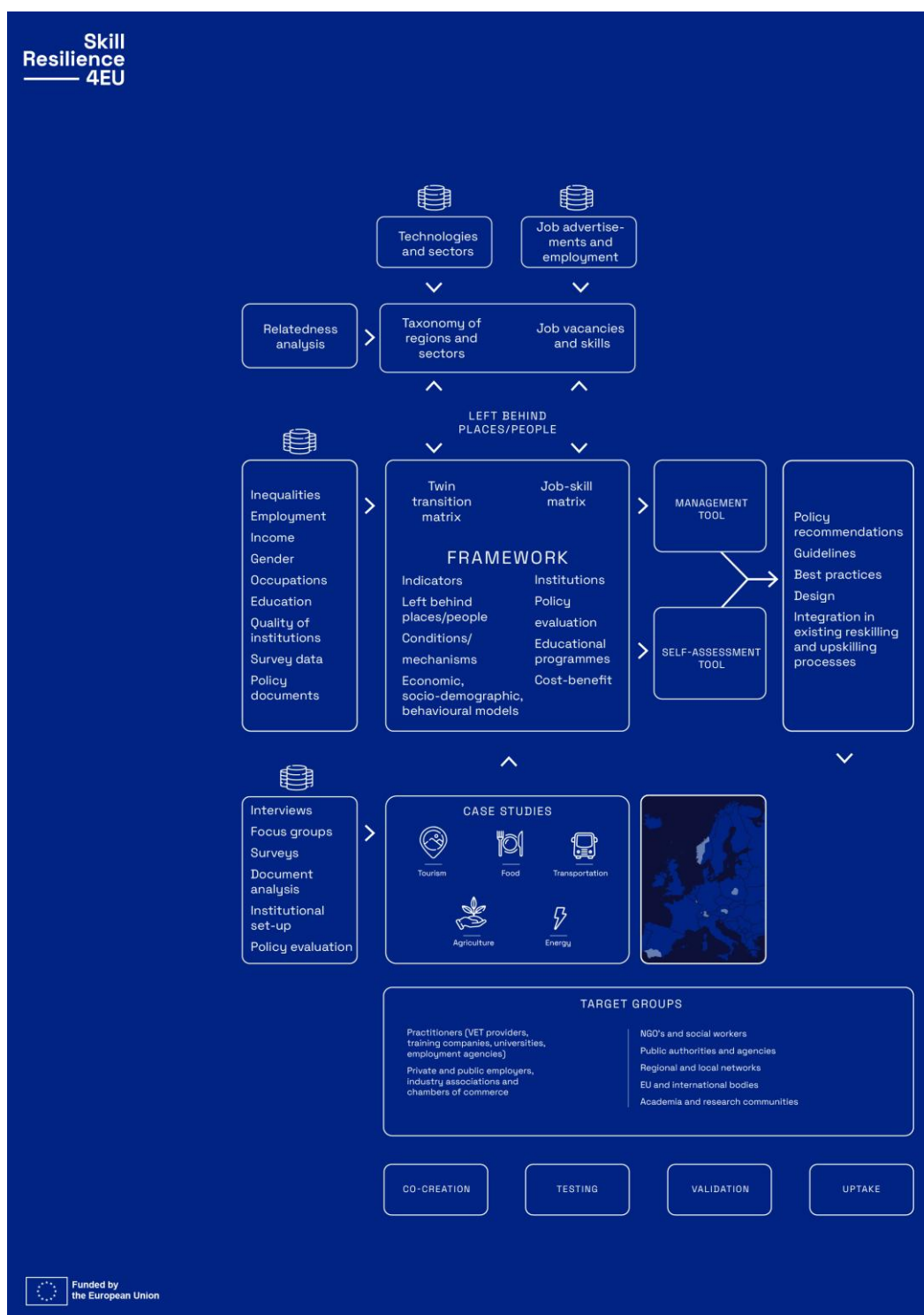


Table 10: Infographic: Project Structure.



Table 11: Poster Template.



Table 12: Behind the scenes: Footage with research participants in Crete, during a visit to the Botanical Garden.

## Annex 2: The Consortium

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

## **Annex 3: 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 Platania). 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 1<sup>st</sup> January 2025 and will run for 3 years.