

101191967 - GREG

Testing, improving, and co-creating Guidance and Tools for Real World Evidence Generation and Use for Decision-Making in Europe

WP8 – Communications, Training, and Sustainability

D8.1 - Dissemination and Communication Plan

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Definitions

Participants of the GREG Consortium are referred to herein according to the following codes:

1. Erasmus Universitair Medisch Centrum Rotterdam (EMC)
2. The Chancellor, Masters and Scholars of The University of Oxford (UOXF)
3. SYNAPSE Research Management Partners SL (SYNAPSE)
4. National Institute for Health and Care Excellence (NICE)
5. GETREAL Institute (GetReal)
6. Societe Europeenne De Cardiologie (ESC)
 - 6.1. Region Uppsala (REGION UPPSALA)
7. Erasmus Universiteit Rotterdam (EUR)
8. Stichting European Health Data and Evidence Network (EHDEN-F)
9. Stichting Eupati Foundation (EUPATI)
10. Instituto Aragonés De Ciencias De La Salud (IACS)
11. University Of Galway (GALWAY)
12. The Hyve BV (THE HYVE)
13. University Of Dundee (UNIVDUN)
14. Universidade De Aveiro (UAVR)
15. Direktoratet for medisinske Produkter (NOMA)
16. Novo Nordisk A/S (NOVO)
17. Sanofi-Aventis Recherche & Developpement (SARD)
18. Bayer Aktiengesellschaft (BAYER)
19. Edwards Lifesciences Belgium BV (EW)
20. Medtronic Bakken Research Center B.V. (MDT)
21. Mölnlycke Health Care AB (MHC)
22. Institut De Recherches Internationales Servier (IRIS)
23. Pfizer Inc (PFIZER INC)
24. W. L. Gore & Associati S.R.L. (GORE S.R.L.)
 - 24.1. W. L. Gore et Associés S.A.R.L. (Gore S.A.R.L.)
 - 24.2. W. L. Gore & Associates BV (GORE BV)
25. Bristol-Myers Squibb Company Corp (BMS)
26. Boehringer Ingelheim International GmbH (BII GMBH)
27. Janssen Cilag SA (JCSPAIN)
28. GlaxoSmithKline Research & Development Limited (GSK)
29. AMGEN (AMGEN)
30. Sanofi US Services Inc. (Sanofi US Inc)
31. Sanofi-Aventis gulf F.Z.E. (SANOFI Gulf)
32. Sanofi Winthrop Industrie (SWI)
33. Sanofi Pasteur SA (Sanofi P SA)
34. Aventis Pharma Limited (Sanofi Pharma)
35. Sanofi Pasteur Limited Canada (Sanofi P L)
36. Edwards Lifesciences Sarl (EW SARL)
37. Edwards Lifesciences LLC (EW LLC)
38. Pfizer Hellas S.A. (Pfizer Hellas)
39. Pfizer AB (Pfizer AB)
40. Janssen Research & Development, LLC (JRDLLC)

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41. Medical Device Business Services Inc (MDBSI)
42. Edwards Lifesciences SRL (EW SRL)
43. Edwards Lifesciences SL (EW SL)
44. Edwards Lifesciences SAS (EW SAS)
45. Edwards Lifesciences GmbH (EW GMBH)
46. Medtronic, Inc. (MDT Inc)
47. Medtronic France (MDT FR)
48. Medtronic Italia S.p.A. (MDT IT)
49. Medtronic Ltd (MDT LTD)
50. Pfizer R&D UK Limited (PFIZER R&D UK)
51. Pfizer Limited (PFIZER LTD)
52. Actelion Pharmaceuticals Ltd (ACTELION)
53. Medical Devices & Diagnostics Global Services, LLC (MDDGB)

Grant Agreement (GA)	The agreement signed between the beneficiaries and the IHI for the undertaking of the GREG project (101191967)
Project	The sum of all activities carried out in the framework of the Grant Agreement.
Consortium	The GREG consortium, comprising the above-mentioned legal entities hereby referred as Participants of the GREG consortium.
Consortium Agreement (CA)	Agreement concluded amongst GREG beneficiaries for the implementation of the Grant Agreement (GA). Such an agreement shall not affect the parties' obligations to the Community and/or to one another arising from the GA.

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List of abbreviations

Abbreviation	Definition
D&C	Dissemination and Communication
EHDS	European Health Data Space
EMA	European Medicines Agency
EU	European Union
HTA	Health Technology Assessments bodies
KPIs	Key Performance Indicators
MEPs	Members of the European Parliament
RWD	Real-World Data
RWE	Real-World Evidence

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Executive Summary

This document constitutes the Dissemination and Communication (D&C) Plan for the IHI project GREG – Testing, improving, and co-creating Guidance and Tools for Real World Evidence Generation and Use for Decision-Making in Europe. The deliverable outlines the objectives, activities, and resources (i.e., communication tools and channels) needed to ensure that the project’s development and results are effectively communicated to all relevant stakeholders.

Additionally, the D&C Plan is designed to ensure that the project’s results are disseminated in a timely manner, in suitable forms, and in the most adequate networks to reach identified main stakeholders, to maximise their impact and benefit for society. This includes identifying appropriate communication channels for different target audiences; developing effective messages for each audience; designing appropriate materials (e.g., brochures or videos); organising and participating in events (e.g., workshops or conferences); engaging with media outlets; monitoring progress against targets; evaluating outcomes against objectives; and ensuring that all stakeholders are kept informed throughout the process. In addition to providing an overview of planned activities for D&C purposes, this document will also outline how these activities can be monitored and evaluated over time. This includes setting up systems for tracking progress against targets (e.g., number of publications or media coverage), assessing outcomes against objectives (e.g., impact on policy or public opinion), measuring effectiveness (e.g., number of downloads or views).

In particular, the main outcomes of this D&C Plan will be the creation/organisation of:

- GREG D&C strategy
- Stakeholder’s engagement
- Mapping of target audiences
- GREG website
- Social media channels
- Promotion and dissemination of outcomes in Congresses and conferences
- Scientific Publications
- D&C policy

This plan will undergo two updates. The first update, scheduled for the third year of the project, will report on the dissemination and communication activities carried out during the first 36 months. The second update, in the fifth year, will provide the final comprehensive report on the activities implemented throughout the project, in line with the communication and dissemination strategy.

The D&C plan has been conceived by the European Society of Cardiology (ESC) and has received final approval from the GREG General Assembly members.

I Introduction

The purpose of Deliverable D8.I. is to ensure the efficient and effective communication and dissemination of the project’s objectives, activities, and results to relevant stakeholders. It aims to raise awareness of the

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project, promote its outcomes, and ultimately support the development of policy recommendations for policymakers and institutions.

This plan serves a dual purpose: first, to guide communication efforts that increase the project's visibility and engagement; and second, to ensure the strategic dissemination of its results to maximise impact. It outlines key communication channels and strategies, including stakeholder events, educational webinars, peer-reviewed publications, and guidance documents.

Additionally, the plan includes an evaluation of engagement efforts by mapping relevant scientific journals and target groups and by conducting tailored outreach activities with policy and decision makers. It also emphasises the importance of networking and synergies with European projects and initiatives, fostering collaboration and amplifying impact.

The GREG Consortium intends to achieve the following through appropriate dissemination and communication tools and channels:

1. Generate awareness on the project and its progress across a broad range of stakeholders and audiences.
2. Ensure that GREG's potential societal and scientific impact is maximised by ensuring that the results are distributed to stakeholders in a timely and effective manner (regulators, HTA bodies, industries, policymakers, payers, clinicians and patients and the public).
3. Share the newly developed guidance, tools and recommendations, create training materials for the key actors involved in the generation and in the use of RWE in Europe, and generate mechanisms to make the GREG training and tools sustainable after the project ends.
4. Collaborate with other EU and IHI funded initiatives and projects to share data analysis expertise to pool resources, reduce duplication, and maximise the quality of the GREG results.
5. Contribute by providing input to international guidelines on public consultations to pave the way for the successful adoption of the results.

The dissemination strategy and activities follow the following principles and best practices:

1. All results/reports are duly reviewed and shared with relevant project partners before these are published or disseminated.
2. All project partners who contributed to the results/reports for dissemination are duly informed about the outcomes of the dissemination.
3. All non-confidential results are accessible on the GREG project website.

2 WP8 Overview on Dissemination and Communication

2.1 Objectives

The overarching goal of WP8 – *Communications, training, and sustainability* – is to generate awareness and optimise the scientific influence of GREG project by disseminating and communicating its objectives and outcomes to diverse stakeholders. Moreover, it aims to maximise the potential societal and scientific impact

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through a targeted and multichannel communication strategy, including the development of training programmes.

2.2 D&C Tasks and Deliverables

WP8 is co-led by the European Society of Cardiology (ESC) and SANOFI. SYNAPSE is responsible for the creation and maintenance of the project website, major communication activities, and branding. GetReal leads the development of training materials and educational courses. The entire consortium contributes to stakeholder engagement and the dissemination of results through their respective networks.

WP8 includes the following tasks and deliverables related to D&C:

- Develop a D&C plan and strategy to engage stakeholders and target audiences, producing guidance documents, scientific publications, and outreach activities to promote and disseminate the GREG project and its results and foster scientific impact. Communication and dissemination will remain continuous activities throughout the project.
- Utilise a range of digital communication tools to effectively convey GREG's objectives, progress, and outcomes, ensuring stakeholders and the public remain well informed. To boost engagement, dedicated social media accounts will be created to run targeted campaigns, share updates, and disseminate news from partners. Finally, a dedicated project website will be developed, serving as a central hub for stakeholders. It will provide news, event announcements, and a repository of general publications.
- A learning programme will be developed to cover key aspects of conducting and appraising RWE studies, tailored for use by a wide range of stakeholders. Training materials will be co-created and tested with representatives from each audience segment, then finalised as e-learning modules. This task is not directly related to main D&C activities, but it can be framed as part of the project's dissemination given its impact and outreach.

Table 1 Deliverables overview

Deliverable	Title
D8.1	Dissemination and Communication Plan
D8.3	Training and Educational Program
D8.5	Dissemination and Communication Update
D8.6	Training Materials
D8.7	Final report on dissemination and communication activities
D8.8	Overview of scientific manuscripts/reports for publication

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The mentioned deliverables are either part of D&C or closely related to it, as educational materials are considered an integral form of dissemination.

At month 36, the Dissemination and Communication Plan will be updated to ensure that the strategy and activities remain aligned with the overall development of the project. This update is necessary to assess the effectiveness of the actions implemented to date, to integrate lessons learned, and to adapt the approach in line with the project's progress.

The revision will also consider the evolving needs of the consortium and the project, particularly with respect to communication priorities and dissemination opportunities. By doing so, the plan will provide a more targeted and effective framework for enhancing project visibility, strengthening stakeholder engagement, and supporting the achievement of the project's objectives.

In addition to Deliverable D8.5, internal annual updates will be carried out to monitor progress, ensure coherence with the project's evolution, and maintain flexibility in the implementation of communication and dissemination actions.

Finally, all partners will contribute to the creation of content as well as its dissemination amongst diverse stakeholders. Consortium members will conduct/reshare D&C activities within their extensive networks mainly comprising national and international healthcare organisations, higher education institutes, and patient groups. Project updates will also be disseminated by WP8 to partners periodically to ensure the comprehensive collection and sharing of relevant information. Project partners will play an active role in supporting on the D&C contents creation, in particular the drafting of press releases and the organising educational webinars and podcasts.

3 General Dissemination and Communication Strategy

3.1 Stakeholder Engagement

The D&C strategy outlined in the project is tailored to fulfil the following objectives:

- Inform the patients and the public about the project's existence and activities,
- Inform the scientific community of technical and scientific project developments,
- Inform the relevant stakeholders of project results,
- Train stakeholders on how to benefit from GREG approach,
- Sharing insights with GREG stakeholders' forums,
- Sharing project results and educating healthcare professionals.

These communication and dissemination activities are closely aligned with the project's specific goals and expected impacts. The GREG consortium has identified key stakeholders and target groups who are expected to benefit from the project's results, including:

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- General public, payers, patients and patient organisations,
- Regulators,
- Policymakers,
- Public health institutes,
- Notified bodies and Health Technology Assessment (HTA) agencies,
- Manufacturing companies and healthcare industry,
- Physicians, clinicians, scientific community and other healthcare professionals.

Based on this list of target groups, **Table 2** provides a detailed breakdown of each stakeholder category, the specific messages GREG aims to deliver to them, and the communication channels and media that will be used to effectively reach and engage them.

Table 2 Dissemination and Communication Channels to Stakeholders

Dissemination		
Stakeholders	Messages	Media
Clinicians	How RWE can improve patient care, safety monitoring, and clinical decision-making: Advice on how clinicians can contribute data to registries, participate in case studies, report adverse events, and access evidence that informs treatment decisions. Guidance on how RWE complements clinical trials and helps assess medicines and devices in real-world settings.	➤ Papers in scientific journals ➤ Presentations at scientific conferences, congresses and events ➤ Communication with umbrella organisations/federations, which pass the information on to the clinicians. ➤ GREG website ➤ Social media channels fitted to the target group ➤ Newsletters ➤ Webinars/Educational courses ➤ Podcasts
Notified Bodies	Information on how real-world data can strengthen device evaluation and compliance processes. Guidance on implementing GREG tools to standardize assessment practices, monitor safety, and support evidence-based approvals.	➤ Communications and reports from GREG partners ➤ Technical webinars ➤ GREG website ➤ Social media channels fitted to the target group ➤ GREG Guidance documents/toolkits and reports ➤ GREG Networking events

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Dissemination		
Stakeholders	Messages	Media
Regulatory agencies and HTA bodies	Using GREG guidance to improve regulatory decision-making and health technology assessment: How GREG tools help align RWE generation with regulatory requirements, improve guideline evaluation, and provide reproducible case-study evidence. Opportunities to co-create guidance that can streamline regulatory submissions and enhance patient safety. How RWE can support and decisions. Explanation of project outputs, case studies, and guidance that can strengthen evidence-based decision-making	➤ Social media channels fitted to the target group ➤ Policy briefings ➤ Regulatory workshops ➤ Interactions with HTAs ➤ Consultation documents ➤ GREG website ➤ Newsletters ➤ Webinars ➤ Presentations at relevant events
Scientific community	Advancing methodology and standards in RWE research: Familiarity with regulations and the generation of new methods to generate high-quality clinical data from well designed and conducted clinical investigations. Opportunities to contribute to methodological development, pilot projects, and case studies, including Post-launched Evidence Generation (PLEG). Guidance on analysing RWD, publishing findings, and participating in networks that define best practices for RWE, including applications in PLEG.	➤ Peer-reviewed publications ➤ Scientific conferences ➤ Newsletters Public webinars ➤ Collaborative research networks ➤ Webinars ➤ GREG website
Patients and patient organisations	Leveraging the patient voice when shaping patient-centred RWE and healthcare decisions: By actively harnessing patients' data and experiences, we can drive meaningful advancements in medicine and device development. There are significant opportunities for patients to participate in co-creation workshops, contribute to guidance, and ensure that patient perspectives are represented in both regulatory and HTA. How Patient Experience Data (PED) is linked to RWE and how it can be systematically collected to provide	➤ GREG Website ➤ Social media channels fitted to the target group ➤ Patient forums ➤ Newsletters ➤ Public webinars ➤ Interactive workshops

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Dissemination		
Stakeholders	Messages	Media
	information on patients' healthcare needs and preferences.	
Policymakers	Leveraging RWE to inform health policy and decisions: How RWE can support health policy. Explanation of project outputs, case studies, and guidance that can strengthen evidence-based policymaking. RWE can enhance the EU's appeal as a centre for life sciences and contribute to more timely patient access to medicines and medical devices.	➤ Policy briefings - White papers ➤ Stakeholder roundtables ➤ High-level meetings ➤ Targeted reports ➤ GREG website ➤ Newsletters
Industry, manufacturers and developers	How industry can use GREG guidance to generate regulatory-grade evidence, reduce time to market, and demonstrate value to payers. Examples of successful RWE implementation and opportunities for co-created pilot studies.	➤ Open access to GREG website ➤ Social media ➤ Newsletter ➤ Industry workshops ➤ Webinars ➤ Case study publications ➤ Practical toolkits ➤ Guidance documents ➤ Conferences
Communication		
General public Payers	Improving healthcare outcomes through RWE-informed decisions: How real-world data supports safe, effective, and accessible treatments. Explanation of transparency, benefits to patients, cost-effectiveness insights, and how RWE informs reimbursement and healthcare planning.	➤ GREG Website ➤ GREG content: Videos and podcasts. ➤ Public campaigns (social media, press releases)

GREG Policy and Regulatory Engagement and Outreach

GREG has an important policy dimension, requiring proactive outreach to relevant policymakers and EU agencies, as well as effective communication of project outcomes to inform health policy and access decisions. Through the ESC, the consortium will leverage its network in the European Parliament, along with strong collaborations in the regulatory space – particularly with the European Medicines Agency (EMA), the European Commission, the International Network of Agencies for Health Technology Assessment, and the Medicine Evaluation Committee. This policy engagement is essential to ensure that GREG's guidance and

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tools for RWE are translated into actionable strategies, adopted, and disseminated in line with European regulatory and legislative frameworks, ultimately maximizing their impact on healthcare decision-making across Europe.

In April 2025, the Cardiovascular Health MEP Group – whose secretariat is managed by the European Alliance for Cardiovascular Health (EACH), of which the ESC is a partner – was officially launched as an informal platform of Members of the European Parliament aimed at generating dialogue, outreach, and activities at the Member State level. Thus, it serves as a model for kicking-off a dedicated outreach campaign and drawing policymakers’ attention to showcase how the role of RWE in the development and assessment of medicines, medical devices, and drug-device combinations can support more robust decision-making by regulators and HTA bodies.

Below, a detailed table lists the individual Members of the informal group, along with additional suggestions of policymakers who have advocated for accelerated availability of medical products and better access to innovative healthcare technologies. These selections were informed by monitoring their parliamentary activities linked to the core elements of the GREG project, including tabling parliamentary questions to the Commission, participating in plenary debates, and holding I-I meetings.

While the Cardiovascular Health MEP Group illustrates interest in advancing healthcare policies, it is important to note that, as of January 2025, the European Parliament also has a fully-fledged Committee on Public Health (SANT) under this legislative tenure. This committee plays a crucial role in shaping EU health policy and addressing major health challenges, thereby broadening the scope and target of GREG’s outreach programme. A full list of Members of the SANT Committee can be found [here](#).

The planned outreach will be conducted by first sending individual emails, followed by phone calls as needed, and then arranging meetings at the European Parliament premises, where involved actors and individuals will have the opportunity to thoroughly discuss the project outputs and explore ways of collaborating through roundtables, high-level events, and other dissemination activities, in line with ongoing and future EU legislation.

Relevant stakeholder networks and EU agencies will also be engaged, with the objective of updating them on the progress and outcomes of the project and encouraging uptake by regulators and stakeholders alike. This will be achieved through dedicated briefs and recommendations, presentations and, where necessary, ad-hoc meetings – either bilateral or multilateral.

In terms of outreach to EU regulators and key stakeholders, the ESC will leverage its role as a partner providing timely clinical expertise at multiple stages and across various regulatory processes. The ESC holds observer status at the European Commission’s Medical Device Coordination Group (MDCG), which oversees the implementation of the Medical Device Regulation (MDR) across the Union and brings together the EU Commission, national competent authorities, and selected stakeholders. Also, the ESC is a member of the HTA Stakeholder Network, supporting implementation across the Union with 75 participating

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organisations, and participates in the eHealth Stakeholder Group to provide advice and expertise to the EU Commission.

Table 3 *Members of the Cardiovascular Health MEP Group and additional MEPs*

Members of the European Parliament and Members of the Cardiovascular Health MEP Group		
Name	Country	Political group
Romana Jerković (Chair of the MEP Group)	Croatia	Group of the Progressive Alliance of Socialists and Democrats
Vytienis Andriukaitis	Lithuania	Group of the Progressive Alliance of Socialists and Democrats
Maria Walsh	Ireland	European People's Party
András Kulja	Hungary	European People's Party
Tilly Metz	Luxembourg	Greens/EFA
Kateřina Konečná	Czech Republic	Non-attaches
Vlad Vasile-Voiculescu	Romania	Renew Europe Group
Aurelijus Veryga	Lithuania	European Conservatives and Reformists Group
Tomislav Sokol	Croatia	European People's Party
Carlo Ciccio	Italy	European Conservatives and Reformists Group
Lukas Mandl	Austria	European People's Party
Elżbieta Katarzyna Łukacijewska	Poland	European People's Party
Michalis Hadjipantela	Cyprus	European People's Party
Elena Nevado del Campo	Spain	European People's Party
Pascal Arimont	Belgium	European People's Party
Sirpa Pietikäinen	Finland	European People's Party

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Additional MEPs to consider as part of the outreach programme, who have shown interest in discussing regulatory aspects, including medical devices and patient safety		
Name	Country	Political group
Laurent Castillo	France	European People's Party
Niels Fuglsang	Denmark	Group of the Progressive Alliance of Socialists and Democrats
Liesbet Sommen	Belgium	European People's Party
Christophe Clergeau	France	Group of the Progressive Alliance of Socialists and Democrats
Peter Liese	Germany	European People's Party
Stine Bosse	Denmark	Renew Europe

Table 4 Networks and stakeholder groups of the European Commission and European Medicines Agency

Existing networks within and with the European Commission and European Medicines Agency		
European Medicines Agency		
Name	Description	List of Members and composition
EMA Healthcare Professionals' Working Party (HCPWP)	The Healthcare Professionals' Working Party provides a platform for exchange of information and discussion of issues of common interest between the European Medicines Agency and healthcare professionals. Its goal is to facilitate EMA'S dialogue and exchange with healthcare professionals.	Available here
Patients' and Consumers' Working Party (PCWP)	The PCWP provides a platform for exchange of information and discussion of issues of common interest between EMA and patients and consumers. It provides recommendations to EMA and its human scientific committees on all matters of interest in relation to medicines.	Available here
Pharmacovigilance Risk Assessment	The PRAC is the committee responsible for assessing and monitoring the safety of human medicines.	Available here

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Committee (PRAC)		
European Commission		
Name	Description	List of Members and composition
Medical Device Coordination Group (MDCG)	The MDCG was created by the EU Medical Device Regulation as a forum for stakeholders to provide advice to the Commission and assists the Commission and the Member States in ensuring a harmonised implementation of the regulatory framework provided by the regulation itself.	Available here
Health Technology Assessment (HTA) stakeholder network	The HTA stakeholder network was envisioned by the EU HTA regulation to convey the feedback of stakeholders in the implementation of the regulation, concerning unified procedure for HTA at the EU level. Note that EUPATI – GREG partner – is a member of this group.	Available here
E-health Stakeholder Group	The group was created by the Commission to receive advice and expertise on enabling the digital transformation of health and care in the EU. Among its keys areas of work are Health data formatting and interoperability, digital health services, health data protection and privacy, and cybersecurity.	Available here
Heads of Medicines Agencies		
Description		List of Members and composition
The Heads of Medicines Agencies (HMA) is a network of the heads of the National Competent Authorities (NCA) whose organisations are responsible for the regulation of medicinal products for human and veterinary use in the European Economic Area. The HMA co-operates with the EMA and the European Commission in the operation of the European medicines regulatory network, and it is a unique model for cooperation and work-sharing on statutory as well as voluntary regulatory activities.		Available here

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3.2 External Communication Channels

The three principal communication channels that will be used for the dissemination and communication of project-related news and activities are the **project website, LinkedIn, YouTube and (external) newsletter**. These platforms have been selected for their broad reach and accessibility, allowing the consortium to engage both the public and professional audiences effectively. The main objective is to ensure these channels are regularly updated with the latest developments, while also serving as key tools to announce upcoming events and promote engagement. The website will act as the central repository for official content and resources; LinkedIn will target professional and scientific communities; YouTube will be used to share dynamic, visual content such as interviews, event recordings, and educational videos; and the newsletter will provide regular, structured updates to stakeholders, fostering cohesion and transparency. The content shared across these platforms will include:

- Project updates
- Publication of relevant news
- Scientific studies and findings
- Key project milestones
- Newsletters
- Reports and public deliverables
- Events (e.g., webinars, podcasts, workshops, annual conferences or congresses)
- Interviews with consortium members or stakeholders
- Other relevant content that supports visibility and outreach

By maintaining a consistent and dynamic presence on the website, LinkedIn, YouTube, and the GREG's external newsletter, the project aims to build awareness, foster stakeholder engagement, and ensure transparency throughout its implementation.

Table 5 Overview of GREG External Communication Channels

Channel	Type	Frequency of updates	Audience	Content
Website	-	Once every two weeks	All audience	➤ Project rationale, information on the initiative and objectives; project details (workplan, public deliverables, consortium and partners' role). ➤ Project news and public events; communication materials (brochure, posters, presentations, multimedia). ➤ Publications (papers, press releases, peer-reviewed publications).

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Channel	Type	Frequency of updates	Audience	Content
				➤ Subscription form for a newsletter mailing list (name, surname, e-mail, stakeholder type). ➤ Link to social media accounts and publication archive.
LinkedIn	Account	Weekly	Professional and Scientific Communities / All audience	➤ General messages and posts (project objectives and goals). ➤ Project news (internal meetings, participation in institutional events and conferences). ➤ Publications on media or peer-reviewed journals. ➤ Interview links. ➤ Milestones of the project. ➤ Engage in conversation/commenting with key accounts such as Key Opinion Leaders. ➤ Re-posting relevant messages and posts.
YouTube	Channel/Account	Once every month	All audience	➤ Project overview videos. ➤ Milestone highlights. ➤ Interviews with consortium members and stakeholders. ➤ Webinar recordings. ➤ Workshops and educational sessions. ➤ News updates. ➤ Podcast episodes (video format). ➤ Conferences and sessions recordings.
External Newsletter	-	Once every six months	All audience	➤ Project Highlights. ➤ Publication of relevant news. ➤ Events. ➤ Scientific studies and findings. ➤ Key project milestones. ➤ Reports and public deliverables. ➤ Interviews with consortium members or stakeholders.

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Channel	Type	Frequency of updates	Audience	Content
				➤ Other relevant content that supports visibility and outreach.

In addition to the existing GREG LinkedIn and YouTube accounts, social media will also be used by each partner in order to disseminate GREG-related news and activities.

The project D&C team (WP8 members) has already encouraged consortium partners to follow the GREG LinkedIn page through their respective organisational social media accounts. Building on this, the team is now actively engaging with individual partners and their communication departments to coordinate potential joint D&C initiatives. The aim is to leverage existing channels and networks by providing pre-prepared media kits, including suggested texts and visuals, that allow partners' communication teams to easily schedule and publish posts. This collaborative approach is intended to maximise outreach, ensure consistent messaging, and streamline the dissemination process across the consortium.

3.3 IHI Requirements

The consortium partners commit to adhere to the IHI JU and Horizon Europe dissemination guidelines and will incorporate the following elements into all dissemination outputs:

- The IHI JU logo
- The EU emblem accompanied by the words Co-funded by the European Union
- The logos of the European life science industry, represented by the industry associations:
 - COCIR
 - EFPIA
 - Vaccines Europe
 - EuropaBio
 - MedTech Europe
- The statement: "This project is supported by the Innovative Health Initiative Joint Undertaking (IHI JU) under grant agreement No 101191967. The JU receives support from the European Union's Horizon Europe research and innovation programme and COCIR, EFPIA, EuropaBio, MedTech Europe, and Vaccines Europe."



Figure 1 Acknowledgement Logos

Furthermore, a disclaimer will be included, indicating: "Funded by the European Union, the private members, and those contributing partners of the IHI JU. Views and opinions expressed are however those of the author(s) only and

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do not necessarily reflect those of the aforementioned parties. Neither of the aforementioned parties can be held responsible for them.”

For further details, please refer to Annex I (GREG’s Dissemination and Communication (D&C) Policy).

3.4 Production of Content

The content creation strategy is focused on engaging a broad audience effectively through tailored messages aligned with the project’s goals. Various forms of media will be employed, including articles, videos, and social media posts. Content aims to spark interest and convey messages that resonate with each target group. The production strategy includes the development of promotional materials that help translate complex scientific results into engaging, understandable formats.

A significant effort will be placed on ensuring the content is accessible and relatable to the target audience, enhancing the reach and impact of the project. The content will serve to build a common understanding among stakeholders about the project’s objectives and benefits. Interactive elements will be incorporated to encourage engagement from the audience, such as webinars. Success of content dissemination will be measured through various Key Performance Indicators (KPIs), including web traffic, engagement metrics, and feedback from stakeholders. The production process involves collaboration among project partners to leverage diverse expertise and insights. Regular updates and iterative improvements to content will be made based on stakeholder feedback and engagement results.

For further information on KPIs, please refer to page 50.

3.5 Synergies with other Initiatives and Projects

The Dissemination and Communication partners are proactively seeking synergies with a range of entities, including ongoing EU-funded research initiatives, patient associations, medical societies, national projects, and others. This collaborative approach is designed to broaden the project's reach and enhance engagement with a wider audience.

To support the rapid implementation and wider uptake of the knowledge generated by the project, GREG partners will also collaborate with external stakeholders beyond the consortium. These include medical educators, regulators, clinicians, and international patient organisations within Europe and globally.

On the project website, there will be a page devoted to “Related initiatives” (currently under preparation). This section will inform visitors about synergies with other activities and highlight upcoming joint initiatives. In parallel, the D&C team will actively engage with relevant organisations via social media – interacting with their posts, sharing news and updates, and participating in networking activities at key dissemination events. A preliminary list of projects and initiatives with potential for collaboration is provided in **Table 6** below. Note that collaboration may also extend to projects not included in the list.

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Table 6 Overview of Identified Initiatives and Projects for Creating Synergies

Projects and Initiatives	
Project's Acronym	Short Description
DARWIN EU	Provide timely and reliable evidence on the use, safety and effectiveness of medicines for human use, including vaccines, from real world healthcare databases across the European Union (EU).
More-EUROPA	This project aims to develop, implement, and establish robust evidentiary standards and methodologies to meet the data and evidence needs of regulatory authorities and health technology assessment (HTA) bodies. By advancing the efficient use of real-world data (RWD), the project supports the development, registration, and assessment of medicinal products across Europe
Real4Reg	This project aims to promote the use of real-world data (national healthcare registers and claims data) to support the regulatory decisions about medicines. Real4Reg will use ground-breaking technologies such as artificial intelligence and machine learning. The structure and approach of this project is to facilitate the implementation of the effective use of real-world data in regulatory decision-making and health technology assessment.
ONCOVALUE	Implement value-based oncology care to help improve cancer care by enabling and guiding cancer clinics to collect, harmonize and analyse high-quality Real-World Data (RWD) in real-time and by developing an AI-based framework for assessing real-life effectiveness of novel cancer therapies in real-time.
IDERHA	This project addresses the obstacles in accessing, integrating and analysing health data to maximise their value for patient care and medical research.
RWE4Decisions	This initiative fosters open, multi-stakeholder dialogue on how to generate fit-for-purpose real-world evidence (RWE) throughout the lifecycle of highly innovative medicines to better inform HTA/Payer decisions and support the needs of healthcare systems.
CORE-MD	This initiative reviews methods for evaluating high-risk medical devices, in order to translate expert evidence into advice for EU regulators and to recommend an appropriate balance between innovation, safety, and clinical effectiveness.
Sustain-HTA	A European initiative to build a supporting infrastructure to ensure ongoing implementation of the latest and most fit-for-purpose HTA methodologies and tools in practice

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Projects and Initiatives	
Project's Acronym	Short Description
Quantum	This project aims to create a common label system for Europe that guarantees the quality and utility of datasets for scientific and health innovation purposes. These labels will enable researchers, policymakers, and healthcare professionals to identify high-quality data for research and decision making.
EHDS	This initiative introduces a sector-specific data space for health, and creates an EU-wide legal, technical, and governance architecture for electronic health data.

4 GREG Visual Identity and Branding

4.1 Graphic Elements

The GREG colour palette has been carefully selected to reflect the fusion of innovation and reliability – two essential qualities for a pioneering initiative in RWWE. The primary colours include a distinctive shade of Burgundy (#3B1C1C), Berry (#6E2330), Tangerine (#FC8F5C), and Oat (#E8DED4). The deep tones of Burgundy and Berry provide a sophisticated and solid background that conveys professionalism and strength, representing the project's commitment to rigorous scientific research. In contrast, lighter Tangerine and Oat tones stand out for their energy, symbolising the innovative and dynamic nature of GREG's approach to health technology. These core colours not only capture attention but also foster a positive and appealing image that resonates with the project's cutting-edge research and development goals. Together, they create a striking and meaningful visual identity, ideal for communicating the central themes of RWWE research and innovation. Complementing these tones are neutral shades of black and white, along with Lavender (#A0B5FF) and Lilac (#D9D7FF), which add balance and versatility to the palette, ensuring clarity and effectiveness across various communication formats.

The selected typeface, Gill Sans MT, is a font available on Microsoft systems. Gill Sans is a classic humanist sans-serif typeface, known for its clean lines, distinctive character shapes, and versatile appearance. Inspired by the Arts and Crafts movement and traditional typefaces, it strikes a balance between calligraphic heritage and modern design aesthetics. Its exceptional legibility and adaptability make Gill Sans MT an ideal choice for articulating the forward-thinking concepts that are central to our project.

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Figure 2 GREG Typeface and GREG Colour Palette

4.2 GREG Logo Design

GREG is dedicated to developing and sharing practical, evidence-based tools for generating and applying RWE. The project aims to support improved decision-making by regulators and Health Technology Assessment (HTA) bodies in the evaluation of medicines, medical devices, and drug-device combinations. Accordingly, the graphic concept behind the GREG logo artistically combines elements of innovation and evidence within the healthcare domain. This integration is reflected in a logo that is both formal and aesthetically refined.

The illustration below provides a visual explanation of the GREG logo design. The elements are clear and structured, helping the public to easily interpret what GREG represents and understand the project's objectives. This visual representation highlights the project's commitment to continuous innovation and the ongoing nature of research in RWE and healthcare.

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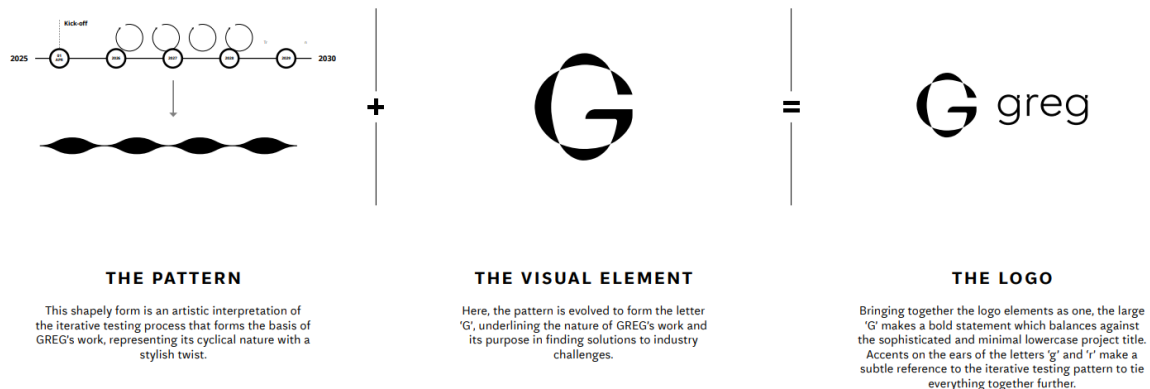


Figure 3 GREG Logo Design Concept



Figure 4 GREG Logo

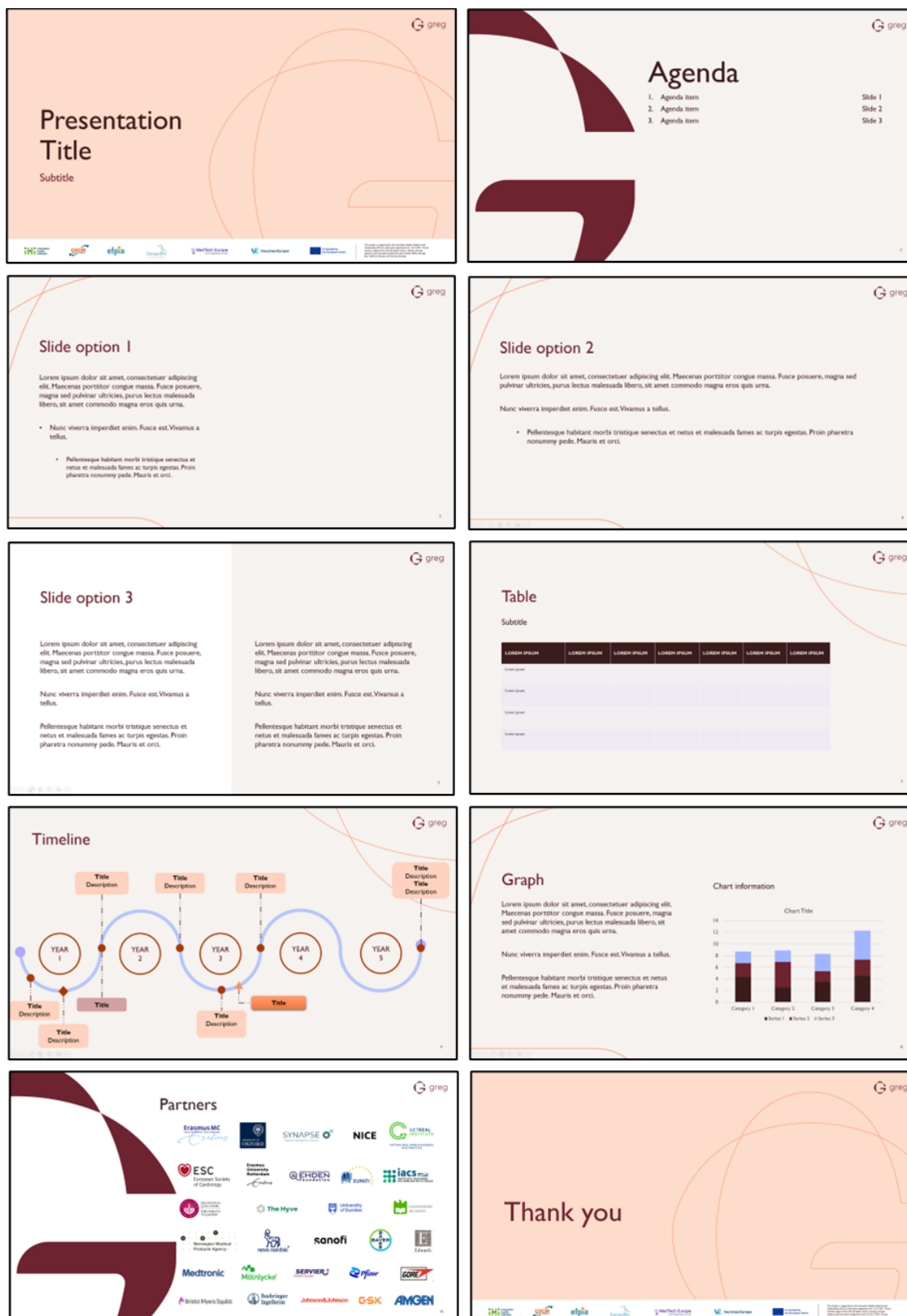
4.3 GREG Documents Templates

To ensure consistency and reinforce the project's visual identity, the use of templates is required for all official communication materials. Standardised templates help maintain a professional and coherent appearance across different formats, ensuring that all project outputs are easily recognisable as part of the GREG Consortium.

Both physical and digital templates have been developed and made available to consortium members. While a physical template exists, members are strongly encouraged to avoid printing and to prioritise sustainable, digital forms of communication. Two key digital templates – a Word Document template and a PowerPoint template – have been created and circulated to all consortium members. They are also available on the online communication and repository platform of SharePoint/Teams.

All consortium members are expected to use these templates consistently for deliverables, reports, presentations, and any other official communication. Compliance with this guideline will contribute to a unified external image and strengthen the visibility of the consortium. **Figure 5**, **Figure 6** and **Figure 7** provide a visual overview of the template designs.

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The figure displays a series of 15 slides from the GREG Power Point Template, arranged in a 5x3 grid. The slides include:

- Slide 1:** Presentation Title, Subtitle, and logos at the bottom.
- Slide 2:** Agenda with a list of items and slide numbers.
- Slide 3:** Slide option 1 with placeholder text and bullet points.
- Slide 4:** Slide option 2 with placeholder text and bullet points.
- Slide 5:** Slide option 3 with placeholder text and bullet points.
- Slide 6:** Table with a title, subtitle, and a table of placeholder data.
- Slide 7:** Timeline with a sequence of events and descriptions.
- Slide 8:** Graph with a title, subtitle, and a bar chart showing data for four categories.
- Slide 9:** Partners slide with logos of various organizations.
- Slide 10:** Thank you slide with a large orange background and the GREG logo.

Figure 5 GREG Power Point Template

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Figure 6 GREG Word Document Deliverable Template

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Figure 7 GREG Poster and Presentation Template

Additional information on the visual identity and branding can be found in Annex II (Visual Identity).

To support a consistent visual identity and ensure effective communication and dissemination of project information and outcomes, partners are required to share their outreach activities and visual materials (both physical and digital) with the WP8 Communications Team (comms@ihi-greg.eu) for evaluation. This process will help maintain a cohesive and recognizable visual identity for the GREG project across all partners' communications. Consistent use of these materials can strengthen the project's branding, enhance audience engagement, and improve the overall visibility and professionalism of all GREG-related content.

Additional information on the revision of communication activities and content can be found in Annex I (GREG's Dissemination and Communication (D&C) Policy)

5 Communication and Dissemination Tools and Channels

GREG has identified the most effective means to support its dissemination and exploitation objectives. As outlined in the previous chapter, the primary channels for communicating project news and activities include the project website, social media, newsletters, and press releases. Additional channels may be adopted if deemed relevant during the course of the project.

Table 7 provides an overview of planned communication activities for each channel, aligned with the different phases of the project's duration.

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Table 7 Communication Plan Overview

Communication Mechanism	Phase I – Raise awareness	Phase II – Inform and interact	Phase III - Promote
Project website	Design and develop an intuitive, user-friendly, and fully responsive website aligned with accessibility standards. Integrate analytics tools to monitor visitor engagement.	Maintain and regularly update content with news, deliverables, events, and publications. Integrate interactive features (e.g., event registration forms, feedback polls). Use analytics to refine content strategies and ensure targeted communication.	Ensure long-term hosting and visibility of the website beyond project duration. Provide open-access results, policy briefs, and final reports. Highlight exploitation pathways and stakeholder success stories.
Social Media presence	Establish an official presence across major social media platforms (LinkedIn and YouTube). Curate and share relevant sector-specific content; actively monitor hashtags and discussion trends. Launch introduction campaign highlighting the project's mission and consortium. Upload publicly available project material and ensure consistent branding. Initiate connections with domain-specific stakeholders and relevant communities. Engage with complementary projects, networks, and initiatives.	Social media posts. Regularly promote project milestones, interim results, and events through targeted campaigns. Interact with followers: respond to messages, collect feedback, and encourage dialogue. Organise Q&A sessions, and short video explainers.	Intensify promotion of results, demonstrators, and exploitation outcomes. Use paid campaigns (if budget allows) to amplify reach among target stakeholders. Share curated sector content more selectively, focusing on reinforcing the project's legacy.
Project's External Newsletter	Define content structure and design, target groups, distribution	Publish regular editions highlighting project progress, interviews with partners, upcoming	Release final newsletter with project achievements, policy recommendations, and

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Communication Mechanism	Phase I – Raise awareness	Phase II – Inform and interact	Phase III - Promote
	channels, and frequency (e.g., biannual). Create subscription mechanisms on website with GDPR-compliant data collection.	events, and opportunities for stakeholder involvement. Distribute via mailing lists, social media integration, and stakeholder networks.	exploitation opportunities. Encourage sustained subscription to related initiatives for continuity.
Traditional media	Issue launch press release targeting sector-specific and mainstream outlets.	Publish press releases aligned with key milestones (e.g., mid-term achievements, pilot launches, events). Offer interviews with project coordinator and partners.	Final press campaign highlighting key results, business cases, and exploitation potential. Promote success stories in trade media and EU-level platforms.
Communication material	Develop branding package: logo, visual identity guidelines, colour schemes. Produce initial promotional assets: factsheet, brochure, roll-up banners, introductory video. Ensure alignment with EU visibility guidelines (e.g., logo placement, disclaimers).	Update communication assets to reflect progress. Produce revised brochures, flyers, event materials. Publish blogs and feature articles in EU dissemination instruments (CORDIS News, Horizon Results, Research*EU magazine).	Finalise promotional package: comprehensive brochure, banners, infographics. Produce and disseminate video demonstrators showcasing outcomes. Publish closing news, feature articles, and success stories in EU-level platforms.
Stakeholder's Engagement	Map key stakeholders (industry, academia, policymakers, patients etc). Develop targeted contact lists and stakeholder database.	Actively involve stakeholders in workshops, webinars, and activities. Targeted communication towards policymakers to influence regulatory discussions.	Present results to stakeholders. Disseminate policy briefs and recommendations. Encourage exploitation, replication, and scalability of results

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5.1 Website

The GREG website, accessible at <https://ihi-greg.eu>, serves as a centralised hub for sharing project-related information with a broad audience. It plays a key role in increasing the project's visibility, showcasing GREG's activities, and facilitating the dissemination of public deliverables and publications. In addition to its communication function, the website also acts as a repository, providing open access to key project outputs such as reports, publications, and other relevant materials.

The website was developed in two phases to ensure a timely and strategic launch. The first version – a landing page – was released on **12 May 2025**, and consisted of a single page featuring the following sections:

- **Introduction to the project**
- **GREG's Aim**
- **GREG's Impact**
- **The expertise behind GREG**
- **Press-release**

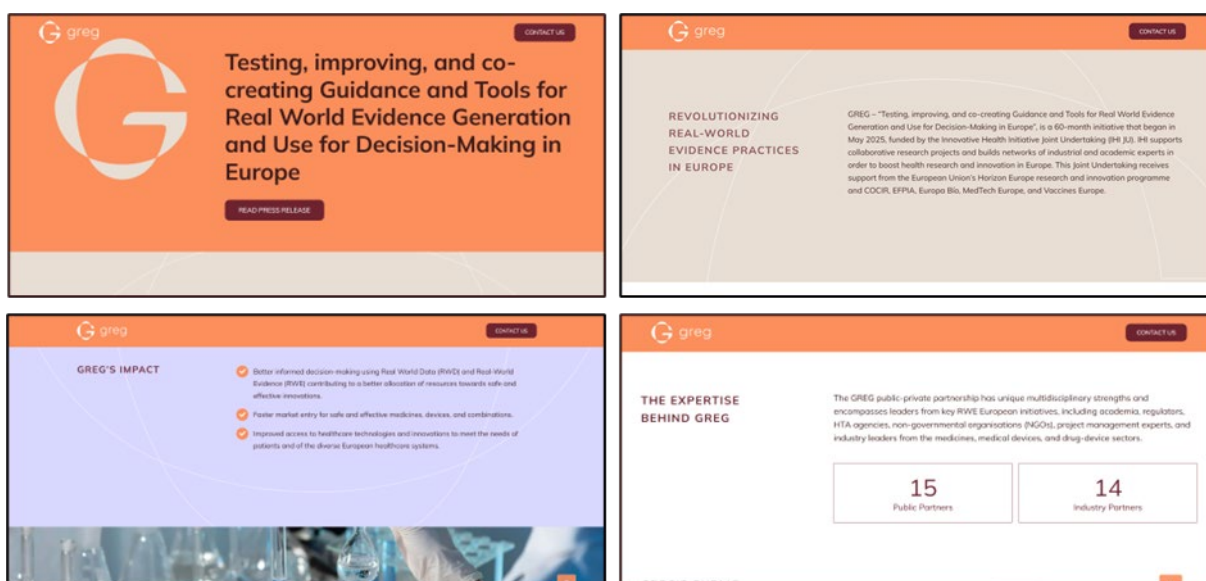


Figure 8 GREG Landing page

The second version – the official GREG website – was officially launched on **22 September 2025**, expanding significantly on the initial landing page. This full version includes a broader range of content and dedicated sections designed to support the project's communication, dissemination, and stakeholder engagement objectives.

The website now features the following sections:

- **Home:** Summarises the project's aim and impact and highlights the latest news.
- **About:** Comprises three subpages:

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- **Project:** Describes the project's objectives, approach, and Work Packages.
- **Consortium:** Provides an overview of the public and private partners involved.
- **Governance:** Offers insights into the project's governance structure and will be updated with short profiles of the Executive Committee (ExCom) and Steering Committee (SC) members.
- **Knowledge:** Serves as a repository for podcasts, scientific sessions, webinars, publications, and public deliverables.
- **News:** Includes news articles and a calendar of events where the GREG project is represented.
- **Contact Us:** Allows users to send inquiries directly to the GREG info email address.
- **Additional Features:** The website includes a link to GREG's LinkedIn page and a subscription button for the project newsletter.

The website is designed to be dynamic and will be continuously updated with new content throughout the project's duration, ensuring timely access to relevant information and resources.

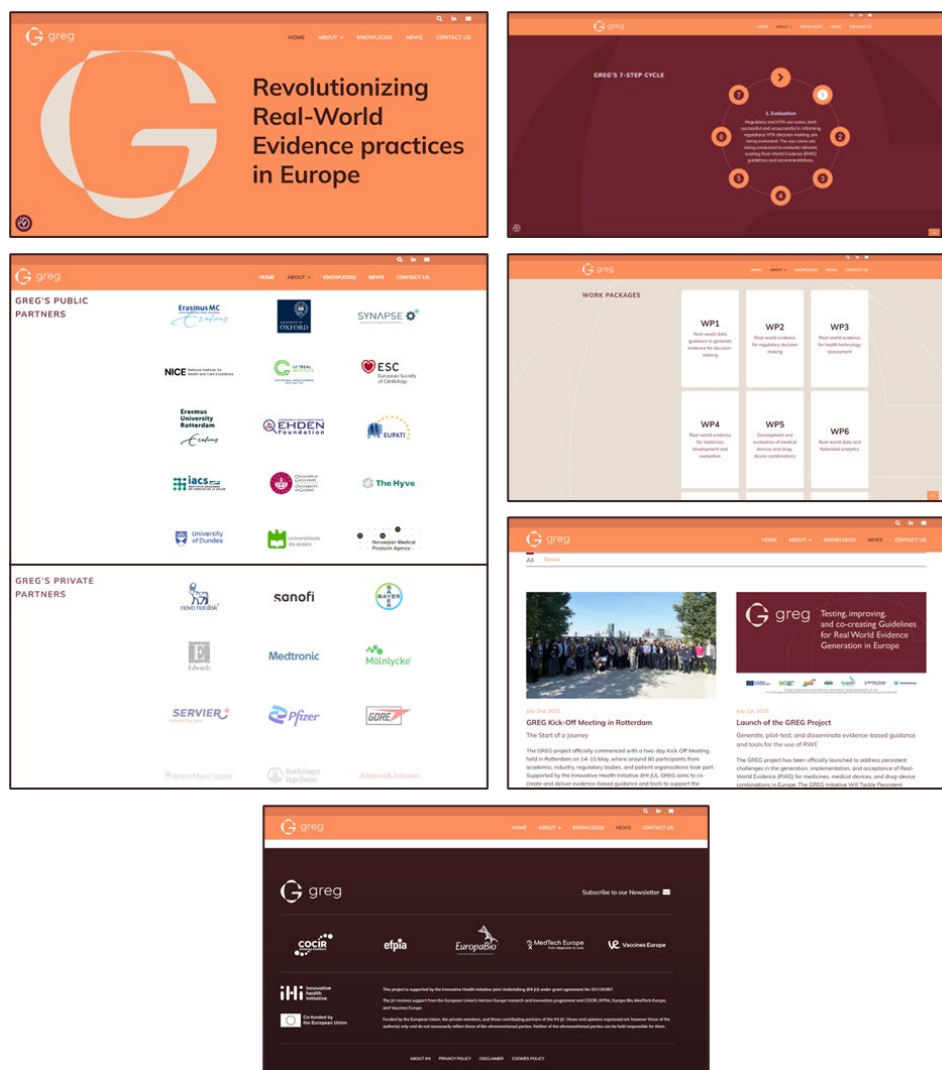


Figure 9 GREG website

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5.2 Social Media Strategy

As part of its dissemination strategy, GREG has established a structured editorial calendar to guide the systematic management of its social media presence. The project's official channels are LinkedIn and YouTube, selected to support differentiated messaging tailored to specific stakeholder groups while maintaining a coherent communication strategy.

All consortium partners with social media accounts are expected to follow and promote the official project profiles by sharing posts, tagging, and mentioning GREG in relevant content. To ensure consistent visibility, social media icons are integrated into the website footer, while all profile pictures and cover images incorporate the official logo and visual identity of the project. This uniform presentation reinforces brand recognition and alignment across platforms.

The primary objectives of GREG's social media activity are to disseminate project outcomes, inform relevant stakeholders, and foster engagement with professionals in the field. Social media channels will serve as entry points, directing audiences to the project website where detailed information and in-depth content will be hosted. This approach is intended to raise awareness among sector-specific audiences who may not yet be familiar with the initiative and encourage them to act as multipliers of project visibility.

A long-term framework has been designed to guide the development of GREG's social media activity over the five-year duration of the project. While both LinkedIn and YouTube address largely the same target groups, content will be adapted to the specific characteristics of each platform, ensuring consistency in tone and message while differentiating design and format.

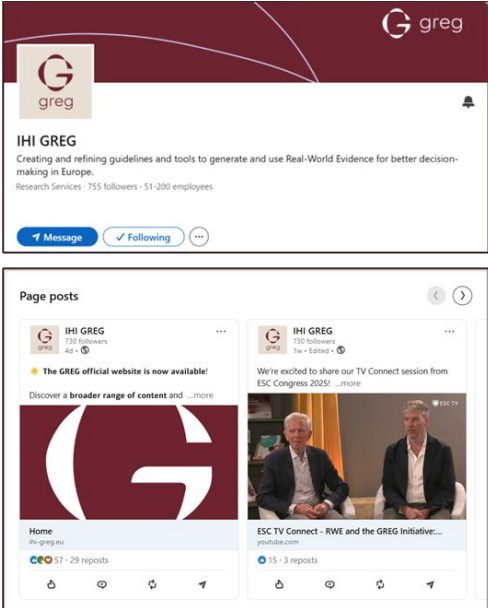
Consortium partners are required to actively contribute to the visibility of official content by engaging with posts and amplifying their reach using mentions and project-specific hashtags in line with the overall communication strategy.

5.2.1 GREG LinkedIn Account

LinkedIn is one of the most effective platforms for disseminating professional information and engaging with stakeholders. The GREG LinkedIn page (<https://www.linkedin.com/company/ihg-greg>) has been set up according to the following criteria:

- Profile image featuring the official logo, with a cover design reflecting the project's visual identity.
- A clear and concise description of the project.
- A call-to-action (CTA) button directing users to the official website: www.ihg-greg.eu.
- Use of the official project hashtag #IHI_GREG.

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Overview

GREG - Testing, improving, and co-creating Guidance and Tools for Real World Evidence Generation and Use for Decision-Making in Europe.

GREG is a public-private partnership supported by the Innovative Health Initiative Joint Undertaking (IHI JU), set to revolutionise Real-World Evidence (RWE) practices in Europe. The GREG initiative aims to create, test, and share practical, evidence-based guidance and tools to help generate and use RWE. By enhancing how RWE informs the development and evaluation of medicines, medical devices, and drug-device combinations, we will support better decision-making for regulators and Health Technology Assessment (HTA) bodies.

Starting in May 2025, the GREG project will unfold over the next five years, bringing together 29 partner organisations from 15 countries. The GREG consortium is uniquely positioned to make a significant impact on European RWE practices. Led by Erasmus University Medical Center (The Netherlands) as the Coordinator, Novo Nordisk (Denmark) as the Project Lead, and Sanofi (France) as the Co-Lead, with support from the University of Oxford (United Kingdom), we are ready to make a difference.

Curious to see how we are transforming healthcare? Follow us to stay updated and be part of the journey!

#IHI_GREG

Website
www.ih-greg.eu

Industry
Research Services

Company size
51-200 employees

Figure 10 GREG LinkedIn Account

Outline of the LinkedIn communication strategy:

- **Target and tone:** LinkedIn is primarily used for the dissemination of professional content. Posts will therefore adopt a concise, professional, and detailed style, consistent with the platform's purpose.
- **Frequency of publication:** New content will be published on a **weekly basis** to ensure continuous visibility and sustained engagement with stakeholders.
- **Type of content:** Weekly posts will focus on project updates, milestones, upcoming events, partner highlights, publication announcements, curated insights on thematic areas, and others.
- **Use of hashtags and keywords:** Each post will include topic-specific hashtags and relevant keywords to ensure content reaches the appropriate audiences. The official social media channels of GREG will consistently use the hashtag #IHI_GREG in all publications. When targeting EU-specific stakeholders, additional hashtags such as #IHI and #HorizonEurope will be included. Posts will also combine core topic-related hashtags, such as #HealthInnovation, #RWE, #DigitalHealth, and other relevant terms, to maximize visibility and reach the appropriate audiences.
- **Engagement of partners:** All consortium partners are expected to follow the GREG LinkedIn page, thereby strengthening visibility, recognition, and credibility.
- **Content amplification:** Partners are encouraged to repost official content from the GREG LinkedIn page, including the official hashtag #IHI_GREG, relevant topic hashtags as outlined above, and a reference to the project website.
- **Cross-mentions:** The GREG LinkedIn page will also mention the institutional accounts of partner organisations, reinforcing collaboration and broadening reach.

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5.2.2 GREG YouTube Channel

The GREG YouTube account (<https://www.youtube.com/@IHIGREG>) has been established according to the following criteria:

- **Profile and branding:** The profile image features the official project logo, while the cover image reflects the project’s visual identity and incorporates a globe-shaped network motif.
- **Website linkage:** A direct link to the official project website (www.ihigreg.eu) is included to facilitate access to additional project information.

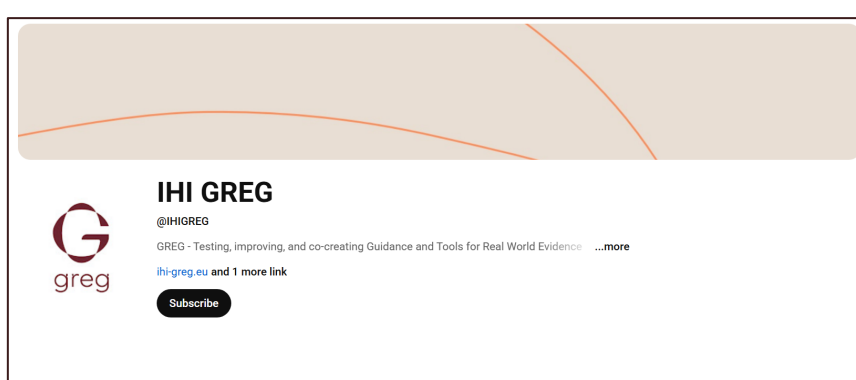


Figure 11 GREG YouTube Channel

The GREG YouTube channel will serve as both a repository of high-quality audiovisual content and a dynamic dissemination platform to reach diverse audiences (researchers, policymakers, industry, end-users, and the general public).

- **Recordings of conferences and events:** Full or edited versions of conferences, workshops, webinars, and other relevant events will be uploaded in a timely manner. Descriptions will include appropriate metadata, tags, and direct links to related materials, with systematic redirection to the project website www.ihigreg.eu.
- **Project explainers and thematic videos:** Short, animated or recorded videos that clarify the project’s objectives, methodologies, technologies, and expected impacts. These materials will help non-specialist audiences understand the project.
- **Educational content and learning modules:** Playlists of training materials, tutorials, and structured mini courses. These will facilitate knowledge transfer and skills development related to GREG outcomes.
- **Interviews and testimonials:** One-on-one interviews with project partners, researchers, and external stakeholders to showcase expertise, personal perspectives, and real-world value of the project. Testimonials from end-users or beneficiaries will add authenticity.
- **Project news and updates:** Short “newsflash” videos covering project milestones, announcements, or outcomes. These videos will maintain audience engagement between major events.

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- **Video-podcasts:** Moderated conversations with consortium members and invited experts addressing thematic issues, societal challenges, and policy implications relevant to GREG.
- **Impact stories and case studies:** Narratives illustrating how project results contribute to healthcare innovation, patient outcomes, or industrial transformation. These videos will highlight the project’s long-term value and exploitation potential.
- **Thematic awareness campaigns:** Short videos released in connection with international awareness days (e.g., World Health Day, Digital Health Week) to position GREG in the broader context of European and global initiatives.

Strategic Use of YouTube

Although YouTube operates on a trending and algorithm-driven logic, the GREG channel will be strategically curated to serve both as a structured repository of project outputs and as a communication tool to boost visibility and engagement. To this end:

- Content will be grouped in thematic playlists (e.g., “Events & Conferences,” “Tutorials & Learning,” “Interviews & Testimonials,” “Project Outcomes”).
- Videos will include subtitles, and clear titling.
- Each upload will include calls-to-action encouraging audiences to subscribe, visit the project website, or engage via other social channels.
- Regular monitoring of YouTube analytics (views, watch time, audience retention, referral sources) will guide content refinement and ensure maximum impact.

5.3 Newsletters

The newsletter serves as a pivotal communication tool for engaging with external stakeholders as well as internally with GREG consortium partners. It delivers timely updates on the project’s progress, communicates challenges and successes encountered, and highlights key milestones. Additionally, the newsletter plays a crucial role in promoting upcoming events and sharing success stories, which are instrumental in building and strengthening the GREG community. To ensure relevance and impact, the content of each newsletter is meticulously tailored to the specific interests and needs of different stakeholders. This personalised approach ensures that each recipient receives information that is not only relevant but also presented in a clear, concise, and engaging format – making it easy for them to absorb and understand the key messages. The structuring of the newsletter is designed to cater to the preferences of our stakeholders, who can opt-in to receive specific types of content at the time of registration. The options include:

- **Publications and Articles:** Focused updates on recent research findings and insights.
- **Summits and Events:** Announcements and highlights from upcoming gatherings relevant to the community.
- **Materials and Videos:** Educational and informative multimedia content.

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- **No Preferences:** A general selection of content across all categories.

Each edition of the newsletter is crafted by the project team, who take great care to align the content with the diverse experiences and fields of interest of our stakeholders. This strategic communication not only informs but also engages stakeholders, fostering a sense of involvement and community around the GREG initiative.

- **External Newsletter:** External Newsletter: Targeted at external stakeholders – defined as newsletter subscribers – this edition highlights project outcomes, key achievements, upcoming events, publications, and multimedia content. Its purpose is to raise awareness, engage the wider community, and promote the GREG initiative to relevant professional networks.

The GREG external newsletter will be released every six months – with content drafted on the previous month prior to publication to allow for review, approval, and alignment with project milestones, and will be disseminated through official mailing lists, the project website, and LinkedIn social media.

5.4 Webinars, Workshops, E-learning Courses and Podcasts

In addition to leveraging the institutional communication channels of consortium partners, the GREG project will implement a series of targeted dissemination tools designed to engage specific stakeholder groups through specialised formats. These activities will contribute to both the visibility and impact of the project, while supporting knowledge transfer and stakeholder engagement.

The planned activities include:

- **Webinars:** The GREG consortium will organise a series of public webinars aimed at engaging key stakeholder groups – including regulators, members of the scientific community, and healthcare professionals. These sessions will provide a comprehensive overview of the project’s objectives, methodologies, and emerging results. Designed to support the uptake of project outcomes, the webinars will foster dialogue and active participation around the project’s main topics and innovation in healthcare. In addition, regular webinars will be hosted on the EU Health Policy Platform, offering updates on project progress and facilitating engagement with the broader European health policy community.
- **Workshops:** A dedicated Resolution Workshop will be held in Brussels, bringing together regulatory authorities and Health Technology Assessment (HTA) decision-makers. The objective is to promote stakeholder alignment, encourage the adoption of key GREG deliverables, and secure long-term commitment to the project’s outcomes. Further Multi-Stakeholder Workshops will be organised throughout the project’s duration. These events will convene a diverse range of participants, including clinicians, researchers, policymakers, and industry representatives, to share results, gather feedback, and deliver targeted educational content. These workshops will also serve as a platform for co-creation and strategic dialogue, ensuring that the project remains responsive to stakeholder needs and policy developments.
- **Educational Courses:** Project outcomes will be disseminated through structured e-learning courses, including those hosted on platforms such as the ESC365 platform, EUPATI Platform and

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EHDEN platform. These courses will ensure accessibility and relevance for healthcare professionals, scientific community, researchers, and other stakeholders. In addition to presenting key findings, the courses will incorporate interactive elements such as case studies and expert commentary to enhance learning outcomes and engagement. The consortium will also explore opportunities to integrate these modules into continuing professional development frameworks to support long-term knowledge uptake and application.

- **Podcast Series:** As part of the project's communication and outreach strategy, the consortium will launch a podcast series. This initiative will not only explore the GREG project itself but also delve into broader themes such as digital health, RWE, and innovation in healthcare. The podcast aims to foster engagement with both specialist and general audiences, while supporting knowledge dissemination and raising awareness around key topics. Stakeholders involved may include healthcare professionals, researchers, policy makers and regulators, and consortium members. Podcasts will be published on the **ESC365 platform** and the **GREG website** and will also be made available on major streaming services, including **Spotify, Amazon Music, Apple Podcasts, and Deezer**, ensuring open access, wide accessibility, and broad reach.

All materials produced through these activities, including recordings, presentations, and supplementary content, will be made available via the GREG website and promoted through the project's social media channels to ensure broad and sustained visibility.

5.5 Scientific Publications

As part of its dissemination strategy, the consortium partners will contribute to the production of scientific publications. The outcomes of GREG will be disseminated through articles in peer-reviewed journals, guided by the Journal Impact Factor (JIF) ranking. Priority will be given to high-impact journals, though dissemination will not be restricted to them. Our approach will remain open to ensure broad sharing of findings and to advance work on RWE. All publications will comply with an Open Access policy, with efforts undertaken to negotiate the shortest possible embargo periods, aiming for a maximum of six months. In doing so, the consortium will ensure that project results are accessible to the widest possible audience, thereby maximising their scientific, societal, and policy impact. The GREG consortium targets the publication of 20 to 50 open-access papers by the conclusion of the project. These will include a combination of opinion pieces, systematic reviews, and targeted scientific articles. A preliminary list of targeted journals is provided in **Table 8**.

Table 8 List of Examples of Scientific Journals

PUBLICATIONS		
Type of target	Target media	Target Group
High impact factor international peer-reviewed scientific medical journals.	➤ Nature Medicine ➤ The Lancet	Regulators and healthcare professionals

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PUBLICATIONS		
Type of target	Target media	Target Group
Medical specialty journals on RWE	➤ Pharmacoepidemiology and Drug Safety ➤ Journal of Evidence-Based Medicine ➤ International Journal of Technology Assessment in Health Care ➤ Value in Health, ISPOR Journal	Regulators and healthcare professionals
Other journals	➤ The British Medical Journal ➤ EuroIntervention ➤ Milbank Quarterly ➤ Journal of the American Medical Association ➤ The Journal of Bone and Joint Surgery ➤ New England Journal of Medicine ➤ European Heart Journal - Quality of Care and Clinical Outcomes ➤ Frontiers ➤ International Journal of Environmental Research and Public Health ➤ The Journal of Clinical Epidemiology ➤ Journal of Comparative Effectiveness Research	Wide medical population

The Consortium will prioritise the “Gold” Open Access model, whereby articles are made immediately available on the publisher’s or journal’s website. Publications will be archived in a repository – Zenodo – to ensure broad and easy access for communities involved in the evaluation of RWE. In addition, the consortium will consider submitting scientific papers to Open Research Europe, the Open Access publishing platform launched by the European Commission.

Additional information on the Publication Policy and Open Access can be found in Annex I (GREG’s Dissemination and Communication (D&C) Policy).

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Figure 12 Target Scientific Journals

5.6 Press Releases

To maximise project visibility across industry stakeholders, public organisations, the scientific community, policy- and decision-makers, and the wider public, a minimum of two press releases will be issued during the project, with the aim of releasing four overall. Partners are encouraged to customise these releases according to their specific target audiences and disseminate them at local, national, and international levels.

Press releases will be periodically published, and accessible on the project website, to communicate significant updates, such as project launches, congress activities, and other notable events.

The first press release was published on 12 May 2025, marking the launch of the project and introducing its objectives to a wide audience. Subsequent press releases will follow to highlight progress, activities, and key milestones.

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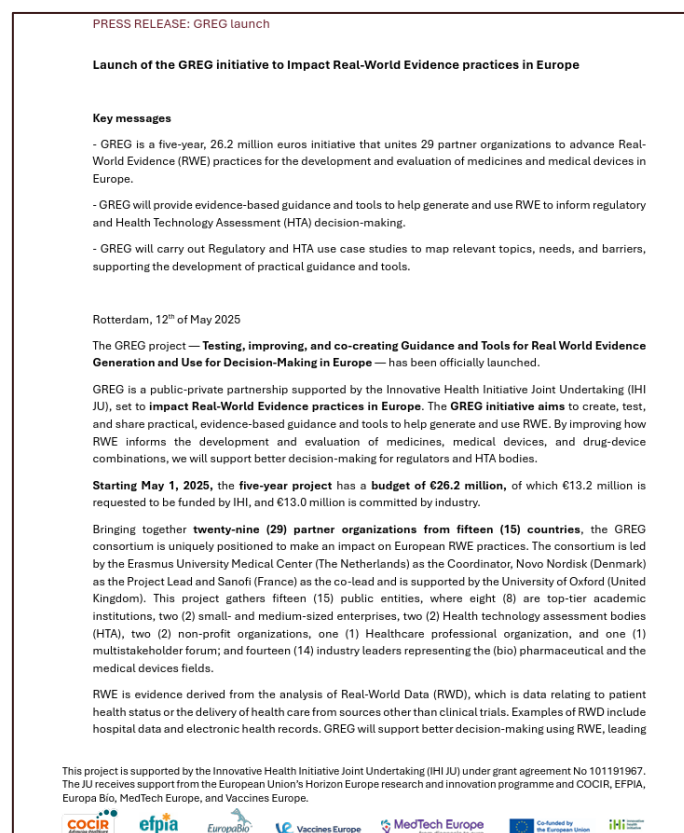


Figure 13 GREG Press Release - Project Launch

5.7 Dissemination Conferences and Events

The Consortium will actively leverage external conferences, congresses, and other events as key dissemination channels to maximise visibility and engagement across the scientific, regulatory, and healthcare communities. Dissemination will focus on (1) major European and international events in health, medicine, and life science, (2) specialised meetings addressing clinical research, regulatory affairs, and evidence-based decision-making, and (3) public forums and industry-led summits relevant to health technology assessment, evidence generation, and medical innovation.

In addition, Consortium members will participate in targeted scientific and professional events to share results, gather feedback, and strengthen collaborations. Activities at these events will be promoted via the project and partner social media channels and highlighted on the project website.

In the following table, a selection of relevant conferences, congresses, and events that can serve as dissemination opportunities for the project is presented. Please note that other relevant conferences not listed here may also offer dissemination opportunities and will be included in the updated version of the D&C plan at month 36.

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Table 9 List of Conferences, Congresses and Events

Conference / Congress / Event	Topic
MedTech Forum	Medical technology innovation, digital health, regulatory frameworks, and health policy
Real-World Evidence World Congress - Europe	Evidence generation, data-driven decision making, regulatory and HTA applications
DIA Europe Congress and DIA RWE Conference	Life sciences, clinical research, regulatory affairs, AI in evidence generation
IMPACCT Summits	Innovative evidence strategies, AI in healthcare, regulatory decision-making, market access
European Pharma Congress	Pharmaceutical R&D, clinical trials, regulatory updates, drug development
EUCROF Clinical Research Conference	Clinical research methodology, trial management, decentralized trials, compliance
ISPOR Conferences – European and Global	Health economics, outcomes research, technology assessment
Annual ESC Congress and Subspecialty Congresses	Cardiology, clinical trials, patient outcomes, real-world insights in practice
International Conference on Health and Medicine	Healthcare innovation, medical research, public health, translational medicine
European Public Health Conference	Public health policy, population health, health systems, European health initiatives
BioMed Alliance General Assemblies BioMed Alliance	Biomedical research policy, cross-disciplinary collaboration
Patient Centricity & Collaboration World Congresses	Patient centric conferences
Patients as Partners Europe Conference	Patient centric conferences
Health Data Forum Summits	RWE and its applications; Data governance; data interoperability, infrastructure, and standards and digital health

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Conference / Congress / Event	Topic
GetReal Institute Annual Conference	Integration of RWE into regulatory and HTA decision-making processes.
HTAi Annual Meeting	Methodologies, evidence generation, healthcare innovation, policy and decision-making, stakeholder engagement, sustainability, and global perspectives on HTA.
ISPE Conferences	Pharmacoepidemiology, pharmacovigilance (ISOP Conferences included), drug utilization research, comparative effectiveness review, and therapeutic risk management
Observational Health Data Sciences and Informatics (OHDSI)	Real-World Evidence

In addition to participating in conferences and congresses, the GREG Consortium will organize and participate in several events, such as targeted seminars, meetings and public hearings. This includes the organisation of a public hearing with experts and relevant Committees at the European Parliament to highlight the importance of using RWD/RWE and to ensure effective implementation of the EHDS and HTA regulations. These proactive activities allow the Consortium to engage directly with stakeholders, influence policy discussions, and provide a platform for dialogue and knowledge exchange beyond traditional conference settings.

5.8 Accessibility and Inclusion

Ensuring accessibility is a core principle of our work and should be explicitly embedded across all our activities. We are committed to addressing the needs of individuals with different types of impairments, including visual, auditory, cognitive and motor disabilities, to guarantee equitable participation. This includes implementing accessibility measures proactively rather than as an afterthought and aligning our practices with recognised European standards and recommendations.

In practical terms, recorded meetings, webinars and video materials should include closed captioning or transcripts. Written documents should follow accessibility guidelines for visual impairments (e.g., compatible formats for screen readers, appropriate font size, contrast and clear layout). We are committed to continuously improving our practices to ensure they reflect the highest standards of accessibility.

6 Dissemination and Communication Monitoring

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6.1 Dissemination and Communication phases

Table 10 illustrates the overall Communication & Dissemination Strategy, along with the project implementation. Any changes, additions or deviations from the Communication and Dissemination Strategy will be included in the future communication and dissemination reports (M36 - M60). The Dissemination and Communication Strategy has been developed and will be constantly monitored by the ESC, with support from Sanofi, Synapse and GetReal and all consortium partners, both involved and not involved in WP8. This collaboration harnesses extensive expertise to promote and disseminate project findings.

Table 10 Overview of GREG D&C Plan along with D&C Activities and Deliverables

Project months	D&C strategy	D&C activities	D&C Deliverables
M1-M12	Phase I (M1-M12): general promotion and strategy planning <i>OBJECTIVE 1. Create expectation and general promotion</i> ➤ Branding ➤ Creation of the visual identity of the project (templates) ➤ General communication materials (project presentation) and initial activities to inform on the project ➤ Mapping stakeholders and journals <i>OBJECTIVE 2. Preparation of website and social media channel and further D&C planning</i> ➤ Creation of the website ➤ Creation of LinkedIn and YouTube account ➤ Creating a periodic project newsletter ➤ Creation of a GREG Publication Policy ➤ C&D planning for Phase II <i>OBJECTIVE 3: Initial C&D activities</i> ➤ Several events during which GREG is presented	➤ Developing the logo and templates ➤ Creation of the project website ➤ Keeping the project LinkedIn account active by weekly posts ➤ Presentation at events ➤ Creation of Newsletters	D8.I Dissemination and Communication Plan (M6)

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Project months	D&C strategy	D&C activities	D&C Deliverables
M12-M36	Phase II (M12-36): dissemination and communication activities <i>OBJECTIVE: Building a value-based stakeholder network.</i> ➤ Dissemination of scientific results (peer-reviewed and generalist publications, dissemination events) ➤ Continuous update of the project website ➤ Identification of dissemination opportunities ➤ Organisations of events (webinars, podcasts, workshops, meetings) ➤ Periodic project newsletter and adding GREG-related news on existing newsletters. ➤ All Consortium partners are aware of outcomes, upcoming event and agendas, publications.	➤ Posting news on the website on a regular basis ➤ Social media update ➤ Organising webinars, podcasts ➤ Including info in existing newsletters ➤ Participation in Conferences/ Annual events/ Congresses ➤ News on Publications ➤ Joint actions with other initiatives ➤ Organising webinars ➤ Holding meetings with stakeholders ➤ Scientific Publications on journals	D8.3 Training and Educational Programme (M24) D8.5 Dissemination and Communication Update (M36)
Project months	D&C strategy	D&C activities	D&C Deliverables
M36-M60	Phase III (M36-M60): final dissemination of results <i>OBJECTIVE. Ensure the capitalisation on results, influence the scientific community, thus ensuring sustainability for the project outputs</i> ➤ Gather strategic feedback from stakeholders (seminars and workshops, focus groups) ➤ Development of a roadmap for education and training ➤ Providing recommendations ➤ Educational resources ➤ Finalisation of the envisaged D&C plan.	➤ Run workshops ➤ Conduct surveys ➤ Development of a roadmap for education and training ➤ Social media updates ➤ Website update ➤ Other activities	D8.6 Training Materials (M60) D8.7 Final report on dissemination and communication activities (M60) D8.8 Overview of scientific manuscripts/reports for publication (M60)

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6.2 Key Performance Indicators

Key Performance Indicators (KPIs) have been established in the Grant Agreement to ensure effective D&C of the project outcomes. The main KPIs include:

1. **Conferences, Events and Presentations:** Number of scientific sessions organised during the annual ESC Congresses and other relevant conferences to present the recommendations to clinicians and practitioners, with a target of at least three sessions per year.
2. **Press Releases and Publications:** Publication of at least two press releases and a comprehensive document with the GREG Guideline via the ESC Journals.
3. **Tailored Policy Outreach:** Conducting a tailored outreach programme with MEPs and EU agencies to develop concise policy briefs addressing the needs of specific policymakers and regulatory agencies, highlighting the practical implications and benefits of adopting the new guidelines.
4. **Resolution Workshop:** Organisation of a resolution workshop with regulatory and HTA decision-makers to facilitate stakeholder impact, adoption, and commitment of the GREG deliverable in Brussels.
5. **Webinars:** Organisation of at least two webinars on the EU Health Policy Platform to update different stakeholders and key actors on project progress.
6. **Public Hearing:** Organisation of a public hearing with experts and relevant Committees at the European Parliament to highlight the importance of using real-world data and evidence (RWD/RWE) and ensuring implementation of the EHDS and HTA regulations.
7. **Scientific Publications:** Publish at least two papers presenting key findings from the assessment of existing RWE guidelines, use cases, and pilots, to provide evidence-based guidance for real-world data use in collaboration with regulatory and HTA decision-makers. Additionally, publish a minimum of ten papers over the entire project duration covering key project matters, including results, methodological insights, and use cases, to ensure comprehensive dissemination of project outcomes. The target is to achieve more than 5,000 views and over 200 citations.
8. **Stakeholder Outreach Events:** Organisation of an outreach event to support stakeholder adaptation and commitment to GREG Guidance.
9. **Podcasts:** Publication of at least four podcasts accessible via the GREG website and the ESC 365 platform, featuring discussions on project developments, interviews with key figures, and explorations of relevant topics to provide stakeholders with a dynamic and accessible engagement channel. The target is to achieve more than 500 viewers per episode.
10. **Social Media, Website and Newsletter Outreach:** Posting updates, news, and multimedia content on social media platforms, running campaigns such as hashtags, contests, and Q&A sessions, and sharing project milestones and success stories. The target is to increase followers on LinkedIn by 10% annually and to achieve an average engagement rate of 5% per post, calculated as (Likes + Shares + Comments) / Total Followers × 100. For the website, the goal is to reach 1,500 page views

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per month, while for the newsletter the objective is to increase subscriptions and reach 3,000 subscribers.

To assess the effectiveness of communication, regular monitoring will be conducted using platform-specific analytics tools for GREG social media accounts. Indicators will include social media follower growth, engagement rates (likes, comments, shares), video views, impressions, and click-through rates to the project website. These metrics will be reviewed periodically to evaluate progress against communication objectives and to adapt the communication strategy where necessary. The continuous monitoring process will ensure that the project's social media presence remains impactful, responsive, and aligned with the dissemination and exploitation goals of GREG.

6.3 Dissemination and Communication activities (M1-M6)

The following preliminary activities have been carried out during the initial months of the project, in line with the defined action plan.

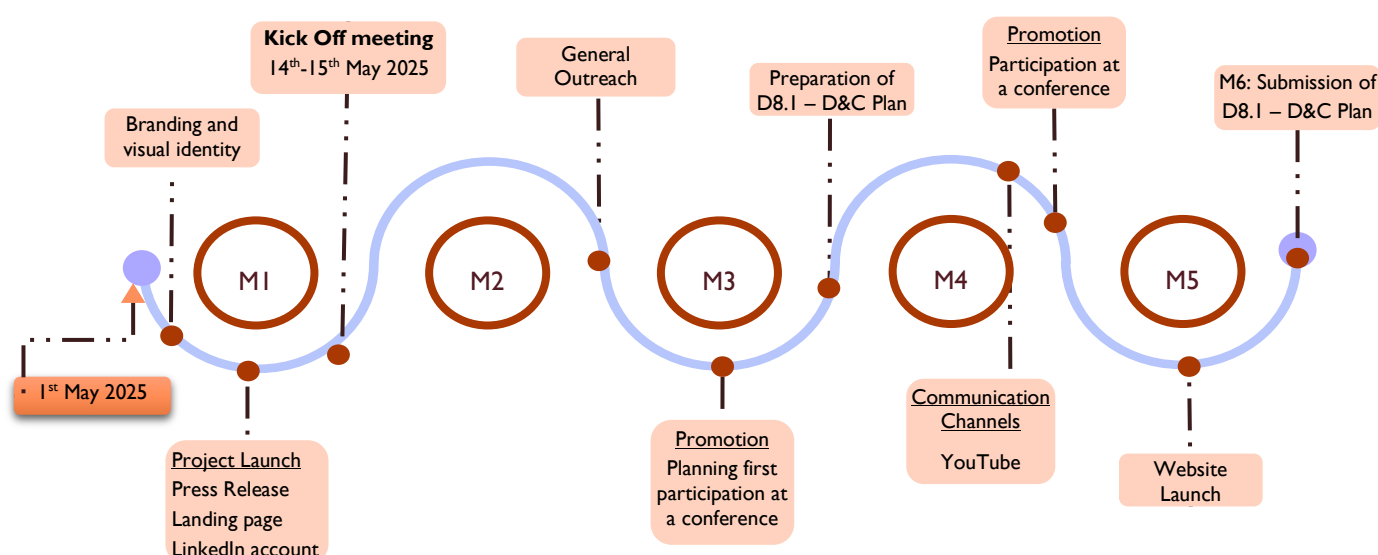


Figure 14 Action Plan for D&C activities M1-M6

To date, dissemination and communication activities have been implemented as planned, fully adhering to the work schedule, with no deviations.

6.4 Dissemination and Communication Tracker

To ensure systematic monitoring and reporting of all dissemination and communication activities, a [Dissemination and Communication Tracker](#) has been developed using the Smartsheet platform. This tracker will take the form of an online form to be completed by all Consortium partners, capturing every action undertaken, including participation in conferences, workshops, webinars, publications, press releases, and social media initiatives.

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Partners are expected to provide precise and comprehensive information for each entry, with more detail preferred to allow accurate tracking and assessment of the project’s outreach efforts. The tool will record outputs, dates, target audiences, and the responsible partners, offering a complete overview of ongoing activities.

By centralising all data on Smartsheet, the Consortium can identify gaps, evaluate the effectiveness of each activity, and ensure full alignment with the overall dissemination strategy. Furthermore, the tracker will facilitate monitoring of KPIs and support transparent reporting, ensuring accountability and maximising the impact of the project’s dissemination and communication efforts.

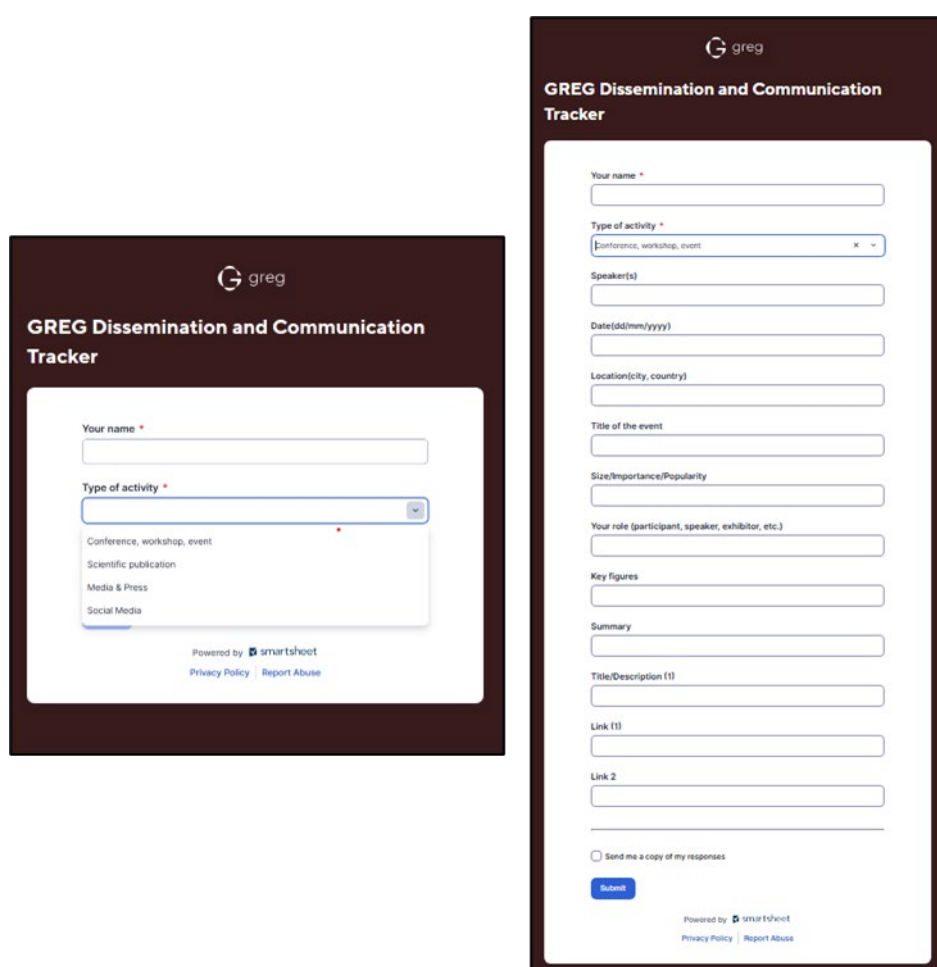


Figure 15 Dissemination and Communication Tracker - Smartsheet

In addition, an open-access planner for communication and dissemination activities will be established for the entire consortium. This platform, which will be made available through the consortium’s Teams/SharePoint space, will enable members to include forthcoming activities of general interest to the group.

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The planner will feature:

- An annual overview of key forthcoming events/conferences/congresses (e.g. ESC Congresses, ISPOR, and others).
- A schedule of planned publications, together with manuscripts in preparation or under review.

This will support internal coordination, increase the visibility of opportunities for participation, and ensure alignment of efforts in communication and dissemination across the consortium.

6.5 Dissemination and Communication Policy

The GREG Consortium has developed a Dissemination and Communication Policy with the aim of standardising our D&C practices and review processes. This policy also includes the Publication Policy and guidelines on authorship, ensuring clarity on how project results are published, credited, and shared among partners. It provides guidance on consistent dissemination and communication practices, procedures for approval, and monitoring of all activities.

For further details, please refer to Annex I (GREG's Dissemination and Communication (D&C) Policy).

7 Conclusion

The GREG Dissemination and Communication (D&C) Plan outlines the strategies and actions essential for the effective dissemination and communication of the project's results. By aligning D&C objectives with the overall goals of GREG and identifying specific performance metrics, the Plan ensures a structured approach to monitoring and achieving these objectives. It recognises the importance of reaching diverse target audiences through tailored messages and leverages the roles and strengths of consortium members to facilitate this process.

D&C activities are designed to maximise the reach and impact of the project's findings, ranging from the use of digital platforms, particularly social media, for broad engagement, to more focused efforts targeting the scientific community. This dual approach reflects a commitment to both widespread and specialised outreach, ensuring that GREG's innovations receive attention across multiple sectors.

The D&C plan also emphasises continuous refinement and expansion of D&C strategies as the project progresses. This involves ongoing evaluation of methods, identification of new opportunities for outreach, and the initiation of exploratory activities to develop synergies with relevant projects. Such efforts enhance the project's scope and foster collaborative opportunities, potentially leading to new avenues for exploitation and impact.

Overall, the D&C plan serves as a comprehensive guide for the GREG Consortium, providing members with a clear roadmap for sharing activities and results effectively. Through careful planning, strategic execution, and adaptive implementation, GREG aims to ensure that its outcomes are widely recognised, utilised, and built upon, maximising the project's contribution to science, policy, and society.

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Annexes

Annex I - GREG's Dissemination and Communication (D&C) Policy

101191967 - GREG

**Testing, improving, and co-creating Guidance and Tools
for Real World Evidence Generation and Use for
Decision-Making in Europe**

GREG's Dissemination and Communication (D&C) Policy

Guidelines for Dissemination of Results & General Communication Activities

Disclaimer: The general principles for the execution of the project are defined in the Grant Agreement (including the Description of Action) and the Consortium Agreement. The D&C policy can act as a guide but will not replace any of the established agreements.

I Purpose and Scope

The Grant Agreement (Article 17 and Annex 5) states that beneficiaries must promote the project and its results by providing targeted information to multiple audiences (including the media and the public), in a strategic, coherent and effective manner. Therefore, this policy outlines the rules and procedures governing dissemination and communication within the GREG Project. Its purpose is to ensure that all project outputs safeguard intellectual property, comply with IHI JU and Horizon Europe requirements, and present a consistent, credible, and professional image.

The policy further defines the responsibilities and review mechanisms that partners should follow when engaging in dissemination and communication activities. In addition, it promotes transparency, ensures alignment with project objectives, and maximises the visibility and impact of the project among stakeholders and the wider public.

2 Mandatory Acknowledgements

2.1 Acknowledgements

- 1) For all dissemination and communication activities, partners are required to include the full official acknowledgement text as specified in the project guidelines. This ensures proper recognition of the funding bodies and compliance with IHI JU and Horizon Europe regulations. In exceptional circumstances where space is limited – such as on small promotional items or materials with strict

This project is supported by the Innovative Health Initiative Joint Undertaking (IHI JU) under grant agreement No 101191967. The JU receives support from the European Union's Horizon Europe research and innovation programme and COCIR, EFPIA, Europa Bio, MedTech Europe, and Vaccines Europe.

	GREG's Dissemination and Communication (D&C) Policy		
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	Author(s): Alejandro Puigrefagut Pla and Elsa Pacella	Security: Pub	2/16

character restrictions – partners may use an approved abbreviated version of the acknowledgement. Any such abbreviated form must still clearly attribute the project's funding and be consistent with the agreed format.

Table 1 Full and abbreviated acknowledgement.

Full Acknowledgement	
This project is supported by the Innovative Health Initiative Joint Undertaking (IHI JU) under grant agreement No 101191967. The JU receives support from the European Union's Horizon Europe research and innovation programme and COCIR, EFPIA, Europa o, MedTech Europe, and Vaccines Europe.	
      	
Abbreviated Acknowledgement	
This project is supported by the Innovative Health Initiative Joint Undertaking and its members [EU, COCIR, EFPIA, Europa o, MedTech Europe, and Vaccines Europe], under grant agreement No 101191967.	
      	

- 2) In addition, the text and layout must clearly indicate that the communication reflects only the author's views and that neither IHI, the European Union, nor COCIR, EFPIA, Europa Bio, MedTech Europe and Vaccines Europe are responsible for any use that may be made of the information contained therein. Therefore, the following statement must be included in the acknowledgement section:

“Funded by the European Union, the private members, and those contributing partners of the IHI JU. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the aforementioned parties. Neither of the aforementioned parties can be held responsible for them.”

2.2 Logos

All dissemination and communication activities and materials must include the following logos:



Figure 1 Acknowledgement logos

	GREG's Dissemination and Communication (D&C) Policy		
	WP8 - Communications, Training, and Sustainability	Version: v2.0 – Final Version	
	Author(s): Alejandro Puigrefagut Pla and Elsa Pacella	Security: Pub	3/16

These logos should be displayed in their complete and original forms and must always be shown separately from the GREG project logo. When displayed together with another logo, the logos and the EU emblem must have appropriate prominence.

We recommend placing the acknowledgement logos at the bottom of the material, with the GREG logo positioned at the top. All original logos are available for download in the GREG Teams/SharePoint cloud under: Documents > General > Communication > Logos and Acknowledgements.

In cases where using logos is not appropriate – such as in research papers – they may be omitted; however, a textual acknowledgement must still be included.

3 Dissemination Activities

3.1 Definition

Definition: Dissemination is the public disclosure of project results. Dissemination refers to the process of making project results publicly available in order to ensure their visibility, accessibility, and potential impact beyond the project consortium. This may include publications, presentations, online content, media engagement, and other forms of communication aimed at relevant stakeholders and the general public.

3.2 Overview

The responsibility for reviewing dissemination materials lies with each beneficiary, who must ensure that the content is accurate, complies with the agreed guidelines, and respects confidentiality or intellectual property considerations.

For reporting and tracking purposes, all dissemination plans and activities are monitored and recorded by the WP8 Communications team: comms@ihi-greg.eu. This tracking process ensures that all dissemination inputs and outputs are transparently documented, evaluated, and aligned with the overall communication strategy of the project. To ensure proper tracking, partners must always register all dissemination activities in the [D&C tracker form](#).

3.3 Internal Review Procedure for Dissemination Activities

The process of sharing project results encompasses all materials intended for public release, such as journal articles, editorials, review papers, conference abstracts, posters, and presentations delivered at conferences, webinars, or similar events. Beneficiaries are expected to make these outputs accessible promptly, considering any limitations related to intellectual property, and to communicate their dissemination plans in advance. They should disseminate their results as soon as feasible, ensuring timely sharing of project outcomes.

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3.3.1 Review Procedure for Scientific Publications

A beneficiary that intends to disseminate its results must give at least forty-five (45) calendar days advance notice to the other beneficiaries, together with sufficient information on the results it will disseminate. The dissemination material should be submitted to the WP8 team and Project Management Office (PMO) in copy, allowing it to be circulated among all beneficiaries for review.

Any other beneficiary may object within thirty (30) calendar days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. Details on the types of objection and related procedures are provided in Section 3.3.1.2.

Any beneficiary planning to disseminate its results will have a period of fifteen (15) calendar days to incorporate and implement any modifications suggested by other beneficiaries, provided these changes are necessary to protect intellectual property, comply with security requirements, or safeguard legitimate interests. If no written objections are submitted within the allotted thirty (30) calendar days for review, the beneficiary wishing to disseminate may proceed with the planned activity.

Table 2 Review Procedure for Scientific Publications.

Step	Action	Responsible	Timeline
1	Final draft output prepared	Lead Author	–
2	Submit to WP8 team	Lead Author	≥ 45 calendar days before release
3	Circulate to partners	WP8 team	Within 2 calendar days
4	Objection period	Partners	30 calendar days
5	Approval	WP8 team	If no objections
6	Track final output	WP8 and lead Author	Post-publication

For administrative purposes, beneficiaries planning to disseminate their results are requested to submit the publication to the WP8 team at least forty-five (45) calendar days before the intended dissemination date. The WP8 team will subsequently distribute the item to the consortium using the email template provided below.

3.3.1.1 Email Template

Subject: [GREG – Dissemination]: <Enter Type of Dissemination> for Internal Review

Dear GREG consortium partners,

I am pleased to share with you the following <type of dissemination> for internal review, titled: “<Enter Draft Title>”, prepared under the supervision of <Enter Lead Author>. The intended journal/conference for submission is: <Enter Journal/Conference>.

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As a reminder, the purpose of this internal review is to ensure that:

- The information presented is factually correct;
- All contributing authors have been appropriately credited;
- No intellectual property rights are infringed;
- No confidential information belonging to another participant is disclosed;
- No proprietary information (e.g., background or foreground IP) is published without prior consent.

You have **30 calendar days from the date of this notification (until <Enter Final Date>)** to raise any objections. If no feedback is received by the deadline, approval for submission will be considered as granted. Where applicable, please consult with any relevant third parties or linked third parties associated with your institution.

Please find the document attached.

Kind regards,
<Enter Name>

If no objection is received in writing within a twenty (20) calendar days' period from the date of notification of the proposed dissemination, the beneficiary seeking dissemination and WP8 team shall send an e-mail reminder to those beneficiaries who have not yet responded.

3.3.1.2 Objection Procedure

In line with this policy, each partner has up to thirty (30) calendar days from the receipt of the proposed publication to raise an objection. An objection must be based on the demonstration that the partner's legitimate interest in relation to the results would be significantly harmed by the dissemination.

If you are the beneficiary proposing the dissemination and receive an objection, you are required to circulate the objection(s) to all consortium beneficiaries (main contacts).

The procedure to follow will vary depending on the type of objection raised. Please refer to the table below for detailed guidance.

Table 3 Objection Procedure for Scientific Publications.

Reason for Objection	Procedure After Objection
----------------------	---------------------------

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Protection of the objecting beneficiary's own results or background would be adversely affected by the proposed dissemination.	Extend the review period and delay the proposed publication for a minimum of 6 months (or a shorter period if agreed with the objecting beneficiary). This allows time for the objecting beneficiary to assess patentability, file a patent application, and/or request modifications to the publication for scientific or patent-related reasons.
The proposed dissemination contains confidential information belonging to the objecting beneficiary.	Postpone dissemination until all confidential information has been removed from the proposed content.
Other legitimate interests of the objecting beneficiary may be harmed.	Initiate a good faith discussion with the objecting beneficiary to address concerns and explore how the dissemination might be revised. If the issue remains unresolved within 30 calendar days, it must be escalated to the Executive Committee (ExCom). Where necessary, the ExCom will facilitate negotiations to reach a mutually acceptable solution among consortium partners.

3.3.2 Review Procedure for Conference Appearance (abstracts, poster & oral presentations)

A beneficiary that intends to disseminate its results must give at least fifteen (15) calendar days advance notice to the Steering Committee (SC), together with sufficient information on the material it will disseminate. The dissemination material should be submitted to the WP8 team and PMO in copy, allowing it to be circulated among the SC for review.

Any SC member may review the material and provide comments, suggestions, or objections within ten (10) calendar days of receiving notification. Objections will only be considered if it is demonstrated that the beneficiary's legitimate interests regarding the results or background would be significantly affected. Further details on the types of objections and the related procedures are provided in Section 3.3.2.2.

Any beneficiary planning to disseminate its results will have a period of five (5) calendar days to incorporate and implement any modifications suggested by other beneficiaries, provided these changes are necessary to protect intellectual property, comply with security requirements, or safeguard legitimate interests. If no written objections are submitted within the allotted ten (10) calendar days for review, the beneficiary wishing to disseminate may proceed with the planned activity.

Table 4 Review Procedure for Conference Appearance.

Step	Action	Responsible	Timeline
1	Draft output prepared	Lead Author	–
2	Submit to WP8 team	Lead Author	≥ 15 calendar days before release

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Step	Action	Responsible	Timeline
3	Circulate to Steering Committee	WP8 team	Within 2 calendar day
4	Objection period	Steering Committee	10 calendar days
5	Approval	WP8 team	If no objections
6	Track final output	WP8 and lead Author	Post-publication

For administrative purposes, beneficiaries planning to disseminate their results are requested to submit their dissemination material to the WP8 team no later than fifteen (15) calendar days prior to the planned dissemination. The WP8 team will then circulate the item with the Steering Committee using the email template provided below.

3.3.2.1 Email Template

Subject: [GREG – Dissemination]: <Enter Type of Dissemination> for Internal Review

Dear Steering Committee members,

I am pleased to share with you the following <type of dissemination material> for internal review, titled: “<Enter Draft Title>”, prepared under the supervision of <Enter Lead Author>. The intended conference/event/workshop for submission is: <Enter Conference>.

As a reminder, the purpose of this internal review is to ensure that:

- The information presented is factually correct;
- All contributing authors have been appropriately credited;
- No intellectual property rights are infringed;
- No confidential information belonging to another participant is disclosed;
- No proprietary information (e.g., background or foreground IP) is published without prior consent.

You have **10 calendar days from the date of this notification (until <Enter Final Date>)** to raise any objections. If no feedback is received by the deadline, approval for submission will be considered as granted. Where applicable, please consult with any relevant third parties or linked third parties associated with your institution.

Please find the document attached.

Kind regards,
<Enter Name>

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If no objection is received in writing within a five (5) calendar days' period from the date of notification of the proposed dissemination, the beneficiary seeking dissemination and WP8 team shall send an e-mail reminder to those beneficiaries who have not yet responded.

3.3.2.2 Objection Procedure

In line with this policy, each SC member has up to ten (10) calendar days from the receipt of the proposed publication to raise an objection. An objection must be based on the demonstration that the partner's legitimate interest in relation to the results would be significantly harmed by the dissemination.

If you are the beneficiary proposing the dissemination and receive an objection, you are required to circulate the objection(s) to the SC members.

The procedure to follow will vary depending on the type of objection raised. Please refer to the table below for detailed guidance.

Table 5 *Objection Procedure for Conference Appearance.*

Reason for Objection	Procedure After Objection
Protection of the objecting beneficiary's own results or background would be adversely affected by the proposed dissemination.	Extend the review period and delay the proposed publication for a minimum of 1 month (or a shorter period if agreed with the objecting beneficiary). This allows time for the objecting beneficiary to assess patentability, file a patent application, and/or request modifications to the dissemination material for scientific or patent-related reasons.
The proposed dissemination contains confidential information belonging to the objecting beneficiary.	Postpone dissemination until all confidential information has been removed from the proposed content.
Other legitimate interests of the objecting beneficiary may be harmed.	Initiate a good faith discussion with the objecting beneficiary to address concerns and explore how the dissemination might be revised. If the issue remains unresolved within 15 calendar days, it must be escalated to the Executive Committee (ExCom). Where necessary, the ExCom will facilitate negotiations to reach a mutually acceptable solution among consortium partners.

All communication with the WP8 team must include the PMO in copy.

Upon publishing articles or other relevant materials (e.g., conference papers, abstracts, posters, workshops), please complete the D&C tracker form and provide a link to the publication(s) to the WP8 team for recording and tracking purposes.

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3.4 Open Science

All peer-reviewed publications resulting from the project must be made openly accessible no later than six (6) months after publication. This ensures that the knowledge generated is available to the widest possible audience, supporting transparency, innovation, and the advancement of science. In addition to publications, any associated datasets must be deposited in an approved, trusted repository to ensure their preservation and long-term accessibility.

GREG partners must ensure that:

- At the latest at the time of publication, a machine-readable electronic copy of the published version or the final peer-reviewed manuscript accepted for publication, is deposited in a trusted repository for scientific publications. Therefore, publications will be deposited in Zenodo.
- Immediate open access is provided to the deposited publication via the repository, under the latest available version of the Creative Commons Attribution International Public Licence (CC BY) or a licence with equivalent rights; for monographs and other long-text formats, the licence may exclude commercial uses and derivative works (e.g. CC BY-NC, CC BY-ND).
- Information is given via the repository about any research output or any other tools and instruments needed to validate the conclusions of the scientific publication.

Beneficiaries (or authors) must retain sufficient intellectual property rights to comply with the open access requirements.

Metadata of deposited publications must be open under a Creative Common Public Domain Dedication (CC 0) or equivalent (in particular machine-actionable). These datasets must be shared in compliance with the **FAIR principles**, which serve as a framework for high-quality data management:

- **Findable** – Data should be assigned a unique and persistent identifier (e.g., DOI) and described with rich, standardised metadata so it can be easily located by humans and machines.
- **Accessible** – Data should be retrievable via standard, open protocols, with clear conditions for access, whether fully open or under justified restrictions.
- **Interoperable** – Data should be stored in formats and use vocabularies that follow recognized standards, enabling integration with other datasets and compatibility across platforms.
- **Reusable** – Data should be provided with clear usage licenses and accompanied by detailed documentation and provenance information, ensuring that it can be understood, verified, and reused in future research.

Open Access Routes:

To comply with these open access requirements, publications may be made openly accessible through either **Green Open Access** (depositing the final peer-reviewed manuscript in a trusted repository with immediate open access) or **Gold Open Access** (publishing directly in an open access journal where the published

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version is immediately available). Both routes must ensure the application of the required Creative Commons licences and retention of intellectual property rights necessary for open dissemination.

By adhering to these requirements, the project not only meets its contractual obligations but also contributes to a culture of open science, where results and data are more easily discoverable, accessible, and beneficial to the broader research community and society at large.

3.5 Authorship Policy

Authorship of peer reviewed scientific papers must comply with- the [ICMJE guidelines](#) for authorship. According to these guidelines, authorship requires meeting **all four** of the following criteria:

1. **Substantial contribution** – Significant involvement in the conception or design of the work, or in the acquisition, analysis, or interpretation of data.
2. **Drafting or revising** – Participation in drafting the manuscript or revising it critically for important intellectual content.
3. **Final approval** – Approval of the final version to be published. All authors must approve the final version of the manuscript before submission.
4. **Accountability** – Agreement to be accountable for all aspects of the work, ensuring that questions regarding accuracy or integrity are investigated and resolved. Each author is accountable for the integrity of the work and should be able to address questions about the research.

Contributors who do not meet all criteria for authorship but who have made significant contributions to the Publication must be listed, upon their consent, in the acknowledgement section of the Publication where applicable.

The evaluation and determination of authorship eligibility will be conducted collaboratively by the lead author in conjunction with the members of the relevant Work Package or task. The lead author and these members will review each contributor's involvement to assess whether they meet all four ICMJE criteria. This process ensures adherence to the ICMJE authorship criteria outlined above.

Author Responsibilities

1. Author agrees to produce an objective, scientifically accurate and well-balanced Publication according to agreed-upon timelines.
2. Author must disclose to the journal or conference any relationships that could be considered a conflict of interest, using the form and format specified by the journal or conference. If no specific form or format is provided, disclosure should follow the ICMJE guidelines.
3. Where applicable, the Author must acknowledge anyone providing statistical, writing or editorial support.

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4. Author must ensure that the Publication is original and does not contain any material that would violate copyright held by a third party. If needed, the Author shall obtain written permission from any respective copyright owner to include in the Publication any previously published or copyrighted material, and such material must be identified and acknowledged within the Publication.
5. Author acknowledges and agrees to ensure full compliance with IHI GREG publication principles as set forth in section 2.

More elements to consider in the GREG project authorship policy:

- **Ghost/Guest Authorship:** The GREG consortium considers ghost authorship (authors who contributed but are not listed) and guest/gift authorship (individuals included who did not contribute) unethical.
- **Non-GREG Members:** Individuals who are not part of the GREG Consortium may be listed as authors on publications; however, this must be in a personal capacity and not on behalf of the GREG project or Consortium.
- **Authorship Changes:** After submission, authorship changes should only occur with justifiable reasons and agreement from all co-authors and the editor.
- **Disputes:** Authors should resolve disputes internally or with their institutions. In instances where there is a disagreement regarding authorship, the matter must be referred to the WP8 team and the Executive Committee (ExCom) for arbitration. The ExCom will carefully review the situation in consultation with the parties involved and render a final decision to ensure a fair and transparent resolution.
- **Conflicts of Interest:** Authors should disclose any conflicts of interest (COI) and adhere to the journal's COI policy.
- **Specific guidelines for group authorship:** GREG Consortium authorship as a group name should be listed under the article title, with individual names listed separately in a "Notes" section.
- **Ethical Standards:** Authors should adhere to high ethical standards, including avoiding data falsification, plagiarism, and misappropriation of work.
- **Patient Consent:** If identifying patient information is included, informed consent is crucial, and the manuscript should include a statement addressing this.

Author teams are strongly encouraged to give visibility to all contributing authors, including junior researchers, and to ensure balanced representation of both public and industry partners.

3.6 Visibility of the GREG project

To ensure consistency and enhance the visibility of the project, it is requested that the term “**GREG**” be included in the subtitle of dissemination activities.

Depending on the origin of the research, please use one of the following subtitle options:

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- A GREG study
- A contribution from the GREG project
- Part of the GREG initiative
- Research conducted within the GREG project
- This work was carried out as part of the GREG project

3.7 Spin-off Publications

Definition: A spin-off publication is one that incorporates scientific or strategic input arising from discussions within the GREG consortium but falls **outside** the scope of funded project activities or the project's publication budget.

Given that GREG brings together a large number of researchers, discussions with consortium members may provide valuable insights for work or publications undertaken outside the project. In such cases, it is kindly requested – on a voluntary basis – that GREG be acknowledged in the publication using the following statement: “GREG, a project whose work has received support from the Innovative Health Initiative Joint Undertaking (IHI JU) and its members [EU, COCIR, EFPIA, Europa o, MedTech Europe, and Vaccines Europe], under grant agreement No 101191967”

4 Communication Activities

4.1 Definition

Definition: Communication activities refer to all external actions that are not related to dissemination (i.e., the disclosure of new project results). They include informing, promoting, and communicating the project's activities and results publicly. While WP8 will primarily lead communication activities for the GREG project, all participating organisations are encouraged to actively communicate about the project in alignment with these guidelines.

4.2 Overview

The responsibility for reviewing communication materials lies with each beneficiary, who must ensure that the content is accurate, complies with the agreed guidelines, and respects confidentiality or intellectual property considerations.

For reporting and tracking purposes, all communication activities are monitored and recorded by the WP8 Communications team: comms@ihi-greg.eu. This tracking process ensures that all communication inputs and outputs are transparently documented, evaluated, and aligned with the overall communication strategy of the project. To ensure proper tracking, partners must always register all communication activities in the [D&C tracker form](#).

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4.3 Internal Review Procedure for Communication Activities

The process of communicating and promoting the project encompasses all materials intended for public release, such as social media posts, website content, newsletters, press releases, brochures, videos, and presentations. Beneficiaries are expected to actively contribute to these efforts by sharing relevant updates, promoting project outcomes, and ensuring that all communication aligns with the project's identity and guidelines.

The primary objective of this internal review process is to ensure alignment of messaging and consistency across all external communications related to the project.

Important, this shorter review procedure can only be used for communication activities which do NOT present new results. The information should only contain results which were already reviewed and approved (e.g. went through the Dissemination review procedure).

4.3.1 Internal Review Procedure for Social Media Posts and Website Content

The proposed communication should be shared with the WP8 team at least three (3) calendar days before the intended submission date. For administrative purposes, please send the publication to the WP8 team no later than this deadline. The WP8 team will review the material within the following two (2) calendar days and provide the beneficiary with any comments or objections regarding the communication content.

If no written objection is received within three (3) calendar days from the notification date of the proposed communication, the Beneficiary may proceed with the communication.

Table 6 Review Procedure for Social Media Posts and Website Content.

Step	Action	Responsible	Timeline
1	Draft output prepared	Lead Author	–
2	Submit to WP8 team	Lead Author	≥ 3 calendar days before release
3	Review and objection period	WP8 team	2 calendar day
4	Approval	WP8 team	If no objections
6	Track final output	WP8 and lead Author	Post-publication

4.3.2 Internal Review Procedure for Documents, Flyers or Booklets

Partners are requested to submit relevant materials for review at least fifteen (15) calendar days prior to any presentations to third parties, the printing of flyers or booklets, for review to WP8 team. The WP8 team will complete its review within five (5) calendar days, assessing the materials with regard to:

- Inclusion of mandatory acknowledgements
- Consistency in visual layout

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- Consistency in key messaging
- Protection against disclosure of confidential or sensitive information.

If no written objection is received within five (5) calendar days from the notification date of the proposed communication, the Beneficiary may proceed with the communication.

Table 7 Review Procedure for Documents, Flyers or Booklets.

Step	Action	Responsible	Timeline
1	Draft output prepared	Lead Author	–
2	Submit to WP8 team	Lead Author	≥ 15 calendar days before release
3	Review and objection period	WP8 team	5 calendar day
4	Approval	WP8 team	If no objections
6	Track final output	WP8 and lead Author	Post-publication

4.3.3 Internal Review Procedure for Major Communication

Partners are requested to submit any materials related to major communication – including press releases, communication campaigns, media interviews or statements, social media campaigns, and video or multimedia productions (promotional or explanatory content) – to the WP8 team for review in advance of their planned release.

The timeframe for submission will depend on the nature and complexity of the content. Partners are therefore encouraged to share materials as early as possible to allow sufficient time for review. The WP8 team, in coordination with the Executive Committee (ExCom), will complete its review within a reasonable period proportionate to the scope of the communication and will provide comments and/or objections accordingly.

Table 8 Review Procedure for Major Communication.

Step	Action	Responsible	Timeline
1	Draft output prepared	Lead Author	–
2	Submit to WP8 team	Lead Author	≥ X calendar days before release
3	Review and objection period	ExCom / WP8 team	X calendar day
4	Approval	WP8 team	If no objections
6	Track final output	WP8 and lead Author	Post-publication

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4.4 Communication Guidelines

Please refer to **Appendix 6 of the GREG Consortium Agreement** for detailed communication guidelines. These guidelines outline, among other aspects, the permitted and prohibited communication activities, as well as procedures for handling communication related to safety findings and clinical impact.

For additional communication guidelines, please consult the [IHI JU Communication Guide](#).

5 Key Reminders

The WP8 team will track all dissemination and communication activities, maintain an overview, provide guidance to partners, and liaise with the IHI Communications team as needed.

The WP8 team will be assessing dissemination and communication materials with regard to:

- Inclusion of mandatory acknowledgements
- Consistency in visual layout
- Consistency in key messaging
- Protection of confidential or sensitive information
- Gender balance will be considered where applicable for GREG members (e.g. conference panels or symposia)
- Maximising the impact of the action
- Making scientific results a common good

Additional reminders:

- Please include **PMO** in all communications.
- GREG beneficiaries must track all dissemination and communication activities in the [D&C tracker](#).
- An Events and Publications Planner for D&C activities is established for the entire consortium. This platform enables members to include current and future activities of general interest to the group.
- Both the D&C Tracker and Events and Publications Planner can be found in the [Dissemination and Communication Tracker](#) folder in the GREG General Teams channel.

Annex I

Articles/chapters in the Consortium Agreement and Grant Agreement related to Dissemination and Communication.

Consortium Agreement

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- 6.6. Dissemination of Results and Communication
- Appendix 6. Communication Guidelines

Grant Agreement

- Article 17. Communication, Dissemination and Visibility
 - Article 17.1. Communication – Dissemination – Promoting the Action
 - Article 17.2. Visibility – European flag and funding statement
 - Article 17.3. Quality of information – Disclaimer
 - Article 17.4. Specific Communication, Dissemination and Visibility rules
 - Article 17.5. Consequences of non-compliance
- Annex 5. Communication, Dissemination, Open Science and Visibility (Article 17)

	D8.I - Dissemination and Communication Plan		
	WP8 – Communications, Training, and Sustainability	Version: v3.0	
	Author(s): Alejandro Puigrefagut Pla and Elsa Pacella	Security: Pub	70/82

Annex II - Visual Identity



GREG VISUAL IDENTITY

2025.04.11

THE POWER OF THE PROCESS

Systemic change can be a gradual process. That's the approach of the GREG consortium, who will work with key stakeholders to iteratively test and improve guidance and tools to deliver much-needed guidance in the European healthcare landscape. This direction takes inspiration from the experience of iterative testing itself, which will underpin the project and inform its findings.

BUILDING BLOCKS



THE PATTERN

This shapely form is an artistic interpretation of the iterative testing process that forms the basis of GREG's work, representing its cyclical nature with a stylish twist.

THE VISUAL ELEMENT

Here, the pattern is evolved to form the letter 'G', underlining the nature of GREG's work and its purpose in finding solutions to industry challenges.

THE LOGO

Bringing together the logo elements as one, the large 'G' makes a bold statement which balances against the sophisticated and minimal lowercase project title. Accents on the ears of the letters 'g' and 'r' make a subtle reference to the iterative testing pattern to tie everything together further.



GREG logo horizontal – Black



GREG logo vertical – Black



GREG logo horizontal – White



GREG logo vertical – White



GREG logo horizontal – Berry



GREG logo vertical – Berry



GREG logo horizontal – Lilac



GREG logo vertical – Lilac





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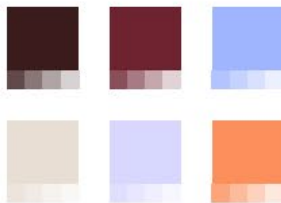
Gill Sans MT

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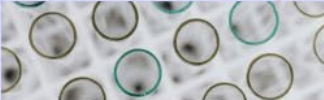

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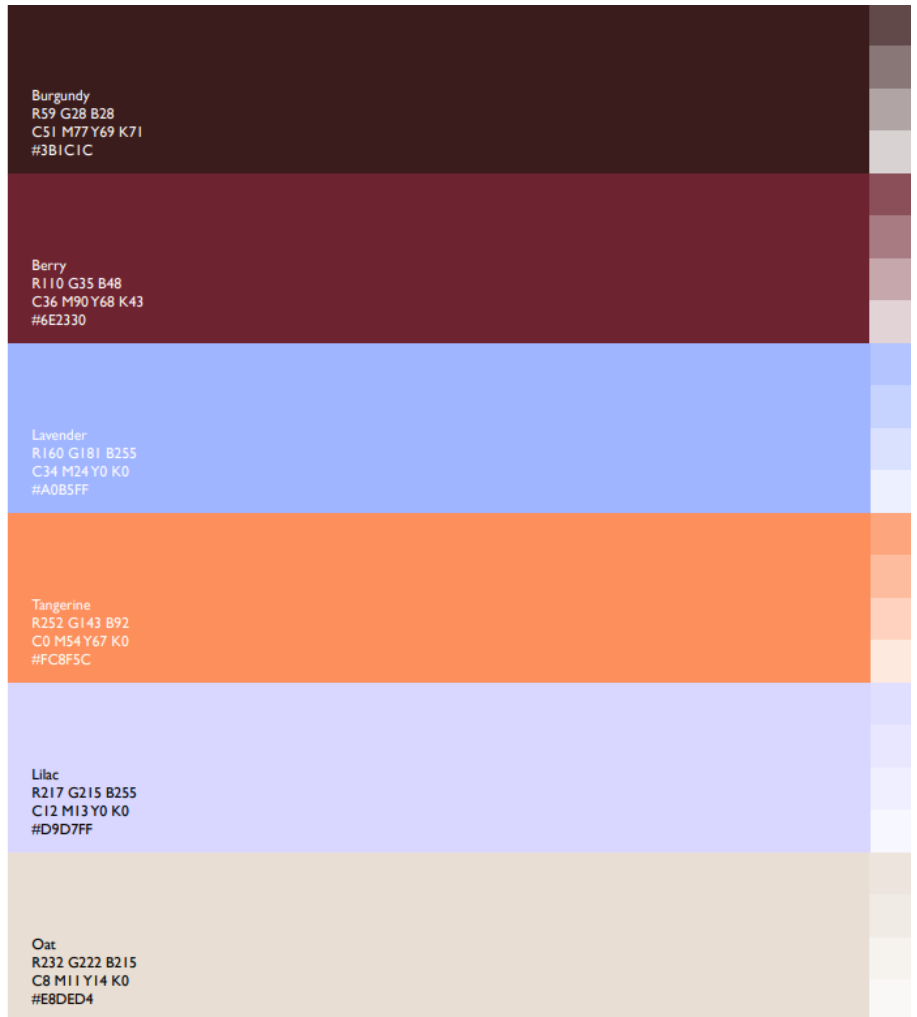


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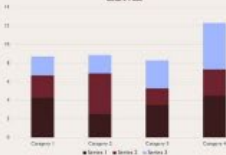


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Category	Series 1	Series 2	Series 3
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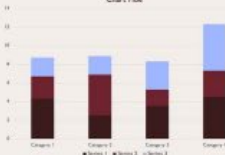


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