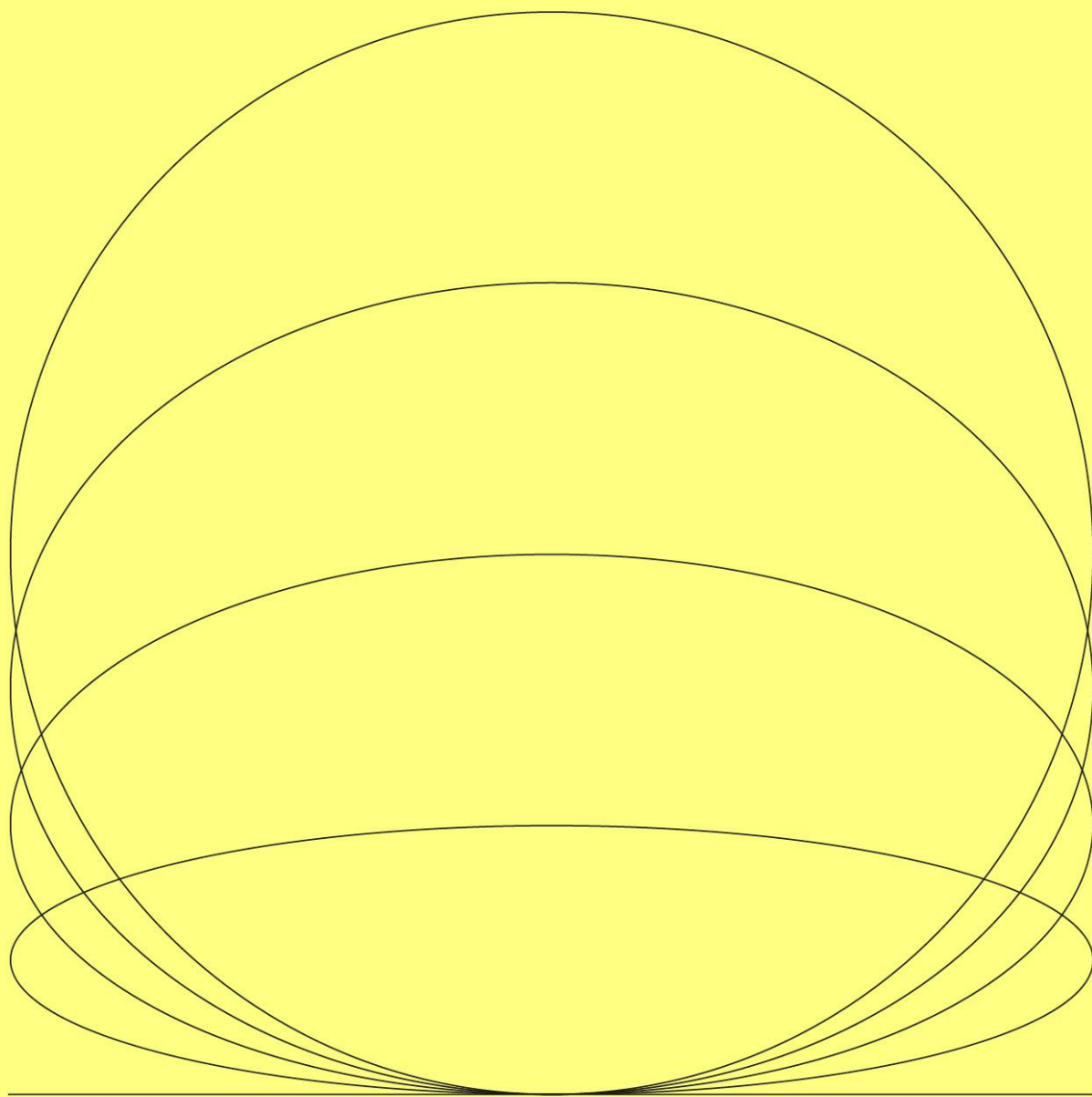




Report

# H<sub>2</sub>UpScale

## Deliverable 1.4

### Communication, Dissemination and Exploitation Plan

Version: 1.0  
2025-06-30  
HORIZON-JTI-CLEANH2-2024-03-02



H<sub>2</sub>UpScale



Clean Hydrogen  
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Dissemination Level (Security)

- Public

☒ Public, fully open, e.g. web
- Sensitive

☐ Sensitive, limited under the conditions of the Grant Agreement.  
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- Classified

EU classified (EUCI) under Decision No 2015/444:

☐ R-UE/EU-R (EU Restricted)

☐ C-UE/EU-C (EU Confidential)

☐ S-UE/EU-S (EU Secret)

Document verification and approval

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Project

|                      |                                                                                            |
|----------------------|--------------------------------------------------------------------------------------------|
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| Project title        | High-power hydrogen fuel cell system balance of plant component up-scale and optimization  |
| Project number       | 101192481                                                                                  |
| Work programme topic | HORIZON-JTI-CLEANH2-2024-03-02                                                             |
| Work Package         | WP1 Management and Dissemination                                                           |
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# Table of abbreviations

| Abbreviation | Meaning                                               |
|--------------|-------------------------------------------------------|
| BoP          | Balance-of-Plant                                      |
| CA           | Consortium Agreement                                  |
| CDE          | Communication, Dissemination, Exploitation            |
| EC           | European Commission                                   |
| EEAB         | External Experts Advisory Board                       |
| EU           | European Union                                        |
| FAIR         | Findable, Accessible, Interoperable, Re-usable (data) |
| FC           | Fuel Cell                                             |
| GA           | Grant Agreement                                       |
| HD           | Heavy-Duty                                            |
| HiL          | Hardware-in-the-Loop                                  |
| HRP          | Horizon Results Platform                              |
| IP           | Intellectual Property                                 |
| IPR          | Intellectual Property Rights                          |
| JRC          | Joint Research Center                                 |
| JU           | Joint Undertaking                                     |
| KER          | Key Exploitable Results                               |
| KPI          | Key Performance Indicator                             |
| NDA          | Non-Disclosure Agreement                              |
| OEM          | Original Equipment Manufacturer                       |
| QA           | Quality Assurance                                     |
| RTO          | Research and Technology Organisation                  |
| SSERR        | Support Services for Exploitation of Research Results |
| TRL          | Technology Readiness Level                            |
| WP           | Work Package                                          |



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# 1 Introduction

## 1.1 Context

Communication, Dissemination and Exploitation (CDE) activities are a fundamental pillar of successful EU projects, ensuring that results are not only produced, but effectively shared, transferred, and brought to practical use. In the H<sub>2</sub>UpScale project, CDE actions are closely aligned with European priorities to promote innovation, sustainability, and industrial leadership [1]. **Communication** focuses on raising broad awareness among stakeholders and the public, **Dissemination** ensures that knowledge reaches specialized audiences who can build upon it, and **Exploitation** aims to transform results into lasting value – whether through follow-up research, market uptake and commercial applications, or policy impact.

Internally to the project, this CDE strategy provides the consortium with a systematic and structured framework for visibility, knowledge sharing, and protection of innovations, fostering consistent messaging and coordinated outreach. For external audiences, this strategy outlines the contribution to European objectives such as industrial competitiveness, leadership and green transitions. Through a combination of targeted communication tools, collaborative dissemination efforts, and well-prepared exploitation pathways, the project aims to maximize its impact and ensure long-term adoption of results beyond its funded duration.

To maximize project impacts, H<sub>2</sub>UpScale will rely on a strategy for CDE, which entails strong engagement with the Stakeholder Group, clear and effective project communication across various channels (website, social media, newsletters etc.) and dissemination through conferences and scientific publications.

The main outcome targeted by the Projects is, also through the CDE strategy, to produce and promote the advancements of Fuel Cell (FC) system Balance-of-Plant (BoP) components that will act as cornerstone technological bricks leading to the creation of a technology demonstrator (TRL7) within aviation, maritime or heavy-duty road transport applications.

## 1.2 Purpose of the document

The CDE plan outlines the H<sub>2</sub>UpScale strategy for the Communication, Dissemination and Exploitation of activities and results and will be the baseline for the CDE activities until the end of the Project. The CDE activities should be consistent with the provisions described in this document and in line with the impact described in the action.

This document targets:

- Increasing awareness about the CDE activities and the intended involvement of the stakeholders;
- Allowing the H<sub>2</sub>UpScale Partners to review and agree on the CDE strategy to be followed;
- Agreeing on the workflow to identify, validate, perform, report and file CDE activities and documents;
- Formally detailing the CDE management aspects by listing roles, responsibilities, means, agreed rules, processes, and methods;
- Providing a planning of CDE activities;
- Describing the intended types of CDE activities.



## 1.3 Definitions

In this Paragraph, the definitions of Communication, Dissemination and Exploitation are provided.

**Communication** targets to inform, promote and communicate Project's activities and results. The goal is raising broad awareness among stakeholders and the public, therefore the Communication activities should target a wide audience (End-users, general public, Research community, Industry, Policymakers).

**Dissemination** targets to share knowledge and results for others to use ("Open Science"). The target audience is a specialized one who can build upon it, therefore not only the Scientific community but also Industry.

**Exploitation** might have commercial, societal and political purposes. Exploitation aims to transform results into lasting value – whether through follow-up research, market uptake and commercial applications, or policy impact. Its target audience is potentially broad, ranging from End-users, Tier 1 and Tier 2 Suppliers, Original Equipment Manufacturers, Logistic companies/fleet operators to Regulatory and standardizing bodies.

A summary on the different characteristics of Communication, Dissemination and Exploitation can be found in Figure 1, as defined by the European Commission (EC) [2].

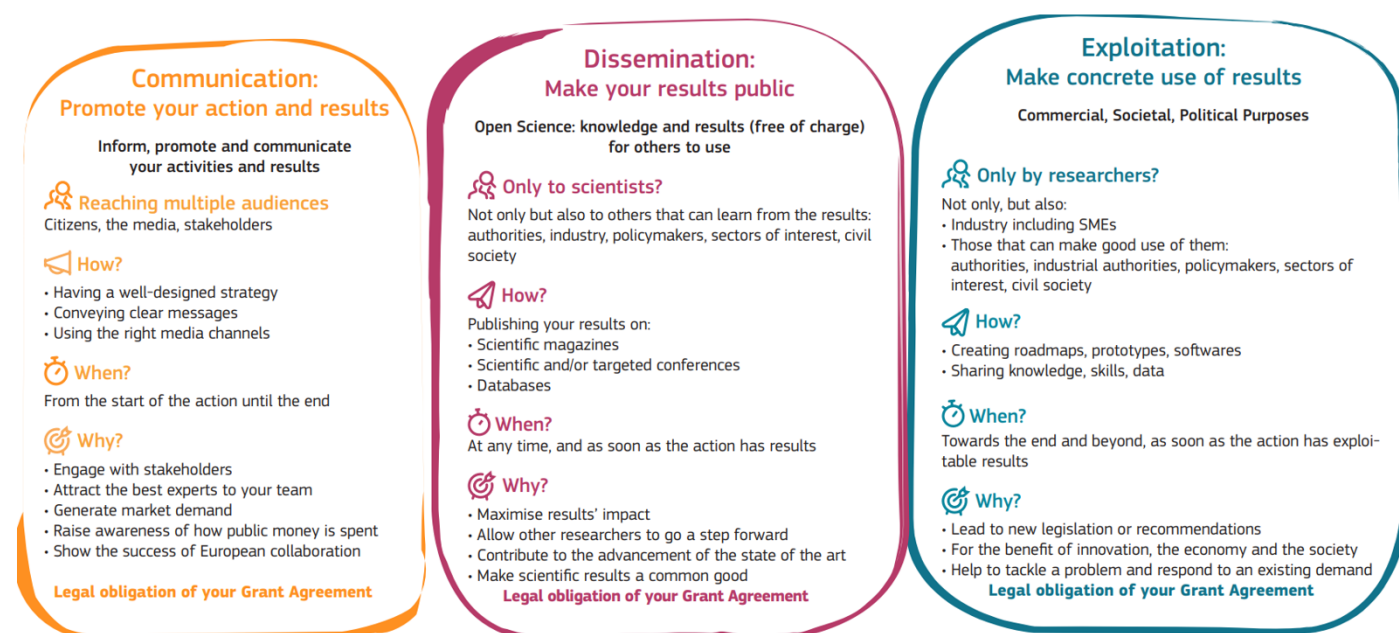


Figure 1. Communication, Dissemination and Exploitation guidelines [2].

## 1.4 Document outline

This CDE plan is written by following the EC's Dissemination and exploitation general guidelines [3], and consists of the following content sections:

- Section 2: Objectives and CDE strategy;
- Section 3: Target Audiences and Key Messages;
- Section 4: Management and Responsibilities;
- Section 5: Tools, channels and materials;

- Section 6: Activities planning;
- Section 7: Contractual and regulatory compliance.

## 2 Objectives and CDE strategy

### 2.1 Overall objectives

The CDE plan is designed to ensure that the results of the project are effectively communicated to relevant audiences, disseminated to targeted stakeholders, and exploited to deliver real-world impact. Specifically, the objectives are:

- Raise awareness of project goals and innovations among stakeholders in fuel cell systems and heavy-duty transport sectors;
- Promote knowledge sharing through dissemination of scientific and technical outputs (e.g. via open-access publications);
- Strengthen collaboration with EU-funded and initiatives, public bodies (e.g. Joint Research Centre of the European Commission), as well as industry alliances;
- Facilitate uptake of the H<sub>2</sub>UpScale BoP component innovations through targeted engagement and tailored messaging;
- Support exploitation by project partners and third parties by establishing clear pathways for market uptake and IP management.

### 2.2 Monitoring & Support

To ensure smooth information flow, shared tools, consistent messaging and shared understanding in the consortium, project partners will inform the project coordinator and the whole Consortium about the planned and executed external communication activities. Details of the formal approval process of CDE activities is described in Chapter 4.

The H<sub>2</sub>UpScale project coordinator will:

- Check in with partners about their communication efforts and contributions
- Review and share Key Performance Indicators (KPIs) and performance snapshots with partners twice a year
- Provide support (reviewing content, adapting messages, press release help)

The following information from all CDE activities will be tracked:

- Title
- Leading Beneficiary
- Author(s)
- Type of publication
- Publication date
- Title of Event/Journal (if applicable)
- Place of publication (physical/online)



- Organizer/Publisher
- Peer-reviewed or not

## 2.3 Communication strategy

The communication strategy is focused on creating awareness and understanding of the mission, activities, results and societal relevance of the project among a non-specialist public and broad stakeholder groups. This includes clear, audience-specific messaging on the societal and industrial relevance of high-power fuel cell systems in decarbonizing heavy-duty transport.

The digital presence of the project is anchored in a dedicated website and amplified via social media (LinkedIn) posts to keep interested parties informed of the project progress and extending the contacts database of project partners. This will be complemented by direct engagements through public-facing materials (news items and infographics) and potential relevant media outreach. These channels can evolve dynamically, allowing the project to respond to external developments and emerging opportunities.

### 2.3.1 Core Principles

- **Relevance:** Set a framework for the narrative by clearly positioning the technical work in the project within the broader EU climate goals (e.g. Fit for 55, REPowerEU), Clean Hydrogen Joint Undertaking (JU) priorities, and hydrogen uptake in heavy-duty sectors;
- **Transparency:** Communicate progress factually and clearly; avoid exaggeration;
- **Engagement:** Encourage two-way interaction with stakeholders early and often;
- **Consistency:** Use shared project identity, key messages, and channels.

### 2.3.2 Key Actions for all Partners

#### A. Impact-Oriented Storytelling

Translate technical results into real-world benefits (e.g. improved fuel cell durability, system efficiency gains). Use realistic scenarios (e.g. hydrogen-powered maritime vessel) to illustrate use cases. Share success stories, milestones, or breakthroughs using facts, visuals, and brief narratives.

#### B. Stakeholder Interaction

Identify key stakeholders relevant to your task or WP, e.g. Original Equipment Manufacturers (OEMs), suppliers, end-users, policymakers). Contribute to the periodic stakeholder webinars and respond to feedback. Invite stakeholders to demos, test events, or validation workshops where possible. Feed insights into exploitation plans and reflect interactions in project reporting.

C. Multi-Channel Awareness

Communicate about the project using a mix of digital channels (provide update to the project website, social media), traditional media (e.g. press releases, interviews), and public engagement (e.g. open days, open workshops, exhibitions). Share project news on your organization’s channels (with the project hashtag & visuals). Mention project name and Grant Agreement (GA) number in all external communications (more on contractual and regulatory compliance can be found in Chapter 7).

2.3.3 Material provided and channels

To reinforce project visibility, recognition and consistent branding across all communication efforts, all partners are expected to use the project’s visual identity materials. This includes adhering to the approved visual guidelines, using the official logo, and applying standard templates for presentations and documents.

In parallel, content creation should be adapted to the specific needs and expectations of various stakeholders. Whether producing written materials, infographics, animations, or videos, partners should consider the appropriate level of technical detail to ensure accessibility – from lay audiences to industry professionals and policymakers. This tailored approach enhances relevance, engagement, and impact across communication channels.

The envisioned CDE tools, channels and materials are described in specific in chapter 5 of this report, however, certain channels can be chosen to reach specific audiences in the broader public, as given by the distribution illustrated in Figure 22. This distribution is neither exhaustive nor exclusive and should be treated purely as a guideline.

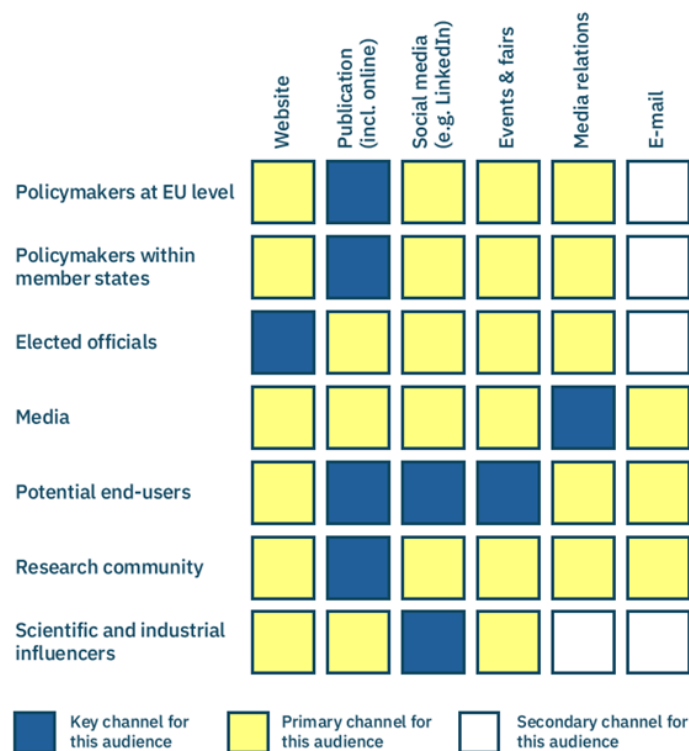


Figure 22. Communication audiences and priority channels.



### 2.3.4 Tips for Success

In general, several communication aspects are relevant to keep in mind when preparing and exercising messages towards audiences with a varying degree of specialism, as listed below and given in Error! Reference source not found..

- Keep it short, visual, and jargon-free as much as possible;
- Align messages with goals of the EU and Clean Hydrogen JU;
- Use references to the project digital footprint by links or QR codes (website, LinkedIn);
- Consider capturing media at events (photos, short video clips);
- Ask yourself: “Why would someone outside the project care?”

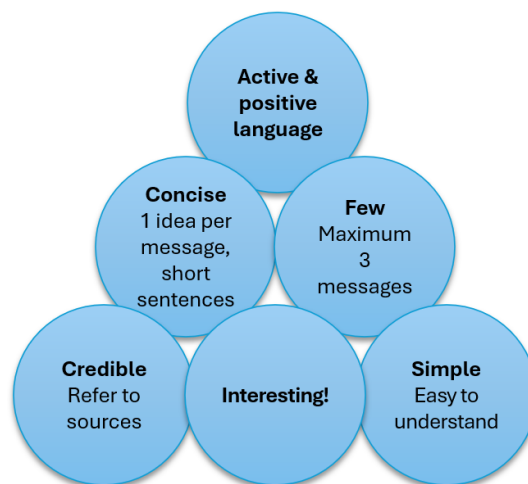


Figure 3. Broad public communication aspects.

## 2.4 Dissemination strategy

Dissemination will focus on systematic and timely knowledge transfer to expert communities and identified decision-making actors. Peer-reviewed publications, open-access datasets (if possible and not IP-sensitive), and technical presentations at targeted high-profile conferences and fairs will ensure that the project contributes to the scientific and engineering state-of-the-art. Equally, non-confidential results will be shared with industry platforms, standardization bodies, and Clean Hydrogen JU working groups to ensure alignment with regulatory frameworks and stimulate feedback loops. The participation of consortium partners in international workshops — including joint sessions with sibling EU projects such as BeBoP [4] and open dialogues with the Joint Research Centre (JRC) of the EC — will help contextualize results within broader EU innovation trajectories.

Dissemination actions should go beyond generic visibility as they are purposefully tailored to inform and engage audiences who can influence technology validation, adoption, and regulatory alignment across the EU’s zero-emission mobility and energy systems. To maximise impact, dissemination activities should be structured in such a way, that facilitates achieving two goals: (1) advancing scientific and technical understanding, and (2) enabling awareness and uptake by targeted stakeholder groups involved in fuel cell technology development, deployment, and policymaking.

### 2.4.1 Mapping and prioritising target audiences

Identify relevant academic communities, industry players, supply chain actors, EU policy platforms, Clean Hydrogen JU bodies, and standardisation organisations. This allows targeted messaging and selective channel use. See more on target audiences in Chapter 3.

### 2.4.2 Producing tailored dissemination materials

Develop scientific articles, open-access datasets (if possible and not IP-sensitive), technical briefs, use-case notes adapted to the technical depth and interest of each group. Academic publications will prioritise high-impact journals, while industrial briefs will distil key validation findings into actionable formats. More details on planned CDE activities in Chapter 6.

### 2.4.3 Participation in high-relevance events

Contribute to scientific conferences, industrial exhibitions (i.a. Hannover Messe, F-Cell, EVS, EFCF, EHEC, WHEC, World Hydrogen Congress, EARPA forums, CLEPA events, etc.), and Clean Hydrogen JU stakeholder days. These are opportunities to disseminate results, collect feedback, and strengthen collaborations. Planned CDE activities have been listed in Chapter 6.

### 2.4.4 Foster collaboration via joint dissemination

Coordinate joint publications, panel contributions, and cross-project workshops with sibling projects (e.g. BeBoP) or task forces. This amplifies visibility and fosters sector-wide coherence.

## 2.5 Exploitation strategy

The exploitation strategy ensures that project outcomes continue to deliver value beyond the project's runtime. It focuses on maximizing the uptake of Key Exploitable Results (KERs) by relevant stakeholders across industry, regulation, and research. It also considers the conditions necessary to enable commercial scaling, standardization, and follow-up innovation investments toward full technology deployment.

## 2.5.1 Identification of Key Exploitable Results

The consortium identified and will track the development KERs throughout the project (Table 1).

Table 1. Identified Key Exploitable Results of H<sub>2</sub>UpScale.

| Expected result                                        | Rel. to WP | IP protection strategy                     | Target group, early adopters                                  | Route to exploitation timeline beyond H <sub>2</sub> UpScale                                                                                                        | Partner(s)  |
|--------------------------------------------------------|------------|--------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Novel models for the FC stack and BoP components       | 4          | Trade secret and / or Patent filing        | Automotive, Energy, Aerospace                                 | Commercialisation of the BoP component models and FC system model for future development of FC system concepts and control strategies                               | FRD, FEV-UK |
| Improved hydrogen recirculation pump design            | 5          | IP/Licensing                               | HD automotive (On- & Off-road)                                | In the 3-4 years after H <sub>2</sub> UpScale.<br>Exploitation of improved and up-scaled HRP design in hydrogen PEMFC systems.                                      | CMS-EPE     |
| Heat exchangers and H <sub>2</sub> ejectors prototypes | 5,7        | Industrial design, know-how, patent filing | BoP components manufacturers                                  | In the 5-7 years after H <sub>2</sub> UpScale.                                                                                                                      | LEI         |
| Higher sensitivity H <sub>2</sub> leakage sensor       | 5          | Industrial design, patent filing           | H <sub>2</sub> circulation paths, Tier 1s and heavy-duty OEMs | In the 2-3 years after H <sub>2</sub> UpScale.<br>Delivery and commercialisation of added-value solutions in existing and new markets.                              | IFX         |
| Efficient air compressor motor development             | 6          | Industrial design, patent filing           | Fuel cell integrators, OEMs                                   | In the 3-5 years after H <sub>2</sub> UpScale.<br>Commercialise by adopting the new design in existing and future designs that PAN develops and take to production. | PAN         |
| Market-ready air path BoP components                   | 6          | Industrial design, patent filing           | Applications besides on-road                                  | In the 2-3 years after H <sub>2</sub> UpScale.<br>Commercialisation by adopting the new design for standardised products and new developments.                      | MHDE        |
| Novel coolant formulation                              | 7          | Trade secret, patent                       | Coolant industry, e-mobility applications                     | In the 5-7 years after H <sub>2</sub> UpScale.                                                                                                                      | LEI         |
| Hardware-in-the-Loop (HiL) test bench                  | 8          | Trade secret                               | BoP component manufacturers, FC integrators                   | In the 2-3 years after H <sub>2</sub> UpScale.<br>Access-model for (industrial) partners upon request                                                               | TNO         |



## 2.5.2 Exploitation Pathways

The project will pursue a combination of complementary exploitation pathways:

### A. Commercial uptake

- Integration of validated components by Tier 1/Tier 2 suppliers and OEMs;
- Digital models and testing data offered as services/tools;
- Engagement with fleet operators and system integrators for pilot projects.

### B. Standardization

- Coordination with the JRC for pre-normative validation data;
- Contribute test protocols and component definitions to relevant standard bodies (e.g., EU-harmonised test protocols of the JRC, ISO, IEC, CEN-CENELEC).

### C. Policy support

- Submit tailored policy briefs on high power PEMFC system requirements for heavy-duty applications and current state-of-the-art for up-scaled BoP components;

### D. Path to TRL 7 and beyond (Post-Project)

- Explore Horizon Europe follow-up funding for system-level TRL 7 demos (~2027);
- Identify investment needs for further validation and industrialisation;
- Address barriers (e.g., regulatory adaptation, market pull, infrastructure needs).

## 2.5.3 Management of Intellectual Property Rights

The H<sub>2</sub>UpScale consortium defined a strategy for protection of the research outcomes with a Consortium Agreement (CA) between the partners. The Intellectual Property Rights (IPR) strategy considers diverse commercialisation channels including patents, copyrights and trade secrets. IPR shall be handled in line with general EC policies regarding ownership, exploitation rights, confidentiality, commercial utilisation of results, availability of the information, deliverables etc. All the critical IP required for successful completion of the H<sub>2</sub>UpScale project are owned by the consortium members. The existing and background IP brought by project partners will be available for use but will remain the property of the original owner. IP developed during the project will be owned by the partner(s) who develop it. The decision to publish IP will be made by the H<sub>2</sub>UpScale consortium and the strategy for exploitation of the results will vary on a case-by-case basis, ranging from free access to licensing. Ownership agreements will be set up as necessary to proceed with future commercialisation. More information on the contractual compliance with IPR, Background and results – Access rights and rights of use can be found in Chapter 7.1.

Thanks to the strong in-house background IP, the H<sub>2</sub>UpScale consortium has freedom to operate and the proposed innovations will not interfere with any existing patents, as was identified during the project proposal writing phase.

## 2.5.4 Feedback to policy makers

The H<sub>2</sub>UpScale project aims to offer valuable insights into policy measures concerning the adoption of clean energy, with a particular focus on hydrogen FC technologies. Specifically, H<sub>2</sub>UpScale will actively collaborate with policymakers at local, national, and international levels to disseminate project results and gained perspectives. This involvement will encompass engagement in policy forums, workshops, and stakeholder consultations to ensure that project outcomes are integrated into policy dialogues and decision-making processes. Additionally, H<sub>2</sub>UpScale aims to influence future policy endeavours by presenting evidence-based recommendations based on project research and real-world implementation experiences. For instance, the introduction of HiL testing as a method for approval of the up-scaled BoP components could be advocated.

The outcomes derived from the H<sub>2</sub>UpScale project hold the potential to provide feedback on whether the targets outlined by the Clean Hydrogen JU for 2030 and 2050 have been met, and whether the FC BoP up-scaling developments are along the set trajectory. The H<sub>2</sub>UpScale consortium has engaged with the EC's JRC in topics relevant to its remit as defined in the Joint Undertaking's Annual Work Programme(s). The JRC's possible collaboration with the H<sub>2</sub>UpScale project has been addressed in the JRC-issued document [Ares\(2024\)2788901](#). Specific areas of collaboration include definition and harmonisation of test protocols for BoP component and HiL testing.

## 2.6 Dissemination and exploitation support from the EU

The EC designed and is implementing a dissemination and exploitation strategy to support funding beneficiaries taking their results a step further e.g. market uptake, wider scientific use, advice for policymaking, etc. [5] The Commission supports this by:

- offering free tailor-made dissemination and exploitation support services;
- providing the tools aimed at increasing visibility and recognition of successful results;
- putting forward a Commission-wide scheme to collect and utilise results relevant to policy making i.e. Feedback to Policy framework.

Objectives of the strategy:

- guide and train applicants and beneficiaries, by offering dissemination and exploitation capacity building activities;
- motivate beneficiaries, with incentives to scale up their results;
- support beneficiaries by offering targeted services, including on Intellectual Property Management;
- synergise with other EU programmes and initiatives.

In line with the new European Research Area, the dissemination and exploitation strategy sets the vision of making Horizon Europe a global reference for transforming research and innovation results into scientific, economic and societal value.

In order to receive expert inputs to tune the discussions on exploitation, further use of more EU support schemes and tools, e.g. Support Services for Exploitation of Research Results (SSERR), D&E Booster, Horizon Result Platform (HRP), Innovation Radar, Horizon IP Scan, etc. [5], will be reviewed and considered where applicable. The project coordinator will reach out to the Clean Hydrogen JU Project Office to make use of these support channels and methods.

## 3 Target Audiences

The success of Communication, Dissemination, and Exploitation activities depends on identifying the right audiences and delivering messages that resonate with their interests, needs, and influence. This chapter defines the project's key audiences to maximise awareness, engagement, and impact across the full stakeholder spectrum — from scientific communities to end-users and policymakers. Audiences are grouped into Primary and Secondary target categories based on their relevance to the project objectives, capacity to act on results, and role in the innovation chain.

### 3.1 Primary Audiences

These stakeholders are directly linked to the development, validation, or deployment of the project's outcomes:

- **Industry:** OEMs, Tier 1 and Tier 2 suppliers, Fuel Cell System Manufacturers, BoP Component Suppliers, System Integrators and Engineering Consultants;
- **Scientific and R&D Communities** (FC systems, control, powertrains, simulation);
- **Public sector and EU and National Policymakers:** Clean Hydrogen JU, JRC, EC policy units;
- **Regulatory/standards bodies:** CEN/CENELEC, ISO/IEC Technical Committees;
- **Complementary EU projects:** BeBoP [4], H<sub>2</sub>Marine [6], follow-up EU projects focused on using the up-scaled BoP components.

### 3.2 Secondary Audiences

These groups are not direct users but influence the project's broader uptake and public perception (more broadly covered by communication activities, as addressed in Chapter 2.3):

- General Public and Media;
- Students and Young Researchers;
- Related EU Projects and Clusters;
- Investors and Business Developers;
- NGOs and Sustainability Advocacy Groups.

### 3.3 Link to Expected Impact

The messages are designed to reflect the project's expected contributions to:

- Advancing EU industrial competitiveness in the hydrogen value chain;
- Enabling FC adoption in HD mobility segments;
- Supporting regulatory development and standardisation;
- Increasing awareness and education on hydrogen technologies.

## 4 Management and Responsibilities

The H2UpScale Consortium partners rely on a process which allows monitoring all CDE activities and in the meanwhile helps making sure that no activity is contradicting the Project goals or breaching the intellectual property rights of the consortium members. All CDE activities must comply with the framework of the rules and regulations agreed by the Consortium in the contractual documents. Therefore, as a first step, a brief overview of this framework is given (more extensively touched in Chapter 8):

The Grant Agreement (GA) [7], mainly in Article 17, underlines that the “partners” have the obligation:

- to generally promote the actions and its results
- to inform the granting authority about dissemination activities expected to have major media impact
- to acknowledge the EU support by displaying the defined EU flag and funding statement, e.g.
- to mention the disclaimer: *“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or Clean Hydrogen Partnership. Neither the European Union nor the granting authority can be held responsible for them.”*
- to use only factually accurate information
- to care for the protection of results, based on legitimate interest
- to disseminate results as soon as possible, while respecting the right of the other partners to object due to potential harm of legitimate interests, and within the defined delay.

The Consortium Agreement (CA), focuses on:

- the reference to the GA
- reminding the confidentiality obligations
- detailing about the period of validity of these regulations after project end
- the deadlines for planned dissemination (obligation to notify 45 days before publication, “tacit” approval within 30 days from notification)
- the guidelines for objections and related deadlines
- highlighting the applicability to own or jointly owned information
- reminding the necessity of written approval for a party intending to publish another party’s results or background.

### 4.1 Approval process description

The approach to the approval process is similar between communication and dissemination items, with some differences which should be taken into account:

- The time for approval of communication items is lower than the one for dissemination items, due to different reaction time required and extensiveness of the contents;
- To support the preparation of communications, the pre-approved Visual Identity templates are made available on the Project Teams environment (including Word, PowerPoint and Canva templates including logo and graphics to be used for branding implementation in LinkedIn posts, flyers and roll-

up banners). The use of the already approved elements from the Project Identity (D1.3) is expected to smoothen the review process.

### 4.1.1 Responsibilities

The Dissemination activities within H<sub>2</sub>UpScale are part of WP1, more specifically Task T1.4., every General Assembly member (highest committee representing all project partners) is requested to nominate a focal point who shall be responsible for corresponding member's contributions to the project's communication and dissemination plan. The identified CDE roles and responsibilities are given in Table 2.

Table 2. General CDE responsibilities.

| Role                   | Explanation                                                                                                                                                                                                                        |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Coordinator    | Responsible for steering the project, represented by a project leader and/or any function with the authority in the coordinator's organization in administrative, financial, contractual and/or legal matter.                      |
| CDE Task (T1.4) Leader | Responsible for leading communication, dissemination and exploitation activities.                                                                                                                                                  |
| GA Member              | Each GA Member is responsible to nominate a main contact person who should be addressed for any activity related to Communication, Dissemination and Exploitation. Each GA Member is part of the CDE Task Force. (Paragraph 4.1.2) |
| CDE Representative     | Representative of the GA Party in the CDE Task Force                                                                                                                                                                               |

Every Project member is free and encouraged to disseminate and communicate as much as possible on any project outcomes, in accordance with the rules and the approval process. Communication and dissemination are a contractual obligation of the Project.

### 4.1.2 CDE Task Force

The CDE Task Force is the main internally-oriented project body focused on the Project's exploitation and dissemination. The CDE Task Force comprises the members of the H<sub>2</sub>UpScale Consortium, their Affiliated Entities and the members of the External Experts Advisory Board (EEAB).

The CDE Task Force is led by TNO (main responsible for dissemination as WP1 Leader) and each member of the EEAB should be approved by the GA. The main added value of the CDE Task Force should be to reflect and guide on how best the Dissemination and Exploitation project objectives can be met. The focal contact point for CDE nominated by each GA Member should become the Party's representative in the CDE Task Force. The role of the EEAB Members in the CDE Task Force, is just of consultancy over the intended Dissemination and Exploitation activities.

The final decisions regarding the opportunity of publishing or not any CDE content (and also about the content itself) remain with the GA members which, through their CDE representative, express their approval, remarks or veto to any proposed CDE activity respecting the approval workflow described in Chapter 4. The CDE Task Force shall convene in a total of 3 general meetings during the Project, to review the status of the CDE plan and discuss the main upcoming CDE related activities or updates.

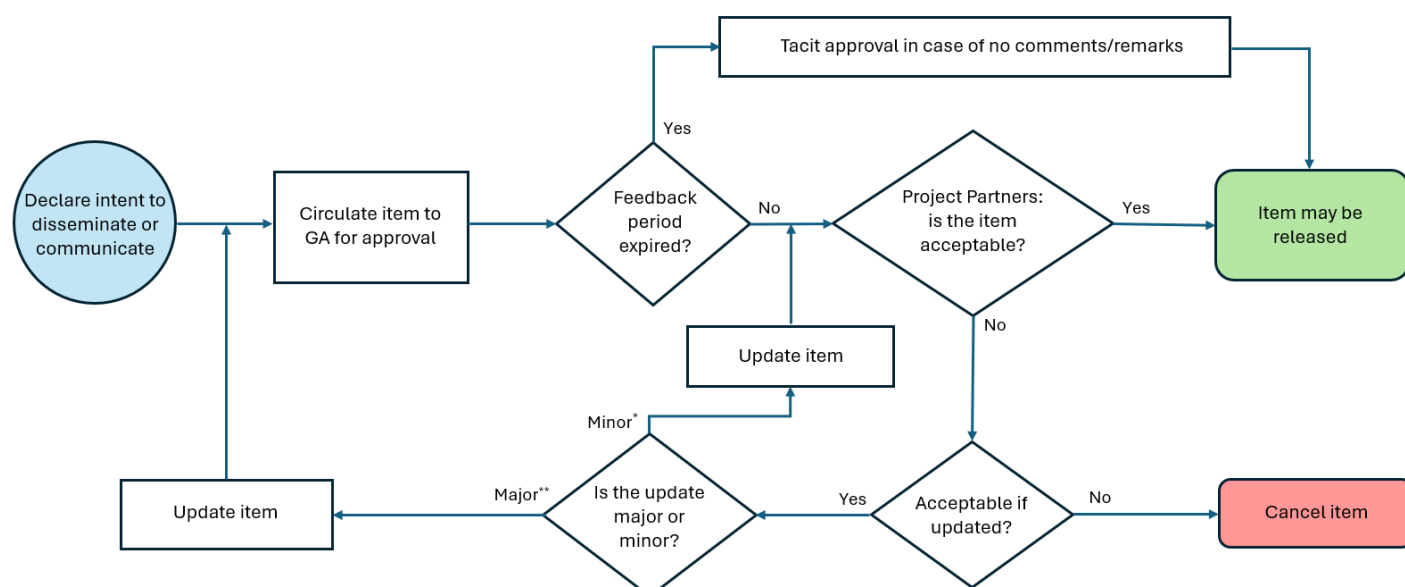


### 4.1.3 Approval workflow

Throughout the project implementation, CDE activities will be monitored, reviewed, and adjusted to maximize project impact and visibility, ensuring successful results exploitation during and after completion. All partners are committed to actively contributing to CDE activities within their networks and relevant channels, aligned with the IP strategy. Basic rules to be respected are:

- Disseminate as early as results are available, as open as possible - while protecting the partners' and own interests;
- Always include funding statement, EU and Clean Hydrogen Joint Undertaking logos (available on the Project Teams);
- Mainly for dissemination, inform about any mid- or long-term planned item (~1 year ahead), even if only information about title and draft status is available.

The approval workflow relates to all content to be published by H<sub>2</sub>UpScale Consortium members, in relation to the Project. Figure 4 illustrates the course of actions from the intention to communicate or disseminate until the approval by the consortium. The responsibilities and action items within the workflow are given in Table 3.



\* Minor updates: e.g. formatting, correct use of disclaimer/EU acknowledgment

\*\* Major updates: fundamental change to the content

Figure 4: CDE item approval workflow.

Table 3. Approval workflow responsibilities and action items.

| Role                           | Explanation                                                                                                                                                                                                                                                                                                        |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Author/Partner's contain point | <ul style="list-style-type: none"> <li>• Inform via email the Project Coordinator, the CDE Task Leader and the whole General Assembly about the intent to disseminate or communicate</li> <li>• Provide via email and Project Teams the content and meta-data of the intended communication/publication</li> </ul> |

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                               | (in case the content is in its draft form, the final version must be re-checked)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| CDE Task (T1.4) Leader & the General Assembly | <ul style="list-style-type: none"> <li>• CDE Task Leader requests the GA to review the content, with the request to provide feedback or to veto within X days (see Table 4).</li> <li>• If vetoed, the General Assembly shall discuss the proposed updates to the intended publication (under coordination of the CDE Task Leader)</li> </ul> <p>The CDE Task Leader informs the Project Coordinator and the whole General Assembly about the expiration of the feedback period and the consequent “tacit approval”, which authorizes the author to proceed with the publication.</p> |
| Author/Partner’s contain point                | Provide to the whole General Assembly via email and Project Teams the final version of the intended publication as soon as available, notify about publication and provide additional meta data                                                                                                                                                                                                                                                                                                                                                                                       |
| CDE Task (T1.4) Leader                        | Store publication in Project Teams                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

#### 4.1.4 Meta data

For dissemination works, the meta data fields to be shared by the Author(s) with the CDE Task Leader are:

- Title
- Lead Beneficiary (Author(s) and contact details)
- Work Package
- Type of publication
- Date of publication
- Title of the Journal/Event
- Place of Publication
- Publisher/Organizer
- Peer-reviewed Publication? (Y/N)

#### 4.1.5 Tacit approval

An intended publication distributed to the GA is considered approved if no objection is received within the deadline indicated in Table 4. A shorter approval period is deemed useful for shorter in nature LinkedIn posts, in order to allow a more agile approval and publishing process for social media. This allows a more close to real time social media exposure, especially useful to display important Project events and achievements.





Table 4. Communication and Dissemination approval periods.

| Communication/<br>Dissemination type | Approval Period (calendar days)                                    | Description                                                                                                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dissemination                        | 30,<br>but with obligation to notify 45<br>days before publication | <ul style="list-style-type: none"> <li>• Technical papers</li> <li>• Scientific and peer-reviewed publications</li> <li>• Presentations, Lectures, Seminars, scientific posters, conferences and all other similar dissemination activities</li> </ul> |
| Communication                        | 15                                                                 | <ul style="list-style-type: none"> <li>• Web sites info, press releases, Flyers, interviews, public press articles</li> <li>• Videoclips, posters, brochures, other</li> </ul>                                                                         |
| LinkedIn posts                       | 7                                                                  | <ul style="list-style-type: none"> <li>• Posts from the LinkedIn Project profile</li> </ul>                                                                                                                                                            |

### 4.1.6 External Experts Advisory Board

The goal of this Project Body is to involve external stakeholders and share detailed knowledge created through the course of the project with them, to receive feedback and to engage in dialogue. The H<sub>2</sub>UpScale project is an opportunity for the consortium partners to showcase their State-of-the-Art, to boost their reputation and visibility at an international level.

To ensure that the project outcomes will be taken to market in future, an interdisciplinary and high-quality EEAB will be established, with signed Letters of Support, to cover the input H<sub>2</sub>UpScale needs from the outside on needs and requirements and to include representatives of the most relevant networks in the EU for electrified mobility and transport. The audience of the EEAB further includes (but is not limited to): other OEMs in the HD mobility sector (aviation, maritime, on-road long-haul) wishing to support the developments in H<sub>2</sub>UpScale; Tier1 and 2 suppliers, the providers of FC systems and BoP components; policy makers including authorities and regulatory bodies, e.g. for guaranteeing safety; and facilitators.

The EEAB is appointed by the General Assembly, but steered by the Executive Board. The Coordinator will ensure that a Non-Disclosure Agreement (NDA) is executed between all Parties and each EEAB member, unless bilateral agreements between certain Parties and certain EEAB members is preferred and these bilateral agreements are not less stringent than the non-disclosure agreement executed by the consortium.

### 4.1.7 Stakeholder Group

The Stakeholder Group can be seen as an extension of the EEAB. This Group is created to involve, in a less detailed way, all the Stakeholders that actively show interest for H<sub>2</sub>UpScale, but which for any reason are not approved by the GA to become part of the EEAB.

Being not part of the EEAB, the members of the Stakeholder Group will receive less detailed information than the EEAB members and will not need to sign an NDA.

They will be informed through dedicated newsletters that can provide additional (non-sensitive) information with respect to what already disclosed through Social Media or the other communication means described in Chapter 5.

# 5 Tools, channels and materials

In this Chapter, an overview over the Communication and Dissemination Tools which will be used in H<sub>2</sub>UpScale is provided. For each activity, the used language shall be British English.

## 5.1 Dissemination tools

In this Paragraph the main Dissemination tools used in H<sub>2</sub>UpScale are listed.

### 5.1.1 Journal articles and conference papers

This is an important broad-based dissemination tool. The Consortium will target the publication of scientific articles/papers in peer-reviewed journals.

### 5.1.2 Conferences & external events

Conferences can boost connections with opinion leaders on national and international level. The Consortium targets its presence in conferences, exhibitions and trade shows to showcase the developed fuel cell technology. According to the type of conference, papers, slide shows presentations or lectures will be prepared.

### 5.1.3 Audio visual material

A project video showing the demo-site locations and the testing activities in operation will be prepared.

## 5.2 Communication tools

In this Paragraph the main Communication tools used in H<sub>2</sub>UpScale are listed.

### 5.2.1 Project website

The H<sub>2</sub>UpScale Project website (<https://h2upscale.eu/>) will be used for promoting project results, objectives, workshops, and events. It will include downloadable information such as project brochure/flyer, infographics, (public) deliverables, etc.

### 5.2.2 Social media

Online social networks (mainly LinkedIn) are considered as one of the main dissemination tools and channels. This has a great potential of outreach to the public. The H<sub>2</sub>UpScale LinkedIn can broadly cover the function that websites, newsletters, mailings had in earlier periods.

### 5.2.3 Newsletters & infographics

Promotional material will be made available to project partners in order to inform the public and animated target groups about the project and to extend partners' contacts database.

- 1 poster
- 1 rollup
- 1 leaflet

These will include general project information including links to the project online material (website, LinkedIn profile).

## 5.3 Exploitation tools

In this Paragraph the main Communication tools used in H<sub>2</sub>UpScale are listed.

### 5.3.1 Stakeholder Engagement

This is crucial to receive input on the needs and requirements, feedback on the project developments, feedback on final book of recommendations, ensure uptake of the technologies by the target audience.

### 5.3.2 Joint activities

These will be conceived as networking initiatives as joint workshops with complementary EU projects addressing fuel cell technologies and sharing end-users feedback.

### 5.3.3 Final demo event

The H<sub>2</sub>UpScale developments and outcomes could be demonstrated to the public in the form of a final event, whose format will be defined in the final stages of the Project.

## 5.4 CDE Key Performance Indicators

| Type of activity | Tools and channels                                 | KPI                                                                                                                                          |
|------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Communication    | Website                                            | <ul style="list-style-type: none"> <li>10 000 visits by the end of the project</li> <li>≥ 12 updates/year</li> </ul>                         |
|                  | Social media                                       | <ul style="list-style-type: none"> <li>200 LinkedIn followers before project end</li> <li>≥ 2 posts/month</li> </ul>                         |
|                  | Newsletters and Infographics                       | <ul style="list-style-type: none"> <li>Half-yearly published newsletters (total of 5)</li> <li>1 project flyer, 2 project posters</li> </ul> |
| Dissemination    | Conferences, seminars, exhibitions and trade shows | <ul style="list-style-type: none"> <li>Presence at 5 - 10 events</li> </ul>                                                                  |
|                  | Scientific and technical publication               | <ul style="list-style-type: none"> <li>2 - 5 publications in peer-reviewed journals</li> </ul>                                               |
|                  | Audio-visual material                              | <ul style="list-style-type: none"> <li>1 project video</li> </ul>                                                                            |
| Exploitation     | Stakeholder Engagement                             | <ul style="list-style-type: none"> <li>2 - 3 Stakeholder Group symposia</li> <li>≥ 10 stakeholders by the end of the project</li> </ul>      |
|                  | Joint activities                                   | <ul style="list-style-type: none"> <li>Minimum of 3 networking events</li> </ul>                                                             |
|                  | Final demo event                                   | <ul style="list-style-type: none"> <li>≥ 100 attendees</li> </ul>                                                                            |

## 5.5 Open Science practices

All H<sub>2</sub>UpScale partners will be responsible for publishing project results, in local and international press, and in peer-reviewed scientific journals and at conferences. Preprints of all public reports of the project will be shared on Open Research Europe, for open peer review. H<sub>2</sub>UpScale will ensure that all public project publications can be read online, downloaded and printed, without subscription. EC Portals and tools will be contacted (such as OpenAIRE, Horizon the EU Research and Innovation Magazine) to make H<sub>2</sub>UpScale generated public knowledge available. Since the aforementioned tools provide free of charge, online access to the respective public publications for any user, they will ensure open access. **Commercially sensitive data are declared confidential and excluded from the open science practices.**

Open science practices will be implemented in the following way in H<sub>2</sub>UpScale. Scientific research results will already be published at the early stages of the project via open-data repositories such as Zenodo. The use of FAIR (Findable, Accessible, Interoperable and Reusable) data storage principles will increase the chances of open cooperative work and even more efficient knowledge exploitation:

- Providing open access to research data: Open access to research data means the outcomes of the process of modelling, being different from pure datasets being property of OEMs, BoP suppliers or Research and Technology Organisations (RTOs);
- An industrial Stakeholder group composed of companies in the entire value chain will be set-up and regular meetings with the group will be organized. The group will be kept up to date about the most important project developments and their feedback will be considered in the project developments and innovations;
- Scientific journals will be targeted for the publication of the H<sub>2</sub>UpScale results that includes features of open-peer review;

- The existing communication channels (e.g. LinkedIn accounts etc.) among the consortium partners and their customers will also be used for the early dissemination of project activities and developments. Further, their feedback shall be considered in the project activities to generate a long-term impact of the project;
- Key-users of the H<sub>2</sub>UpScale technologies as well as experts in the related fields shall be included in discussions (e.g. round tables or expert talks);
- Academic social networks shall be used to communicate with other researchers.

## 6 Planning of outreach activities

The planning of activities ensures that project results reach the right stakeholders at the right time using the most appropriate channels. This chapter outlines the expected communication and dissemination opportunities and event attendance, including a tentative timeline. The timeline and CDE activity list will be maintained and regularly updated following developments in the project, and as event dates are confirmed.

### 6.1 Communication activities

| Title                                                                                                                        | Leading beneficiary      | Author(s)/ contact                            | Publication type       | Expected publication year      | Event/ journal title |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------------------|------------------------|--------------------------------|----------------------|
| Project Kick-Off Meeting group picture                                                                                       | TNO                      | Federico Ribatti                              | Social Media           | 2025 (February)                | N/A                  |
| Project website                                                                                                              | TNO                      | Federico Ribatti                              | Website                | 2025 (May)                     | Website              |
| Project LinkedIn profile launch and KOM announcement                                                                         | TNO                      | Federico Ribatti                              | Social Media           | 2025 (May)                     | LinkedIn             |
| News item about achieving first project results of WP2 (application-specific and FC system-specific requirements)            | TNO, Cummins             | Federico Ribatti, WP lead (or CDE task lead)  | Website & Social Media | 2025 (July)                    | Website, LinkedIn    |
| News item about technical WPs (3, 4, 5, 6, 7, 8) kicking-off                                                                 | TNO, WP leading Partners | Federico Ribatti, WP leads (or CDE task lead) | Social Media           | 2025 (July)                    | Website, LinkedIn    |
| News item about 2 <sup>nd</sup> project GA                                                                                   | TNO                      | Federico Ribatti                              | Website & Social Media | 2025 (October)                 | Website, LinkedIn    |
| Announcement of joint EU project 1 <sup>st</sup> workshop between H <sub>2</sub> UpScale and BeBoP                           | TNO                      | Federico Ribatti, Kamil Mrozewski             | Website & Social Media | 2025 (November)                | Website, LinkedIn    |
| News item about technical WP 8 kicking-off                                                                                   | TNO                      | Federico Ribatti, Kamil Mrozewski             | Social Media           | 2026 (January)                 | Website, LinkedIn    |
| Individual interviews with partners, their role, contribution and expected outcomes from the project                         | TNO, all Partners        | Federico Ribatti, Kamil Mrozewski             | Website & Social Media | Throughout 2025, 2026 and 2027 | Website, LinkedIn    |
| Announcements, communications and news items about project Partners participating and presenting at diverse fairs and events | TNO, all Partners        | Federico Ribatti                              | Website & Social Media | Throughout 2025, 2026 and 2027 | Website, LinkedIn    |
| News item about consequent project GAs                                                                                       | TNO                      | Federico Ribatti                              | Website & Social Media | Throughout 2026 and 2027       | Website, LinkedIn    |
| News item about technical WPs (3, 4, 5, 6, 7, 8) reaching a milestone                                                        | TNO, WP leading Partners | Federico Ribatti, WP leads (or CDE task lead) | Website & Social Media | Throughout 2025 and 2026       | Website, LinkedIn    |
| News item about technical WPs (3, 4, 5, 6, 7, 8) reaching their end results                                                  | TNO, WP leading Partners | Federico Ribatti, WP leads (or CDE task lead) | Website & Social Media | Throughout 2027                | Website, LinkedIn    |

|                                                                                                    |     |                                   |                        |      |                   |
|----------------------------------------------------------------------------------------------------|-----|-----------------------------------|------------------------|------|-------------------|
| Announcement of joint EU project 2 <sup>nd</sup> workshop between H <sub>2</sub> UpScale and BeBoP | TNO | Federico Ribatti, Kamil Mrozewski | Website & Social Media | 2027 | Website, LinkedIn |
| Project Conclusion & Final Event                                                                   | TNO | Federico Ribatti, Kamil Mrozewski | Website & Social Media | 2027 | Website, LinkedIn |

## 6.2 Dissemination activities

Technical fairs are the primary target for presence and dissemination, however, fairs for systems and end-products are equally important. The heavy-duty sectors for which the developments in H<sub>2</sub>UpScale are most relevant are the prime target.

| Title                                                                                                                                    | Leading beneficiary           | Author(s)/ contact                | Publication type                                            | Expected publication year  | Target event/ journal title                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------|-------------------------------------------------------------|----------------------------|-------------------------------------------------------------------------------|
| Project promotional material (Banner, poster, flyers) at a Hydrogen Europe-organized event                                               | TNO                           | Federico Ribatti, Kamil Mrozewski | Stakeholder event                                           | 2025 (September & October) | European Hydrogen Week Brussels                                               |
| First joint EU project workshop between H <sub>2</sub> UpScale and BeBoP                                                                 | TNO                           | Federico Ribatti, Kamil Mrozewski | EU project Workshop                                         | 2025 (November)            | Project self-organized event                                                  |
| Journal paper on advancements in high-power FC system architectures (WP3)                                                                | RWTH Aachen, TNO, Cummins     | TBD                               | Journal article                                             | 2026                       | J. of Power Sources/ J. of Hydrogen Energy/other                              |
| Project promotional material (Banner, poster, flyers), Partners that plan on going & giving a short talk about their work in the project | TBD                           | TBD                               | Participation in conference/fair                            | 2026 (April)               | Hydrogen + Fuel Cells + Batteries, HANNOVER MESSE 2026                        |
| Exact topic TBD (tentative: advancements made in BoP component and system modelling, controls algorithm development, and optimization)   | RWTH Aachen/ FEV              | TBD                               | Publication in conference proceedings/ stakeholder workshop | 2026 (~October)            | 35 <sup>th</sup> Aachen Colloquium on Sustainable Mobility                    |
| Exact topic TBD (tentative: advancements made in BoP component up-scaling in WPs 5, 6 and 7 and testing activities in WP8)               | TBD                           | TBD                               | Publication in conference proceedings/ stakeholder workshop | 2026 (~October)            | Maritime Hybrid, Electric & Hydrogen Fuel Cells Conference & Exhibition, 2026 |
| Journal paper on advancements in high-power FC system modelling and controls (WP4)                                                       | Ford Otosan, RWTH Aachen, FEV | TBD                               | Journal article                                             | 2026/2027                  | J. of Power Sources/ J. of Hydrogen Energy/other                              |
| Exact topic TBD (tentative: advancements made in BoP component up-scaling in WPs 5, 6 and 7 and testing activities in WP8)               | TBD                           | TBD                               | Publication in conference proceedings/ stakeholder workshop | 2027 (~April)              | AERO Hydrogen & Battery Summit, Friedrichshafen                               |
| Exact topic TBD (tentative: advancements made in BoP component up-scaling in WPs 5, 6 and 7 and testing activities in WP8)               | TBD                           | TBD                               | Publication in conference proceedings/ stakeholder workshop | 2027 (~May)                | SAE Heavy-Duty Sustainable Transport Symposium                                |
| Project presentations and promotional materials at Hydrogen Europe-organized event                                                       | TNO                           | Federico Ribatti, Kamil Mrozewski | Stakeholder event                                           | 2027 (September & October) | European Hydrogen Week Brussels                                               |
| Second joint EU project workshop between H <sub>2</sub> UpScale and BeBoP                                                                | TNO                           | Federico Ribatti, Kamil Mrozewski | EU project Workshop                                         | 2027                       | Project self-organized event                                                  |
| Project Conclusion & Final Event                                                                                                         | TNO                           | Federico Ribatti,                 | Stakeholder event                                           | 2027                       | Project self-organized event                                                  |





## 6.3 Tentative timeline

Figure 5 presents a tentative timeline of major target events planned throughout the duration of the project. The aim of the timeline is to help in identifying potential industrial and scientific events to present intermediate findings and results (visualized via project deliverables), engage with stakeholders, and build momentum toward final demonstrations and exploitation, enabling partners to strategically time their participation and outreach efforts. This planning also supports internal coordination between work packages.

This is a first tentative timeline at the time of writing of this deliverable, and is by no means final nor exhaustive. The event calendar will be monitored and updated regularly as event dates are confirmed, developments in the project progress, and as project partners identify other relevant CDE opportunities.

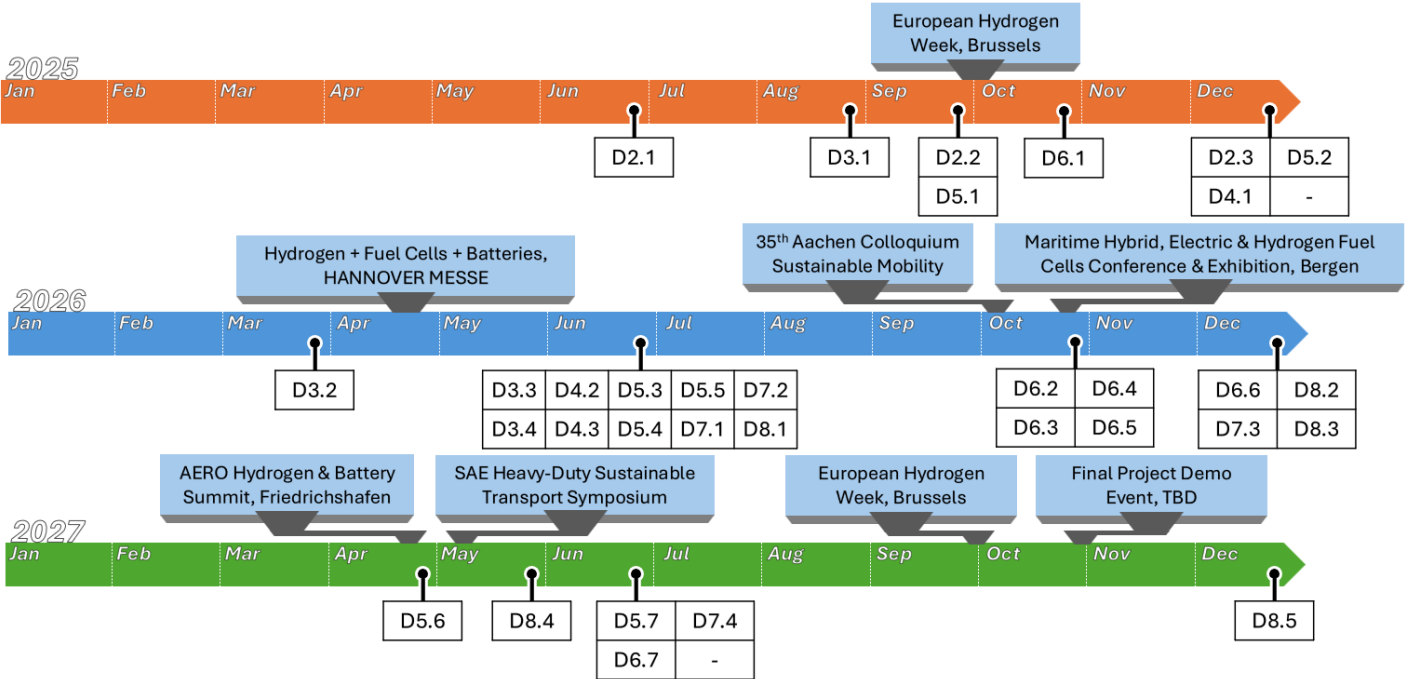


Figure 5. Alignment of project deliverables and target events.

## 7 Contractual and regulatory compliance

This Chapter recaps on the Contractual and regulatory compliance expected at project level in relation to Communication, Dissemination and Exploitation. These obligations are mainly included in the Articles 16 and 17 of the GA [7].

## 7.1 Intellectual property rights – Background and results – Access rights and rights of use

This Paragraph includes the main obligations related to IPR, background & results, access rights and rights of use. Further specific rules related to these topics can be consulted in the Annex 5 of the Project's GA.

### 7.1.1 Background and access rights to background

The beneficiaries must give each other and the other participants access to the background identified as needed for implementing the action, subject to any specific rules in the GA Annex 5. 'Background' means any data, know-how or information – whatever its form or nature (tangible or intangible), including any rights such as intellectual property rights – that is:

- a) held by the beneficiaries before they acceded to the Agreement and
- b) needed to implement the action or exploit the results

If background is subject to rights of a third party, the beneficiary concerned must ensure that it is able to comply with its obligations under the Agreement.

### 7.1.2 Ownership of results

The granting authority does not obtain ownership of the results produced under the action. 'Results' means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights.

### 7.1.3 Rights of use of the granting authority on materials, documents and information received for policy, information, communication, dissemination and publicity purposes

The granting authority has the right to use non-sensitive information relating to the action and materials and documents received from the beneficiaries (notably summaries for publication, deliverables, as well as any other material, such as pictures or audio-visual material, in paper or electronic form) for policy information, communication, dissemination and publicity purposes – during the action or afterwards. The right to use the beneficiaries' materials, documents and information is granted in the form of a royalty-free, non-exclusive and irrevocable licence, which includes the following rights:

- a) use for its own purposes (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services);
- b) distribution to the public (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel,



public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes);

- c) editing or redrafting (including shortening, summarizing, inserting other elements (e.g. meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation);
- d) translation;
- e) storage in paper, electronic or other form;
- f) archiving, in line with applicable document-management rules;
- g) the right to authorise third parties to act on its behalf or sub-license to third parties the modes of use set out in Points (b), (c), (d) and (f), if needed for the information, communication and publicity activity of the granting authority;
- h) processing, analysing, aggregating the materials, documents and information received and producing derivative works.

The rights of use are granted for the whole duration of the industrial or intellectual property rights concerned. If materials or documents are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned). Where applicable, the granting authority will insert the following information: “© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the [name of granting authority] under conditions.”

Specific rules regarding intellectual property rights, results and background (if any) are set out in the Annex 5 of the GA.

## 7.2 Communication, Dissemination and Visibility

This Paragraph includes the main obligations related to communication, dissemination and visibility. Further specific communication, dissemination and visibility rules can be consulted in the Annex 5 of the Project’s GA.

### 7.2.1 Communication – Dissemination – Promoting the action

The beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in a strategic, coherent and effective manner. Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

### 7.2.2 Visibility – European flag and funding statement

Communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate).



The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

### 7.2.3 Quality of information – Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information. Moreover, it must indicate the following disclaimer (translated into local languages, where appropriate):

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

## 7.3 Processing of personal data

The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/67914). They must ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subjects;
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes;
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;
- accurate and, where necessary, kept up to date;
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed;
- processed in a manner that ensures appropriate security of the data.

The beneficiaries may grant their personnel access to personal data only if it is strictly necessary for implementing, managing and monitoring the Agreement. The beneficiaries must ensure that the personnel is under a confidentiality obligation. The beneficiaries must inform the persons whose data are transferred to the granting authority and provide them with the Portal Privacy Statement.

# References

- [1] Industrial Research and the Commission's priorities – European Commission ([https://research-and-innovation.ec.europa.eu/research-area/industrial-research-and-innovation/industrial-research-and-commissions-priorities\\_en](https://research-and-innovation.ec.europa.eu/research-area/industrial-research-and-innovation/industrial-research-and-commissions-priorities_en))
- [2] Communication, Dissemination and Exploitation – Why they all matter and what is the difference? ([https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide\\_diss-expl\\_en.pdf](https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide_diss-expl_en.pdf))
- [3] Dissemination and Exploitation – European Commission ([https://rea.ec.europa.eu/dissemination-and-exploitation\\_en](https://rea.ec.europa.eu/dissemination-and-exploitation_en))
- [4] European BeBoP Project (<https://cordis.europa.eu/project/id/101192365>)
- [5] Dissemination and exploitation of research results – European Commission ([https://research-and-innovation.ec.europa.eu/strategy/dissemination-and-exploitation-research-results\\_en#strategy](https://research-and-innovation.ec.europa.eu/strategy/dissemination-and-exploitation-research-results_en#strategy))
- [6] European H<sub>2</sub>MARINE Project (<https://cordis.europa.eu/project/id/101137965>)
- [7] H<sub>2</sub>Upscale Project Grant Agreement (101192481-H2UpScale-HORIZON-JTI-CLEANH2-2024), version 1, 3 December 2024.

