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1.3	06.11.2025	Review and proof-reading by IMMIB
2.0	06.11.2025	Final version

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List of beneficiaries

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2. MONTANUNIVERSITAET LEOBEN (MUL),
3. TECHNISCHE UNIVERSITAT DORTMUND (TUDO),
4. FUNDACION TECNALIA RESEARCH & INNOVATION (TEC),
5. INSTITUTO DE CIENCIA E INOVACAO EM ENGENHARIA MECANICA E ENGENHARIA INDUSTRIAL (INEGI),
6. FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV (FHG),
7. FUNDACION CIRCE CENTRO DE INVESTIGACION DE RECURSOS Y CONSUMOS ENERGETICOS (CIRCE),
8. EREVNITIKO PANEPISTIMIAKO INSTITOUTO SYSTIMATON EPIKOINONION KAI YPOLOGISTON (ICCS),
9. INSTITUT FUR NACHHALTIGE TECHNOLOGIEN (AEE),
10. FUNDACION ZARAGOZA LOGISTICS CENTER (ZLC),
11. ENERGY EFFICIENCY IN INDUSTRIAL PROCESSES ASBL (EEIP),
12. ISTANBUL MADEN VE METALLER IHRACATCI BIRLIKLERI (IMMIB),
13. COOPERATIE WAARDEMAKERS IN WATERSTOF U.A. (H2HT),
14. CLUSTER DE ENERGIA (ACE),
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16. COOPERATIE DUURZAAM AADORP U.A. (ALMELO),
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28. CROWDHELIX LIMITED (CHX),
29. IRIS TECHNOLOGY SOLUTIONS, SOCIEDAD LIMITADA (IRIS),
30. WORKDECK DIGITAL WORKPLACE SL (WDK),
31. SOLAR ENERGY CONVERSION POWER CORPORATION (SOLENCO)

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Abstract

Communication and dissemination activities play a pivotal role in any EU-funded project, serving as catalysts for the promotion of innovative breakthroughs and their wider uptake throughout Europe. This significance is particularly pronounced in the context of the IS2H4C project, which is fundamentally oriented towards promoting technologies and solutions that can be replicated to establish other Hubs4Circularity. For this replication component to play its full role, the project and its results must be widely disseminated and brought to the attention of potential "follower" hubs.

Dissemination refers to activities directed towards the wider community which support the results of the project in a sustainable way. The aim is to communicate the results and intermediate steps to different target groups that can be expected to be interested in the IS2H4C project and its methodology and proposed approach. In the first months of the project, the overall project communication and dissemination approach was established and agreed upon by all consortium members. The present deliverable addresses the established communication plan and dissemination strategy.

The communication plan presents the objectives, the target audiences and main messages, as well as the visual identity of IS2H4C and its major dissemination channels (website, newsletter, social media accounts). An activity plan for the first 12 months of the project is also provided, as well as key indicators for the evaluation of the C&D activities further down the line.

Additionally, this report presents an overview of targeted clustering activities with other EU projects and initiatives that are relevant to IS2H4C. The clustering activities have the purpose of maximising impact, awareness and driving project engagement with external stakeholders in the scenario where IS2H4C partners are acting.

In short, the Communication & Dissemination Strategy and Plan serves as the foundational framework and milestones for activities related to communication and dissemination within the IS2H4C project. It is anticipated that this strategy will undergo regular refinement throughout the project's lifecycle – it will be updated twice, in M25 and M49.

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ANNEX I VISUAL IDENTITY GUIDELINES

ANNEX II ROLL-UP BANNER AND POSTER

ANNEX III MULTIPLIER LIST

ANNEX IV SOCIAL MEDIA REPORT

ANNEX V TRACKING FILE

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List of abbreviations

Abbreviation	Definition
C&D	Communication and dissemination
IS	Industrial Symbiosis
H4C	Hubs for Circularity
KPI	Key performance Indicator
LE	Large Enterprise
M	Month
SME	Small & Medium enterprise
WP	Work Package
CHX	Crowdhelix

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1. Introduction

The Communication and Dissemination Plan serves to articulate the comprehensive framework governing all communication and dissemination (hereinafter referred to as C&D) activities within the IS2H4C project, to be collaboratively executed by project partners.

The related work package (WP8) is led by EEIP in close collaboration with all project partners. In the first months of the project, the overall project communication and dissemination approach was established and agreed upon by all consortium members to ensure effective dissemination of the project's vision and progress through various channels. The specifics of this approach are documented in this deliverable.

Within WP8, this document serves as a framework and guideline for all WP activities as well as a harmonisation tool to ensure consistency in the delivery and presentation of tasks and deliverables in other WPs. The overall objectives of this document are, therefore, to provide:

- A consistent delivery strategy of project activities among internal partners
- Tools, channels, supporting materials and C&D guidelines
- A consistent communication and dissemination approach for engaging with external stakeholders
- A reference point with an overview of goals, values, messages and content

The initial C&D strategy and plan will be updated in M25 and in M49 to better adjust activities to the project's results and to reflect any changes deemed necessary based on the ongoing monitoring of C&D activities and their impact, as well as to take into account the work undertaken as part of T8.4 and T8.5 on exploitation and impact analysis.

1.1. Objective and scope of the project

Existing heavily industrialised areas are currently incapable of adopting large-scale industrial symbioses in terms of shared technology/ infrastructure use, waste integration, energy and material utilisation, as well as inclusively expanding through surrounding ecosystems for society, despite many of the EU's key strategic priorities in sustainable regional development. Within this context, IS2H4C proposes an ambitious and efficient innovation and action workplan to develop several solutions for the development of Hubs for Circularity (H4C) in diverse industrial areas of process industry surrounded by rural and/or urban settings in the Netherlands, Germany, Spain, and Turkey. The work plan is shaped by the development and deployment of the most innovative sustainable technologies and infrastructure integration in four demo hubs and is supported by ground-breaking research on societal, governmental, and business innovation for H4C. IS2H4C scales up industrial areas to H4C via implementing systemic change and integrating the surrounding ecosystems with industrial areas. The project implements a digital collaboration platform to manage the resource, infrastructure and information-sharing within H4C via the embedding of decision-support modules in the platform. IS2H4C has the ambition of reducing the energy use, waste generation, and carbon emissions by at least 10%, 20%, and 30% respectively. IS2H4C will contribute to paving the way towards the development of H4C based on the circularity and resilience requirements of existing and future industrial zones and their surrounding ecosystems by prioritising resource efficiency, maximising use of renewable energy, preventing waste, and promoting industrial/urban/rural symbiosis via reuse and recycling of unavoidable solid, liquid, and gas waste

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streams. All in all, IS2H4C's biggest ambition is to promote H4C as Europe's future sustainable regional development models.

Communication and dissemination activities are paramount for the success of IS2H4C. Effective dissemination measures are needed to foster the uptake of the proposed methodology within the pilot sites and beyond.

2. Visual identity

The IS2H4C project's written and visual identity serves as a distinctive marker, facilitating seamless recognition by the public and ensuring a comprehensive representation endorsed by project partners.

Preceding the development of this project's identity, a thorough branding analysis was conducted to guarantee that the project's visual identity adheres to copyright regulations.

The established identity is intended for consistent and uniform application throughout the project's various facets, encompassing communication and dissemination materials, online and offline media channels, project deliverables, and any other representation of the project and its constituent elements.

The visual identity document (Annexe I) elaborates on the presentation of the project's identity, detailing both its written and visual components. This annexe serves as a reference for stakeholders seeking a detailed understanding of the IS2H4C project's distinctive characteristics.

IS2H4C's logo and an explanation of what it represents are presented in Figure 1. For all other elements of the brand identity, please refer to the specific Brand Guidelines presented in Annexe I.

Figure 1 IS2H4C Logo

The logo symbolises the principles of sustainability and circularity with its interlocking human shapes and forward-moving design, suggesting collaboration, systemic change, and industrial symbiosis, all crucial aspects of the project. It also evokes the 'infinity' symbol. In contrast to finite resources, circularity brings new life to products and waste.

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In addition, as part of the Horizon Europe programme, we must also note here that all communication and dissemination activities must acknowledge this funding scheme that allowed the IS2H4C project to take place. In all externally and publicly available material, the EU logo, as shown in Figure 2, is to be incorporated together with the one-written.

Figure 2 EU Logo

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3. Communication and dissemination strategy

The purpose of the communication and dissemination strategy is to define the project's main audience (WHO?), the key messages/objectives for each target group (WHAT?), as well as the corresponding communication and dissemination actions (HOW?). It provides a structured framework to ensure that project results, achievements, and insights are effectively shared with all relevant stakeholders, from policymakers and industry representatives to local communities and the general public. The strategy also aims to foster visibility, engagement, and knowledge transfer, supporting both internal coordination among partners and external outreach throughout the project's lifetime.

3.1. Key messages and actions

The C&D strategy aims to deliver coherent and impactful key messages across all communication channels and stakeholder groups. These messages reflect IS2H4C's vision, objectives, and contribution to Europe's transition towards sustainable industrial ecosystems:

1. **Advancing Circular and Resilient Industrial Zones:** IS2H4C is dedicated to pioneering the development of H4C (Hubs4Circularity) by integrating circularity and resilience principles into existing and future industrial zones. Our mission is to foster sustainable development that not only benefits industries but also nurtures the surrounding ecosystems.
2. **Prioritising resource efficiency and waste prevention:** IS2H4C places paramount importance on resource efficiency, renewable energy utilisation, and waste prevention strategies. Through innovative sustainable technologies and a systemic approach to infrastructure, we aim to minimise waste streams and maximise resource utilisation while promoting the principles of Industrial Urban Resource Systems.

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3. **Engaging Society and Governments for Sustainable Progress:** IS2H4C recognises the significance of societal and governmental engagement in promoting H4C. We prioritise building acceptance and trust among citizens through transparent communication, inclusive decision-making processes, and sustainable business models. By respecting planetary health boundaries and fostering collaboration, IS2H4C aims to foster sustainable regional development, aspiring to become Europe's reference for H4C implementation.
4. **Delivering Environmental and Social Benefits:** Citizens living in cities will benefit from a healthier environment through industrial/urban symbiosis by lowering emissions through circular and renewable energy sources and waste reduction.
5. **Integrating the Gender Dimension in Circularity:** Aligned with the principles of the Processes4Planet, IS2H4C ensures gender equality and diversity by integrating sex and gender analysis into research and innovation activities.
6. **Supporting Europe's Green and Digital Transition:** The European Union and Horizon Programme support and accelerate the green and digital transition in urban and rural areas by providing policy, programmes, tools, and finances to support the development of hubs for circularity.

The C&D strategy is supported by a wide range of communication actions, summarised in Figure 3 below:

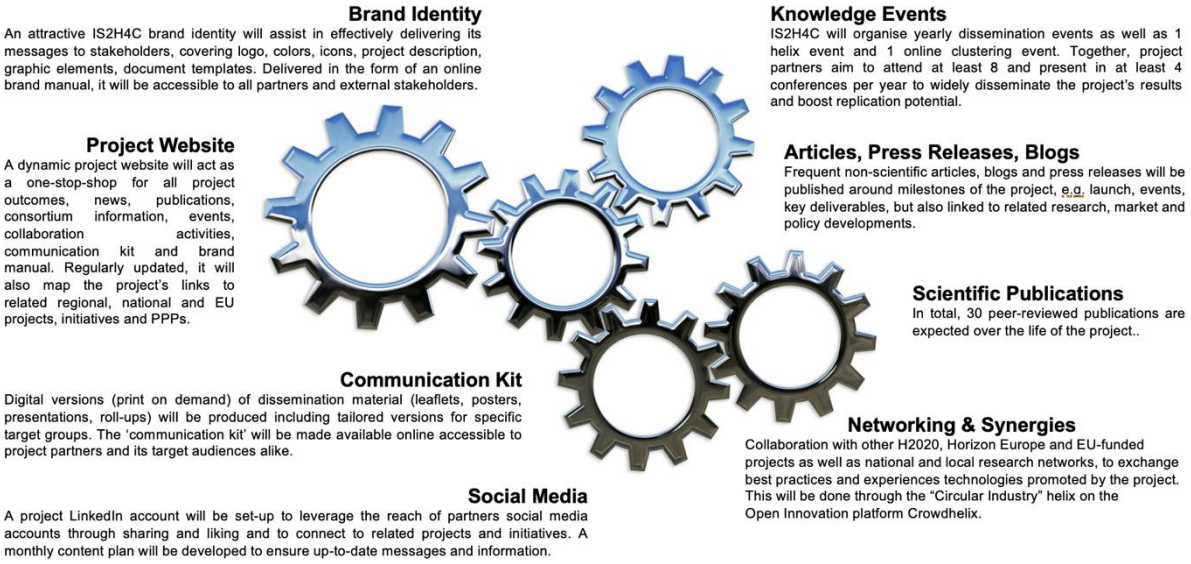

Figure 3 Communication and dissemination strategy

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3.2 Target groups and multiplier list

A thorough stakeholder mapping exercise will be conducted in WP3 (task) to support the preparation and execution of the present C&D strategy.

The list of stakeholders presented in Annexe II is an initial and growing list of stakeholders that can serve as dissemination stakeholders and potential multipliers of our results and messages.

Each target group is characterised by certain communication needs, to which the IS2H4C C&D manager intends to respond through specific objectives, actions and channels. Thus, our communication strategy is articulated in Table 3 below and will be executed through a series of activities shown in Figure 3 and detailed in the following sections.

Table 3 Overview of the communication strategy

Audience/ Target group	Characteristics/ communication needs	IS2H4C Communication objectives	IS2H4C Communication actions & channels
General public & European media	No prior knowledge of the topic, need clear, easy to digest general information about the project. Growing awareness and concern for decarbonisation and resource efficiency.	Showing how it's possible to improve resource-efficiency in specific sectors, with emphasis on how it relates to their daily lives.	Website and LinkedIn, infographics/printed leaflet at general events, project video
Local communities (citizens)	Residents and community representatives living near the hubs. They might be directly affected by the project and need clear, specific information about all impacts. They might have concerns that need to be addressed – their involvement can contribute to social acceptance	Regularly inform citizens about the progress of the project and its impact on the local communities. Invite community participation to foster acceptance.	Website and LinkedIn, news in local media, workshops and "open days" at the hubs, school visits, project video, surveys
Companies and Industry associations	Little In-depth knowledge about Hubs4Circularity concept and best practice cases, need detailed, technical information about IS2H4C methodology and its applications for potential use. Industry associations: potential multiplier effect, they can act as facilitators for the uptake of the services/solutions developed by IS2H4C at industry level. They need sector specific information and an actionable, step-by-step methodology to apply.	Disseminate the results of the project from an industry perspective, showcasing opportunities and business models	Website and social media, publications, public deliverables, webinars/own events, presentation at industry fairs, bilateral engagement

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Local economic actors (Municipalities, Industrial Parks, Chambers of commerce, other intermediaries)	Little In-depth knowledge about Hubs4Circularity concept and best practice cases, need detailed, technical information about IS2H4C methodology and its applications for potential use. Can later serve as "Ambassadors" to foster replication in other local areas	Disseminate the project's results for further uptake/customization of the services developed	Website and social media, publications, public deliverables, webinars/own events, presentation at conferences, bilateral engagement
Research and Academic Institutions	Universities and research centers specialising in sustainable technologies	Share Scientific Publications	Website and social media, scientific publications, participation in conferences
Policy makers (EU, national and local level) including environmental protection agencies and energy agencies	Energy transition & competitive industry high on their agenda, need convincing facts and figures about the benefits of the project and the added value of EU funding	Highlight the benefits to society as a whole and for the energy transition, showcase synergies with other EU-funded projects/programmes/policies	Website and social media, infographics/leaflet, project video, networking with other EU projects and EU-level organisations/institutions

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4. Communication actions

4.1. Website

As an integral facet of communication and dissemination initiatives in EU-funded projects, websites play a pivotal role as primary repositories of information for external stakeholders with an interest in the project. Within the context of IS2H4C, the project website stands as the central hub for content, communication, and dissemination channels throughout the entire project duration.

The IS2H4C website, which is accessible at https://IS2H4C-project.eu since the beginning of April 2024, establishes an interactive platform facilitating access to all publishable project developments, including deliverables and pertinent information concerning project participants, progress, and outcomes. This website primarily aims to provide users with a comprehensive overview of the IS2H4C project, encompassing its objectives, partners, progress, and results. Functioning as a key communication and dissemination channel, the website pursues dual objectives:

1. Serving as a consolidated source of information and engagement for target groups and broader audiences.
2. Facilitating the communication and dissemination endeavours of project partners and stakeholders.

In adherence to EU guidelines governing communication and dissemination activities, the IS2H4C website complies with standards of usability and accessibility, prominently featuring the EU flag and grant funding information.

The website will serve as the main repository and thus will integrate the other public platforms, such as direct access to the Crowdhelix networking Platform and its Circular Industry Community Helix and the internal digital platform for the hubs, as well as gamification and other learning opportunities related to 8.2.

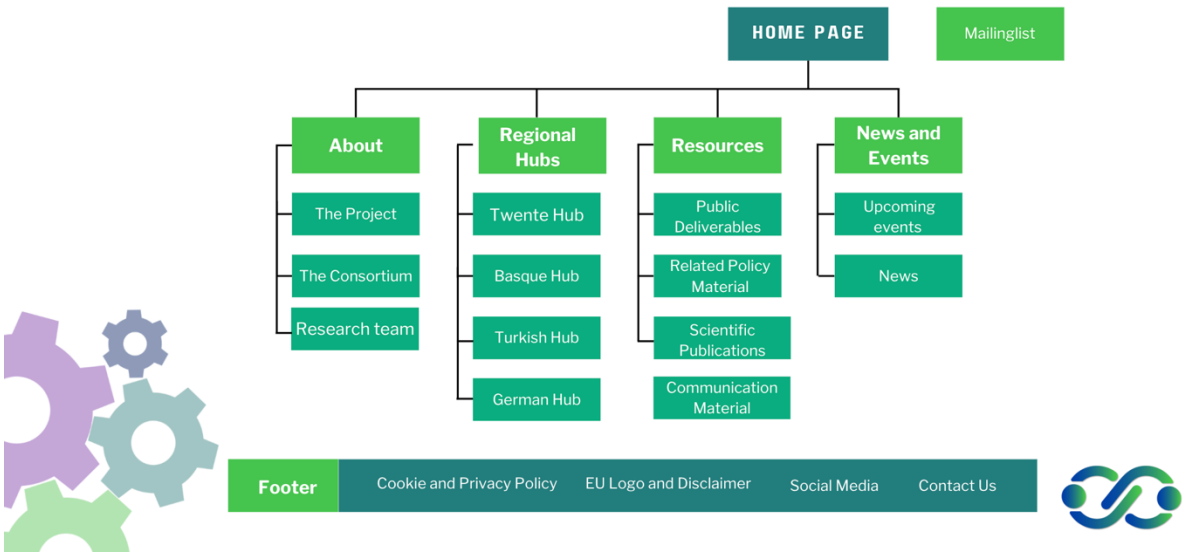

Figure 4 Draft menu project website

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The responsibility for managing, maintaining, and updating the website rests with EEIP. Regular updates, incorporating new materials to align with the progression of project activities, will ensure the website remains up to date.

Project partners are encouraged to collaborate by sharing any publicly accessible and relevant information with the WP8 leader for publication on the website, such as details related to publications, workshops, or events. This collaborative approach ensures the IS2H4C website remains a dynamic and informative resource throughout the project lifecycle. Some project partners will also have direct access as authors in the backend of the website, providing them the possibility to share project updates from the side of their organisation or share relevant thematic news and other learning/networking opportunities that could be useful for interested stakeholders.

In addition, each partner is encouraged to upload a project description on their website, based on a template provided by EEIP. It will provide details of the project's objectives, actions, progress and results, and display the EU logo.

Figure 5 Project description for partners website

Table 4: Partners' websites

Partner	Website link
Universiteit Twente	https://www.utwente.nl/
Montanuniversitaet Leoben	https://www.unileoben.ac.at/
Technische Universitat Dortmund	https://www.tu-dortmund.de/
Fundacion Tecnalia Research & Innovation	https://www.tecnalia.com/en/
Fraunhofer Gesellschaft Zur Forderung Der Angewandten Forschung Ev	https://www.fraunhofer.de/

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Fundacion Circe Centro De Investigacion Derecursos Y Consumos Energeticos	https://www.fcirce.es/
Inegi - Instituto De Ciencia E Inovacao Em Engenharia Mecanica E Engenharia Industrial	https://www.inegi.pt/pt/
Erevnitiko Panepistimiako Institouto Systimaton Epikoinonion Kai Ypologiston	https://iccs.gr/el/
Aee - Institut Fur Nachhaltige Technologien	https://www.aee-intec.at/
Fundacion Zaragoza Logistics Center	https://www.zlc.edu.es/es/
Istanbul Maden Ve Metaller Ihracatci Birlikleri	https://immib.org.tr/tr/default
Energy Efficiency In Industrial Processes	https://projects.ee-ip.org/
Cooperatie Waardemakers In Waterstof U.A.	https://h2hubtwente.nl
Cluster De Energia	https://www.clusterenergia.com/
Consorcio De Aguas Bilbao Bizkaia	https://www.consorciodeaguas.eus/Web/
Kpmg & Associados Sociedade De Revisores Oficias De Contas Sa	https://kpmg.com/pt/pt/home.html
Turkiye Petrol Rafinerileri Anonim Sirketi	https://www.tupras.com.tr
Arcelik A.S.	https://www.arcelikglobal.com/en/
Smurfit Kappa Nervion Sa	https://www.smurfitkappa.com/es/l
Nortegas Energia Grupo Sociedad Limitada	https://www.nortegas.es/
Sidenor Aceros Especiales Sl	https://www.sidenor.com/es/
Petronor Innovacion Sociedad Limitada	https://petronor.eus/es/
Calera De Alzo Sl	https://www.calcinor.com/es/contacto/calera-de-alzo
Calcinor Servicios Sa	https://www.calcinor.com/es/
Lointek Ingenieria Y Tecnicas De Montajes Sl	https://www.lointek.com/
Spouted Bed Solutions Sociedad Limitada	https://sbsprocess.com/en/
Infraserv Gmbh & Co. Hochst Kg	https://www.infraserv.com/
Crowdhelix Limited	https://crowdhelix.com/
Iris Technology Solutions, Sociedad Limitada	https://www.iris-eng.com
Workdeck Digital Workplace Sl	https://workdeck.com/en/
Solar Energy Conversion Power Corporation	https://www.solencopower.com
Cooperatie Duurzaam Aadorp U.A.	https://duurzaamaadorp.nl

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4.2. Social media campaigns

Social networks will serve as a primary tool for mass communication, allowing project partners to disseminate news, promote events, and share updates on IS2H4C's progress and results. Notably, the use of LinkedIn has demonstrated effectiveness in the Horizon Programme's communication and aligns closely with IS2H4C 's target groups. The role of moderating the account will be assumed by the WP8 leader, EEIP, who will exercise control over information flow, filtering content when necessary, and accentuating noteworthy content for publication.

The objectives of our social media presence encompass:

1. **Raising awareness and visibility:** Showcasing project progress, results, and activities such as events and webinars.
2. **Building and maintaining relationships:** Facilitating close interactions and exchanges with target groups.
3. **Creating a community:** Extending beyond the project's target groups, fostering a positive reputation.
4. **Enhancing networking opportunities:** Engaging a diverse audience to build both networking and exploitation opportunities.
5. **Supporting communication and dissemination efforts:** Collaborating with project partners and stakeholders to amplify communication initiatives.

Starting in Month 3, a structured monthly social media plan was implemented. This plan involves at least one post per week over four weeks, subject to approval by the project coordinator at the end of each month for the subsequent month.

Some examples of posts already published on LinkedIn are below:

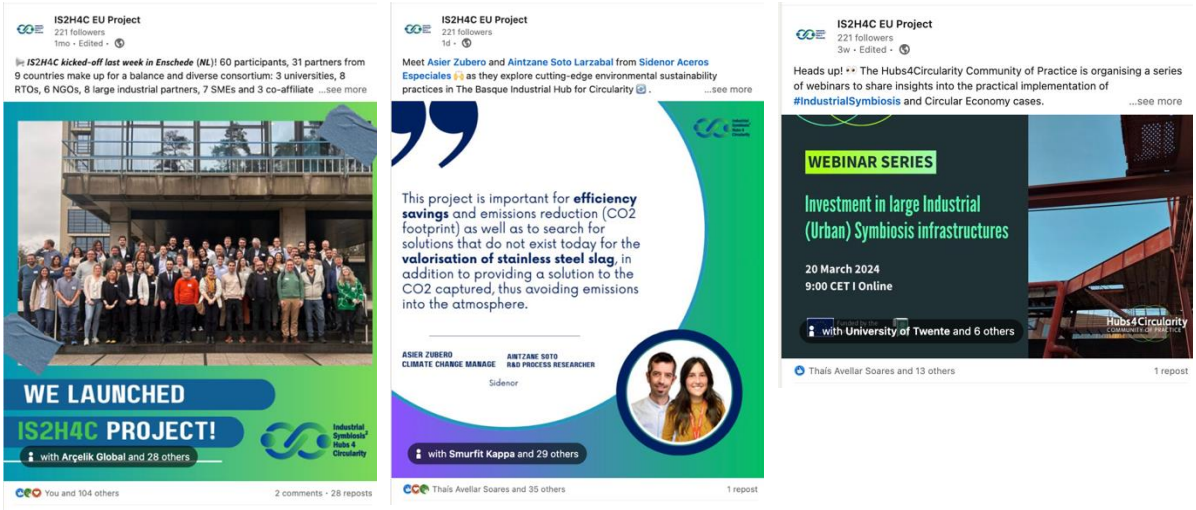

Figure 6 Examples of social media posts

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Together, the consortium owns a total of 32 LinkedIn accounts, taking the outreach of the project to over 100.000 possible interested parties on this social media channel.

Partners will be tagged consistently in all posts and are therefore strongly encouraged to follow and share IS2H4C's publications.

Table 5: Partners' LinkedIn

Partner	LinkedIn
Universiteit Twente	https://www.linkedin.com/school/university-of-twente/
Montanuniversitaet Leoben	https://www.linkedin.com/school/montanuniversit%C3%A4t-leoben/
Technische Universitat Dortmund	https://www.linkedin.com/school/tu-dortmund-university/
Fundacion Tecnalia Research & Innovation	https://www.linkedin.com/company/tecnalia-research-&-innovation/
Fraunhofer Gesellschaft Zur Forderung Der Angewandten Forschung Ev	https://www.linkedin.com/company/fraunhofer-gesellschaft/
Fundacion Circe Centro De Investigacion Derecursos Y Consumos Energeticos	https://www.linkedin.com/company/circe-centro-tecnologico/
Inegi - Instituto De Ciencia E Inovacao Em Engenharia Mecanica E Engenharia Industrial	https://www.linkedin.com/company/inegi/
Erevnitiko Panepistimiako Institouto Systimaton Epikoinonion Kai Ypologiston	https://www.linkedin.com/company/iccs-episey-ntua/?originalSubdomain=gr
AEE - Institut Fur Nachhaltige Technologien	https://www.linkedin.com/company/aee-intec/
Fundacion Zaragoza Logistics Center	https://www.linkedin.com/school/zaragoza-logistics-center/?originalSubdomain=es
Istanbul Maden Ve Metaller Ihracatci Birlikleri	https://www.linkedin.com/company/immib/?originalSubdomain=tr
Energy Efficiency In Industrial Processes	https://www.linkedin.com/company/eeip/
Cooperatie Waardemakers In Waterstof U.A.	https://www.linkedin.com/company/h2hub-twente/?originalSubdomain=nl
Cluster De Energia	https://www.linkedin.com/company/cluster-de-energia-basque-energy-cluster/
Consorcio De Aguas Bilbao Bizkaia	https://www.linkedin.com/company/consorcio-de-aguas-bilbao-bizkaia/?originalSubdomain=es
Kpmg & Associados Sociedade De Revisores Oficias De Contas Sa	https://www.linkedin.com/company/kpmg-portugal/
Turkiye Petrol Rafinerileri Anonim Sirketi	https://www.linkedin.com/company/tupras/

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Arcelik A.S.	https://www.linkedin.com/company/arcelikglobal/
Smurfit Kappa Nervion Sa	https://www.linkedin.com/company/smurfit-kappa-group/
Nortegas Energia Grupo Sociedad Limitada	https://www.linkedin.com/company/nortegas/
Sidenor Aceros Especiales Sl	https://www.linkedin.com/company/sidenoraceros/
Petronor Innovacion Sociedad Limitada Calera De Alzo Sl	https://www.linkedin.com/company/petronor-s-a-/
Calcinor Servicios Sa	https://www.linkedin.com/company/calcinor-s-a-/
Lointek Ingenieria Y Tecnicas De Montajes Sl	https://www.linkedin.com/company/lointek/
Spouted Bed Solutions Sociedad Limitada	https://www.linkedin.com/company/sbs-green-technology/?originalSubdomain=es
Infraserv Gmbh & Co. Hochst Kg	https://www.linkedin.com/company/infraserv-hochst/?originalSubdomain=de
Crowdhelix Limited	https://www.linkedin.com/company/crowdhelix/?originalSubdomain=uk
Iris Technology Solutions, Sociedad Limitada	https://www.linkedin.com/company/iris-s-l-/?originalSubdomain=es
Workdeck Digital Workplace Sl	https://www.linkedin.com/company/workdeck/
Solar Energy Conversion Power Corporation	https://www.linkedin.com/company/solenco-power-nv/
Cooperatie Duurzaam Aadorp U.A.	No account

Leveraging hashtags on LinkedIn can significantly enhance the posts' visibility, reach, and overall communication strategy. Hashtags make the project content discoverable to those searching for information or discussions related to IS2H4C's expertise, fostering valuable connections and conversations.

Below are some key hashtags that IS2H4C will use in all its publications on social media to align with the Horizon Programme and objectives.

General:

#IndustrialSymbiosis #HorizonEurope #H4C #InnovationEU #HaDEA

Specific:

#IS2H4C

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The IS2H4C project also plans to boost Horizon research outputs that are relevant to the project objectives and spread the word about the Horizon Programme's news and events, as well as other events organised by the Commission on the topic of Industrial Symbiosis and circularity.

4.2.1. Local Campaigns

It is vital for every regional partner involved in the IS2H4C project to engage in communication activities in their respective languages and utilise local media channels, both online and press, to effectively communicate with the residents in the four hubs. Recognising the diverse linguistic and cultural backgrounds of the local populations, communicating in their own language enhances accessibility and fosters a sense of inclusivity and understanding.

By utilising local media outlets, including online platforms and traditional press, regional partners can reach a wider audience and effectively convey information about the project's objectives, progress, and benefits. Moreover, engaging with local media helps to amplify the project's visibility within the community and facilitates two-way communication, allowing residents to provide feedback, ask questions, and stay informed about the project's developments. This approach not only strengthens community engagement but also builds trust, credibility, and support for the IS2H4C project among the local population in the four hubs.

Example of communication by the partners:

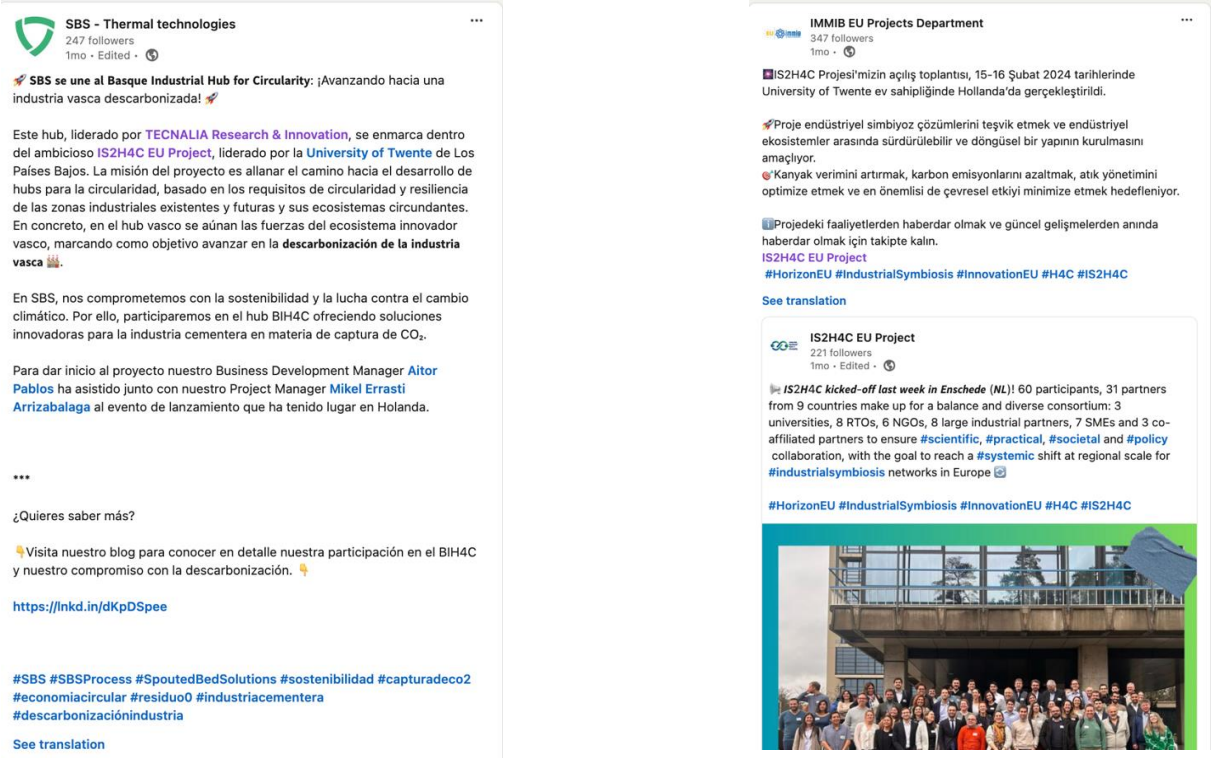

Figure 7 Examples of local campaign

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4.3. Short videos

Short videos are an effective and accessible communication tool to increase visibility, engagement, and understanding of IS2H4C's goals and achievements. They enable complex topics such as industrial symbiosis, circular economy, and sustainable innovation to be communicated in a clear, visual, and relatable way. Videos can be easily shared across social media, websites, events, and partner channels, helping to reach diverse audiences ranging from policymakers and industry stakeholders to citizens and students. Two main video formats are foreseen within the project:

- **4 Highlights videos:** one short video (1.5 - 2 minutes) for every hub will showcase the main results achieved and share main takeaways from the partners involved in forms of interviews regarding the challenges and opportunities ahead. The videos will be conducted in the local language with English subtitles so that every hub can promote them locally and reach a local audience, and the media.
- **1 overall project video:** showcasing main objectives and approach of the project, with an overview of the guiding principles and policy framework at the European level.

4.4. Newsletter/ mailing

The IS2H4C project will have its own mailing list, which will grow along with the project.

It aims to serve as a comprehensive source of information, providing stakeholders with a detailed overview of project updates and related news. Every six months, this newsletter will include the progress and milestones achieved within the last period, emphasising the accomplishments of our partners. Furthermore, the newsletter will serve as a platform to promote engagement opportunities for stakeholders, fostering a sense of community and encouraging active participation. Through strategic content curation, we aim to keep our audience informed and engaged.

In order for the newsletter to have a good basis of recipients within our proposed target group, each partner shall also disseminate ad-hoc IS2H4C mailing (such as invitation for events) via their network, translating relevant pieces of content when needed.

It will be distributed via CleverReach, ensuring professional delivery, GDPR compliance, and performance tracking. A total of eight newsletters are planned over the lifetime of the project, with a target of achieving at least a 10% open rate across recipients.

4.5. Promotional materials

Besides the website, which is the main communication tool and central hub for information, several additional materials will be developed throughout the project to address diverse communication and dissemination needs across channels and audiences. These materials will ensure consistent visual identity and messaging, supporting partners in presentations, events, and stakeholder engagement activities. In particular:

- A roll-up (already available): used at conferences, workshops, and public events to increase project visibility and brand recognition.

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- A Pitch-deck presentation (coming soon): a concise and visually engaging presentation template that partners can adapt for introducing the project, its objectives, and results to external audiences such as policymakers, investors, and industry stakeholders.
- A poster (already available): designed for display at events, research fairs, and partner premises, summarising the project's key messages, partners, and expected impact.
- Project Infographic: a visually driven communication product that outlines IS2H4C's main goals, guiding principles, and policy alignment, serving as a quick reference for online and offline dissemination.

Together, these materials will form a coherent communication toolkit to support continuous outreach, visibility, and stakeholder engagement throughout the lifetime of IS2H4C. The files already available can be viewed in Annexe II.

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5. Dissemination actions

The dissemination actions of IS2H4C focus on ensuring that the project's results, knowledge, and tools reach relevant stakeholders and contribute to lasting impact beyond the consortium. These actions aim to support the uptake and replication of project outcomes by industry, policymakers, researchers, and society at large. Activities include the organisation and participation in events, clustering with related EU-funded initiatives, publication of scientific and technical outputs, and engagement through training and capacity-building measures. Each action is linked to clear performance indicators to facilitate continuous monitoring and maximise the project's visibility, credibility, and long-term influence.

5.1. Events

Participation in events is a central pillar of IS2H4C's dissemination activities. Throughout the life of the project, several events will be organised to contribute to the visibility of the project and the dissemination of its results.

EEIP, as C&D Manager, will coordinate the organisation of one major dissemination event per year (four in total throughout the project) to showcase IS2H4C's progress, results, and lessons learned. IS2H4C's Advisory Board, together with other renowned R&D/policy experts, will be invited to participate in roundtable discussions.

Whenever possible, the project will pursue co-organisation of joint events and workshops with other EU-funded initiatives, industry clusters, and networks to increase outreach, optimise resources, and broaden the impact of dissemination activities. The approach to establishing and managing such collaborations will be further detailed in the Clustering and Synergies section of this plan.

In addition to IS2H4C's own dissemination events, project partners will actively participate in external events, conferences, and trade fairs to promote and disseminate the project's results to wider audiences. Each partner is encouraged to take every suitable opportunity to present IS2H4C at external events related to industrial symbiosis, circular economy, energy efficiency, sustainable manufacturing, and other relevant domains. This includes thematic conferences, sectoral exhibitions, and high-level EU policy events.

Table 6 below shows a non-exhaustive list of pre-selected external events for 2024.

Table 6: List of External events

Event	Date
Conference on Sustainable Development of Energy, Water & Environment Systems (SDEWES)	24-29 September 2024, Dubrovnik
Smart Energy Systems International Conference	10-11 September 2024, Aalborg
Offshore Energy Exhibition and Conference (OEEC)	27-27 November 2024, Amsterdam
Envirotech for Shipping Forum	26 - 27 June 2024
World Hydrogen Energy Conference (WHEC)	23-27 June 2024, Cancun
International Conference of Industrial Ecology	26-31 March, Switzerland

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Mobile World Congress	2-6 March 2025
Cloud Expo EU. CHX will organise 1 online clustering event and 1 helix event	M12 M48
World Circular Economy Forum	April 2024
European Circular Economy Stakeholders Conference	April 2024, Brussels
World Sustainable Energy Days	March 2025, Wels
Nordic Circular Summit 2024	n/a
World Summit AI	09 – 10 October 2024, Amsterdam
European Research and Innovation Days	March 2025

5.2. Clustering plan

This section approaches a strategy to implement the activities listed under Task 8.3: Clustering with other EU projects and initiatives. Additionally, this section will investigate Task 8.2 – Collaborative ecosystem: building the Circular Industry Helix by introducing the Crowdhelix Circular Industry Helix, (CHX) platform that will support IS2H4C impact acceleration and clustering activities. With the assistance of all partners, under the supervision of WP8 leader EEIP, CHX will lead the work plan for developing attractive and engaged clustering activities.

This Clustering Plan specifies IS2H4C's strategy to outreach and gather target groups previously identified in this report and by WP3, in addition to projects funded by Horizon 2020 and Horizon Europe programmes, and national and local research networks.

CHX will explore the full potential of cross-project synergies and its collaborations with IS2H4C, supporting the project goal of implementing a dynamic system change that will lead to a sustainable future. IS2H4C clustering activities will target the exchange of knowledge and experiences between the parties and facilitate synergic partnerships with European organisations.

The goal of the clustering activities is to enhance relationships among organisations and experts within the Crowdhelix Circular Industry Helix online community, facilitating knowledge sharing and promoting innovative solutions in sustainable industry structures.

By joining the already existing Circular Industry Helix, the IS2H4C project will benefit from the Crowdhelix platform, the virtual community that links together different types of stakeholders to

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accelerate innovation impact via networking and open innovation services. These are the Circular Industry Helix goals:

- Generate impactful outcomes consistent with Helix strategy, which involves facilitating the dissemination of IS2H4C events and fostering collaboration via the platform;
- Sustain increased interest in the project and its topic: inform, engage, share benefits and results, increase awareness and enhance societal perception;
- Ensure sustainability: maintain an active Helix for a minimum of two years following the conclusion of the project.

The Circular Industry Helix was launched to support the "ReSoURCE project: "Refractory Sorting Using Revolutionising Classification Equipment" and will be expanded to host our IS2H4C project, listed as a key project in the Helix. In this scenario, the Circular Industry Helix has already begun to be populated by contributions and collaboration opportunities from ReSoURCE project partners and other experts.

Currently, the helix hosts a large community of 479 experts from 219 organisations coming from 49 countries that will have access to IS2H4C project goals, events, links and results.

The specific Circular Industry Helix activities to be conducted by IS2H4C and their timeline are described below:

Table 7: Circular Industry Helix activities

When	Activity
M6	Integrate IS2H4C project information & partners into the Circular Industry Helix, release external communication about project to CHX membership database
M37	*Milestone 19:* comprehensive profiling of 150+ new helix members (key stakeholders and end-users at both researcher & organisational levels in EU and international)
M49	Circular Industry Helix event: promote development of interdisciplinary R&I ideas & identify target calls aligned with consortium strengths.

The results of Task 8.2 will be showcased in detail on Deliverable 8.8: Circular Industry helix virtual community building on M49.

Networking efforts, a lively element of the clustering plan, will encompass joint events with projects funded under the same call and participation in EU or national events organised by EU or national initiatives. These efforts aim to:

- Complying with expected impact "Global leadership in clean, climate-neutral and resilient industrial value chains", by promoting IS2H4C key impact pathways: (1) Achieving climate neutrality and circularity within the Hubs; (2) Incentives for Climate Neutral, Circular Industry Solutions, and IS; and (3) Non-Technological Elements Essential for Successful Innovation Deployment.

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- Strengthen connections and share knowledge with projects dedicated to new concepts, designs, and technologies in resource efficiency, renewable energy, and waste prevention;

- Encourage the broader adoption of innovative sustainable technologies and contribute to significant progress on advancing sustainability and circular economy goals.

The IS2H4C clustering plan is composed of five steps: (1) Mapping of related projects/initiatives, (2) Initial contact with the projects, (3) Build a Joint Clustering Board, (4) Develop a list of structured suggestions of joint activities & (5) Implementation of the Clustering event (M13).

5.2.1 Mapping of related projects/initiatives

Since the launch of the project, CHX has been continuously working to identify relevant projects in the same domain, including sister projects and other EC knowledge networks. The sister projects are the ones funded under the same Horizon Europe call HORIZON-CL4-2023-TWIN-TRANSITION-01 and, especially, on the topic "Hubs for circularity for near zero emissions regions applying industrial symbiosis and cooperative approach to heavy industrialised clusters and surrounding ecosystems (Processes4Planet partnership) (IA)": HORIZON-CL4-2023-TWIN-TRANSITION-01-37.

There is one sister project funded under the same topic:

Table 8: Sister project on the same topic

Project name	Acronym	Short description	Coordinator
Sector-coupling hub for circular use of thermal and industrial waste	HURRICANE	Within HURRICANE a sector-coupling circular hub centred around the ArcelorMittal Ghent site will be created. We will target efficient resource management together with the recovery and utilization of squandered industrial waste heat and water. Together with ArcelorMittal Ghent's ongoing initiatives, this will lead to a reduction of energy, water and raw materials by at least 20%.	ArcelorMittal Belgium

Other following relevant initiatives already mapped on M5 are listed below:

Table 9: Sister projects and relevant initiatives

Project name	Acronym	Short description	Coordinator
Hydrogen Energy Applications for Valley Environments in Northern Netherlands	HEAVENN	Climate change poses a fundamental threat to life on our planet. To help reverse this trend, scientists are developing green energy production and storage solutions. The EU-funded HEAVENN project will introduce a sizeable demonstration project aimed at the development of a methodology for and design of a fully integrated and functioning 'hydrogen valley'. By bringing together the central elements of hydrogen production, distribution, storage and local-end use, the goal is to	STICHTING NEW ENERGY COALITION

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		demonstrate how this hydrogen valley could (through the use of green hydrogen across the value chain) reduce carbon emissions as well as potentially benefit businesses along its value chain.	
Aragon's REgional Hub for circularity: Demonstration Of Local industrial-urban symbiosis initiatives	REDOL	The amount of municipal waste generated per person in the EU was 500 kg in 2020. The bulk of this trash was solid urban waste (SUW), which includes product packaging, clothing, furniture, appliances and food waste, among others. However, this waste could have been recycled. The EU-funded REDOL project will pilot industrial urban symbiosis solutions to reduce waste generation and promote reusing and transforming waste into new raw resources. Specifically, REDOL will develop five value chains (packaging, plastics, construction waste, textiles and waste electrical and electronic equipment) for SUW leading to twelve different circular products.	FUNDACION CIRCE CENTRO DE INVESTIGACION DE RECURSOS Y CONSUMOS ENERGETICOS
Creation Of new value chain Relations through novel Approaches facilitating Long-term Industrial Symbiosis	CORALIS	Industrial symbiosis (IS) is a system approach that connects different industrial stakeholders to leverage underutilised resources in a more integrated and sustainable way. There is a need for further knowledge on IS in Europe, particularly in the implementation and operation stages that require the support of harmonised frameworks and data reporting structures. The EU-funded CORALIS project is a demonstration project designed for the execution of real IS initiatives and the prevention of obstacles faced by these initiatives. The project will address the technical, managerial and economic factors that will set the basis for definition of the IS readiness level. CORALIS will deliver a harmonised framework for the monitoring of results and evaluation of their impact from a life cycle perspective, implemented into a virtual assessment platform.	FUNDACION CIRCE CENTRO DE INVESTIGACION DE RECURSOS Y CONSUMOS ENERGETICOS
Innovative industrial transformation of the steel and chemical industries of Europe	INITIATE	Urea is widely used as a nitrogen-release fertiliser in agriculture but also in many industrial sectors. The EU-funded INITIATE project advances an innovative symbiotic process to generate urea NH3 from steel residual gases. This innovation will considerably reduce primary energy intensity, carbon footprint, raw material intensity and waste production.	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO
Hubs4Circularity	Hubs4Circularity Community Practice	The Hubs4Circularity Community of Practice is a network of partners from industries, regions, and cities, set up under Horizon Europe to facilitate building, scaling up and replicating of ecosystems of industrial and industrial-urban symbiosis, and circular economy.	CiaoTech (PNO Group) - H4C Europe & ISQ H4C ECOP

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Refractory Sorting Using Revolutionizing Classification Equipment	ReSoURCE	Refractories are ceramic materials used to protect equipment in industries working at high temperatures. They are typically composed of oxides or carbides from materials like silicon, aluminium, magnesium, chromium and zirconium. Only a small volume of refractory materials stems from recycled sources. What's more, current automated sorting solutions for refractory waste are extremely complex and require the use of different sensor technologies. The EU-funded ReSoURCE project plans to develop AI-supported multi-sensor sorting equipment that will help overcome these issues. Combining laser-induced breakdown spectroscopy, hyperspectral imaging with optimised pre-processing processes and automated ejection, the innovation will revolutionise refractory sorting of particle sizes below 1 mm.	RHI MAGNESITA GMBH
Driving Circular Economy Innovation in Greece	THESEUS	The Theseus H4C will validate and implement cutting-edge solutions across water, energy, and materials, leveraging digital and robotic technologies to address regional needs. Its systemic approach integrates innovative governance models and collaboration frameworks, enabling pilot projects, scaling up solutions, and expanding a dynamic ecosystem. By targeting widely impactful material, energy, and water flows, the hub ensures its methodologies can be replicated in other European regions, contributing to climate neutrality by 2050.	Institute of Communication and Computer Systems (Coordinator) – I-SENSE Research Group
Networked industrial-urban symbiosis value chains for biomaterials, CDW, circular water loops and WWTPs	United Circles	The main objective of the project is to maximise efficiency in the use of material and energy resources to move towards more circular city-industry ecosystems. To achieve this, United Circles will work with three value chains: construction and demolition waste, urban and industrial wastewater, and food waste. In each case, innovative conversion and recovery solutions will be developed. For example, construction waste will be used in the construction of a 3D printed building using low-carbon cement; wastewater treatment plants will be converted into water, energy and material recovery centres; and used cooking oil will be recycled into bioplastics.	CARTIF
Harnessing Industrial Waste Heat for Resource Efficiency and Circular Economy	HURRICANE	HURRICANE's mission is to turn traditional steelmaking plants into dynamic, multi-sectoral circular hubs. We promote industrial symbiosis and efficient resource management by utilizing waste heat, minimizing waste, and maximizing circularity in steelmaking processes.	ArcelorMittal Belgium

5.2.2. Initial contact with the projects

CHX will represent IS2H4C and liaise with the representatives of these initiatives in a sustainable, efficient and tailored approach to discuss synergies, shared challenges and common benefits, transmitting valuable insights.

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The first contact will add a request to set up an initial virtual meeting with the project for introductions on the project's goals and touch on shared challenges and what could be potential ideas of synergies and collaborations to be explored from a joint perspective.

In addition, this initial meeting will approach upcoming conferences and events that will be attended by the project's partners, in order to secure a possible in-person arrangement to deepen the contact.

5.2.3. Build a Joint Clustering Board

After the contact with the initiatives has been established, CHX will work to implement a Joint Clustering Board composed of one representative of each initiative or project interested in collaborating, considering that a structured collaboration facilitates adequate open cooperative work and knowledge transfer.

The Joint Clustering Board will approach the IS2H4C key performance indicators, while according to the most appropriate way, channel and frequency of communication between the initiatives. The Joint Clustering Board will, additionally, approve the common identity for the collaboration, composed of logo & templates for communication and reporting.

Fostering collaborative activities between the initiatives will be the main goal of the Joint Clustering Board members, who will be expected to encourage joint participation and attendance at online sessions and local info days delivered by the selected projects and maintain an active participatory dialogue within the project´s social media and websites.

5.2.4. Develop a list of structured suggestions for joint activities

The Joint Clustering Board will discuss possibilities of joint activities to be delivered between IS2H4C and the other selected initiatives. The objective of these activities is to facilitate regular exchanges between projects to identify synergies and maximise their impact. Clustering activities are expected to develop shared communication and dissemination materials, including joint technical workshops and policy recommendations.

Additionally, these activities will explore opportunities and suggestions to deliver standardisation and support to future legislation (such as the European Industrial Strategy, Circular Economy Action Plan, Zero Pollution Action Plan and others), while promoting recommendations to advance research & innovation on these topics of interest in the format of joint scientific publications.

5.2.5. Implementation of the clustering event (M13)

A virtual clustering event will be organised by CHX and delivered on M13 of the project, with the goal of disseminating the IS2H4C Clustering Plan, presenting the other projects involved and its Joint Clustering Board, while discussing the selected joint activities and their plan of implementation.

In a further timeline of activities, IS2H4C will deliver a Circular Industry Helix event on M49 to gather all helix members in a final clustering and networking session of the project. The Helix event will actively discuss the results of the clustering activities and the conducted interdisciplinary research & innovation ideas, while sharing relevant future open calls for funding that can be pursued by the IS2H4C consortium partners.

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5.3. Scientific publications

IS2H4C will disseminate its research findings through peer-reviewed publications and conference papers. Partners are expected to produce around 30 submissions by Month 49, ensuring open access in line with Horizon Europe requirements. Results will be shared through trusted repositories such as Zenodo, Open Research Europe, and institutional platforms to ensure long-term availability and compliance with FAIR principles.

Publications will cover the project's main scientific and technical areas. Indicative target journals include:

Table 10: Example journals

Topic	Example Journals
Industrial symbiosis and circular economy	Journal of Cleaner Production, Resources, Conservation & Recycling
Energy and hydrogen systems	Applied Energy, International Journal of Hydrogen Energy
Modelling and optimisation	Computers & Chemical Engineering, European Journal of Operational Research
Policy and governance	Energy Policy, Environmental Innovation and Societal Transitions

All scientific publications will also be added to a dedicated page on the IS2H4C project website, creating a single access point for readers to consult and download papers as they become publicly available through different journals and repositories.

5.4. Capacity building and student engagement

IS2H4C integrates capacity building and student engagement to ensure that the knowledge generated within the project contributes to long-term skills development and awareness of circular and industrial symbiosis concepts. The aim is to create stronger links between research, education, and real industrial applications, helping future professionals and decision-makers understand how to design and operate Hubs for Circularity. UT will use its vast expertise and online infrastructure in the development and execution of online games to disseminate learning outcomes.

UT has its Sustainable and Resilient Circular Economy Laboratory (SRC LAB) where three online serious games are embedded, namely: industrial symbiosis game, circular city game, and circular construction ecosystems game. Hence, it has both the online infrastructure and the expertise/experience to develop and operate online games.

Furthermore, UT operates an interdisciplinary minor program of Circular Economy Transition, attended by approximately 50 students every academic year, where the concept of industrial symbiosis and hub for circularity are taught to a large variety of programs (approximately 50 students from 12 different programs at UT). Circular City game from the SRC LAB is also operated within this minor.

In addition, the IS2H4C UT team is also teaching the master's course of Circular Sustainable Business

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Development, also attended by around 60 students every academic year from engineering and business administration programs of UT and also by students from ECIU University (European Consortium of Innovative Universities). In this course, students play the industrial symbiosis game in the role of company managers to implement cost- and benefit-sharing contracts to achieve industrial symbiosis. This course is also given as a graduate course to the PhD students working in the IS2H4C project to let them understand how complementary their work is and how they can collaborate with each other.

In several instances, IS2H4C will be introduced to students in international settings as well: for example, Dr Devrim Yazan teaching IS2H4C in a graduate-level summer school co-organised by Sapienza University (Rome, Italy) and the International Society for Industrial Ecology (IS4IE), expected to be attended by around 25 PhD students.

5.5 Technical guideline and thematic workshops

IS2H4C will develop a technical guideline and organise thematic workshops to ensure that project findings are translated into practical recommendations and shared across sectors and stakeholder groups. These activities aim to support the wider deployment and replication of the Hubs for Circularity (H4C) model by providing clear operational, technical, and governance guidance derived from the project's demonstration and research results.

The guideline will consolidate lessons learned and outline step-by-step approaches for implementing H4C-related solutions in industrial settings. The document will aim to cover the project's main thematic areas:

- Resource and energy efficiency in industrial clusters
- Integration of renewable and circular technologies
- Governance and business models for industrial symbiosis
- Social acceptance and stakeholder involvement
- Data management and digital decision-support tools

In parallel, ten thematic workshops will be organised throughout the project to discuss these topics, validate results, and exchange good practices among research, policy, and industry stakeholders. Workshops will be held both in-person and online to ensure broad participation. They will be designed as interactive sessions combining presentations, demonstrations, and co-creation exercises.

6. Implementation arrangements

6.1. C&D meetings and focal points

For the purpose of smooth implementation of WP8, including C&D activities, the consortium has set up monthly meetings, with EEIP in the lead. These meetings are essential for the coordination of IS2H4C representation at external related events as well as for (visual) preparation and dissemination of project outputs, and it is supported in its activities by some key project partners.

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WP8 activities are also a regular agenda point in the other project management meetings, in order to discuss upcoming activities and needs from partners and to facilitate the sharing of information and cross-posting.

Additional communication about C&D activities is channelled by email or through Workdeck. EEIP has asked each consortium member not directly involved in WP8 to nominate a focal point for communication activities in order to ensure adequate follow-up, facilitate information gathering and encourage cross-posting and joint actions.

In order to report on their CDR activities, all partners have access to a Communication & Dissemination track file on the shared drive/Workdeck, where they can report all events they are implementing, co-organising or partaking in.

6.2. Operational plan for the first 15 months

Table 11: Operational Plan M1-M15

Month	Main activities
M1 – January 2024	Development and approval of the visual identity and logo by project partners, registration of domain name and social media handles, first press release/social media about kick-off meeting
M2 - M3 –February/March 2024	Set-up of the communication focal points, development of the website and the visual identity/templates, stakeholder mapping First social media campaign, “Meet the Team”
M4 – April 2024	Website launch Draft C&D Strategy and Plan Roll-up developed 3rd International Sustainable Energy Conference in Graz – H4C workshop
M5 –May 2024	Implementation of monthly social media plan/monitoring Poster & 1-pager ready
M6-M7 – June/July 2024	Implementation of monthly social media plan/monitoring C&D Strategy submitted
M8 – August 2024	Social media break
M9 – September 2024	Implementation of monthly social media plan/monitoring Project overview video
M10 – October 2024	Implementation of monthly social media plan/monitoring A.SPIRE industry event in Brussels

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M11 – November 2024	Implementation of monthly social media plan/monitoring
M12 – December 2024	First Newsletter with a yearly summary

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7. Monitoring and evaluation

The IS2H4C C&D strategy involves multiple mechanisms of engagement and participation. The degree of engagement will be measured through specific quantifiable Key Performance Indicators (KPIs), in order to effectively measure impact and re-adapt activities along the project as needed.

7.1. Key Performance Indicators

Table 12 below presents the main KPIs foreseen by the Grant Agreement related to WP8.

Table 12: Key Performance Indicators

Channels	Tools	Target Groups	KPI/Target
Digital Means	Website	All	5,000 visits/year
	LinkedIn	Industry, Academia	500 followers
	Newsletter	Industry, Academia	8 newsletters over project lifetime (≈2/year), 10% opening rate
	Press-releases	General Public	At least 3 press releases distributed, 300 media outlets/articles covered
	Project video and infographic	All	1,250 views
	Highlights videos	All	1,250 views
Events	Conferences, fairs and exhibitions	All	Participation in at least 8 conferences/fairs/exhibitions per year, with 4 being a presentation
	Own dissemination events	Industry, policymakers, stakeholders	1 per year or 4 in total
	Clustering with other EU initiatives	All	1 joint clustering event
	Workshops	All	10 in total, at least 350 students and 175 scientific assistants trained
Publications	Peer-reviewed publications	Research community	30 publications submitted; all open access
	Policy paper	Policymakers and EU institutions	≥ 1 policy paper
	ECoP support guidelines	Industry	1 guideline
Capacity Building and engagement	Capacity-building workshops	Industry, academia	3 workshops, 5 guidelines, 1200 students engaged

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	Technical e-learning guidelines	Industry, academia	
	Gameplays	Academia, students, policymakers	4 digital twins, ≥ 8 gameplay sessions for company managers and public authorities, and ≥ 8 gameplay sessions for students using H4C digital twins
	Broader industry outreach	Companies, clusters	Engage ≥ 100 companies directly in IS2H4C hubs and ≥ 500 companies indirectly via consortium, sister projects, and advisory board networks

7.2. Operational monitoring of the activity plan

Progress towards the achievement of the Communication and Dissemination KPIs will be monitored continuously, with regular reviews and updates presented during consortium meetings. The table below summarises the monitoring tools and responsibilities applied to each activity.

Table 13: List of monitoring tools

Channel / activity	Tracking method/ tool
Website	Google Analytics
LinkedIn	Built-in analytic module
Newsletter	CleverReach analytic module
Press-releases	C&D trackfile on SharePoint
Project video and infographic	Google Analytics and Youtube's analytic module
Highlights videos	Google Analytics and Youtube's analytic module
Conferences, fairs and exhibitions	C&D trackfile
Own dissemination events	C&D trackfile
Clustering with other EU initiatives	C&D trackfile
Workshops	C&D trackfile, participants lists
Peer-reviewed publications	C&D trackfile

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Policy paper	n/a
ECoP support guidelines	n/a
Capacity-building workshops	C&D trackfile, participants lists
Technical e-learning guidelines	To be determined
Gameplays	To be determined
Broader industry outreach	To be determined

The C&D Trackfile, stored on the project SharePoint and is accessible to all partners. EEIP provides regular reminders during consortium meetings to ensure timely and complete updates. The information collected forms the basis for internal monitoring and for periodic reporting to the European Commission.

Based on the feedback from the monitoring and the progress of the project overall, the C&D strategy and plan will be revised in M25 and in M49, and a final report on all communication and dissemination will be submitted by the end of the project at M49 (D8.4). It will present key results, main lessons learnt, and recommendations for the future.

8. Conclusion

As outlined in the introductory part of the document, the communication and dissemination plan serves as the foundation and guiding framework through which all specific communication, dissemination and clustering activities will be planned, executed, and evaluated.

The framework defines a range of strategies, content types and tools that will support project partners in communicating and disseminating about IS2H4C, enhancing visibility, promoting engagement, and enabling the uptake and replication of project results.

The plan will be revised twice during the project lifetime (M25 and M49) to incorporate lessons learned, adjust to project progress, and reflect new opportunities for collaboration and dissemination. These updates will serve as the basis for the preparation of the final Communication and Dissemination Report, to be delivered at project completion.

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BRANDING IDENTITY

GUIDELINES

Partner lead: EEIP

Industrial Symbiosis^2 Hubs 4 Circularity

TABLE OF CONTENT

1 VISUAL IDENTITY

2 MAIN LOGO SYMBOLISM

3 COLOUR PLALETTE

4 WRITTEN INDENTITY

5 PARTNERS LOGO

6 ACKNOWLEDGE EU FUNDING

7 TO SUPPORT COMMUNICATION, DISSEMINATION AND EXPLOITATION

8 SOCIAL MEDIA

9 PROJECT PRESENCE

VISUAL IDENTITY

The creation of a visual identity for the IS2H4C project intends to fulfil two primary purposes:

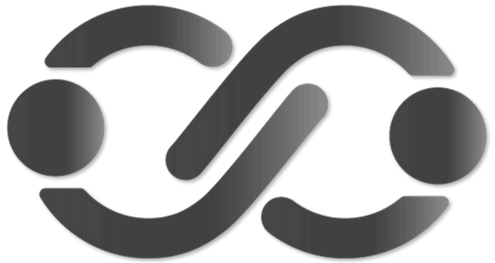
- **Internal** - So that all project partners and external actors are aware and in line with the correct use of the project branding.
- **External** - To support the visual recognition of the project, representing its objectives

MAIN LOGO SYMBOLISM

The logo encapsulates the principles of sustainability and circularity with its interlocking human shapes and forward-moving design, suggesting **collaboration**, **systemic change**, and **industrial symbiosis**, crucial aspects of the project. It also evoque the infinity symbol. In contrast to finite resources, circularity brings new life to products and waste.

Industrial Symbiosis^2 Hubs 4 Circularity

LOGO VARIATIONS



Find in SharePoint : WP8 Folder

COLOUR PALETTE

#002060

#45c14d

#217e7d

#115f93

#ffffff

#0cac7f

#7939a4

WRITTEN IDENTITY

The acronym of this project comes directly from its actual name

Project name: Sustainable Circular Economy Transition: From Industrial Symbiosis to Hubs for Circularity

Project acronym: IS2H4C

SUGGESTED TITLES AND SUBTITLES: PAALALABAS WIDE
CAMBRIA (Office)

BODY TEXT: Libre Franklin (Canva)
Arial (Office)

PARTNERS LOGOS

Please check here if all logos are OK and present: https://shorturl.at/dnGL1

ACKNOWLEDGE EU FUNDING

Article 17.2 of the Horizon Europe grant agreement:
Visibility - European flag and funding statement

Funded by
the European Union

(Find in SharePoint : WP8 Folder)

Tag REA for important news:

- LinkedIn European Research Executive Agency
- Twitter: @REA_research
- @EU Science, Research and Innovation
- @Eugreenresearch

Hashtags: **#HorizonEU #IndustrialSymbiosis #InnovationEU**
#H4C **#IS2H4C**

TO SUPPORT COMMUNICATION, DISSEMINATION AND EXPLOITATION

Horizon Magazine

The latest news and features about thought-provoking science and innovative research projects funded by the EU.

Horizon Dashboard

An intuitive and interactive knowledge platform where you can extract statistics and data on EU research and innovation programmes - sorted by topics, countries, organisations, sectors, as well as individual projects and beneficiaries.

Horizon Results Booster

A free-of-charge platform to benefit from one of these services:
1. Portfolio dissemination & exploitation strategy
2. Business plan development
3. Go-to-market support.

Innovation Radar

A data-driven method focused on the identification of high-potential innovations and the key innovators behind them in EU-funded research and innovation projects.

Horizon Results Platform

A public platform that hosts and promotes research results, thereby widening exploitation opportunities. It helps to bridge the gap between research results and generating value for economy and society. You can create your own page to showcase your results, find collaboration opportunities and get inspired by the results of others.

Horizon Standardisation Booster

An initiative that supports European research and innovation projects to valorise results through standardisation, supporting them to contribute to the creation of new standards or the revision of existing standards.

CORDIS

Multilingual articles and publications that highlight research results, based on an open repository of EU project information.

Open Research Europe Platform

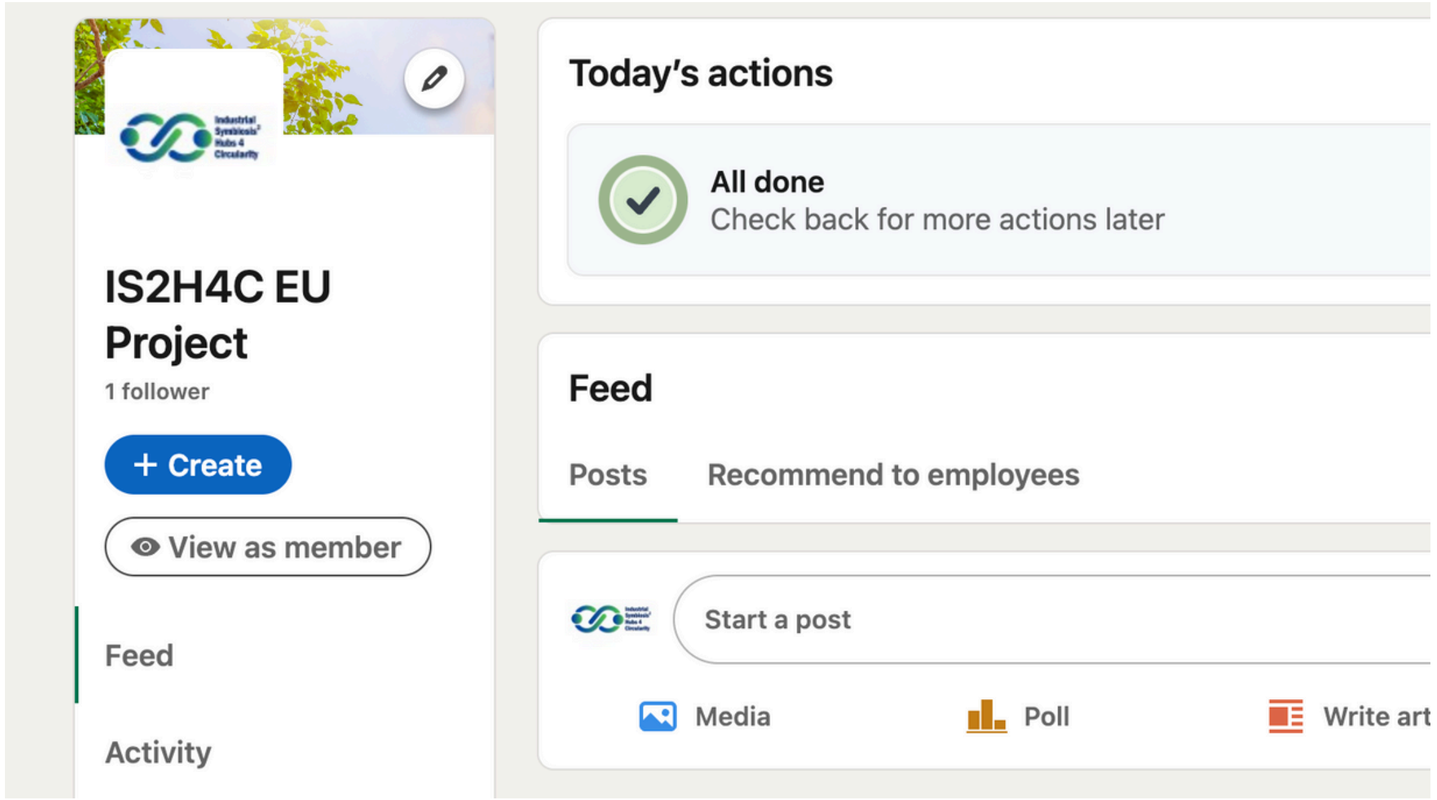
A platform that makes it easy for beneficiaries of European research and innovation projects to comply with the open access terms of their funding and offers researchers a publishing venue to share their results and insights rapidly.

Research and Innovation success stories

A collection of the most recent success stories from EU-funded research & innovation.

SOCIAL MEDIA

1. Follow the project on LinkedIn!!!!



SOCIAL MEDIA

Every beginning of the month:

1. Social Media Report with key metrics from previous month
2. Social Media Planning for following month

Starting End of March 2024.

Industrial Symbiosis² Hubs 4 Circularity

EX. IS2H4C WORKSHOP

Transitioning Industrial Zones Into Hubs For **Circularity**

ONLINE | JUNE 11, 2025

Industrial Symbiosis^2 Hubs 4 Circularity

EXAMPLE: IS2H4C PROJECT

Discover the four Circular Hubs across Europe

WWW.IS2H4C.EU

IS2H4C is not just a project; it's a movement and **systemic shift** towards a sustainable and circular future. Our collaboration among European partners is a testament to what we can achieve when we align **innovation with environmental consciousness** in different geographical contexts and achieve high-tech human touch.

DEVRIM MURAT YAZAN
SCIENTIFIC COORDINATOR

University of Twente

MEET-THE-TEAM SERIES

What we need:

- 1 person per partner (at least)
- Half-body picture
- Quick short answer to these questions:

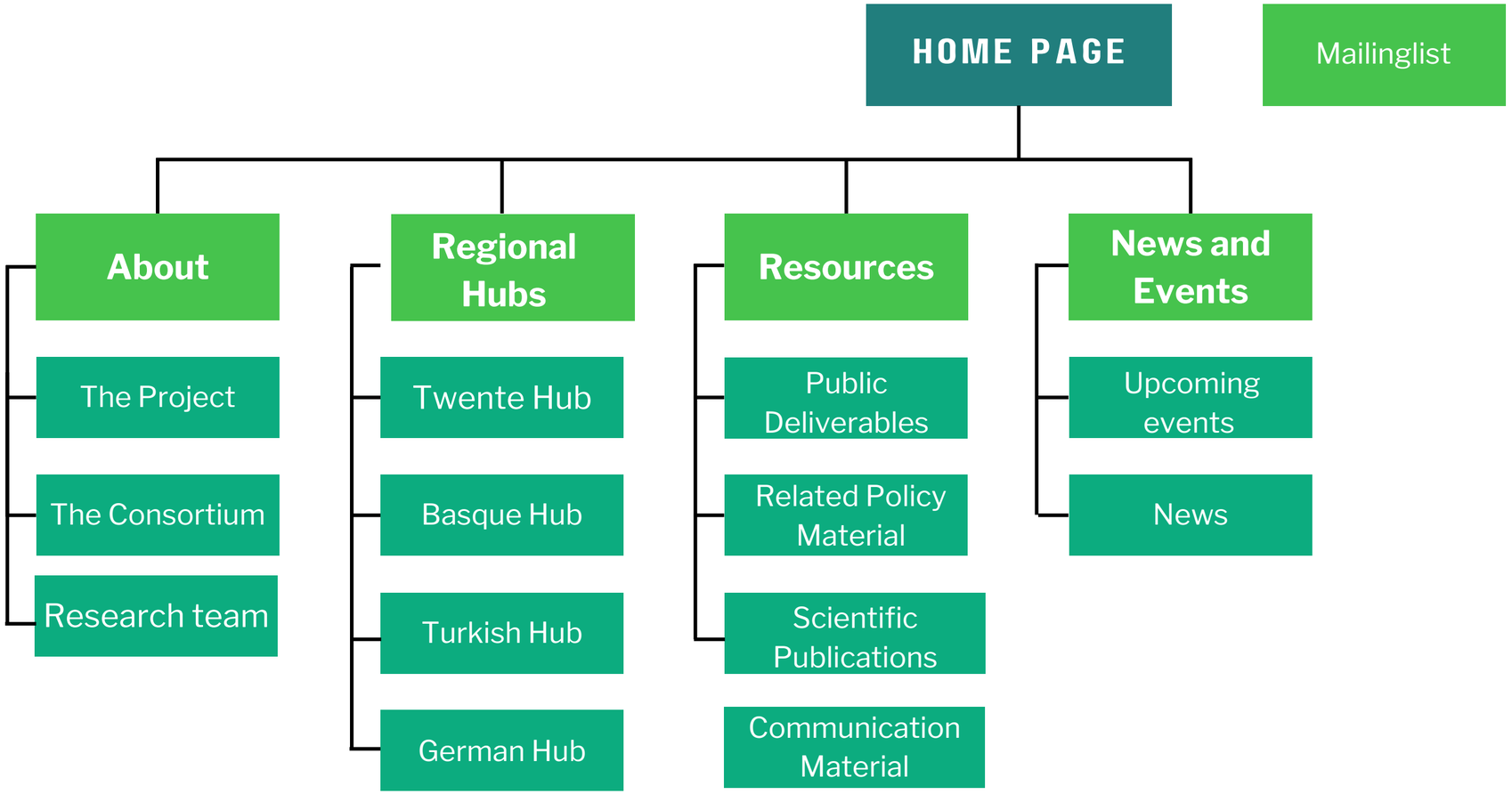
1. What is your role on the project?
2. How do you think this project is important?
3. What are your expectations for the project?

Send to anna.comacchio@ee-ip.org

MEET-THE-TEAM SERIES - DRAFT CALENDAR

March	April	May	June	July	August	September	October
UNIVERSITEIT TWENTE	SIDENOR	CABB	SBS	AEE	NORTEGAS	ACE	INEGI
SOLENCO	MONTANUNIVERSITAET LEOBEN	WDK	FUNDACION TECNALIA RESEARCH & INNOVATION	TUPRAS	KPMG	H2HT	ALMELO
TECHNISCHE UNIVERSITAT DORTMUND	IH	IRIS	LTK	ARCELIK	PETRONOR	CIRCE	FHG
ICCS	ZLC	IMMIB	EEIP	SKN	CALERA	CHX	

IS2H4C WEBSITE - DRAFT SITE MAP



Footer | Cookie and Privacy Policy | EU Logo and Disclaimer | Social Media | Contact Us

PROJECT DESCRIPTION ON PARTNERS WEBSITE

IS2H4C, a 4-year major collaborative project funded by the European Commission, aims to **transform industrial zones into hubs for circularity (H4C)** for near-zero emission regions. The project's ambition is to set a new standard in sustainable regional development models, paving the way for a cleaner, greener future. Its implementation is poised to have a profound impact on industrial practices, societal well-being, and environmental sustainability, making it a landmark initiative in Europe's journey towards a circular economy.

Visit website: IS2H4C-PROJECT.EU

Project financed by: HORIZON-CL4-2023-TWIN-TRANSITION-01-37: Hubs for circularity for near zero emissions regions applying industrial symbiosis and cooperative approach to heavy industrialized clusters and surrounding ecosystems (Processes4Planet partnership, Innovation and Action project)

Coordinator: University of Twente
Planned duration: 49 Months
Total project budget: 23.311.235 euros
Total project subsidy: 19.931.656 euros

WP6 CONTACT POINTS

1 person per partner at least

- Excel table in DRIVE: PLEASE FILL IN by 29.02

Institution	First Name	Last Name	E-Mail
KPMG Portugal	Olívia	Rocha	orocha@kpmg.com
KPMG Portugal	Vasco	Barros	vascobarros@kpmg.com
University of Twente	Marcos	Machado	m.r.machado@utwente.nl
University of Twente	Patricia	Rogetzer	p.b.rogetzer@utwente.nl
KPMG Portugal	Paula	Pinho	ppinho@kpmg.com
University of Twente	Daniela	Guericke	d.guericke@utwente.nl
İMMİB	Fatma	SOYER ETİLER	fatma.soyer@immib.org.tr
İMMİB	Banu	ALTIN	banu.altin@immib.org.tr
İMMİB	Onur	DEDEOĞLU	onur.dedeoglu@immib.org.tr

Link in SharePoint/later Workdeck

IS2H4C

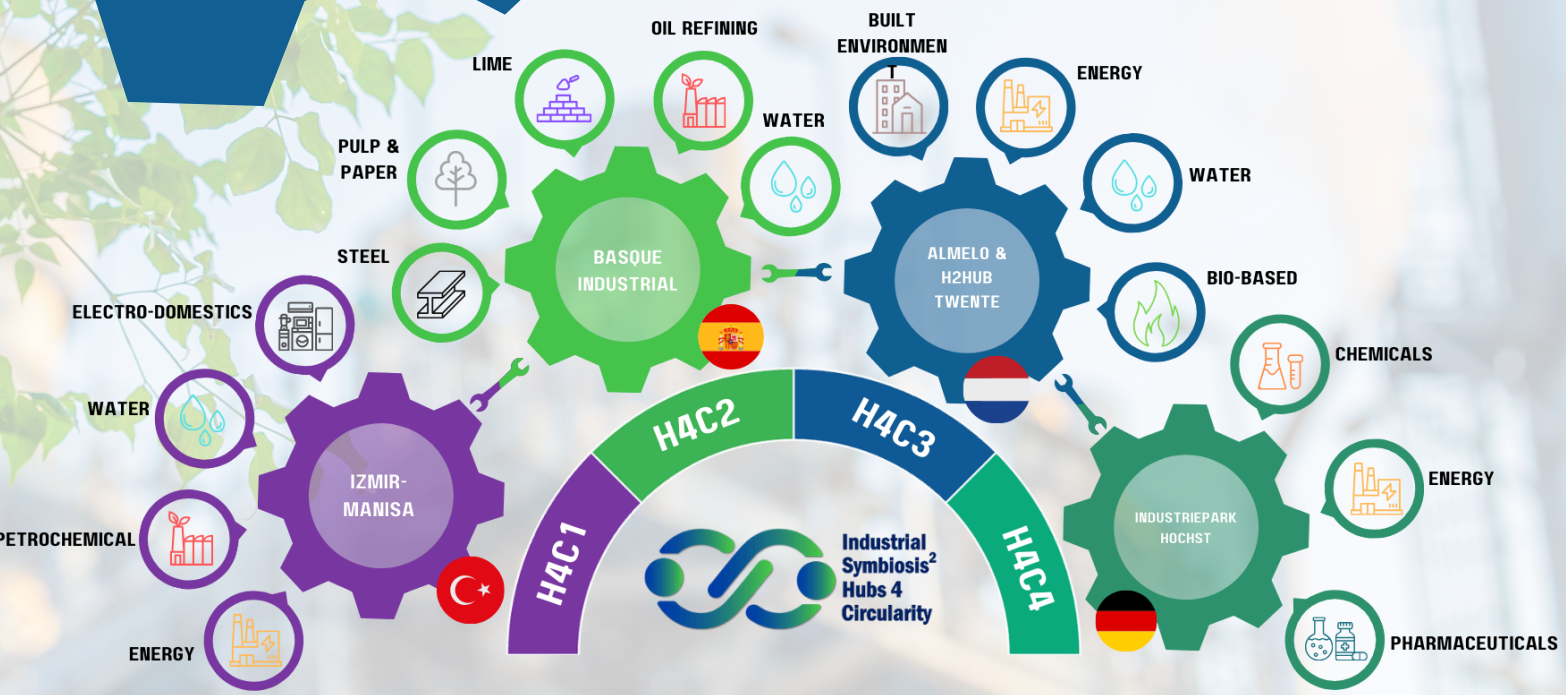
INDUSTRIAL SYMBIOSIS TO HUBS FOR CIRCULARITY

Heavily industrialised clusters are important sources of jobs and wealth in the EU. However, despite the ongoing efforts of EU policies, industries are lagging in the implementation of Industrial Symbiosis (IS) to transit to **more resource- and energy-efficient setups**. Furthermore, citizens living in the clusters' proximity suffer from a polluted environment.

These areas in Europe are currently incapable of adopting **large-scale Industrial Symbioses (IS)** in terms of:

- Shared technology & infrastructure use
- Waste integration
- Expert Energy and material utilisation Members
- Expanding through surrounding ecosystems inclusively for the whole society

IS2H4C project focuses on deploying systemic industrial symbiosis through innovative technologies like **carbon capture** and **electrolysis**. The initiative is driven by the vision of resource efficiency, renewable energy production, waste prevention, and fostering **industrial-urban-rural symbiosis**.
The project aims to develop the most innovative sustainable technologies and infrastructure integration in **four demo hubs** and is supported by ground-breaking research on societal, governmental, and business innovation for H4C.



IS2H4C@UTWENTE.NL

Funded by the European Union

IS2H4C

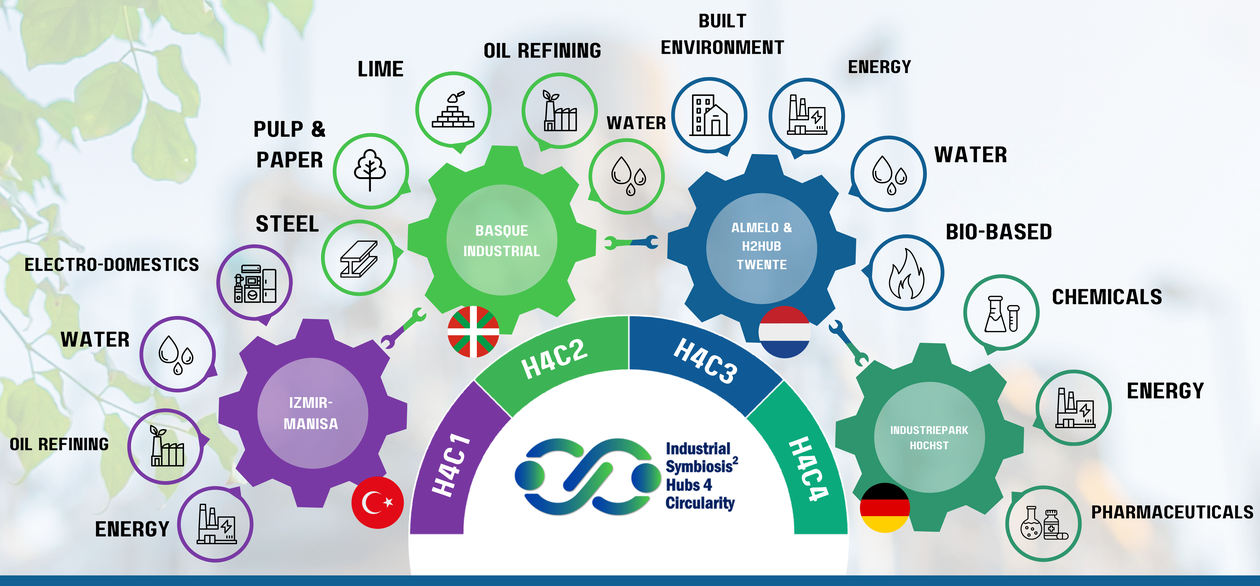
INDUSTRIAL SYMBIOSIS TO HUBS FOR CIRCULARITY

Heavily industrialised clusters are important sources of jobs and wealth in the EU. However, despite the ongoing efforts of EU policies, industries are lagging in the implementation of Industrial Symbiosis (IS) to transit to more resource- and energy-efficient setups. Furthermore, citizens living in the clusters' proximity suffer from a polluted environment.

These areas in Europe are currently incapable of adopting large-scale Industrial Symbioses (IS) in terms of:

- SHARED TECHNOLOGY & INFRASTRUCTURE USE
- EXPANDING THROUGH SURROUNDING ECOSYSTEMS
- EXPERT ENERGY & MATERIAL UTILISATION MEMBERS
- WASTE INTEGRATION

IS2H4C project focuses on deploying systemic industrial symbiosis through innovative technologies like **carbon capture** and **electrolysis**. The initiative is driven by the vision of resource efficiency, renewable energy production, waste prevention, and fostering **industrial-urban-rural symbiosis**.
The project aims to develop the most innovative sustainable technologies and infrastructure integration in **four demo hubs** and is supported by ground-breaking research on societal, governmental, and business innovation for H4C.



IS2H4C@UTWENTE.NL

Co-funded by the European Union

ANNEX III – Multiplier List (ongoing)

Name	Link to platform/website/social media
World Circular Economy Conference 2024 (ECESC)	https://wcef2024.com/
Circular Economy Club (CEC)	https://www.ceclub.org/about
European Circular Economy Stakeholder Platform(open in new window)	https://circulareconomy.europa.eu/platform/en
ICLEI EUROPE	https://iclei-europe.org/
Nordic Innovation	https://www.nordicinnovation.org/
ACR+	https://www.acrplus.org/en/
European Innovation Council	https://eic.ec.europa.eu/index_en

LNEG (labobratoy energy and geology), PT	https://www.lneg.pt/en/homepage/
TRADERES IBERIAN STAKEHOLDERS'	https://traderes.eu/
Circular Cities Declaration	https://circularcitiesdeclaration.eu/cities-and-the-circular-economy/what-is-a-circular-city#:~:text=A%20Circular%20City%20Definition,businesses%20and%20the%20research%20community.
Circular Industries	https://circularind.com/site/
Renewable Matter (News Outlet)	https://www.renewablematter.eu/en/
Innovazione Sociale (News Outlet)	https://innovazionesociale.org/
Revolve (News Outlet)	https://revolve.media/kiosk/magazines
Green European Journal (News Outlet)	https://www.greeneuropeanjournal.eu/

EEIP Information Platform	https://ee-ip.org/en/

MAY 2024

Social media monthly report

Search...

Industrial Symbiosis² Hubs 4 Circularity

This report is intended to measure IS2H4C’s social media channels' performance over time. Aligned with the communication and dissemination activities thought for the different channels, this assessment should help the WP goals to be reached in a more efficient manner.

Retrofeed’s project intends to grow its audience as much as possible, not only to the targeted audience but also to the public. Social media and the website are currently the focus tools to achieve that.

As of February 2024, such a report should be put together on a monthly/bi-montly basis.

	APRIL 2024	MAY 2024
New Followers	31	32
Reactions	194	225
Impressions	7.308	6.817

MAY 2024

Social media monthly report

	APRIL 2024	MAY 2024
Posts	6	9
Shares	3	7
Comments	0	0
Page views	158	248

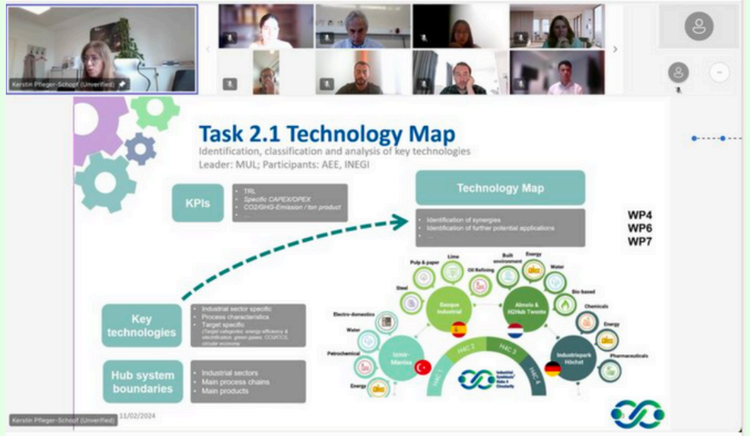
TOP PERFORMING POST

IS2H4C EU Project
281 followers
2w •

Yesterday, our consortium members of **IS2H4C EU Project** met for the technology presentation workshop, with the goal to showcase in detail the technologies that are planned to be developed within Work Package 2 and discuss possible deployment of the technologies in the 4 different industrial hubs for resource and waste optimisation ♻️

Big thank you 🙏 to:

Josephin Paetzold from **AEE INTEC**
Sven Duchatelet from **SOLENCO POWER NV**
Michael Prokein Dr. Christoph H. and **Andreas Menne** from **Fraunhofer-Gesellschaft**
Christian Aragon Briceño from **CIRCE - Centro Tecnológico**
Mikel Peñeñori and Susana Perez Gil from **TECNALIA Research & Innovation**



You and 35 others 9 reposts

Industrial Symbiosis² Hubs 4 Circularity

In May, IS2H4C demonstrated a strong performance on LinkedIn with improvements in several key metrics compared to April. The account gained 32 new followers, a slight increase from the 31 new followers in April. Reactions to posts saw a significant rise, reaching 225 in May, up from 194 in the previous month. However, impressions experienced a slight decrease, dropping from 7.308 in April to 6.817 in May.

The number of posts increased from 6 in April to 9 in May, and shares more than doubled, going from 3 to 7. Despite these increases, the number of comments remained at 0. Page views showed a substantial improvement, with 248 in May compared to 158 in April.

Overall, the increased number of posts and shares contributed to higher engagement, as reflected in the rise in reactions and page views. Although impressions slightly decreased, the overall engagement metrics indicate positive growth, suggesting that the content strategies implemented in May were effective in boosting audience interaction and interest.

Annex V Tracking Report

Project partner	Publication Type (blog, press release, non-scientific publication, scientific publication)	Publication title/ Media Source	Target groups	Date of publication	Publication link	Additional comments
ZLC	Article	**Ever increasing circles**	Industries	1-apr-24	e/ever-increasing-circles-zaragoza-logistics-center-blinf/?trackingId=L%2BUs5ZwNTMes%2	
UTwente	Article	**INTO HUBS FOR CIRCULARITY UT TO LEAD GROUNDBREAKING HORIZON PROJECT FOR SUSTAINABLE CIRCULAR ECONOMY**	Academia	18-dec-23	https://www.utwente.nl/en/news/2023/12/1286363/transitioning-industrial-zones-into-hubs-for-circularity	
ACE	Press release	Nace el *Basque Industrial Hub for Circularity: un hub de innovación* para la descarbonización de la industria vasca	General public	30-jan-24	sitemapnews# https://www.noticiasdegipuzkoa.eus/economia/2024/01/30/nace-hub-innovacion-descarbo	
ACE	Article	The Basque Energy Cluster takes part in the presentation of the Net-Zero Basque Industrial SuperCluster (NZBISC) at the Industrial Clusters: European Community Meeting at the World Economic Forum	Industries	20-mar-24	m/cluster-activities/the-basque-energy-cluster-takes-part-in-the-presentation-of-the-net-zero-basque-industrial-supercluster-nzbisc-at-the-industrial-clu	The article has been incorporated into the monthly report distributed to our over 200 affiliated companies. The event referred to in the article is included in the 'Events' sheet.
ACE	Article	The Industry Decarbonisation Forum reflects on innovation projects and support mechanisms to reduce industrial emissions	Industries	07-may-24	https://www.clusterenergia.com/cluster-activities/the-industry-decarbonisation-forum-reflects-on-innovation-projects-and-support-mechanisms-to-reduce-industrial-emissions	The article has been incorporated into the monthly report distributed to our over 200 affiliated companies. The event referred to in the article is included in the 'Events' sheet.

Event Name	Organizer	Event type	Location	Participation type (Presentation, participation, own event)	Target groups	Date	Repsonsible Partner	Link to event page	Send pictures/few lines to EEIP WP6 (ANNA/CLAIRE)	Additional comment (number of participants expected etc)
ex. European Cluster Conference 2024/ 2025	European Commission	Conference	Brussels	IS2H4C - potential participation	Policy- Industy	7-8 May 2024	EEIP	https://europeanclusterconference2024.eu/venue		
Industrial Clusters European community meeting	The World Economic Forum and Accenture	Conference	Bilbao	Presentation	Industries - Public authorities	19 Mar 2024	Basque Energy Cluster	Energía participa en la presentación de Net-Zero Basque Industrial SuperCluster (NZBISC) en la Industrial Clusters European community meeting del World Economic Forum - Actividades Clúster - CLUSTER (clusterenergia.com)		Some companies, clusters or institutions that attended the event: Port of Antwerp-Bruges, Humber UK, Brightlands Chemelot Cambus, SPRI, EPRI, Iberdrola, Petronor and ABB
Industrial Decarbonisation Forum	Basque Energy Cluster	Forum	EIC (Energy Intelligence Center), Basque Country	Presentation	Industries - Public authorities	03 May 2024	Basque Energy Cluster	https://www.clusterenergia.com/cluster-activities/the-industry-decarbonisation-forum-reflects-on-innovation-projects-and-support-mechanisms-to-reduce-industrial-emissions		The event was attended by 120 participants from 71 basque companies and organisations representing the supply and demand side of energy efficiency and industrial decarbonisation solutions.