



D6.4 Communication and Dissemination Plan

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Table of Content

Abstract	7
1 Introduction	8
2 Visual identity	9
2.1 Project logo	9
2.2 Funding statement and disclaimer	10
2.3 Templates.....	10
2.3.1 <i>Presentation</i>	10
2.3.2 <i>Deliverables</i>	11
2.3.3 <i>Minutes</i>	12
3 Dissemination and communication strategy	13
3.1 Target audience	13
3.2 Communication channels.....	14
3.3 Key project results and expected impact	15
3.4 Tools and Channels	16
3.4.1 <i>Website</i>	17
3.4.2 <i>Social media</i>	18
3.4.3 <i>Newsletter</i>	18
3.4.4 <i>Flyer and brochures</i>	19
3.4.5 <i>Publications</i>	20
3.4.6 <i>Events and workshops</i>	20
3.5 Plan of DEC actions	20
3.6 Schedule of DC activities	22
4 Evaluation of the DEC activities	24
4.1 Evaluation M1-M12	25
4.2 Evaluation M13-M36	26
Conclusion	27

List of Tables

Table 1:	Colour codes of the HBI C-Flex project used in various templates and for DEC tools	10
Table 2:	Communication channels, tools and activities for the HBI C-Flex target groups	15
Table 3:	Preliminary stakeholder analysis and correlation with key results and impact ...	16
Table 4:	Preliminary plan for DEC activities during HBI C-Flex	21
Table 5:	Preliminary schedule for the DC activities	23
Table 6:	KPIs to measure the success of the DC activities.....	24
Table 7:	KPI for visibility and knowledge transfer of the HBI C-Flex project	25

List of Figures

Figure 1:	HBI C-Flex project logo	9
Figure 2:	HBI C-Flex PowerPoint presentation template	11
Figure 3:	HBI C-Flex word template for deliverables	12
Figure 4:	HBI C-Flex template for meeting minutes	12
Figure 5:	Introduction page of the HBI C-Flex website	17
Figure 6:	Screenshot of the LinkedIn page header.....	18
Figure 7:	First page of the HBI C-Flex newsletter.....	19
Figure 8:	Double-sided view of the first foldable HBI C-Flex brochure.....	20
Figure 9:	Company affiliation of participants from the online workshop held in February 2025	26

Abbreviations and acronyms

DC	Dissemination and Communication
DEC	Dissemination, Exploitation and Communication
EC	European Commission
EU	European Union
HBI	Hot Briquetted Iron
IIMA	International Iron Metallics Association
KPI	Key Performance Indicator
MUL	Montanuniversitaet Leoben
REA	European Research Executive Agency
RTO	Research and Technology Organisations
SAB	Supportive Advisory Board
TU BAF	Technische Universtitaet Bergakademie Freiberg
WP	Work Package

Abstract

This deliverable provides an overview of the Communication and Dissemination Plan of the HBI C-Flex project. The document describes the visual identity, which includes a logo, colour scheme and templates for deliverables, meeting minutes, and presentations. This was created to differentiate the HBI C-Flex project from other projects and to ensure a consistent project appearance in all communication and dissemination channels.

The unique interests of every target groups are carefully taken into account in the DEC strategy to ensure comprehensive and productive public relations over the duration of the project. The tools and channels used during the project, e. g., the website, the linkedin account, newsletters, brochures, are outlined and introduced. Physical communication venues include workshops, events, trade shows and guided tours.

The concept of the communication and dissemination plan was approved by the consortium members and all partner play a key role in the DEC strategy. This plan is a living document that will be revised and closely watched over the course of the project. Changes can be implemented as soon as they occur.

1 Introduction

The HBI C-Flex project aims to determine the influence of various parameters on the reactivity and reoxidation behaviour during hot briquetted iron (HBI) production, storage and transport. This topic therefore addresses many stakeholders. To ensure that each target group is addressed accordingly and provided with the key information, a dissemination and communication plan is required. This well-thought-out strategy is important to increase the visibility of the project results and to stimulate discussions with various interest groups.

This deliverable presents the communication and dissemination activities for the HBI C-Flex project, providing an overview of the planned action during the project. The document outlines the tools and channels used, identifies the target groups and proposes a timetable for the activities. All project partners are committed to maximise the potential impact of the project outputs in terms of its dissemination to relevant stakeholders including society, industry, technology providers, authorities, etc. Throughout the project, the DC plan is an evolving document, which is updated and continuously monitored. If changes arise during the project, they can be incorporated.

2 Visual identity

To distinguish HBI C-Flex from other projects a visual identity has been established including a logo, a colour scheme as well as templates for presentations and documents. The logo and colour scheme will be applied in all promotion materials, documents, and tools, in order to create a consistent project appearance throughout all communication and dissemination channels. A funding statement and disclaimer must acknowledge the support of the EU and display the European flag with the funding statement. The further chapters provide details of the branding tool kit and describe the templates used for presentations, deliverables, and meeting minutes in more detail.

2.1 Project logo







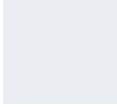

During the writing of the proposal process, a logo (Figure 1) was designed to facilitate the identification of the project. The logo consists of a picture with a magnifying glass inspecting an HBI briquette with various parameters indicated in the magnifying glass and the project title next to it.



Figure 1: HBI C-Flex project logo

The font and the drawing of the logo follow a blue and grey colour scheme. Accordingly, the various templates, newsletters and folders use the same colour scheme. Table 1 displays the applied colours and lists the corresponding hexadecimal colour definition and RGB colour space.

Table 1: Colour codes of the HBI C-Flex project used in various templates and for DEC tools

Colour	Code	Colour	Code
	#3D3D3D R 61 G 61 B 61		#003B63 R 0 G 59 B 99
	#747474 R 116 G 116 B 116		#1F5F8B R 31 G 95 B 139
	#A6A6A6 R 166 G 166 B 166		#7AAEE0 R 122 G 174 B 224
	#EAEDF2 R 234 G 237 B 242		#8EC3F5 R 142 G 195 B 245

2.2 Funding statement and disclaimer

Communication and dissemination activities of the project (e.g., flyers, posters, presentations, social media, etc.) must acknowledge the support of the EU and display the European flag with the funding statement. Every publication or presentation related to the project is endorsed with the following disclaimer:

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.

2.3 Templates

Templates for presentations, deliverables and meeting minutes were created to provide consistency across the project. The colour scheme and fonts are aligned with the logo. All deliverables must be submitted using this layout and the template for presentations should also be used for presentations of the project or project results.

2.3.1 Presentation

The HBI C-Flex presentation template uses colours and fonts matching the project logo. The template will both be used for internal presentations at consortium meetings and external presentations at conferences or fairs presenting news and information about the project. On

the title slide, the logo of the presenter's company will be displayed. The last slide features logos from each project partner as well as the company logos of the supportive advisory board (SAB). Figure 2 shows the title slide, the agenda slide, an intermediate slide with heading, and the last slide.



Figure 2: HBI C-Flex PowerPoint presentation template

2.3.2 Deliverables

Figure 3 displays the first three pages of the HBI C-Flex word template for deliverables. The first page contains the project logo and the title of the deliverable as well as information about the project partner, the author, the document version, and the date. The second page provides further details on the project and the corresponding deliverable. The third page shows the editing history of the document and the disclaimer.

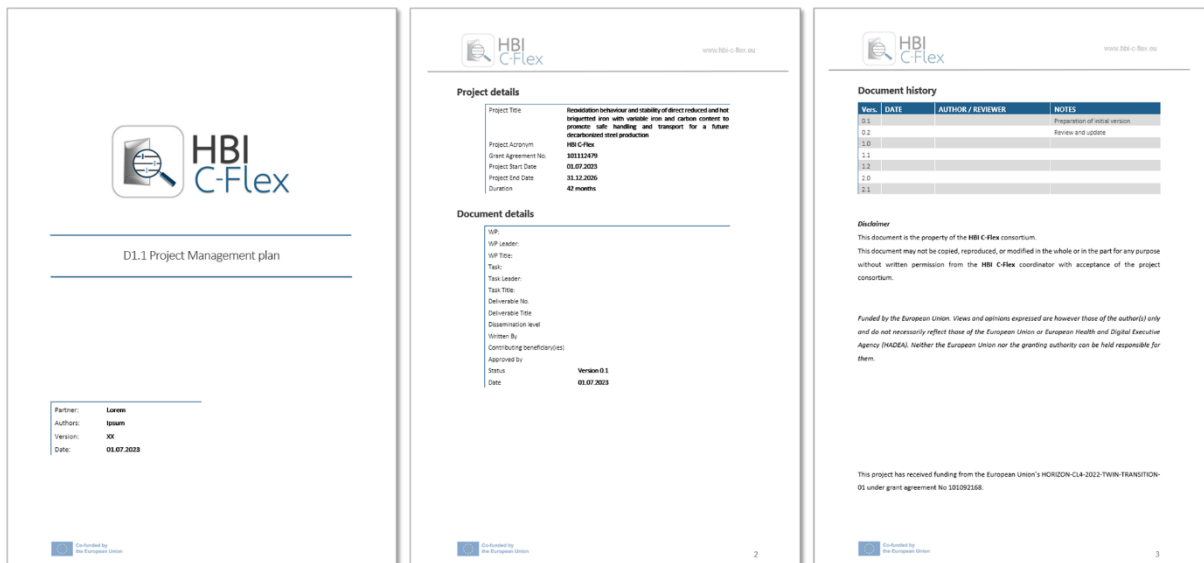


Figure 3: HBI C-Flex word template for deliverables

2.3.3 Minutes

Meeting minutes are kept for all meetings. To ensure a consistent appearance, a template is also provided for this purpose. Figure 4 depicts the first three pages. The first page contains the logo, title, and meeting details. Participants and the agenda are listed on the second page, followed by the minutes of the meeting on the subsequent pages.

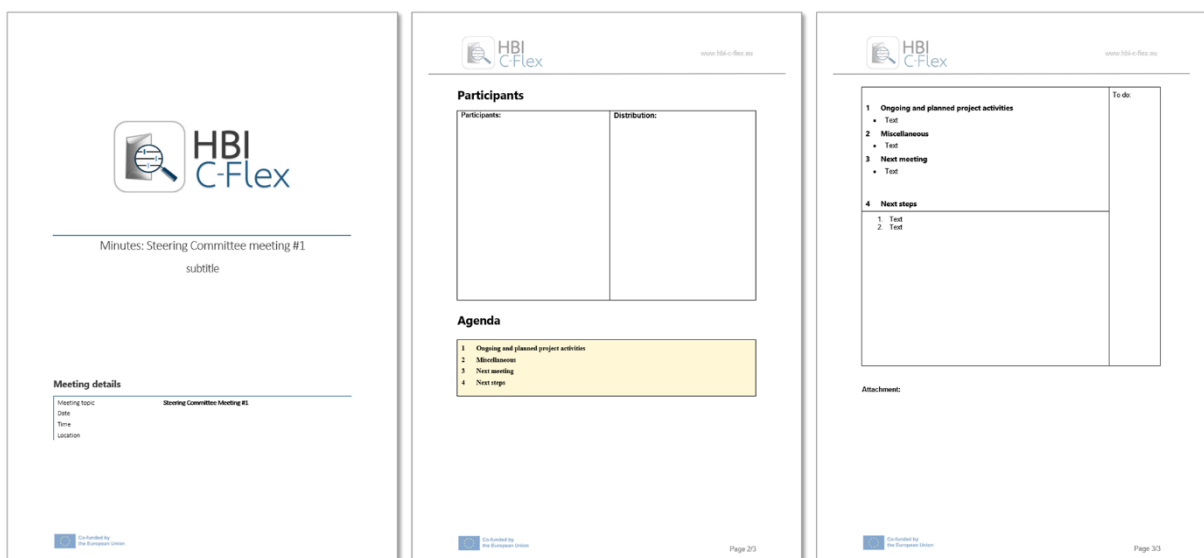


Figure 4: HBI C-Flex template for meeting minutes

3 Dissemination and communication strategy

Communication and networking with the target audience are essential to increase the visibility of the project and disseminate its results. The industrial and scientific project partners as well as the SAB provide expertise and perspectives that contribute to the success of the project. The HBI C-Flex outreach extends further to industry associations, the scientific community, standardisation bodies, media, society, European Commission and other European partnerships. The communication strategy is carefully tailored to the specific interests of each target group, ensuring comprehensive and effective public relations throughout the project. During the project, various channels will be deployed to publish results. On the one hand, information is disseminated online via the project website, publications in scientific journals and newspapers, posts on LinkedIn, newsletters and flyers. On the other hand, communication can also be carried out physically through presentations, events, workshops, trade fairs and guided tours.

3.1 Target audience

The target audience is split into the following groups to ensure key messages reach the intended audience in a meaningful way.

- **Industrial project partners**

The audience includes steel producers and technology suppliers providing practical insights and applications.

- **Scientific project partners**

It consists of research and technology organisations (RTOs) as well as universities providing research and theoretical foundations.

- **Supportive Advisory Board**

It includes steel producers, technology providers and raw material suppliers. The SAB is led by the International Iron Metallurgy Association (IIMA) and provides experience and enhances the project's overall effectiveness.

- **Other industry, industrial associations**

The project offers advancement regarding the determination and understanding of the influence of various parameters on quality, reactivity and reoxidation behaviour of HBI during production, storage and transport and addresses steel producers, raw material suppliers, technology providers and logistics.

- **Scientific community**

Reaching out to RTOs and the academic community is important to foster researchers' engagement and interest in the project's contribution to research and innovation in handling HBI. In addition, the opportunity for further research projects is emerging.

- **Standardisation/certification bodies**

Contacting standardisation/certification bodies to emphasise the potential of the project contributes to defining strategies for safe handling and onsite storage.

- **Media**

This target group can disseminate information to a wide audience, they will ensure effective dissemination of the project's significance regarding the handling of HBI.

- **Society**

It's vital to communicate to the public and local neighbours how the project contributes to a greener steel production, sustainability, and environmental responsibility as it will foster a positive perception of the steel industry.

- **European Commission (EC)**

Collaboration with the EC assists economic development and technological innovation.

- **Other European partnerships**

Cooperation with other European partnerships (e.g. the Clean Steel Partnership) improves the exchange of knowledge, generates synergies and strengthens the project's contribution to European initiatives and partnerships.

3.2 Communication channels

Effective communication involves ensuring that messages are delivered clearly and concisely. A variety of channels and tools facilitate this. The choice of these instruments depends on the target group, the messages, and the desired level of interactivity. Throughout the project, the target groups are informed via different channels. Table 2 provides an overview of the channels used for the corresponding target groups. Section 3.4 describes the channels and tools as well as the planned content in more detail.

Table 2: Communication channels, tools and activities for the HBI C-Flex target groups

Channels, tools and activities / target groups	Industrial project partners	Scientific project partners	Supportive Advisory Board	Other industries, industrial associations	Scientific community	Standardisation/certification bodies	Media	Society (public, local neighbours)	European Commission (EC)	Other European partnerships
Internal communication	x	x								
Meetings	x	x	x							
Project presentation template	x	x	?							
Website	x	x	x	x	x	x	x	x	x	x
Shared repository	x	x								
Tools from European Commission	x	x								
Social Media			x				x	x	x	x
Newsletter				x	x		x	x		x
Flyers				x	x		x	x		x
Workshops	x	x	x	x	x					
Press release						x		x		
Guided tours							x	x		
Publication in journals					x	x				
Publication in magazines and newspapers						x	x	x		x
Exhibitions and conferences			x	x	x					x
Networking channels			x	x	x		x			

3.3 Key project results and expected impact

The set of key results must be available to current and future stakeholders that could benefit from HBI C-Flex and support exploitation activities. As shown in the following Table 3, target actors (target audience) are companies such as end users, technology providers, industrial associations, regional and national value chain key actors, policymakers and the public. Although most of the key results address all target actors, a set of materials is of special interest for each of them.

Table 3: Preliminary stakeholder analysis and correlation with key results and impact

Target group	Key project results of HBI C-Flex	Expected impact
Industrial project partners	All project deliverables	Successful project, economic exploitation
Scientific project partners	All project deliverables	Successful project, scientific output, competence increase, cooperation
Supportive Advisory Board		
Other industries, industrial associations	D5.1, D5.2 and D5.3	Encouragement of other steel sector players to consider proposed guidelines for HBI production and handling, thus increasing HBI quality
Scientific community	D6.4 Report on DEC activities	Creation of new knowledge and understanding of adapted HBI production and handling
Standardisation/certification bodies	D5.3	Awareness of adapting specific HBI properties relevant for handling
Media	WP6 deliverables	Increasing awareness of benefits of the research and innovation for increasing the sustainability and the competitiveness of the EU industry
Society (public, local neighbours)	Adjusted WP6 deliverables	Awareness and acceptance of the necessity to push forward HBI production and use
European Commission (EC)	WP6 deliverables (transferability)	Enhanced contribution to the goals of the EU steel sector regarding resource-efficient and low-carbon steelmaking
Other European partnerships	D6.4 Report on dissemination and communication activities	Cooperation with CSP, IMO regarding increased HBI use for steelmaking

3.4 Tools and Channels

The DC strategy describes the systematic approach to effectively sharing project information with the target audiences depicted above. This includes a detailed examination of tools and channels such as websites, social media, newsletters, flyers, scientific publications, events and workshops. The project website serves as a main platform for comprehensive information, complemented by active engagement on social media. Regular newsletters keep stakeholders informed of updates and milestones. Flyers provide compact snapshots, while scientific publications contribute to academic discourse. Events and workshops encourage direct interaction and provide a platform for in-depth discussion and feedback. The dissemination and communication schedule provides insight into the timeline of dissemination and communication activities and ensures a well-coordinated and effective outreach plan throughout the project cycle. Overall, this strategy aims to increase the visibility of the project, promote understanding and foster positive relationships with stakeholders to promote a robust network of support and co-operation throughout the project.

3.4.1 Website

The HBI C-Flex website is a powerful tool for communicating, organising information, and enhancing the overall success and visibility of a project. It is filled with relevant details, updated on a regular basis and divided into different categories to facilitate the location of information. Each page shows an acknowledgement and reference to the European Research Executive Agency (REA) of the European Union. Visitors can find the website at www.hbi-c-flex.eu/ and have access to the following sections:

- **Home**
Brief introduction to the project, latest news, overview of the consortium partners and SAB members, newsletter registration
- **About us**
Overall project information, motivation and objectives
- **Partners**
Description of the consortium members and overview of the SAB
- **News and research**
Latest postings on the website, subdivided into events, newsletters and public deliverables
- **Privacy policy**
- **Contact**
Contact details of the coordinator

Figure 5 shows the first page when accessing the website. K1-MET manages the website and as the project progresses each partner will provide further information to be added to the site. After the end of the project, the website will be available for a further two years.

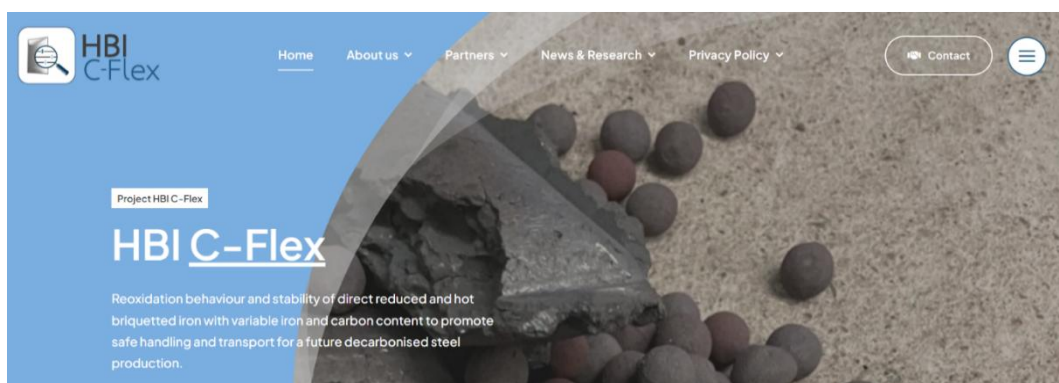


Figure 5: Introduction page of the HBI C-Flex website

3.4.2 Social media

HBI C-Flex's public interaction is established and sustained by social media using LinkedIn as the main tool. The projects page is available at <https://at.linkedin.com/company/hbi-c-flex>. K1-MET is responsible for regularly publishing short updates on the progress of the project on this channel. Figure 6 displays the header of the LinkedIn page.



Figure 6: Screenshot of the LinkedIn page header

3.4.3 Newsletter

An HBI C-Flex newsletter will be published every six months and summarises current activities. Furthermore, recaps of meetings, event participations and guided tours will be provided. Figure 7 presents the front page of the newsletter. It contains a brief overview of the project, while the other pages present the current status.



Figure 7: First page of the HBI C-Flex newsletter

3.4.4 Flyer and brochures

Flyers and brochures will be used by the consortium as a further opportunity to promote the project and its objectives. These can be handed out in printed form at trade fairs, workshops and other events or distributed electronically. Figure 8 displays the double-sided view of the foldable brochure for the project beginning. The first version includes a general overview of the project, the motivation, objectives and the consortium partners.

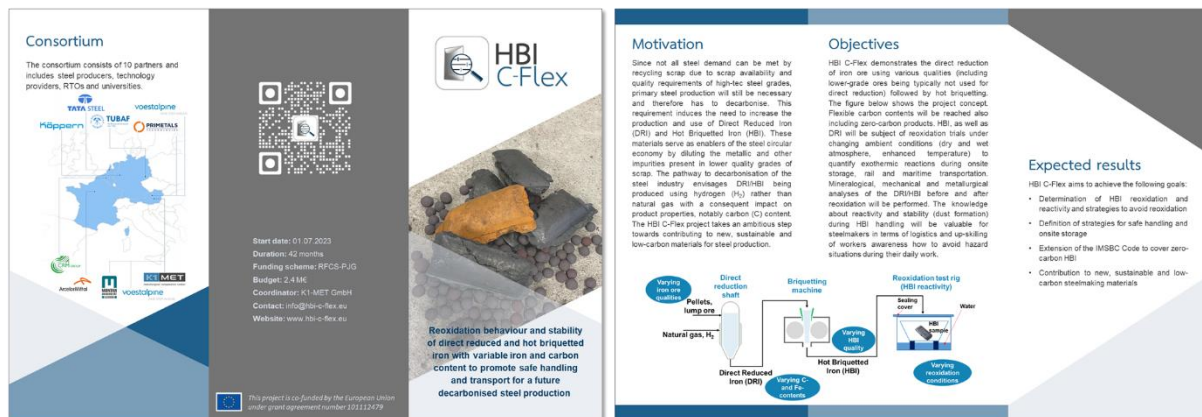


Figure 8: Double-sided view of the first foldable HBI C-Flex brochure

3.4.5 Publications

Publications, including journal papers, conference papers and presentations, public articles, as well as press releases, enhance the visibility by sharing achievements. These tools contribute to the project's recognition within the scientific community, industry and among stakeholders. Furthermore, publications ensure a wider access to research outcomes and innovative solutions.

3.4.6 Events and workshops

Active participation in conferences, fairs and workshops provides a feasible way to gain awareness of HBI C-Flex and intensify networks with other organisations. Schools, universities, media and public will have the opportunity to participate in guided tours to lab facilities of Montanuniversitaet Leoben and Technische Universitaet Bergakademie Freiberg (TU BAF).

3.5 Plan of DEC actions

During the proposal preparation phase, the consortium has set up a comprehensive DEC action plan in close collaboration with all partners. The expected outcome during the project is described hereafter. The first year aims to focus attention on the challenges of HBI transport and to acknowledge the benefits of the HBI C-Flex project. During the second year, the focus lies on establishing a robust project brand and fostering familiarity within both the scientific community and industry. Simultaneously, HBI C-Flex plans to secure crucial support from key stakeholders, ensuring the project's sustained growth and success. For the third year, the DEC actions envisage obtaining solid and positive feedback on recommendations for producing and

handling HBI as well as attaining visibility of results. Table 4 provides an overview of the preliminary plan of DEC activities during the HBI C-Flex project.

Table 4: Preliminary plan for DEC activities during HBI C-Flex

Time period	Objective	Method
M1-12	<ul style="list-style-type: none"> ▪ Creating a visual identity and project brand story ▪ Raising awareness of project's objectives ▪ Sharing first project results ▪ Uptake of stakeholder engagement ▪ Cooperation with Clean Steel Partnership (CSP) 	<ul style="list-style-type: none"> ▪ 300 unique visitors per month on website ▪ 200 likes on LinkedIn ▪ 200 flyers electronically distributed ▪ first database of stakeholders created ▪ 50 stakeholders contacted ▪ biannually electronic newsletters ▪ 1-2 presences at fairs
M13 – M30	<ul style="list-style-type: none"> ▪ Communicate economic and environmental benefit of using HBI C-Flex products ▪ Continuous project communication ▪ Continuous and reinforced stakeholder engagement ▪ Dissemination for public consciousness on scrap recycling ▪ Cooperation with CSP 	<ul style="list-style-type: none"> ▪ 600 unique visitors per month on website ▪ 500 likes on LinkedIn ▪ YouTube video released ▪ 1,000 flyers electronically distributed ▪ wide database of stakeholders completed ▪ 100 stakeholders contacted ▪ active communication with experts ▪ biannually electronic newsletters ▪ 3 visits at MUL and TUBAF ▪ 1-2 DEC events organised ▪ 2 scientific journal papers ▪ 2 papers for international conferences generated ▪ 2-3 presences at fairs
M31 – M42	<ul style="list-style-type: none"> ▪ Recommendations for HBI production and handling ▪ Dissemination activities on the project's success stories ▪ Continuous and reinforced stakeholder engagement ▪ Promote improved HBI handling or industrial implementation ▪ Cooperation with CSP 	<ul style="list-style-type: none"> ▪ 800 unique website visitors per month ▪ 1,000 likes on LinkedIn ▪ biannually electronic newsletters ▪ 1-2 DEC events organised ▪ 3 scientific journal papers ▪ 4 papers for international conferences generated ▪ 2-3 presences at fairs
After HBI C-Flex	<ul style="list-style-type: none"> ▪ Industrially relevant HBI production and handling guidelines available to research and industry ▪ Knowledge transfer of lessons learned 	<ul style="list-style-type: none"> ▪ Continued access to project website, database, etc. for sustainable knowledge transfer also after the project

3.6 Schedule of DC activities

Table 5 displays the timeline of the proposed dissemination and communication activities. The actions are structured to ensure a comprehensive and dynamic outreach throughout the project. Consortium meetings will be held regularly either as a virtual meeting online or an on-site meeting alternating with the project partners. The interim and final reports are mandatory. The website will be consistently updated to reflect the latest developments, accompanied by monthly LinkedIn posts to sustain an active online presence. Public deliverables will be published via the website. Brochures will be handed out at onsite events, the newsletter will be released twice a year giving an update on the current activities. Participation in industrial fairs offers an opportunity for engagement, press releases are strategically timed to coincide with significant project outcomes. Guided tours and DEC events further enhance the involvement of stakeholders and the understanding of project activities.



Table 5: Preliminary schedule for the DC activities

		Consortium Meetings	Reports	Website	Public deliverables	Brochures	Newsletter	Workshops	Industrial Fairs	Scientific publications	Press-release	Guided tours	DEC Events	LinkedIn posts	Video
2023		M1	P												
	Q3	M2													
		M3	O												
		M4													
	Q4	M5	O	x										x	
		M6						#1							
		M7													
2024	Q1	M8	O	x											
		M9													
		M10	P												
	Q2	M11		x											
		M12						#2							
		M13													
	Q3	M14		x											
		M15													
	Q4	M16													
	M17		x												
	M18						#3								
2025		M19													
	Q1	M20		x											
		M21		IR				MW							
		M22													
	Q2	M23		x											
		M24						#4							
		M25													
	Q3	M26		x											
		M27													
	Q4	M28													
	M29		x												
	M30						#5								
2026		M31													
	Q1	M32		x											
		M33													
		M34													
	Q2	M35		x											
		M36						#6							
		M37													
	Q3	M38		x											
		M39													
		M40													
	Q4	M41		x											
		M42		FR	x			#7	FW						

P	Presence	IR	Interim Report	MW	Midterm Workshop	JP	Journal Paper
O	Online	FR	Final Report	FW	Final Workshop	CP	Conference Paper

4 Evaluation of the DEC activities

Key performance indicators (KPIs) have been introduced to measure the success of DC activities. Each channel used will be analysed throughout the project and performance is assessed by the number of likes, hits, publications, etc. Table 6 lists each channel and the KPI to measure the success.

Table 6: KPIs to measure the success of the DC activities

Channel / Tool	KPI / How to measure success
Project website	No. of users accessing the website
LinkedIn	No. of followers of the HBI C-Flex LinkedIn page
Social media posts	No. of social media posts published
Press release	No. of press release issued
Flyers and Brochures	No. of flyers and brochures distributed
Presence at fairs	No. of visited fairs
Newsletter	No. of newsletters distributed
DEC events and workshops	No. of DEC events and workshops organised
Journal papers	No. of journal papers generated
Conference papers	No. of conference papers published

Table 7 lists the targets of the DEC action plan which has been set up by the consortium. Interim evaluations of the KPIs are carried out by the DC Manager on an ongoing basis to ensure that changes can be made in a timely manner to guarantee success. After each period, a conclusion is drawn, and the result is documented in the table below.

Table 7: KPI for visibility and knowledge transfer of the HBI C-Flex project

KPI	Target [M1-M12]		Target [M13-M36]*		Target [M37-M42]	
	Intended	Reached	Intended	Reached	Intended	Reached
Visitors per month on website	300	208	600	203	800	
Followers on LinkedIn	200	239	500	418	1,000	
Number of social media posts		10		25		
Number of press releases issued						
Flyers electronically distributed	200	31	1,000	505		
Presences at fair	1-2	2	2-3	1	2-3	
Number of newsletters issued	2	2	2	2	2	
Stakeholders contacted	50	66	100	129		
DEC events and workshops			1-2	1	1-2	
Scientific journal papers			2	1	3	
Papers for international conferences			2		4	
Onsite visits			3			

*Status as of June 2025, M24 of the project

4.1 Evaluation M1-M12

During the first year of the project, the majority of the KPIs have been successfully achieved. Notable progress was made across various dissemination and communication activities. However, two KPIs were only partially met:

- Monthly website visitors: The target number of monthly visitors was not fully reached. Given that the project website serves as an informational platform rather than a commercial one, it is naturally more challenging to attract high traffic volumes. Nonetheless, the site remains regularly updated and accessible to all stakeholders.
- Flyers electronically distributed: The flyer was published on the project website and made available for download. In addition, partners were encouraged to distribute it within their respective networks. The reported KPI reflects only the number of downloads from the website and does not account for any further distribution by partners.

4.2 Evaluation M13-M36

The current evaluation period is still ongoing; therefore, the reported figures reflect the status as of M24. All dissemination and communication activities will continue to be carried out to further enhance the outreach and stakeholder engagement in the next periods of the project. On February 25th, 2025, the consortium hosted the mid-term workshop. Four projects were introduced (HBI C-Flex, MaxH2DR, Safe H-DRI, RecHycle), ranging from the reoxidation behaviour and stability of direct reduced and hot briquetted iron to the use of green hydrogen and recycled metallurgical gases in steelmaking. Additionally, projects about maximising H₂ enrichment in direct reduction shaft furnaces and ensuring the safe handling of H₂-based DRI, considering reactivity, passivation methods, and recycling aspects were discussed. Figure 9 shows the company affiliation of participants from the online workshop, in total 89 people joined. Most participants work within the steel industry (43%) and plant suppliers (22%). RTOs accounted for 16%, followed by universities (6%) and mining companies (7%). A small number came from industry associations and energy providers (1% each), while 4% of participants did not indicate their organisation type.

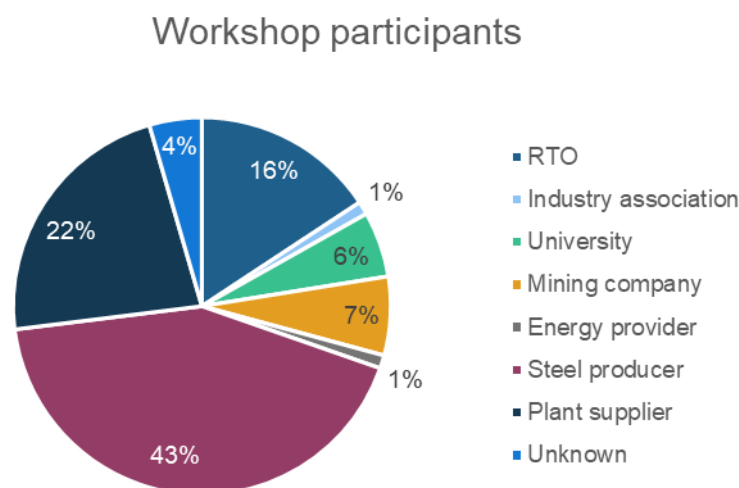


Figure 9: Company affiliation of participants from the online workshop held in February 2025

Conclusion

Integrated into work package 6 "Dissemination, utilisation and communication", the communication and dissemination plan comprises key components. This document establishes the visual identity of the project through the HBI C-Flex logo and provides templates for presentations, deliverables and meeting minutes. The project's colour branding is consistently applied across all platforms, including the website, LinkedIn account, newsletters and brochures. This uniformity increases recognisability and differentiation and plays an important role in strengthening the project's identity and ensuring a consistent visual appearance across different communication channels. In addition, the document provides an overview of the dissemination and communication strategy and time schedule to address the relevant target groups of the HBI C-Flex project. All partners play a key role in DC actions and will actively share the results with the target audience.