

Communication, Dissemination and Exploitation Plan

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Grant agreement no. 101132581

Deliverable: D6.1

Due date: 31.03.2024



Funded by
the European Union

Document control sheet

Project Number:	101132581
Project Acronym:	SkiLMeeT
Work-Package:	6
Last Version:	29 March
Issue Date:	29 March

Classification

Draft	
Final	X
Confidential	
Restricted	
Public	

Legal notice

This project has received funding from the European Union's Horizon Europe Research and Innovation programme under grant agreement No. 101132581. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Commission. Neither the European Union nor the granting authority can be held responsible for them.

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1. Introduction

Because SkiLMeeT depends on the engagement of a wide variety of stakeholders throughout the project's lifecycle, dissemination and communication efforts to raise awareness of the project and encourage engagement and exploitation are crucial to its success. A dedicated Communication Manager, Aldgate Strategy Group, spearheads these efforts, and support from each project partner is crucial to their success.

The Communication, Dissemination and Exploitation Plan (CDEP) envisages a wide range of tools for engaging shareholders: online (the website and social media) and through events – virtual, hybrid and in person. In addition to traditional scientific publications (articles in academic journals, books, book chapter, working papers), we are seeking to promote the project and its outputs as broadly as possible in general-interest media, drawing attention to the practical implications of SkiLMeeT's findings for societies and policy-makers.

2. Communication, Dissemination and Exploitation Plan (CDEP)

The CDEP has been developed to ensure that key SkiLMeeT findings regarding the scope of skill shortages and mismatches in the EU will reach a broad group of stakeholders including researchers, policymakers, public authorities, social partners, citizens and media. Throughout the next three years SkiLMeeT scholars will produce a set of indicators, research papers and reports that will help us better understand the extent and severity of labour and skills gaps and shortages, and improve the understanding of their drivers. We will also provide recommendations on the pathways to reduce these gaps. The aim of this plan is to ensure that these findings are easily available and can be used and shared free of charge by anyone who is interested in the problem of skills.

The plan functions as a horizontal document connected to all parts of the project workplan and their respective activities. It will be updated again in March 2025 and December 2026.

SkiLMeeT has dedicated an entire work package to communication and dissemination activities (WP6) to ensure continuous outreach to stakeholders and the public.

2.1. Overview of the plan

SkiLMeeT's Communication, dissemination and exploitation plan is guided by three questions:

- What to disseminate and to whom? (key messages and target groups)
- How to disseminate? (tools)
- When to disseminate? (timeline)

2.2. Roles and Responsibilities

SkiLMeeT's dissemination and communication efforts are led by Aldgate Strategy Group, the project partner specialising in communications consultancy, media relations and copywriting services. As WP6 leader, Aldgate coordinates these activities at the consortium level and defines the main guidelines for high-impact communication. Olga Markiewicz is the project's Communication Manager and Nathaniel Espino is supporting her in communication and dissemination activities. She is also a member of the Management Board, which gives her access to decision-making processes, allowing her to plan dissemination and communication activities in advance.

The Communication manager is responsible for:

- Ensuring news flow
- Maintaining an up-to-date SkiLMeeT online presence
- Support in event organisation
- Monitoring of the communication activities

To achieve the objectives of the plan, all members of the consortium participate in dissemination and communication activities. Partners are expected to enhance the online presence of SkiLMeeT by providing content for the project's website, newsletter, and social media. This contribution can take the form of proposing a LinkedIn post, tweet, or an article describing a SkiLMeeT output, with the goal of creating a constant flow of content regarding the project's actions. Finally, partners are welcome to pursue the widest possible exposure of the project by participating in events and conferences as well as through their publications (for websites, newspapers, magazines, etc.).

3. What to disseminate and to whom

To maximise the project's impact, SkiLMeeT produces both scientific and non-scientific outputs, tailored to its various target groups (see Table 1):

Scientific outputs:

SkiLMeeT targets the scientific community with datasets, indicators, research papers and subsequent journal articles, and policy briefs. These are available through the project's website and other channels (e.g. presentations at conferences, circulation through partners' networks).

These outputs may also be interesting for representatives of the policy community. The aim here is to spread the knowledge gathered in the project and confront it with other state-of-the-art research.

Non-scientific outputs:

SkiLMeeT targets the policy and stakeholder communities, including the general public, with accurate, evidence-based insights on skills shortages and gaps, and recommendations on how to address them, in a user-friendly language and format. Policymakers, think tanks, companies, and business and labour associations can use these outcomes to design training and upskilling programmes.

3.1. Target groups

SkiLMeeT identified seven target groups that may be interested in its research and outcomes: 1) the scientific community; 2) EU agencies and offices; 3) policymakers and public administration; 4) companies; 5) employer organisations, trade unions, and employee representatives; 6) civil society organisations; 7) citizens.

Table 1. SkiLMeeT's target groups and their needs

Target group	Needs
Scientific community	Deeper knowledge about the drivers of labour and skills shortages in Europe, better indicators of skill mismatch and shortages
EU agencies and offices	Institutions such as: Directorate-General of Employment, Social Affairs and Inclusion; Employment and Social Affairs Committee (European Parliament); EESC (the European Economic and Social Committee); ELA (the European Labour Authority); Cedefop (the European Centre for the Development of Vocational Training); Eurofound (the European Foundation for the Improvement of Living and Working Conditions); EU-OSHA (the European Union Information Agency for Occupational Safety and Health); ETF (the European Training Foundation); and EIGE (European Institute for Gender Equality) need: Comparable data and sound indicators on skills and labour shortages; Evidence-based viable pathways to reduce skills gaps
Policymakers and public Administration at national	Better understanding of the drivers of skills and labour shortages, Sets of comparable data and sound indicators on skills and labour

and regional level	shortages; Evidence-based pathways to narrow skills gaps
Companies	New and innovative solutions to address skill improvements/ reskilling/internal mobility at company level by training current employees and attracting new ones
Employers' organisations, trade unions and employee representatives	Labour organisations include ETUC (the European Trade Union Confederation), UNI Europa, ETUI (the European Trade Union Institute). Among business communities and employers' organisations, we intend to focus on entities such as BusinessEurope, Eurochambres (the Association of European Chambers of Commerce and Industry), SGI Europe, and SMEunited These organisations are seeking opportunities to influence policy to better address labour shortages
Civil society organisations	Our scope encompasses bodies such as CSE (Civil Society Europe), EAfA (the European Alliance for Apprenticeships), European Vocational Training Association, the European Youth Forum, the Lifelong Learning Platform, and EAEA (European Association for the Education of Adults). We will also strive to engage student organisations such as AEGEE (Association des États Généraux des Étudiants de l'Europe).
Broad public	With the rise of digitalisation and new jobs, workers are increasingly worried that their skills do not match the needs of a changing economy. These worries impact their job satisfaction and increase stress.

3.2. Networks and multipliers

The strategic use of networks and other communication multipliers is essential to the success of the project's communication, dissemination, and exploitation efforts. Thus, SkiLMeeT seeks to leverage the networks that its partners are members of, and the Advisory Board members' connections.

All consortium partners boast extensive national and international networks comprising universities, research institutes, social partners, labour market actors, policymakers, and other stakeholders across the EU and beyond. These networks serve as valuable platforms for disseminating project findings and engaging stakeholders. Below is a list of networks to which consortium members have access. This list will be further expanded to maximise SkiLMeeT's outreach potential.

- Eurofound's network of correspondents (LISER, IPS)
- ELMI Network of European Labour Market Research Institutes (LISER, IBS)
- IZA (Various individual researchers from SkiLMeeT)
- Leibniz Education Research Network (LERN) (RWI)

- DFG Priority Programme “Digitalisation of Working Worlds” (RWI)
- TPRI - Technology & Policy Research Initiative, Boston University (Utrecht University)
- EUWIN - European Workplace Innovation Network (IPS)

3.3. Synergies with other projects

SkiLMeeT aims to establish communication channels with similar EU, regional, and national projects and initiatives to create synergies and leverage those projects’ experience and knowledge. We actively monitor new projects for potential collaboration opportunities. SkiLMeeT seeks collaboration on dissemination, particularly with other EU-funded projects. Potential forms of collaboration include:

- Cross-referencing projects on each other’s websites
- Supporting each other through social media platforms by sharing news, event invitations, press releases, and dissemination activities through social media channels
- Co-organising events, involving SkiLMeeT researchers in events organised by similar projects

The nature of any collaboration will be determined through discussions with representatives of other projects. All partners will contribute to identifying local-level projects. Initial exploration of possible synergies may involve projects and initiatives which SkiLMeeT partners are already involved in or have easy access to. An indicative selection of initiatives is provided below.

Table 2. Indicative list of projects for potential synergies

Project	Type of Project
BRIDGES 5.0	Horizon Europe
WeLaR	Horizon Europe
SKILLPULSE	Fondazione Giacomo Brodolini
TRAILS: Enabling data analytics for actions tackling skills shortages & mismatch (our sister project)	Horizon Europe
SKILLAB: Monitoring The Demand And Supply Of Skills In The European Labour Market (sister project)	Horizon Europe
Skills2Capabilities	EU-Cofunded Project
Sharehouse	The Dutch Research Council NWO, Dutch Ministry of I&W, Taskforce for Applied Research SIA, the Dutch Topsector Logistics and TKI Dinalog

UPSKILL	Fonds National de la Recherche (Luxembourg)
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4. Communication and dissemination

The communication and dissemination strategy for SkiLMeeT uses a variety of channels and tools to reach a broad group of stakeholders, ensuring they are engaged early enough and consistently enough to make meaningful contributions throughout the entire duration of the project. The choice of channel and tool depends on the message and the audience.

The Communication Manager, Olga Markiewicz, is in charge of maintaining the project's visual identity with clear rules that support recognition, including the project logo, colour scheme, taglines, and templates and cover pages for research reports, papers, policy briefs and presentations. This gives SkiLMeeT recognisable and consistent branding. At the Kick-off Meeting, the Communication Manager informed all partners about the visual identity rules, which all partners will adhere to in their communication. The rules for acknowledging the European Commission's funding were also presented.

4.1. Visual Identity and Branding

SkiLMeeT has a distinctive visual identity and comprehensive brand book which provides guidelines on how to use various elements of branding such as logo, colours, fonts, and typefaces. The brand book is available to all partners via a common online folder.

The key elements of SkiLMeeT's visual identity and branding are presented below.

4.1.1. Logo

The SkiLMeeT logo features three overlapping circles that refer to the project's three areas of focus: skills, the green transition and digitalisation. The three colours used in the logo also refer to those trends, with the green circle symbolising the green transition, and the light blue circle referring to digitalisation.



The SkiLMeeT logo is available in seven graphic formats (.ai, .eps, .jpg, .pdf, .png, .tif, wmf) and in monochrome, grayscale, and white versions, to ensure a consistent look in different graphic environments. The minimum size of the SkiLMeeT logo is 15 mm.

Grayscale and monochrome versions of the SkiLMeeT logo:



4.1.2. Colour scheme

To ensure a consistent visual identity for the project, the following colour scheme should be used:

Table 3. The colour palette

C-100 M-0 Y-0 K-70	C-50 M-0 Y-100 K-0	C-100 M-0 Y-0 K-0
R-0 G-69 B-99	R-149 G-193 B-31	R-0 G-159 B-227
#004563	#95C11F	#009FE3

4.1.3. Fonts

To ensure consistency and further reinforce the project's visual identity, the partners are encouraged to use the logo typeface for their promotional materials whenever possible. The font used in SkiLMeeT is PT Sans.

4.1.4. Templates

To facilitate consistent branding, several templates have been prepared and are available for SkiLMeeT partners. These include:

- Letterhead
- PowerPoint template for presentations
- Templates for reports and deliverables

- Template for meeting agenda, call for papers
- Newsletter template (in Mailchimp)

4.1.5. Acknowledging EU funding

As established in the grant agreement, any communication activity related to SkiLMeeT (including in electronic form, via social media, etc.) must:

- display the EU emblem



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- include the following text:

"This project has received funding from the European Union's Horizon Europe Research and Innovation programme under grant agreement No 101132581. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Commission. Neither the European Union nor the granting authority can be held responsible for them."

4.2. Promotional materials

4.2.1. Leaflet

A leaflet (in English) will be created in April 2024 in line with the SkiLMeeT visual identity, containing key information about the project. It will be used to promote SkiLMeeT and sent out to stakeholders. The leaflet features a brief description of the project and its ambitions. It also provides information about the partners involved, together with the project's contact, website and social media details. Like all communications materials, the leaflet acknowledges the Horizon Europe funding.

4.2.2. Newsletter

To target policy-makers and other stakeholders, an e-newsletter is published every four months providing updates on SkiLMeeT achievements; announcing publications; summarising key findings and their policy implications; and promoting SkiLMeeT events. Nine newsletters will be published during the project implementation period. The newsletter may also feature special articles such as interviews with project stakeholders.

The e-newsletter is sent to all contacts in the project dissemination database, which is fed by the registration button on the SkiLMeeT website. Every issue is published on the website and publicised on the project's social media accounts. Project partners will also regularly communicate about SkiLMeeT in their institutions' own newsletters. The Communication Manager is responsible for preparing the e-newsletter, with the support and inputs of all partners. The first issue will be released by the end of April.

Issue 1 (April 2024) will feature these articles: A message from the Project Coordinator, Ronald Bachmann; an article presenting SkiLMeeT in a nutshell, a summary of the SkiLMeeT kick-off meeting; an article presenting one of SkiLMeeT's sister projects.

4.2.3. Infographics and visualisations

To ensure the accessibility of SkiLMeeT's results, we will use infographics, factsheets, and short videos. Our aim is to create 10 infographics and three short videos that briefly convey the key points of our findings. These resources will be shared on our website and social media platforms.

Through the end of March 2024 we have created two infographics: one that presents the areas of SkiLMeeT interests, and another showing the interdependencies between the work packages. Both are available on the website. This year we also plan to produce an explanatory video which shows what is being studied in SkiLMeeT.

4.3. The website

The project website, www.skilmeet.eu, was launched on 27 March, 2024, and serves as a hub for project communication, offering information on the objectives, work packages, and researchers engaged. The website will provide details on project activities, such as events, and outputs, including reports, policy briefs, and presentations. All project partners contribute content to the website, which is maintained by the Communication Manager throughout the project's duration.

The website is easy to navigate, responsive and compatible with various devices, and is optimised for search engines (SEO), making it easily discoverable. Google Analytics is used to measure traffic and gather data on the number of visits, sessions, and time spent on website, as well as visitor location. This data informs updates to the communication, dissemination, and exploitation strategy. Links to the project website will be featured on all project partners' websites and SkiLMeeT materials.

4.3.1. Site architecture

The site will evolve over time to accommodate the needs of the project and its audience as they change throughout the duration of SkiLMeeT. Such developments may include new sections, new graphics, and videos.

Landing Page:

- Short description of the project
- News section with the latest three news items
- Logos of all project partners
- Footer: Information about EU funding, privacy policy and social media icons

About:

- The Project: Infographic visualising the skill gaps and shortages that arise from digitalisation and the green transition. Longer description of project objectives with expected outputs and information on the Advisory Board
- Work Packages (WP): description of each work package
- Research Team: Bios and contact details to researchers participating in the project.

Publications [this section will gradually grow to include at the end]:

- 9 datasets and indicators
- 9 technical reports
- 15 research papers
- 11 policy briefs

Events – this section contains announcements of upcoming events and synopses of past ones:

- 2 scientific conferences
- 10 virtual seminars
- 2 roundtables

News:

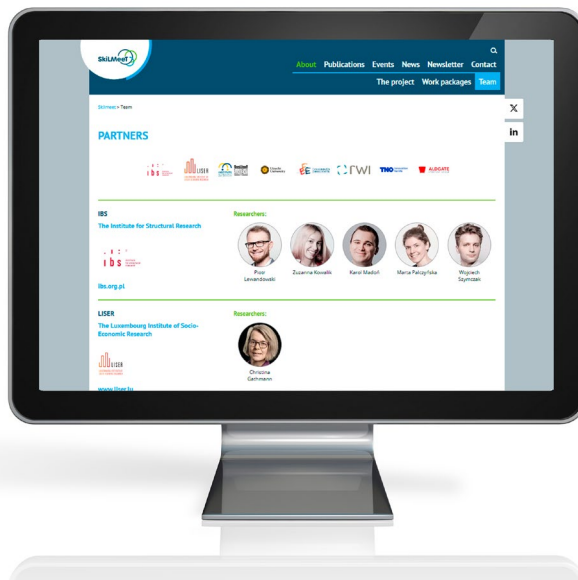
- So far 2 news items

Newsletter:

- This will feature SkiLMeeT's 9 e-newsletters

Contact:

- This section contains contact details to the SkiLMeeT Coordination Team and Communication Manager.



4.4. Media

4.4.1. Traditional media

Whenever SkiLMeeT publishes major research outputs or policy briefs, a press release will be prepared and distributed to journalists in English-language media. We particularly target EU-focused media such as Euractiv and Social Europe. The Communication Manager will collaborate with partners' media teams to ensure that the information about the project and its results can reach local media in national languages.

4.4.2. Social Media

SkiLMeeT has a comprehensive social media strategy that plays a crucial role in the project's broader communication activities. The primary goal of the strategy is to increase SkiLMeeT's reach and engage with as broad an audience as possible. SkiLMeeT targets not only researchers and other projects in the same field, but also policymakers and partners beyond the traditional scientific community such as educators, business and labour organisations, and individuals seeking to understand and address the challenges posed by the green and digital transitions. SkiLMeeT content will inform, excite, and move individuals to specific actions (reading and downloading SkiLMeeT papers and participating in events).

SkiLMeeT is present on X/Twitter and LinkedIn, two platforms where users seek professional content. We will use each platform's unique features and reach to (i) provide information about publications, outputs and events (ii) harness the amplification capabilities of social media to cultivate and expand a community of followers, and (iii) sustain ongoing interest in SkiLMeeT through a continuous stream of curated content related to the project and information from other initiatives, using practices such as tagging, keywords, hashtags, and reposting.

The social media strategy for SkiLMeeT is led by the Communication Manager, who is responsible for managing the project's social media presence, planning and posting content, and evaluating communication effectiveness (with key metrics including statistics on impressions and engagements).

An integral component of the social media strategy is the active participation of each consortium member, both individually and institutionally. By coordinating campaigns, SkiLMeeT can tap into members' networks to maximise the size, reach, and diversity of the project's follower base, as well as the depth of interaction on social media. In addition to leveraging consortium members' existing

networks, social media tools will be used to identify other organisations and policymakers likely to be interested in the project, enabling the creation of a curated list of target followers. Of particular interest are EU-level labour market organisations and public and private institutions in all countries focusing on skills and employment.

X/Twitter

X/Twitter is one of the most powerful social media platforms for academics, given the number of highly focused and influential networks of people who use it. SkiLMeeT's target X/Twitter followers include academics with a research interest in the labour market, as well as representatives of the project's target communities (policy-makers, social partners, industry and labour market organisations), journalists and the general public. The content posted on X/Twitter is primarily aimed at an academic and professional audience. This will be supplemented by informal posts with a wider reach. We expect to generate about one post per week; this can be increased, e.g. during events.

SkiLMeeT can be found on X/Twitter at [@SkiLMeeT](#).

LinkedIn

LinkedIn is particularly effective for engaging with stakeholders and policy-makers because of its focus on professionals. SkiLMeeT has a [LinkedIn account](#), whose primary purpose is to provide information about the project, its outcomes and events. Target LinkedIn followers are professionals with an interest in labour market challenges, digitalisation and the green transition. Posts will be published regarding the outcomes, and researchers' appearances at conferences. Several longer posts will be devoted to policy papers or commenting on current affairs from SkiLMeeT's perspective. Posts will be structured to maximise reach and engagement, including targeted use of hashtags and tagging of individuals and institutions.

4.5. Events

To disseminate its results, SkiLMeeT will organise several events targeting the research and stakeholder community. Moreover, SkiLMeeT researchers will also present their findings during conferences, webinars and workshops organised by research institutions and stakeholders.

4.5.1. SkiLMeeT virtual seminars

SkiLMeeT plans to host *10 virtual seminars*. These sessions will be scheduled upon the completion of significant outputs or the emergence of intermediate findings in Work Packages 3-5. They will serve as a platform to engage researchers from other national and international research initiatives, with a particular focus on other Horizon Europe projects.

In 2024 we will organise three seminars. The first one is planned for April/May and will feature presentations from SkiLMeeT and our sister projects: TRAILS and SKILLAB. The date and topic of the remaining two will be set later during one of our regular SkiLMeeT consortium meetings.

4.5.2. SkiLMeeT roundtables and webinars for stakeholders

SkiLMeeT will organise two roundtables in Brussels and three webinars for stakeholders. The objective of these events is to present project findings and gather feedback from stakeholders interested in the impact of technology and the green transition on skills. These interactions aim to establish feedback loops between project activities. Participants will be presented with assumptions, hypotheses and results and are expected to provide feedback, share best practices, and contribute to policy recommendations.

SkiLMeeT plans to hold its first roundtable on 30 September 2024.

4.5.3. SkiLMeeT conferences

Mid-term conference: We will organise a one-day mid-term conference in June 2025 to present preliminary results. This event marks an essential milestone for the ongoing engagement of stakeholders. Additionally, it offers an excellent opportunity to interact with other researchers and national and international initiatives studying labour markets and skills. We aim to introduce them to our research methods and data, showcasing their utility and fostering further research. The conference will feature special sessions on indicators, drivers, and pathways, ensuring focused discussions on SkiLMeeT's key topics. Our goal is to attract 100 participants in Sofia or Brussels.

Final conference: This one-day event will be organised in October 2026 to showcase research findings, policy recommendations, and proposals. High-level policymakers and renowned academics will deliver keynote speeches. Moreover, a poster session will target PhD candidates and junior researchers, encouraging their active participation. We aim to attract 100 participants in Brussels. Concurrently, we will organise a public debate open to all interested in the impact of technological

progress and the greening of the economy on skills gaps, upskilling, and training. This initiative will enable us to engage directly with the general public.

4.5.4. SkiLMeeT at other events

Presentations at European Union and other international institutions

We will investigate the practicality of arranging presentations for key Commission DGs or Parliament committees and of coordinating joint events, such as those involving the European Labour Authority, Cedefop, Eurofound, and the OECD.

Scientific Conferences

SkiLMeeT researchers frequently present their work at scientific conferences, often co-organising such events. These gatherings will serve as platforms to highlight SkiLMeeT's findings. Below is a tentative list of such events.:

- SAMF (German Association of Socioeconomic Labour Market Research)
- Jobs and Development Conference (co-organised by IBS)
- ELMI CONFERENCE “SECURING SKILLED WORKFORCES IN EUROPE”, October 2024
- EUWIN Conference on The Future of Workplace Innovation (1-3 October 2024 in Spain)
- Human-centred digital transitions and skill mismatches in European workplaces
- Cedefop [workshop](#) (11-12 December 2024)
- European Association of Labour Economists (EALE) Annual Conference
- European Society of Population Economics (ESPE) Annual Conference
- European Economic Association (EEA) Annual Conference
- American Economic Association (AEA) Annual Meetings
- Society of Labor Economists (SOLE) Annual Conference
- German Economic Association (Verein für Socialpolitik) Annual Conference
- International Workshop on the Applied Economics of Education (IWAE)
- International Sociological Association Congress and Forum
- Work, Employment and Society Conference
- Society for the Advancement of Socio-Economics (SASE)
- International Labour Process Conference (ILPC)
- Social Boundaries of Work

4.6. Publications

Publications constitute a crucial component of the SkiLMeeT dissemination strategy. Project findings will be disseminated through scientific papers targeting the academic and research communities, as well as non-scientific publications aimed at a broader audience.

4.6.1. Scientific publications

Scientific publications serve as vital channels for amplifying academic impact, with papers often presented at scientific conferences. SkiLMeeT will leverage its access to esteemed and extensive research dissemination networks, such as IZA Discussion Papers, to maximise the reach of its results. Fifteen SkiLMeeT research papers will be submitted to peer-reviewed scientific journals. Below is a tentative list of journals earmarked for the dissemination of scientific outputs.

- Economic Policy
- Environmental and Resource Economics
- European Economic Review
- Industry and Innovation
- International Journal of Manpower
- IZA Journal of Labour Economics
- Journal of Economic Behavior and Organization
- Journal of Labor Economics
- Journal of Economic Inequality
- Journal of Human Resources
- Journal of the European Economic Association
- Labour Economics
- Review of Environmental Economics and Policy
- Work, Employment and Society

Following the European Commission's guidance, the consortium embraces the principle of open access to scientific knowledge. SkiLMeeT outputs will be readily accessible to the public, hosted on the project website, partners' platforms, and third-party websites such as IDEAS/RePEc. SkiLMeeT research articles will be submitted to Open Research Europe, a leading open-access publishing platform. .

4.6.2. Non-scientific publications

In addition to scientific publications, SkiLMeeT will generate 11 policy briefs. These briefs will distil the project's findings into actionable policy recommendations. They will be accessible on the project website and disseminated to policymakers and media.

Throughout the duration of SkiLMeeT, the Communication Manager will collaborate with project partners to facilitate the creation of press releases and garner earned media coverage. The overarching goal is to enhance SkiLMeeT's visibility, not only by engaging new stakeholders but also by maintaining the interest of current stakeholders through periodic reminders of the project's significance.

Press releases will be produced for research papers and policy briefs, with a focus on explaining scientific findings to a general audience. While SkiLMeeT's communication is mainly in English, Aldgate will support project partners in their efforts to communicate with local media, including advice on targeting media, pitching stories and working with journalists.

SkiLMeeT will use infographics, developed case-by-case as project content emerges, to bolster its communication efforts.

All partners are responsible for identifying opportunities to reach out to journalists, both internationally/Europe-wide and in their home countries/languages. Such opportunities include writing op-eds, and building relationships with journalists who cover the issues that SkiLMeeT addresses, who may then reach out to project partners for comments when covering related issues.

4.7. Monitoring

The execution of this strategy is continually monitored. Regular evaluations enable Aldgate to gauge the efficacy of communication and dissemination efforts and to refine them as needed to enhance the project's visibility and outreach. Aldgate is responsible for monitoring SkiLMeeT's communication and dissemination activities, aided by the Project Coordinator TNO and project partners, who are expected to contribute by continually assessing the promotional and communication initiatives they undertake.

SkiLMeeT will use various metrics, outlined in the table below, to evaluate and measure the impact of communication and dissemination. These targets may be subject to adjustment based on experience, and additional metrics may be incorporated. All such metrics will be documented in the updated versions of the dissemination and communication plan (March 2025, December 2026).

Table 4. Dissemination and Communication Targets

Activity	Target value	Verification
Events		
Mid-term conference	100 participants (partly online)	Attendance list
Final conference in Brussels	100 participants (partly online)	Attendance list
Roundtables	2 events, 25-30 representatives of EU-level social partners	Attendance list
Virtual seminars	10 events, 30 participants (online)	Attendance list
Webinars for stakeholders	3 events for social partners, 25 participants each	Attendance list
Scientific output		
Peer-reviewed journal publications	15 research papers published as discussion papers, to be submitted to peer-reviewed journals	On website
Scientific reports	9 research reports; 15 research papers: 20 downloads per paper	On website
Datasets and indicators	9; 100 users	On website
Policy Briefs		
Policy briefs	11; reach 500 persons	On website, downloads
Communication materials		
Newsletter	3 per year, reach >150 persons	On website; downloads, mailing analytics
Project explanatory videos	3 core videos	On website
Project leaflet and data visualisation	Leaflet; 10 infographics	On website
Media and social media		
Mentions of project findings in media	>20 press releases, >10 mentions of project findings in traditional media, >50 media contacts	Publications on website, press clippings
Project website	>1,000 page views in year 4	Website data on visits/Google Analytics
Social media: LinkedIn, Twitter	Targets in year 4 are 300+ followers on both platforms; 120 posts on LinkedIn, and relevant tweets every 12 days	Social media accounts' data

5. Timeline and Implementation Plan

The SkiLMeeT dissemination strategy unfolds across four distinct stages:

Stage 1

Initiating at the project's launch, Stage 1 involves defining the project's visual identity, engaging key stakeholders, and fostering dialogue. This phase also focuses on elevating awareness of the project through the establishment of the website and use of traditional and social media channels. Emphasis is placed on general promotion, increasing visibility within the target stakeholder group, and stimulating interest in the project. This stage will end in December, 2024.

Stage 2

This stage centres on dissemination activities and aims at gathering feedback, engaging stakeholders, and fostering collaboration with other projects. Efforts are made to disseminate project outcomes and lay the groundwork for the adoption of conclusions and recommendations. Continuous stakeholder feedback is sought to ensure the relevance and feasibility of policy recommendations. Additionally, the project's findings are promoted in general interest publications. The online presence through the website and social media accounts is sustained, with updates to the Dissemination, Communication, and Exploitation Plan reflecting project learnings. This stage starts in January 2025 and ends in August 2026.

Stage 3

The third stage, occurring in the project's final months – from September 2026, features the culmination of project activities, such as the final conference, engaging researchers and stakeholders to distil lessons learned and recommendations. Partners actively facilitate knowledge sharing with related initiatives to maximise policy impact.

Stage 4

Following project completion in December 2026, Stage 4 involves the sustained promotion of SkiLMeeT results through project and partners websites and networks. All partners are expected to continue promoting the project outcomes through their networks and other means.

6. Conclusion

The ultimate purpose of SkiLMeeT is to produce practical, relevant policy recommendations that produce long-lasting, positive change in the lives of Europe's workers. We cannot generate those recommendations without engaging stakeholders, including the academic and policy communities, to the fullest extent possible, throughout the course of the project. This CDEP shows project partners how to achieve this.

We will update this Plan as the project progresses and we learn how various audiences – defined in terms of geography and professional field – respond to our efforts. Some methods will work better for certain partners than others, in ways that are difficult to predict right now, and as we gain experience we will adjust the plan accordingly. By applying this philosophy of continuous improvement to this Work Package, we will ensure maximum impact for every other WP.



Skills for labour markets in the digital and green transition

SkiLMeeT is a research project carried out by eight research institutions, exploring how the digital and green transformation of European economies are changing the demand for skills. We analyse the scope of skills shortages and mismatches, identify their drivers and propose innovative ways to reduce skills gaps.

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Funded by
the European Union

This project has received funding from the European Union's Horizon Europe Research and Innovation programme under grant agreement No 101132581.

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