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1.1 Executive Summary

The EU-CoWork Dissemination, Exploitation and Communication (DEC) Plan complements the Grant Agreement and describes the activities to be performed by the DEC Team (led by VUB). The DEC Plan defines policies and rules, aims and objectives, scope, actions and tools, and evaluation.

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1.4 Abbreviations

- DEC: Dissemination, Exploitation and Communication
- DO: Dissemination Objective
- EI: Expected Impacts
- EO: Exploitation Objective
- VUB: Vrije Universiteit Brussel
- CWP: Compassionate Workplace programme
- LTU: Luleå University of Technology
- HSE: Health and Safety Executive
- Uni Graz: University of Graz
- AEUB: Athens University of Economics & Business
- USFD: University of Sheffield



2 Introduction

2.1 About EU-CoWork

EU-CoWork will develop Compassionate Workplace Programs (CWPs) tailored to individual workplace characteristics and evaluate their effectiveness. EU-CoWork will co-creatively develop CWPs in 12 workplaces across 4 European countries (Belgium, Sweden, Austria and Greece), employing developmental evaluation and an international mixed methods process and impact evaluation. The EU-CoWork consortium wants to offer insights and building blocks to create work environments that ensure adequate and tailored support and policy to the mental and physical health and wellbeing of employees confronted with end-of-life (EoL) experiences such as grief, serious illness, loss and death and their colleagues.

The Dissemination, Exploitation and Communication (DEC) plan outlined below ensures that project findings, results and output are strategically valorised to achieve the most societal impact. The EU-CoWork DEC Plan complements the Grant Agreement.

2.2 About the EU-CoWork DEC Team

The DEC Team is composed of representatives from all project's DEC partners (IDEWE, HSE, and Sorgenetz) and representatives from all country partners (BE, UK, SE, AT, GR). The DEC team will closely collaborate with the Knowledge and Tech Transfer departments of the academic partners (VUB, USFD, LTU, UG, AUEB) and will coordinate all dissemination activities by all partners of the project and organize the meetings of the International Advisory Board (IAB) (see below).

The EU-CoWork DEC Team consists of the following people:

Table 1: DEC team members

Partner / organisation	Name
VUB (Coordinator)	Deborah De Moortel Chiara Verschaeren
HSE (Co-coordinator)	Jennifer Webster
IDEWE	Ellen Delvaux (back-up: Berend Van Wonterghem)
Sorgenetz	Daniela Martos
LTU	Malin Eneslätt, ahead of formal DEC partner
Uni Graz	Dzenana Pupic,
USFD	Charlotte Emmerson
AUEB	Eirini Nikandrou Leda Panayotopoulou Erifili Chatzopoulou

The DEC team may be further expanded as the project progresses and the table above will be updated each year.

2.2.1 Dissemination, Exploitation and Communication (DEC) Plan development

VUB and HSE will lead the creation and implementation of a detailed DEC plan. The DEC Plan will be reviewed annually and updated according to project evolvement. All new versions will be circulated to the consortium members. An annual progress report will also be produced by the DEC team. This is an annual report to measure the impact and interaction of the online dissemination activities (HSE and VUB). The EU-CoWork consortium will be given the opportunity to comment and contribute before adoption of every version of the DEC Plan.



VUB, IDEWE and HSE will ensure that all the activities planned in the full DEC plan (task 1) take place.

2.3 Expected impact and objectives

DEC is integral to European Union funded projects. Three specific exploitation objectives (ExOs) are defined:

- **ExO1:** To define and manage the IP portfolio and define the IP strategy.
- **ExO2:** to realize a business model and exploitation potential of the individual EU-CoWork partners.
- **ExO3:** To create international upscaling perspectives by engaging a community of stakeholders for the EU-CoWork project results.

Based on the exploitation objectives, The DEC team aims to maximise visibility of impact of the project and its results, and is built around achieving the following Expected Impact (EI):

- **EI 1.1.** Policy-makers and regulators are aware and well informed about environmental, socio-economic and occupational risk factors as well as health-promoting factors across society
- **EI 1.2.** Environmental, occupational, social, economic, fiscal and health policies and practices at the EU, national and regional level are informed to create sustainable and evidence-based policies.
- **EI 1.3.** Living and working environments in European cities and regions are healthier, more inclusive, safer, resilient and sustainable.
- **EI 1.4.** Citizens understand better complex environment and health issues, and effective measures to address them and support related policies and regulation.

The DEC plan is an operationalisation of the strategy to maximally achieve the expected impact and objectives.

3 International Advisory Board

The DEC Team will set up an International Advisory Board (IAB) that will advise the project throughout its lifetime (VUB). Several EU organizations representing employee interests and working around Occupational Safety and Health in Europe have confirmed their participation in the IAB. (See table below.)

The EU-CoWork DEC Team will establish an **International Advisory Board (IAB)** with relevant expertise that will convene **once a year** with the aim of gathering independent expert advice on the project, its DEC plan and progress of the DEC activities, and gather feedback on the results, insights, instruments and tools generated by the project. IAB members are requested to facilitate connections with relevant stakeholders in Europe and networks in their countries, supporting the DEC strategies of EU-CoWork and increasing its visibility. Finally, EU-CoWork will rely on IAB members to help promote the developed CWP's via their national and international networks. IAB members will have the opportunity to participate in joint international consortium events and activities, and exchange knowledge with an international and interdisciplinary network of researchers and stakeholders interested in Compassionate Workplace development and research. Confirmed members for EU-CoWork's IAB are: EU-OSHA*, IOSH, Austrian Health Promotion Fund*, Austrian Network for Workplace Health Promotion, Catholic Workers' Movement Styria (AT)*, and Hospice Austria. More stakeholder organizations across Europe are being invited, including , SEV (GR) and ECPC. Letters of support have been received from organizations indicated with an *.

The International Advisory Board consists of the following members:

Table 2: International Advisory Board members

Organisation	Country	Member
VUB (coordinator)	BE/UK	Libby Sallnow



European Agency for Safety and Health at Work (EU-OSHA)*	EU	Malgorzata Milczarek
Institution of Occupational Safety and Health (IOSH)	UK	tbc
Austrian Health Promotion Fund*	AT	Gert Lang
Austrian Network for Workplace Health Promotion	AT	tbc
Catholic Workers' Movement Styria*	AT	Martin Hochegger
Hospice Austria	AT	tbc
Scottish Partnership in Palliative Care	UK	tbc
Hellenic Federation of Enterprises SEV	GR	tbc
Finnish Institute of Occupational Health	FI	Jari Hakanen
Irish Hospice Foundation	IE	Amy Gibney
Co-Prev	BE	tbc

*The table above is provisional (at time of writing 30/04/2024) and will be updated once the IAB has been officially founded. More members may be added throughout the project and the table will be updated annually. Letters of support have been received from organizations indicated with an **

4 Exploitation

4.1 Reporting of exploitation

The exploitation of the EU-CoWork project results will take place at the scientific, societal and economic levels.

Scientific: A new evidence-based approach to health promoting workplaces around EoL experiences that is scalable and transferrable between sectors and industries in different countries in Europe. Output from the project will drive the interdisciplinary field on compassionate workplaces forward.

Societal: EU-CoWork will reduce burden in terms of human suffering, social exclusion, stigmatization of mentally and physically ill and distressed persons and their families through the development and dissemination of a novel approach to health promotion in the workplace focused on supporting EoL experiences. More resilient and supported citizens and communities around EoL challenges through individual spillover from outcomes realized at the individual level in the workplace.

Economic: reductions are expected in absenteeism and presenteeism, staff turnover, time to return to work, accidents and injuries in the workplace due to fatigue. Return on investment is expected in terms of employee loyalty and decreased reduction in productivity when employees are faced with EoL experiences.

5 Dissemination and Communication

5.1 Policies and rules

Unless it goes against their legitimate interests, each EU-CoWork partner must — as soon as possible — ‘disseminate’ its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium)”.

Regarding [Open Access](#), beneficiaries must ensure [Gold and Green access](#) (free of charge, online access for any user) to all peer-reviewed scientific publications relating to its results and “Regarding the digital research data generated in the action (‘data’), the beneficiaries must: (a) deposit in a research data repository and take measures to make it possible for third parties to access, mine, exploit, reproduce and disseminate — free of charge for any user; (b) provide information — via the repository



— about tools and instruments at the disposal of the beneficiaries and necessary for validating the results (and — where possible — provide the tools and instruments themselves)".

5.2 Communication Aim and Objectives

The main aim of the dissemination and communication activities is to realise the expected impact by maximising the visibility of and engagement with the project and its results. This document details how we will address the four communication objectives:

- **CO.1:** to maximize the outreach of project results
- **CO.2:** to maximize the visibility of the project and its results at a European scale
- **CO.3:** to establish a community of interested stakeholders
- **CO.4:** to maximize the potential for exploitation of the project results, through the use of state-of-the-art communication tools towards relevant stakeholder groups.

The purpose of dissemination is to engage, educate, generate discussion, drive more research, and change practice and policy. Patient and public involvement (PPI) principles will be applied throughout the project. Involvement of stakeholders from the start of the project will contribute to the quality, feasibility and eventual impact of the study. This document elaborates the dissemination and outreach activities of the project.

5.3 Dissemination scope

The dissemination strategies formulated in this DEC plan will be aimed at the following types of stakeholders: Employees, workplaces, unions and labour organizations, researchers, policy makers and regulators, and the general public. More may be added as the project progresses. [Table 3](#) gives a global overview of the dissemination, exploitation and communication activities, with their [respective target audiences](#).

Table 3: Table 3 Selected communication activities to reach the various identified stakeholders

Type of activity	Employees	Companies	Unions & Labour Orgs.	Researchers	Policy makers	General public	workplace health promotion services
D: Papers in high-impact journals				X			
D: Conference papers				X			
D: Scientific workshops				X			
D: EU-CoWork final conference	X	X	X	X	X	X	X
E: Stakeholder events		X	X		X		X
E: Policy recommendations					X		X
C: Website	X	X	X	X	X	X	X
C: Newsletter	X	X	X	X	X	X	X
C: Social media	X	X	X	X	X	X	X
C: Public lectures	X			X		X	X
C: Science Bar	X	X	X	X	X	X	X
C: Press releases	X	X	X		X	X	X

An exercise using a Power Influence Matrix to identify key stakeholders (figure 1) was performed jointly by the consortium and its Advisory Board at the consortium meeting held in Lulea 5 March 2024 – 7 March 2024.



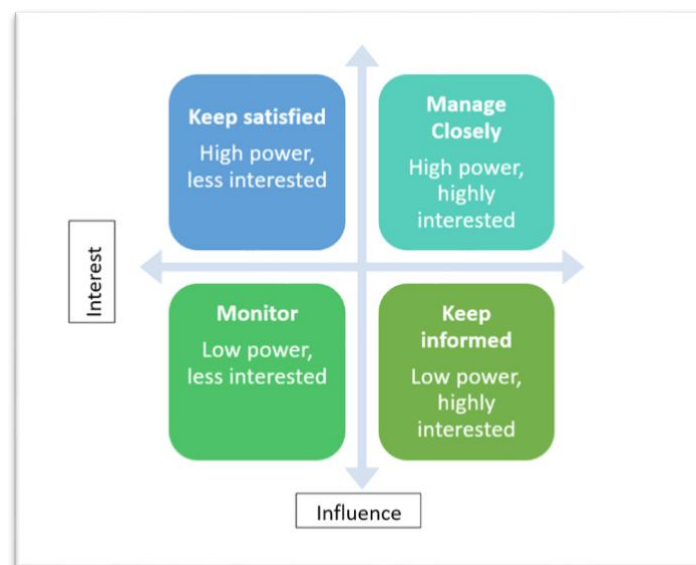


Figure 1: Power Influence Matrix

The purpose of the exercise was to establish what existing (stakeholder) links its members currently have access to at the International, and the National level, and those links that they would like to develop. The exercise also encouraged the consortium to take a strategic approach with stakeholder management by recognising that some stakeholders will have less interest and influence than others (Table 4). Dissemination partners began to identify relevant stakeholders in their respective countries, and they are encouraged to use the power-influence matrix as they develop their stakeholder engagement. Table 4 will be adjusted during the project, since the stakeholders might change depending on the phase of the project.

Stakeholder engagement will be sought using participatory approaches and stakeholder groups will be set up in every country. Dissemination partners will be encouraged to consider the power-influence of their stakeholders as apart from their stakeholder groups playing an important role in co-designing the interventions/programmes, it will also support their strategy for their utilisation and longer-term implementation.

Table 4: Stakeholders at International, Cross National and In-Country level

	International	Cross National	In-Country
Keep satisfied	Public Health Palliative Care International WHO	PEROSH EU-OSHA EU-Sponsor	
Manage closely		European Health and Digital Executive Agency	Employers Healthy Austria Fund / Workplace Health Promotion Division (AUT) Austrian Network for Workplace Health Promotion (AUT)
Keep informed	International Coaching Association (ICE)	European Association on Work and Organisational Psychology	Prof. Cary Cooper's Industry Group (UK) Employers (STAD Leuven – VUB/BE)



		European Association for Occupational Health Psychology European Public Health Association European Association for Palliative Care	Employees VVSG (Association of Flemish cities and municipalities) CO –PREV (umbrella organisation of occupational health services in BE) Cancer Patient organisations Family organisations Mantelzorgnetwerk (BE) Austrian Chamber of Labour (AUT) Austrian Confederation of Trade Unions (AUT) Hospice Austria / Umbrella organisation (AUT) Catholic Labour Movement Styria (AUT) “unicare “ of the University of Graz / Centre for the compatibility of care and gainful employment (AUT)
Monitor			

At the inaugural meeting in Lulea, it was identified that Cross-Nationally, the Dissemination partners would like to make contact with the European Occupational Safety and Health Agency (EU-OSHA, <https://osha.europa.eu>), AGE PLATFORM (<https://www.age-platform.eu>) and EU TOPIC. Within each country, the dissemination partners identified potential stakeholder groups, some were identifiable (from the UK, national charities with an interest in palliative care – Sue Ryder, Marie Curie, Douglas MacMillan, Age UK and grief charities such as Cruise, The Samaritans and UK Bereavement Coalition) and others more generic such as in-country organisations responsible for health promotion, green transition, occupational health groups, hospice associations, employee representative groups, industry associations and Central Government Departments or Agencies responsible for labour and/or work.

5.3.1 Dissemination Objectives

Three specific dissemination objectives (DOs) are defined to inform the scientific community about the project results. We aim to publish in Open Access, Green and Gold international journals, as per the European Union publication policies outlined above, but also in national topic specific journals. In addition, we aim to provide oral and poster contributions to international conferences related to the fields covered by EU-CoWork. The stakeholders of the project potentially interested in further dissemination of project results are defined in Table 5.

- **DO.1.** Disseminate through publication in high impact international and national journals.
- **DO.2.** Disseminate to and interact with all scientific stakeholders through active contributions at international conferences.
- **DO.3.** Disseminate to and interact with all scientific stakeholders through own organized events: an end-of-project conference.



Table 5: Overview of expected dissemination outputs of EU-CoWork

DISSEMINATION TOOL	MEANS TO MEASURE IMPACT	MINIMUM TARGET
Papers in int. journals	Number of papers published from EU-CoWork	15
Papers in nat. professional journals	Number of papers published from EU-CoWork	7
International conferences	Number of participants in the conference Number of conference presentations about EU-CoWork	200-300 participants At least 15
Organized Workshops	Number of participants	40-80 participants
End-of-project conference	Number of participants	500 participants

We also plan to do non-scientific dissemination, by presenting at national stakeholder events (for example, in the Belgian context: Nationale Dagen Arbeidsgeneeskunde, Prenne, HRM conferences ...). We present an overview of regularly used channels per participating country:

1) Belgium:

- Digital and paper newsletters IDEWE / VUB
- Social media accounts IDEWE and Compassionate Communities Centre of Expertise (COCO)
- National Congresses and Events (e.g., Prenne – trade fair for prevention advisers, Nationale Dagen – yearly congress of occupational health physicians in BE)
- National HR-magazines and magazines on prevention at work (e.g., ZigZag-HR, PeopleSphere, Veiligheidsnieuws)
Extra communication organised around thematic days (e.g., Nov 1st – day of mourning, June 23, day of informal caregivers, ...)

2) Sweden:

LTU will be active on LinkedIn posting updates about the project and advertising events and conferences, and will also use the following channels:

- Communication channels of workplaces (e.g. websites, social media)
- Local popular science presentations (e.g. "Science pub", science fairs, events at Vetenskapens Hus)
- LTU digital newsletters / online "news stories"
- National/local congresses and events
- National magazines on work-related health, work environment and HR (e.g. Dagens Arbetsmiljö, Allt om arbetsmiljö, Tidningen Arbetsliv)
- Dissemination together with national organizations for health and safety at work

3) Greece:

- National HR-magazine (e.g., HR Professional)
- AUEB digital newsletters and newspaper (e.g., OPA News, Departmental Newsletters)
- LinkedIn accounts of AUEB and the involved researchers
- Web page of AUEB
- Participation/Presentation in the Greek Association of HR Professionals Annual Conference
- Participation/presentation in National Conferences on Health and Safety in the workplace (e.g., 4th National Conference on Health and Safety in the workplace)
- Collaboration with national organizations for health and safety at work (e.g., EL.IN.Y.A.E)



4) UK:

- USFD will be active on X and LinkedIn posting updates about the project and advertising events and conferences, Karina Nielsen has got more than 2500 connections on LinkedIn and more than 1000 followers on X.

HSE will use the following channels for dissemination:

- Dissemination through PEROSH wellbeing committee (a network of 14 European Occupational Safety and Health institution)
- Active management of the EU-CoWork LinkedIn group
- HSE e-bulletins sent to over 70,000 subscriber organisations
- Participation at the Health and Wellbeing at Work and Chartered Institute of Personnel Directors conferences.
- Presentation of NEBOSH workplace stress workshops held every two months
- Dissemination to other Government Departments in the UK through our wellbeing network.
- Article(s) in trade journals with an interest in wellbeing (e.g. Safety & Health Practitioner SHP)

5) Austria:

There is the opportunity to present (interim) results to professionals at the annual network meeting of the Austrian Organisation for Workplace Health Promotion. All media (newsletters, websites, etc.) of the Austrian Network for Workplace Health Promotion, the Healthy Austria Fund, the Sorgenetz Association and the University of Graz can be used for communication with the professional audience, the scientific community and the public. The ongoing media work (print & social media) is carried out by the Sorgenetz association and the University of Graz with the established media partners.

There is the opportunity to communicate findings and project topics to a transdisciplinary community (politicians, funding bodies, people involved in health promotion and care contexts) at the annual care conferences organised by the Sorgenetz association and to contribute to an international (Switzerland, Germany, Austria) care network coordinated by the Sorgenetz association.

Together with the local stakeholders, it is also planned to organise 1-2 larger transdisciplinary network meetings on the topic of compassionate workplaces during the course of the project. An event format under the motto "Science meets the public" on the topic of "Dealing with loss, dying, death and grief in companies" could also meet with great interest in Graz and/or Vienna.

5.4 Actions and tools

All project dissemination must be reported to, and recorded by, the Dissemination and Communication management team who will maintain a record of all dissemination activities. This will include reports relating to dissemination activities of consortium partners. These reports will be circulated within the Consortium [by the project coordinators](#) and reported to the European Commission accordingly. Dissemination material will be shared on the intranet (EU-CoWork OneDrive sharepoint).

The Project Officer of the EU offers different dissemination and exploitation channels:

1. CORDIS website: public project information and source of editorial content for the European Commission, increasing the visibility of your results
2. Horizon Results Platform: a matchmaking tool -publish and promote your key exploitable results to investors, stakeholders, policy makers, potential partners
3. Horizon Results Booster: free consulting services to further help you in your dissemination and exploitation activities (e.g. clustering of projects for common dissemination, enhanced exploitation plans, business plans for R&I results and commercialisation services)

All consortium partners are encouraged to use these tools when disseminating their results.



Moreover, messages will take multiple forms based on the target audience, taking language appropriateness into account. Guidelines on this will be further developed by the DEC team. The guidelines for the differential communication strategy for each target audience will be inspired by the power-influence matrix.

5.4.1 Acknowledgement

All dissemination of the EU-CoWork project will include the EU emblem and the following text:



This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No 101137223.

We refer to the EU-CoWork [Project manual](#) or specific publication and authorship rules to be followed by the EU-CoWork consortium.

5.4.2 Visual identity

In order to ensure a consistent and recognisable visual identity of the EU-CoWork project, a corporate style will be developed. This includes standard templates for MS PowerPoint title slides and official letter headings in MS Word. For these, the EU-CoWork colour scheme should be used. (See Annex 1 and 2.) Both a vertical and horizontal logo of the EU-CoWork logo may be used, as shown in Figure 2 and 3. All EU-CoWork visual templates will be found in the 'WP 8 DEC' folder on the EU-CoWork Sharepoint: link to [Folder with EU-CoWork logos](#)



Figure 2: Vertical EU-CoWork with text and without text logo.



Figure 3: Horizontal EU-CoWork logo



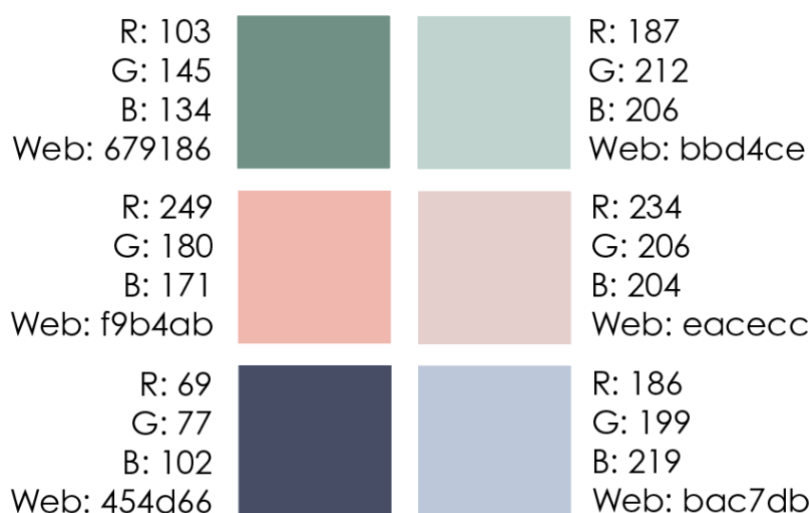


Figure 4: EU-CoWork color palette

5.4.3 Project website

The EU-CoWork project will be supported by a website (temporary link: <https://eu-cowork.paddlecms.net>). The website will function as a “digital business card” for other researchers, interested and/or participating workplaces, and all others who are interested. The website content will be updated by the DEC Team throughout the project. The website will contain seven main pages (home, about (with our mission, our partners), announcements, participating workplaces, contact) that will ensure all relevant information can be easily found by all stakeholders that will potentially visit. Infographics will be produced to clearly depict the project. The website will be indexed so content can be easily searched. The website will also include an overview of the consortium, an information page about the what, why and how of the project, an events page where we will announce project events (e.g., stakeholder events), a documentation page where we will make our papers and presentations downloadable while respecting journal embargo restrictions, and an archive of our newsletters. The website will be linked to the websites of each consortium partner to maximize visibility.

The Website will be supplemented by Google Analytics to be used for website usage monitoring.

5.4.4 Online EU-CoWork platform

An online platform will be created, at the end of the project, that gathers all the output of the EU-CoWork project, such as the inspiration guide, implementation guidelines for facilitators, scientific articles, etc. These documents will be available for download on the online platform. This online platform can be integrated into the EU-CoWork project website (see 5.4.3).

5.4.5 Social Media

5.4.5.1 LinkedIn

HSE created a **LinkedIn** page “EU-CoWork Developing Compassionate Workplaces” where we share quick news about our project, such as job openings, published papers, and conference participations. The DEC Team will identify key stakeholders in each country and invite them to follow this page.

When posting news content, all partners and Hadea will be tagged, so that our partners can easily repost the content, to ensure maximum visibility.



5.4.6 A periodic e-newsletter

A 6-monthly newsletter (HSE and VUB) will be disseminated through the EU-CoWork LinkedIn (HSE). We will build our contacts portfolio by using the individual partners' LinkedIn following and by announcing the newsletter on the EU-CoWork project website.

Based on the analysis of the DEC team, we have chosen to distribute our newsletter through LinkedIn rather than email. Past experience has shown that newsletters sent via email to subscribers typically receive limited attention.

HSE and VUB will collaborate on creating a periodic newsletter. The content will be divided into smaller segments, allowing us to share them as LinkedIn posts. All the posts (i.e. newsletters) will be archived on our website for easy access and reference.

The newsletter serves to update individuals on EU-CoWork activities and project results where available.

5.4.7 Press releases

We foresee 1 press release per country per year. For consistency the following format will be adopted:

- Contact information and 'For Immediate Release' at the top.
- Title and italicized subheading to summarize the news.
- News location and news peg in opening line.
- Two to three paragraphs to add context and additional details. This should tell the reader who this release is about, what is happening, where is it happening, when is it happening and why it is important.
- Bulleted facts and/or figures and end with an evocative quote from the institution and/or participating organisation.
- EU-CoWork and in-country partner description at the bottom.

A press release was disseminated after the launch of the project, highlighting the project's aims and objectives and introducing the consortium. Another press release will be disseminated at the end of the project to highlight the project's results and recommendations. Additional press releases will be considered over the duration of the project based on project results and linked to "relevant" calendar dates and events (such as World Mental Health day).

Table 6: Notable dates

January	February	March	April
	4 th World Cancer Day (I)* 29 th Equal Care Day (E)* National Care Givers Day (UK)	8 th International Women's Day (I) 6 th – 12 th Dying Matters (UK) 13 th – 19 th Mental Health Week (UK)	7 th UN Health Day (I) 28 th World Day for safety and health at work (I)
May	June	July	August
1 st Labour Day (I)	2 nd Cancer Survivors Day (I) 12 th – 18 th Loneliness Awareness Week (UK)		8 th Grief Awareness Day (UK)
September	October	November	December
	6 th European Carers Day (E) 12 th World Hospice Day (I)	23 rd Carers Rights Day (UK)	2 nd – 8 th National Grief Awareness Week (UK)



	16 th Festival of Grief (E) European Day of Mourning (E) World Compassionate Communities Day (I) 29 th International Day of Care and Support (I)		
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(I = International awareness days; E = European awareness days)

5.4.8 Events

Throughout the project, we will organize 5 stakeholder events (online, hybrid and/or offline) to present the project results to companies, organizations and policy makers across Europe and maximize awareness and uptake of our CWP program across countries, sectors and population groups. The events are set up as knowledge transfer events but also as networking events to convince as many stakeholders as possible across Europe to develop implementation strategies based on our CWPs.

The consortium plans to organize 4 events dedicated to the project. These events can take different formats, such as workshop in international or national conferences, or self-organised events. Over the course of the project the following events take place:

1. The role of compassionate communities in public health palliative care (year 1, host: VUB);

A stakeholder event “Inspiration Day of Compassionate Communities” was held on the first of February of 2024 at the VUB. The inspiration day was aimed at representatives from cities and municipalities, representatives of organizations from civil society, schools, people from the welfare and healthcare sector, and anyone interested in the theme of compassionate communities. With all these participants, we exchanged existing knowledge and work together in workshops to develop solutions.

2. The influence of care regimes on workplaces in Europe (year 2, host: UG/LTU);
3. Developing and evaluating European Compassionate Workplaces (year 3, host: USFD);
4. The impact of Compassionate Workplaces on employees and organizations (year 4, host: UAEB).

Finally, we will organize **a final stakeholder event** at the end of the project, where we will bring academics, stakeholders and the general public together to debate about the project results. The event will take place in Brussels and will be organized with the support of the VUB Science Communication Department. This final stakeholder event will coincide with the end-of-project scientific and policy conference of EU-CoWork (see 5.4.9).

5.4.9 Scientific and policy conference

An end-of-project event will also be organized by VUB, supported by HSE and all other partners in the project. The conference will be held in the city of Brussels. The program will be focused on the topic of Compassionate Workplaces, covering a set of presentations by the researchers in EU-CoWork, extended with a set of presentations by external speakers. The event contains an invited keynote lecture (min. 1 hr) of a well-known researcher in the field and an invited keynote lecture of a representative of a key European organization for policy making. The conference will address key European stakeholders, including policy makers & regulators, labour organizations, and researchers. The EU-CoWork end-of-project conference can be connected to an existing international conference on palliative care, public health or occupational health.

5.4.10 Public lectures

2 Webinars or public lectures will be organised per partner, i.e. 16 in total for employees, researchers and the general public.



5.4.11 Position paper

A position paper will be written with policy and awareness recommendations and a press release about this paper (IDEWE, HSE, VUB with input from all partners)

5.4.12 EU COWORK program, an inspiration guide and implementation guidelines for workplaces

Implementation guidelines for the EU-CoWork Compassionate Workplaces Program (VUB, USFD + DEC management team) will be developed. For the latter, the team will utilise opinion leaders and knowledge brokers in the area to capture and interpret both lay and professional understandings across the different partner countries to ensure the development of culturally sensitive and responsive guidelines.

We will involve the IAB in the development of the recommendations for implementation of the Compassionate Workplaces Program beyond the context of the project (VUB, USFD).

5.4.13 Scientific output

Furthermore, all research partners (VUB, LTU, UG, USFD, AUEB) will be responsible for the completion of their specific dissemination tasks and achievement of their dissemination goals set in the DEC plan. These will include completion of PhD dissertations, international publications, national publications, conference presentations, organization of events to interact with scientific stakeholders. All project partners will instigate new, and build upon existing relationships with all interested public bodies and workplace and labour organizations.

5.4.14 WISEWORK-C Cluster activities

The Cluster of five occupational health projects funded by the EU, known as WISEWORK-C, will also be used as a tool for the dissemination of EU-CoWork. On the first of May (labour day) a press release will be organised, in which we mention EU-CoWork and the EU-CoWork project website. A separate DEC plan for WISEWORK-C will be developed by the Cluster members.

6 Evaluation

All project dissemination must be reported to, and recorded by, the Dissemination and Communication management team who will maintain a record of all dissemination activities. This will include reports relating to dissemination activities of consortium partners. These reports will be circulated within the Consortium by the project coordinators and reported to the European Commission accordingly. Dissemination material will be shared on the EU-CoWork sharepoint.

Table 7: WP8 Deliverables

D8.1	D20	Press release	31 Jan 2024
D8.2	D21	Dissemination, Exploitation and Communication (DEC) plan	30 Apr 2024
D8.3	D22	Social media accounts	30 Jun 2024
D8.4	D23	E-newsletter	30 Jun 2024
D8.5	D24	E-newsletter 2	31 Dec 2024
D8.6	D25	E-newsletter 3	30 Jun 2025
D8.7	D26	E-Newsletter 4	31 Dec 2026
D8.8	D27	E-newsletter 5	31 Dec 2027
D8.9	D28	E-newsletter 6	31 Dec 2028



D8.10	D29	Communication and dissemination reports	30 Jun 2025
D8.11	D30	Communication and dissemination reports 2	31 Dec 2026
D8.12	D31	Communication and dissemination reports 3	31 Dec 2027
D8.13	D32	Communication and dissemination reports 4	31 Dec 2028
D8.14	D33	Scientific stakeholder interaction event	30 Jun 2024
D8.15	D34	Scientific stakeholder interaction event 2	31 May 2025
D8.16	D35	Scientific stakeholder interaction event 3	31 May 2026
D8.17	D36	Scientific stakeholder interaction event 4	31 Mar 2027
D8.18	D37	Conference/seminar/virtual event	30 Nov 2027
D8.19	D38	End-of-Project international conference	30 Nov 2028
D8.20	D39	Report on CWP's	30 Nov 2028
D8.21	D40	Position paper	30 Nov 2028
D8.22	D41	Policy recommendations	30 Nov 2028
D8.23	D42	Online EU-CoWork platform	31 Dec 2028
D8.24	D43	Peer reviewed publications	31 Dec 2028
D8.25	D44	International conference presentations	31 Dec 2028
D8.26	D45	EU-CoWork program and implementation guidelines for workplaces	31 Dec 2028
D8.27	D46	At least 4 PhD dissertations	31 Dec 2028
D8.28	D71	Public website	30 Jun 2024



7 Annexes

7.1 Annex 1 – PowerPoint Presentation Template



EU-CoWork
Developing Compassionate Workplaces

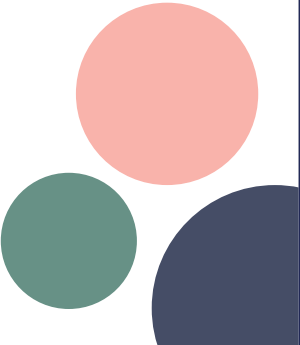
Presentation template

By Chiara Verschaeren



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 101137223.



7.2 Annex 2 – Word Template



EU-CoWork
Developing Compassionate Workplaces

Document Title

Subtitle

Date



This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No 101137223.

Heading 1

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