

D8.1: Plan for communication, dissemination and exploitation activities

Version 1



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EU-RES: Classified Information - restraint UE;

EU-CON: Classified Information - confidential UE;

EU-SEC: Classified Information - secret UE.

List of abbreviations and acronyms

Abbreviation/acronym	Meaning
CINEA	European Climate, Infrastructure and Environment Executive Agency
PT	Public transport
MaaR	Mobility as a Right
EC	European Commission
WP	Work package
UITP	International Association of Public Transport
EMTA	European Metropolitan Transport Authorities
EIT UM	EIT Urban Mobility
IFP	International Federation of Pedestrians



ECF	European Cyclists' Federation
EPF	European Passengers' Federation
CSA	Coordination and Support Action
OIDs	Open Innovation Days
Y4PT	Youth for Public Transport
CCC	Climate City Contract
SUMP	Sustainable Urban Mobility Plan

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Abstract

This deliverable will provide a strategy and plan on how to communicate about and around the project, establishing guidelines for the content and format of communications with various stakeholder groups, channels of communication, and other key groups and platforms to engage. At periodic intervals determined by the Grant Agreement, this strategy will be reviewed and updated by highlighting any events, high-level or technical conferences where the project must be presented, allowing relevant project partners to coordinate their efforts and effectively disseminate and exploit project results and outcomes. The ultimate goal of a project's dissemination and communication is bringing its research, outputs and activities to the attention of as many relevant people as possible; and thus, supporting the project in succeeding in its sustainable mobility ambitions. In this way, this communication strategy will clearly outline UPPER's systematic approach to reaching out and communicating to its target audiences, and thus raising the profile of the project. This deliverable also forms a guidance document for partners to use when communicating about UPPER, and to support them in managing, coordinating and delivering outputs related to communicating on behalf of the project.

Keywords

Dissemination, communication, exploitation, target groups, campaign, accessibility, social media, strategy, website, events, publications, audience engagement.



Executive summary

UPPER's communication and dissemination strategy provides a framework for ensuring the project's visibility, outreach, and promotion of the project results to a wide group of stakeholders at international, national and local level. This document describes the target audiences, activities, communication and dissemination tools, and channels that will enable UPPER to be the flagship initiative in Europe boosting a public transport revolution that will strengthen its role as the cornerstone of sustainable mobility and innovation in cities, ultimately leading the transition towards a future of zero-emission mobility. As UPPER was selected under the Horizon Europe Work Programme dedicated to the implementation of the Climate-Neutral and Smart Cities Mission - hereafter referred to as the Cities Mission – the communication and dissemination strategy also specifically outlines how it will establish, align and optimise communication interfaces and synergies with the NetZeroCities platform, portal and community.

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1. Introduction

1.1. About UPPER

UPPER aims to spearhead a public transport (PT) revolution that will strengthen the role of PT as the flagship of sustainability and innovation of mobility in cities, leading the transition towards a zero-emission mobility which will become the cornerstone of climate neutrality by 2030, in line with the goal of Cities Mission and the priorities of the Green Deal. UPPER will put PT at the centre of the mobility ecosystem and will implement a combination of more than 80 push and pull measures, acting on the 5 innovation axes that condition user's choices: mindset and culture, urban mobility planning, mobility services ecosystem, road network management and democratic governance. These measures will act in 4 different areas: communication, operations, infrastructure and urban fabric; operating on timescales from short to longer-term. The UPPER measures will be supported by the UPPER Toolkit (U-TWIN, U-SIM, U-NEED, U-GOV, U-KNOW, U-TRANSFER and U-SUMP), 7 IT tools combining social and technological innovation that will support the measures' development and implementation in the 5+5 UPPER living labs and twinning sites. The overall target is increasing the use of PT by >30% and the user satisfaction by >25%, leaving nobody behind in the process. This integrated and holistic approach will ease the cooperation among authorities and operators, offer a physical and digital environment to test the measures, update the existing SUMP, optimise the PT offer in line with user needs and patterns, involve the users in the overall mobility decision chain, trigger the behavioural change in favour of PT and achieve an attractive, efficient, reliable, safe, inclusive and affordable PT system in line with the concept of Mobility as a Right (MaaS).

1.2. Goals and vision of UPPER communication and dissemination

"Dissemination" and "communication" are two terms which are often used interchangeably, but in this document refer to two different (yet interrelated) sets of activities in the project; each aiming to achieve specific goals throughout the project duration.

Communication activities include the informational and promotional activities performed to increase the visibility of the project and to create awareness of the projects' activities and results. Within UPPER, the communication activities will target broad communities and specific target groups. The general communication activities will target the general public, urban planning practitioners, PT operators and public sector representatives active in the field of urban mobility, with the aim to inform about the project's activities and outcomes. UPPER will also communicate about its activities at local level, with communication tools and campaigns tailored to the needs of the individual living labs and twinning sites. The goal of these communication activities will be to create awareness of the site-specific measures implemented within the project among the citizens of the respective city or region and ultimately drive behavioural change and change of attitude towards PT.

Dissemination activities include the transfer of results of the project. The target groups for dissemination activities are professionals specialised in urban planning, urban mobility, public transport etc., working either in the public sphere as planners or legislators, or being involved in research on the matter.

The strategy for dissemination is closely interlinked with the strategy for exploitation of results. Exploitation aims to make use of the project's results for scientific, societal and/or economic purposes. This can be in a format of a product, service, patent, follow-up research, open/copyright licenses or change of policy.

The overall objective of communication and dissemination is to positively reach and affect the selected target groups through an effective flow of information and publicity. All UPPER communication and dissemination activities revolve around 3 main pillars:

- Mobility as a Right ;
- Enhancing the attractiveness of public transport;

- Focus on local communication and dissemination: political will matters.

1.2.1. Mobility as a Right

The “Mobility as a Right” (MaaR) concept is one of the pillars of UPPER. It is a strategic vision aiming to ensure inclusive mobility where all citizens are taken into consideration, regardless of their physical and mental capabilities or social and economic background. UPPER strategies originate from a firm belief in **Accessibility + Inclusiveness = Freedom**. As such, MaaR is embedded in the core of the UPPER communication strategy. The representation of all segments of society is extremely important for the execution of UPPER’s vision of public transport as a mode of transport for everyone, ensuring public transport opens up economic, social and political opportunities for citizens, and therefore increasing their quality of life.

As cities endeavour to decarbonise transport, there are opportunities to transform our transport systems and services – from electrification of fleets to integrated transport systems, micromobility solutions and more. However, the full potential benefits to the environment, economy and population health and wellbeing of these transformations will likely be missed if some users do not feel able, safe and willing to be a part of transport’s decarbonised future.

The imagery used for UPPER therefore must represent a diverse range of public transport users of all ages, gender, sex, ethnicity, and ability. Doing so is crucial to conveying the message of public transport being accessible for all. Furthermore, the scenes depicted should cover various times of year and journey purposes and careful attention be paid to the appropriateness of infrastructure shown.

The concept of MaaR will be strongly present across the project’s media presence and all its communication and dissemination activities. UPPER will strive to ensure equal representation and presence on all platforms and events, making sure of achieving gender balance of speakers for its webinars, debates, panels and other project events. Furthermore, presence on events crucial to disadvantaged groups and special interest groups of special interest will be considered. Co-creation strategies will be applied when needed to establish the needs of disadvantaged individuals and groups and cater to them in the best way possible.

1.2.2. Enhancing attractiveness of public transport

UPPER communication activities focus on the dissemination of the project itself and on enhancing the image of public transport as a whole. All UPPER visuals, imagery, communication style and campaigns will be developed with the objective of presenting public transport as an attractive, stylish, comfortable and chic mode of transport for everyone. The goal is to identify communication strategies that effectively improve the users’ perception of public transport. In the final stage, such communication strategies could be replicated by other cities to change the image of public transport and make it attractive for the users.

1.2.3. Focus on local communication and dissemination: political will matters!

The commitment of the cities and regions involved in UPPER is a crucial element of the project’s communication and dissemination strategy.

The local dissemination efforts will be focused in two directions: First, it is necessary for the partners in the local clusters to become active agents in the dissemination of UPPER. They will be involved in the creation of content for UPPER digital communication tools (see Chapter 2.4), the preparation of local communication materials (Chapter 2.5.3) and support local UPPER communication campaigns during strategic events throughout the project duration (Chapter 2.5.4.).

Second, political will is necessary to achieve the ambitious goals of UPPER and this will be clearly articulated in the communication about the project as well. From the start, UPPER will be striving to achieve high level engagement of local political representatives in all its living labs and twinning sites. This will be done by engaging them in the local communication and dissemination campaigns both online and in-person to acknowledge the importance of PT by the

local decision makers and their willingness to improve quality of PT. As a first step, a collection of statements from local politicians in both written and audio-visual form has been published on the project's social media channels during the first 6 months of project's duration. Other forms of engagement will follow on appropriate occasion during the project's lifetime. Through this engagement, the local decision makers from the UPPER project sites can become 'champions' of PT, promoting PT in more general way on the European and wider international scenes.

2. Communication and dissemination plan

2.1. Aim of this document

This deliverable will provide a strategy and plan on how to communicate about and around the project, establishing guidelines for the type and format of communication with various stakeholder groups, channels of communication. This strategy will be reviewed and updated at periodic intervals determined by the Grant Agreement.

2.2. Target groups

The communication and dissemination of the UPPER project is directed towards multiple target groups. These include:

Local PT users in the UPPER project sites

The local residents of UPPER cities and regions as well as commuters and visitors are the main target group of the project communication strategy. The local communication activities will be performed to raise awareness about UPPER among local users and to subsequently promote the use of PT in the living labs and twinning sites. UPPER communication will aim to improve the perception of PT in the area and therefore contribute to the overall project objective to improve user satisfaction.

Potential new PT users in the UPPER project sites

Specific communication will be developed to target potential new customers of the PT services in the UPPER living labs and twinning sites. This target group encompasses residents and commuters predominantly using their personal car to move around the city or region at this moment. The communication towards this target group will aim to motivate these users to leave their car at home and experiment with PT for their commute. Specific campaigns will be designed to reach this target group and contribute to the overall project objective of increasing the use of PT by at least 30%.

City representatives and urban planning professionals

The results of the project, measures applied, and tools developed will be presented and communicated to urban planning professionals, local practitioners and public sector decision makers. This will be done to inspire the replication of the demonstrated solutions and to engage them as audience for the developed recommendations and knowledge reports to ensure the uptake of the created results and knowledge.

Public transport operators and authorities

The project's outcomes will also be shared with public transport authorities, operators, and other relevant stakeholders at the local, regional, or national level. By effectively communicating and disseminating the project's results and highlighting the success of cooperation between project partners, it aims to foster collaboration between public transport operators and authorities, mirroring the cooperative approach observed at the UPPER project sites.

Research community

Researchers will also be targeted through the dissemination activities. Project partners involved in research activities will publish peer-reviewed scientific papers on the results of the project and will be encouraged to apply and present the project results at international scientific and research conferences (e.g. Transport Research Arena).

Civic society

Non-governmental organisations representing the needs and perspectives of special interest groups will be targeted to communicate the MaaR concept applied within the project and beyond. To do this, articles, social media posts and invitations to project events such as webinars, co-creation workshops and other interactive events will be deployed. The organisations also could be consulted ad hoc to provide input for the organisation and design of communication campaigns targeting the groups they are representing.

International community & interested public

The projects' activities and results will be presented on social media to attract the attention of external organisations and individuals interested in urban development, climate-neutrality, sustainable urban mobility and accessibility. At the same time, the style of UPPER social media will be as informal as possible to allow interested general public to follow the conversation.

Target group	Main communication & dissemination channels
Local PT users and potential customers at the UPPER project sites	Local communication campaigns (Chapter 2.5.4); Local promotion tools (digital & physical); Social media of the local clusters; Press releases in local media.
City representatives and urban planners	Project social media channels; Publications on project website; Content shared through the websites and networks of project partners working closely with the target group (POLIS, Eurocities, ICLEI, UITP, EMTA); Press releases in local and international media with focus on urban planning; Local and international events (conferences, forums, summits,...)
Public transport operators and authorities	Project social media channels; Publications on project website; Press releases in local and international media with focus on sustainable mobility; Content shared through the websites and networks of project partners working closely with the target group (UITP, EMTA); Local and international events (conferences, forums, summits, trade focused events)
Research community	Academic publications;

	Publications on project website; Local and international events (conferences, forums, summits)
International community & interested public	Project social media channels

Table 1: UPPER target groups and communication & dissemination channels

2.3. UPPER visual identity

The visual identity establishes a common and recognisable brand for UPPER, which will be used for all project communication and dissemination activities through the duration of the project. The project identity establishes the appearance and visibility of a project across its interactions with external stakeholders. This includes a logo, visual templates for project deliverables and other documents and PowerPoint presentations.

2.3.1. Project logo

Two versions of the project logo were produced: with and without the project title as a tagline. The instructions on the use of the logo including examples proper and improper use and printing guidelines are described in the UPPER Brand Guidelines included in Annex 1. The guidelines are accessible to all partners as a standalone document through the UPPER Share point.



Figure 1: Project logo with the tagline



Figure 2: Project logo without the tagline

2.3.2. Illustration and project poster

The UPPER main visual and project poster firmly and intentionally reflect the 'Maar' concept, representing those users which face obstacles accessing safe, affordable and accessible transport services. The illustration appears on the main communication materials: website homepage, roll-up banner, leaflet, social media cards.

Some of the characters depicted in the illustration will be used later in the project on communication materials and during communication campaigns. By using the characters as 'ambassadors' telling stories about their 'experiences' the project aims to personalise its communication and appeal to various user groups. Project partners active in representation of different user groups will be involved in the process of creating these communication materials (e.g. POLIS, ECF, EPF, IFP).



Figure 3: Main project illustration

2.3.3. Templates

1 Microsoft PowerPoint template and 3 Microsoft Word templates (for deliverables, memos and press releases) were produced and made available to the project partners. Project partners are continuously reminded and encouraged to use the project visual identity materials as outlined in the guidelines.

2.3.4. Acknowledgements and graphic elements of related initiatives

All communication materials will be branded with the EU logo, accompanied with the acknowledgement of EU funding:



This project has received funding from the European Union's Horizon Europe research and innovation programme under Grant Agreement No 101095904.

Figure 4: EU emblem and funding acknowledgement

In its association with the CIVITAS Initiative and the EU Mission on Climate-Neutral and Smart Cities, UPPER will accompany all its communication materials with the CIVITAS logo, the Mission's thumbnail and the following statement:

“UPPER contributes to achieving the aims of the CIVITAS Initiative and the goals of the EU Mission: Climate-Neutral and Smart Cities.”



Figure 5: CIVITAS logo and EU Missions thumbnail

All partners producing their own communication materials (e.g. leaders of the local clusters) are responsible for including the EU logo, CIVITAS logo, Mission thumbnail and related acknowledgements as described in this document.

2.4. Digital communication tools

2.4.1. Project website

The UPPER website is the project's main public face and information hub. It includes the following sections:

- About UPPER page;
- Initial descriptions of the 7 UPPER tools;
- Profile pages for the 10 cities & regions;
- Information about the implemented measures presented in a structured way with a filtering tool;
- An area presenting the project's resources, products and publications;
- An area for multimedia.
- Area presenting project partners and their roles.

A particular focus is placed on the links between the measures and the cities and regions involved. The website is developed in WordPress, hosted at www.upperprojecteu.eu and presented in English only. The website was launched in June 2023.

In the later stages of the project, some of the UPPER tools will have a more visual presence on the website. For example, U-TRANSFER and U-KNOW platforms are envisioned to be accessible through the UPPER website. The exact location and presentation of all the tools on the website will be determined.

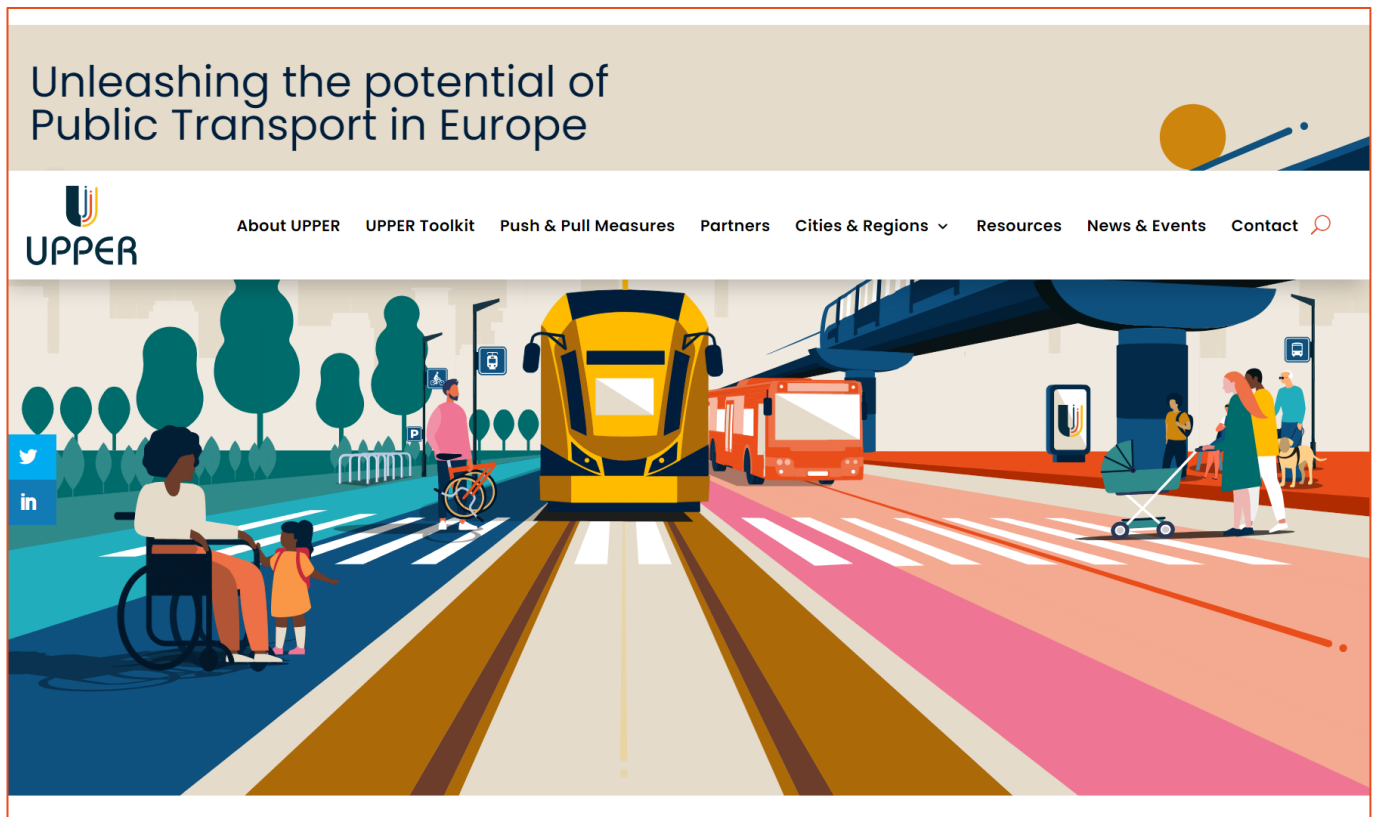


Figure 6: UPPER website homepage (www.upperprojecteu.eu)

2.4.2. Social media channels

Social media channels will be used to make UPPER and its ambitious goals known. Communicating and engaging effectively with project partners, citizens, communities and stakeholders will represent a key element to the success of UPPER.

UPPER is currently actively present on Twitter ([@project_upper](https://twitter.com/project_upper)) and LinkedIn (<https://www.linkedin.com/company/upper-horizon-europe-project/>). Eurocities oversees both channels and all partners will be asked to provide content on regular basis. New posts on social media will appear regularly, on average once a week.

The possibilities of exploiting other social media channels to reach a broader audience (e.g. Instagram) will be explored in cooperation with the project partners. Due to the high efforts needed in producing visual content for Instagram's algorithm, the project will most likely not create its own account; however, posts and reels featuring UPPER can be shared through the already existing accounts of project partners.

The aim of the project social media accounts is to post project related news and, more generally, inspiring examples of PT and policy and engage in a debate with the project's target audience. The approach will be informal and playful to encourage other users to engage.

One of the main areas covered by the project social media channels will be the actions and events taking place in the UPPER cities and regions. The '#UPPERcities in the spotlight' collection of posts can be given as an example, introducing all the local clusters and their ambitions together with the featured statements by political representatives. Similar initiatives are planned through the course of the whole project at strategic moments such as the launch of a measure or reaching a significant milestone. Both local clusters and technical and horizontal partners will be featured in future posts.

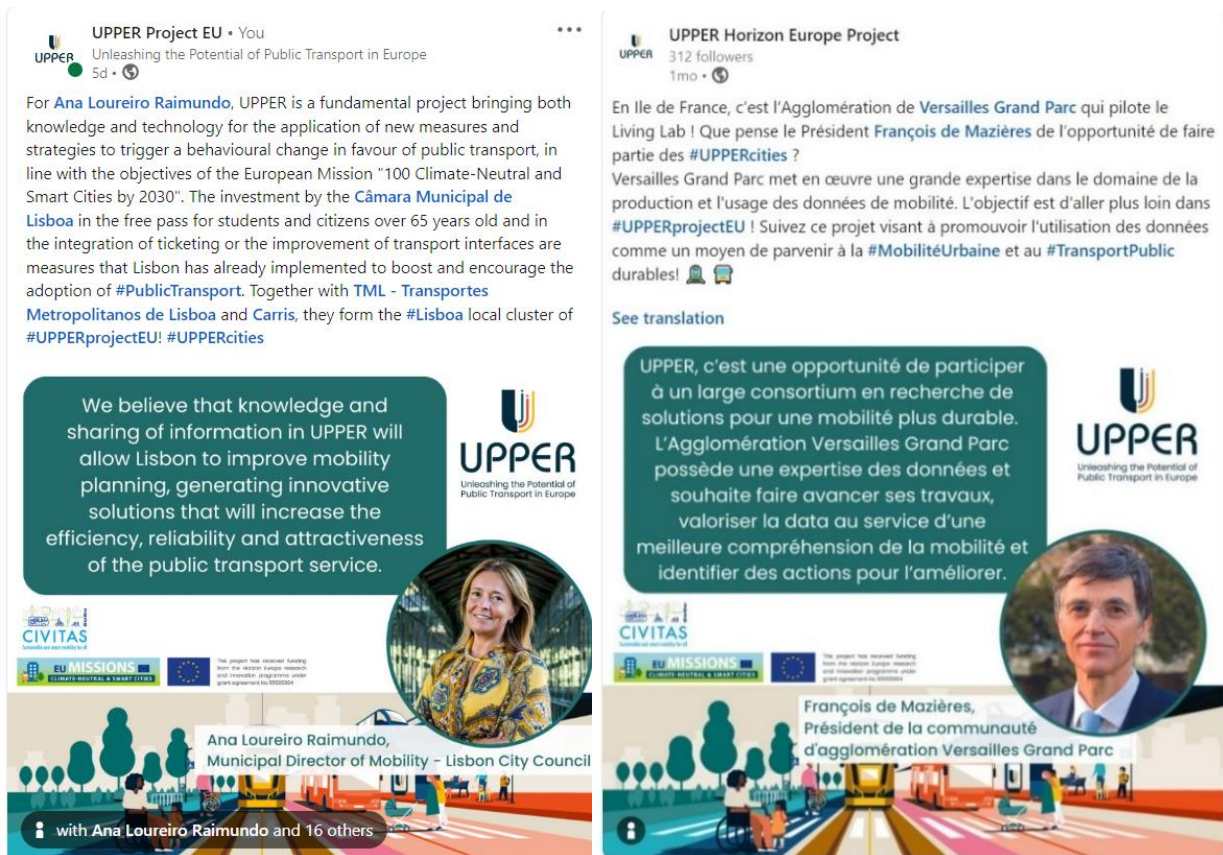


Figure 7: Examples of social media posts from the ‘#UPPERcities in the spotlight’ collection

To maximise the impact of the communication and dissemination efforts, the UPPER communication materials will be provided in English and in local languages, where appropriate, to reach both wide European and international target audience and local audiences providing them with useful and relevant content.

The official project hashtag is: #UPPERprojectEU. The project hashtag is used to connect all posts made by both project accounts and others (project partners, affiliated projects and initiatives) and to track engagements through social media. All project partners are encouraged and reminded to use the official project hashtag in all social media posts involving the project.

UPPER also uses the following hashtags in its social media communication: #PublicTransport, #SustainableMobility #MobilityasaRight. Additional hashtags are used when posting news focused on the UPPER living labs and twinning sites: #UPPERcities (connecting all city / region related posts) and hashtags connecting the posts to a specific city/region: e.g. #Lisboa, #RegionHannover, etc...

Twitter

Twitter is a social networking and online news site where users communicate with short posts expressing opinions or reacting on current events. UPPER Twitter account will follow an informal approach, easy-to-read and accessible to general public, with a focus on project’s content, news from project sites and events and related news and topics. To engage and attract followers UPPER tweets will highlight:

- Latest news from the project
- Reactions to PT-related news and commentaries on related topics

- Live coverage from project and networking events (either on-line or in person)
- News and pictures from project meetings, workshops and other events (either on-line or in person)
- Promotion of latest website updates and developments
- Videos recorded at consortium meetings, short interviews, cards and quotes from the partners

The UPPER Twitter account will also be used to retweet posts from related accounts, such as CIVITAS Initiative, NetZeroCities, other EU funded projects focused on sustainable mobility, affiliated initiatives, consortium partners and cities. UPPER will also engage with topics close to the project, such as PT innovation or MaaS.

UPPER will also try to engage with social media influencers and other ambassadors to increase the visibility of the project among the public. Such ambassadors could be for example personas already active on social media on the topics covered by the project (e.g. PT experts) or locally known figures (which are not necessarily connected with the project topic) willing to support the project goals on a local level and promote the use of PT in general. The engagement of Michele Lamaro (skipper of the Italian rugby team) who endorsed the UPPER communication campaign on social media during the 6 Nations tournament 2023 in Rome could be given as an example.

As of June 2023, UPPER Twitter account has 200 followers, the target is to reach 250 followers by M12 and 500 by the end of the project.

LinkedIn

LinkedIn is a social media platform focused on building professional communities and business connections. To exploit these features, the UPPER LinkedIn page will focus on creating an expert community of partners and related stakeholders, where professional target audiences, such as the representatives of cities and regions, local urban planning and PT professionals etc., can be easily updated on the project developments as well as virtually meet and share experiences on PT-related topics. The project's LinkedIn page can be used also to inform local users and potential customers about the developments in the project; however, the language and topics covered by the LinkedIn page will target rather topically interested public than a broad customer base.

In order to engage and attract followers and connections, UPPER LinkedIn page will aim to:

- Announce events and highlighting contributions from partners
- Create a community of experts to share experience from the project and strengthen collaboration and partnership
- Enable transferability of good practices not only between projects partners but also between cities and regions outside the project
- Keep in touch with peers and reach out to additional target audiences (e. g. academia).

As of June 2023, the UPPER LinkedIn page has 188 connections and 338 followers. The target is to reach 250 followers by M12 and 500 by the end of the project.

On all social media platforms where UPPER will be present (either through its own channels or via featured material), the project will follow a strategy to attract new followers and engage with the audience through:

- informing about and engaging people on the topic of public transport;
- sharing experiences and presenting tangible outcomes;
- promoting policies and best practices;
- facilitating interactions with stakeholders and followers by initiating quizzes, surveys, polls and contests;

- establishing and strengthening partnerships with other relevant organisations and initiatives to amplify UPPER messages.

2.4.3. Audio-visual content

Audio-visual content will be produced throughout the whole duration of the project to increase visibility and highlight important milestones of the project. Such content can include for example videos showcasing the work done on local project sites (both finished and in-progress), documenting project events, implementation of measures or local communication campaigns. Videos will be published on an UPPER YouTube channel which will be created during the 1st year of the project. In later stages of the project, UPPER will produce a podcast discussing project results.

All audio-visual content will be disseminated through the project website and social media.

2.4.4. Newsletter

A regular newsletter is planned to highlight the updates on the project, inform about the tools developed and describe the work done in the living labs and twinning sites. The strategy for the newsletter to achieve the highest possible readership is under development from the side of WP8 leaders and project partners. The newsletter will be published at least once a year and will serve as an annual review of main events and milestones achieved in the project in the past 12 months. Additional newsletters may be published on an as-needed basis, particularly when there is a substantial amount of news to share. All partners will provide relevant input on their project-related activities upon request and support the distribution of the newsletter. The archived newsletters will be available on the UPPER website.

2.4.5. Media publications

News articles showcasing the work done within UPPER will be published on the project website and disseminated through the project's social media and communication channels and via the network organisations within the consortium. The articles will be included in relevant newsletters issued by partners and affiliated initiatives (e. g. Eurocities FLASH, UITP, infoPOLIS, ICLEI and EIT UM newsletters) and distributed via relevant platforms and portals such as CIVITAS and Eitis.

Press releases will be issued through horizontal partners' media channels to European general and specialised media on the strategic occasions. These could be either project-related (e.g. achieving important milestones), or target audience-related (e.g. campaigns spotlighting special interest groups on the occasion of dedicated events such as Pride month, International Women's Day, International Day of Persons with Disabilities etc.).

The target media could include:

- European Energy Innovation
- Intelligent Transport
- Eurotransport
- European Voice
- European Parliament Magazine
- Cities Today Magazine
- Thinking Cities



- Urbanicity
- Connected Mobility HUB
- All Things Urban

UPPER cities and regions will communicate the progress and achieved milestones in the implementation of UPPER measures through the local media and publish press-releases in the respective local languages on strategic occasions (such as achieving a milestone in the project, deployment of a measure, etc.).

2.4.6. Project publications

Throughout the duration of the project, UPPER will produce publications showcasing the results obtained and their replicability.

Knowledge reports will be one of the main results produced in UPPER. The reports will have several formats: sets of recommendations (e.g. on how to establish a behaviour change in users or how to improve the public perception of PT); collection and a description of successful initiatives and best practices; or toolboxes. The knowledge reports will be submitted to the EC in the form of Deliverables; however, some reports will be further worked on in order to make them attractive and accessible to various target groups. All knowledge reports will be accessible to the public through the project website in the Resources page, alongside other public deliverables. The publications will be available for download there and the download count of some of the strategic reports (Policy brief, Transferability guidelines and SUMP guide) will be followed for the purpose of project communication and dissemination monitoring (see chapter 3.2)

Publishing of the reports will be communicated and disseminated via appropriate channels dependent on the type of the document in question. Social media channels, project website and networks of project partners will be used every time to disseminate the newly published knowledge reports. Furthermore, the partners in charge of the individual knowledge reports will be asked to present the reports in webinars and panel discussions organised either by UPPER, or by other projects and initiatives. The partners in charge will also be encouraged and reminded to submit abstracts from the knowledge reports to conferences and apply for poster sessions. WP8 leaders will be continuously following up on this process with each of the partners responsible for the individual reports and will provide support in preparation of the abstracts and conference proceedings.

The knowledge reports will be disseminated also via CIVITAS. The “Share your content” function on the CIVITAS website will be used to share the new publications with the CIVITAS Community and to publish the news on the UPPER project page on the CIVITAS website. The partners responsible for the individual publications will be responsible for this process and will be periodically reminded of this task by WP8 leaders.

Furthermore, the knowledge reports will be disseminated to the cities involved in the Mission through UPPER user account on the NetZeroCities Portal (online component of the Mission Platform). UPPER will contribute with the knowledge reports to the vast Knowledge repository on the Portal via the “Share your resources” function. Eurocities will be responsible for the communication with NetZeroCities and coordination of sharing of relevant content with the Platform.

2.4.7. Scientific publications

UPPER will contribute to the research body on PT and sustainable mobility by publishing peer-reviewed articles and other kinds of publications, such as conference proceedings and knowledge reports. All scientific publications will be disseminated by open-access platforms, knowledge sharing services managed by EC and UPPER website.

Dissemination tracker (created on the UPPER Sharepoint and accessible to all partners) will help gather and keep track of all the articles and papers published. WP8 leaders will be responsible for creating visibility for the published articles and papers through the UPPER website and the project’s communication channels. Technical partners –

researchers and academics – are strongly encouraged to publish relevant contents during the project and engage with international peer-reviewed open access journals such as Science direct, Elsevier, JRC Science for Policy Report Public transport research.

All partners will ensure Open Access (free of charge online access for any user) to all scientific publications created with UPPER. Electronic copies of the published peer-reviewed articles will be accessible and stored in a repository for scientific publications.

2.5. Physical communication tools

2.5.1. Leaflets and posters

As presented above, the UPPER poster was created with the principles of ‘MaaR’ in mind. Beside the original generic poster, a ‘personalised’ UPPER poster will be created for all UPPER cities and regions by embedding the name of the city / region into the original design. The purpose of this initiative is to strengthen the engagement of the local clusters and gain popularity for the project on the local level. Local political representatives will be encouraged to disseminate the project poster through their media channels and the local clusters will be encouraged to promote the project in their city/region through the physical appearance of the project poster on strategic locations (e.g. PT stops, mobility hubs, etc.)

The project leaflet was produced and is used as the project’s business card towards external stakeholders, presenting UPPER objectives at a glance. The leaflet will be translated into local languages for the purpose of local communication and dissemination. Local cluster leaders will be responsible for the translation process.

Both project poster and leaflet is available to all project partners on the UPPER Sharepoint in high resolution. Partners are free and encouraged to print the materials and use them for their communication and dissemination activities.

2.5.2. Roll-up banner

Project roll-up banner design has been produced and made available to the project partners. As of June 2023, 2 physical roll-up banners have been produced for the use of Eurocities, UITP and other partners to promote the project at European and international conferences such as UITP Urban Summit in Barcelona and the Eurocities Mobility Forum in Porto.

2.5.3. Local communication materials

The UPPER communication will have a strong local pillar through the whole duration of the project. The partners of local clusters will be asked to provide translations of the UPPER leaflet to their respective local languages for the purpose of local communication and dissemination. A customised UPPER poster will be made available to each city/region, as mentioned above. Furthermore, UPPER branding of buses, PT stops, or other physical communication tools connected with the implementation of UPPER measures will be considered in the future.

2.5.4. Communication campaigns

The local communication efforts will be strengthened during strategic events taking place in living labs or twinning sites. Such events can be for example the European Mobility Week, important sport and cultural events connected with high influx of passengers in the PT network (e.g. 6 Nations tournament hosted in Rome in 2023 or the Olympic games hosted by Paris in 2024), or moments in the year highlighting social groups that may experience disadvantages or have special needs when traveling by PT (e.g. the International Women Day, Pride Month, International Day of Persons with Disabilities,...). The communication campaigns shall be tailored to the needs of the event and city/region involved.



The local communication campaigns will target both the existing users of PT in the project sites and the people currently using their private cars to move around the city. The campaigns will aim to persuade the car users on leaving their cars at home for at least a certain time (e.g. during the European Mobility Week). Each project site will be encouraged to develop ways to promote the use of PT with the support of WP8 leaders and horizontal partners. Inspiration and good practice examples will be shared with the project sites in the local communication guidelines which will be developed and included in this plan upon its next revision in M18. The guidelines will be presented to the project sites during a dedicated webinar.

Open Innovation Days

5 Open Innovation Days (OIDs) events will be organised by the WP8 leader with the support of Y4PT (Youth for Public Transport) acting as a subcontractor. The OIDs will be the main events organised by the project on the local level. The OIDs will be organised in the UPPER living labs and each living lab will be merged with one twinning site for their specific OID. The OID will give the project partners with an opportunity to raise awareness of the UPPER work, of the initiatives and measures envisioned, and also giving them the chance to build local support and buy-in for the UPPER measures and the prioritisation of PT.

The local cluster partners will be involved in the organisation of the OIDs and will be responsible for promotion of the event in their city / region, as well as for press releases to the local media in the local languages.

UPPER Hackathons

The OIDs will also comprise a Hackathon, where cities will be launching an urban mobility challenge to motivated young people, who will compete to propose a solution. The Hackathons are envisioned as a tool for cities to refine some of their proposed UPPER measures.

5 hackathons will be organised in UPPER living labs with connection to the OIDs, by WP8 leader with the support of the Y4PT acting as a subcontractor. The hackathons will support the local clusters in the refinement, design and implementation of the measures in the scope of UPPER. The hackathons will target mainly university students and young professionals and will aim to raise the voices of young innovators and bring new perspectives into the implementation of UPPER measures. Each city / region will choose a specific topic for their hackathon. The topic of each hackathon will be either one or more of UPPER measures the living lab wants to work on with the hackathon participants, or specific challenges they are facing during the measure's implementation. In alignment with the MaAR principle, UPPER will aim to ensure the full accessibility of the hackathon venues for all participants.

2 hackathons are planned for the 2nd half of 2023 in Rome (October 2023) and in another living lab (location to be decided). The remaining 3 hackathons will be organised in the 1st half of 2024.

The local clusters will be provided from WP8 task leaders with guidelines for definition of the target groups for the hackathon and successful communication of the event on the local level. The communication about the hackathons will be customised depending on the measures / challenges chosen as topics of the specific event. The promotion of hackathons will be done locally, in the UPPER living labs and surrounding urban areas easily accessible to students and young professionals. The local cluster partners will be responsible for reaching out to local universities, research and innovation centres and start-up communities and involving them in the hackathon. The local UPPER clusters will also be asked to provide experts standing on the jury of the Hackathons, while Y4PT will provide mentorship to the Hackathon competitors. Participants will be selected via an open call managed by the UPPER local cluster partners. A video reporting on the Hackathon will be produced after each of the 5 events, which will be promoted via the project social media channels, as well as those of the relevant partners and of Y4PT.

1 additional hackathon is planned to be organised by the city of Leuven (one of the UPPER Twinning sites) alongside the Annual POLIS Conference in November 2023.

2.6. Guidelines for UPPER-related communication

All project partners received the guidelines for communication and dissemination of the project on social media with the aim to ensure that:

- All partners follow the UPPER channels with their organisation's official accounts and share and repost UPPER content.
- The partners feature UPPER on their website (e.g. publish an article about their engagement in the project with a link to the project website) and share information about the project through their networks, mailing lists, newsletters etc.
- For all communication activity related to the project, the partners must use the UPPER logo and visual identity available to them on the UPPER Sharepoint and include the EU logo and disclaimer, CIVITAS logo, Mission thumbnail and related acknowledgements as described in Chapter 2.3.4.
- The partners use the communication and dissemination tracker to keep track of their activities.

A dedicated presentation for project partners was held in April 2023. A workshop focused on local communication and dissemination activities was held during the 2nd project meeting in Versailles in June 2023.

Detailed guidelines for the communication on the local level will be developed and included in this plan upon its revision in M18. The guidelines will provide the local partners with inspiration and best practice examples for organisation of communication campaigns, events, contests and other means of reaching the target audiences on the local level (local users and potential new PT users in UPPER project sites). Furthermore, the guidelines will present advice on inclusive communication practices with focus on special interest groups (women, users with disabilities, LGBTQ+, etc.).

2.7. Networking and events

2.7.1. Connection with European and wider international networks

As a part of its dissemination strategy, UPPER will make use of the work of international networks among its horizontal partners, namely:

- UITP
- Eurocities
- POLIS Network
- EMTA
- ICLEI Europe
- European Passengers Federation
- European Cyclists Federation
- International Federation of the Pedestrians
- EIT UM

These networks will provide their members with regular updates about the project status and encourage them to explore the project's work and results through networking tables, workshops, webinars and other events.

As one of the projects under the CIVITAS initiative, UPPER will make use of the activities and CIVITAS community. This includes exploitation of the CIVITAS communication channels (website, newsletter, etc.) for effective

communication and dissemination of the project results, and participation in transfer, take-up and replication activities that will be defined by the new CSA CIVITAS MUSE.

The Collaboration framework for dissemination of results between UPPER and the Mission Platform will be defined in later stages of the project. UPPER will disseminate its results among the cities involved in the Mission through the Platform in the form of webinars, trainings, tools etc. The cities involved in the Mission will be encouraged to join any dissemination activities of UPPER, and such activities will be communicated to them in advance in a tailored manner.

2.7.2. Internal events

The internal dissemination of project results will take place through regular events bringing together the project partners such as:

- Project meetings and General Assemblies
- Monthly recaps from the Project Coordinator, highlighting most recent events and developments
- Knowledge exchange and technical webinars, workshops and other sessions, both online and in-person
- Study visits and peer-learning visits
- Policy dialogues (debates between political representatives representing the local, regional, national, EU levels).

Knowledge platform: webinars and trainings

Webinars and trainings will be organised and published on the knowledge sharing platform to disseminate the results of the project among urban planners, city practitioners, public transport providers and other interested professionals. The primary repository of the trainings will be U-TRANSFER – a knowledge sharing platform developed within UPPER. All webinars and trainings on U-TRANSFER will be created in a user-friendly and interactive way to ensure the highest possible engagement with audiences. The needs and requirements for U-TRANSFER are collected from the UPPER cities by making use of the Volere methodology. The webinars and trainings will follow these requirements to ensure that the methods and topics for knowledge sharing match the needs of the target groups.

Furthermore, external communities of practitioners will be approached on ad-hoc occasions to understand and integrate needs and requirements from practitioners outside of the project. An example is the Speed Networking Session on PT which was held at the Eurocities Mobility Forum in June 2023, where the needs for trainings and knowledge sharing were collected from the attendees. The webinars and trainings will be promoted on the UPPER social media and through the networks of project partners. Furthermore, all partners will be asked to use their networks to promote the events. UITP, Eurocities, POLIS Network, EMTA and ICLEI Europe will be specifically asked to circulate information on upcoming webinars and trainings on their public websites and private member-only platforms.

Furthermore, the trainings and webinars produced within UPPER will be disseminated through the NetZeroCities Portal (the online component of the Mission Platform) where UPPER will have its dedicated user account and a public thematic group. UPPER will exploit the knowledge sharing features of the Portal to inform Portal users about its resources and opportunities. UPPER events (such as webinars) will also be posted on the Portal news feed and events page. The target group of these dissemination activities will be the cities involved in the Mission and UPPER will perform these activities to ensure the exploitation of its results by the Mission cities.

2.7.3. External networking and dissemination events

UPPER activities and results will be presented at relevant external events across Europe and beyond. These include major events of the network partners involved in the project (POLIS Conference, Eurocities Mobility Forum), as well as other relevant events.

The projects results will be disseminated at conferences, workshops, fora and other events attended by representatives of cities and regions with a potential to replicate the results. UPPER partners active in research activities will be encouraged to submit and present papers in international scientific conferences and workshops.

A preliminary list of conferences and events UPPER partners aim to target include:

- Eurocities Mobility Forum

The Mobility Forum meeting is the annual Eurocities event bringing together political representatives and practitioners from EU cities working on sustainable urban mobility. An occasion for cities to come together and voice their needs towards EU institutions.

- UITP Global Public Transport Summit

UITP's Global Public Transport Summit is a unique event that covers all urban and regional transport modes. The 2023 edition took place in Barcelona, Spain from 4 to 7 June 2023. UPPER was presented at an Innovation in the Spotlight session on June 5, and an e-poster session on June 7. Project partners highlighted their UPPER activities in their respective interventions and at their stands within the exhibition.

- Urban Mobility Days

The Urban Mobility Days conference series provides the opportunity to network, debate key issues, and exchange ideas on emerging transport trends and technologies, the latest developments in sustainable urban mobility planning, and solutions to make mobility in cities and towns more sustainable.

- CIVITAS Forum

The event is the ideal opportunity to hear from the cities, people and projects driving innovation in smart, inclusive and sustainable mobility, as well as to exchange and connect with city representatives, policymakers, practitioners, planners, NGOs, and academics.

- POLIS Annual Conference

Each year, the POLIS Conference provides an opportunity for cities and regions to showcase their transport achievements to a large audience of mobility experts, practitioners and decision-makers. In 2023, this will take place on 29-30 November in Leuven.

- Transport Research Arena

Transport Research Arena (TRA) is a leading European transport event that covers all transport modes and all aspects of mobility.

- ITS World and European Congress

The ITS Congresses represent the ultimate showcase of smart mobility services and ITS deployment, the one and only event in Europe entirely dedicated to smart mobility and the digitalisation of transport!

- European Urban Resilience Forum

The Forum is a unique exchange platform for city representatives, experts and stakeholders from local and regional institutions to discuss strategies, initiatives and actions for adapting to climate change, managing disasters and building urban resilience.

- Informed Cities

Informed Cities Forum is an interactive, collaborative event that uses innovative formats and is willing to explore unconventional topics. Active participation by the audience is not just encouraged, but is required, and will be rewarded with lively and energetic discussions.

- EIT UM Innovation Days

The EIT Urban Mobility Innovation Days brings urban mobility key players together to forge new collaborations.

- Urban Future Global Conference

Urban Future is a conference for experts, politicians, entrepreneurs, and leaders making cities sustainable. Hosted in a different city each year, thousands of CityChangers from all over the world share how they create transformation and which mistakes are made, accelerating change and successfully shaping the future of our cities.

- Autonomy – Transformative Urban Mobility Initiative

The world's leading sustainable mobility platform pushing the transition from motorists to mobilists.

- International Transport Summit (ITF)

The annual Summit of the International Transport Forum is the world's largest gathering of transport ministers and the premier global transport policy event.

- Connecting Europe Days

Connecting Europe Days brings together politicians, industry representatives and the European Commission to discuss transport and mobility, and their role in achieving the ambitious goals set out in the EU Green Deal and the Sustainable and Smart Mobility Strategy

- Tomorrow Mobility (EIT UM)

Tomorrow Mobility Congress brings together industry executives, government leaders, and global experts to address the crucial challenges the transportation sector is facing and share effective, proven solutions.

- Mobility Talks (EIT UM)

Mobility Talks is a new brand of EIT Urban Mobility; a series of online events, addressing urban mobility innovations and their impact on cities.

UPPER will be proactive in ensuring the gender balance at the events attended by partners representing the project. For example, by ensuring the balanced representation from the side of project partners when presenting the project on events and participating in panel discussions. UPPER partners shall not participate in male-only panels and shall delegate a female representative if such situation occurs.

2.7.4. Final event

The UPPER final event will be organised around the end of the project. The exact date and location of the event will be determined upon discussion with the project coordinator. The event will be organised in a way that showcases the results achieved within the project and offers space to project partners to discuss and share with external stakeholders in order to create a legacy for the project. The event will target a broad range of stakeholders from cities and regions as well as non-governmental and private actors active in the field of transport on all levels. The agenda will host a well-balanced mix of different sessions and formats, including debates, workshops, networking sessions, poster sessions etc. The UPPER final event organisers will ensure gender balance in all the panels and presentation sessions.

2.7.5. Synergies with other EU-funded projects and initiatives

UPPER will aim to maximise synergies with other EU-funded projects and initiatives during its lifetime. Specifically, communication and dissemination activities will be amplified through the Cities Mission and the CIVITAS Initiative, and through the Horizon Europe Public Transport Projects Cluster together with UPPER's sister project SPINE. Communication and dissemination via other initiatives such as the Covenant of Mayors, the Green City Accord, the Expert Group on Urban Mobility etc. will also be explored.

Climate-Neutral and Smart Cities Mission (NetZeroCities)

As part of the Horizon 2020 Research and Innovation Programme in support of the European Union's Green Deal and EU's Mission "100 Climate-Neutral and Smart Cities by 2030", NetZeroCities supports European cities to drastically and rapidly cut their greenhouse gas emissions through systemic and transformative actions to achieve climate neutrality. Launched in October 2021, this four-year project supports the delivery of the Mission, working directly with cities to support their transformation through technical, social and financial expertise. Cities applied to become a Mission City through an Expression of Interest process run by the European Commission and the selected cities are supported by NetZeroCities through the process of developing a Climate City Contract (CCC). The CCC is a politically binding contract, an expression of commitment and a political and goal-oriented engagement of each city, and its stakeholders and citizens to pursue climate neutrality by 2030. The project established a one-stop shop platform where cities can find all the information, support and innovative approaches they need, bringing cities together and sharing good practices for replication and contributing to the development of the Climate City Contract. In addition, NetZeroCities will also be offering funding to cities for the development and implementation of pilot projects, which will benefit not only the cities involved but also a wider group of cities through a learning model.

Synergies between UPPER and NetZeroCities will be mainly ensured through Eurocities, which manages the Mission Platform and the sharing of good practices for replication, and ICLEI, which leads on the communication and dissemination activities. Both networks also offer one-to-one support to the Mission Cities and contribute to the development of the Climate City Contract process and the formulation of policy recommendations. In addition, UPPER partners UITP and Rupperecht Consult are part of the NetZeroCities thematic cluster on urban mobility.

The connection between UPPER and the Cities Mission will be formally established by signing a Memorandum of Understanding, and by integrating the Mission's thumbnail in the project's visual identity. In close coordination with the NetZeroCities consortium, UPPER will also increase its visibility towards the Cities Mission Community by:

- Promoting relevant outputs and activities via the project's communication channels, website and social media;
- Creating a dedicated User Group on the NetZeroCities Portal;
- Making available relevant tools and publications through the NetZeroCities Repository;
- Aligning with other transport-related projects within the Cities Mission;

- Representation at the annual NetZeroCities Conference

CIVITAS

CIVITAS plays a crucial role in helping the European Commission achieve its ambitious goals for mobility and transportation, aligning with the objectives of the European Green Deal. Its primary function is to establish a network of cities dedicated to sustainable urban mobility, working in collaboration with each other. Through activities such as peer exchange, networking, and training, CIVITAS encourages political commitment and enhances collective expertise, empowering cities to prioritize mobility in their decarbonization efforts. Since its establishment in 2002, CIVITAS has been at the forefront of advancing research and innovation in sustainable urban mobility. It has enabled local authorities to develop, test, and implement various measures through a range of projects. These projects are supported by ten thematic areas that form the foundation of CIVITAS' work. CIVITAS plays a vital role in assisting cities in realizing the vision of smart and sustainable urban mobility for all. By doing so, it ensures that mobility becomes a driving force in the creation of climate-neutral and resilient cities. Currently, the coordination of the CIVITAS Initiative is overseen by CIVITAS MUSE.

Synergies between UPPER and CIVITAS can be ensured through the representation of ICLEI, Eurocities and the EIT Urban Mobility, which are represented in the CIVITAS MUSE Consortium, and respectively in charge of communication, replication and exploitation.

The consortium members of the UPPER project acknowledge and share the CIVITAS objectives and, through playing an active role in the CIVITAS family, hope to contribute towards them. In order to promote the CIVITAS initiative, the UPPER project will share the project's lessons and conclusions with the CIVITAS network. We will implement the CIVITAS corporate design, according to the guidelines provided. On request, we will cooperate with the CIVITAS secretariat and participate in CIVITAS-lead activities. Further details will be specified during dedicated meetings between the UPPER project and CIVITAS ELEVATE, the Coordination and Support Action – CSA currently supporting the CIVITAS initiative

As with the Cities Mission, the connection between UPPER and CIVITAS will be reinforced by integrating the CIVITAS logo in all communication outputs, by signing a Memorandum of Understanding and by maintaining a pro-active liaison with the CIVITAS MUSE consortium.

Other initiatives

UPPER will contribute to the knowledge sharing activities and explore synergies with Eltis – the Urban Mobility Observatory. UPPER has a project profile on Eltis website and will exploit the cooperation with the observatory on topics and activities of mutual benefit. Key updates on UPPER will be placed on the Eltis news page when appropriate.

UPPER will also collaborate with the SUMP Platform Coordinating Group and will contribute with its results and expertise to the policy debate, providing input and recommendations on the topics relevant to the project.

Other potential activities for cooperation with all above-mentioned entities include:

- Coordination of research publications and cooperation on innovative approaches
- Monitoring of projects' results
- Capacity building, networking, communication and dissemination activities
- Defining complementary solutions, measures or methodologies.

3. Responsibilities and monitoring

3.1. Responsibilities for communication and dissemination tasks

The main responsibility for all communication, dissemination and exploitation tasks is allocated to task leaders and partners involved in WP8. The whole consortium is expected to provide full support to WP8 to ensure high reach and impact of project's communication and dissemination activities. The other way around, WP8 will provide advice, assistance, and inspiration to the project partners when required on dissemination and communication activities, both at local and European level.

The individual responsibilities are listed in more detail below:

1. WP and Task leaders in WP8 will ensure the successful implementation of the Communication and Dissemination Plan. The partners involved in the Task T8.2 (Communication and Dissemination activities) will actively participate in the creation of online content, preparation of communication campaigns and organisation of dissemination events.
2. All WP leaders will be responsible to communicate all updates regarding the development within their respective work packages. The WP leaders are responsible for stating their needs for communication and dissemination activities to the WP8 leaders. The WP leaders will actively cooperate on the organisation of the communication and dissemination activities for their WP's results.
3. All Local cluster leaders will be responsible for providing WP8 leaders with updates regarding the development of the implementation on their project site. Local cluster leaders will inform WP8 leaders on any opportunities for communication activities on local level and will be responsible for translation of any communication materials into the local languages. Local cluster leaders will also identify any potential events on the local level for dissemination of the project's results and if possible, will attend those events as UPPER representatives. All local cluster partners will actively contribute to the organisation of local communication campaigns and dissemination events.

3.2. Monitoring and evaluation

To monitor the impact of the communication and dissemination activities, WP8 leaders will keep track of the following activities to be used as communication and dissemination indicators:

- Number of visits on the project website.
- Number of connections and posts published on LinkedIn and Twitter.
- Number of organised sessions and workshops.
- Number of participants at such sessions and workshops.
- Participation at an external conference or workshop (as a speaker/ presence with a project stand)
- Number of published press releases and non-scientific articles.
- Number of scientific and peer-reviewed publications.

- Participation in activities organised jointly with other EU project(s).

Target group/ channel	Leaflet	Website	LinkedIn	Twitter	Newsletter	Audio-visual content	Scientific articles	External events	Knowledge platform webinars/trainings	Transferability guidelines	Policy briefs	SUMP guide	Open Innovation Days	UPPER final event
Local users and potential customers on the UPPER project sites	✓	✓	✓	✓	✓	✓		✓					✓	✓
Cities representatives & urban planning professionals	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Public transport operators & authorities	✓	✓	✓	✓	✓	✓		✓	✓				✓	✓
Research community	✓	✓	✓				✓	✓			✓		✓	✓
Civic society	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓
International community & interested public	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Measurements	Distributed	Visits	Connections	Followers	Readers	Views / Listeners	No. of published/ citations	No. of attendees/ presentations	No. of members	Distributed	Downloads	Downloads	No. of events/ attendees	No. of attendees
Target (2026)	+2000	+50 000	+1500	+1500	+10 000	+2000	12/ +100	+2000	20+	+200	+500	+1000	10/+150 each	+300

Table 2: UPPER Communication and Dissemination performance indicators and targets



A Communication and Dissemination tracker table has been created to collect input from all partners about their communication and dissemination activities. Furthermore, partners involved in WP8 will regularly update WP8 leader about the communication and dissemination activities performed. WP8 leader will collect the information and monitor the communication indicators.

4. Conclusion

This Communication and Dissemination Plan identifies and describes the target groups for communication and dissemination activities of UPPER and highlights the means and channels through which they will be reached. It describes the main communication and dissemination tools and activities on both international and local level. Furthermore, it identifies key initiatives and EU-funded projects to establish strategic alliances and collaboration mechanisms with. This Plan will be updated and revised in M18, M25, M36.

5. Annex 1 – UPPER brand guidelines



Brand guidelines

March 2023

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The logo	03
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The logo

The logo

Reversed version
& colourways

Logo misuse

Clear space

Minimum sizing





The logo

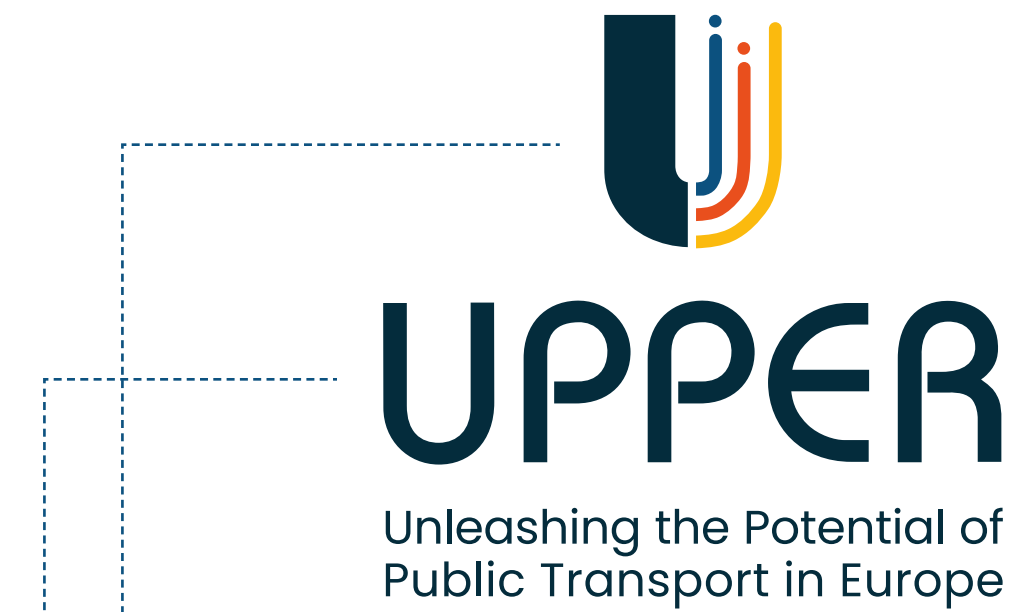
The UPPER logo with tagline.



The UPPER logo without tagline.



The logo



- **The graphic marker**

The graphic marker shape is the main element of the logo. It represents the U letter and the idea of moving up with the coloured lines. Each line represent a type of transport.

- **Brand name**

The brand name “upper” is the name of our association and the main typographic element of the logo.

- **Tagline**

Our main message written in sans-serif font to keep the text modern and readable even if the logo is used really small.

Reversed version & colourways

On dark backgrounds and image backgrounds, the reversed version of the logo may be used. It can also be used on coloured background, using the primary and secondary palette of the brand.



When colour printing is not possible, please use the solid monochromatic.



Logo misuse

There is a full catalogue of the logos suitable for all uses, available in all formats and sizes. Please do not alter these logos in any way. Here are some examples of what not to do.

Resolution

Always use the correct resolution, high res is for print and low res for screen (web, PowerPoint).



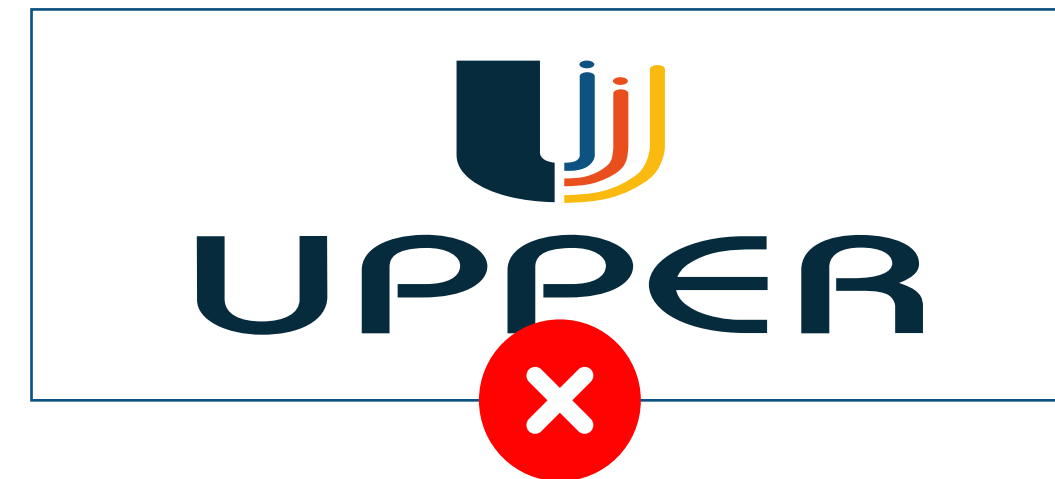
Colour

Never change the colour settings in any way. Check your colour values before going to print.



Distortion

Never stretch, warp or expand the logo to fit to a space or platform. Scale it appropriately.



Type

Never replace the logo typography with another typeface or never re-draw it by hand.



Graphic element

Do not try to recreate the logo. Use only artwork provided. Do not change the graphic elements.



Proportion

Never scale or adjust the elements within the logomark. The proportions must never alter.



Pattern

Never place the logo over a busy pattern. Check to ensure full legibility of the logomark.



Photography

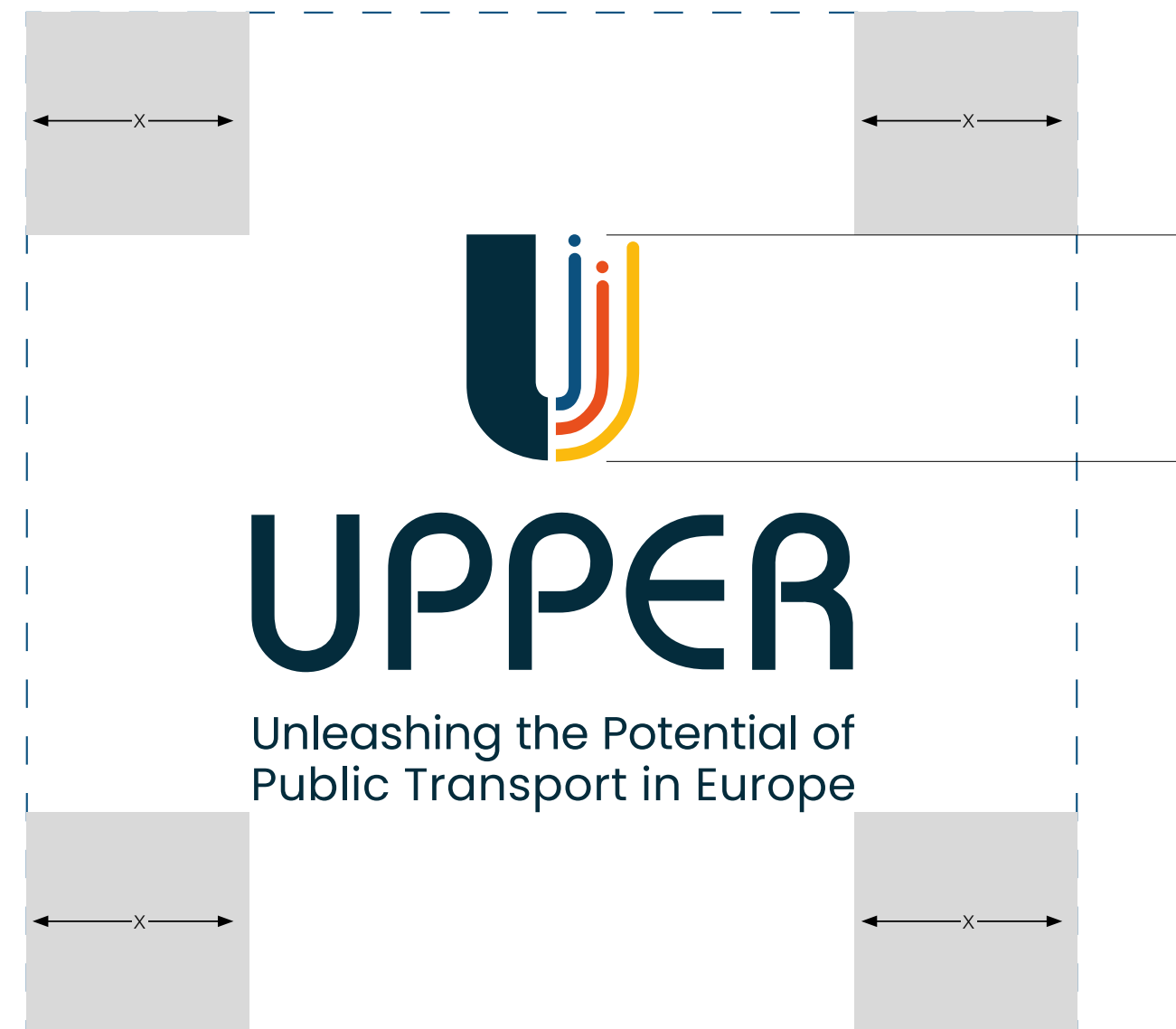
Never place the logo over a busy photograph. Check to ensure full legibility of the logomark.



Clear space

Whenever you use the logo, it should be surrounded with clear space to ensure its visibility and impact. No graphic elements of any kind should invade this zone.

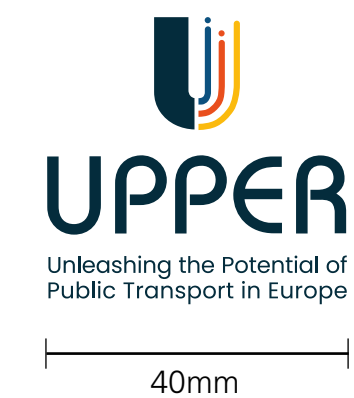
To work out the clearspace take the height of the the graphic marker U of UPPER.



Minimum sizing

The logo is designed to retain clarity down to a minimum width of 40mm with tagline. Logos should never be reproduced smaller than this.

Minimum size for print



Minimum size for screen



Typography

Primary typeface

System typeface



Aa

Primary typeface

Poppins

A free geometric sans serif typeface available on Google Fonts with a large range of weights.

AaBbCcDdEeFfGgHhIiJjKkLlMmn
OoPpQqRrSsTtUuVvWwXxYyz
1234567890+;%@?!&€*

Use of Poppins

Our primary typeface is Poppins. This typeface was chosen as it comes in over 18 weights and is available online without any license restrictions. We primarily use Bold, Medium and Light versions.



You can download the entire family here:
fonts.google.com/specimen/Poppins

Poppins - Bold

**AaBbCcDdEeFfGgHhIiJjKkLlMmnOoPpQqRrSsTt
UuVvWwXxYyZz1234567890+;%@?!&€***

Poppins - Regular

AaBbCcDdEeFfGgHhIiJjKkLlMmnOoPpQqRrSsTt
UuVvWwXxYyZz1234567890+;%@?!&€*

Poppins - Light

AaBbCcDdEeFfGgHhIiJjKkLlMmnOoPpQqRrSsTt
UuVvWwXxYyZz1234567890+;%@?!&€*

Best headlines choice to communicate great, strong and catchy messages.

Second choice to use in communication tools, especially for subheadlines.

Main choice for paragraphs, publications and text heavy documents.

Aa

System typeface

Arial

A free geometric sans serif typeface available on all systems with a large range of weights.

AaBbCcDdEeFfGgHhIiJjKkLlMmNn
OoPpQqRrSsTtUuVvWwXxYyZz
1234567890+;%@?!&€*



Use of Arial

Our system typeface is Arial. This typeface was chosen as it comes in over 9 weights and is available on every systems without any license restrictions. It also include all characters of the EU official languages. We primarily use Bold, Regular and Light.

This typeface will be mainly used for presentations and MS Office Documents.

Arial Bold

**AaBbCcDdEeFfGgHhIiJjKkLlMmnOoPpQqRrSsTt
UuVvWwXxYyZz1234567890+;%@?!&€***

Best choice for headings, quotes or to emphasize a word in a text.

Arial Regular

AaBbCcDdEeFfGgHhIiJjKkLlMmnOoPpQqRrSsTt
UuVvWwXxYyZz1234567890+;%@?!&€*

Main choice for text in presentations and documents.

Arial Italic

*AaBbCcDdEeFfGgHhIiJjKkLlMmnOoPpQqRrSsTt
UuVvWwXxYyZz1234567890+;%@?!&€**

Best choice for subheadings or to emphasize a sentence in the text.

Colours

Primary palette





Secondary palette

Colour combination



Colour palette

Primary palette

 <p>R:5 G:43 B:61 C:95 M:73 Y:51 K:54 #052b3d</p>	 <p>R:13 G:82 B:128 C:97 M:71 Y:27 K:10 #0d5280</p>	 <p>R:232 G:79 B:28 C:4 M:84 Y:100 K:0 #e84f1c</p>	 <p>R:250 G:186 B:15 C:2 M:29 Y:100 K:0 #faba0f</p>
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Secondary palette

 <p>R:207 G:130 B:10 C:17 M:53 Y:100 K:2 #cf820a</p>	 <p>R:33 G:107 B:107 C:86 M:41 Y:53 K:19 #216b6b</p>	 <p>R:51 G:145 B:148 C:78 M:26 Y:42 K:2 #339194</p>
 <p>R:48 G:38 B:71 C:84 M:87 Y:42 K:44 #302647</p>	 <p>R:79 G:64 B:110 C:78 M:83 Y:31 K:16 #4f406e</p>	 <p>R:237 G:117 B:148 C:2 M:68 Y:20 K:0 #ed7594</p>
 <p>R:196 G:41 B:61 C:16 M:97 Y:78 K:5 #c4293d</p>	 <p>R:229 G:59 B:74 C:4 M:92 Y:70 K:0 #e53b4a</p>	




UPPER

Thank you.