



Creating a Centre of EXCELlence on sustainable Energy at NCSR Demokritos

Deliverable 9.2 – Plan for dissemination, exploitation and communication activities

*Report with the planned activities during RP1, including clustering
actions*

Management Board, NCSR

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Summary The deliverable <i>D9.2: Plan for dissemination, exploitation and communication activities</i> is a public document of the EXCELLEND project, produced in the context of WP9, <i>Task 9.1: Dissemination and communication plan and activities</i>. The plan for dissemination, exploitation and communication activities contains all information necessary to fulfil all communication, dissemination, and exploitation objectives of the EXCELLEND project. The main purposes of this report are to: • Describe communication activities, target groups and channels • Provide guidelines about publications, newsletters, press releases and social media • Outline the dissemination management policy and methodology • Indicate the dissemination tools • Describe the preliminary exploitation plan, which will be developed along the project		
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Document history

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1 Introduction

The objective of the plan for Dissemination, Exploitation and Communication (DEC) activities is to promote project activities via dissemination and communication measures to achieve the expected outcomes and long-term impacts. The work starts with the preparation of a communication and dissemination plan including all promotional tools (e.g. website and social media) to make the project stand out and to build a solid and long-lasting visual identity to be easily recognised by stakeholders. This plan will synthesise the work and activities as well as the outcomes and impacts, identifying potential target groups and relevant events. Objectives, key-messages, target audiences and key performance indicators (KPIs) will be included to track the effectiveness of the draft strategy outlined in the GA. The progress and KPIs of this plan will be monitored by the Management Board and reported every reporting period.

The exploitation plan and activities initiate with the definition of the background knowledge of the participating labs within the CoE, which is the starting point regarding the preparation of this plan. The overarching goal of “*WP9: Initiation of dissemination, exploitation & communication activities*” is to maximise the social, scientific, and commercial impact of the work done in the other work packages through targeted dissemination, exploitation and communication activities aimed at relevant stakeholders spanning from technology providers (e.g. solar thermal collectors and systems, heat pumps) to the research community gravitating around the specific scientific fields tackled by the project and more specifically by the new team members.

The DEC plan will be evaluated and updated regularly throughout the project and include measurable communication activities for each identified stakeholder, stakeholder mapping and a graphical identity for the project.

2 Objectives and stakeholders

Below are highlighted the DEC objectives as well as the target groups and measures to approach each one. These will be continuously updated, as mentioned before.

2.1 Communication objectives

Communication activities will promote the project to various audiences, in order to:

1. Create its public visual identity
2. Provide information and updates
3. Sustain the diffusion of results to the general public
4. Translate the scientific/technical results into comprehensible messages for public outreach

The starting point is the project website and the logo that have been developed by M3 and are presented in the deliverable D9.1.

2.2 Dissemination objectives

Dissemination activities will be undertaken from the project start targeting all relevant stakeholders. This activity combined with stakeholders’ engagement strategy consists of three main phases:

1. **Phase-1 – Initial awareness (M1-15):** Includes development of the project website, analysis of relevant resources in terms of dissemination opportunities and creation of tools and material

including visual project identity (e.g. logo, templates for documents). It also includes a mapping of the stakeholder database to optimize targeted dissemination. This phase takes place during the first reporting period and corresponds to WP9 activities.

2. **Phase-2 – Targeted dissemination (M16-36):** Includes preparation of journal publications and presentations at conferences, organization of stakeholder events (e.g. targeting research actors and industry), as well as networking with the wider society (policy makers, public sector, etc.). The impact assessment will start mapping and shaping the key exploitable results (KERs) in this phase. This phase takes place during the second reporting period and corresponds to WP10 activities.
3. **Phase-3 – Presentation of results and promotion (M37-60):** It will focus on informing the targeted stakeholders for the exploitation, and will be the most active period in the whole strategy of exploiting the results (key research outputs will be reached) to further collect stakeholders' insights, and prepare the ground for the post-project period. This phase takes place during the third (and final) reporting period and corresponds to WP11 activities.

2.3 Exploitation objectives

Perfectly aligned and coordinated with the dissemination activities, the activities for the exploitation of the results aim at preparing the ground for the exploitation of:

1. The research outputs and technological solutions as a result of the research work.
2. The structural changes implemented at NCSR "Demokritos" (NCSR).
3. The ERA Chair/Centre of Excellence (CoE) itself, as an efficient structure at NCSR.

2.4 Primary target groups

Table 1 presents the targeted stakeholders, providing measures to approach them and the expected outcomes for each group.

Table 1. The main target groups, measures and expected outcomes

Target groups	Measures	Expected outcomes
Research actors (e.g. universities, research centres, R&D SMEs, etc.)	Open access (OA) publications and presentations at Int. conferences (e.g. ECOS series). Clustering with projects and others to multiply synergies. Website and communication material. Organisation of two national workshops.	Increased scientific knowledge and advancement of efficient concepts and integrated energy systems. Collaborations for joint work and future projects.
Industrial companies, users (e.g. technology providers, system integrators, etc.)	Key results shared with relevant industrial user groups and manufacturers: (1) At relevant events (e.g. EU Sustainable Energy Week and trade fairs), (2) through the International Advisory Board (IAB), and (3) at industry relevant meetings or associations. Website, two national workshops and communication material.	Ensure user acceptance and uptake and stimulate progress further up the value chain to bring the solutions at a higher TRL. New skills and identification of services provision required by industries. Collaborations for joint work and future (industrial) projects.

Policy, regulatory bodies (e.g. authorities, policy actors, etc.)	Workshops, exhibitions and other events (e.g. EHPA events) will be used to engage with decision makers, fine-tune the approach to industry and align the research topics.	Full-awareness about legislative and regulatory aspects, also related to services needed by third parties. Adjust the CoE research priorities and align its strategic plan.
Associations (e.g. consumers, EHPA, RHC, etc.)	Reached in events and trade fairs; they will receive communication material, and invited in the two national workshops.	Multiplying communication to reach end users and industries. They provide feedback on regulatory issues for policy actors.
General public	Reached in public presentations and the two national workshops. Website and e-material.	Adjust research priorities according to their needs. Align/fine-tune the CoE strategic plan.

3 Roles and responsibilities

3.1 CoE team responsibilities

Each WP will contribute relevant material for communication and dissemination. Generally, project communication and dissemination work will be led by the DEC manager, who will be recruited during the first year of the project. The DEC manager will organise workshops at NCSR D once per year, to inform all NCSR D researchers of best-practices and methods to exploit their results and to suggest ways for improving the visibility of their work. The aim is to greatly expand the offered services and to transform the Innovation Office (IO) to the main hub related to proposal/project development and implementation at NCSR D, and DEC management/tech transfer, initially focusing on energy topics and then expanding to other topics of interest for other groups within NCSR D. Each member will disseminate results by disclosing them to the public by appropriate means (except for results protected for exploitation), including open-access scientific publications. Furthermore, all team members are responsible for collaborating and contributing to the different dissemination and communication channels, as follows:

- Promoting EXCELLEND to relevant stakeholders
- Contributing with content to newsletters, website, and social media
- Participating in relevant exhibitions and conferences
- Engaging in the project's social media channels
- Highlighting new scientific and technological results to different stakeholders

All team members will report the actions results of each dissemination activity to the WP9-11 leader and the DEC manager immediately after they are implemented.

3.2 Internal communications

The project will secure well-structured and clear information flows between the team members in the project. This will be facilitated by frequent meetings of the whole team to update on their activities and scheduled outreach actions.

3.2.1 The project workspace

The coordinator has established a shared project workspace (Microsoft SharePoint / Teams) that will work as a key tool for internal communication and document sharing. The DEC manager will be handling the relevant space in this workspace for DEC activities, such as uploading all project internal information, sharing presentations and minutes.

3.2.2 Email

In addition to the shared space, the project will use email in communication between the project team. A contact list of all team members will be created and continuously updated by the DEC manager. The list will be stored in the project workspace.

4 Dissemination and communication tools and channels

4.1 Website

The public website has been launched (home page shown in Figure 1) and its main function is to spread the activities, results and public deliverables, including links to social media (LinkedIn). The EXCELLEND website will be a key tool to raise a common understanding of the project goals and outcomes and to create awareness of the project. It will be a central point of access to project progress and available documentation. The website will feature news, pre-made stories and publications from the project as well as general information about the project. The website will be regularly updated, including the key events and news, as described in the deliverable D9.1. The link to project website is the following: <https://excellend-era-chair.eu/>.

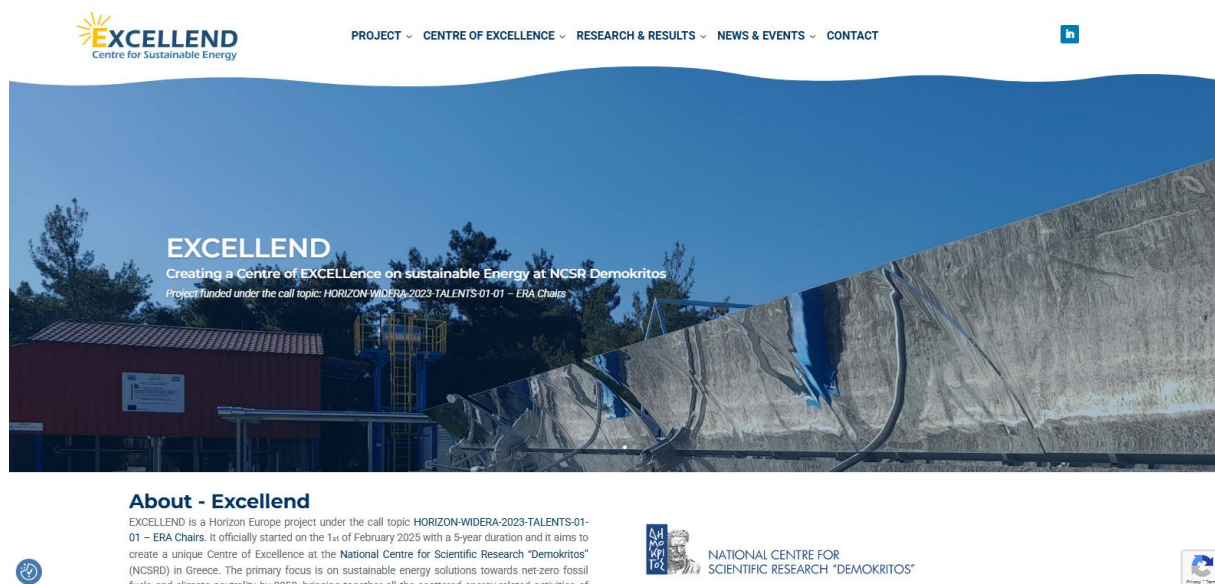


Figure 1. Part of the home page of the project website

4.2 Social media

A project account on LinkedIn has been set up since the project start. The account is used to share news related to the project, job posts for informing of vacancy notices for new team members, as well as content made specifically for social media such as video presentations and infographics. The home

page of the LinkedIn account is shown in Figure 2. The link to the LinkedIn account is the following:
<https://www.linkedin.com/company/excellend-era-chair-project>.

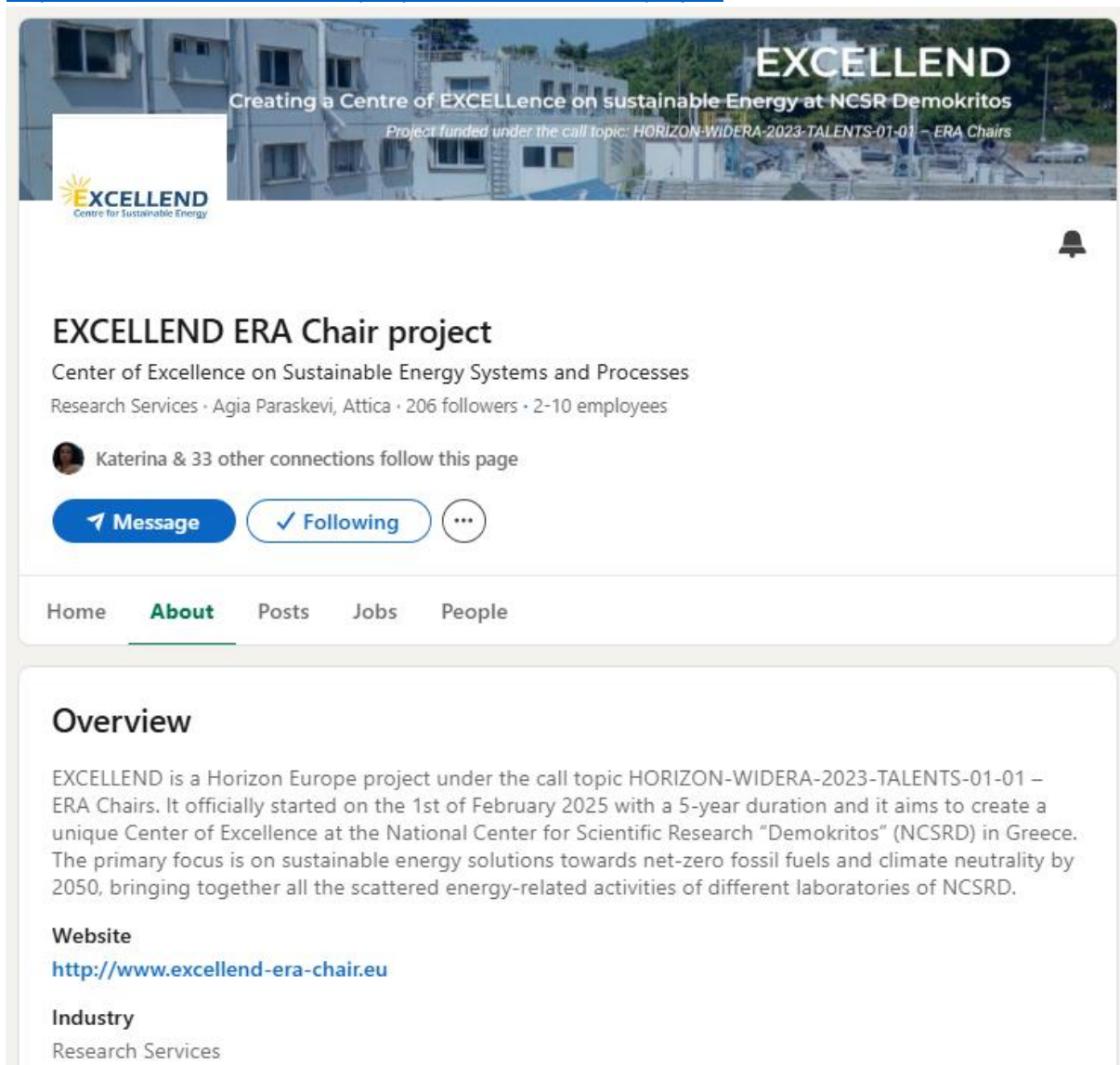


Figure 2. LinkedIn account of EXCELLEND (screenshot taken on the 1st of July 2025)

This account has gained already more than 200 followers by July 2025 (M6) with more than 550 page views mostly after April, when the project started to become well known in the NCSR community and external groups.

4.3 External media

The DEC manager will have the responsibility of supervising the contact with international press and media. As a general rule, all questions from media concerning general project information shall be directed to the DEC manager. Media will be monitored by the DEC manager.

4.3.1 Press releases and newsletters

During the project, at least six formal announcements (press releases and e-newsletters) will be created and distributed targeting the non-specialist community and all stakeholder groups, aiming at increasing awareness and triggering their interest to visit the website and stay informed about the

project's progress. This e-material will be electronically distributed to relevant stakeholders and allow targeted dissemination, highlighting significant achievements or key events. The purpose is to inform, influence, engage and promote EXCELLEND to selected stakeholders (both internal at NCSR and external ones).

A first press release has been developed and distributed at NCSR and external stakeholders in April 2025 (shown in Figure 3). This e-material informed about the project initiation and the kick-off meeting that took place in March 2025.



Figure 3. First press release in April 2025

4.3.1 Project videos/video interviews

A project video and/or video-interviews also with a storytelling video approach will be produced (2 in total, one by M15, the second by M54), which will present the project's objectives, activities and outputs. Shorter social edits will be also developed to be widely shared in website, social media, etc.

4.4 General presentation

A PowerPoint template and general presentation for the project have been made available in the project workspace in Microsoft Teams. The general presentation contains slides that can be used when presenting the project internally or externally. The DEC manager will be responsible for updating the slide set according to the progress of the project.

4.5 Workshops and events

Two national workshops will be organised at NCSR (in year-3 and in year-5), presenting the CoE activities and post-project prospects. The Team will participate in events/exhibitions aiming to:

- Exploring the industrial involvement

- Promote and expand CoE structures in the Greek R&I system
- Create strong collaborations with industry and raise awareness of project outcomes
- Identify services of industrial interest to be offered by NCSRD labs and to co-develop with industries new products.

Moreover, workshops, exhibitions and other events (e.g. EHPA events) will be used to engage with decision makers, fine-tune the approach to industry and align the research topics.

Table 2 provides an indicative list of workshops and events, in which the team members could participate to engage with external stakeholders to disseminate the project results. This list will be enriched during the project.

Table 2. Indicative list of workshops and events

Organised by	Where
European Heat Pump Association (EHPA)	TBD
European Technology and Innovation Platform on Renewable Heating and Cooling (ETIP-RHC)	TBD
Hydrogen Europe	TBD
Federation of European Heating, Ventilation and Air Conditioning Associations (REHVA)	TBD
Danish Technological Institute (DTI)	Denmark
European Commission / European Sustainable Energy Week	Brussels, Belgium

4.6 Exhibitions and conferences

At least 10 presentations will be prepared and presented in national and international conferences by the team members during the project, in order to share project's potential, results and achievements with experts in the field. The selection of conferences will be made in terms of impact potential or evidence of presence of relevant experts and stakeholders. The DEC manager will be informed about all external project presentations and keep tracking them by recording the main information.

Table 3 provides an indicative list of exhibitions and conferences, in which the team members could participate to engage with external stakeholders. This list will be enriched during the project.

Table 3. Indicative list of exhibitions and conferences

What	Type	Where
Efficiency, Cost, Optimization, Simulation and Environmental Impact on Energy Systems (ECOS) series (2026-2029)	Conference	TBD
EuroSun series (2026, 2028)	Exhibition and conference	TBD
European Hydrogen Energy Conference – EHEC (2028)	Conference	TBD
International Seminar on Organic Rankine Cycle Power Systems (ORC Seminar; 2027, 2029)	Conference	TBD
High Temperature Heat Pump Symposium (2028, 2030)	Conference	Denmark

Sustainable Solutions at Times of Transition – SuST (2026-2029)	Conference	Greece
Conference on Sustainable Development of Energy, Water and Environment Systems – SDEWES (2026-2029)	Conference	TBD
International Conference on Heat Transfer, Fluid Mechanics and Thermodynamics – HEFAT (2027, 2029)	Conference	TDB

4.7 Scientific papers, journal articles

The results to research and industrial actors will be disseminated and presented in open access papers in high impact factor journals and in Open Research Europe (ORE). All publications will be collected in a dedicated space within the website for open access/download, in order to ensure knowledge transfer and data re-use and in order for the team to capitalize results to develop new projects. The expected open-access Journal and Conference papers are more than 30, contributing to greatly raise the CoE reputation among the research community. The produced scientific papers will be published in journals that follow clear principles of transparency. Except from ORE, others that provide open peer review are MDPI (e.g. Energies) and Elsevier journals (e.g. Energy, Applied Thermal Engineering, International Journal of Refrigeration, Solar Energy, Energy Conversion and Management X) via open access approach.

4.8 Reports and other documents

Reports, public deliverables and other type of documents on specific topics will be posted on the project website to enable accessibility to a wide audience. This will be coordinated by the DEC manager in collaboration with the WP9-11 leader and the coordinator.

5 Dissemination and communication actions and goals

Dissemination activities will be undertaken from the project start targeting all relevant stakeholders. The stakeholder groups will be targeted via focused dissemination channels towards clustering activities. Phase-1 will identify the end-user community and networking actions required, also related to the synergies creation in WPs 9-11.

Tables 4 and 5 give the dissemination and communication channels and objectives, targeted groups, and KPIs (tracked and updated in WPs 9-11). All activities will display the EU emblem and include information on the EU funding.

Table 4. Dissemination channels, target groups and KPIs

Channels	Objectives, targeted stakeholder groups and dissemination KPIs
Scientific publications, presentations in conferences, events, etc.	All publications collected in a dedicated space within the website for OA/download. Aims: Ensure knowledge transfer and data re-use. Capitalise results to develop new projects. Target groups: Research actors, R&D SMEs, industrial companies, IAB KPIs: Journal papers published, total: <8 =poor, 9-12 =good, >13 =excellent Presentations in conferences and events, total: <10 =poor, 11-18 =good, >19 =excellent

	Timeline: Publications and participations in events intensified after M16
Public release of results, project news	Results of key activities, announcements and news will be published in the CoE LinkedIn account to attract researchers and industries. Aims: Create links and new synergies for future projects or develop new research projects. Target groups: Research actors, industries, associations, IAB KPIs: Connections/followers at the LinkedIn account: <300 =poor, 301-500 =good, >501 =excellent Timeline: Public release of results and project news intensified after M13
Teaching sessions, invited lectures/seminars, Ph.D. programs	Lectures in the NCSRD Summer School, teaching sessions to students/researchers of collaborating research organisations. Short- or long-term stays of researchers (mostly early-stage ones) at the CoE for bi-directional knowledge sharing. Aims: Share the knowledge to under- and post-graduate students. Increase the skills of young researchers to better address societal challenges. Create links with universities. Identify common research interests with industry towards industrial Ph.D. programs. Target groups: Research actors, industry KPIs: Teaching sessions and invited lectures/seminars, total: <8 =poor, 9-12 =good, >13 =excellent Topics of Ph.D. programs, total: <4 =poor, 5-8 =good, >9 =excellent Timeline: Lectures and teaching sessions intensified after M16
National workshops, industry relevant events	Participation of team members in various events also exploring the industrial involvement. Aims: Promote and expand CoE structures in the Greek R&I system. Create strong collaborations with industry and raise awareness of project outcomes. Identify services of industrial interest to be offered by the NCSRD laboratories. Co-develop with industries new products and/or services. Target groups: Industry, research actors, associations, policy actors, IAB KPIs: Industry-relevant workshops/events participations: <6 =poor, 7-12 =good, >13 =excellent People attending the project events, total: <100 =poor, 101-200 =good, >201 =excellent Timeline: Participations in events intensified after M13
Joint work with relevant stakeholders	CoE to link with partners to lead to joint work and events' organization. Aims: Develop new concepts and solutions (also thanks to new knowledge gained), leading to new projects. Clustering with other projects (EU and national funded) and initiatives. Target groups: Research actors, industry, IAB KPIs: Linked partners/projects/initiatives, total: <15 =poor, 16-25 =good, >26 =excellent Timeline: Joint work intensified after M16

Table 5. Communication channels, target groups and KPIs

Channels	Objectives, targeted stakeholder groups and communication KPIs
Project website, social media	A captivating website has been developed in M3 (https://excellend-era-chair.eu/) and is continually updated, as well as a LinkedIn profile (https://www.linkedin.com/company/excellend-era-chair-project/) Aims: To create global scale visibility and synergies with other initiatives, and linked with the relevant groups of NCSRD KPIs: Website total visits: <5,000 =poor, 5,001-8,000 =good, >8,001 =excellent Material total downloads: <500 =poor, 501-1,000 =good, >1,001 =excellent Posts per year on LinkedIn: <20 =poor, 21-40 =good, >41 =excellent Timeline: Project website by M3, frequent update, social media posts (or reposts) every month from M1
Visual identity, public image	The CoE developed a captivating logo and common graphics for templates and public material Aims: to develop a common public image/branding to allow an easy identification by the public and ensure visibility/recognition KPIs: Newsletters released, total: <5 =poor, 6-8 =good, >9 =excellent E-material distribution, total: <500 =poor, 501-1,000 =good, >1,001 =excellent
E-material, reports, communication toolkit	Promotional e-newsletters will be developed at least once per year (available on the website) targeting the non-specialist community and all stakeholder groups. This e-material will be electronically distributed to relevant stakeholders and allow targeted dissemination Aims: To increase awareness and trigger stakeholders' interest to visit the website and stay informed about the project's progress KPIs: Newsletters released, total: <5 =poor, 6-8 =good, >9 =excellent E-material distribution, total: <500 =poor, 501-1,000 =good, >1,001 =excellent
Public deliverables and reports	Public deliverables and reports will be open for downloading from the website Aims: To link the research outputs with simplified terminology for non-technical groups and demonstrate them the benefits of sustainable energy solutions KPIs: Deliverables and reports, total: <12 =poor, 13-20 =good, >21 =excellent
Project videos/ video interviews	A project video and/or video-interviews also with a storytelling video approach will be produced (two in total, one by M15, the second by M54). Shorter social edits will be also developed to be widely shared in website, social media, etc. Aims: To present the project's objectives, activities and outputs KPIs: Videos total views: <2,000 =poor, 2,001-4,000 =good, >4,001 =excellent
Conferences, events, open-lab tours	Focus groups, webinars and workshops will be organized, mainly as part of the stakeholder engagement work, targeting various groups. The CoE members will participate in several Int. Conferences and will organize open lab tours at NCSRD every year (from year-2).

	Aims: To present the CoE work, results and the project's progress and to attract the interest of students, researchers, industry, and the public KPIs: Participation in scientific conferences/events, total: <12 =poor, 13-20 =good, >21 =excellent Students/researchers attending open-lab tours, total: <100 =poor, 101-200 =good, >201 =excellent
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5.1. Risk assessment for DEC

The relevant risks of the DEC activities will be handled by the risk management and mitigation measures that are foreseen. The main relevant risks are given in Table 6, while a dedicated deliverable D1.4 will track the evolution of project activities and identify any possible deviation before it becomes critical.

Table 6. Identified risks related to DEC activities and mitigation measures

Risk description	Risk-mitigation measures
Reduced participation at events than expected	(1) Early promotion including interaction with the IAB members to engage their networks, (2) personal invitations, and (3) hybrid formats for assisting in visibility
Few website updates and lower relevant KPIs than expected	(1) DEC manager to monitor quarterly and report any deviations to the project coordinator, and (2) frequent reminders to WP leaders to prepare news items and promote the project activities
Limited clustering uptake	(1) Prioritise high value partners and stakeholders, and (2) use personal networks to increase visibility and added value of collaboration

5.2. Monitoring and evaluation of KPIs

To ensure the effective implementation of the dissemination, exploitation, and communication plan, the project will adopt a structured methodology for monitoring and evaluating KPIs. The DEC manager, in collaboration with the WPs 9-11 leaders, will maintain a central KPI tracking table updated at least quarterly. This process will include gathering data from all team members on relevant activities (e.g. publications, events, website analytics, etc.), reviewing the progress against the performance targets, and identifying underperforming areas early. Where necessary, corrective actions will be defined, such as intensifying communication campaigns, reallocating resources, or adjusting timelines. Frequent internal meetings of the whole team will also be held to evaluate strategy effectiveness, document lessons learned, and refine the plan to ensure all KPIs remain realistic, ambitious, and aligned with the project goals.

6 Exploitation

Perfectly aligned and coordinated with the dissemination activities, exploitation activities aim at preparing the ground for the exploitation of:

1. The research outputs and technological solutions as a result of the research work
2. The structural changes implemented at NCSR
3. The CoE itself, as an efficient structure.

To achieve these, the project will pass through some key R&I steps towards the development of Key Exploitable Results (KERs), which will be detailed during the project according to the collaborations established. Indicative categories that might be exploited are advanced heat pump integration concepts (including solar-assisted configurations), solar thermal system controls, high-performance heat pump cycles, and others. All these will be better defined during the project.

Some of the most advanced KERs will be the subject of commercial exploitation with the preparation of initial business plans and ultimately the creation of spin-off companies to exploit and manage the generated IP.

7 Clustering actions

The stakeholder groups will be targeted via focussed dissemination channels towards clustering activities with other projects, initiatives, and associations. In the first reporting period, the end-user community and networking actions required will be identified, also related to the synergies creation in WPs 9-11. We aim to establish at least two clustering partnerships in RP1.

In the second reporting period, the clustering activities will continue to create synergies with a variety of stakeholders related to sustainable energy solutions and their applications to the energy sector in general. Potential partnerships could be established with TU Berlin Institute of Energy Engineering and TU Munich Chair of Energy Systems.

Finally, in the third reporting period the clustering activities will be intensified, since most of the synergies will be created during that period. At the project end, at least 15 projects, associations etc. will have been clustered with the CoE to plan common events, joint work and project development.

The final aim is to more than double the size of the CoE network at the national and international level. Some indicative interesting links for clustering actions are other projects, Chairs of EU universities (e.g., TUM Energy Chair, TU Berlin Institute of Energy Engineering), associations (e.g., RHC, EUROHEAT, ECOS Int., and EHPA), energy clusters, non-profit organisations, policy actors, and others.

8 Acknowledgement procedures

All recipients of EU funds have the legal obligation to explicitly acknowledge that their action has received EU funding. This requirement is to ensure visibility and transparency. This requirement is specified under Article 17 of the grant agreement. The obligation requires unless otherwise agreed with the granting authority, 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): (see Appendix B).

The following disclaimer should be included on the project web page as well as in publications, reports, and other written documents from the project:

“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 REA. Neither the European Union nor the granting authority can be held responsible for them.”

9 Conclusions and next steps

The plan of dissemination, exploitation and communication (DEC) activities identifies all information necessary to fulfil all communication, dissemination, and exploitation objectives of the project. Its main scope is to promote project activities via dissemination and communication measures to achieve the expected outcomes and long-term impacts.

The DEC plan will be evaluated and updated regularly throughout the project. More specifically, the DEC plan-Update 1 (D10.1) is due on January 31st, 2028 (M36, end of the second reporting period) and the final version (D11.2) is due on January 31st, 2030 (M60, end of the third reporting period).

Appendices

1. Visual identity

The following logo has been designed and approved to be featured in communication material related to the project:



Logo files can be downloaded from the project's shared workspace along with document and presentation templates featuring the visual identity of the project.

2. EU Emblem and funding statement

The European Union emblem (horizontal or vertical) and the funding statement must be displayed prominently on all printed and digital products, websites, social media channels and other communication products:



**Funded by
the European Union**



**Funded by
the European Union**

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 NCSRD 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, NCSRD may use the emblem without first obtaining approval from the granting authority. This does not, however, give the right to exclusive use. Moreover, NCSRD may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means. Further information and EU emblem files can be found at the European Research Executive Agency webpage: [Communicating about your EU-funded project \(europa.eu\)](https://ec.europa.eu/research/communication/en/communicating-about-your-eu-funded-project).