



FUTURE PROOF EFFICIENT AND SUSTAINABLE DEPLOYMENT OF ZEWT

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ABSTRACT

This deliverable presents the updated Project Dissemination and Communication Plan, reviewing the activities implemented, the metrics achieved, and the roadmap for the next project period. It assesses progress against the established KPIs, and identifies strategic enhancements to further strengthen outreach, stakeholder engagement, and project visibility. It also outlines forthcoming activities designed to increase the impact and uptake of TRUSTEE's results.



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LIST OF ACRONYMS

CESNI	European Committee for drawing up Standards in the field of Inland Navigation
CMS	Content Management System
CSA	Coordination and Support Action
ESSF	European Sustainable Shipping Forum
EU	European Union
IPR	Intellectual Property Rights
KPI	Key Performance Indicators
MOOC	Massive Open Online Courses
PDP	Project Dissemination and Communication Plan
SF	Stakeholder Forum
ZEWT	Zero-Emission Waterborne Transport

1. INTRODUCTION

The Project Dissemination and Communication Plan Intermediate Revision updates the strategy adopted to communicate, disseminate, and support the exploitation of TRUSTEE's activities, results, and key messages. It assesses the implementation of the measures established in the initial plan, describes the progress achieved against the relevant indicators, and provides an updated roadmap for the next project period.

Communication, dissemination, and exploitation are fundamental pillars for achieving meaningful and sustainable impact. They play a critical role in ensuring that project outcomes do not remain confined to internal circles but reach a wider ecosystem of stakeholders and identified target groups, while fostering industrial exploitation of surveyed technologies, systems and concepts. By raising awareness, fostering dialogue, and promoting uptake, these actions contribute to the visibility and credibility of the project and support its alignment with the overall EU water transport policy.

The Project Dissemination and Communication Plan (PDP) defines the strategy to ensure that TRUSTEE's results, activities, and key messages are effectively communicated, disseminated, and exploited across multifaceted stakeholder groups and carefully identified target audiences. Within the TRUSTEE framework, the PDP serves as a guiding document to support all partners in the timely execution of communication and dissemination activities, while also embedding a capitalization strategy aimed at fostering the industrial exploitation of the surveyed technologies, systems, and concepts enabled by TRUSTEE's outcomes. Each project partner contributes to the implementation of the PDP according to specific roles and responsibilities, capitalising on institutional strengths and networks. It also facilitates synergies with other Work Packages, particularly those responsible for stakeholder engagement (WP3) and policy recommendations (WP4), ensuring consistent messaging and mutual reinforcement.

At M18, the communication and dissemination framework is well established and provides a solid basis for the project's next phase. The monitoring of quantitative and qualitative indicators offers useful insights for refining the approach and further strengthening the reach and impact of future activities. As a dynamic framework, the plan will continue to be monitored and adapted in response to project progress, stakeholder feedback, and emerging communication and dissemination opportunities. The Final Dissemination and Communication Report at M36 (D5.5) will consolidate and assess the activities implemented throughout the project lifecycle.

The present update distinguishes among dissemination, communication, and exploitation measures. It confirms the continued validity of that framework and reports on its implementation, integrates the latest available monitoring evidence, reflects on the results achieved, identifies opportunities for further enhancement and aligns the roadmap with the more stakeholder-oriented phase of the project. Furthermore, it identifies opportunities for strategic enhancement and presents the roadmap for M19–M36.

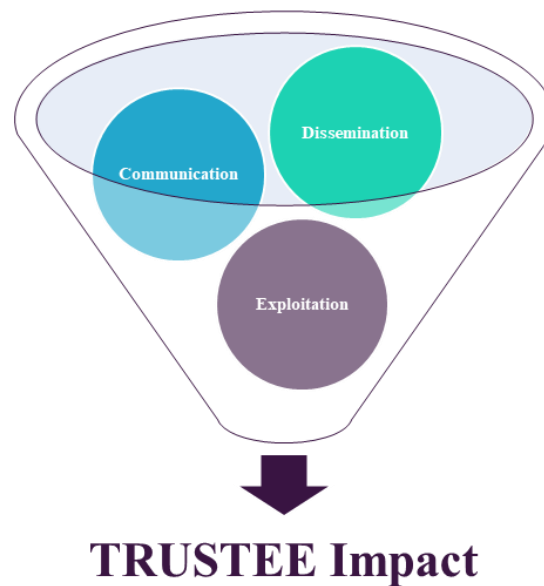


Figure 1, TRUSTEE means to assure the maximization of project impact

1.1. Objectives of the PDP

At M18, the objectives established in the initial PDP (D5.1) remain valid. The PDP outlines a coherent framework to promote awareness, understanding, and engagement across societal, environmental, technological, educational, transport and mobility, and scientific domains. TRUSTEE has been designed to generate knowledge and tools that will steer and support the entire waterborne transport ecosystem in making evidence-based and transparent decisions. In doing so, it contributes to the harmonised and coordinated development of technologies, services, business models, and regulatory frameworks in line with major EU policy priorities, including the Fit for 55 Package, the European Green Deal, the Sustainable and Smart Mobility Strategy, and the Strategic Research and Innovation Agenda for the Partnership on ZEWT 2024.

FORMARE, with the support of all partners, is responsible for the implementation of the PDP and is in charge of carrying out all web-related communication activities. All partners are actively involved and continuously engaged in communication, dissemination, and exploitation activities throughout the project. To facilitate this process and ensure consistent monitoring and reporting, a dedicated Dissemination Log has been developed as a practical tool to collect inputs from all partners. This log serves as a centralized repository for tracking dissemination and communication efforts across the consortium. Partners are required to regularly update the tool with information regarding upcoming and attended events, scientific publications, media engagement, and any other relevant communication or dissemination actions. The Dissemination Log not only promotes coordination and transparency but also plays a key role in supporting the monitoring of Key Performance Indicators (KPIs) defined in the PDP. It enables the project management team to assess the

progress towards strategic objectives, measure the impact of outreach efforts, and identify areas where additional actions may be required. The data gathered will contribute to ongoing reporting activities and feed into the final Dissemination and Communication Report, ensuring that all activities are effectively documented and aligned with TRUSTEE's overarching goals.

During the first project period, TRUSTEE established its visual identity and communication channels, increased project visibility, and initiated engagement with relevant scientific, technical, institutional, and stakeholder communities. As evidenced in the updated roadmap, during M19–M36, communication and dissemination activities will increasingly focus on public project results, direct stakeholder participation, scientific and technical dissemination, and the future uptake of TRUSTEE's outcomes. Webinars, Stakeholder Forum workshops, conferences, publications, and partner networks will support this transition from general awareness-building towards targeted engagement and knowledge exchange.

1.2. Target Audience

As part of the TRUSTEE project's strategic approach to stakeholder engagement and impact maximization, a set of key target groups has been identified. Their involvement is considered essential to ensure the relevance, uptake, and long-term sustainability of the project outcomes. The target groups identified in D5.1 are confirmed.

Industry	Shipbuilders, maintenance, repair, retrofitting, equipment suppliers
	Port infrastructure providers; powering, energy and fuels ground infrastructures; fuel provider
	Technology developers, system component and technology providers, digital services providers
	Shipowners, Ship operators, logistics services providers
Policy and rule making	Standard, certification and licensing of technologies and personnel
	Public authorities relevant in water transport safety, security, environment
	Public authorities acting in transport planning, infrastructures and financing
Civil society organizations	Citizens and consumers rights
	Environment protection
	Workers in waterborne transport sector
Research institutions	In all the above mentioned fields

Table 1, Target Groups identified in D5.1

The available LinkedIn audience data show alignment with these groups. The most represented sectors include higher education, research services, maritime transport, shipbuilding, logistics, business services and public administration. Relevant professional functions include business development, operations, engineering, research, education and project management.

The next phase will further broaden direct engagement with industrial actors, public authorities, workforce and training stakeholders through the online webinars, as well as the stakeholder forum workshops and targeted dissemination of project results.

2. PROJECT DISSEMINATION MEASURES

2.1. *Dissemination Objectives*

As established in D5.1, dissemination activities aim to share TRUSTEE's scientific, methodological and technical results with specialised audiences, maximise the expected impact, strengthen alignment with relevant European initiatives, support clustering and promote the open and accessible circulation of knowledge. These objectives remain unchanged.

Specifically, the overarching goals of the dissemination and exploitation activities are as follows:

- **Maximise the achievement of the expected impact**, by targeting a wide and cross-cutting range of stakeholders identified by the Consortium.
- **Inform, engage and harmonise with relevant EU communities and institutional platforms**, with reference to the ZEWT Partnership, the Waterborne Technology Platform, all Interested European Commissions' DGs, European Sustainable Shipping Forum (ESSF), the Sustainable Blue Economy Partnership, the European Committee for drawing up Standards in the field of Inland Navigation (CESNI), the European Committee for Standardization (CEN), the European Committee for Electrotechnical Standardization (CENELEC), and the International Organization for Standardization (ISO), particularly the relevant technical committees. This ensures alignment with EU and international policy and regulatory developments in the field of zero-emission waterborne transport (ZEWT).
- **Foster trust and a positive perception of the ZEWT transition** among non-industrial stakeholders, including **civil society organisations** and **local authorities**.
- **Promote cross-project learning and collaboration**, by sharing TRUSTEE's methodology and scientific insights with other relevant research and innovation initiatives, facilitating knowledge transfer, cross-fertilisation within the EU research ecosystem, with existing EU projects, and practitioners.

2.2. Dissemination Actions

To ensure the successful implementation of the dissemination strategy and to track the effectiveness of outreach efforts, TRUSTEE has defined a structured set of dissemination actions accompanied by specific KPIs.

At M18, the dissemination framework is operational, and the first activities have already contributed to positioning TRUSTEE within relevant scientific, technical, and European networks. As the availability of project results progressively increases, dissemination activities will move from the initial presentation of the project and its objectives towards the targeted sharing, discussion, and validation of its findings, methodologies, and recommendations.

The following table presents a summary of the KPIs achieved by M18, while also considering relevant activities conducted shortly after the formal reporting cut-off where these provide useful evidence of the project's ongoing dissemination trajectory. Activities scheduled for the next period are indicated as planned or forthcoming, reflecting their expected timing within the project lifecycle. Major details for each activity are presented in the following sections.

ACTIVITY	TARGET AUDIENCE	OBJECTIVE	HIGH LEVEL METRICS	STATUS AT M18
Participation in and promotion of clustering events	Technical and scientific communities involved in ZEWT initiatives	Present project achievements to the relevant ZEWT European networks and interest groups	Presentation of the project in at least 4 events	In progress (3 clustering events attended)
Scientific Publications	Scientific community engaged initiatives	Share project results with the scientific community	Publication of 7 open access articles in peer-reviewed journals	Planned in line with project maturity.
Technical and scientific papers	Scientific Community; Researchers and technical experts; Scientific conferences audience	Share project results with the scientific and technical community.	4 papers/posters presented at technical/scientific conferences	In progress. (1 poster presented at scientific conference)
Outreach final event	All listed stakeholders and SF members	Spread project results to the wide community of water transport stakeholders	1-day outreach and cross fertilization event (at least 50 participants)	Scheduled for the final project phase.

Stakeholder Forum (SF)	Stakeholders' Forum	Collect stakeholder data and gather feedback on workflow implementation.	4 thematic workshops with SF groups for data gathering	Preparatory engagement completed; workshops forthcoming.
Workshops (managed by WP3 in cooperation with WP2, 4, 5)	members and TRUSTEE Consortium	Validate results and workflow through engagement directly involving stakeholders and external representatives.	1 extended harmonization workshop 2 workshops for recommendations validation	

Table 2, Updated Dissemination Activities & KPIs.

The status reported at M18 reflects the sequencing of TRUSTEE's dissemination activities. During the initial project phase, emphasis was placed on establishing relevant networks, presenting the project in relevant context, and creating the foundations for scientific and stakeholder-oriented dissemination. The next period will benefit from the increasing availability of project findings and from activities involving stakeholders more directly, enabling further progress towards the dissemination targets and strengthening the scientific, technical, and societal impact of the project.

Participation in and promotion of clustering events

TRUSTEE recognizes the strategic value of clustering events as key opportunities to build synergies, foster cooperation, and maximize the mutual exploitation of results among complementary initiatives. Through the active engagement of all partners involved in relevant national and EU projects, TRUSTEE Consortium is participating and promoting clustering events aimed at contributing to and benefits from a dynamic knowledge ecosystem aligned with objectives of the ZEWT Partnership. These events serve not only to disseminate TRUSTEE's achievements and insights, but also to integrate its outcomes into broader European dialogues, promote cross-fertilization, strengthen its impact, and remain responsive to emerging collaboration opportunities or requests from the grant managing authority. In doing so, TRUSTEE ensures alignment with the latest developments and supports a coherent, collective advancement of ZEWT technologies and policies. The list of relevant EU funded Projects envisaged in D5.1 has been integrated and can be found in the following table. This list is intended to be indicative, and not exhaustive.

RELEVANT EU FUNDED PROJECTS
AENEAS – innovAtive ENERgy storage systems onboArd vesselS - HORIZON – Grant Agreement-101095902
FLEXSHIP - Flexible and modular large battery systems for safe on-board integration and operation of electric power, demonstrated in multiple type of ships – HORIZON - 101095863
OVERHEAT - Innovative Strategies for Containership Fires Prevention and Management – Horizon - 101076633

RELEVANT EU FUNDED PROJECTS

UnderSec - Underwater Security – HORIZON – Grant Agreement-101121288

MariSynFuel project started in January 2023 funded under ‘Development of renewable fuels’ programme from the Federal Ministry for Digital and Transport (BMDV).

North Sea Hydrogen Valley Ports EU funds under the INTERREG North Sea programme and aims to establish ports as central hubs for green hydrogen (H2) and Power-to-X (PtX) fuels such as methanol and ammonia.

ReNEW - Resilience-centric Smart, Green, Networked EU Inland Waterways – HORIZON – Grant Agreement-101069682

ResC4EU - Resilient Supply Chains for Europe – HORIZON – Grant Agreement-101137643

SEAMLESS - Safe, Efficient and Autonomous: Multimodal Library of European Shortsea and inland Solutions – HORIZON – Grant Agreement-101096923

IW-NET - Innovation driven Collaborative European Inland Waterways Transport Network - H2020 – Grant Agreement-861377

BlueBARGE - Blue Bunkering of Anchored ships with Renewable Generated Electricity – HORIZON – Grant Agreement-101138694

DT4GS - Open collaboration and open Digital Twin infrastructure for Green Smart Shipping – HORIZON – Grant Agreement-101056799

HYPOBATT - Hyper powered vessel battery charging system – HORIZON – Grant Agreement-101056853

ASTING - Let's Go For Waterborne Transport Research - Broadening Engagement And Increasing Impact - H2020 – Grant Agreement-101006923

NEMO - Noise and Emissions Monitoring and radical mitigation - H2020 – Grant Agreement 860441

POSEIDON - Propulsion Of Ships with E-Methanol In favour of the Decarbonisation Of Naval transport – HORIZON – Grant Agreement-101117616

WE-TRANSFORM - Workforce Europe - Transformation Agenda For Transport Automation – H2020 – Grant Agreement

CALLMEBLUE – Cluster ALLiance MEd BLUE – EMFAF – Grant Agreement-101124967

SKILLSEA – Futureproof Skills for the Maritime Transport Sector – EPLUS – Grant Agreement-400601186

MARMED - MARitime Cluster Management Education Development - EPLUS - Project KA220 GA 2022-1-IT01-KA220-VET-000089010.

ZHENIT - Zero waste Heat vessel towards relevant Energy savings also thanks to IT technologies – HORIZON – Grant Agreement-101056801

GAMMA - Green Ammonia and Biomethanol fuel MARitime Vessels – HORIZON – Grant Agreement-101138620

V-ACCESS - Vessel Advanced Clustered and Coordinated Energy Storage Systems – HORIZON – Grant Agreement-101096831

MarLEN - Maritime Low Emission Network – HORIZON – Grant Agreement- 101192539

GREENROUTES “Green Corridors for Carbon-Neutral Cruise and Ferry Shipping in the ADRION Region” - Interreg IPA-ADRION 2021- 2027 - ID nr. IPA-ADRION00021

Table 3, Relevant EU Projects

The list of relevant events envisaged in D5.1 is still valid as it represents valuable opportunities that are considered for implementing clustering activities. These events can enhance the visibility of the project results, engage with large audience of key stakeholders, and foster synergies with other projects, ultimately contributing to a stronger and more connected ZEWT innovation ecosystem. This list is intended to be indicative, and not exhaustive.

RELEVANT EVENTS
Waterborne Days
European Maritime Days
Green Shipping Summit
Blue Invest Days

Table 4, Relevant Events

Moreover, collaboration with relevant partnerships and associations working on aligned topics is further broaden the project's outreach and foster long-term synergies. In this context, a selection of partnerships connected to TRUSTEE's thematic areas is also provided below. This list is still valid and it is intended to be indicative, and not exhaustive.

PARTNERSHIPS RELATED TO TRUSTEE TOPICS
Blue Economy Partnership
Formal Safety Assessment (FSA) Group at International Association of Classification Societies (IACS)
Global Shipping Think Tank Alliance
North Sea Hydrogen Ports and Maritime Community
WestMED Maritime Cluster Alliance

Table 5, Partnerships related to TRUSTEE topics

The KPI for this activity includes the **presence of TRUSTEE in a minimum of 4 key events**, ensuring its findings are disseminated within prominent ZEWT-focused forums and networks.

During the first project period, the consortium began translating this approach into concrete cooperation, networking, and mutual promotion activities, while continuing to monitor relevant developments across the ZEWT community.

TRUSTEE's connection with the broader zero-emission waterborne transport ecosystem was also reinforced through visibility provided by the Waterborne Technology Platform. This contributed to presenting the project to a wider European community of research organisations, industrial actors and policymakers. While this visibility action is not counted as a clustering event, it supports the development of relationships and opportunities that may lead to future participation in joint initiatives.

Alongside these activities, TRUSTEE has continued to monitor and promote relevant projects, initiatives, events, and sectoral developments through its communication channels. During this first period, TRUSTEE actively participated to 3 clustering events. More details are provided below. This activity supports reciprocal visibility and helps position TRUSTEE within an interconnected community addressing maritime decarbonisation, energy transition, safety, resilience, digitalisation, skills, and sustainable waterborne transport. During M19–M36, the consortium will continue identifying relevant clustering opportunities and promoting exchanges with complementary projects and networks.

TRUSTEE – MarLEN Cooperation Agreement

Among the activities carried out, TRUSTEE established a cooperation agreement with the [MarLEN – Maritime Low Emission Network](#) (cfr. [TRUSTEE Website](#)). The agreement provides a framework for mutual promotion, knowledge exchange, participation in relevant activities, and the exploration of future opportunities for joint dissemination and stakeholder engagement.

Participation in MarLEN Synergies Meeting - Online

This cooperation subsequently supported TRUSTEE’s participation in the first MarLEN Synergies Meeting, held on 4 March 2026. The meeting offered an opportunity to present the project within a network of related initiatives, exchange information on ongoing activities, and identify areas of shared interest (cfr. [TRUSTEE Website](#)).

During the meeting, ISSNOVA, Coordinator of the TRUSTEE project, presented the project’s objectives, vision, and expected results.

The meeting also provided an opportunity to exchange insights, align complementary activities, and identify potential areas for future collaboration among the participating initiatives.

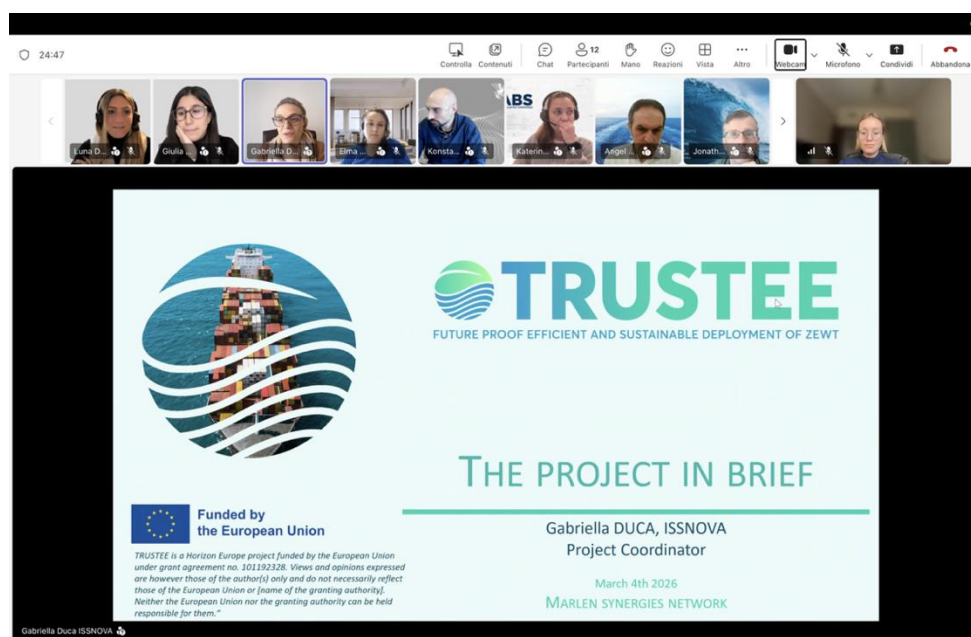


Figure 2, Presentation of TRUSTEE Project during MarLEN Synergies Meeting

Participation in PRIN SaFE H2D Final Workshop – Capo d’Orlando

In March 2026, TRUSTEE was presented during the final workshop of the PRIN SaFE H2D project in Capo d’Orlando. The contribution focused on hydrogen and maritime decarbonisation, connecting TRUSTEE’s work with technical discussions on alternative fuels and the transition towards zero-emission waterborne transport.



Figure 3, Presentation of TRUSTEE Project during PRIN SaFE H2D Final Workshop

Participation in GREENROUTES Project Kick-Off Meeting - Messina

Further interaction with complementary European initiatives was supported through NAVTEC’s participation in the [GREENROUTES – Green Corridors for Carbon-Neutral Cruise and Ferry Shipping](#) in the ADRION Region, funded by the Interreg IPA ADRION Programme 2021–2027. The project conference was held in Messina and brought together institutions, port authorities, universities, experts, and maritime operators to discuss the decarbonisation of passenger transport and the development of more sustainable maritime connections.

In this context, NAVTEC highlighted the strong thematic alignment between GREENROUTES and TRUSTEE, particularly regarding the definition of strategic pathways for maritime decarbonisation and the value of sharing data, knowledge, and forward-looking perspectives. This partner-led participation contributed to connecting TRUSTEE with an additional European cooperation framework and identifying potential areas for future exchange between the two projects.

2.2.1. Participation in Scientific and Technical Conferences

Participation in scientific conferences is a key mechanism through which TRUSTEE contributes to the advancement of knowledge within the research and innovation community. By presenting its scientific and technical results in these forums, the project not only shares its findings but actively engages in critical discourse, helping to shape ongoing

debates in the ZEWT domain. These events provide a platform for peer review, encourage collaboration with other research initiatives, and ensure that TRUSTEE's outcomes are aligned with, and contribute to the broader scientific progress in sustainable waterborne transport and related fields.

The KPI includes:

- **4 papers/posters** presented at technical/scientific conferences.

A list of scientific conferences has been envisaged in D5.1 and remains valid. This list can be found in the following table, and it is intended to be indicative, and not exhaustive.

SCIENTIFIC CONFERENCE
Conference on Sustainable Development of Energy, Water and Environment Systems (SDEWES)
Cleantech Forum Europe
Transport Research Arena (TRA)
European Transport Conference
Nor-Shipping
WCTR 2026 World Conference on transport research
Mediterranean Ports and Logistics 2026 - Portugal
4th Shipping and Environment Conference

Table 6, Conferences envisaged for the TRUSTEE Projects

During the first period, TRUSTEE participated to TRA Scientific Conference.

Participation in Transport Research Arena (TRA) 2026

TRUSTEE participated in the [Transport Research Arena \(TRA\) 2026](#), held in Budapest from 18 to 21 May 2026. ISSNOVA presented the scientific poster entitled "2030 and 2050 foresight scenarios for Zero Emissions Waterborne Transport deployment", authored by the Project Consortium.

This participation was particularly relevant because TRA is Europe's flagship conference for transport research and innovation and the largest European event of its kind, covering all transport modes and mobility dimensions. TRA provides a prominent forum where academia, industry, policymakers, and civil society contribute to shaping the future of European transport research and innovation.

TRA had also been identified in D5.1 as a relevant dissemination opportunity, confirming the effectiveness of the project's initial conference mapping.

During the next project period, the consortium will continue assessing the conferences identified in D5.1, together with additional opportunities emerging within the ZEWT and waterborne transport research communities. Conference selection will take into account the maturity and relevance of the available results, the audiences reached, the thematic alignment of each event, and its potential contribution to the scientific and technical impact of TRUSTEE.

Participation in other relevant Events

During the first reporting period, TRUSTEE was presented in relevant events involving research organizations, technical experts, institutions, and other relevant stakeholders.

Workshop “Projects of Relevant National Interest: New perspectives, advanced and sustainable materials and technologies for decarbonisation” – Messina

On 11 December 2025, TRUSTEE’s initial results were presented in Messina during a workshop dedicated to Projects of Relevant National Interest, organized by the CNR. The event enabled the project to engage with national research and project stakeholders and to position its activities within the broader discussion on transport innovation and maritime decarbonization.



Figure 4, Presentation of TRUSTEE Project at “Projects of Relevant National Interest: New perspectives, advanced and sustainable materials and technologies for decarbonisation”

2.3. Scientific Publications

Scientific Publications aims to disseminate TRUSTEE’s key findings to the **scientific community** engaged in relevant initiatives, contributing to the broader academic discourse on ZEWT. The objective is to share project results through **open access peer-reviewed publications**, ensuring that the scientific community has direct access to the project’s methodologies, results, and insights.

As part of the open access requirements, partners should ensure that:

- **A machine-readable electronic copy** of the final peer-reviewed manuscript is deposited in a trusted repository for scientific publications, no later than at the time of publication.
- **Immediate open access** is granted via the repository, under the **Creative Commons Attribution International Public Licence (CC BY)** or a similar license that ensures wide accessibility, with the option to exclude commercial uses and derivative works for specific formats like monographs.
- **Metadata for each publication** will be made available in a machine-actionable format, in line with the **FAIR principles**. This metadata will include details such as

the publication title, authors, publication date, venue, and grant information, as well as persistent identifiers for the publication and its contributors.

The KPI includes:

- **publication of 7 open access articles** in peer-reviewed scientific journals.

This KPI aims to ensure that the research findings are widely disseminated and accessible to the scientific community. This approach guarantees that TRUSTEE's results can be further validated and built upon by other researchers, supporting the project's long-term impact on the ZEWT field.

The list of journals of interest envisaged in D5.1 is still valid and can be found in the following table. This list is intended to be indicative, and not exhaustive.

JOURNAL OF INTEREST
Journal Applied Sciences
World Electric Vehicle Journal
Energy Policy, Transportation Research Part D: Transport and Environment, Sustainability
Journal of Cleaner Production
Marine Policy, Transportation Research Part A: Policy and Practice
Journal of Maritime Science and Engineering, and Renewable Energy
International Journal of Sustainable Transportation ScienceDirect.com by Elsevier
Journal of Transport and Sustainability Emerald Publishing
International Journal of Sustainable Transportation Taylor & Francis Online

Table 7, Journal of Interest for the TRUSTEE Project

The target of seven open-access peer-reviewed articles remains in place. Scientific dissemination is entering its implementation phase and is expected to accelerate as technical results mature, and it will be consolidated with the technical partners.

2.4. Outreach Final Event

The Outreach final event serves as a flagship activity within the project's dissemination strategy. It aims to maximize the visibility and impact of project outcomes by engaging a wide audience that includes representatives from industry, research, public authorities, civil society, and European institutions. This one-day event will act as a platform for knowledge sharing, dialogue, and cross-fertilization, encouraging synergies between participants and paving the way for the uptake and application of the TRUSTEE results.

Structured to combine presentations of key achievements with interactive sessions, the event will provide a unique opportunity to validate findings, gather feedback, and promote stakeholder endorsement of ZEWT-related strategies and innovations developed during the project.

The KPIs include:

- Organization of a **1-day outreach and cross-fertilization event** involving **at least 50 participants** from the targeted stakeholder groups.

2.5. Stakeholders Forum Workshops

Interaction with **Stakeholder Forum (SF)** members and SF Workshops are a key component of WP3 and the development of technical WPs of the project. At the same time, they represent a valuable opportunity to reach out and engage during the whole lifecycle of the project the external audience and will be also exploited in TRUSTEE's integrated dissemination and stakeholder engagement strategy. SF members will amplify the project's visibility and uptake across the ZEWT, becoming multipliers of the project's results, promoting wider dissemination through their networks and enhancing TRUSTEE's overall impact. Currently, coordination with the WP3 leaders is already underway to define and organise the activities for the first Stakeholder Workshop which will take place in November 2026. The implementation of the upcoming workshops during the next project phase will substantially increase direct interaction with stakeholders and generate participation, feedback and audience data for the next monitoring cycle.

3. PROJECT COMMUNICATION MEASURES

3.1. Communication Objectives

The communication objectives and key messages established in D5.1 remain valid and continue to guide TRUSTEE's communication activities. The purpose of TRUSTEE communication efforts is to **enhance the project's visibility, engagement, and long-term impact**, reaching beyond its lifetime. Communication activities aim to **foster awareness among both direct and indirect stakeholders**, ensuring that project outcomes are easily accessible, understandable, and actionable across multiple audiences.

The PDP outlines the core components of **TRUSTEE's communication strategy**, and builds upon a set of guiding principles:

- **Maximise outreach potential** of each research activity through frequent, targeted, and tailor-made communication actions;
- **Ensure clarity, accessibility, and usability** of communication materials by designing content (e.g., graphics, layout, texts, multimedia) according to the needs and preferences of each target group;
- **Guarantee transparency and social accountability** by openly communicating project activities and results, primarily through online platforms;
- **Ensure full compliance** with EU communication requirements, including the proper use of the EU emblem, grant agreement references, and disclaimers;
- **Promote open and interactive communication**, enabling a wide and diversified audience to access scientific outputs and project findings through open access publications, an updated website, and dynamic use of social media.

Communication is thus regarded as a **content-sharing function**, specifically aimed at facilitating the **engagement of stakeholders**, building trust in project results, and increasing the recognition of TRUSTEE across the ZEWT landscape. The communication strategy also includes **carefully crafted project messages**, comprising persuasive and evidence-based arguments to demonstrate the value of adopting TRUSTEE results. Moreover, TRUSTEE actively collaborates with the **Waterborne Technology Platform** community, amplifying its reach by sharing relevant materials and cross-promoting content and activities. All

communication messages, audiences, and materials are developed in alignment with the **EU communication and visibility objectives and standards**.

During the first project period, communication primarily focused on building awareness of the project, presenting its objectives and partnership. As the project progresses and its activities become increasingly result-oriented, communication will gradually expand beyond general awareness-building. This evolution will support a transition towards deeper interaction, knowledge exchange, and community development. The forthcoming webinar, Stakeholder Forum workshops, scientific and technical events, and other participatory activities will provide concrete opportunities to engage target audiences, collect feedback, and progressively communicate the value and potential application of TRUSTEE's outputs.

3.2. Project Message

Key project messages are an important aspect of public communication. TRUSTEE's major goal is to support ZEWT's development and effective communication is essential for achieving this goal. The message component of a communication strategy includes arguments, explanations, and facts to persuade target audiences of the importance of project results and achievements.

The TRUSTEE project has a primary key message and two supporting key messages, as described below:

High-level key message:

"TRUSTEE aims to develop a comprehensive, evidence-based knowledge framework that accelerates the deployment of zero-emission solutions across all major ship types and services—supporting the decarbonisation of waterborne transport and the elimination of harmful emissions by 2050."

Supporting key messages:

-  TRUSTEE equips decision-makers and stakeholders with the clarity, data, and confidence needed to shape a sustainable, safe, and equitable maritime future by 2030 and 2050.
-  TRUSTEE empowers the transition to Zero Emission Waterborne Transport by delivering evidence-based knowledge, inclusive foresight, and multidimensional assessment tools.

3.3. Communication Activities

At M18, TRUSTEE has established the main communication channels and tools needed to raise awareness of the project and support the visibility of its activities.

These actions contribute to building trust, promoting the acceptability and safety of ZEWT solutions, and creating the conditions for effective stakeholder engagement.

The following table provides an updated overview of the communication activities, target audience, objectives, KPIs, current status, and possible mitigation actions. These measures are intended to support progress towards the targets and allow the communication strategy to be adjusted where necessary.

ACTIVITY	TARGET AUDIENCE	OBJECTIVE	KPIs	CURRENT STATUS	MITIGATION ACTION
Website & social networks Communication	General public, all stakeholders	Disseminate project achievements widely	- At least 7,000 TRUSTEE page visits per year; - At least 300 followers on LinkedIn and 150 followers on X and Instagram by the end of the project; - Website maintained for 2 years after the project end.	- Website operational and regularly updated. In the last 18 months, approximately 3,000 TRUSTEE page visits. - LinkedIn: 82 followers; 26 posts; 10,859 impressions and 957 clicks; X: 8 followers and 26 posts; Instagram: 9 followers, 26 posts, 317 views and 36 accounts. - Website will maintain for 2 years after the project end.	During the next reporting period, the availability of public project results and the organisation of webinars, Stakeholder Forum workshops, and other stakeholder-facing activities will provide new opportunities to strengthen TRUSTEE's social media presence. These activities will be promoted through coordinated campaigns across website, LinkedIn, X, and Instagram, supported by partner networks, to increase visibility, reach, engagement, and follower growth.
TRUSTEE e-flyer	General public, wider stakeholders' community	Generate awareness of TRUSTEE project and expected benefits	PDF file available in English.	<u>Achieved</u>: English e-flyer produced	
Press releases and media relations	General public, stakeholders	Spread the project information and results to the general public	- At least 25 articles in the general press; - At least 1,500 visits on the press release section of the website.	In progress	Develop a shared media contact list; prepare press releases around major results and events; further involvement of partner communication offices; strengthen links between press coverage and the TRUSTEE website.

TRUSTEE newsletter	General public, stakeholders	Spread the project information and results to the general public	• A six-monthly newsletter; • At least 150 subscribers by the end of the project.	• 2 newsletters published (M7; M15); • 3rd newsletter scheduled for M20. • 12 subscribers; • Subscriber data to be consolidated.	Integrate an explicit newsletter option, in compliance with GDPR requirements, into registration forms for webinars, workshops, and other project activities; use QR codes at in-person events to facilitate subscription; introduce dedicated thematic sections highlighting project results and stakeholder opportunities; and test different subject lines and sending times to improve open and click-through rates.
TRUSTEE webinars	General public, stakeholders	Generate awareness on TRUSTEE achievements	• At least 2 webinars; • At least 80 participants in the events (in total).	• First webinar programmed for 16 September 2026.	Launch coordinated promotion through all partner networks; send registration reminders; involve relevant associations and related projects; make webinar materials or recordings available after the event
TRUSTEE video teasers	General public, stakeholders	Generate awareness on TRUSTEE project and expected benefits	• At least 3 videos; • At least 400 visualizations on Vimeo (in total).	• In progress	Define a production calendar; reuse content from webinars, interviews, workshops, and project events; promote videos through the website, newsletters, social media, and partner channels
ZEWT Introductory brochure	General public, technical urban transport audience, wider stakeholders' community	Disseminate technical, and operational information, technologies, and benefits on ZEWT	• PDF file available in English, Spanish, German, Italian; • At least 150 downloads in total.	• To be implemented in the next period.	To be implemented in the next period.

Brief on ZEWT foresight scenarios brochure	Industrial and public wide stakeholders' audience	Provide a reference framework and overview of current status of ZEWT landscape to support planning and strategic decisions at technical, operational, and policy levels	• PDF file available in English; • At least 150 downloads.	• To be implemented in the next period.	To be implemented in the next period.
Summary of recommendations brochure	Decision makers and technical practitioners from all public and private organizations	Provide a detailed operational reference framework to support decision-making at technical, operational, and policy levels	• PDF file available in English; • At least 150 downloads.	• To be implemented in the next period.	To be implemented in the next period.
ZEWT MOOC lessons	Trainees, students in water transport from all stakeholders	Provide a comprehensive set of educational materials	• 8 lessons for Massive Online Open Course available in English; • At least 50 subscribers.	• To be implemented in the next period.	To be implemented in the next period.

Table 8, Updated TRUSTEE Communication Activities and KPI

3.4. *Training Materials*

The training material developed during the project lifetime will serve as a key dissemination tool to ensure broad access to TRUSTEE's outputs. By translating complex project results into accessible formats, the material will reach a wide range of audiences, from the general public to technical stakeholders. Available in multiple languages on digital platform, these resources will support knowledge transfer, foster awareness, and promote the practical uptake of TRUSTEE's findings within and beyond the ZEWT ecosystem. These materials will be available on the project's website.

-  Introductory brochure on Zero Emission Waterborne Transport addressed to the general public, to be delivered as PDF file in four language versions (English, Spanish, Italian, German)
-  Brief on ZEWT foresight scenarios with guides providing knowledge built by TRUSTEE and how to use it, including the selected most promising use cases, to be delivered as PDF file in English
-  Summary of recommendations on standards, regulations and policies, addressed to the technical audience interested or affected by the ZEWT ecosystem, to be delivered as PDF file in English
-  A series of 8 short video lessons (15-20 minutes in length) to be uploaded on the MOOC platform and on the project's website.

3.5. *TRUSTEE Visual Identity*

The TRUSTEE visual identity was developed at the beginning of the project and approved by all consortium partners.

The visual identity, including the project logo, colour palette, and related graphic elements, is consistently applied across all project communication and dissemination materials. It is used on the TRUSTEE website and social media channels, newsletters, e-flyer, presentations, reports, event materials, and other project-related communications.

This consistent application ensures that TRUSTEE's activities and outputs are clearly recognisable and strengthens the project's visibility across different channels and target audiences.



Figure 5, TRUSTEE Logo



Figure 6, TRUSTEE Palette and colour codes

3.6. TRUSTEE Website and Web Presence

3.6.1. Website

The TRUSTEE website has been launched in May 2025 and is modern and dynamic, acting as the central hub for project content and a cornerstone of the dissemination and communication strategy. Its design and functionality are tailored to effectively engage stakeholders and the broader public, ensuring the project's visibility and impact.

The website was conceived and designed with the following key criteria in mind:

- **Usability**, ensuring a clear and accessible structure;
- **Regular content updates** to maintain relevance and engagement;
- **Accuracy and appropriateness** of all published content.

The TRUSTEE website, accessible at www.trusteeproject.eu, serves as a dynamic and integral component of the project. Its structure is designed to evolve in response to the project's progress, adapting to emerging needs and outputs to maximize impact among stakeholders. Furthermore, contributions from all project partners will be consistently uploaded to ensure timely updates, foster transparency, and promote widespread dissemination of knowledge, results, and activities.

The TRUSTEE website is built on an open-source Content Management System (CMS), specifically WordPress, offering flexibility and ease of content management. It features a responsive design to ensure an optimal user experience across all devices, including PCs, tablets, and smartphones. TRUSTEE public deliverables will be accessible through the website to facilitate transparency and knowledge sharing. The website will be maintained throughout the entire duration of the TRUSTEE project, as well as for an additional 2 years after its conclusion, as specified in the Consortium Agreement. Most of the visual content used on the site is royalty-free and does not pose any copyright concerns.

The website structure has been thoughtfully designed to ensure easy access to data and information, offering a combination of informative and interactive content to engage users effectively. As specified above, the website's structure is intended to evolve alongside the project's development, continuously adapting to new needs and outputs to enhance its relevance and ensure maximum impact on stakeholders.

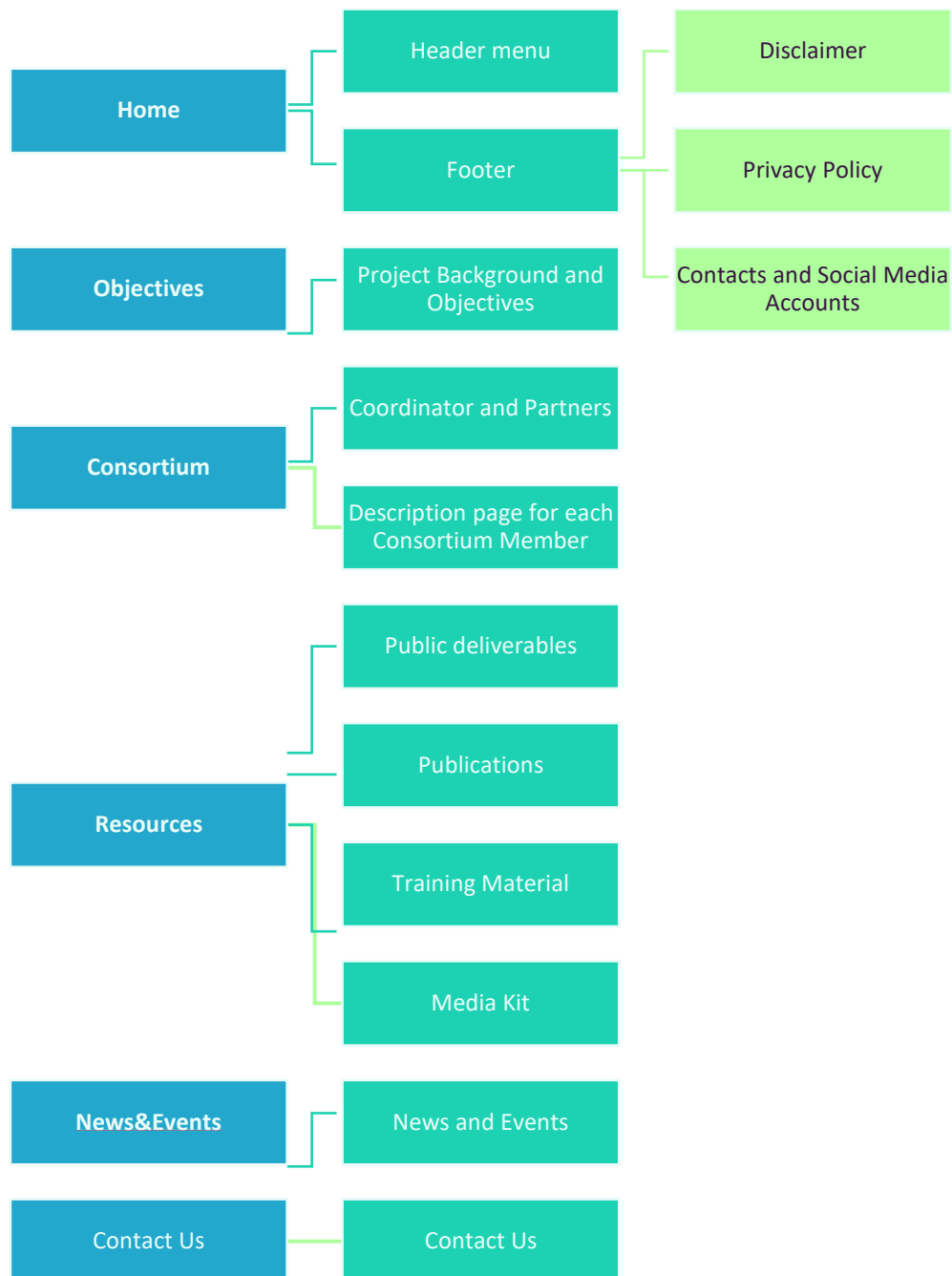


Figure 7, TRUSTEE Website Structure

The TRUSTEE website is operational and regularly updated, serving as the project's central communication platform. It provides information on the project's objectives, partnership,

activities, news, events, and opportunities for stakeholder participation. During the first 18 months, the website recorded approximately 3,000 page visits.

During the next reporting period, the publication of public project results and the organisation of webinars, Stakeholder Forum workshops, and other stakeholder-facing activities will provide new opportunities to increase website traffic and strengthen its role as the main access point for TRUSTEE's outputs. Dedicated news, event pages, and result-oriented content will be promoted through the project's social media channels and partner networks to improve visibility and direct relevant audiences to the website.

3.6.2. Social Media

Social media plays a central role in communicating the project's outcomes and milestones, serving as both a strategic communication tool and a key channel for the broad dissemination of deliverables, materials, and real-time updates.

The project is currently active on X (formerly Twitter), LinkedIn, and Instagram, with all accounts aligned with the TRUSTEE visual identity and integrated into the official project website. These platforms are already live, and initial posts have been published to begin building visibility and engagement.

As outlined in Table 5, each platform has specific features and objectives tailored to different audiences and communication goals. Throughout the project lifecycle, these channels will be regularly updated with relevant content—including event highlights, partner activities, success stories, and project results—to reach diverse stakeholder groups and stimulate interaction. Social media will also complement other communication and dissemination tools, support cross-promotion and strengthen the project's outreach and visibility. To maximize impact, analytics will be monitored to tailor content strategy and ensure alignment with communication objectives.

LINKEDIN



Account:
[Project TRUSTEE](#)

Official Hashtag:
#TRUSTEEProject

LinkedIn is a professional social network and will be used to reach a business and scientific audience.

The account's purpose is to disseminate all project results and accomplishments.

X (FORMERLY TWITTER)



Account: [@Project TRUSTEE](#)

Official Hashtag:
#TRUSTEEProject

Twitter will be utilized to establish a community of subject-matter experts and let them know about the project's outcomes. Its main goal will be to share relevant news, events, and partner activities

INSTAGRAM



Account:
[@project trustee](#)

Official Hashtag:
#TRUSTEEProject

Younger people tend to utilize Instagram more than others; hence, it will be used to highlight project accomplishments with eye-catching photos.

Table 9, Social channels of the TRUSTEE project

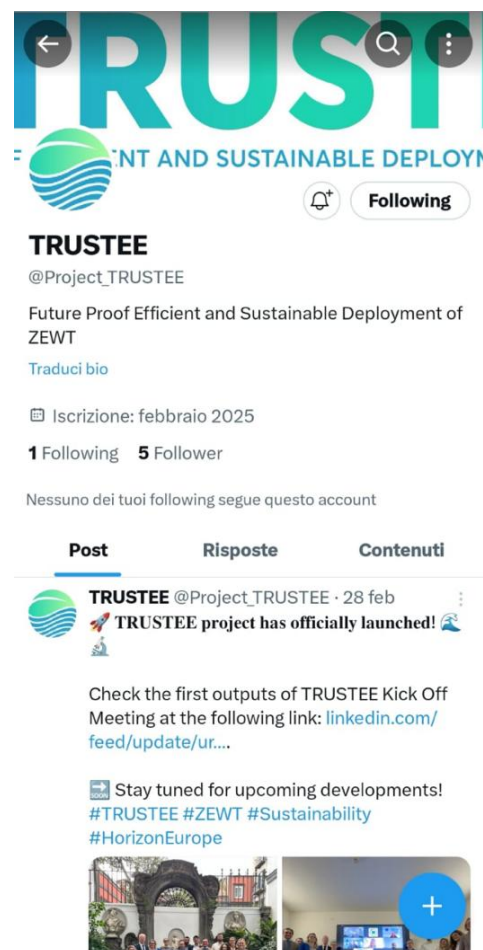
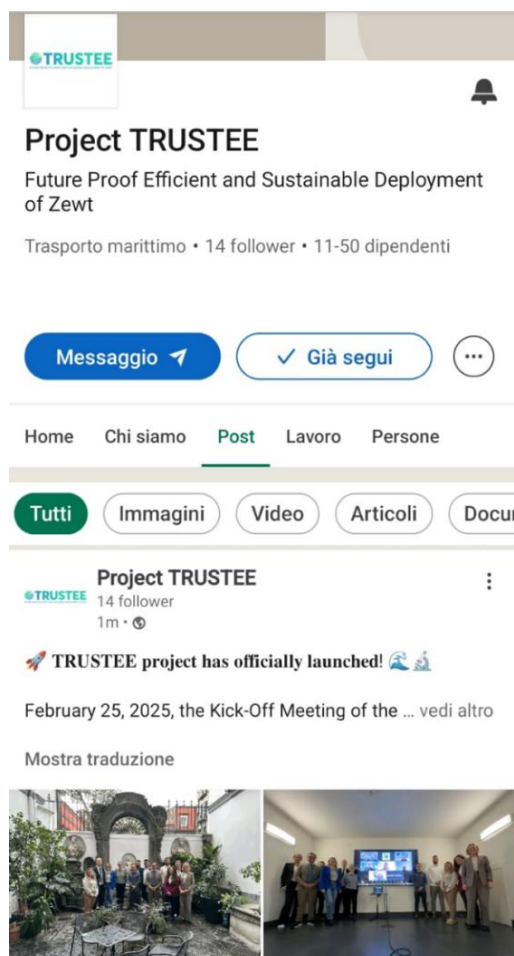


Figure 8. TRUSTEE LinkedIn Page

Figure 9. TRUSTEE X Page

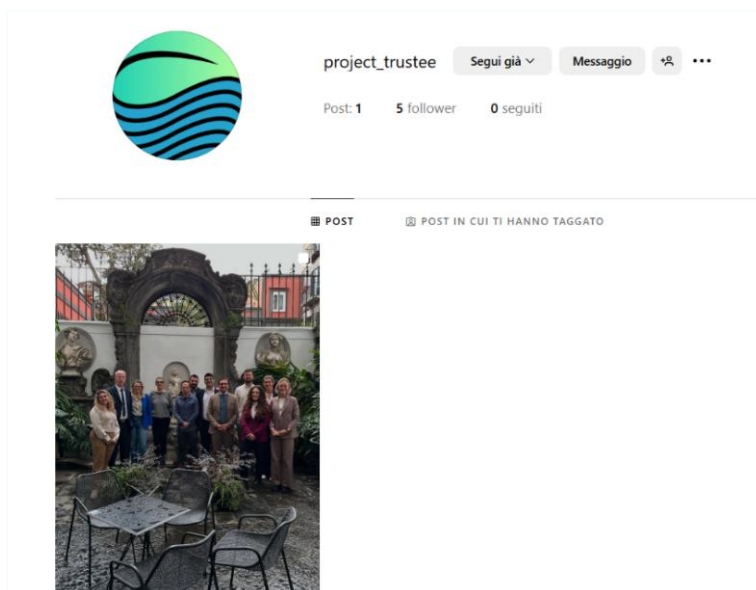


Figure 10. TRUSTEE Instagram Page

LinkedIn

LinkedIn ([Project TRUSTEE](#)) is TRUSTEE’s primary professional social media channel and is used to communicate project activities, events, publications, stakeholder opportunities, and relevant developments within the ZEWT ecosystem.

Metric	Target	Achieved at M18	Progress / reference
Total followers	300 by project end	82	27.3% of target
Organic posts	1–2 social media posts per month	26	In line with the planned frequency
Total impressions	—	10,859	Monitoring metric
Unique impressions	—	5,324	Monitoring metric
Clicks	—	957	Monitoring metric
Reactions	—	257	Monitoring metric
Page views	—	91	Monitoring metric

Table 10, LinkedIn Metrics

The available data show that LinkedIn is consolidating its role as TRUSTEE’s main professional communication channel. Content related to the Second Annual Meeting generated the strongest performance, while posts promoting events, newsletters, the

project e-flyer, the online survey, and other opportunities for participation also contributed to visibility and engagement.

During the next reporting period, the availability of public project results and the organization of webinars, Stakeholder Forum workshops, and other stakeholder-facing activities will provide additional content and opportunities for audience development. Coordinated promotion through consortium partners and the use of result-oriented posts, event campaigns, and direct calls to action will support further growth in reach, engagement, and followers.

Instagram

Instagram ([@project_trustee](https://www.instagram.com/project_trustee)) complements TRUSTEE’s professional communication by providing a more visual presentation of project activities, meetings, events, and participation opportunities.

Metric	Initial target	Achieved at M18	Progress / reference
Followers	150 by project end	9	6% of target
Published posts	1–2 social media posts per month	26	In line with the planned frequency
Content views	—	317	Monitoring metric
Accounts reached	—	36	Monitoring metric
Interactions	—	12	Monitoring metric
Views from non-followers	—	51.1%	Evidence of reach beyond the existing community

Table 11, Instagram Metrics

Although the follower community is still developing, the available insights demonstrate Instagram’s capacity to reach users beyond the existing audience. In particular, posts and Stories generated significant visibility among non-followers, confirming the value of event-related and visual content.

During M19–M36, Instagram will be used more systematically to communicate public project results, webinars, Stakeholder Forum workshops, conferences, and other stakeholder-facing activities. Increased use of Stories, visual summaries, short-form content, partner tagging, and direct calls to action will support wider reach, stronger interaction, and progressive community growth.

X (Formerly Twitter)

X ([@Project TRUSTEE](#)) is used to provide concise and timely updates on TRUSTEE's activities, events, stakeholder opportunities, and developments relevant to the ZEWT community.

Currently, this channel has established an initial presence for TRUSTEE and complements the project's wider social media communication. It supports the rapid dissemination of updates and provides opportunities to connect with European projects, institutions, research networks, and stakeholders active in waterborne transport and maritime decarbonisation.

As for the other channels, during M19–M36, the availability of public project results and the organisation of stakeholder-facing activities will provide further opportunities to strengthen visibility, engagement, and audience growth on X.

Metric	Initial target	Achieved at M18	Progress / reference
Followers	150 by project end	8	5.3% of target
Published posts	1–2 social media posts per month	26	In line with the planned frequency
Post views	—	≥ 8 per post	Monitoring metric
Best-performing displayed post	—	12 views	TRA 2026 post

Table 12, X Metrics

4. UPDATED ROADMAP FOR COMMUNICATION AND DISSEMINATION (M19 – M36)

TRUSTEE's communication and dissemination activities will progressively move from general awareness-building towards direct stakeholder engagement, validation, and the promotion of public project results. The project website, social media channels, newsletters, partner networks, and stakeholder-facing activities will be used in a coordinated manner by the consortium to increase visibility, participation, and access to TRUSTEE's outputs.

Webinars, Stakeholder Forum workshops, scientific and technical conferences, clustering activities, and the final outreach event will be supported by targeted communication before, during, and after their implementation, as for the first period. These activities will also generate reusable content, stakeholder feedback, participation data, and further evidence for KPI monitoring.

Period	Priority actions	Target/KPI Reference	Expected evidence
M19–M24	Consolidate the analytics baseline and supporting evidence for communication and dissemination KPIs; publish and promote the public project results becoming available; issue the third newsletter in M20; deliver Webinar #1 in M20; organise the first Stakeholder Forum workshop, currently planned for M22; continue website and social media campaigns; consolidate the press and media inventory; identify further scientific conferences and clustering opportunities	• 1 newsletter (M20) • 1 webinar (M20) ≥40 participants in total • 1 stakeholder workshop (M22) • 1–2 social media posts/month	Website and social media analytics; public result links and downloads; newsletter distribution and engagement data; webinar registrations, attendance, and feedback; workshop agenda, participant profiles, attendance, and stakeholder feedback; updated dissemination log and media records
M25–M30	Continue the programme of thematic Stakeholder Forum workshops and related engagement activities; deliver Webinar #2; continue participation in scientific, technical, and clustering events; develop open-access publications and conference contributions; produce the first video content; publish and translate the ZEWT introductory brochure when technically ready; prepare and promote the brief on ZEWT foresight scenarios; continue periodic newsletters and result-oriented communication campaigns	• 1 webinars and ≥40 participants in total • Progress towards 4 stakeholder workshops • Progress towards 7 articles, 4 conference contributions and 4 clustering events • ZEWT brochure: ≥150 downloads • Foresight brief: ≥150 downloads	Workshop participation and feedback; webinar attendance; publications, conference programmes, posters, and presentations; clustering evidence; video views; brochure and foresight brief downloads; newsletter and campaign analytics
M31–M36	Complete the remaining Stakeholder Forum harmonisation and recommendation-validation activities; publish and promote the summary of recommendations; complete the video teasers and ZEWT MOOC lessons; organise and promote the final outreach and cross-fertilisation event; consolidate exploitation-oriented communication and final KPI reporting	• 4 thematic + 1 harmonisation + 2 validation stakeholder workshops • Recommendations summary: ≥150 downloads • 3 videos: ≥400 views • 8 MOOC lessons: ≥50 subscribers • Final event: ≥50 participants	Validation workshop records and feedback; recommendation summary downloads; video views; MOOC lessons and subscriber data; final event attendance of at least 50 participants; final dissemination log and KPI assessment
Continuous throughout M19–M36	Maintain and regularly update the TRUSTEE website and social media channels; promote project results and participation opportunities through partner networks; issue newsletters every six months; monitor analytics and engagement; maintain EU visibility and funding acknowledgements; update the Dissemination Log;	• Website: 7,000 views/year • Social media: 1–2 posts/month • LinkedIn: 300 followers • Instagram and X: 150 followers each	Website, social media, and newsletter analytics; partner dissemination records; updated Dissemination Log; evidence of EU-compliant communication; cooperation, clustering, and cross-promotion records

	strengthen cooperation with related projects, networks, and the Waterborne Technology Platform	• Newsletter: 1 every 6 months; 150 subscribers • Press: 25 articles; 1,500 press-section visits	
Post-project	Maintain the TRUSTEE website for two years after project completion and preserve public outputs through appropriate platforms and repositories	• Website maintained for 2 years	Hosting confirmation; accessible website; persistent links to public results and project resources

Table 13, Communication and Dissemination Roadmap and Related KPIs (M19–M36)

The roadmap will remain responsive to the progress of the technical Work Packages and the availability of validated results. The timing of result-based outputs will therefore be coordinated with the responsible partners to ensure that communication materials are accurate, relevant, and ready for dissemination.

5. PROJECT EXPLOITATION MEASURES

5.1. *Exploitation Objectives*

The exploitation approach defined in D5.1 remains valid. In TRUSTEE, exploitation is closely connected with dissemination, as the visibility of project results enables the assessment of stakeholder acceptance and supports their uptake in future research and policy frameworks. As a Coordination and Support Action (CSA), TRUSTEE is not primarily intended for commercial or industrial exploitation. Instead, its outputs are designed to serve as a knowledge base and methodological foundation for future joint projects in the ZEWT field. The project's results will be exploited to foster evidence-based decision-making and long-term impact, benefiting the broader scientific community, universities, the waterborne transport industry, policymakers, and European citizens. The generated knowledge aims to support further innovation and harmonization across technological, environmental, social, and regulatory dimensions.

A robust exploitation strategy in TRUSTEE must be trustworthy, replicable, and shared among all relevant stakeholders. To this end, a threefold strategy is adopted:

1. **Knowledge capitalization:** TRUSTEE aims to make its outcomes widely available to the research community, higher education institutions, industry actors, and policymakers, ensuring that results inform the development of technologies, regulations, and investment frameworks aligned with EU goals.
2. **Stakeholder involvement:** The active engagement of key actors—across institutional, industrial, and policy domains at both national and international levels—is fundamental. Their awareness of TRUSTEE's progress and their input into the interpretation and use of project findings are vital to ensure uptake and long-term value.
3. **Preparation for future initiatives:** TRUSTEE's results will support the formulation of future collaborative R&I projects, fostering the harmonization of approaches and the alignment of strategies with Fit for 55, the European Green Deal, and ZEWT objectives.

To maximise long term use and sustainability of TRUSTEE Project outcomes, all relevant project outputs will be deposited in the OpenAIRE platform, namely its components OpenAIRE Zenodo and OpenAIRE PROVIDE. OpenAIRE platform ensures long-term preservation, assigns persistent identifiers (DOIs), and complies with FAIR (Findable, Accessible, Interoperable, Reusable) data principles. Complementary use of other domain-

specific repositories or institutional repositories may further enhance discoverability and impact. Through regular updates and open-access dissemination on these platforms, TRUSTEE will facilitate transparent accessibility and usability of knowledge delivered, enabling all stakeholders to access, reuse, and build upon project results.

The ZEWT MOOC lessons, part of the TRUSTEE learning package, will be permanently and freely available on a trustworthy platform such as Udemy and will be available for future integration with content from other future initiatives.

This approach fosters ongoing dialogue and collaboration, reinforcing the sustainability and societal value of the project's outputs, guaranteeing that all exploitable results remain openly accessible and incremental, finally creating sustainable foundations for future policy development and innovation activities.

5.2. IPR management

The IPR principles established in the Consortium Agreement remain applicable. Criteria and conditions for Intellectual Property Rights (IPR) management among TRUSTEE consortium partners have been established at the project's outset and are detailed in the Consortium Agreement. While TRUSTEE, as a CSA project, is not primarily aimed at industrial exploitation, the consortium is strongly committed to ensuring broad dissemination of project findings through open access channels wherever possible. All communication and dissemination outputs will be made accessible to the widest scientific, technical, and policy-making communities. Where relevant, research-focused platforms (e.g., Academia.edu, ResearchGate) may be used to share peer-reviewed publications and facilitate requests for published material.

6. EU REQUIREMENTS FOR ANY COMMUNICATION, DISSEMINATION AND EXPLOITATION ACTION

6.1. Obligation and right to use the EU emblem

The obligations described in D5.1 remain unchanged. The available project website, newsletters, e-flyer and social materials apply the TRUSTEE visual identity and EU funding reference.

As established in D5.1, unless the Agency requests or agrees otherwise or unless it is impossible, any dissemination material in any media must indicate that the project received funding from the European Union's Horizon EU program.

In particular, it should display the European Union flag, and the acknowledgement of funding: *"This project has received funding from the European Union's Horizon Europe Program under Grant Agreement 101192328"*.

Furthermore, any communication activity or dissemination and exploitation action must indicate that it reflects only the author's view and that the CINEA Agency and the

Commission are not responsible for any use that may be made of the information it contains:

“Funded by the European Union under GA 101192328. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.”



**Funded by
the European Union**

Figure 11, EU Emblem

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