



RESKILLING

Deliverable D6.1

Communication, Dissemination and Exploitation (CDE) strategy

Grant Agreement no.: 101147328
Project acronym: RESKILLING
Project title: Research initiative for Enhancing and Adapting Workforce SKILLS
for Implementing TraNsport Automation with Employment Growth
Project coordinator name and organisation:
Matina Loukea, Centre for Research and Technology Hellas (CERTH)



Funded by
the European Union

This project has received funding from the European Commission under the European Union's Horizon Europe research and innovation programme under grant agreement No. 101147328

This work has received funding from the Swiss State Secretariat for Education, Research and Innovation (SERI) for the Swiss partners



Document Details

Document identifier	Communication, Dissemination and Exploitation (CDE) strategy
Due Date of Delivery	30/06/2025
Actual Date of Delivery to EC	29/06/2025
Task Number	T6.1, 6.2, 6.3, 6.4
Dissemination level	Public

Contributors

Caroline Almeras (ECTRI, Belgium); Giuseppe Lovenio Garofalo (ECTRI, Belgium);

Reviewers

Matina Loukea (CERTH, Greece), Jasper Tanis (ECORYS, Netherlands), Davide Dolente (ECORYS, Netherlands), Karoline Führer (ECORYS, Netherlands)

Disclaimer

The information and views set out in this publication are those of the author(s) and do not necessarily reflect the official opinion of the European Commission European Climate, Infrastructure and Environment Executive Agency (CINEA). The Commission does not guarantee the accuracy of the data included in this study. Neither the Commission nor any person acting on the Commission's behalf may be held responsible for the use, which may be made of the information contained therein.

Control Sheet			
Version	Date	Editor	Summary
0.1	14/04/2025	Caroline Almeras (ECTRI, Belgium) Giuseppe Lovenio Garofalo (ECTRI, Belgium)	ToC draft
1.0	30/05/2025	Caroline Almeras (ECTRI, Belgium) Giuseppe Lovenio Garofalo (ECTRI, Belgium), Maxime Poncin (LIST), Marie Gallais (LIST); Davide Dolente (ECORYS); Jasper Tanis (ECORYS).	First version of deliverable; all sections
1.1	04/06/2025	Agostina Massarini (IRF, Switzerland)	Additional feedback to the first version
1.2	23/06/2025	Matina Loukea (CERTH/HIT, Greece), Jasper Tanis (ECORYS, Netherlands), Davide Dolente (ECORYS, Netherlands), Karoline Führer (ECORYS, Netherlands)	Review
1.3	24/06/2025	Caroline Almeras (ECTRI, Belgium) Giuseppe Lovenio Garofalo (ECTRI, Belgium)	Integration of the feedback received

List of Acronyms	
Acronym	Definition
AB	Advisory Board
CCAM	Connective, Cooperative, and Automated Mobility
CDE	Communication, Dissemination, and Exploitation
CNDs	Content Delivery Networks
CMS	Content Management System
DoA	Description of Action
DSA	Digital Services Act
EUCAD	European Conference on Connected and Automated Driving
FAIR	Findable, Accessible, Interoperable, Reusable
GA	Grant Agreement
GDPR	General Data Protection Regulation
HE	Horizon Europe
IF	Impact Factor
IP	Intellectual Property
IPR	Intellectual Property Rights



List of Acronyms	
IRF	International Road Federation
KPI	Key Performance Indicator
M	Month
OA	Open Access
PC	Project Coordinator
PCG	Project Core Group
PMT	Project Management Team
PPT	PowerPoint Presentation
SC	Stakeholders' Community
SERI	Swiss State Secretariat for Education, Research and Innovation
SME	Small and Medium-sized Enterprise
SSH	Social Sciences and Humanities
TM	Technical and Innovation Manager
VTI	Swedish National Road and Transport Research Institute
WP	Work Package
Y	Year



Table of Contents

1. Introduction	10
1.1. Purpose of the Document.....	10
1.2. Intended Audience	10
1.3. Interrelations	10
2. Dissemination Strategy.....	11
2.1. Project goals and impact.....	11
2.2. Communication and dissemination objectives.....	12
2.3. Target groups.....	12
2.4. Key messages and approach.....	14
2.4.1. Key Messages	14
2.4.2. Acknowledgement of EU funding	15
2.4.3. A three-fold approach for the CDE strategy.....	16
2.5. Internal communication	17
2.5.1. Use of shared folder (SharePoint)	18
2.5.2. Mailing lists	18
2.5.3. Meetings	18
2.5.4. Project Core Group virtual meetings and other teleconferences	18
2.5.5. WP6 Meeting	19
2.6. Project identity	19
2.6.1. Logo usage guidelines.....	19
Logo variations	21
3. Dissemination tools and materials.....	22
3.1. Offline dissemination tools	22
3.1.1. Templates and table formats	22
3.1.2. Project base presentation	22
3.1.3. Brochure, roll-up, leaflet, and poster	23
3.2. Online dissemination and interaction.....	25
3.2.1. Website	25
Header and footer.....	26
Homepage body	27
News and Events.....	28
Case Studies	28
Knowledge Hub	28
Stakeholders Forum	29
Toolbox	29
Contacts.....	29



Implementation	29
3.2.2. Social media interfaces.....	30
3.2.3. LinkedIn Profile	31
LinkedIn Profile Strategy.....	31
3.2.4. X.....	32
X Strategy	33
3.2.5. Facebook	34
Facebook Strategy.....	35
3.2.6. Zenodo.....	36
3.2.7. Newsletter	36
3.2.8. Press Releases.....	37
3.2.9. Videos on YouTube	38
3.2.10. Website Articles	39
3.2.11. Scientific Publications	40
3.2.12. Banner	41
3.2.13. Partners' own communication tools and platforms	41
3.3. Face-to-face and interactive dissemination	42
3.3.1. Stakeholders' Community Forum	42
3.3.2. Project Events.....	42
Stakeholder Engagement Events	43
Advisory Board & International Cooperation Concertation Meetings	43
Final Event.....	43
3.3.3. Key External Events	44
4. RESKILLING Inventory: development and progress	45
4.1. Key Principles and User-Centric Considerations	45
4.1.1. Privacy and Data Protection	45
4.1.2. User Experience	45
4.1.3. Multilingual Support Considerations (open question).....	45
4.2. Technical Approach for Content Delivery	46
4.2.1. Static Website Architecture	46
4.2.2. Content Embedding and Format Specifications	46
4.3. Content Management and Update Processes	47
4.3.1. Automated Update Triggers.....	47
4.3.2. Survey Integration.....	48
4.4. Pilot Integration and Feasibility Testing	48
5. Exploitation Framework	49
5.1. Purpose and scope	49

5.2.	Strategic objectives for exploitation	49
5.3.	Exploitable artifacts	49
5.4.	Exploitation Strategy	49
5.4.1.	Financial strategy.....	49
5.4.2.	Risk planning	50
5.4.3.	IP management	50
6.	Monitoring and Evaluation of Communication and Dissemination Activities	51
6.1.	Communication activities & KPIs.....	51
6.2.	Monitoring and Evaluation.....	54
7.	Conclusions.....	56
8.	References.....	57
	Annex I - Acknowledgement of EU funding.....	58
	Annex II Templates	59
	Annex III – Project Consortium Social Media Presence.....	65
	Annex IV – Key Events List for project dissemination	70
	Annex V – RESKILLING Communication and Dissemination activities reporting (Excel Table Template)	77

Table of Figures

Figure 1 - Target groups identified by WP2	13
Figure 2 - EU funding logo	15
Figure 3 - SERI funding logo.....	16
Figure 4 – Dissemination phase approach.....	17
Figure 5 - RESKILLING Logo (primary version full color).....	19
Figure 6 - RESKILLING logo guidelines.....	20
Figure 7 - RESKILLING logo (alternative versions).....	21
Figure 8 – RESKILLING’s first brochure	23
Figure 9 – RESKILLING’s first roll-up	24
Figure 10 - Website Header	27
Figure 11 - Website footer	27
Figure 12 - Website homepage content	27
Figure 13 - 1st Press Release edition	38
Figure 14 - Project Banner	41
Figure 15 - RESKILLING Agenda Template	59
Figure 16 - RESKILLING Attendance List Template.....	60
Figure 17 - RESKILLING Deliverable template	61
Figure 18 - RESKILLING minutes template	62
Figure 19 - RESKILLING Press Release template.....	63
Figure 20 - RESKILLING PowerPoint Template	64



Figure 21 - RESKILLING Comm. & Diss. Monitoring Table.....	77
--	----

Table of tables

Table 1 - Key Messages to convey per target group	14
Table 2 - LinkedIn identified hashtags	31
Table 3 - LinkedIn identified account handles	32
Table 4 - X identified hashtags	34
Table 5 - X identified account handles	34
Table 6 - Facebook identified hashtags.....	35
Table 7 - Facebook identified account handles	35
Table 8 - Strategic objectives for exploitation	49
Table 9 - Branding and communication material & channels/KPIs	51
Table 10 - Social media interfaces/KPIs.....	52
Table 11 - Other actions/KPIs.....	53
Table 12 - Participation in events (Europe and Beyond)/KPIs.....	53
Table 13 - Exploitation/KPIs	53
Table 14 - Scientific outreach actions/KPIs	53
Table 15 - List of identified risks and potential mitigation measures.....	55



Executive Summary

The current document provides the Communication, Dissemination and Exploitation (CDE) Strategy for the RESKILLING project. It presents the project's communication vision, strategic goals, target audiences, and key dissemination and exploitation mechanisms, in line with the provisions outlined in the Grant Agreement (GA).

This deliverable outlines the rationale and approach behind the project's internal and external communication efforts, including stakeholder engagement, public outreach, and knowledge sharing. It includes the project's visual identity, key messaging, dissemination tools, social media strategies, and the integration of partners' own communication channels.

The CDE Strategy serves as a foundational and living document, guiding all related activities throughout the duration of the RESKILLING project. As such, it is subject to refinements, based on project developments, stakeholder feedback, and evolving communication needs. This will take place in M18 and M36 of the project timeline.

The CDE Strategy has been prepared by the Work Package (WP) 6 Leader, with the support of the Project Management Team and Project Core Group, and with the active contribution of the RESKILLING Consortium.

1. Introduction

1.1. Purpose of the Document

The current document, Deliverable D6.1: *Communication, Dissemination and Exploitation (CDE) Strategy*, aims to define the strategic framework for all communication, dissemination, and exploitation activities of the RESKILLING project.

It presents the project's vision for engagement with key stakeholders, the general public, and sectoral actors, and outlines the tools, channels, and workflows that will be employed to increase visibility, impact, and uptake of project results. It also provides guidance on the implementation of a consistent visual identity and a phased messaging approach aligned with the RESKILLING objectives.

1.2. Intended Audience

This deliverable serves as a practical reference for all RESKILLING partners throughout the project lifecycle. It ensures that communication and dissemination efforts are aligned with the project's strategic goals, compliant with the GA, and responsive to consortium and stakeholder needs. It is also relevant to external evaluators, the European Commission (EC), and stakeholders involved in project outreach and exploitation. Finally, it is useful for the whole project consortium to keep track of the relevant KPIs set forth in the GA and sorted by theme in the present deliverable for easier monitoring.

1.3. Interrelations

Deliverable D6.1 supports and is interlinked with all Work Packages of the RESKILLING project. WP6 maintains regular coordination with WP1 to ensure that all communication and dissemination activities are aligned with project management guidelines and quality standards. WP1's overarching view of the project informs the solid planning and integration of CDE activities.

WP6 works in collaboration with WP2 to develop a pool of CCAM users, policymakers, and various stakeholders at national, European, and international levels. The communication strategy outlined in this document is aligned with the stakeholder mapping and engagement framework developed under WP2. Furthermore, WP2 and WP6 will jointly target the relevant audiences to handling joint activities including (but not limited to) the Final Event.

Coordination with WP3 is essential for the dissemination of findings related to CCAM's employment and socio-economic impacts. WP6 will support the visibility of these results by facilitating the dissemination of scientific publications, supporting the project presence at conferences, and assisting in policy-targeted outreach.

A strong link also exists between WP6 and WP4, particularly in relation to the promotion and exploitation of major outputs such as the CCAM Employment & Skills Observatory and the Business Model toolkit. The RESKILLING website (within "T6.2 Dissemination tools and events") and the RESKILLING Inventory (within T6.3 "RESKILLING inventory") are closely connected with WP4's Observatory and technical content.

Finally, WP6 will collaborate with WP5 to ensure the dissemination of project guidelines, policy recommendations, and the final roadmap. Content developed by WP5 will also contribute to creating the programme of the Final Event, ensuring coherence across the project's public-facing activities.

2. Dissemination Strategy

The aim of the CDE strategy in RESKILLING is to comprehensively share and make the best use of the efforts and technical advancements developed within the project framework. The following sections highlight the project's main vision, goals and areas of impact and how communication, dissemination, and exploitation can help fulfil the objectives.

2.1. Project goals and impact

The rapid advancement of Connected, Cooperative, and Automated Mobility (CCAM) is transforming the European transport sector, bringing both opportunities and challenges for the labour market and broader socioeconomic structures. While CCAM technologies promise increased efficiency, safety, and sustainability, their widespread adoption will inevitably reshape employment patterns, workforce skills, and the socioeconomic fabric of transport-dependent industries.

Despite the growing momentum of CCAM deployment across the EU, there remains a significant knowledge gap concerning its impact on transport employability and labour dynamics. Automation and digitalisation are expected to disrupt traditional job roles, requiring a workforce transition towards new skill sets. However, the extent to which job displacement, reskilling needs, and employment shifts will occur remains uncertain. At the same time, the broader socioeconomic consequences, including regional disparities, economic inequality, and workforce adaptability, must be thoroughly analysed to ensure an inclusive and fair transition.

In light of the EU's strong commitment to sustainable and digital transport solutions, understanding the labour market implications of CCAM is essential for designing effective mechanisms, policies and strategies. Policymakers, industry stakeholders, and educational institutions require evidence-based insights to develop targeted mitigation strategies, reskilling initiatives, and regulatory frameworks that not only support workers and businesses but also maximise the benefits of CCAM. Without proactive intervention, there is a risk of labour market mismatches, social inequalities, and economic disruptions, making it imperative to address these challenges in a timely manner.

To support this transition, the RESKILLING project aims to provide a comprehensive assessment of CCAM's impact on transport employment and its broader socioeconomic consequences across the EU. By doing so, it contributes to the EU's objectives related to sustainable transport, social cohesion, and economic resilience, ensuring that the shift to automation benefits all stakeholders equitably. Anticipating and responding to these changes is essential for securing a future-proof workforce and maintaining the EU's leadership in innovative and sustainable mobility solutions.

To do so, RESKILLING takes a social innovation driven approach that comprehensively addresses CCAM-related technological developments. The project conducts in-depth examinations of all professions connected to CCAM services, considering social aspects and geographical variations across Europe's mobility sector.

At its core, RESKILLING's vision is to empower the workforce and businesses through a strategic approach that enables them to not only adapt to CCAM changes but to become active participants in sector advancement.

The project implements a comprehensive framework guided by inclusivity, co-creation, and social innovation principles. Through a dedicated platform promoting engagement, co-creation, and interdisciplinary knowledge exchange (RESKILLING Co-Innovation Framework), the project facilitates collaboration among diverse stakeholders to develop sustainable solutions for a fair, competitive and inclusive CCAM technological shift. Key focuses include socio-economic impact analysis, innovative business models, and skill enhancement tools, all designed with replication and scalability in mind for EU-wide adoption.

In essence, the ultimate goal of RESKILLING is to create a CCAM innovation system that addresses both technological and societal challenges.

2.2. Communication and dissemination objectives

The main objectives of the RESKILLING CDE Strategy are to identify and organise activities that will: a) disseminate the project's results, b) raise awareness of the challenges and opportunities created by CCAM technology, and c) engage targeted stakeholders affected by CCAM technology in labour market and broader socioeconomic contexts. The said stakeholders have been identified identified within "T2.1 Stakeholder mapping".

Based on these objectives, the strategy will seek commitment from all partners to monitor and validate its content, in particular WP2 partners responsible for stakeholder engagement will work hand-in-hand with the WP6 leader and contribute to its dissemination actions.

The key elements of the strategy include:

- the identification of target audiences aligned with the stakeholder mapping performed in "T2.1 Stakeholder mapping";
- the specification of channels for connecting with the identified audiences (events and media platforms);
- the cross-integration of dissemination output (print, electronic and face-to-face).

2.3. Target groups

While internal communication groups - comprising consortium partners and Advisory Board (AB) members - are clearly defined, external stakeholders have been identified through Task 2.1: Stakeholder Mapping. Based on this exercise, we provide below an overview of the groups targeted by the CDE Strategy.

Although the stakeholder mapping conducted by WP2 explores 3 levels of specificity, the figure presented here illustrates only the first 2 layers for clarity and ease of visualisation. For a more in-depth analysis of the stakeholders involved in project activities, please refer to Deliverable "D2.1 Stakeholder Mapping and Engagement Plan". This detailed mapping was developed through a collaborative effort, drawing on insights from prior related projects to ensure a comprehensive understanding of the stakeholder landscape.

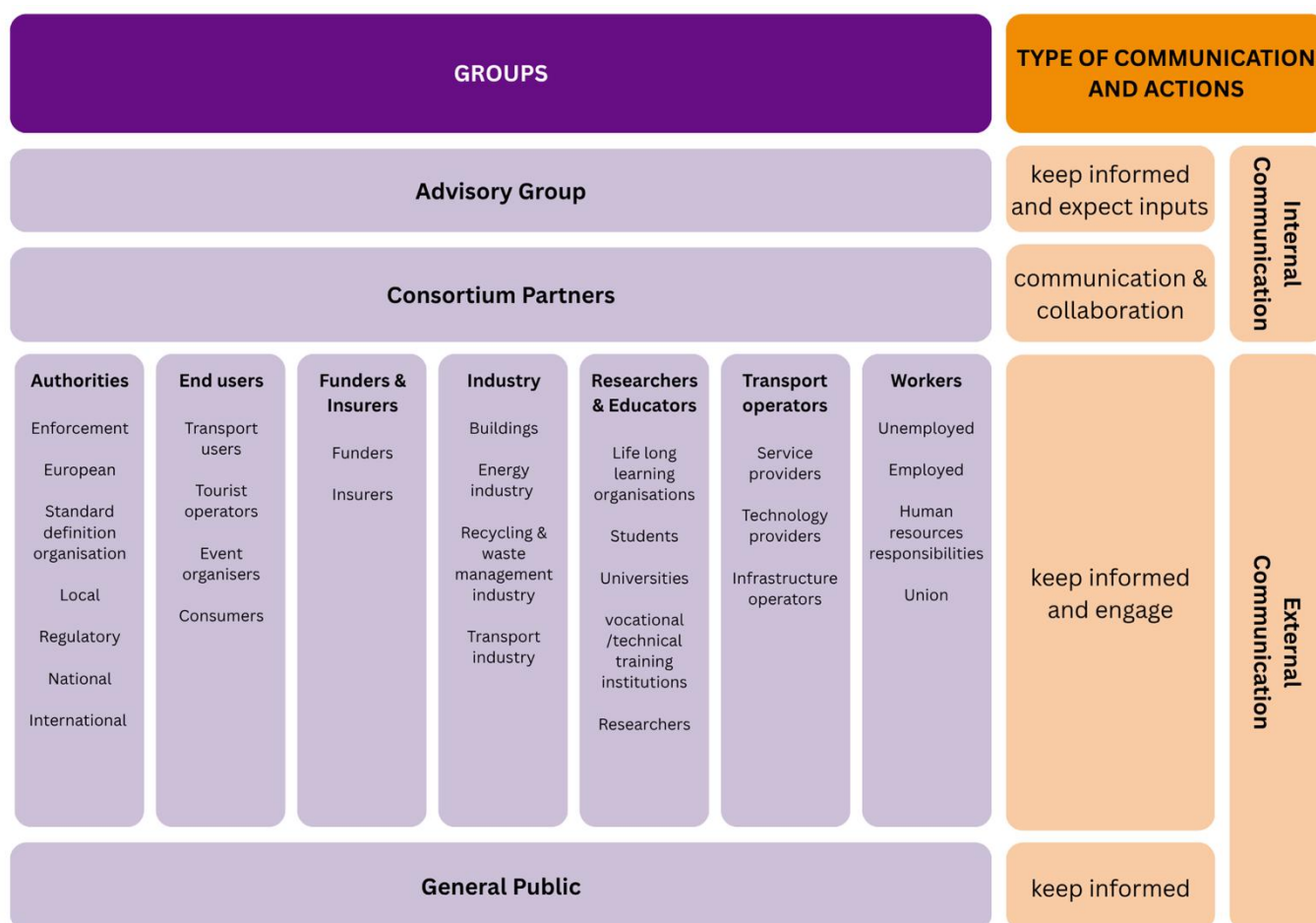


Figure 1 - Target groups identified by WP2

RESKILLING will conduct diverse dissemination activities to maximise the project impact, ranging from stakeholder workshops to one to one engagement with end users.

The targeted stakeholder groups will be regularly informed about the RESKILLING project and invited to participate in relevant events and contribute to specific project tasks (e.g. surveys, interviews, workshops, feedback on key research topics, etc.). The primary objective is to foster/maximise use and impact of RESKILLING's outcomes/results/outputs by establishing a strong project profile among authorities, end users, funders/insurers, industry representatives, researchers, educators, and transport operators.

The following chapters of this Deliverable will outline the tailored messages for each stakeholder group, along with the communication tools and channels that will be used to reach each of them effectively. The CDE Strategy will also leverage the existing communication resources and channels of consortium partners to maximise the impact of dissemination activities. This aspect is particularly crucial, as consortium members have developed strong and trusted relationships with their respective audiences — audiences that closely align with the stakeholders identified in the stakeholder mapping.

In addition, the strategy foresees the publication of project results in conference proceedings and peer-reviewed scientific journals throughout the various phases of the project. The overarching goal is to ensure the broad and effective dissemination of the technical and scientific advancements achieved within the RESKILLING project.

2.4. Key messages and approach

2.4.1. Key Messages

Communication and Dissemination includes project-cycle-long activities and provides key messages throughout the project. Therefore, the key messages will be evolved and adapted to each target group and platform. Furthermore, specific occasions and project milestones could be identified as particularly appropriate for outreach activities. These activities may involve organisation of events, presentation of key results, publications, innovation of use cases, etc.

Target messages for each group of stakeholders have been defined in the table 1 below. The target messages will be used in discussion and communication with stakeholders. They will also be used among others as headlines e.g. at the beginning of some writing about the project or titles (of a paper, of any chapter etc.), at the end of the writing, or near/close to the project logo, or separately in parenthesis in a leaflet. The key messages are expected to be reviewed and, if necessary, updated or revised as the project progresses. The table below reflects the current version at this stage. Any future changes will be incorporated in subsequent updates of the CDE Strategy.

Table 1 - Key Messages to convey per target group

Group	Type of message	Key messages
Authorities	Policy support and strategic alignment	- CCAM requires anticipatory workforce strategies, and RESKILLING provides evidence-based guidance to manage this socio-economic transition. - RESKILLING offers roadmap and policy recommendations to create more inclusive, future-proof mobility frameworks. You may draw lessons from this work. - Be engaged in RESKILLING can prove useful as it identifies where policy interventions (skills, education, regulation) are most needed.
Industry	Engagement and competitiveness	- CCAM success relies on a skilled and adaptable workforce. - RESKILLING shows how to keep industry human capital sustainable in the long-term. - RESKILLING showcases new business models and reskilling strategies designed for specific industrial segments. - RESKILLING develops options to assist industry in addressing labour shortages and enhancing resilience (particularly, in adapting to technological change, demographic shifts, and evolving skill needs)
Researchers & Educators	Knowledge transfer and co-creation	- RESKILLING offers evidence-based insights on future mobility skills demand across Europe. - Some RESKILLING outputs can help align curricula with real-world CCAM and automation scenarios. - RESKILLING can help contribute to lifelong learning pathways that respond to a transport labour market that evolves rapidly.
Transport Operators	Operational Readiness and Workforce Transition	- RESKILLING offers actionable guidance for upskilling workforce in line with CCAM deployment. - RESKILLING offers use cases and training tools to prepare staff for new roles. - RESKILLING helps reduce transition risks and boost employee retention and satisfaction.
Funders & Insurers	Risk Assessment and Investment Insight	- RESKILLING provides foresight into workforce impacts and mobility system evolution, informing on investment decisions that are sustainable. - RESKILLING offers access to socio-economic risk indicators linked to skills gaps related to CCAM.

Group	Type of message	Key messages
End Users of CCAM technologies	Awareness and Acceptance	- CCAM will reshape how we move and live: RESKILLING helps prepare people for this technological shift. - The RESKILLING approach and work supports equitable, accessible mobility and training options for all. - RESKILLING elaborates on the real impacts of CCAM evolving technology on everyday activities and services.
Workers	Empowerment and Inclusion	- Your role in the future of mobility matters — RESKILLING supports you in gaining the right skills for the future of our sector - RESKILLING explores new, attractive job profiles emerging from CCAM deployment. You may be interested in investing some time to explore options and preparing yourself to enter one of these markets. - RESKILLING advocates for inclusive upskilling that ensures no one is left behind in the transition – irrespective of their social group or background.
General Public	Awareness and Public Value	- RESKILLING helps build up smart, fair, human-centred mobility for all Europeans. - RESKILLING ensures that the human side of automation is not forgotten — through fair and human-centered technological transitions. - RESKILLING contributes to sustainable growth, employment, and innovation across EU regions.

2.4.2. Acknowledgement of EU funding

As the project is funded by the European Union, dissemination, communication and publication materials must clearly acknowledge the receipt of EU funding through the display of the EU flag and the following text referring to Horizon Europe¹:

‘This project has received funding from the European Commission under the European Union’s Horizon Europe research and innovation programme under grant agreement No. 101147328’.

The disclaimer is complemented by the related EU logo.



Figure 2 - EU funding logo

An additional disclaimer will be included in all dissemination materials related to the project, acknowledging the SERI funding for the Swiss partner International Road Federation (IRF). This disclaimer shall be used by all project partners across various types of project outputs, including visuals, publications, and deliverables. The disclaimer will be displayed in a smaller font size and positioned below the acknowledgement of EU funding. The wording of such disclaimer is as follows:

‘This work has received funding from the Swiss State Secretariat for Education, Research and Innovation (SERI) for the Swiss partners’

Alternatively, the following logo can be used instead to acknowledge Swiss funding.

¹ Use of the EU emblem in the context of EU programmes 2021-2027 (July 2021)
https://commission.europa.eu/document/3192a0ef-6bda-4e1a-81ca-65ade2ffad73_en

Project funded by



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Education,
Research and Innovation SERI

Figure 3 - SERI funding logo

IRF reserves the right to customise the materials they re-publish and may adjust the disclaimer as follows:

‘This work has received funding from the Swiss State Secretariat for Education, Research and Innovation (SERI).’

Further and detailed rules for acknowledgement of EU funding are available under Annex I.

2.4.3. A three-fold approach for the CDE strategy

The CDE strategy will be built around key Milestones and Deliverables which are particularly suitable for outreach and promotion towards the outside world. Further, the strategy will list relevant external events and media which could be used to further enhance the project’s dissemination and take-up activities.

The strategy will be the project’s guidance document for all dissemination, communication and exploitation activities. The RESKILLING project will be able to capitalise on the networking potential of each partner involved and multiply the outreach of the project’s dissemination and awareness raising activities.

To ensure structured and timely dissemination aligned with the RESKILLING project’s objectives and outputs, a preliminary approach has been developed to target 3 main project output categories. This approach maps the key elements of the project such as 1) objectives/values, 2) results/achievements, and 3) legacy. The project’s objectives and core values will be disseminated consistently throughout the entire implementation period. This ongoing effort aims to continuously remind the audience of the relevance of RESKILLING and the principles underpinning its mission. As the project progresses and more substantial results begin to emerge, dissemination will increasingly focus on showcasing these findings (shifting from early insights to more concrete and validated outcomes). In the later stages, the strategy will place greater emphasis on long-term impact. Particular attention will be given to outputs that can be exploited beyond the project’s lifetime, highlighting the legacy of RESKILLING and its potential to inform and inspire future initiatives.

The figure below illustrates the main phases and thematic focus areas that will guide dissemination activities. It should be noted that the items presented in the figure are indicative and not exhaustive.

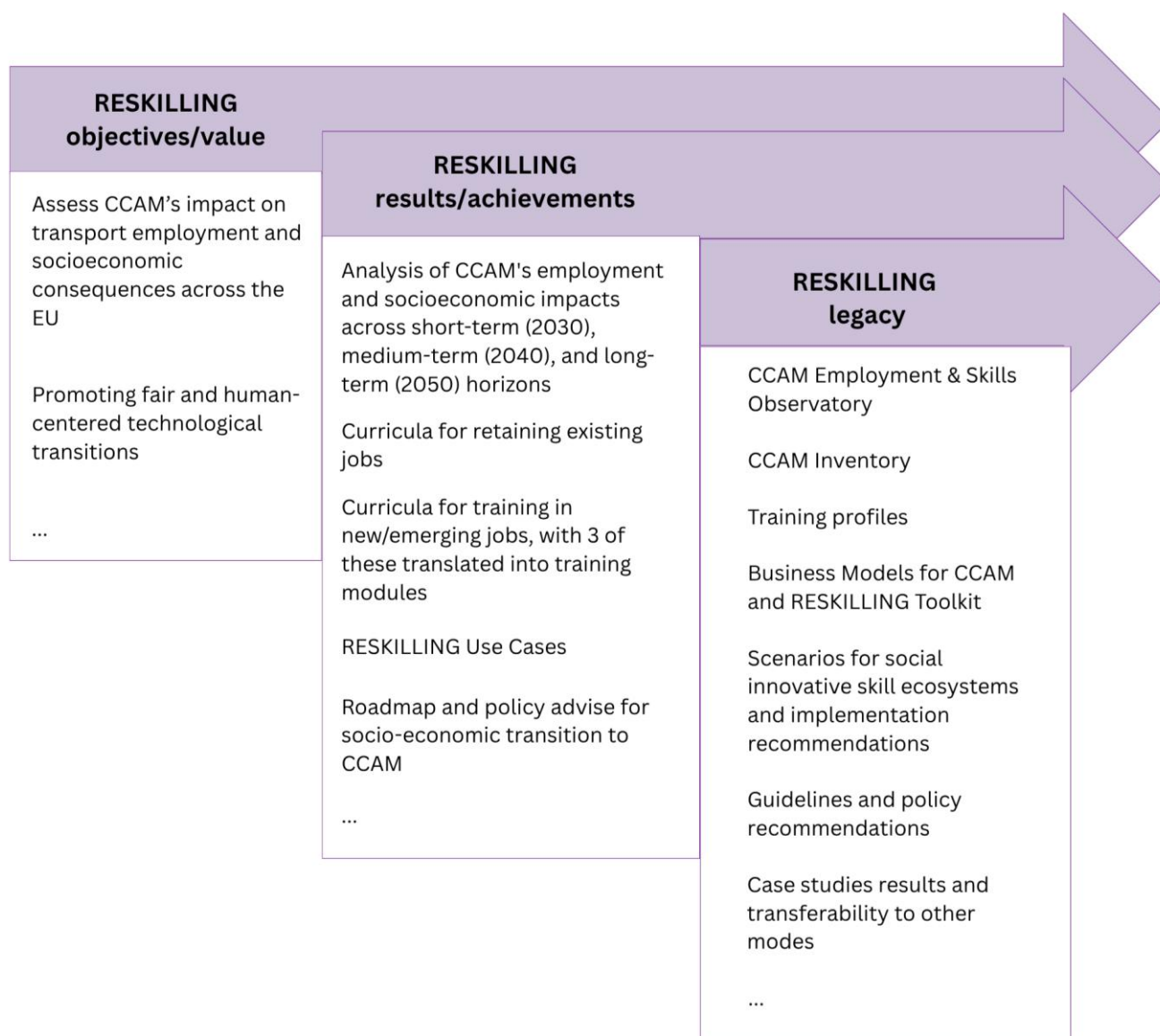


Figure 4 – Dissemination phase approach

2.5. Internal communication

Strong internal communication and collaboration are key to achieve the defined strategic goals and for making processes as efficient as possible. To ensure proper execution of the dissemination plan and that the set goals are met, partners are asked to:

- Be aware of the common goals for communication and dissemination and commit to them.
- Follow the internal procedures and use the project resources, including the key events list for project dissemination (see Annex IV), the tool for RESKILLING Communication and Dissemination activities reporting (in Annex V).
- Plan, share and coordinate activities proactively.
- Report to the WP 6 leader for all dissemination actions undertaken (via the Monitoring and Tracking tool for communication and dissemination activities, or, in exceptional circumstances, via mail communications).

- Make use of the RESKILLING SharePoint, which will assist the management of tasks, project plans, milestones, communications and documents, etc.

2.5.1. Use of shared folder (SharePoint)

The RESKILLING SharePoint area has been put in place by the Swedish National Road and Transport Institute (VTI) and constitutes a platform facilitating information management within the consortium. This platform gives also the opportunity to project partners to work in parallel on project documents, saving them time and effort of merging separately prepared texts. As further detailed in D1.3 - Data Management Plan, access to the SharePoint area is restricted to verified consortium members. No external collaborator have access to the shared folder area.

2.5.2. Mailing lists

To date, the Project Coordinator has established ten distinct mailing lists, each tailored to specific groups of recipients. The partners responsible for a specific mailing list are tasked to make regular updates if necessary. A comprehensive mailing list encompassing the entire consortium is maintained by the Project Coordinator. Additionally, 6 mailing lists are designated for WP-specific contact points and are updated regularly by the respective WP leaders. Separate mailing lists are also maintained for the Project Core Group (PCG), comprising the WP Leader and Coordinator; the Project Management Team (PMT); and the AB. This structured approach aims to streamline communication and facilitate effective interaction among all parties involved. If needed, additional mailing lists can be created to address specific communication requirements. All mailing lists are accessible through the project's SharePoint platform, ensuring centralised and secure access for authorised personnel.

2.5.3. Meetings

The Consortium will meet regularly for the optimal coordination and planning of the project activities through consortium meetings. Consortium physical meetings will be linked (when possible) to project events (e.g. workshops) or other major events (where most partners will be present) to avoid extra travelling costs. The date and venue of each meeting will be decided during the previous meeting, or when this is not feasible, through an online doodle poll initiated by the Coordinator, at least 2 months prior to the meeting. Agenda and minutes (following the relevant template) will be distributed to the partners by the Coordinator at least one month prior to the meeting, including the meeting structure and topics to be discussed. After the meeting, the Coordinator should send the meeting minutes to all attendees.

2.5.4. Project Core Group virtual meetings and other teleconferences

Teleconferences are held on a monthly basis, among the PCG representatives to ensure proper monitoring of project activities. These regular virtual meetings are scheduled for the last Wednesday each month and will continue throughout the project life cycle to discuss the latest updates, potential risks, and any bottlenecks that may arise. WP Leaders, as active members of the PCG, will be responsible for updating the respective Task Leaders on the discussions held during the PCG meetings, when relevant and invite them (or any other consortium member) when needed.

Additional teleconferences may be organised when necessary to address specific issues at the WP or Task level. For example, teams from WP3, WP4, and WP6 have already established regular (monthly) meetings to support their work. This approach could be adopted by all WPs.

The organiser of each teleconference should coordinate with the participants to agree on a suitable date. The agenda and connection details must be sent at least 2 days before the meeting to allow participants

to prepare appropriately. Teleconferences may be conducted using “GoToMeeting,” “Microsoft Teams,” or other similar platforms.

2.5.5. WP6 Meeting

The WP6 Leader is responsible for organising and coordinating monthly meetings focused on WP6. These meetings are scheduled for the last Wednesday of each month, following the PCG discussions held earlier on the same day. This timing allows the WP6 Leader to incorporate insights from the Coordinator and other WP Leaders, ensuring they are up to date on recent developments that may be relevant for dissemination.

Topics discussed during these meetings include:

- Updates from partners on dissemination activities
- A review and update of the Events list
- And the allocation of responsibilities for dissemination tasks such as social media posts, website articles, and other related outputs

2.6. Project identity

The project identity relates to the appearance and visibility of the project towards the external stakeholders. The identity of the project takes shape with a variety of items that clearly and intuitively address the core and main objectives of our work.

2.6.1. Logo usage guidelines

The RESKILLING logo lies at the core of the project’s visual identity, establishing a consistent and recognisable brand that reflects the project’s scope and vision. It visually communicates key concepts central to the project in the following ways:

- The notion of reskilling and upskilling is symbolised by gears embedded within the brain area of a stylised figure on the left, representing mental effort and the learning process.
- The concept of connectivity and automation (fundamental components of CCAM technology) is depicted through a network design within the brain area of the stylised figure on the right.
- The presence of 2 human figures in the logo reinforces the project’s human-centric approach, emphasizing that the human dimension remains central in the context of increasing automation and technological advancement driven by CCAM innovations.



Figure 5 - RESKILLING Logo (primary version full color)



Research initiative for Enhancing and Adapting Workforce SKILLs for Implementing TraNsport Automation with Employment Growth

The logo is complemented by the title of the project, and must follow the guidelines below:

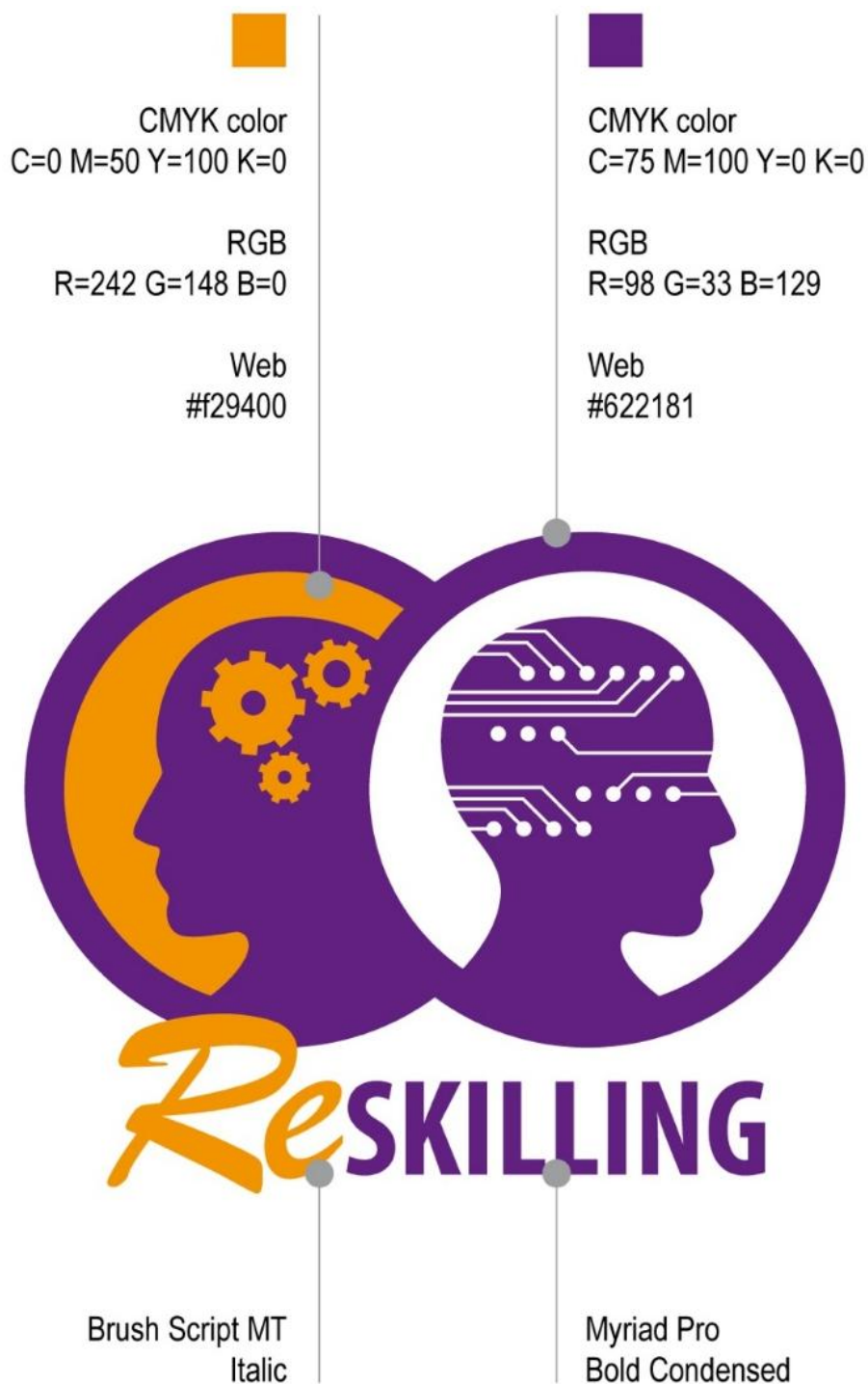


Figure 6 - RESKILLING logo guidelines

Each element and its position in relation to each other have been carefully designed and must never be stretched, altered or distorted.



Research initiative for Enhancing and Adapting Workforce SKILLs for Implementing TraNsport Automation with Employment Growth

Logo variations

The RESKILLING logo is also available in color, gray, and black/white scale versions, for use in white and dark backgrounds.



Original color version



Inversed color version



Inversed color version for usage with darker backgrounds



B&W versions

Figure 7 - RESKILLING logo (alternative versions)

The logo versions in multiple high-resolution file types are available for partners use under the project SharePoint, together with the logo usage guidelines to assure consistency and quality use.

3. Dissemination tools and materials

All available tools and activities have been grouped according to their nature following 3 categories: offline/non-electronic tools and channels, online and interactive tools and channels, and face-to-face interactive tools and channels.

3.1. Offline dissemination tools

Existing offline dissemination tools are available to all consortium members upon request and when needed for promotional purposes. Further tools will be created in the upcoming phases of the project lifetime and will be made available to the partners. Although most of these tools are primarily designed for hard-copy display, some items will also be published online via the project website to enhance their accessibility and provide greater usability.

3.1.1. Templates and table formats

Within the frame of RESKILLING, PowerPoint (.ppt), meeting agenda (.doc), minutes (.doc), attendance list (.doc), deliverable (.doc), and press release templates (.doc) have been developed in order to ensure visual uniformity in communication.

All templates complete and reinforce the identity of the project. All partners are required to use these templates when sending out documents or giving presentations. These templates should be used as follows:

- The agenda and attendance list templates should be used for all project meetings, conferences and workshop agendas.
- The minutes template should be used for all project meetings.
- The PowerPoint template should be used for all project-related presentations, both internally (i.e. in project meetings) and externally on any other occasion (unless of course another specific template is required, e.g. in conferences).
- The deliverable template should be used for all project deliverables both in terms of layout and structure.
- A common press release template will be applied consistently across all 3 editions.

Particular attention will be given to the PowerPoint template to ensure a consistent and recognisable visual identity throughout the project's duration, especially for external communications. Partners are encouraged to present their content clearly and concisely when preparing slides and to tailor their messages to the intended audience.

The project templates are available under Annex II and under the SharePoint tool for partners to utilise as they need.

3.1.2. Project base presentation

A PowerPoint presentation (.ppt) of the project's aim, objective, expected impacts, key events and deliverables, will be prepared for the partners, to be used as a concise tool that describes the key issues and main values of the RESKILLING project.

This will be available to all partners through SharePoint and shall be used in order to present the project on their own websites and social media interfaces, workshops, meetings, events, and any opportunities to

promote RESKILLING. The presentation may be updated throughout the project life cycle to better reflect the latest findings and outcomes.

3.1.3. Brochure, roll-up, leaflet, and poster

The series of roll-ups, banners, and leaflets will serve as face-to-face communication tools, designed to promote the project at events and other in-person occasions. These materials will adhere to the project's identity, including the logo, colours, and typography, ensuring consistency and creating a coherent link with other communication tools. They will convey the project's main objectives and anticipated impacts while promoting the website and social media platforms as sources for further information.

The initial versions of the brochure, banner, and roll-up have been completed and can be found below. The brochure contains general information about the project, including its scope and main objectives, in line with the visual identity guidelines outlined in the present deliverable. It incorporates branding elements, some of which have already been integrated into the PowerPoint template. This brochure will be printed and distributed at relevant events. An online version will also be available on the project website. Content and visual elements will be updated during the upcoming stages of the project life cycle.



Figure 8 – RESKILLING's first brochure

The first RESKILLING roll-up, like the brochure and banner, adheres to the same visual identity guidelines and provides a general overview of the project's values, objectives, and consortium structure. Throughout the project's lifecycle, the content of the roll-up will be updated. The WP6 Leader will oversee the coordination of shipping and transport for this and other printed materials to support promotion at major events. The roll-up banners will also be available in the materials section of the project website.



Figure 9 – RESKILLING's first roll-up

As an example on how to capitalise on the described project material, an opportunity for project promotion materialised with the RESKILLING presence at EUCAD 2025, held in Ispra, Italy, from 13 to 15 May 2025 (M5 of the project timeline). During the conference, consortium partners showcased the printed roll-up banner (above) and delivered a survey via QR code, developed in collaboration with RESKILLING's sister project – [CCAM ERAS](#).

A poster (not in roll-up format) will be designed and displayed at relevant events starting from Y2. It will be printed, distributed to project partners as needed, and made available online in a dedicated section of the project website.

Role of Partners	Due date Periodicity of the action
ECTRI is responsible for creating and updating the project brochure, roll-up, leaflet, and generic presentation – aligning the items with project visual identity	Y1 Whole project duration/ When relevant
ECTRI is responsible for creating and updating poster – aligning the items with project visual identity	Y2 Whole project duration/ When relevant

3.2. Online dissemination and interaction

Online dissemination tools will support the visibility and outreach objectives of the project across digital channels and platforms. These tools include the project website, social media interfaces such as LinkedIn, X (formerly Twitter), and Facebook, the project newsletter, and press releases, and dedicated YouTube videos. They are designed to ensure broad, timely, and targeted communication of project activities, outcomes, and opportunities for engagement with key stakeholder groups.

While these platforms offer diverse formats and audience reach, their performance and relevance are subject to continuous changes in the digital landscape. In particular, evolving dynamics on platforms such as X — including shifts in ownership and audience behaviour — highlight the need to regularly reassess dissemination strategies. Parameters and KPIs agreed within the project GA and associated with each channel will therefore be monitored and, where necessary, re-evaluated to align with current trends and ensure effective communication with relevant and high-value stakeholder communities.

All online tools will be maintained in line with the project's visual identity and updated regularly to reflect ongoing progress and new developments.

3.2.1. Website

The project website is the central element of the project's dissemination strategy. It is registered under <https://reskilling-project.eu/> and designed to be the main tool to communicate and disseminate the knowledge produced by the project and make it available to the appropriate audiences. The domain was purchased by the project for a duration of over 6 years to maintain the obligations established within the GA – stating that the online dissemination material will remain accessible for at least 3 years after the project end. The platform has become fully operational at the end of March 2025 (Month 3 of the project duration).

The website presents the project concept and plans and will be continuously updated throughout the project duration to incorporate the outcomes and outputs of the project, as well as key information (policy developments, web articles, etc.) relevant to the project. The website is designed to be informative yet straightforward with clear language to ensure effective communication with diverse categories of stakeholders and external audience (identified within the context of “T2.1 Stakeholder mapping”). Certain section of the website will also offer an interactive experience, including the Stakeholder Forum designed to engage stakeholders, promote ongoing engagement, encourage their active participation in RESKILLING initiatives, and share stakeholder inputs.

The website further lowers user barriers by a menu which is easy-to-navigate. Its design privileges dynamic content - images and diagrams, in addition to text. Furthermore, the responsive design approach will allow the website to dynamically adjust to the size of the screen on which it is displayed (computer, tablet, smartphones...). The website follows the project identity, in terms of logo, colors and typography in order to create a coherent link between all the planned communication tools.

The platform will incorporate the RESKILLING Inventory whose process design and plan is explained in detail in Chapter 4, as well as the CCAM Employment & Skills Observatory, an online AI-powered search engine that will serve as a knowledge repository, designed to provide personalised insights to stakeholders based on their specific needs, preferences, and priorities. (further details will be presented in Deliverables 4.6 and 4.7 scheduled for Months 18 and 34 of the project duration, respectively).

In terms of data privacy, the project website operates in full compliance with EU General Data Protection Regulation (GDPR)².

Two dedicated sections on the Privacy policy and Cookies policy will be available within the website. Additionally, consent is explicitly requested from visitors before any additional information is submitted or data is collected through the website.

A more detailed description of the structure up to June 2025 is provided in the following sub-chapters.

Header and footer

The website header is visible in all pages and includes the RESKILLING logo, the menu, the search, the project's social media icons and partners area, which is linked to the back-end of the project and other functionalities which will be further conceptualised and detailed in the upcoming months. The menu is organised in 8 tabs with relevant sub-tabs. The structure of this configuration of the mentioned tabs (in bold) and sub-tabs is as follows:

- **About**
 - Objectives
 - Consortium
 - Advisory Board
- **News & Events**
 - News
 - Events
 - Newsletter
- **Case Studies**
- **Knowledge hub**
 - Deliverables
 - Publications
 - Articles
 - Trainings
- **Stakeholders Forum**
- **Toolbox**
 - Inventory
 - Observatory
- **Contacts**
 - Newsletter subscriptions
- **Registered Area**
- **Search bar** to find key words within the project website

The described configuration (also shown in figure below) might be subject to changes throughout the project life cycle, and the amendments made will be reflected in the updates of the present Deliverable.

² European Union, *Regulation (EU) 2016/679* (General Data Protection Regulation), *Official Journal of the European Union* L 119 (May 4, 2016): 1–88, <https://eur-lex.europa.eu/eli/reg/2016/679/oj>



Figure 10 - Website Header

The website footer (figure below), visible on all pages, includes acknowledgements of EU and SERI funding. It also features the RESKILLING newsletter registration form. Content and configuration may be adjusted based on project implementation needs.



Figure 11 - Website footer

Homepage body

The homepage body offers a comprehensive overview of the project, outlining its scope, key objectives, allocated budget, consortium structure, coordination details, and overall duration. This content is subject to regular updates to reflect ongoing developments, emerging results, and evolving project milestones, thereby ensuring the information remains current and aligned with the project's progression.



Budget:
€1.99 million



20 Partners
10 Countries



Coordinator:
CERTH



Duration: 36 Months
January 2025 – December 2027

The deployment of Connected, Cooperative & Automated Mobility (CCAM) will transform the transport sector, creating opportunities but also challenges—especially for employment. While automation may shift jobs, it can also create new roles, improve working conditions, and attract a diverse workforce, including women, young people, seniors, and persons with disabilities. A just transition requires good social conditions, reskilling opportunities, and attractive jobs.

Funded by the European Commission under Horizon Europe (GA No. 101147328), the RESKILLING project unites 20 leading partners in CCAM, education, skills development, and social innovation. Our goal is to equip Europe's mobility workforce and businesses with the skills to navigate CCAM's evolving landscape.

RESKILLING goes beyond technology, taking a social innovation-driven approach. By analyzing CCAM professions and engaging diverse stakeholders, we apply Social Sciences and Humanities (SSH) principles throughout the project. The RESKILLING Co-Innovation Framework fosters collaboration to create sustainable, context-specific solutions.

Our vision ensures the CCAM transition is inclusive and fair. By promoting skill development across the value chain, we aim to reduce negative employment impacts and unlock new socio-economic opportunities. Through strategic research and interventions, we empower individuals to actively shape and benefit from this transformation.

Figure 12 - Website homepage content



Under the 'About' tab in the website header, dedicated sub-sections provide more detailed information on the project's objectives, the composition of the consortium - including a visual representation of the geographical distribution of each partner - and the composition of the AB.

News and Events

The *News* section will feature updates related to project activities and results, as well as selected external developments that fall within the project's thematic scope. This section will be regularly updated throughout the project's lifecycle to ensure relevance and timeliness.

Similarly, the *Events* section - accessible under the same header tab - will present information on both project-organised events and other relevant activities hosted by consortium partners or key external stakeholders, particularly in relation to CCAM and relevant upskilling and reskilling practices.

A newsletter section will be made available for users to view. Further details on implementation of the RESKILLING Newsletter series are covered in Sub-chapter 3.2.6 - Newsletter.

Case Studies

The *Case Studies* section of the project website is dedicated to presenting a curated collection of studies examining the impact of CCAM technologies on the workforce, based on real-world data collection and analysis. This section will serve as a dynamic repository of evidence gathered during the implementation of project research activities.

Content for this section will be progressively integrated throughout the project lifecycle, reflecting the continuous nature of research outputs. Its development is closely aligned with the activities carried out under WP4 - Towards job creation, growth and innovation, and in particular Task 4.4 - Case studies, which focuses on identifying, implementing and analysing the project's Case Studies, which will involve the collection of real-life data—also taking into account geographical differences—and the application of tools and solutions developed within the project to assess their effectiveness. In addition, at least 2 case studies will specifically investigate the integration and synchronisation of CCAM solutions with other transport modes, contributing to the promotion of multimodality. The case studies are expected to highlight key findings and insights generated through the research process. These findings may also be disseminated through other communication channels within the project framework, such as the *News* section of the website and associated social media platforms, to further enhance outreach and stakeholder engagement.

Knowledge Hub

The *Knowledge Hub* functions as a central repository for key project outputs, encompassing both academic and practical content. All deliverables marked as public will be made available under the *Deliverables* section for reference, including the present document.

The *Publications* section will feature a comprehensive list of peer-reviewed articles (OA) and scientific conference papers produced throughout the project.

The *Articles* section will provide access to a curated selection of insightful writings, research highlights, and content addressing relevant themes emerging from the project's focus.



The *Training* section will host courses aimed at equipping the RESKILLING community with the competencies required to navigate the evolving landscape of the transport sector.

Stakeholders Forum

The *Stakeholder Forum* is an interactive section of the website designed to engage stakeholders, promote ongoing engagement, encourage their active participation in RESKILLING initiatives, and share stakeholder inputs,. It will be fully operational in the upcoming phases of the project life cycle.

Toolbox

The Toolbox header section will provide a connection to the RESKILLING Inventory and the CCAM Employment and Skills Observatory – which will be developed at a later stage of the project life cycle.

Contacts

The section offers the possibility to subscribe to the project newsletter, informing the audience that they may unsubscribe at any moment if desired. To subscribe, the community is asked to insert their name email address which will be stored in the project official email (the.reskilling.project@gmail.com) and deleted upon request. The section also provides the project's main contact points, including the Project Coordinator (Matina Loukea, CERTH/HIT), the Dissemination Manager (Caroline Alm  ras, ECTRI), the Technical Manager (Ingrid Skogsmo, VTI), and Stakeholder Engagement Manager (Manon Coyne, POLIS).

Implementation

The RESKILLING website was developed by the Project Coordinator CERTH/HIT. The website is registered under the domain name *reskilling-project.eu*, secured via Gandi for a duration of 6 years (2 years and 9 months covering the project duration as well as over 3 years to maintain the obligations established within the GA – stating that the online dissemination material will remain accessible for at least 3 years after the project end).

The platform was built using Joomla!³, an open-source Content Management System (CMS). It supports both desktop and mobile access due to the responsive template. The CMS was chosen for its intuitive interface, low setup cost, flexibility, and ability to manage a range of media formats, and the fact that it is open source.

The website is indexed using relevant project keywords, with performance tracking setup being Google Tag Manager.

³ <https://www.joomla.org>

Role of Partners	Due date Periodicity of the action
CERTH/HIT is responsible for putting in place the website	M3
ECTRI and CERTH/HIT are responsible for updating and maintaining the website with the support of the Consortium	Whole project duration/ When relevant

3.2.2. Social media interfaces

The social media interfaces of the RESKILLING project are designed to complement the project website and serve as key tools for the broad dissemination of the project's objectives, activities, and findings. These platforms aim to facilitate effective communication and broad outreach to stakeholders, the research community, and the general public.

Throughout the project's duration, the social media channels will be regularly updated to reflect project's milestones, outputs, and developments, while also addressing topics related to reskilling and upskilling in the context of ongoing CCAM technological advancements. These updates will cover not only project-specific outputs but also broader themes, thereby enhancing the project's visibility. This approach aims to engage the target audience and encourage them to follow the project's channels and stay informed about key topics that are the focus of the project.

Following an analysis of target groups and communication needs, the consortium selected LinkedIn (as the main and more important source to communicate), X (former Twitter), and Facebook as the primary platforms to maximise visibility and outreach. These platforms were identified as the most effective in reaching the intended audience and for different reasons – serving each a distinct role in reaching out to specific audiences, including authorities, industry professionals, end users, and consumers.

While the creation of dedicated social media accounts for the RESKILLING project have been implemented, concerns have been raised regarding the time and effort required to build a sufficient follower base to achieve visibility. To address this, a dual approach will be adopted: the project will establish official accounts to fulfil formal dissemination commitments, while leveraging the existing and well-followed social media channels of consortium partners to amplify visibility and reach.

Role of Partners	Due date Periodicity of the action
ECTRI is responsible for creating the social media platforms.	M3
ECTRI is responsible for coordinating consortium efforts to feed content into the social media channels.	
Partners will be asked to provide content and help drafting the social media posts, as well as promoting these accounts with the channels at their disposal.	Whole project duration/ When relevant

3.2.3. LinkedIn Profile

LinkedIn has been identified as a key platform for engaging professional and industry-specific stakeholders. This social network is widely used by individuals in authority roles, including European regulators, national and local authorities, and enforcement bodies. As LinkedIn is predominantly a platform for professional networking, it enables the project to connect with funders, insurers, and key players in sectors such as energy, buildings, transport, and recycling. The platform is also crucial for researchers, educators, and technology providers to share industry insights, publications, and updates on technological advancements. LinkedIn's features allow for detailed, targeted engagement with stakeholders, facilitating direct communication with professionals, industry groups, and academic institutions. Throughout the project, LinkedIn will be used to disseminate policy updates, project milestones, surveys, questionnaires, and important research findings. This media will be also crucial for the outreach and impact of events, conferences or workshops to live broadcast the key discussions, messages and outcomes, as well as attracting new followers through real time information. By generating followers, a RESKILLING community will be developed, increasing interaction and knowledge exchange. The platform will serve as a baseline for further informing and engaging the Stakeholders' Community (SC). For these reasons, a [dedicated LinkedIn account](#) has been created by ECTRI in March 2025 and will be used for a big scale bi-directional communication with the users present on this social media platform.

LinkedIn Profile Strategy

- Keep a regular presence with news about the project, other relevant activities, related CCAM topics and latest updates, as well as those activities where the feedback from the community is highly valued (e.g., surveys that will support the research efforts of the project).
- Use recognised and institutional handles in the posts to maximise visibility and be recognised as part of the HE community.
- Tag organisations and personnel involved in the specific activities of the posts.
- Enrich text with the use of pictures, videos, and data visualisations in order to spark interest. When possible, maintain visual identity with key and dedicated visuals pertinent to the project branding.
- Use the relevant hashtag(s) consistently throughout the overall project implementation. Hashtag(s) considered were those utilised in prior EU-funded projects social media which have had similar scope, including [WE-TRANSFORM](#)⁴.
- Leverage any existing social media presence, using existent partner's platforms, official institutions (e.g., EC, JRC, etc.) and other running projects (e.g., sister project CCAM-ERAS), and encourage all these parties to communicate information about RESKILLING.
- Utilise banner created to create association with the project and presenting a disclaimer as follows "The RESKILLING project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101147328.

Table 2 - LinkedIn identified hashtags

Hashtags (non-exhaustive list)
#CCAM
#TransportationWorkforce
#HorizonEurope
#RESKILLING
#impacts

⁴ <https://wettransform-project.eu/>

Table 3 - LinkedIn identified account handles

Profile handles (non-exhaustive list)

**European Commission
RESKILLING Partners profiles**

Role of Partners	Due date Periodicity of the action
ECTRI is responsible for creating the RESKILLING LinkedIn account and maintain it.	M3 Whole project duration/ When relevant
All partners having a LinkedIn account are asked to join the page, like, share and comment on posts, invite following the LinkedIn communication guidelines. Partners are also asked to contribute to the draft and planning of the posts to release depending on their knowledge on the field, the project outputs they are achieving, and latest updates in the field they are aware of. Partners will also publish unique post related to RESKILLING on their own account – tagging the RESKILLING page to attract more followers for the official account.	N/A Whole project duration/ When relevant

3.2.4. X

X (former Twitter) has been retained as one of the RESKILLING project's core social media channels, following a focused internal evaluation of alternative platforms - namely, Bluesky. The aim of the assessment was to ensure that the project uses the most effective and widely adopted platforms to reach relevant audiences while fulfilling its dissemination obligations under the GA.

An internal review was carried out in March 2025 to compare the reach and stakeholder engagement potential of X versus Bluesky. The analysis considered the online presence of both key stakeholders identified in the early phase of the Advisory Board affiliations and the social media setup of consortium partners. Among the stakeholders reviewed, 5 were active on X, collectively reaching approximately 27,000 viewers. In contrast, only one stakeholder was found to be using Bluesky, with a notably smaller audience of around 185 followers. A similar trend emerged among the consortium members: eleven partners, including ECTRI, are active and well-established on X (totaling over 17,000 followers), whereas only one partner (POLIS Network) currently maintains a limited presence on Bluesky. Although VTI has indicated an intention to transition to Bluesky, this shift is scheduled for a later stage (Q2 2025), with no measurable impact at present. It is recognised that stakeholder engagement prioritises reaching a high-quality, relevant audience over maximising the size of the audience. However, limitations in available data on stakeholders' most recent social media preferences - particularly at this early stage of the project - have

influenced the decision in favour of X rather than Bluesky. More detailed data on the consortium social media presence and capabilities can be found in Annex III.

The assessment confirmed that X remains the most widely used and thematically aligned platform within the project's professional landscape. While Bluesky provides comparable functionalities, including similar character limits and posting formats, its limited adoption among both stakeholders and consortium partners at this stage does not justify its use as a primary communication channel.

For these reasons, X has been confirmed as the project's main channel for real-time updates and external communication. It enables direct and concise dissemination of project milestones, policy developments, and relevant sectoral updates to a large and active audience. Additionally, X is widely used by public authorities, transport operators, and industry associations.

Nevertheless, recent trends indicate that X has been experiencing a decline in its European user base, with a loss of approximately 11 million monthly active users between October 2024 and March 2025, as reported in its April 2025 Digital Services Act (DSA) transparency report⁵. This represents a 10.5% decrease, with notable declines in countries such as France, Germany, Poland, and Spain.

To still meet the KPIs agreed in the GA, a [dedicated X account](#) has been created by ECTRI in March 2025 and will be used for a big scale bi-directional communication with the users present on this social media platform.

It is noted, however, that LinkedIn will remain the primary channel for communicating project activities, as it accommodates a broader and more diverse range of stakeholders relevant to the project. Additionally, its extended character threshold - surpassing X's 280-character limit for basic profiles - enables more detailed content to be shared effectively.

X Strategy

- Hashtags (#) are used to reach specific target groups and identify key concepts. Inserting 2 to 5 hashtags per tweet is recommended
- Use recognised and institutional handles in the tweets to maximise visibility and be recognised as part of the HE community
- Make it visual with the use of pictures, videos and data visualisations in order to spark interest. When possible, maintain visual identity with key and dedicated visuals pertinent to the project branding
- Use the relevant hashtag(s) consistently throughout the overall project implementation. Hashtag(s) considered were those utilised in prior EU-funded projects social media which have had similar scope, including [WE-TRANSFORM](#)
- Leverage any existing social media presence, using existent partner's platforms, official institutions (e.g., EC, JRC, etc.) and other running projects (e.g., sister project CCAM-ERAS), and get all these parties to communicate information about RESKILLING
- Utilise banner created to create association with the project and presenting a disclaimer as follows "The RESKILLING project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101147328.

⁵ X Corp. (2025, April). *DSA transparency report – April 2025*. X Internet Unlimited Company

Table 4 - X identified hashtags

Hashtags (non-exhaustive list)
#CCAM #TransporationWorkforce #WorkforceSkills #FutureOfTransport #HorizonEurope #RESKILLING #impacts

Table 5 - X identified account handles

Profile handles (non-exhaustive list)
@EU_Commission @CCAM_EU @CORDIS_EU @(RESKILLING partners)

Role of Partners	Due date Periodicity of the action
ECTRI is responsible for creating the RESKILLING X account and maintain it.	M3 Whole project duration/ When relevant
All partners having an X account are asked to join the page, like, share and comment on posts, invite following the LinkedIn communication guidelines. Partners are also asked to contribute to the draft and planning of the posts to release depending on their knowledge on the field, the project outputs they are achieving, and latest updates in the field they are aware of. Partners will also publish unique post related to RESKILLING on their own X account – tagging the RESKILLING page to attract more followers for the official account.	N/A Whole project duration/ When relevant

3.2.5. Facebook

In line with RESKILLING's commitment to inclusivity, co-creation, and social innovation mentioned in the GA, Facebook has been selected as a complementary communication channel, particularly for reaching stakeholder groups less present on professional platforms - such as end users of CCAM technologies, workers, unemployed individuals, and local community actors. This decision also stems from the need to find alternative solutions to X's decrease in engagement and interactions.

Additionally, Facebook's accessibility and familiarity can be effective in engaging these groups, who play a vital role in shaping and validating the project comprehensive approach. The platform supports low-

barrier communication and allows for targeted outreach, enabling the project to connect with individuals and communities often excluded from more formal mobility and policy discussions.

Using Facebook supports RESKILLING’s aim to ensure broad and equitable engagement, particularly around issues of employment transition, skills development, and social adaptation to CCAM deployment. In doing so, it reinforces the project’s wider goal of delivering not only innovation but also human-centered solutions across Europe.

For these reasons, a [dedicated Facebook](#) profile has been created by ECTRI in March 2025.

Facebook Strategy

- Posts will include 2–5 targeted hashtags, aligning with established practices in EU-funded project communication. These will reflect both project-specific and sector-wide themes. Hashtag(s) considered were those utilised in prior EU-funded projects social media which have had similar scope, including [WE-TRANSFORM](#). Hashtags will be reviewed periodically and adapted if needed to align with sector developments and trending terms
- Use recognised and institutional handles in the posts to maximise visibility and be recognised as part of the HE community
- All visual material will follow the RESKILLING branding guidelines, using the project’s logo, typography, and colour palette to maintain identity consistency across platforms
- Leverage any existing social media presence, using existent partner’s platforms, official institutions (e.g., EC, JRC, ect.) and other running projects (e.g., sister project CCAM-ERAS), and get all these parties to communicate information about RESKILLING
- A dedicated banner will be used for post headers and event promotions, including the funding disclaimer: “The RESKILLING project has received funding from the European Union’s Horizon Europe research and innovation programme under grant agreement No. 101147328.

Table 6 - Facebook identified hashtags

Hashtags (non-exhaustive list)
#CCAM
#TransporationWorkforce
#WorkforceSkills
#FutureOfTransport
#HorizonEurope
#RESKILLING
#impacts

Table 7 - Facebook identified account handles

Profile handles (non-exhaustive list)
@European Commission
@(RESKILLING partners)

Role of Partners	Due date Periodicity of the action
ECTRI is responsible for creating the RESKILLING Facebook account and maintain it.	M3 Whole project duration/ When relevant
All partners having a Facebook account are asked to join the page, like, share and comment on posts, invite following the LinkedIn communication guidelines. Partners are also asked to contribute to the draft and planning of the posts to release depending on their knowledge on the field, the project outputs they are achieving, and latest updates in the field they are aware of. Partners will also publish unique post related to RESKILLING on their own Facebook account – tagging the RESKILLING page to attract more followers for the official account.	N/A Whole project duration/ When relevant

3.2.6. Zenodo

Zenodo.org⁶ is a general-purpose open-access and open source repository developed under the European OpenAIRE program and operated by CERN. It allows researchers to deposit data sets, research software, reports, and any other research related digital artefacts. providing each with a persistent DOI to ensure long-term findability and citation.

Within the RESKILLING project, Zenodo will serve as one of the primary repositories to ensure the early, open, and FAIR (Findable, Accessible, Interoperable, Reusable) dissemination of project results. The consortium is fully committed to the Horizon Europe Open Science guidelines and will utilise Zenodo to upload publicly shareable versions of deliverables, policy briefs, scientific articles, training material, and datasets.

Role of Partners	Due date Periodicity of the action
CERTH/HIT is responsible for creating the RESKILLING Zenodo Community area and maintain it.	Y1 Whole project duration/ When relevant

3.2.7. Newsletter

A project-dedicated newsletter will be regularly issued throughout the project's duration to present updates on key results, share success stories, highlight relevant news from consortium partners, and promote both RESKILLING-organised and external events where the project is represented. The newsletter will serve

⁶ <https://zenodo.org/>

as an additional tool to ensure ongoing visibility and engagement with stakeholders across sectors and regions.

The setting of the newsletter will be developed using the LinkedIn dedicated Newsletter functionality or Mailchimp, and its layout will be adjusted to ensure both visual consistency with the project's branding and optimal user experience. Each edition will reflect the visual identity of the project and align with the broader communication strategy.

Distribution will be strictly compliant with the EU GDPR. The newsletter will only be sent to individuals who have actively subscribed by registering their email address through the dedicated form available on the RESKILLING website. Subscription will also be promoted via the project's social media channels through targeted posts that direct users to the registration page.

Role of Partners	Due date/Periodicity of the action
ECTRI is responsible for creating and disseminating regular newsletters. Partners will be asked to provide general feedback on the items to promote.	of Up to 2 Newsletters per each Y of implementation.

3.2.8. Press Releases

Press releases are designed to inform and announce key updates to the media regarding upcoming events, milestones, and significant outcomes. These pieces of content aim to ensure that relevant findings and developments reach the appropriate audience.

In this regard, RESKILLING will identify and engage with the most suitable media outlets at local, national, and international levels, ensuring the project's messages are effectively conveyed to a broad and relevant audience.

The first project press release edition has been released in M3 by CERTH/HIT and contained general information on the project core values and mission, including what the project is set to deliver as well as the social media and website links. The dissemination of the press release was further amplified through the support of ECTRI. These efforts included dedicated posts on project social media platforms and the inclusion of the press release on specialised online platforms dedicated to press distribution, including [PR Log](#).



Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TraNsport Automation with Employment Growth

Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TraNsport Automation with Employment Growth

31/03/2025

RESKILLING Project Kicks Off to Future-Proof Europe's Transport Workforce

The **Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TraNsport Automation with Employment Growth (RESKILLING)** has officially launched its activities, following a successful Kick-Off Meeting held on February 5-6, 2025, in Thessaloniki, Greece.

Funded by the European Commission under the Horizon Europe programme (GA No. 101147328), RESKILLING unites **20 leading partners** from the fields of Connected, Cooperative & Automated Mobility (CCAM), education & training, skills development, and social innovation. The project aims to implement a **strategic, forward-looking approach** that will empower **workers and businesses** in Europe's mobility sector—covering both passenger and freight transport—to navigate the transformative changes brought by **CCAM deployment** and actively contribute to shaping the sector's future.

At the core of RESKILLING lies a commitment to **inclusivity, co-creation, and social innovation**, ensuring that the sector's workforce is not only prepared for automation but also **equipped to leverage new opportunities**. The project will introduce **innovative services and tools** to facilitate a smooth transition, assessing **socio-economic and employment impacts** across the **entire value chain** while helping businesses and workers **mitigate risks and maximize benefits**.

Kick-Off Meeting Highlights

During the two-day event, project partners had the opportunity to present and discuss the project's **ambitious scope and objectives**. The **European Commission's expectations** were outlined by Georgios Sarnos (CINEA, EC), the Project Officer of RESKILLING, who provided insights into the initiative's strategic importance.

Both **Matina Loukea (CERTH/HIT)**, Project Coordinator, and **Dr. Ingrid Skogsmo (VTI)**, Technical & Innovation Manager, emphasised the **critical importance** of the project's mission, while the Consortium demonstrated **strong commitment and enthusiasm**, ready to collaborate and deliver impactful results.

Funded by the European Union

This project has received funding from the European Commission under the Horizon Europe research and innovation programme under grant agreement No. 101147328

This work has received funding from the Swiss State Secretariat for Education, Research and Innovation (SERI) for the Swiss partners

Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TraNsport Automation with Employment Growth

What Will RESKILLING Deliver?

- ✓ **Comprehensive insights into CCAM's employment & socio-economic impacts** in the short-, medium-, and long-term, ensuring informed decision-making.
- ✓ **Support for businesses and workers** to successfully adapt to CCAM deployment, capitalizing on new opportunities for **sustainable employment growth** and fostering a **culture of social innovation**.
- ✓ **Skills development and upskilling**, ensuring that the workforce remains **competitive and future-ready** across multiple transport-related fields.
- ✓ **A strong CCAM stakeholder community**, co-developing solutions, amplifying project outcomes, and accelerating **large-scale adoption** of CCAM technologies.

With **CCAM reshaping the transport sector**, **RESKILLING** is committed to **ensuring that no one is left behind**. Stay connected as we pave the way for a **skilled, resilient, and future-ready workforce**!

Follow RESKILLING for the latest updates!

Visit our website: <https://reskilling-project.eu/>

Connect with us on:

Figure 13 - 1st Press Release edition

Role of Partners	Due date/Periodicity of the action
CERTH/HIT is responsible for drafting 3 press releases. ECTRI will support the dissemination of such items via social media channels, website news, and through engagement with stakeholders at different levels.	Indicatively, one press release per Y.

3.2.9. Videos on YouTube

2 project videos will be produced and inserted in [an ad-hoc YouTube Channel](#) (@RESKILLINGProject) to visually convey the RESKILLING message and highlight key achievements. This format offers a scalable and cost-effective communication tool, capable of reaching a broad audience and diverse stakeholder groups across different devices in a clear and accessible way.

The videos will be promoted through different media and channels, including social media communications, website news, and major relevant events and conferences, including the Final Conference in M36. While the first video ([released on M3](#)) presents the project's aims and objectives, the second video showcases the final outcomes of the project.

Role of Partners	Due date Periodicity of the action
CERTH/HIT to develop project videos (with the 1st video presenting the project's aims and objectives and the 2nd video giving an overview of the final project outcomes)	The 1st video was published in M3. The 2nd video is to be published in M36.

3.2.10. Website Articles

The project partners will develop a curated selection of content focused on key themes emerging from the RESKILLING project. This content may include analytical articles, research highlights, and insights derived from relevant conferences and events.

Topics covered may include, but are not limited to:

- Recent findings on the employment impacts of CCAM, based on internal studies or external research;
- Skills mapping for CCAM roles and forecasts on future skill needs linked to technological change;
- The impact of CCAM developments on specific workforce groups
- Description of the foreseen RESKILLING use-cases
- Findings of the RESKILLING case-studies

At the early stages of project implementation, articles will primarily address CCAM-related developments and discussions from key events. This approach reflects the necessary timeframe to establish internal project processes before producing tangible outputs relevant to RESKILLING.

The WP6 Leader will coordinate the activity and assign tasks to project partners, considering availability, thematic relevance, and ongoing project developments. This process will be supported by continuous updates on project progress, discussed regularly during PCG and WP6 meetings, and through close coordination with the Project Coordinator (PC), the Technical and Innovation Manager (TM), and the relevant project partners who are responsible for delivering particular and relevant aspects of RESKILLING.

To date, a preliminary list of webarticle for the first year of the project implementation has been decided upon and includes the following items (with respective assigned authors):

1. Why RESKILLING is needed (CERTH + VTI) – [completed and available online](#)
2. Stakeholder Mapping (POLIS)
3. Discussion held during the introductory Advisory Board meeting (IRF)
4. Social acceptance aspects (with emphasiss on public transport) (UITP)
5. What will the impacts of RESKILLING be? (CTL)
6. Profession mapping (ZLC)
7. Outcomes of co-creation workshops for the definition of expected CCAM employment effects (Ecorys)
8. Outcomes of the co-creation workshop at RelStat-2025 (TTI)
9. Skills taxonomy (ZLC)
10. Observatory introduction article (CERTH)

Role of Partners	Due date Periodicity of the action
Project consortium as a whole is responsible for turning relevant and interestin topics into web articles ECTRI to coordinate the efforts of the consortium in this tasks.	10 articles during Y1, 15 articles during Y2, and 15 articles during Y3 Whole project duration / When relevant

3.2.11. Scientific Publications

The project foresees a comprehensive scientific publication strategy aimed at ensuring broad and impactful dissemination of its research outcomes. Scientific results will be systematically shared through peer-reviewed journals and international conferences, with the dual objective of contributing to academic conversation and supporting evidence-based policy and practice in the fields in scope.

During the first year, the focus will be placed on the publication confirmation of 2 peer-reviewed papers in conference proceedings. These initial contributions will primarily cover methodological approaches and early findings, serving to promote the project within the scientific community and stimulate feedback. In the second year, the publication effort will intensify, with a target of at least 2 scientific articles submitted to indexed journals, alongside a minimum of 5 papers in conference proceedings. The third year will focus on 4 articles will be submitted to high-impact journals, and a minimum of ten contributions will be submitted at conference proceedings.

To ensure scientific excellence and visibility, priority will be given to reputable journals with high impact factors, including (but not limited to) *Sustainability* (IF: 3.251), *Transport Research Part D* (IF: 4.051), *Transport Research Part E* (IF: 10.047), *IEEE Transactions on Intelligent Transportation Systems* (IF: 7.80), *Transportation Science* (IF: 5.18), and *Sustainable Cities and Society* (IF: 11.03). Other relevant journals targeted include the *Transportation Research Record* (IF: 2.06), *European Transport Research Review – ETRR* (IF: 4.25), *European Journal of Transport and Infrastructure Research – EJTIR* (IF: 1.19), *IET Intelligent Transport Systems* (IF: 2.84), *International Journal of Environmental Health and Sustainable Society – IJEHSS* (IF: 6.715), *GPH – International Journal of Social Science and Humanities Research* (IF: 2.435), and *Social Sciences & Humanities Open* (IF: 1.9).

Role of Partners	Due date Periodicity of the action
Project consortium as a whole is responsible for turning relevant and interestin topics into web articles ECTRI to coordinate the efforts of the consortium in this tasks.	Y1: At least 2 in conference proceedings Y2: At least 2 in scientific journal & 5 in conference proceedings; Y3: At least 4 in journals & 10 in conference proceedings

3.2.12. Banner

The banner is a flexible visual asset designed in line with the RESKILLING brochure and adaptable for multiple purposes. It can be used across social media channels, embedded in stakeholder surveys, or featured in promotional posts to support visibility and outreach efforts. A version of the main banner is presented below and has been, and will be, further adjusted as needed.



Figure 14 - Project Banner

Role of Partners	Due date Periodicity of the action
ECTRI to produce banner.	Banner created in M3
ECTRI to adjust banner based on needs and situations	Whole project duration/ When relevant

3.2.13. Partners' own communication tools and platforms

Dissemination and communication activities under RESKILLING go beyond the project's website and social media channels. The activities are actively reinforced by the communication platforms of all project partners, helping to maximise and multiplying the outreach among highly relevant stakeholder groups.

To keep track of the efforts undertaken by each different partner, the WP6 leader has developed some tools that have been made available in the dedicate section of the project's SharePoint. To track individual contributions, the WP6 leader has developed specific monitoring tools, available in the dedicated section of the project SharePoint. These tools are also included in the Annex V.

In parallel, each partner's communication and dissemination capacities have been mapped and are being used to further amplify project visibility. A full list of partner platforms is provided in the Annex III.

Role of Partners	Due date Periodicity of the action
All partners should introduce the RESKILLING project in their websites, with a link to the project website and social media. All partners should promote the results, publications, workshops, meetings and other events of the project on their websites, social media platforms, newsletters and/or magazines.	Whole project duration / When relevant

3.3. Face-to-face and interactive dissemination

Alongside offline and online dissemination activities, the consortium will engage with a number of face-to-face and interactive dissemination practices to consolidate the presence of RESKILLING in relevant fora. Partners with privileged access to relevant stakeholders, other projects, and initiatives will leverage these partnerships to propose and execute targeted dissemination actions.

3.3.1. Stakeholders' Community Forum

Dissemination efforts will support engagement with the stakeholder community through the creation of a dedicated forum for the interested audience. This forum will be regularly updated with content relevant to those interested in CCAM technological advancements and their impacts, while primarily serving as an interactive tool to facilitate engagement between the project and its stakeholder community. In addition, it will act as a dissemination channel for presenting key project outcomes and gathering valuable input for research purposes. While the final details regarding the forum's configuration and platform are still under discussion, it is envisioned to be integrated into the project website once fully developed. All the inputs that will be collected through this engagement will be in compliance with the GDPR principles. The creation of a LinkedIn Group to facilitate interactions among interested parties will be considered in the upcoming months and may complement the Forum embedded in the project website.

Role of Partners	Due date Periodicity of the action
CERTH/HIT and POLIS Network are responsible for the creation of the website-integrated forum for the Stakeholder Community. POLIS to coordinate efforts to engage the community.	To be available within Y1 At least 20 registered stakeholder entities by Y1 At least 40 (overall) registered stakeholder entities by Y2 At least 50 (overall) registered stakeholder entities by Y3

3.3.2. Project Events

Dissemination activities will encompass a number of project events illustrated below. All these events will be duly promoted by consortium members and through project channels (including website, newsletter(s), press release(s), social media channels, etc.).

Stakeholder Engagement Events

A number of Stakeholder Engagement events will be held to present and discuss RESKILLING progress, results, and to collect input on the direction the project undertakes from key interested groups. The gatherings will take place virtually to gather the highest amount of feedback from participants.

Role of Partners	Due date Periodicity of the action
POLIS to coordinate efforts to engage the community and organise meaningful stakeholder engagement events	1st virtual stakeholder engagement event during Y1 2nd virtual stakeholder engagement event during Y2

Advisory Board & International Cooperation Concertation Meetings

To foster cross-countries collaboration and knowledge exchange, virtual AB and concertation events will be arranged annually.

Role of Partners	Due date Periodicity of the action
IRF responsible for the organisation of the meetings and the efforts coordination to promote them.	<u>Advisory Board Meetings</u> 1st virtual meeting by Y1 2nd virtual meeting by Y2 3rd hybrid/virtual meeting by Y3 <u>Annual Concertation Events</u> 1st virtual meeting by Y1 2nd virtual meeting by Y2 3rd virtual meeting by Y3 All Annual Concertation meetings should have representatives from at least 4 non-EU countries

Final Event

The WP6 leader will assist with the logistical aspects of the final event, including venue selection (based on research to identify the best provider offering the best value for money), guest invitations, event registration tasks, and other related duties. The programme will be developed primarily by content-related WPs, drawing on project results, particularly from WP2 and WP5.

Role of Partners	Due date Periodicity of the action
ECTRI to handle the logistics of the RESKILLING Final Event. All partners are responsible to contribute to the content, notably the WP2 and WP5 partners. All partners are requested to promote the event and invited to join.	Final event delivered in Month 35

3.3.3. Key External Events

As part of its stakeholder engagement and dissemination strategy, the RESKILLING Consortium identifies participation in relevant conferences and events as a key mechanism for interaction with external stakeholders.

Consortium partners will actively seek opportunities to participate in major international, European and regional conferences, including but not limited to the Transport Research Arena, the Transportation Research Board Annual Meeting, the Intelligent Transport Systems World and Europe Congresses, the International Transport Forum Summit, the Road Transport Research conference, the European Conference on Connected and Automated Driving, the World Conference on Transport Research, the POLIS Network Conferences, the CIVITAS Forum, the International Association of Public Transport Conferences, the IRF Conferences, the Smart City Expo World Congress, the European Mobility Week, the European Automotive Research Partners Association Forum, the International Motor Show (IAA Mobility), the European Urban Resilience Forum, and the Trans-European Transport Network (TEN-T) Days. Focus will be placed on Social Sciences and Humanities (SSH) community events, including the Conference of the European Association for the Study of Science and Technology (EASST), the Society for Social Studies of Science (4S) Annual Conference, the Public Communication of Science and Technology Conference (PCST), and the South East European Science, Humanities and Open Science Professionals (SEE SHOP) Forum.

A non-exhaustive and continuously updated list of targeted conferences is provided in Annex IV.

Role of Partners	Due date Periodicity of the action
All partners contribute to the participation in events (in Europe & beyond) and the presentation of RESKILLING project and outputs.	3 events during Y1, 6 events during Y2, and 8 events during Y3.

4. RESKILLING Inventory: development and progress

The "RESKILLING Inventory: Development and Progress" chapter documents the ongoing efforts to design and implement a digital platform that will serve as a repository to store the latest findings and developments within the project. In addition to serving as an internal reference, the inventory is intended to support the project's outreach activities. By presenting key outcomes in a clear and accessible format, it will help promote broader engagement with stakeholders. This chapter outlines the technical and conceptual foundations of the Inventory

4.1. Key Principles and User-Centric Considerations

The development of the RESKILLING Inventory is guided by a set of fundamental principles aimed at creating a secure, accessible, and user-friendly platform. This section outlines the key considerations that shape the design and functionality of the Inventory, ensuring it meets the needs and expectations of its diverse user base. Emphasizing privacy, seamless user experience, and potential multilingual support, these principles serve as the foundation for delivering a trustworthy and inclusive tool that effectively supports users in exploring all the relevant resources produced by the project.

4.1.1. Privacy and Data Protection

A core principle guiding the development of the RESKILLING Inventory is a strong commitment to privacy and data protection. To ensure full compliance with relevant regulations such as the GDPR, the platform is designed without a login system, allowing users to access all content and features anonymously. This approach eliminates the need to collect or store any personally identifiable information from users. Furthermore, the Inventory does not retain any responses submitted through the integrated surveys. All survey interactions are processed in real time, and no data is stored on the server or in any persistent database. This ensures that users' privacy is fully respected and that their input remains confidential at all times.

4.1.2. User Experience

The Inventory is built with a user-centric approach, prioritising accessibility and ease of use. The content is organised in a blog-like format, making it straightforward for users to browse information and project outputs. A key feature is the survey-based recommendation system, which provides users with personalised guidance based on their responses. To enhance accessibility, the platform allows users to download personalised reports generated from the survey results, ensuring that recommendations are not only actionable but also easily retrievable for future reference. The use of a static website generator will ensure that the Inventory is fast, reliable, and available to all users without delays or technical barriers.

4.1.3. Multilingual Support Considerations (open question)

An important open consideration in the ongoing development of the platform is the approach to multilingual support. At present, the website may be implemented in a single language, streamlining content management and technical complexity. However, the option to develop a multilingual site remains under evaluation. Implementing multilingual support would broaden accessibility and inclusivity, allowing users from diverse linguistic backgrounds to benefit from the Inventory. The decision will depend on available

resources, user needs, and the potential impact on user engagement and reach. This remains an open question to be addressed in collaboration with stakeholders as the project evolves.

4.2. Technical Approach for Content Delivery

Delivering content efficiently, securely, and consistently is fundamental to the success of the RESKILLINGInventory. This section details the technical choices and architectural strategies adopted to ensure that users benefit from a fast, reliable, and scalable platform. By leveraging a modern dynamic site architecture and integrating a headless Joomla! CMS, the project combines high performance with a flexible, centralised content management. The following subsections explain how these technologies work together to support seamless content delivery and maintain the integrity and accessibility of information across the platform.

4.2.1. Static Website Architecture

The RESKILLING Inventory leverages a static website architecture built with Gatsby⁷, offering a range of advantages that align with the project's goals:

- **Speed:** Gatsby's static site generation pre-builds webpages, resulting in exceptionally fast page load times. No heavy client-server interactions are required to access the content.
- **Security:** By compiling the site into static files and eliminating the need for app servers or databases, Gatsby significantly reduces the attack surface. This architecture inherently protects against many common web vulnerabilities and makes the platform less susceptible to hacking attempts.
- **Reliability:** Static sites are inherently more stable since there is no reliance on server-side processing. With fewer moving parts, there is less risk of downtime or technical failures.
- **Cost-Effectiveness:** Hosting static files is generally more affordable than maintaining dynamic servers. The simplicity of deployment and reduced infrastructure needs translate to lower operational costs.
- **Scalability:** Static sites can be cached and distributed efficiently through CDNs, allowing the platform to handle high volumes of traffic without performance degradation. This makes it suitable for both small-scale and large-scale deployments.
- **Maintenance:** The decoupled, modular approach of Gatsby simplifies updates and maintenance. Content and code can be managed independently, reducing complexity and the risk of introducing errors during updates.

This architecture ensures that the Inventory website is robust, performant, and future-proof, supporting the needs of users and administrators alike.

4.2.2. Content Embedding and Format Specifications

To ensure seamless integration and consistency of content across the Inventory, the platform utilises a headless Joomla! CMS as the primary backend. Content from other WPs is managed and standardised within Joomla!, which acts as a central repository for all relevant materials. Gatsby's powerful data sourcing

⁷ <https://www.gatsbyjs.com>

capabilities, particularly its GraphQL data layer, enable the site to pull structured content directly from the Joomla! CMS and render it in a uniform format.

This approach offers several key benefits:

- **Integration of WP contents:** By centralizing content management in Joomla!, materials from various project WPs can be efficiently embedded into the Inventory website. This ensures that updates to WP content are reflected promptly and accurately on the site.
- **Format Standardisation:** Content is standardised at the CMS level, allowing Gatsby to present information in a consistent and coherent manner. This facilitates a unified user experience and streamlines content updates.
- **Flexibility:** The decoupled architecture allows for the integration of additional content sources or formats in the future, supporting the evolving needs of the project.

By combining a static site generator with a headless CMS, the Inventory achieves both high performance and flexible, scalable content management, ensuring that users have access to up-to-date and well-structured information.

4.3. Content Management and Update Processes

The effective management and timely updating of content are essential to ensuring the RESKILLING Inventory remains a reliable and relevant resource for its users. This section outlines the strategies and technical solutions implemented to streamline how information and interactive elements, such as surveys, are managed and refreshed on the platform. By combining automated update triggers and robust survey integration, the platform is equipped to deliver up-to-date, high-quality content that adapts to evolving project needs and user expectations.

4.3.1. Automated Update Triggers

The RESKILLING Inventory is designed to fetch blog-like resources and content from the Joomla! CMS each time the site creation process is triggered. Currently, this build process is initiated manually by a user, ensuring that the latest content and survey configurations are always included in the static site build. However, this mechanism can be extended to support automated triggers in the future.

2 main automation strategies are envisioned:

- **Event-Based Re-Creation:** The site can be configured to automatically rebuild whenever content or survey updates are made in the Joomla! CMS. This can be achieved through webhooks or similar notification systems, allowing for near real-time updates and ensuring that users always access the most current information.
- **Regular Scheduled Re-Creation:** In addition to event-based triggers, the platform can support scheduled rebuilds (e.g., daily or weekly). This ensures that even if content changes are not explicitly flagged, the site remains up-to-date through periodic refreshes.

By leveraging these automated update triggers, the platform can maintain content freshness and accuracy while minimizing manual intervention, supporting both current operational needs and future scalability.



4.3.2. Survey Integration

Survey functionality is a core component of the Inventory, providing users with tailored recommendations based on their responses. The integration is implemented using SurveyJS⁸, a flexible and extensible survey library. The platform will include multiple surveys, each designed to address specific aspects of CCAM employment and skills.

The modular nature of SurveyJS allows for the easy addition or modification of surveys as project needs evolve, ensuring the platform remains responsive to user and stakeholder requirements.

4.4. Pilot Integration and Feasibility Testing

To validate the technical approach and ensure the practicality of the RESKILLING Inventory platform, a targeted test phase was conducted. During this phase, selected core features were integrated and deployed within an existing website environment. Specifically, the team tested the content fetching process from the Joomla! CMS, the automated website creation based on the fetched content, and a search mechanism enabling users to efficiently locate specific resources. This pilot integration demonstrated the feasibility of these foundational components, provided valuable insights for further development, and confirmed that the chosen architecture can be successfully embedded within established digital infrastructures. The positive results from these tests lay the groundwork for the continued expansion and refinement of the Inventory's full feature set.

⁸ <https://surveyjs.io>

5. Exploitation Framework

5.1. Purpose and scope

The purpose of this chapter is to define a structured approach to leverage the results of the RESKILLING project, in order to generate long-term impact. It outlines how the project's outputs will be utilised by project partners and external stakeholders. The scope includes commercial, non-commercial and policy-oriented exploitation pathways, ensuring alignment with Horizon Europe's objectives. This framework is intended to maximise the uptake of project results, ensure sustainability beyond the project's end date, and support innovation transfer to industry, public authorities, and civil society.

5.2. Strategic objectives for exploitation

The exploitation strategy is guided by the following strategic objectives. These objectives are aligned with the project's scope and contribute to broader EU goals such as climate neutrality, digital transformation, and inclusive mobility.

Table 8 - Strategic objectives for exploitation

Code	Strategic objective	Description
SO01	Market uptake	Facilitate the commercialisation of innovations by partners and external parties.
SO02	Policy integration	Support the adoption of project results in local, national, and EU transport and mobility policies.
SO03	Capacity building	Enable knowledge transfer to public authorities, SMEs, and academia.
SO03	Sustainability	Ensure long term effectiveness, evolution, and reuse of project outputs.

5.3. Exploitable artifacts

The exploitable artifacts which will be produced by RESKILLING will be categorised and assessed for innovation potential, maturity, and relevance to stakeholders. A list of the exploitable results will be made available. There will be provided detailed technical and business readiness assessments.

5.4. Exploitation Strategy

The exploitation strategy of RESKILLING is designed to ensure that the project's results are effectively transferred into real-world applications, whether through commercial ventures, public sector adoption, or open innovation.

5.4.1. Financial strategy

At this stage, this section is under development. It will be expanded into the full financial strategy to manage the exploitable results of RESKILLING. It will outline the key financial principles guiding decision-making, and it will also address financial forecasting and the alignment of financial resources with strategic priorities. At a later stage, this section will serve as a guide for ensuring the financial sustainability and



scalability of the project. More detailed aspects of the financial strategy will be included in the D6.2 that is due M18, with ECORYS being the main author of such strategy.

5.4.2. Risk planning

Effective exploitation requires proactive risk management. The project will identify key risks that could hinder uptake or sustainability of results, including:

- **Regulatory uncertainty:** Changes in transport or data governance regulations that may affect deployment.
- **Market fragmentation:** Diverse stakeholder needs and regional differences that may limit scalability.
- **Technological obsolescence:** Rapid innovation cycles that may outpace project outputs.

A dynamic risk assessment document will be maintained and reviewed regularly to adapt mitigation strategies as needed.

5.4.3. IP management

Intellectual Property (IP) will be managed to balance protection, accessibility, and collaboration. The IP strategy includes:

- **Ownership and attribution:** Each result is clearly attributed to the partner(s) responsible for its development, as defined in the Consortium Agreement.
- **Protection measures:** Where appropriate, results are protected through patents, copyrights, or trademarks.
- **Access and licensing:** Licensing models—ranging from open-source to commercial—are selected based on the exploitation route.
- **IP Monitoring:** An internal IP tracker ensures transparency and supports decision-making on protection and commercialisation.

This approach ensures that IP is employed strategically to support both the diffusion of innovation and competitive advantage.

6. Monitoring and Evaluation of Communication and Dissemination Activities

The primary objective of monitoring and evaluating dissemination activities is to ensure the effective and high-quality implementation of the project's communication strategy. This process is designed to be continuous, and will enable both a proper impact measurement and the timely adjustment of communication and dissemination actions where needed.

Specifically, it ensures:

- An effective impact assessment and update or redefinition of communication activities
- A high quality of communication activities carried out.

ECTRI, as the designated leader for dissemination, is responsible for overseeing the monitoring, evaluation, and reporting processes. These are carried out in alignment with the project's defined dissemination objectives and key performance indicators.

6.1. Communication activities & KPIs

In order to measure the impact of the activities and success of the dissemination strategy, the consortium set right from the start a series of quantified key performance indicators (KPIs) for monitoring progress and results.

The tables below present details of the planned communication activities and the linked key KPIs for the different kind of activities.

Table 9 - Branding and communication material & channels/KPIs

Activities	KPIs
Develop project logo (including variations), logo usage, templates for project implementation to reinforce project identity, project presentation PPT	1 project logo (including different variations) 1 agenda template 1 attendance list template 1 minutes template 1 PPT template 1 Deliverable template 1 press Release template 1 PPT presenting project overview
Set up project communication channels	1 project web site Project social accounts: LinkedIn, Twitter, Facebook, YouTube for videos, SharePoint (hosted by VTI) for project internal communication
Develop communication guidelines & good practices for project dissemination activities	Document/email communications/PPTs explaining communication strategy, how to use key messages, how to use own social media platforms and website for project communication Banner and appropriate visuals to guarantee visual identity online Document/email communications/PPTs giving guidelines for documenting & reporting project activities

Activities	KPIs
	Statement templates for acknowledging EC funding
Produce printed project brochures-leaflets, roll-ups and posters (to make available online, too)	Project brochures-leaflets in English (multiple versions based on project updates) - quantity may vary depending on needs 2-3 editions of roll-ups in English Project posters in English (depending on the needs) All posters will have an online version

Table 10 - Social media interfaces/KPIs

Activities	KPIs
Regular posting (Y1)*	LinkedIn: 150/from 5 to 10 posts per month X: 50 followers/from 5 to 10 posts per month Facebook: 50 followers/from 5 to 10 posts per month YouTube: 100 views (1st video)
Campaigns	
Launch of project kick-off, website, 1st video and social media (M3)	25 LinkedIn, X, Facebook posts and/or website news by M6
RESKILLING presence at EUCAD 2025 (in collaboration with the CCAM-ERAS project)	10 LinkedIn, X, Facebook posts and/or website news on the topic
Advisory Board Composition	10 LinkedIn, X, Facebook posts and/or website news on the topic
Stakeholder Community Forum	To be defined in due time
1st Stakeholder Engagement event	To be defined in due time
2nd Stakeholder Engagement event	To be defined in due time
Advisory Board & International Cooperation Concertation (1st)	To be defined in due time
Advisory Board & International Cooperation Concertation (2nd)	To be defined in due time
Advisory Board & International Cooperation Concertation (3rd)	To be defined in due time
RESKILLING presence at relevant external events	To be defined in due time

*From the GA Description of Action (DoA), figures have been reviewed considering latest non-promising social media trend regarding X (former Twitter). Specifically, to compensate for reduced KPIs for X, the

CDE strategy includes higher expectations for LinkedIn and the inclusion of Facebook used as a dissemination platform to inform specific stakeholders (like end-users and workers).

Table 11 - Other actions/KPIs

Activities	KPIs
Campaigns for outreach to general press and media	(at least) 3 press releases on project outcomes and activities
Newsletters	(at least) 6 newsletters promoted through the project website and social media
Communication, Dissemination and Exploitation strategy	First version in M6, updates in M18 and M36
Communication, Dissemination and Exploitation monitoring	Monitoring that the 1 st Year KPIs (M12), the 2 nd Year KPIs (M24), and the 3 rd Year KPIs (M36) are met

Table 12 - Participation in events (Europe and Beyond)/KPIs

Activities	KPIs
Events participation (with at least one consortium member being the representative of the project)	(at least) 17 events where RESKILLING activities and outputs are presented (Y1 target: At least 3; Y2 target: At least 6; Y3 target: At least 8)
International Cooperation	1 st virtual AB meeting by Y1 2 nd virtual AB meeting by Y2 3 rd hybrid/virtual AB meeting by Y3 1 st virtual Annual Concertation meeting by Y1 2 nd virtual Annual Concertation meeting by Y2 3 rd virtual Annual Concertation meeting by Y3
Stakeholder Community and events	Creation of a website-integrated forum to engage the stakeholder community, with at least 50 registered entities by project end (Y1 target: At least 20; Y2 target: At least 40; Y3 target: At least 50)

Table 13 - Exploitation/KPIs

Activities	KPIs
Exploitation Framework	Exploitation Framework – first version in Y1, second version in Y2, third version in Y3 (update on every CDE update)
Intellectual Property Rights	IPR Plan in place in M30
Exploitation Plan	Exploitation Plan (report on exploitable products including channels for exploitation and exploitation schedule beyond project's lifetime) by M36

Table 14 - Scientific outreach actions/KPIs

Activities	KPIs
Exploitation Framework	Exploitation Framework – first version in Y1, second version in Y2, third version in Y3 (update on every CDE update)

6.2. Monitoring and Evaluation

To support the effective monitoring and evaluation of communication and dissemination efforts, a centralised tracking table has been developed in Excel format. This tool enables structured documentation and continuous assessment of activities conducted across the consortium in the context of project promotion.

All partners are expected to contribute to the tracker by regularly populating it with relevant data related to their dissemination and communication actions. Clear guidance on the use of the tracker — including instructions on data input and sheet organisation — is embedded within the document itself and reinforced through ongoing communication and email correspondence to ensure consistency and accuracy in reporting.

The tracker is hosted on the project's SharePoint repository as a dynamic working document, updated throughout the project's lifecycle. It serves as a core instrument for capturing progress, identifying trends, and supporting informed decision-making across the WP.

The process will support the assessment of overall WP6 performance, while also enabling a detailed evaluation of individual activities and their specific contributions to the project's broader objectives. The excel table is available as Annex V. The WP6 Leader continuously monitors the dissemination tracker, assessing both the quantity and quality of the items reported by partners. This is especially important for determining whether the project's communication and dissemination KPIs are likely to be achieved on time, and for ensuring that accurate data is available for upcoming reporting periods, where metrics and activities must be reflected in official project documentation. If the WP6 Leader observes that the tracker is not being updated regularly or comprehensively, they will identify the partners who appear less active. These partners may then be encouraged to increase their engagement in dissemination and communication efforts, or alternatively, be invited to contribute to specific WP6 tasks where their involvement could add value.

In addition to the tracker, bilateral email exchanges with individual partners represent another effective way to monitor activities and assign dissemination responsibilities. This approach is particularly useful when partners are known to be involved in specific upcoming actions, such as events or workshops. Such information is often derived from the Key Events List available on the project's SharePoint, which all partners are encouraged to update—especially when they plan to attend or contribute to events listed there (see Annex 4). Alternatively, the WP6 Leader can know of specific partners' participation in events during the WP6 and PCG meetings.

Further coordination takes place during the WP6 Leader's participation in the monthly PCG and WP6 meetings, which are held on the last Wednesday of each month. The WP6 meeting immediately follows the PCG discussion, allowing the WP6 Leader to incorporate the latest input from the Coordinator and other WP Leaders. This helps ensure that dissemination efforts and task assignments remain in step with current project developments. During these meetings, partners share updates on their dissemination activities, the events list is reviewed and updated as needed, and responsibilities are distributed for upcoming outputs such as social media posts, website articles, and other communication materials.

Through these tools, the WP6 Leader is able to maintain a comprehensive and effective overview of the communication, dissemination, and exploitation activities carried out during the reporting period. These insights enables the timely identification of potential risks and the implementation of appropriate mitigation measures should such risks begin to materialise and threaten the achievement of the key KPIs outlined in the chapters above.

A number of these potential risks, along with corresponding mitigation actions, are presented in the table below. It is important to note that this list is not exhaustive and may be revised in future versions of the CDE strategy as the project evolves and new, previously unforeseen challenges emerge.

Table 15 - List of identified risks and potential mitigation measures

Risk and risk description	Mitigation measures foreseen
Withdrawal of a project partner <i>Likelihood: Low Severity: Medium</i> Should a partner withdraw from the project, this may lead to disruptions in planned activities.	In such cases, internal discussions will be initiated to redistribute responsibilities and determine which entity will take over the affected tasks. The reallocation will ensure continuity and the successful delivery of the planned outputs.
Low outreach of the project and its outcomes due to an inefficient communication and dissemination strategy <i>Likelihood: Low Severity: Medium</i> Should the CDE strategy not reach the intended achievements, the outputs of the projects and the awareness of the project themes might not produce the intended meaningful changes.	To mitigate this risk, a tailored Dissemination and Communication Strategy is being developed by communication specialists (ECTRI). Its effectiveness will be monitored regularly by the Coordinator and WP6 Leader, not only during the scheduled CDE strategy updates in M18 and M27, but also on an ongoing basis. Already in this first edition of the strategy, some corrective actions have been implemented, including a strategic shift from X (formerly Twitter) to LinkedIn as the primary social media platform, the inclusion of Facebook in the project's outreach efforts, and an initial analysis of the potential use of Bluesky, which was eventually discarded due to its limited reach and partner presence.
Low market penetration and limited adoption of project outcomes <i>Likelihood: Medium Severity: Medium</i> An inefficient exploitation strategy may lead to low market penetration and adoption of project's outcomes – therefore not producing the intended meaningful changes promised by the project.	To address this, the exploitation strategy will be reviewed by the Project Coordination Group (PCG), the Task 6.4 Leader (ECORYS), and the Coordinator. A follow-up evaluation will assess its effectiveness and propose improvements where needed. Furthermore, the consortium is committed to continuing the promotion and operation of the project's key outputs for at least three years beyond the project's conclusion. This long-term engagement aims to ensure the outcomes are well embedded within the CCAM Partnership's Knowledge Base and other relevant initiatives, increasing their visibility, relevance, and uptake.

7. Conclusions

This deliverable has outlines the RESKILLING project's strategic approach to CDE, in alignment with the GA and overall project objectives. It defines the methodology, tools, and channels for promoting project outcomes and ensuring visibility, impact, and stakeholder engagement (of various category as highlighted in the related chapters above) across all phases of implementation.

As the first major output of WP6, this document provides a comprehensive framework for CDE activities that will guide consortium actions over the project's lifetime. It reflects the project's commitment to transparency, inclusivity, and adaptability, highlighting both short-term priorities and long-term goals. Through the mapping of target audiences (performed in the context of WP2), articulation of key messages, identification of dissemination tools, and establishment of monitoring mechanisms, it offers a structured yet flexible foundation for project-wide communication efforts.

Given the evolving nature of the project, the CDE strategy is conceived as a living document. Even if it presents a robust structure for CDE coordination, some actions (like those tied to tasks with later implementation dates) are provisionally defined and will be adjusted when new insights emerge. Updates may stem from internal reviews, feedback loops, evolving stakeholder needs, etc.

This strategic document will serve as a cornerstone for all future dissemination and communication reporting under RESKILLING. Each progress report and milestone review will refer back to this strategy (together with the GA), incorporating any necessary revisions and ensuring alignment with the overarching goals of the project.



8. References

European Commission. (2021). Use of the EU emblem in the context of EU programmes 2021–2027. https://commission.europa.eu/document/3192a0ef-6bda-4e1a-81ca-65ade2ffad73_en

European Union. (2016). Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation). Official Journal of the European Union, L 119, 1–88. <https://eur-lex.europa.eu/eli/reg/2016/679/oj>

Gatsby. *Home*. <https://www.gatsbyjs.com>

Joomla. *Home*. <https://www.joomla.org>

SurveyJS. *Home*. <https://surveyjs.io>

We-Transform. *Home*. <https://wetransform-project.eu/>

X Corp. (2025, April). *DSA transparency report – April 2025*. X Internet Unlimited Company. <https://transparency.x.com/dsa-transparency-report-2025-april.html>

Annex I - Acknowledgement of EU funding

Acknowledging EU funding is mandatory in all communication and dissemination materials produced under the RESKILLING framework.

Basic rules

- The minimum height of the EU emblem shall be 1 cm.
- The EU logo and disclaimer must appear above the Swiss disclaimer and be at least 1 cm larger.
- The name of the European Union shall always be spelled out in full.
- The typeface to be used in conjunction with the EU emblem can be any of the following: Arial, Calibri, Garamond, Trebuchet, Tahoma, Verdana. Italic and underlined variations are not allowed.
- The positioning of the text in relation to the EU emblem is not recommended in any particular way but the text should not interfere with the emblem in any way.
- The font size used should be proportionate to the size of the emblem.
- The colour of the font should be reflex blue (same blue colour as the EU flag), black or white depending on the background.

Website & Social media account

- Same place on every page
- Part of the website frame which appears on all sections
- Landing or intro page (social media)
- The EU logo and disclaimer must appear above the Swiss disclaimer and be at least 1 cm larger.

Brochure, information leaflet, factsheet, newsletter, poster

- Bottom right corner of publication
- The EU logo and disclaimer must appear above the Swiss disclaimer and be at least 1 cm larger
- Front or back cover
- On white background (unless placed on a large photo or illustration as on a poster).

Report/Deliverable & internal project publication

- Front cover.

Power Point or other graphical presentation

- First or last slide of a presentation or in the footer of each slide.

Video

- Intro or closing screenshot.



Research initiative for Enhancing and Adapting Workforce SKILLs for Implementing TraNsport Automation with Employment Growth

Annex II Templates

Research initiative for Enhancing and Adapting Workforce SKILLs for Implementing TraNsport Automation with Employment Growth



Name of the meeting

Day(s), Month X, 202X

Online/Physical/Hybrid

Location details & online link (if any)

Figure 15 - RESKILLING Agenda Template





RESKILLING

Name of the meeting

Day, Month X, 202X

Physical/Hybrid

Online link/location details

XX:XX AM/PM – XX:XX AM/PM CEST (or other time zones)

No.	Name	Entity	SIGNATURE
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			



Funded by
the European Union

This work has received funding from the Swiss State Secretariat for Education, Research and Innovation RESKILL for the Global network

Figure 16 - RESKILLING Attendance List Template



RESKILLING

Deliverable DX.X

-Full name of the Deliverable-

Grant Agreement no.: 101147328
Project acronym: RESKILLING
Project title: Research initiative for Enhancing and Adapting Workforce SKILLs for Implementing TraNsport Automation with Employment Growth
Project coordinator name and organisation:
Matina Loukea, Centre for Research and Technology Hellas (CERTH)



This project has received funding from the European Commission under the European Union's Horizon Europe research and innovation programme under grant agreement No. 101147328

This work has received funding from the Swiss State Secretariat for Education, Research and Innovation (SERI) for the Swiss partners

Figure 17 - RESKILLING Deliverable template



RESKILLING

Name of the meeting

Day, Month X, 202X

Online/Physical/Hybrid

Online link/location details

XX:XX AM/PM – XX:XX AM/PM CET (or other time zones)

Agenda

TIME	AGENDA ITEM	LEADER
xx:xx – xx:xx (xx mins)	1. XYZ	
xx:xx – xx:xx (xx mins)	2. XYZ	
xx:xx – xx:xx (xx mins)	3. XYZ	
xx:xx – xx:xx (xx mins)	4. XYZ	
xx:xx – xx:xx (xx mins)	5. XYZ	
xx:xx – xx:xx (xx mins)	6. XYZ	
xx:xx – xx:xx (xx mins)	7. XYZ	
xx:xx – xx:xx (xx mins)	8. XYZ	
xx:xx – xx:xx (xx mins)	9. XYZ	
xx:xx – xx:xx (xx mins)	10. XYZ	

Attendees

XYZ (Entity), XYZ (Entity), XYZ (Entity), XYZ (Entity), XYZ (Entity), XYZ (Entity), XYZ (Entity), XYZ (Entity), XYZ (Entity), XYZ (Entity).

Figure 18 - RESKILLING minutes template

Research initiative for Enhancing and Adapting Workforce SKILLs for Implementing TraNsport Automation with Employment Growth



Date

RESKILLING Title of the press release

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.



Funded by
the European Union

This project has received funding from the European Commission under the European Union's Horizon Europe research and innovation programme under grant agreement No. 101147328

This work has received funding from the Swiss State Secretariat for Education, Research and Innovation (SERI) for the Swiss partners

Figure 19 - RESKILLING Press Release template



Figure 20 - RESKILLING PowerPoint Template

Annex III – Project Consortium Social Media Presence

No.	Partner	Type of Channel	No. Followers	No. Of monthly pages viewed (for websites)	Link	Notes
1	CERTH-HIT	Facebook	2500		https://www.facebook.com/HitCerth/	
2	CERTH-HIT	X	2500		https://x.com/HitCerth	
3	CERTH-HIT	LinkedIn	1978		https://www.linkedin.com/company/hellenic-institute-of-transport/	
4	CERTH-HIT	Instagram	180		https://www.instagram.com/hit.certh/	
5	CERTH-HIT	YouTube	32		https://www.youtube.com/channel/UCS9jvbxsnB-IS74oIF4R_5g	
6	CERTH-HIT	Website	N.a		https://www.imet.gr/index.php/en/	
7	CERTH-HIT	TikTok	1033		https://www.tiktok.com/@hit.certh	
8	VTI	Website	N.a	30000	https://www.vti.se/en/	
9	VTI	Newsletter	4000		https://www.vti.se/en/about-vti/subscribe	Newsletter swedish
10	VTI	Newsletter	500		https://www.vti.se/en/about-vti/subscribe	Newsletter english
11	VTI	LinkedIn	8000		https://www.linkedin.com/company/vtisweden/	
12	VTI	Facebook	1600		https://www.facebook.com/vtisweden/	
13	VTI	YouTube	440		https://www.youtube.com/channel/UCCL9MwMrFJX1NnCWICXhgryw	
14	VTI	Bluesky			@vtisweden.bsky.social	Likely upstart Q2
15	POLIS	Website	N.a	15000	https://www.polisnetwork.eu/	
16	POLIS	LinkedIn	13000		https://www.linkedin.com/company/polis-network	
17	POLIS	Instagram	770		https://www.instagram.com/polis.network	
18	POLIS	Bluesky	170		https://bsky.app/profile/polisnetwork.eu	
19	POLIS	Newsletter	8000			POLIS Public Newsletter
20	POLIS	Newsletter	1300			POLIS members' internal newsletter Infopolis
21	VDI-VDE-IT	LinkedIn	9000		https://www.linkedin.com/company/vdi-vde-innovation-technik-gmbh/	

No.	Partner	Type of Channel	No. Followers	No. Of monthly pages viewed (for websites)	Link	Notes
22	VDI-VDE-IT	YouTube	150		https://www.youtube.com/channel/UC40HM7tdVA7ea7j9xZpDYag	
23	VDI-VDE-IT	Xing	850		https://www.xing.com/pages/vdi-vde-it	
24	VDI-VDE-IT	X	900		https://x.com/VDIVDE_IT	
25	VUB	Website	N.a		https://www.vub.be/en	
26	VUB	TikTok	11200		https://www.tiktok.com/@vubrusse	
27	VUB	YouTube	5000		https://www.youtube.com/channel/UCxr4eNyQVz-7Qcf3K7lpx3g	
28	VUB	Facebook	54000		https://www.facebook.com/VUBrusse	
29	VUB	LinkedIn	117000		https://www.linkedin.com/school/vrije-universiteit-brussel/?originalSubdomain=be	
30	UITP	Website	N.a	20000	https://www.uitp.org/	
31	UITP	Facebook	8700		https://www.facebook.com/UITPofficial	
32	UITP	Instagram	3400		https://www.instagram.com/uitpofficial/	
33	UITP	Instagram	40000		https://www.linkedin.com/company/uitp/	
34	UITP	YouTube	1260		https://www.youtube.com/user/UITPvideos	
35	UITP	Newsletter	1500			Members newsletter
36	UITP	Newsletter	2100			Europe newsletter
37	ZLC	Website	N.a	9472	https://www.zlc.edu.es/	
38	ZLC	Facebook	6100		https://www.facebook.com/zlcmitscale/	
39	ZLC	X	1500		https://x.com/ZLCsupplychain	
40	ZLC	LinkedIn	18000		https://www.linkedin.com/school/zaragoza-logistics-center/	
41	ZLC	YouTube	1150		https://www.youtube.com/user/ZLCresearchinstitute	
42	ZLC	Instagram	650		https://www.instagram.com/zlcsupplychain	
43	FEHRL	Website	N.a	1250	https://www.fehrl.org/	
44	FEHRL	Facebook	250		https://www.facebook.com/fehrlcomms	
45	FEHRL	X	785		https://x.com/fehrlcomms	

No.	Partner	Type of Channel	No. Followers	No. Of monthly pages viewed (for websites)	Link	Notes
46	FEHRL	LinkedIn	1400		https://www.linkedin.com/company/fehrlcomms/	
47	FEHRL	YouTube	100		https://www.youtube.com/channel/UCX_zZvSq16OJ0sWfxj2KFIA	
48	FEHRL	Instagram	100		https://www.instagram.com/fehrlcomms/	
49	DeepBlue	Website	N.a	1000	https://dblue.it/en/	
50	DeepBlue	LinkedIn	6000		https://www.linkedin.com/company/deepbluesrl/	
51	DeepBlue	X	950		https://x.com/dblue_it	
52	DeepBlue	YouTube	75		https://www.youtube.com/channel/UCaeQRA-jZQAiP9Nf7CuJ56Q	
53	CTL	Website	N.a	100	https://www.ctlup.com/the-ctl/?lang=en	
54	CTL	X	20		https://x.com/CTLupSapienza	
55	CTL	LinkedIn	1000		https://www.linkedin.com/company/ctlup/posts/?feedView=all	
56	LIST	Website	N.a		https://www.list.lu/	
57	LIST	LinkedIn	35000		https://www.linkedin.com/company/luxembourg-institute-of-science-and-technology-list/	
58	LIST	YouTube	1780		https://www.youtube.com/@LIST_Luxembourg_RTO/videos	
59	LIST	X	4500		https://x.com/LIST_Luxembourg	
60	LIST	Facebook	2700		https://www.facebook.com/LISTLuxembourg/	
61	ECTRI	Website	N.a	3200	https://www.ectri.org/	
62	ECTRI	X	1000		https://x.com/ectrinews	
63	ECTRI	LinkedIn	3500		https://www.linkedin.com/company/ectri/	
64	ECTRI	Newsletter	1150			ECTRI External Newsletter
65	ECTRI	Newsletter	100			ECTRI restricted Newsletter
66	ECORYS	Website	N.a		https://www.ecorys.com/	
67	ECORYS	LinkedIn	44000		https://www.linkedin.com/company/ecorys/	LinkedIn (Company as a whole)
68	ECORYS	LinkedIn	164		https://www.linkedin.com/showcase/transport-infrastructure-mobility/posts/?feedView=all	LinkedIn (Transport, Infrastructure, Mobility)

No.	Partner	Type of Channel	No. Followers	No. Of monthly pages viewed (for websites)	Link	Notes
69	Bax Innovation	Website	N.a	3600	https://baxcompany.com/	
70	Bax Innovation	LinkedIn	8000		https://www.linkedin.com/company/baxinnovation/	
71	Bax Innovation	X	900		https://x.com/baxcompany	
72	Bax Innovation	Newsletter	575		https://mailchi.mp/baxcompany/bax-newsletter-signup	
73	Beceptum	Website	N.a	400	https://www.beceptum.com/en/	
74	Beceptum	LinkedIn	1400		https://www.linkedin.com/company/beceptum/	
75	Beceptum	Instagram	90		https://www.instagram.com/beceptum/	
76	TSI	Website	N.a	130000	https://tsi.lv/	
77	TSI	Facebook	7500		https://www.facebook.com/TSIpage	
78	TSI	Instagram	1900		https://www.instagram.com/tsi_university/	
79	TSI	LinkedIn	7000		https://www.linkedin.com/school/transporta-un-sakaru-instit-ts/	
80	TSI	YouTube	2400		https://www.youtube.com/TSIRiga	
81	3DHUB	Website	N.a	42000	https://www.3dhub.gr/	
82	3DHUB	Facebook	10000		https://www.facebook.com/3dhub.gr	
83	3DHUB	Instagram	4350			
84	EURNEX	Website	N.a		https://www.eurnex.org/	
85	EURNEX	LinkedIn	650		https://www.linkedin.com/company/eurnex-e.v./	
86	EURNEX	X	500		https://x.com/eurnex	
87	EURNEX	YouTube	15		https://www.youtube.com/@eurnexe.v7610	
88	Europcar Mobility Group	Website	N.a		https://europcar-mobility-group.com/	

No.	Partner	Type of Channel	No. Followers	No. Of monthly pages viewed (for websites)	Link	Notes
89	Europcar Mobility Group	LinkedIn	79000		https://www.linkedin.com/company/europcar-mobility-group/	
90	IRF	Website	N.a	12000	www.irfofficial.org	
91	IRF	X	3900		https://x.com/IRFOfficial_org	
92	IRF	Instagram	200		https://www.instagram.com/irf_official_org/	
93	IRF	Facebook	2300		International Road Federation Geneva Facebook	
94	IRF	YouTube	700		https://www.youtube.com/@internationalroadfederation	
95	IRF	LinkedIn	12000		https://www.linkedin.com/company/international-road-federation/	

Annex IV – Key Events List for project dissemination

YEAR	EVENT NAME	START DATE	END DATE	LOCATION	LEVEL	TOTAL ESTIMATED PARTICIPANTS
2025	TRB (Transportation Research Board) Annual Meeting	05/01/2025	09/01/2025	Washington D.C., DC, USA	International	10 000
	CES - Consumer Electronics Show	07/01/2025	09/01/2025	Las Vegas, USA	International	140 000
	Transport Forum 2025	15/01/2025	16/01/2025	FALSE	European	1 000
	Waterborne Days	04/02/2025	05/02/2025	Brussels, Belgium	European	300
	RTR (Road Transport Research) Conference	11/02/2025	13/02/2025	Brussels, Belgium	European	400
	UNECE Inland Transport Committee meeting 2025	11/02/2025	14/02/2025	Geneva, Switzerland	International	300
	7th Interdisciplinary Conference on Production, Logistics and Traffic	18/03/2025	19/03/2025	Darmstadt, Germany	European	from 200 to 500
	AUTONOMY - Summit and Expo	18/03/2025	20/03/2025	Paris, France	European	300
	World Maritime Week	19/03/2025	21/03/2025	Bilbao, Spain	International	
	FAME 3rd Stakeholder Workshop	24/03/2025	24/03/2025	Brussels, Belgium	European	50
	ERTRAC Plenary meeting	2025-03-26	2025-03-26	Brussels, Belgium	European	

YEAR	EVENT NAME	START DATE	END DATE	LOCATION	LEVEL	TOTAL ESTIMATED PARTICIPANTS
	Skills (R)Evolution in the Automotive-Mobility Ecosystem Conference (Part of TRIREME Conference)	2025-04-08	2025-04-08	Ostrava, the Czech Republic	European	
	Intertraffic	28/04/2025	30/04/2025	Shanghai, China	International	
	FIRM (FEHRL Infrastructure Research Meeting)	05/05/2025	05/05/2025	Brussels, Belgium	European	150
	World Expo	10.05.2025	26.05.2025	Osaka, Japan	International	
	European Sea Ports Organisation (ESPO) Conference	08/05/2025	09/05/2025	Thessaloniki, Greece	European	180
	RSA (The Regional Studies Association) Annual Conference	06/05/2025	09/05/2025	Porto, Portugal	European	700
	Europe for Aviation at Airspace World	13/05/2025	15/05/2025	Lisbon, Spain	European	6 000
	EUCAD 2025 5th European Conference on Connected and Automated Driving	13/05/2025	15/05/2025	Ispra, Italy	European	300

YEAR	EVENT NAME	START DATE	END DATE	LOCATION	LEVEL	TOTAL ESTIMATED PARTICIPANTS
	European ITS Congress	19/05/2025	21/05/2025	Sevilla, Spain	European	3 500
	TRANSCOM International Scientific Conference on Sustainable Modern and Safe Transport	21/05/2025	23/05/2025	Zilina, Slovakia	National	
	ITF Summit	21/05/2025	24/05/2025	Leipzig, Germany	International	1 600
	European Maritime Day	22/05/2025	23/05/2025	Cork, Ireland	European	
	Greentech Conference	22/05/2025	23/05/2025	Zalaegerszeg, Hungary	European	
	Smart Transport Conference	30/05/2025	30/05/2025	Virtual	European	350
	NOR Shipping Conference	02/06/2025	06/06/2025	Oslo, Norway	International	52 000
	Young Researchers Seminar	03/05/2025	05/05/2025	Bergisch Gladbach & Cologne, Germany	European	50
	TRB 7th International Conference on Roundabouts and Geometric Design	08/06/2025	12/06/2025	Atlanta, USA	International	500
	OCEANS Conference	09/06/2025	13/06/2025	Nice, France	International	
	hEART - Symposium of	10/06/2025	13/06/2025	TU Munich, Germany	European	

YEA R	EVENT NAME	START DATE	END DATE	LOCATION	LEVEL	TOTAL ESTIMATED PARTICIPANTS
	the European Association for Research in Transportation					
	European AV Partnership Summit	10/06/2025	10/06/2025	London, UK	European	250
	WTC 2025	12/06/2025	15/06/2025	Suzhou, China	International	
	CoTS'25 (15th International Conference on Transport Sciences)	2025-06-12	13/06/2025	Gyor, Hungary	International	150
	FEHRL General Assembly	16/06/2025	17/06/2025	Brussels, Belgium	European	35
	Velo City	10/06/2025	13/06/2025	Gdansk, Poland	European	1400
	polisMOBILITY expo & conference	11/06/2025	12/05/2025	Brussels, Belgium	European	600
	MOVE	18/06/2025	19/06/2025	London, UK	International	4 000
	11th International Physical Internet Conference (IPIC 2025)	18/06/2025	20/06/2025	Hong Kong, China	International	
	Vehicle Automation SYmposium (SAE)	24/06/2025	25/06/2025	Vienna, Austria	International	
	International Symposium "Navigating the Future of Traffic Management"	2025-06-29	2025-07-03	Athens, Greece	International	

YEAR	EVENT NAME	START DATE	END DATE	LOCATION	LEVEL	TOTAL ESTIMATED PARTICIPANTS
	ERTRAC Plenary meeting	2025-06-30	2025-06-30	Brussels, Belgium	European	
	Road Safety Summer School	Summer 2025	Summer 2025	Zagreb, Croatia	European	
	ERTRAC Annual Conference	2025-07-01	2025-07-01	Brussels, Belgium	European	
	ERTRAC annual Member States Representatives meeting 2025	2025-07-02	2025-07-03	Luxembourg	European	
	EASN Conference 2025	2025-10-14	2025-10-17	Madrid, Spain	European	410
	Road Safety on Five Continents (RS5C)	03/09/2025	05/09/2025	Leeds, UK	International	
	Cenex - Connected Automated Mobility 2025	04/09/2025	05/09/2025	Bedford, UK	International	4 000
	European Transport Conference 2025	17/09/2025	19/09/2025	Antwerp, Belgium	International	500
	ICTCT Conference	2025-10-23	2025-10-24	Berlin, Germany	International	200
	Global Mobility Call	2025-10-28	2025-10-30	Madrid, Spain	International	8 000
	Intermodal Europe	2025-10-21	2025-10-23		European	500
	Automated Transportation Symposium (replaces ARTS)	3/11/2025	5/11/2025	Phoenix, Arizona, USA	International	
	IEEE International Conference on	18/11/2025	21/11/2025	Gold Coast, Australia	International	2 000

YEA R	EVENT NAME	START DATE	END DATE	LOCATION	LEVEL	TOTAL ESTIMATED PARTICIPANTS
	Intelligent Transportation Systems (ITSC) 2025					
	Tomorrow Mobility World Congress 2025	TBC	TBC	Barcelona, Spain	International	25 000
	International Mobility Days	19/11/2025	19/11/2025	Vienna, Austria	International	600
	FEHRL General Assembly	08/12/2025	09/12/2025	Brussels, Belgium	European	35
	TransCode 2025	11/12/2025	12/12/2025	Zagreb, Croatia	International	
2026	CES - Consumer Electronics Show	01/06/2026	01/09/2026	Las Vegas, USA	International	140 000
	TRB (Transportation Research Board) Annual Meeting	2026-01-11	2026-01-15	Washington D.C., DC, USA	International	15 000
	Transport Forum 2026	2026-01-14	2026-01-15	Linköping , Sweden	European	1000
	UNECE Inland Transport Committee meeting 2026	2026-02-01	2026-02-01	Geneve, Switzerland	International	300
	InterTraffic	2026-03-10	2026-03-13	Amsterdam, the Netherlands	European	30 000
	PIARC World Winter Service and Road Resilience Congress	2026-03-10	2026-03-13	Chambery, France	International	500
	hEART - Symposium of the European Association for	TBC	TBC	Champs-sur-Marne, France	European	



YEA R	EVENT NAME	START DATE	END DATE	LOCATION	LEVEL	TOTAL ESTIMATED PARTICIPANTS
	Research in Transportation					
	International Transport Forum (ITF) Summit 2026	TBC	TBC	TBC	International	1 200
	Transport Research Arena (TRA) 2026	18/05/2026	21/05/2026	Hungary	International	5 000
	2026 World Conference on Transport Research	2026-06-06	2026-06-10	France, Toulouse	European	

Annex V – RESKILLING Communication and Dissemination activities reporting (Excel Table Template)



Guidelines to fill in the form:

Column A/ Type of dissemination activity: Select from the Drop-down menu one of the options which best corresponds to the communication activity (see full list on "Reference list Comms." sheet)

Column B/ Description of the activity: Very briefly describe the activity (e.g. specific action, the content that was communicated, ...)

Column C/Partner responsible: Select from the Drop-down menu your organisation name/acronym.

Column D/Date(s): Please enter the date in format DD/MM/YYYY

Column E/Type of audience (1st): Select a category from the Drop-down menu, of the type of audience most represented

Column F/Type of audience (2nd): If there was a mixed audience, please select another category for the second most represented

Column G/Type of audience (3rd): If there was a mixed audience, please select another category for the third most represented (if more than two)

Column H/N, impressions / views / individuals targeted: Insert data on how many people were approximately reached with this activity

Column 4/Weblink: If available, provide the weblink.

Column - If Status: Provide status of the action

Column K Other information: Add any other details you find relevant to report

[illegible]**RESKILLING** Dissemination activities reporting

t from the Drop-down menu one of the options which best corresponds to the dissemination activity (see full list on "Reference list Diss." sheet)

By describe the activity (e.g. specific action, the content that was disseminated, ...)

Drop-down menu your organisation name/acronym

Drop-down menu
date DD/MM/YYYY

nat DD/MM/YYYY
 not from the Drop-down menu, of the type of audience most represented

ory from the Drop-down menu, of the type of audience most represented
a mixed audience, please select another category for the second most represented

3 mixed audience, please select another category for the third most represented (if more than two)

How many people were approximately reached with this activity?

click

ails you find relevant to report

[illegible]

Figure 21 - RESKILLING Comm. & Diss. Monitoring Table