

DELIVERABLE REPORT D6.1

IMPACT ENHANCEMENT ROADMAP

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Public/Confidential	Bella Callaway, Susie McAleer	21C

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STATEMENT OF ORIGINALITY

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EXECUTIVE SUMMARY

Deliverable 6.1 the **Impact Enhancement Roadmap** is the first output from Work Package 6 – **Communication, Dissemination & Exploitation**. Its core aim is to outline an integrated communication and dissemination strategy for effective engagement of stakeholders leading towards long term sustainability of the THEMIS 5.0 project outputs.

The roadmap starts with the clarification of the 3 main project phases – awareness, interest, and action – along 3 different working tracks – communication, dissemination, and exploitation – before delving deeper into the activities of each one. These include an overview of targeted audiences, continuing with an outline of the key messages and tactics, ending with the joint mapping of main tasks and procedures.

The highlights of the integrated communications and dissemination plan are:

- Defining communication, dissemination, exploitation objectives, roles, and procedures.
- Synchronising activities between the different work streams
- Supporting the best information flow between the consortium partners
- Covering coordination of the overall communication efforts executed
- Defining branding and positioning of the project
- Outlining initial awareness raising material for leverage by the Consortium in a kit for partners

Some tasks have been already completed while most of them are ongoing according to the defined work plan for year 1. The requirements and expected results of these subtasks define the Impact Roadmap. Analysis of the deployed actions and creation of future activities to be deployed will be included in the annual reporting process.

Updated actions and communications material for awareness raising and supporting dissemination will be provided to partners at regular intervals through updated kit for partners.

All partners are committed to supporting the dissemination of the project and will provide content for the WP6 team to help shape towards specific stakeholder groups, based on the outputs of their work and deliverables.



1. INTRODUCTION

This deliverable has a simple, if ambitious, goal: to ensure maximum impact from THEMIS 5.0 outcomes so the main outputs deliver both immediate results and continue to scale beyond the project lifetime, providing sustainable market and technological value and opportunities.

At the core of this Roadmap are three classic activity tracks: communication, dissemination, exploitation. These terms are often used interchangeably but do refer to very different methods. As explained by the European Commission the definitions are:

- **Communication** means taking strategic measures to promote the action to a multitude of audiences, including the media and the public, possibly engaging in a two-way exchange. The aim is to reach out to society as a whole and to some specific audiences while demonstrating how EU funding contributes to tackling societal challenges.
- **Dissemination** is the public disclosure of project results via any medium. The aim is to make research results known to various stakeholder groups (e.g., scientific community, public sector, commercial actors, professional organisations, policymakers) in a targeted way to enable them to use the results in their own work.
- **Exploitation** is the use of project results during and after the funding period. It can be done for commercial purposes but also for improving policies, and for tackling economic and societal problems (non-commercial exploitation).

To better understand the difference, imagine a project which has just started. At the kick-off, partners tweet about it, sharing their ambitions and how they plan to achieve them. Since there are no results to promote, this 'awareness raising' activity falls under communication. As soon as the first results become available (e.g., a new app is created, survey findings are published), it's time to activate the dissemination tactics. This can include anything from running a demo at a conference to publishing a research paper in a respected journal.

When undertaking dissemination, key factors are (i) the chosen channel/medium fully illustrates the benefits of project results and (ii) the solution is pitched to the right audience i.e., someone who might have a need for it now or in the future. Then, for example, the solution can be used at a hackathon to create new public services (non-commercial exploitation) or included in the product portfolio of a technical partner after the project (commercial exploitation).

By including all these activities in a single roadmap, THEMIS 5.0 ensures that the project's innovative promotional strategies and tactics within each of these streams will be complementary, working efficiently together to achieve future sustainability and a lasting impact

1.1 Roadmap Objectives

To create an impact roadmap that delivers success, it's important to understand the end goals to be achieved. THEMIS 5.0 has a clearly defined set of objectives outlined in its Description of Work (DoW). To support the rest of the project the Communication, Dissemination and Exploitation team have created a set of sub-objectives to help its work package (WP6) contribute to overall achievements:

- Raise general awareness on the themes and results of THEMIS 5.0 among specialist and non-specialist audiences.
- Target strategies and activities to engage and influence specific stakeholder groups to understand and adopt THEMIS 5.0's innovative tools, data and results.
- Define exploitation approaches for the projects value opportunities with long-term sustainability models and business plans (involving individual and collaborative strategies).



1.2 Expected Results

THEMIS's north star is as follows:

Guided by a human-centric philosophy, THEMIS 5.0 endeavours to cultivate ethical AI decision making by:

- **Co-creating solutions to help users assess the trustworthiness of AI through globally relevant use cases.**
- **Empowering human users to feedback on technology, empowering informed decision making.**
- **Fostering an open technical & policy environment to drive sustainable change.**

By unpacking the 'black box' of AI algorithms by improving people's understanding of what data is used, and how decisions are reached, users can better challenge systems for example by pinpointing any biases or problems, embedding their own values and norms, and ultimately providing feedback to AI developers and providers for improvement. By making AI more transparent and explainable and including the whole AI value-chain in responsibility for ethical and trustworthy systems, THEMIS 5.0 helps to create an 'ethical by design' ecosystem for AI solutions.

THEMIS 5.0 will support and develop every user's ability to investigate, comprehend, and form an opinion on the reliability of AI-driven hybrid decisions. The THEMIS technology will be tested and evaluated through a series of real-life use case pilots in three major industries – healthcare, logistics, and journalism. The THEMIS 5.0 ecosystem will enable and assist pilot participants to develop their capacity to employ cutting-edge AI-based tools and to make decisions they know they can trust and rely upon. Anyone, regardless of background or knowledge level, will have access to human-interpretable explanations of how the AI system takes a specific set of inputs and reaches a conclusion by means of an inventive, user-friendly, explainable AI ecosystem, thereby boosting users' confidence in the system's judgement. Benefits include:

- **Enhanced AI systems trustworthiness:** Organisations of any size and digital maturity can leverage the THEMIS 5.0 framework, tools, and approach to embed their own dynamic human-centred trustworthiness evaluation ecosystem in their processes, so they can gain feedback from potential users and improve the ethical trustworthiness of their AI decisioning.
- **Advanced Technology & Data Standards:** The new THEMIS 5.0 innovative AI trustworthiness solution for professional decision making will comply and contribute to European legal and ethical frameworks, allowing for effective research and decision making in multiple domains.
- **Empowered & Engaged individuals:** People can use THEMIS 5.0 to improve their understanding of AI hybrid-decision making, therefore increasing their competence working with AI in a way that focuses on their own moral values and needs.

1.3 Deliverable Structure

This deliverable is structured as follows:

- The next chapter (**Methodology**) outlines the strategy behind the structure of the Impact Roadmap, explains the reasons behind the 3 workstreams - Communications, Dissemination and Exploitation - and who the leaders are for its design and roll-out.
- The subsequent chapters 2 and 3 then delve into detail on the aims and activities within each workstream including who the key audience groups are, what their needs are, what channels will be adopted and how they will be leveraged.
- After the track descriptions, a **Monitoring & Evaluation** chapter is dedicated to exploring Key Performance Indicators (KPIs) for the roadmap and how progress and success will be tracked.
- A chapter on **Responsibilities** who needs to do what based on partners project roles and by timeframe covers Consortium contribution expectations.
- Potential issues are outlined in the next chapter (**Risks**) using a traditional risk log approach for easy integration with overall project management.
- Finally, the deliverable ends with a (**Conclusion**) chapter that mentions next steps and an Annex (**Kit for Partners**) which provides key communication messages and materials for the Consortium to adopt to promote awareness of THEMIS within M1 to M12.



2. METHODOLOGY

2.1 Overall Framework and SMART Objectives

THEMIS 5.0 adopts a 3-phase approach to establishing impact, which is loosely based on a traditional sales and marketing funnel, covering the project lifecycle and beyond. The funnel approach works on a cascading basis where Phase I is dedicated to introducing THEMIS 5.0 to stakeholders and raising *awareness* of its goals so that Phase II can focus on growing *interest* in the tools, findings and solutions through research and piloting activities thereby creating a level of desire for its results. As impact evidence builds, the project can transition into Phase III of *action* where stakeholders take up and use THEMIS 5.0 results outside of its pilots. Cross-cutting these phases are 3 tracks – the traditional Communication, Dissemination, and Exploitation paths which work together in sync to achieve success. The general objectives for each track are outlined below along with SMART (Specific, Measurable, Achievable, Relevant, Time-bound) expansion goals.

Track 1 - General Communication

This track kicks off a focus on engaging stakeholders at a local, national, and European level to learn more about the key THEMIS 5.0 concepts which contribute to a human-centred trustworthiness AI decision support ecosystem.

Key SMART objectives include:

S1.1 Educating people on how THEMIS AI models can be utilised to optimise trustworthiness.

- SPECIFIC – Develop and share basic educational materials with details about the THEMIS challenge and solutions, including co-creation and AI models, for optimising trustworthiness
- MEASURABLE – Increase stakeholder awareness around the themes of trust by 30% year on year through tracking engagement metrics
- ACHIEVABLE – Collaborate with subject matter experts within the project to develop clear and accessible engagement/educational resources
- RELEVANT – Enhance understanding of THEMIS 5.0's significance in fostering trust in AI systems to ensure informed decision making when using AI systems
- TIME-BOUND – Distribute educational comms and within next 6 months (by M12) to achieve initial year one awareness targets

S1.2 Promoting the concept of 'co-creation' in solutioning to improve trust in AI systems.

- SPECIFIC – Showcase THEMIS pilot workshops and discussions with stakeholders to introduce and promote the concept of co-creation to develop a solution that improves trust in AI systems
- MEASURABLE – Increase access to THEMIS 5.0 co-creation results and promote methodology through 5 weekly blogs, 2 infographics and a video, and over 5,000 visits to website
- ACHIEVABLE – Provide training and resources to stakeholders on collaborative needs gathering in problem solving to help provide user-input to solution development
- RELEVANT – Foster a culture of collaboration and inclusivity in AI system development, ensuring diverse perspectives and expertise are integrated to enhance trustworthiness
- TIME-BOUND – Launch co-creation activities at the start of the project and communicate results to wider stakeholder groups

S1.3 Encouraging wide-spread participation in project activities and piloting.

- SPECIFIC – Implement outreach campaigns and engagement strategies to attract a diverse range of stakeholders to participate in project activities and piloting initiatives
- MEASURABLE – Increase the number of visits to the website by 30% year on year, tracked by visitor and participation records



- **ACHIEVABLE** – Utilise targeted communication channels, such as social media, newsletters, and industry events, to raise awareness and generate interest in project results/opportunities and outputs among potential participants
- **RELEVANT** – Enhance the projects impact and effectiveness by involving a broad spectrum of stakeholders in co-designing, testing and validating THEMIS 5.0's solutions
- **TIME-BOUND** – Launch outreach campaigns and engagement initiatives from the start of the project with regular monitoring of participation metrics and adjustments to strategies as needed to meet targets.

Track 2 – Targeted Dissemination

This track focuses on tailoring project results, outputs, and achievements to specific adopters.

Key SMART objectives include:

S2.1 Providing bespoke results messaging and materials to key stakeholder groups.

- **SPECIFIC** – Customise project results, messaging and develop materials to target specific stakeholder groups, and networks, including policy makers, industry leaders and researchers
- **MEASURABLE** – Download rate
- **ACHIEVABLE** – Utilise feedback mechanisms from THEMIS co-creation work to understand unique needs and preferences of each target group ensuring the development of highly relevant and impactful materials
- **RELEVANT** – Enhance stakeholder understanding and acceptance of THEMIS strategy, methods and tools through tailored dissemination tactics
- **TIME-BOUND** – Deliver customised messaging and materials to key stakeholder groups within two months of identifying specific needs and preferences

S2.2 Clustering with relevant projects to identify opportunities for knowledge exchange.

- **SPECIFIC** – Collaborate with similar projects and initiatives in the AI and trustworthiness domain to identify synergies and opportunities for mutual learning and collaboration
- **MEASURABLE** – Establish partnerships with at least three relevant projects within 6 months in addition to the call cluster, evidenced by targeting joint opportunities
- **ACHIEVABLE** – Conduct thorough research and networking efforts to identify projects with complementary objectives and expertise, facilitating meaningful exchange of knowledge and resources
- **RELEVANT** – Enhance impact and reach by leveraging insights and experiences from related initiatives, fostering a culture of collaboration and shared learning which helps fill knowledge gaps
- **TIME-BOUND** – Initiate discussions and collaboration. Efforts with identified projects within the next 6 months to capitalise on current momentum and opportunities for synergy

S2.3 Identifying and attracting new adopters who will take up THEMIS policies, methods, tools and results.

- **SPECIFIC** – Develop targeted outreach strategies to engage potential adopters, including organisations, institutions, and communities interested in leveraging THEMIS 5.0 solutions
- **MEASURABLE** – Increase the number of potential new adopters by 25% between second and third years through active participation in THEMIS activities
- **ACHIEVABLE** – Utilise marketing tactics, such as targeted campaigns, webinars, and demos to showcase the benefits and value proposition of the THEMIS 5.0 solutions (and deliverables) to potential adopters
- **RELEVANT** – Expand the reach and impact of THEMIS by attracting a diverse range of adopters who can benefit from and contribute to the project's outcomes
- **TIME-BOUND** – Implement outreach activities and engagement campaigns targeting potential adopters starting in year two, with regular evaluations to assess effectiveness and adjust strategies as needed



Track 3 - Focused Exploitation

This track focuses on understanding the market and the needs of potential adopters for commercial and non-commercial solutions.

Key SMART objectives include:

S3.1 Creating a business model and plan based on real market needs and drivers.

- SPECIFIC – Conduct comprehensive market research and stakeholder consultations to identify market needs and drivers informing the development of robust business models and plans
- MEASURABLE – Obtain consortium consensus on the proposed business model and plan, with at least 80% agreement among key stakeholders within the use case pilots agreeing it's a good approach
- ACHIEVABLE – Use data-driven analysis and expert insights from the use-case pilots to ensure alignment between the proposed business models and the identified market needs and drivers
- RELEVANT – Establish a solid foundation for sustainable growth and scalability by tailoring the business model to address specific market demands and opportunities
- TIME-BOUND – Present the finalised business model and plan to the consortium by end of year 2 for revisions and finalisation during the last year

S3.2 Packaging results (commercial & non-commercial) with pathways for tech take-up.

- SPECIFIC – Develop clear and accessible pathways for the adoption of both commercial and non-commercial results, addressing the diverse need and capabilities of potential adopters
- MEASURABLE – Increase adoption rates, tracked through the number of organisations and individuals actively using/implementing the THEMIS solutions
- ACHIEVABLE – Provide comprehensive documentation, training materials and support resources to facilitate the seamless integration and utilisations of THEMIS 5.0 results by adopters
- RELEVANT – Enhance the projects impact and sustainability by fostering widespread adoption of the THEMIS 5.0 solution across various sectors and industries
- TIME-BOUND – Launch the packaged results and pathways for tech take-up before the end of year three, with ongoing monitoring and evaluation to track adoption rates and adjust strategies as needed

S3.3 Deploying the long-term sustainability strategy for pilots

- SPECIFIC – Collaborate with pilots to co-create and implement a tailored sustainability strategy that addresses their unique needs and challenges
- MEASURABLE – Secure commitments from pilots to allocate resources and support the implementation of the sustainability strategy with all key stakeholders on board by end of year two
- ACHIEVABLE – Leverage lessons learned from pilot activities and stakeholder feedback to ensure the sustainability strategy aligns with the long-term goals and priorities of the pilot stakeholders
- RELEVANT – Ensure the continuity and impact of THEMIS 5.0 interventions by establishing mechanisms for ongoing support, capacity building and community engaging with the pilot sites
- TIME-BOUND – Initiate discussions with pilots early in the project to inform the sustainability strategy from the start, with implementation and monitoring ongoing throughout the project duration

The 3 phases are considered together during the planning phase to ensure activities are not delivered in silos, rather their approaches are designed to be complementary from a messaging and timing perspective, are respectful of the stakeholder audiences (i.e., people are not bombarded by messaging from multiple partners) so they strategically work together across the project phases to build maximum impact.

The diagram below outlines the high-level Roadmap framework for achieving impact. The rest of this deliverable will consider the details of each track before concluding with the integrated delivery timeframe of activities with responsibilities and evaluation metrics.

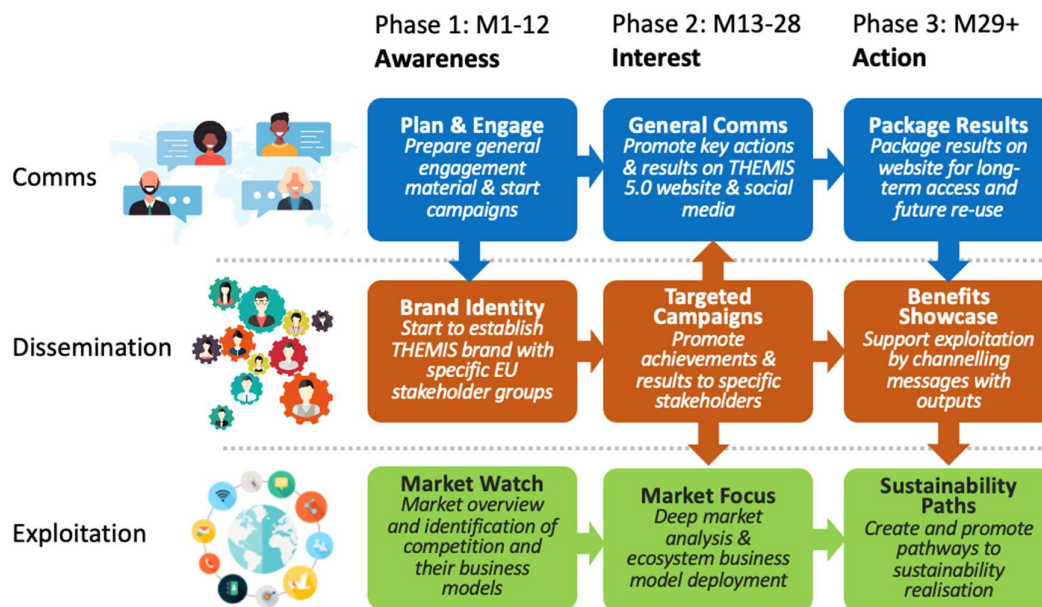


Figure 1: Impact realisation frameworks for THEMIS 5.0

2.2 Delivery

Implementation of the Communication, Dissemination and Exploitation work package (WP6) is led by 21c and supported by the whole THEMIS Consortium. The delivery tracks mirror the first three work package tasks namely, T6.1 - communication actions, T6.2 - dissemination actions and T6.3 - exploitation strategies as seen in the table below.

Table 1: WP6 Task list

Task Name	Lead	Start	End	Involved Partners
T6.1 Communication Actions	21C	M1	M36	MAG, IBM, SINTEF, ATC, ENG, ICE, Trustilio, DBT, FVP, ANA, MUP
T6.2 Dissemination Actions	21C	M1	M36	All
T6.3 Exploitation Strategies	ATC	M1	M36	MAG, IBM, UoS, SINTEF, ENG, ICCS, ICE, 21C, Trustilio, DBT, IPT, FVP, ANA, MUP]
T6.4 Socio-Political, Legal & Ethical Recommendations	KUL	M1	M36	MAG, IBM, 21C, Trustilio, DBT, IPT, FVP, APA, MUP

Four official deliverables are associated with the work package. This deliverable D6.1 – Impact Realisation Roadmap – is the first one, followed by an update of activities and results in M18 in the form of D6.2. Next, a Policy Brief on Socio-Political, Legal and Ethical Final Recommendations, D6.3, which will be led by KUL is delivered in M33. Finally, D6.3, Business and Sustainability Plan will be delivered at the end of the project by ATC. A series of additional outputs ranging from publications, slides, dissemination material, blogs etc. will be published continuously throughout the project according to need.

Table 2: WP6 Deliverable list

ID	Deliverable Name	Lead	Due Date
D6.1	Impact Realisation Roadmap	21c	M6
D6.2	Comms, Dissemination & Exploitation Mid Term Report	21c	M18
D6.2	Policy Brief on Socio-Political, Legal and Ethical Final Recommendations	KUL	M33
D6.3	Business and Sustainability Plan	ATC	M36



3. COMMUNICATION TRACK

3.1 Aims

The Communication track focuses on presenting the value of THEMIS 5.0, and its results, to both professional and lay audiences with the aim of building a community engaged in the THEMIS 5.0 solution that spans across multiple industries. Activities here will raise awareness of the THEMIS 5.0 brand, its goals, and results at a high level across Europe with messaging that everyone can understand no matter their background or level of expertise. Pilots will also be able to take the messaging and materials and adapt them for specific stakeholders. Audiences engaged in Communication activities may also become part of the pilots and/or more specialised Dissemination focus later.

3.1 Activities

PHASE 1: Awareness (M1 – M12)

BRAND AWARENESS

To help THEMIS 5.0 be instantly recognisable, no matter which partner, or which material is being used for communication and dissemination, the project has developed a visual identity to make every document and action identifiable and easy to follow so awareness of the story/journey can build and have a larger impact.

Project Logo: The THEMIS logo features an image of a set of scales, balanced in the centred by a triangular shape that depict the letters AI, representing Artificial Intelligence. The aim of the logo is to evoke feelings of trust and create an emotional connection between users and the product. The scales echo symbols of legal justice indicating to audiences that THEMIS 5.0 promotes balanced principles of fairness, impartiality, and trust.



Figure 2: THEMIS Project Logos for Use on All Materials

The logo can be used either on a white background for a clean and fresh look, or a second logo with lighter text can be placed on dark backgrounds. Logo options include with or without the 'trustworthy AI' strapline, and with or without the project name. The THEMIS 5.0 logo with name, however, must be used on every piece of dissemination or communication material that any member of the consortium uses/produces during the length of the project. It can be used on both-top sides and on the left bottom side, leaving top-right and the bottom space available to include the EU-flag logo accompanied by the legal text. Access to the project logo may be found in the THEMIS Teams WP6 folder.



EU Logo: All the documents referring to the project must include the EU-flag logo accompanied with the text *“This project has received financial support from the European Union's Horizon 2020 Programme under grant agreement no. 101070658”*.

Typography: The selected communications typography requirement for this project is for use of a sans-serif font, a very extended typography group with lots of font choices that are easily legible, mostly on computers, an important benefit for a project where there will be a lot of communication materials that we intend to be



read by many people. For deliverables 'Calibri' font size 11 will be adopted. The name of the project should always be written in **uppercase**.

Colours: The colours emphasise the importance of European co-creation to the project as they echo the colours of the flag of the European Union. Further, they are classic colours that traditionally represent wealth and power thus highlighting the wealth of information the project aims to generate and the power of the THEMIS 5.0 ecosystem in changing opinions of trust in AI systems. Use of white space should be well considered in communications material to give a clean fresh feel.

Gold	RGB: 184 134 11 Hex: #B8860B	Gold represents the wealth of knowledge and data that the THEMIS 5.0 project could provide for the European AI community. It is bold and easy to read. Gold is frequently linked to success and achievement indicating that the THEMIS 5.0 brand will be associated with accomplishment and high standards.
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Navy	RGB: 0 0 128 Hex: #000080	Navy represents trust and dependability. As with other blues, navy can be reassuring colour conveying a sense of reliability and integrity. Navy is often associated with professionalism and using it in the THEMIS 5.0 logo conveys strength and leadership, conveying the key project goal of trust to users.
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STAKEHOLDER MANAGEMENT

There are several parameters to consider when designing and implementing an effective communication strategy. For example, knowing which stakeholders need to be involved in the project and its activities, their potential reasons for engagement and their needs and requirements, both in general as well as in THEMIS 5.0. This depends on the type of stakeholder group they fall into as well as other factors such as geographical coverage.

THEMIS has identified a range of broad target groups for communication:

- **Users:** These are the people who will directly use THEMIS 5.0's conversational agent tools and results in the pilot use cases to achieve specific objectives and can be broadly broken down into:
 - **Tool Users** – includes the scientific community around AI, who will help add value to THEMIS 5.0, as well as use case industry professionals who will take part in the pilots and use the THEMIS 5.0 tools and results to increase trustworthiness in AI aided decision making. These users will mainly be targeted by the project pilot work as well as by project communications.
 - **Adopters** – senior management of institutions that provide AI services with procurement power and influence, who care about evidence of the benefits of THEMIS 5.0 when making decision on whether to 'buy'. These users will be the focus of the exploitation stream, supported by dissemination.
 - **Beneficiaries** - The people who will benefit from the institutions adopting the THEMIS solution, such as citizens who are involved in use case industries both professionally and by proxy. They may not be directly using the THEMIS 5.0 system to aid decision making but they could benefit from decisions made on their behalf by use case industry professionals. For example, a hospital patient who benefits from a course of treatment decided upon by a doctor using THEMIS 5.0 ecosystem to better understand directions given by AI. These indirect users will be reached mainly through general project communications.
- **Enablers:** This group contains researchers, AI specialists and businesses who can support the development of the THEMIS 5.0 solution and/or contribute to delivering trustworthy personalised AI



decision making through their expertise, tools or access to potential users and adopters. They form part of dissemination.

- **Influencers:** These are the people who can change the direction of the project. For THEMIS 5.0 these include politicians, media, expert communities, and various thematic networks focusing either directly or indirectly on AI trust and transparency. These stakeholders cover all streams and are especially useful for lending credibility to exploitation.

Table 3: Initial stakeholder groups

a) Users	b) Enablers	c) Influencers
Indirect beneficiaries	AI Ethics Specialists	Local & EU Media Orgs
Professionals	AI Developers	Industries
AI Providers	AI Providers	Solution Competitors
AI Developers	Standards Bodies	Other Projects
Researchers & AI Scientific Community	Policy Makers	Specialist Networks

To better target the identified stakeholders with communications, stakeholder needs have been mapped against differing areas of interest. This is done to help choose dissemination channels and craft communication messages and material that is meaningful and relevant to the role of each target group.

Table 4: Stakeholder interest matrix

Stakeholder Groups		Artificial Intelligence	AI Trust	Professional Applications	Conversational Agents	Evaluation of Decisions	Trustworthiness Ecosystem	Co-creation and Innovation	Trust & behavioural Change	Papers & Publications	Standards for AI	Ethical & Legal Use of Data	Training & Capacity Building	Local THEMIS Events	European THEMIS Events	Recommendations & Lessons	Pathways for Adoption
Users	AI Beneficiaries	•	•	•	•		•	•	•			•	•	•			
	System Users	•	•	•	•		•	•	•			•	•	•		•	•
	AI Providers	•	•	•	•		•	•	•	•	•	•	•	•	•	•	•
	AI Developers	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Enablers	Wider academia	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
	Sociologists	•	•	•	•		•	•	•	•		•	•	•	•	•	
	AI Specialists	•	•	•	•	•	•		•	•	•	•	•		•	•	•
	Standards Bodies	•	•	•	•	•	•			•	•	•	•		•	•	
	Policy Makers	•	•	•	•		•			•		•	•		•	•	•
Influe	Local/EU Media	•	•	•	•		•	•				•	•	•	•	•	•
	EU DGs	•	•	•	•		•	•	•	•	•	•	•		•	•	•



Competitors	•	•	•	•		•	•	•	•	•	•	•			•	•
Other projects	•	•	•	•		•	•			•	•	•			•	•
Networks	•	•	•	•		•	•			•	•	•	•	•	•	•

Preliminary mapping shows a wide range of interests that THEMIS communications MUST cater for:

Primary Users, as expected, have interests in all the key project topics. They are keen to know about how THEMIS 5.0 can improve their trust in decisions made with AI and what impact this will have on their ability to perform their jobs, in whatever industry they are in. Use case professionals should have an interest in ethics and trust as their use of the system will have a direct impact on indirect beneficiaries whom they are making decisions on behalf of. Further, these primary users are interested in the chat agent and how the ecosystem relates to their own experiences and needs. Everyone is interested in co-creation, the conversational agent, ecosystem and training, that help to increase transparency of the system’s processes and results. Additionally, primary users will be interested in local THEMIS 5.0 events where they can meet and relate to other stakeholders which will in turn improve their understanding and therefore trust in the THEMIS 5.0 ecosystem.

In the **Enablers** camp, researchers and the scientific community as expected, are potentially interested in all the project topics from trust to the human-centred AI goals and standards, resulting outputs and behaviour change. AI specialists are interested in the parameters that determine what makes AI trustworthy and how risk assessment, user profiles and decision impact can converge to produce personalised trustworthy AI decisions. Standards bodies have broad interest across most data and technology topics and have a role to play in helping ensure the results meet privacy and security regulations. Policy Makers are primarily interested in practical details such as lessons learned and pathways for adoption.

When it comes to **Influencers**, other projects and networks, European government departments and the European AI community tend to have many overlapping interests. All are interested in policies to improve transparency, tools that improve trust in AI systems and tools to ensure legal and ethical standards are implemented into AI systems. All would like to know about co-creation and the impact it may have. Other projects are interested in outputs that can be used for research and innovation such as papers, as well as lessons learned and future recommendations that can be built upon. Other stakeholders and networks in the influencers camp have a wider range of interests that cover everything from technical to policy outcomes.

PHASE 2: Interest (M13 – M24)

During the ‘Interest’ phase of THEMIS 5.0 key actions and results will be presented over general channels to the stakeholders with the aim of continuing to grow an ecosystem of stakeholders interested in THEMIS 5.0 who can be primary targets for the aligned dissemination workstream.

MESSAGING

Project awareness campaigns with bespoke messaging will be developed over time based on current project needs. For example, when THEMIS 5.0 needs participants in workshops, or in surveys, a campaign to gather audience content will be developed. As results are released, messages will be crafted around the details and shared with the Consortium in the form of a ‘Communications Kit for Partners’ (see Appendix 2).

As a starting point for awareness raising, the table below provides first high-level introductory messages to THEMIS 5.0 per stakeholder from the USER category. These messages start at a high-level introducing the project via shared audience needs/common ground - *need for greater trustworthiness in AI*. They then build in detail to discuss enablers for solving the challenges – *AI trustworthiness framework, AI, and co-creation*.

Table 4: First Communication Campaign Messages

	a) AI Users	b) AI Providers	c) AI Beneficiaries	d) AI Developers
High Level	THEMIS 5.0 helps you unpack the black box	THEMIS 5.0 puts you in control of ensuring	THEMIS 5.0 ensures AI decisions are fair,	THEMIS 5.0 helps you build with confidence,



	that is AI and understand its trustworthiness	responsible AI is embedded in your services	transparent, ethical and trustworthy	ensuring your AI systems are trustworthy, and meet the highest industry standards
Challenge	<p>Assert your Right to Ethical and Bias-Free Data Usage!</p> <p>Orgs must uphold your trust by ensuring ethical and unbiased utilisation of data.</p>	<p>Elevate AI Ethics, Combat Bias, and Champion Trustworthiness!</p> <p>Adopt a European human-centric ethos that guides the creation, deployment, and operation of AI-based decision support tools.</p>	<p>Demand Ethical, Bias-Free AI Data Usage!</p> <p>Stand firm in your right to trust that organizations and AI algorithms honour ethical principles and avoid bias in data utilisation.</p>	<p>Rise to the Trustworthiness Challenge with THEMIS 5.0 AI Assessment Solution!</p> <p>Trust hinges on transparency, and our insights equip you to make informed choices throughout your AI development odyssey.</p>
Dive into Detail	<p>Our human-centric methodology guarantees lawful, ethical, and robust AI. From conceptualization to execution, we prioritise your confidence across all stages of advanced AI-based decision support tools</p>	<p>THEMIS 5.0 will enable users to create a model of the socio-technical environment within which it operates using a combination of high-level knowledge specification and machine learning, this dynamic system is applicable to a multitude of industries</p>	<p>Our AI Trustworthiness Framework, helps you be hands-on in assessing the trustworthiness of the AI systems you use or are developing, enabling you to make an informed choice to use the system</p>	<p>Better understand and value human roles and responsibilities where AI is concerned and ensure you give specific attention to user context, equity and diversity to ensure mainstreaming of inclusiveness, equality and gender balance in their work outcomes.</p>
Call to Action	<p>Demand transparency and accountability in every AI made decision.</p> <p>Join us...</p>	<p>Ensure commitment to Trustworthy AI (Lawful, Ethical, Robust AI) is unwavering—from definition to operation.</p> <p>Join us...</p>	<p>Let's ensure transparency and integrity in every interaction with AI decision technologies.</p> <p>Join us...</p>	<p>Embrace openness and drive forward with confidence!</p> <p>Join us...</p>

Variations of these project-level messages will be used within the communications materials for outreach to networks and organisations. Depending on the literacy of the hard-to-reach groups that the pilots will work directly with on the ground, the messages will need to be less based on sector terminology and be clearer about the activity being promoted, for example:

- THEMIS 5.0 - shaping trustworthy AI, one decision at a time
- THEMIS 5.0 - demystifying AI trust for a transparent tomorrow
- THEMIS 5.0 - together for better AI. transformation | transparency | trust

Messaging will be refined and improved on an ad-hoc basis through response feedback from stakeholders and based on Consortium Partner's needs. Messaging shall also be translated into native language so communication materials may be leveraged by all partners to support national outreach.

GENERAL COMMUNICATIONS

The key channels for communication will be (a) the project website and (b) social media channels, (c) newsletters, and (d) brochures. These will enable direct contact/communication with potential users,



enablers, and influencers. Project partners, especially pilots, are also encouraged to leverage their own channels for communications about THEMIS 5.0.

(a) Website: themis-trust.eu

The project website is essentially the ‘shop front’ for the THEMIS 5.0 project and its achievements and as such needs to convey the brand, energy, and passion of the project. This is achieved through dynamic visuals, content, and messaging, which will be regularly updated throughout THEMIS 5.0’s life cycle. A first version of the site has already been developed which can be found at <https://www.themis-trust.eu>. The website is currently offered in English but options to access in different pilot languages will be considered during the first year of the project if pilot partners are willing to help support translations.

The first version of the website is designed to provide a simple user experience with easy access to information about the project, its aims and the challenge around disinformation. A simple navigation bar provides one click access to the key themes with a second level sub-menu for diving into more detail around the consortium, state of the art, and use cases.

In the footer on each page visitors can also sign up for news updates. Their information is stored in accordance with GDPR and only used for the receipt of newsletters from THEMIS 5.0 (as outlined in the projects official data management plan).

Search Engine Optimisation (SEO) has been performed on the site to increase its visibility to search engines and in time rank higher on search lists. SEO also helps to improve user experience, making the site faster, more accessible and easier to use. This process will be reviewed each time the website is revamped.

21c will oversee updating of the website on a regular basis, adapting content based on new messaging, project results and the value proposition that THEMIS provides to each stakeholder group. The WP6 lead will undertake regular outreach to partners to capture news. Analytic tools will help the Communications team understand how the site is being used and can utilise the findings for improvements. All partners should link from their own website to the project website via posts, newsletters, tweets.

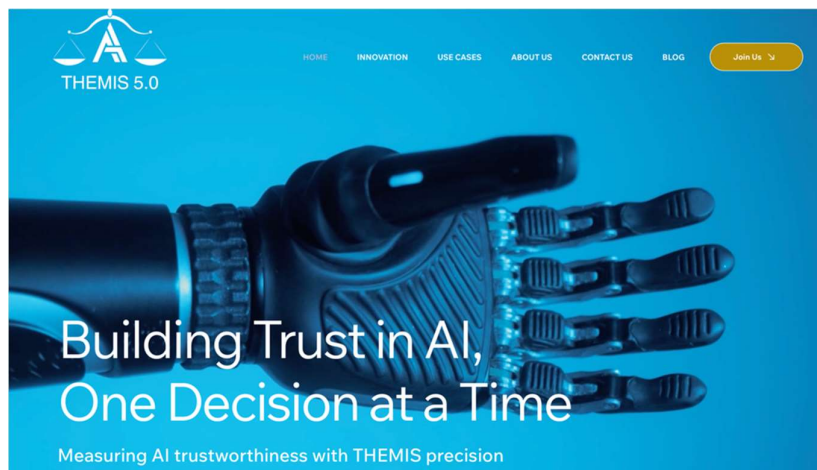


Figure 3: Top of THEMIS 5.0 home page

Blog

THEMIS 5.0’s Blog page is a key part of the project website and provides a platform through which context and updates of the project will be written about through weekly blog posts. The aim of this communication channel is to provide stakeholders and any other interest party with easily accessible information about the wider context of AI and how THEMIS 5.0 can play a role in increasing trust and transparency of AI systems. The language of blog posts will be understandable for interested parties of all knowledge levels to ensure a widespread adoption and understanding of the THEMIS 5.0 ecosystem.



Consortium partners are welcome to add to the blog page at any time but will be required to make at least one post a year. Any events or specific developments that may be of interest should be made aware to the 21c team so that they can be added to the blog to increase awareness of the project. Partners are expected to engage with blog posts and share on social media channels.

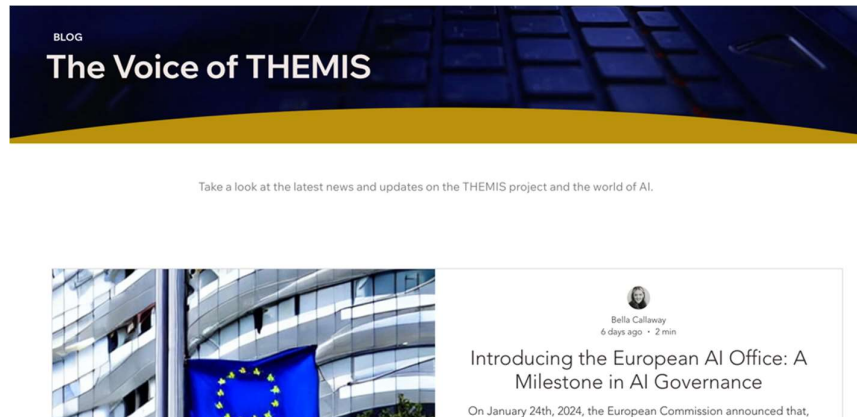


Figure 4: Blog page snap shot

(b) Social Media Channels

LinkedIn – THEMIS 5.0

THEMIS 5.0 has set up its own identity on LinkedIn using the company page function. LinkedIn is a social media channel for professionals, and therefore the most important of the social media channels for helping THEMIS to establish credibility in the market. The THEMIS 5.0 LinkedIn page will be extensively used for networking purposes, enabling the promotion of THEMIS 5.0 amongst a broad community of **(1) USERS:** including use case partners e.g. Valencia Port, 12k followers **(2) ENABLERS:** including, European Standards and Artificial Intelligence, 493 followers, Argumentation and Rhetoric: Higher Order Thinking, Moral Reasoning, and Effective Communication, 105 members and **(3) INFLUENCERS:** e.g. media futures EU, 1,230 followers.

Project partners will also use their LinkedIn Groups to support THEMIS 5.0 communications with, for example at the time of writing, ATC having 3000+ followers on LinkedIn and IBM Data has over 248k on LinkedIn.

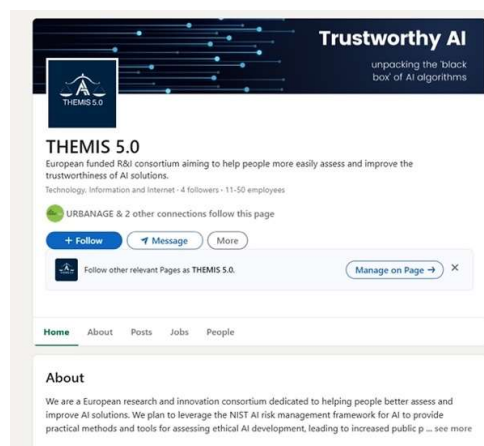


Figure 5: LinkedIn account page

Twitter (X) - @THEMIS_50

Twitter is reportedly the social media tool most used by the European Commission and local authority professionals so its adoption as a key communication channel for the policy and research outcomes of THEMIS



5.0 has the potential to deliver high impact. The account will be managed by 21c with the support of project partners for supplying relevant content for promotion, as well as amplifying messages through retweeting, liking, and commenting on posts through their own personal and professional channels. 21c will adopt a mixed strategy of pre-programmed tweets and ad-hoc content depending on what is happening in the project. The content strategy for this channel includes:

- Sharing news and blogs published on the website to increase traffic to the website.
- Sharing news about strategies to combat disinformation (especially pilot use-cases)
- Showcasing videos made for the project (to make the project more accessible/ understandable) to better reach users thanks to the use of visuals.
- Promoting project results (white paper, guidelines, etc.) to increase the number of downloads.
- Increasing reach of Tweets with the following hashtags within the scope of the project: #TrustworthyAI #AITransparency #HumancentredAI #equality #AIexplainability #AI #AITrust
- Mention project partners when publishing news to stimulate their likes and retweets

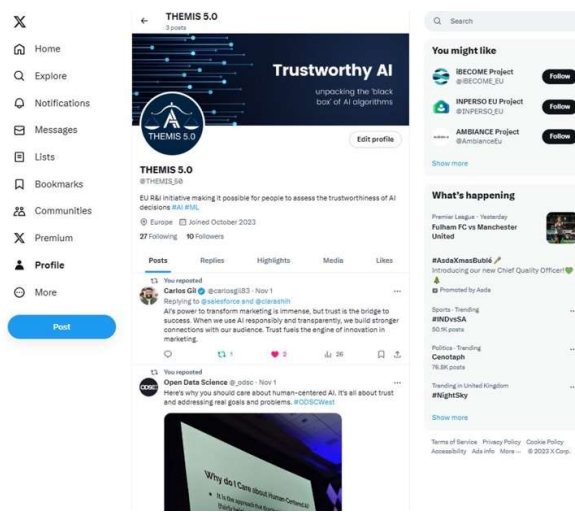


Figure 6: Twitter (X) account profile

SlideShare

To ensure slide decks delivered by THEMIS 5.0 partners as part of their communication activities continue to deliver impact long after they have presented at an event, they will be adapted and uploaded to SlideShare. SlideShare is a social networking site for information seekers that allows people to share presentations, infographics, and other documents to a large audience online. Adaption is necessary before uploading to ensure the content works as a stand-alone piece of communications material.

- All uploads should be in PDF with a unique title, description, and a min of three tags.
- Content should be unique to THEMIS 5.0 so there isn't competition for 'views.'
- Each slide should have only 1 specific focus. Avoid having more than one fact on a slide.
- Content should be kept to a minimum and each slide should have powerful imagery.
- Hyperlinks should be available on every slide after slide 3 to give context to the reader.
- Include a call to action at the end of the deck to allow the user journey to continue.
- The text on every slide should use large fonts.

The SlideShare account will be activated 6 months into the project to ensure the project has a bank of presentations to start regularly sharing.



Other Channels

Creation of additional social media channels will be considered during the project based on engagement and dissemination needs. In addition to the THEMIS 5.0 own accounts, project partners will regularly share news, updates across their own channels tagging THEMIS 5.0 in the process for ease of identification and amplification (e.g. commenting, sharing, liking).

Newsletter

The Communications Team will create a periodical online Newsletter (when results are available) with input and support from all partners. Newsletters will provide information on project progress and results, as well as links to public deliverables, articles, news, and events, as well as support for industrial partners' corporate communication campaigns for announcements relevant to the Implementation Plan. The website will allow interested visitors to subscribe to the newsletter. Newsletters will be made available on the project website to increase project visibility through electronic means and will be distributed to consortium members and their networks, industry, and policymakers at the European, national, and regional levels. The production and release of the e-Newsletter will be under the Executive Board responsibility. Nevertheless, all the consortium partners will be informed about the editorial plan and will be asked to contribute by highlighting relevant news and events for inclusion. The newsletter will be distributed through the website hosting platform, Wix, and will be delivered to the community of stakeholders and all people registered to the THEMIS website. The structure of the newsletter could include the following sections: • Editorial • News (from the website) • Latest Results / In the spotlight • Events.

PHASE 3: Action (M29+)

During the final phase of the project (from M29) the Comms Team will audit and undertake a final revamp of the website to ensure it contains all the key outputs from the project in an easily accessible way. Activities will include updating FAQs, categorising deliverables for easy access, ensuring all publications are available, and ensuring exploitation details/contacts are there amongst others. The project site will remain complimentary to the sustainable THEMIS 5.0 ecosystem. A plan will be drawn up closer to the time.



4. DISSEMINATION TRACK

4.1 Aims

Whilst Communication focuses on raising general awareness about the project activities and results to multiple audiences, the Dissemination Track is more focused on ensuring **key results only** are distributed effectively to the key users. Activities will support all work packages in ensuring maximum visibility, accessibility, and impact of the project activities. The rest of this chapter outlines the activities to be carried out in 3 main sub-phases (aligning with methodology) which span the entire project and extend beyond it.

4.2 Activities

PHASE 1: Brand Establishment (M1 – M12)

Networks

The intensity of dissemination will vary as the project progresses, but the main goal remains the same: widespread adoption of THEMIS 5.0 results by relevant stakeholders in their work, life, or study. Results must resonate with groups that represent large swaths of society to be meaningful. To that end, THEMIS 5.0 will seek to connect with European and international networks, beginning (but not limited to) those depicted in the diagram below:

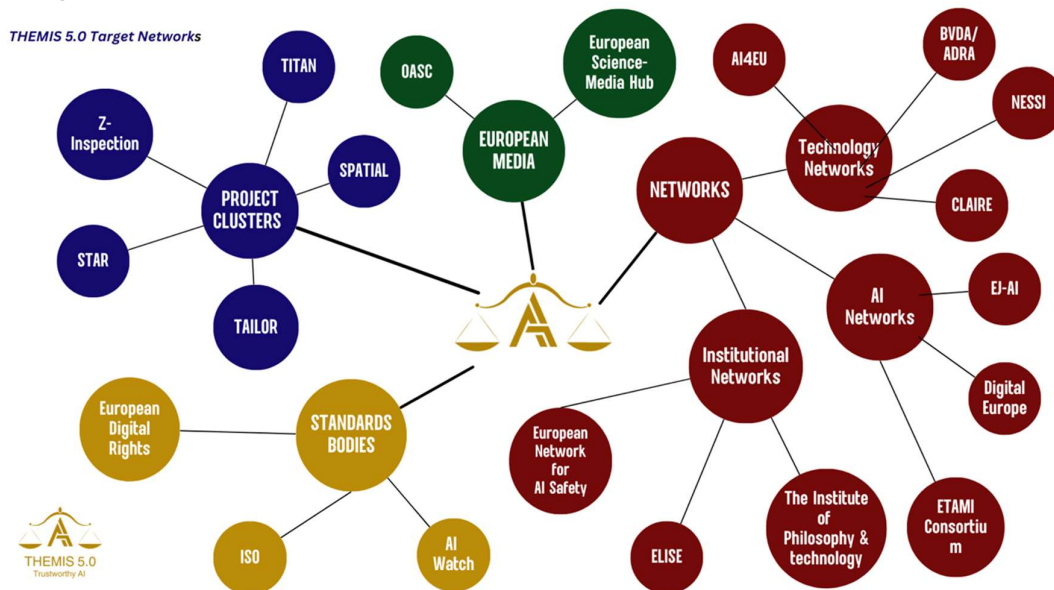


Figure 7: Initial target networks – to be expanded

Outreach and introductions will be made to the networks at the start of the project, offering opportunities for knowledge exchange e.g., cross-posting results of through each other's newsletters, joint activities such as shared workshops, conference stands and even publications depending on each stakeholder journey. The network list will grow and become more tailored as the project progresses.

Stakeholder Journeys:

To effectively target dissemination, partners from all project areas must collaborate to ensure a project-wide understanding of the importance of the 'User Profiles'. These profiles are the cornerstone of the project as (i) on a pilot level, they provide the human element input to the AI system and their stories will help disseminate the benefits of THEMIS 5.0, and (ii) on a project level they are potentially the ones who will be most interested in future adoption.



A) Stakeholder Journeys: USERS

To effectively target dissemination, it's important to understand more about the characteristics of each of the main end User groups, which results/outputs are most relevant to them and what we would like them to do with the project results. To this end THEMIS has created a high-level stakeholder journey for each of the primary **USER** audiences below.

Table 5: System User Journey

System Users
<p><u>Stakeholder Characteristics</u></p> <ul style="list-style-type: none"> • Users who are in direct contact with AI systems • They may not be AI specialists but are professionals who use AI in their work to aid decision making or improve productivity/efficiency • Professionals in Use Case industries e.g. doctors, journalists or professionals working at Ports • Direct system users may not have a developed understanding of AI systems, but are professionals who likely have high levels of education
<p><u>Initial Level Awareness and Goal</u></p> <p>Direct system users are aware of AI but may not place high levels of trust into systems. This is generally due to low levels of explainability and lack of transparency throughout the hierarchy of AI system development. The goal of THEMIS 5.0 is to improve users trust in AI systems and therefore empower professionals using the system to make better decisions which, in turn, will have a positive impact on the quality and efficiency of their decision making.</p> <div style="text-align: center;"> <p style="margin-top: 10px;"> Awareness Consideration Take-up </p> </div>
<p><u>Specific Objectives and Strategies for Engagement</u></p> <ul style="list-style-type: none"> • Capture needs and challenges regarding AI trustworthiness for professionals in use case industries <ul style="list-style-type: none"> ○ Pilots engage users in co-creation workshops to gather insights into their needs and challenges regarding AI trustworthiness ○ Potentially conduct surveys or interviews in pilots, and pop-up polls, questionnaires on social media to delve deeper into specific pain-points and user requirements ○ Utilise scenario-based discussions to simulate real-world situations and capture user's concerns and expectations both in pilot sites and via online platforms • Increase confidence in hybrid AI-decision making <ul style="list-style-type: none"> ○ Comms team to develop educational materials that explain the workings of hybrid-AI decision making systems in user-friendly language ○ Offer interactive sessions or webinars where users can gain hands-on experience with the THEMIS 5.0 solution and receive guidance on interpreting outputs ○ Provide case studies and success stories showcasing the benefits and reliability of the THEMIS 5.0 solution in various contexts • Build capacity to take part in investigations and make a judgement about trust <ul style="list-style-type: none"> ○ Organise training workshops/webinars focused on enhancing users' skills in evaluating AI trustworthiness ○ Offer practical exercises and simulations where participants can practice assessing trustworthiness and identifying red flags ○ Provide access to tools and resources for conducting investigations and assessing AI system decisions



<ul style="list-style-type: none"> • Understand reservations for trusting in AI systems and target solutions to maximise impact <ul style="list-style-type: none"> ○ Supplement pilot co-creation by conducting surveys or interviews or pop-up polls on social media to identify users’ reservations about trusting AI systems decisions, including concerns related to bias, transparency, and accountability ○ Analyse feedback to understand underlying reasons for scepticism and use to create better tailored educational material for THEMIS 5.0 			
<u>High Level Stakeholder Journey</u>			
	Awareness	Consideration	Take-Up
Approach	General awareness raising about THEMIS and its objectives	Call to action to improve transparency and trust in AI systems	Access to THEMIS ecosystem and human AI conversational agent
Content	Statistics on AI trust and the impact of low trust levels, and the importance of understanding the systems we use	Details of THEMIS co-creation activities and pilot tests and how to be involved/ learn more	THEMIS demos, training & support along with tools, such as an online forum where users can share experiences
Media & Tools	Social media graphics and pop-up polls, blog articles and infographics around trust	Local news in pilot sites, videos of the tools in action, meet-ups, and events in pilot sites	Hands-on demos, video case studies, online seminars, persona videos to make THEMIS solution come alive
<u>Networks for Engagement</u>			
<ul style="list-style-type: none"> • Consortium networks and contacts at pilot level • Targeted industry specific campaigns at pilot level • Twitter • Podcasts/generating discussions on AI aimed at engaging professionals 			

Table 6: Businesses providing AI services

Businesses Providing AI Services
<u>Stakeholder Characteristics</u> <ul style="list-style-type: none"> • Have a professional knowledge of AI systems • Private sector businesses are user-experience driven, efficiency-focused, strategic and risk aware and therefore have a high interest in ensuring AI systems are trustworthy and human-centred • They play a role in managing the impact of AI on the workforce, addressing ethical concerns and the overall culture and opinion towards the use of AI systems in the workplace • Understand how to foster a culture of trust amongst employees • Want to improve transparency and explainability of systems to improve business efficiency
<u>Initial Level Awareness and Goal</u> <p>There is a general, professional level of understanding of AI systems however, there could be better translation of technical processes between these users and AI developers/specialists to increase explainability throughout the chain of command. The base level of understanding does mean that there should be an open attitude to the take up of the THEMIS ecosystem as there is a strong alignment of goals between the model and this stakeholder group. Use cases will demonstrate how the THEMIS ecosystem can be implemented into different industries which will help to generate interest. There is a diverse range</p>



of perspectives involved in the adoption and implementation of AI systems within private sector businesses. Collaboration among these stakeholders is crucial to ensuring the successful integration of the THEMIS ecosystem.



Specific Objectives and Strategies for Engagement

- Capture needs regarding improving trustworthiness in AI systems for businesses
 - Research and contact businesses related to use cases and ask them about their needs and challenges regarding improving trustworthiness in AI systems (online or at events)
 - Explore topics such as transparency, fairness interpretability and accountability to gain new insights into specific business concerns and trust related requirements
- Engage in co-creation of solutions with THEMIS consortium to identify key areas of implementation
 - Foster an environment if open dialogue and knowledge sharing to maximise the impact of co-creation efforts and ensure dissemination alignment with business needs and goals
- Participation in THEMIS experiments/ecosystem to validate tools
 - Invite businesses to participate in THEMIS 5.0 testing/pilot ecosystem activities by showcasing the value proposition for the solution
 - Provide opportunities for businesses outside the pilot sites to try demos of the tools and enable them to also provide feedback on perceived usability, effectiveness, and scalability
- Provide testimonials for support of THEMIS
 - Solicit testimonials from business that have benefited from THEMIS 5.0 solutions, highlighting the positive impact on trustworthiness, performance, and business outcomes
 - Showcase testimonials through case studies, video and other creation means to demonstrate the credibility and effectiveness of THEMIS to potential adopters
 - Encourage businesses to share their success stories and experiences with THEMIS through their own channels, such as newsletters, social media, conferences etc.
- Longer term adoption of THEMIS tools
 - Work collaboratively with businesses to develop longer-term adoption plans for integrating THEMIS 5.0 tools and methodologies into their AI service offerings
 - Provide support and guidance to businesses to support the adoption process, with training programmes, and potentially technical assistance and resources to help them realise sustained benefits

High Level Stakeholder Journey

	Awareness	Consideration	Take-Up
Approach	General awareness raising about THEMIS and its objectives	Call to action to improve explainability and participate in testing	Access to THEMIS AI-based Conversational Agent and collaborative ecosystem
Content	Information on benefits of trustworthy AI specifically for employees	Details of THEMIS co-creation activities and events and testing	THEMIS training & support along with tools. Ask for testimonials
Media & Tools	LinkedIn post discussions, Twitter graphics, conference flyers, posters,	Focus groups invites, posters, local news, persona videos showing tool in action	Personal outreach, newsletter updates, social media campaigns, training webinars, hands-on demo



Networks for Engagement - Examples Related to use cases/pilots

- The Smart Ports Alliance¹
- AI 4 Healthcare²
- European Digital Media Association³

Table 8: AI System Developers stakeholder journey

AI System Developers
<p>Stakeholder Characteristics</p> <ul style="list-style-type: none">• Broad community working on AI ethics and democracy (SSH) and AI technologies (STEM)• Includes data scientists, data analysts, machine learning scientists, programmers and more• Often responsible for analysing data and reporting meaningful insights (including predictions) to non-technical people• Enjoy working on big challenges and create methods, models and tools for solving them• Higher starting level of awareness around the themes of THEMIS• Interested in sharing case studies, knowledge and ideas around AI developments• United by a common interest in creating trustworthy AI
<p>Initial Level Awareness and Goal</p> <p>Much higher level of starting awareness than other stakeholder groups. Focused scientific community who understand the challenges and benefits that AI can have for efficient decision making and can contribute to adding value to THEMIS tools as well as using them. Also understands the current barriers preventing widespread trust in AI and will be open to improving transparency. Stakeholders are usually members of different relevant subject matter group such as standards groups, ethical principles AI groups and provide THEMIS with a string opportunity to broaden its ecosystem.</p> <p>Awareness Consideration Take-up</p>
<p>Specific Objectives and Strategies for Engagement</p> <ul style="list-style-type: none">• Gain support in market from AI expert community<ul style="list-style-type: none">○ Organise events such as workshops, seminars, or webinars targeted at the AI expert community to introduce THEMIS 5.0 and garner support○ Invite influential AI experts to speak to THEMIS 5.0 Consortium and provide feedback on our approach in improving trustworthiness of AI systems decisions○ Establish partnerships with prominent AI organisations or communities to endorse THEMIS approach and advocate for adoption among developers• Foster shared validation and exploitation opportunities<ul style="list-style-type: none">○ Collaborate with AI systems developers (via other projects or networks) to help identify shared validation and exploitation opportunities where THEMIS 5.0 can be applied○ Facilitate joint initiatives that leverage THEMIS and other related synergistic tools to provide an offering that helps support the work and overcome challenges faced by developers○ Encourage collaborative working by promoting engaged communities and continuously showcasing impact from cluster work across social channels• Encourage dissemination of THEMIS results in their channels

¹ <https://www.smartportsalliance.org>

² <https://ai4healthcro.eu>

³ <https://edmo.eu>



<ul style="list-style-type: none"> ○ Develop tailored materials and resources that highlight THEMIS 5.0 results, insights and success stories specifically for AI systems developers ○ Encourage developers to share THEMIS stories and results through their own technical blogs, forums, and developer communities ○ Provide incentives (brainstorm with Consortium and talk to developers) to drive use of THEMIS 5.0 tools and help expand reach within the developer community 			
<u>High Level Stakeholder Journey</u>			
	Awareness	Consideration	Take-Up
Approach	Create cluster workshop with other projects and networks	Create synergies with wider projects/research groups	Shared policy briefs, and other exploitation and sustainability tactics
Content	Information about THEMIS objectives and solution approach	Solution results and impact, and how it fits into wider digital and AI trust landscape	Joint results information, case studies, data and tools, and stories
Media & Tools	Personal invitations, regular meetings to discuss collaboration	Joint events around AI trust. Shared papers and publications	Publications and potentially a shared book or even MooC for wider engagement
<u>Networks for Engagement</u>			
<ul style="list-style-type: none"> • Direct Consortium contacts and networks • Call Cluster • Wider ADR (AI Data Robotics) association⁴ • Other relevant projects with synergies around trust e.g. TITAN⁵, DS2⁶ 			

Table 7: AI Beneficiaries

AI Beneficiaries
<u>Stakeholder Characteristics</u>
<ul style="list-style-type: none"> • Lay citizens/members of the public who have no direct contact with AI systems but who benefit from decisions made with AI • AI beneficiaries could have little to no understanding of AI systems • Beneficiaries have placed their trust in AI system users and therefore by proxy have also placed trust in the AI system itself, even if they are unaware of this process
<u>Initial Level Awareness and Goal</u>
<p>AI beneficiaries have little or no awareness of AI systems. They indirectly benefit from AI via the direct system users. It is important that awareness is raised amongst this stakeholder group as without targeted campaigns, this group of stakeholders may remain ignorant to the project’s benefits and how they are affected. The goal is to ensure that AI beneficiaries trust in the AI systems that aid the direct users in making decisions. Furthermore, it is important that beneficiaries have a general low-level understanding of the inputs and outputs of the system as this improves transparency and therefore AI trust in general.</p>

⁴ <https://adr-association.eu/>

⁵ www.titan-thinking.eu

⁶ www.dataspace2.eu



<p>Objectives for Engagement</p> <p>This group is not an original main target for THEMIS 5.0 but it's important to include them to help garner support for these types of tools</p> <ul style="list-style-type: none"> Engagement through awareness campaigns <ul style="list-style-type: none"> Launch targeted awareness campaigns to educate AI beneficiaries about the benefits of THEMIS 5.0 and its impact on helping them receive more trusted AI decision impact Utilise a wide range of communication channels to spread the messages about THEMIS Highlight pilot examples and success stories involving AI beneficiaries in the pilots to demonstrate the value proposition to other beneficiaries, plus the other user groups 																			
<p>High Level Stakeholder Journey</p> <table border="1"> <thead> <tr> <th></th> <th>Awareness</th> <th>Consideration</th> <th>Take-Up</th> </tr> </thead> <tbody> <tr> <td>Approach</td> <td>General awareness raising about importance of trusting AI decisions</td> <td>Showcase how THEMIS has made a difference to people like them</td> <td>n/a</td> </tr> <tr> <td>Content</td> <td>Inform public about the elements that make up trust and why its important</td> <td>Leverage real case studies and quotes from public sector initiatives using THEMIS</td> <td>n/a</td> </tr> <tr> <td>Media & Tools</td> <td>Promotion via social channels - Twitter, YouTube and potentially Facebook and even TikTok</td> <td>Promotion via social channels - Twitter, YouTube and potentially Facebook and even TikTok – mainstream news</td> <td>n/a</td> </tr> </tbody> </table>					Awareness	Consideration	Take-Up	Approach	General awareness raising about importance of trusting AI decisions	Showcase how THEMIS has made a difference to people like them	n/a	Content	Inform public about the elements that make up trust and why its important	Leverage real case studies and quotes from public sector initiatives using THEMIS	n/a	Media & Tools	Promotion via social channels - Twitter, YouTube and potentially Facebook and even TikTok	Promotion via social channels - Twitter, YouTube and potentially Facebook and even TikTok – mainstream news	n/a
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Approach	General awareness raising about importance of trusting AI decisions	Showcase how THEMIS has made a difference to people like them	n/a																
Content	Inform public about the elements that make up trust and why its important	Leverage real case studies and quotes from public sector initiatives using THEMIS	n/a																
Media & Tools	Promotion via social channels - Twitter, YouTube and potentially Facebook and even TikTok	Promotion via social channels - Twitter, YouTube and potentially Facebook and even TikTok – mainstream news	n/a																
<p>Networks for Engagement</p> <ul style="list-style-type: none"> Local pilot traditional media – tv, radio, newspapers Social media campaigns – Twitter/LinkedIn (explore Telegram, BlueSky and other new platforms) 																			

These strategies will be referred to when planning campaigns and actions for each project phase, especially from month 12 as more results/outputs are delivered.

Channels

As seen from the Stakeholder journey mapping a wider range of networks will be engaged to find the most appropriate manner to share results for take-up by the specific audience type. Dissemination channels include:

(a) Press Releases

Press releases will be used to attract favourable press coverage of project results. These will be drafted by 21c and the relevant results Partner before being released to all Consortium Partners for tailoring and distribution via their own organisation's channels. The press release will also be uploaded to free press release sites but it should be noted that these have a limited effect so the importance of the Consortiums network channels cannot be underestimated.

(b) Conferences



Contributing to or participating in external events, will be a key way to help results be seen by specific stakeholders and help facilitate knowledge sharing, thus increasing the project impact. Targeted events include events organised by the EU Commission's Unit supervising the project, other EC Conferences and thematic clustering meetings, annual events organised around the themes of trustworthy AI, ethical AI and AI explainability. Within the dissemination plan an updated agenda via the web and user interfaces will provide useful information about the events and actions related to the project Interactions with worldwide forums and institutes for the effective dissemination of the project results and the cross-fertilization of ideas and concepts. Examples of relevant events include:

- European Week of Regions and Cities
- Smart City Expo & World Congress
- AI & Big Data Conference
- ACM/ICEE Conference on Robot and Human Interaction
- The Data Innovation Summit
- The European Chatbot and Conversational AI Summit

At conferences and events, the following material will be used (copies seen in [Annex 1](#): Kit for Partners):

Presentations

A general presentation introducing THEMIS 5.0 outlines the THEMIS 5.0 story, New slides will be added to the deck as the project progresses and new results are achieved. Partners will be able to take the deck and cherry pick the slides that are appropriate for their engagement and create new ones where necessary. The purpose of the core deck is to ensure the same messages and visuals are being used to help promote recognition of the THEMIS 5.0 brand across Europe and reduce any confusion around purpose or outputs. Any new slides or decks created by Consortium Partners should be stored in the Presentations folder on the Teams site with the name of the event (and date) it was presented at.

Brochures

Brochures will be adapted for specific audiences depending on the event as results are achieved. A first simple tri-fold general brochure is available now (see below) and can be used for general awareness raising with stakeholders. The content will be improved on a regular basis as the project approach becomes more defined. Brochures for specific audience segments with tailored messages will also be created on an ad-hoc basis for specific events depending on audience and what the project needs to achieve. These will be shared with Partners as they are developed.



Figure 8: Initial tri-fold brochure

Postcards

The Communications Team has noticed over the past few years that at conferences many visitors shun carrying of brochures for something more lightweight where they can access a URL for research/contact at a later date. Postcards also require less printing and ink use so can be a more environmentally friendly alternative to brochures. Therefore, the production of eye-catching postcards is a useful tactic for ensuring more people leave stands with details about the project. Postcard designs also double up as social media graphics so have multiple uses. The latest designs and messages will be included in the dissemination kits for partners.



Figure 9: Example of initial postcard for use at events (will be tailored based on user and event purpose)

Videos

The use of short films ranging from 10 seconds to 2 minutes will be used to help convey complex results information succinctly and visually. The videos will be a mix of animated clips, voice-over explanations and partner interviews. The videos will be uploaded to YouTube and be embedded in the project website and social media channels.

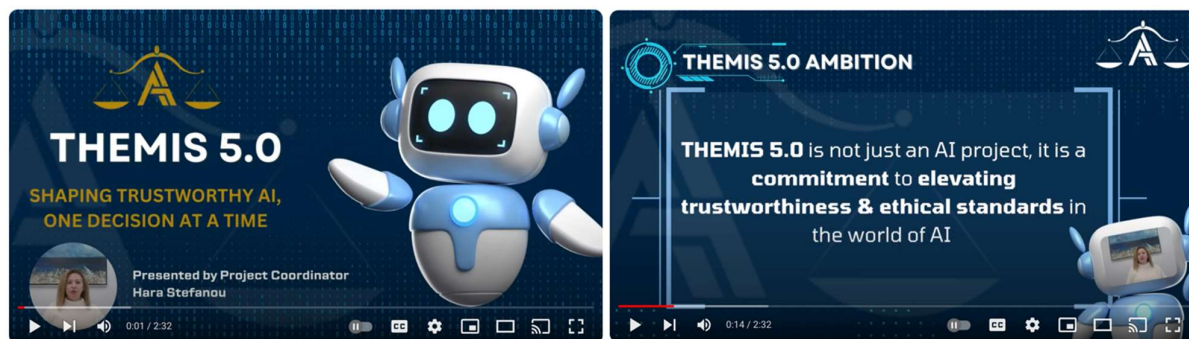


Figure 10: Screenshots from THEMIS 5.0 first video - <https://www.youtube.com/watch?v=iwHf2XOERyI>

Giveaways

Another way to ensure the THEMIS 5.0 brand and messages stand out is to have give-aways at conference stands, such as pens, stickers, drinks bottles, caps etc. The project will aim to ensure these are environmentally friendly collateral, aiming to avoid single-use plastic. Items that will be deemed useful to the audience being targeted will be considered first, with cost also being an important issue.

(c) Webinars

To help disseminate key results from the project directly to target audiences, THEMIS 5.0 plans to run webinars where stakeholders can benefit from multiple results that come out of the project at a similar time. Webinars will be planned 3 months ahead of delivery, involve use case partners in a presentation and discussion format hosted on Zoom. Webinars will be free for stakeholders to attend but they will be required to sign up in advance so THEMIS 5.0 can manage engagement effectively. All webinars will be recorded and included as videos on the website.

(d) Publications

THEMIS 5.0 aims to share its results through peer-reviewed publications where its research and ideas are open to the scrutiny of others who are peers and experts in the same field. This offers higher credibility and trust



with the reader than paying for content in Trade Magazines and journals which do not have the same high standards. Academic partners are targeted with publishing THEMIS 5.0 results on a yearly basis.

(e) Clustering

THEMIS 5/0 will seek to find similar projects to cluster within a bid to undertake knowledge sharing, stimulate innovation and broaden stakeholder reach. Clustering has already begun with the ADRA (AI Data Robotics Association).

(d) Moco

A Massive Open Online Course (MOOC) for this project could offer comprehensive modules covering various aspects of trustworthiness in AI systems, tailored to different target audiences such as stakeholders, AI developers, and beneficiaries. The MOOC could include modules covering foundational concepts of AI trustworthiness, THEMIS 5.0 methodologies for evaluating and enhancing trust in AI systems, case studies showcasing real-world applications of THEMIS 5.0 solutions, and interactive exercises to reinforce learning. Additionally, the MOOC could feature pilot videos, guest speaker sessions, and content from sister projects to encourage knowledge exchange and collaboration among participants. Through this MOOC, learners would gain a deep understanding of trustworthiness considerations in AI decision-making, and how tools like THEMIS 5.0 can equip them with the knowledge and skills to contribute effectively to improving AI systems. This channel will be further investigated while the project progresses to ensure that there are enough resources to realise it.

PHASE 2: Targeted Campaigns (M13 – M28)

Following the planning and preparation phases, the delivery phase of the dissemination campaign begins by directly channelling certain outputs and outcomes to targeted audiences. Dissemination provides stakeholders with specific THEMIS 5.0 outputs that contribute to the overall results. Each public output will be evaluated in terms of audience type, importance to that group, and how to effectively deliver the outcome. For outputs such as journal publications, conference papers, and case studies, this will be done on an ad hoc basis, but it can be better prepared for official key deliverables (see table below). All targeted distribution will be supplemented by messaging and creative formats (for example infographics, webinars, online Q&A etc.) via social media, the website, and newsletters.

Table 7: Key public deliverables for dissemination

No.	Deliverable	Date	User	Why Important	Suggested Channels
D3.1	Report on citizens co-created design principles for architecture	M8	User Enablers	Share analysed findings from the piloting with real facts	<ul style="list-style-type: none"> • Newsletter • Social Media • Video • Conference promotion
D1.3	Template & guidance for legal and ethical impact assessment	M12	Users Enablers	Part of the blueprint underpinning THEMIS development	<ul style="list-style-type: none"> • Add to 'innovation' page on website • Explainer video • Blog post
D2.1	THEMIS 5.0 Methodological Framework & requirements analysis	M12	Users Influencers	Understanding user needs and early stages of ecosystem design	<ul style="list-style-type: none"> • Press Release • Newsletter • Video • Conference promotion
D2.2	THEMIS 5.0 Approaches and Conceptual Models	M16	Users Enablers Influencers	Internal Plan for implementing the first release of THEMIS	<ul style="list-style-type: none"> • Update website • New scenario pages



D4.1	THEMIS 5.0 Platform Architecture and first release incl. Benchmark Training Datasets	M18	Users Enablers Influencers	Detailed results from the first release and first training datasets	<ul style="list-style-type: none"> • Website revamp • Infographics
D5.1	Pilot scenarios, operational planning and evaluation methodology	M18	Users Enablers Influencers	Ensure THEMIS is ready to be tested in pilot scenarios	<ul style="list-style-type: none"> • Press Release • Social Media • Newsletter
D6.2	Policy briefs on socio-political, legal and ethical recommendations	M33	Users Enablers Influencers	Confluence of best practices and recommendations	<ul style="list-style-type: none"> • Update website • Newsletter • Press Release
D5.2	Pilot evaluation	M34	Users Enablers Influencers	Delivers results from the pilot so all stakeholders can assess performance	<ul style="list-style-type: none"> • Summary on website • Social media updates • Infographics
D1.4	Report on legal and ethical impact assessment	M36	Users Enablers	Will guide creation of use case workshops and THEMIS ecosystem	<ul style="list-style-type: none"> • Revamp website • Factsheet / report summary • Blog post
D4.2	Final THEMIS 5.0 Services, Platform and Training Datasets	M36	Users Enablers Influencers	Final THEMIS Platform release including THEMIS services and data sets	<ul style="list-style-type: none"> • Factsheet • Blog • Conference speeches • Video

PHASE 3: Benefits Showcase (M29+)

The final phase of Dissemination is designed to support the exploitation workstream. It involves categorising all the outputs of the project and supporting their inclusion within sustainability pathways (see Exploitation Phase 3) developed under the leadership of ATC. Work expected here includes a revamp of the project website to ensure the value proposition for THEMIS 5.0 is clear for all users and that they can easily access the tools and information they need. An immersive approach for users will be the focus of this work.



5. EXPLOITATION TRACK

5.1 Aims

The exploitation track begins at the end of the project's first year. The goal of this phase will be to conduct market analysis and identify the most recent challenges and trends using a human-centred approach to improve trust in AI; to identify potential competitors and understand their proposed tools and solutions; and to analyse the larger trustworthy AI agenda to prepare a strategy that THEMIS 5.0 will need to consider for future positioning.

5.2 Activities

PHASE 1: Market Watch (M1 – M12)

European projects face several challenges when defining and implementing exploitation plans. To define the right route to sustainability for its commercial and non-commercial offerings THEMIS 5.0 needs to start planning early, plotting outputs and creating key exploitable results plans for these services/products as the project and the market evolves. The **business and sustainability plan due M36 (D6.3)** will consist of a series of Key Exploitable Result Forms (as defined by the Horizon Exploitation Booster service) outlined in the table below. These tables will start the collection of product/service and market information which will be reviewed and further built upon in phase 2. Information will initially come from (1) identifying the Key Exploitable results (KERS) with project partners, (2) Market watch via desktop reviews, news alerts, and networking at external events.

The following represent a preliminary identification of THEMIS 5.0 Key Exploitable Results based upon the project deliverables. These are complemented with early adopters' identification, use models and a forecast for adoption and indicators for the outcomes within the project lifetime. This preliminary table will be refined according to the Impact Generation Roadmap of THEMIS 5.0 project, using the KER Form presented in table 12. Steps between now and the end of phase 1 include:

1. A preliminary call explaining to all partners what KERs are and how impact generation will be planned and implemented in the context of our project
2. A period of KER form competition by relevant partner groups intending to exploit each result
3. A meeting for finalizing the KERs selection and undertake planning for Phase 2 and Phase 3 activities

Table 8: Key Exploitable Results (KERs)

KER	Partner/s intending to exploit	Exploitation intentions (partners intending to exploit)			
		Use Model	Early adopters	Time	Outcome
D2.1/D2.2 THEMIS Methodologies and models	Trustillo, UoS, SINTEF	Methodologies that determine what trustworthiness means when applied to AI decision making in different contexts and how it can be assessed.	Researchers, developers and architects working with AI	M30	Open Framework for comment and contribution by all stakeholders. Publish results via collaborative White Paper Analyse and present validated results in a peer-reviewed publication or journal



D3.1/D4.1/D4.2 THEMIS Ecosystem Platform	ENG, ICCS	Dedicated environment for evaluating trustworthiness levels of decision supporting AI systems. Contains tests of datasets, open APIs, regulations, ethical principles all need to explore and evaluate a system	CTOs, Heads of IT departments of private and public sector orgs	M36	Explore joint exploitation opportunities for the ecosystem with other AI clusters and initiatives Create and embed the ecosystem access via multiple partner sites and promotes via social media Share training datasets via e.g. Zenodo Leverage human-centred end-users' stories to encourage early adoption
D3.1/ D4.1 / D4.2 THEMIS Human AI Conversational Agent	ATC	Intelligent conversational agent that supports an individual in using the THEMIS 5.0 platform to assess AI trustworthiness. Supports their critical thinking skills and encourages them to co-create more ethical decision processes	Staff in public and private sector business, public, researchers etc.	M36	Create practical business cases and adoption scenarios for the trustworthy AI chat agent Develop and implement market ready solutions as part of a market-ready business plan Co-design an IPR strategy that maximises exploitation while protecting legitimate interests Create 3–5-year post business plan with a tested go-to

The KER form below comes from the Horizon Results Booster program and will be adopted by THEMIS 5.0.

Table 9: Key Exploitable Results Form

KER Form	
Problem	<i>Describe the problem you are addressing (the problem your potential users have). Potential users are the people, companies, organisations, etc. that you expect will use the result (and generate an impact). They are your “Customers”.</i>
Alternative solution	<i>Describe how your “customer” has solved the problem so far.</i>
Unique Selling Point USP - Unique Value Proposition UV	<i>Describe the competitive advantages, the innovative aspects. What does your solution do better, what are the benefits considering what your user/customer wants, how does your solution solve his/her problem better than alternative solutions, what distinguishes the KER from the competition / current solutions?</i>
Description	<i>Describe in a few lines your result and/or solution (i.e. product, service, process, standard, course, policy recommendation, publication, etc.). Use simple wording, avoid acronyms, make sure you explain how your UVP is delivered.</i>



"Market" – Target market	Describe the market in which your product/service will be used/can "compete", answering the following questions: - What is the target market? - Who are the customer segments?
"Market" – Early Adopters	Early adopters are the "customers" you are willing to address first. They are usually the ones that feel the problem harder than all the others. (they are not the project partners).
"Market" - Size	What is the size of the market both geographically and economically?
"Market" - Trends	Are there trends in the market that the outputs can benefit from or support?
Settings – Acceptance	What factors influence acceptance of the result?
Settings – Legal and regulatory aspects	Are there standards that must be adhered to and evidenced?
Go to Market – Use model	Explain what is your "use model", how the KER will be put in use (made available to "customers" to generate an impact). Examples of use models: manufacturing of a new product, provision of a service, direct industrial use, technology transfer, license agreement, contract research, publications, standards, etc. Note training is a service.
"Market" Competitors	Who else is offering a similar service? What are their go-to-market strategies and business models?
Go to Market – IPR Background	What is the Background (type/ partner)? Provide information considering also what already agreed in the Consortium Agreement.
Go to Market – IPR Foreground	What is the Foreground (type/ partner)? Provide information considering also what already agreed in the Consortium Agreement.
Go to Market – Timing	What is the expected time to market?
Go to Market - Channels	How do you envisage going to market?
Go to Market - Pricing	Pricing ideas (Phase II and III only)
The Team	Which partners need to be involved in exploitation of his output?
The Team – External providers	Do any external providers need to be involved? If so, how and why?

PHASE 2: Market Focus (M12 – M29)

This phase builds upon the work in Phase 1 evolving the content captured in the KER forms to cover three strands of work. Note, partners will be divided into groups based on their contribution to KERs to advance the exploitation/business planning aspects.

- Continuing a **market watch function** keeping on top of latest developments in the field to ensure project innovation is kept in sync with the outside world. This work entails media scanning for



related innovation news, publication of relevant research papers and new launch of new products to the market.

- Creating a **schedule of innovation** to help keep development on track and manage IPR issues and any conflicting commercial challenges as they arise. To be achieved using qualitative data gathered from a blend of desk research, in-person interviews and public workshops.
- Drafting **quantified business plans** starting from the analysis of market potential looking at exploitation scenarios from two sides - (i) demand side from the pilots as end-users that need the THEMIS ecosystem and, (ii) supply side from the technical partners that need implementation contracts to provide the services. Exploring scenarios together will ensure the solution and accompanying business model have a greater chance of long-term commercial success. Business modelling technique is based on a multi-criteria approach which will use different data sources including in-field investigation, opinion leader interviews, living lab consultation groups and social-network short-form surveys and virtual business simulation to arrive at an optimal result. All partners are expected to support this work.

PHASE 3: Sustainability Pathways (M29+)

This phase involves taking the outputs from Phase 2 and finalising business and sustainability pathways and plans for the Key Exploitable Results. Tasks involve discussions with potential adopters, messaging for services/tools and implementation of any pricing models or partnerships.



6. MONITORING & EVALUATION

To know whether the consolidated roadmap is effective and supporting the project in delivering impact, the communication team will deploy a comprehensive evaluation strategy for measuring the impact of roadmap activities. This will include both quantitative and qualitative KPIs.

6.1 KPIs

To capture the results of different tactics deployed during the project lifecycle, several measurements and indicators must be set for each of the key activities. The table below outlines targets for tracking and measuring activity progress. Note - the baseline for each of these KPI's is 0.

Table 10: Key Performance Indicators (KPIs)

Activity	Description	Impact Relevance	KPI (number in bold from DoW)
Website	Number of visits to the THEMIS 5.0 website during the course of the project. Achieving this target will mainly be achieved through regular blog posting.	Central home for all project results, focus of all CDE, driving stakeholders here for info. Supports all objectives from education to clustering to sustainability	KPI6.1 Visits (All EU Member States) Y1: 1000 visits Y2: 5000 visits Y3: 10000 visits
Social Media	Regular posting of original content, plus following and retweeting and engaging with the content of non-followers will encourage new followers.	Supports all objectives as use of groups and relevant hashtags and creative material targets different stakeholders	KPI6.2 Followers: 5000 Interactions: 20000
Newsletters	Newsletters will be planned for when major results are achieved. The newsletter will be sent to those signed up on the website and via Partner networks.	Helps better target stakeholders who have signed-up for updates as they are most interested in results (S2.2)	KPI6.3 250 registrations 60% opening rate
Publications	Publications include a mix of Open Access papers and conference publications, weighted towards the second half of the project when more results are available.	Important for credibility with professionals and researchers. Enables deep dive into our solutions	KPI6.4 Y1: 1 publication Y2: 4 publications Y3: 8 publications
Collaborations/ Clustering	Collaborating with other projects, networks and organisations sharing knowledge and promoting THEMIS findings through these clusters.	Helps fill knowledge gaps (S2.2) benefit from co-creation (S1.2) and develop long terms strategies for success (S3.3)	Y1: 3 projects Y2: 5 projects Y3: 8 projects
Brochures	Brochures will be updated throughout the project based on project phase, results and audience needs at that time.	Supports education (S1.1), promotes involvement in cocreation (S1.2) wider participation (S1.3) and new adopter id (S2.3)	By the end of Y3, 3 brochure designs
Roll-Up Banners	To maximise presence at all events mobile roll-up banners will be designed to reflect the current project stage.	Raises visibility of THEMIS with stakeholders (S1.2) with tailored messages to event and stakeholder need (S2.1)	By the end of Y3, 3 banners



Demo Videos	Videos help convey complex messages through product walkthroughs and testimonials from end users and beneficiaries.	Helps to educate (S1.1), promote complex concepts more easily (S1.2) and showcase results (S3.2)	Y1: 2 videos Y2: 4 videos Y3: 6 videos
Events	Being present at key industry events, giving presentations and manning stands enables direct contact with stakeholders and ability to build a trusted two-way relationship with them.	Enables more bespoke targeting of stakeholders (S2.1), identifying adopters (S2.3) and exploiting the solutions (S3.3)	KPI6.4 Y1: 10 events Y2: 20 events Y3: 30 events
Sustainability	Review of the closest competitors and their business models plus understanding of market direction and user needs will help position THEMIS as an attractive package for solution adoption.	Focused on developing appropriate and effective business plans (S3.1) with pathways for exploitation (S3.2) for long term sustainability (S3.3)	Consideration of 8 other initiatives sustainability models

6.2 Tracking Progress

The overall aims of communication, dissemination, and exploitation, is to increase the diversity of knowledge in design and development of the THEMIS 5.0 solution, improve the social relevance and acceptance of the activities and results, take care of efficient use of the resources and throughout the process enhance the learning of all partners. It is assumed that effective stakeholder management will lead to greater legitimacy of the process and its outputs as well as trust between the partners.

Stakeholder engagement is a continuous process that will be supported by regular communication through social media and targeted email campaigns. For the project to run as smoothly as possible, several tools for control and measurement have been put into practice: an online monitoring sheet, a marketing kit for partners and analytics of website traffic.

Stakeholder & Dissemination Database

This GDPR compliant tool is a simple to use Spreadsheet (available to project partners in Teams) that can be accessed anytime, anywhere and can be easily updated by all partners. The aim is to keep track of various dissemination and communication activities relevant to the project, and to keep abreast of the different cooperation opportunities across Europe. The database contains the following sections (one per sheet):

- **Clustering & Knowledge Sharing:** It includes the projects THEMIS 5.0 has teamed-up with to exchange knowledge, run joint workshops or share exhibition space at European conferences.
- **Events:** Provides details (date, location, cost, deadlines etc.) of past and future events where THEMIS 5.0 was/could be disseminated. When reporting their activities, partners need to include the name, date, location and description of the event; how many participants were present; what exactly the partner did (e.g., presentation, networking, workshop moderation); and any comment as to the outcome (e.g., new organisations willing to test the solution).
- **Publications:** Shares the details of published material where THEMIS 5.0 has been mentioned. Preference is given to external sources and mediums such as journal articles, book chapters, conference proceedings, news articles, blogs, and press releases.

All partners should regularly fill in the relevant sections of the database to ensure that (a) the dissemination team can promote the information to amplify impact and that (b) no information is forgotten in the technical or work package reporting process.



Dissemination Kit for Partners

This is a mini-communication and dissemination plan released at each key project phase or campaign creation. It provides in one document access to all the existing material (presentations, flyers, graphics etc.) and messages that partners can use to scale awareness of THEMIS 5.0. The Kit for Partners ensures consistent messages per stakeholder group, in line with the findings from the Stakeholder Analysis Matrix, with a visual look and feel to promote the project, build brand recognition across Europe, and help meet the current needs of THEMIS 5.0. Such coordination will amplify the impact of each individual posting and awareness raising activity. Moreover, the approach ensures that all stakeholders, regardless of location, receive the same information and are not privileged in any way.

Analytics

Analytics will be used to measure the engagement, distribution, and behaviour of the stakeholders on the THEMIS website to see which communication and dissemination tactics are most effective at driving stakeholders to specific information/actions. Wix Analytics (website hoster) will also be used to understand stakeholder interactions with our newsletters, helping to determine which points and items are of most interest.

Stakeholder engagement will be a continuous monitoring process. Local engagement in the pilots will be monitored by the pilot partners through their existing channels. An additional way of controlling stakeholder engagement will be by checking regularly if new persons register on the website i.e. subscribe to the newsletter. The check will be done to see if the number of registered persons increased, in which case the outreach is working as planned. If the number of new registrations is low and this trend continues for some time, 21c will investigate the problem and take an appropriate corrective action.



7. RESPONSIBILITIES

The roadmap is not a single-player game. Though the pilots are primarily in charge of their local stakeholder outreach, to succeed they need the support of all the whole consortium.

7.1 Responsibilities by Group

Clear divisions in Consortium delivery also translate to communication, dissemination, and exploitation responsibilities.

Table 11: Responsibility by partner

Partners	Communication Responsibilities	Dissemination Responsibilities	Exploitation Responsibilities
Pilots: FVP, ANA, MUP	<ul style="list-style-type: none"> Local stakeholder engagement and project awareness raising Sharing communication material about the project at local events Introducing stakeholders to THEMIS 5.0 via local meetings and workshops 	<ul style="list-style-type: none"> Share pilot results with own networks Disseminate pilot and project results to relevant orgs to stimulate interest in future adoption Promote THEMIS 5.0 achievements through own social media channels 	<ul style="list-style-type: none"> Provide validation evidence for solution adoption by others Provide testimonials on solution benefits Contribute to sustainability workshops with viewpoints of potential procurement
Research: DBT, KUL, IPT, UoS	<ul style="list-style-type: none"> Experts and research communities' engagement and awareness raising Contributing to research messages campaigns Sharing communication material at conferences via stands and booths Presenting and/or mentioning THEMIS 5.0 during conference speeches 	<ul style="list-style-type: none"> Submit papers on THEMIS 5.0 to conferences /publications Published peer-reviewed open access papers on THEMIS 5.0 results Present THEMIS 5.0 at AI trust related conferences/workshops Promote THEMIS achievements through own social media channels 	<ul style="list-style-type: none"> Market research and business planning to identify sustainability model for research outputs Contribute to commercialisation of results Establish a wide network of potential users interested in adopting THEMIS 5.0 outcomes
Tech: IBM, SINTEF, ATC, ENG, ICE, ICCS, I4RI, Trustilio	<ul style="list-style-type: none"> Wider stakeholder engagement and awareness raising Contributing to technical messages for campaigns Sharing communication material at conferences Presenting and/or mentioning THEMIS 5.0 during conference speeches 	<ul style="list-style-type: none"> Create interactive demo of the chat agent to be used at European events Present THEMIS 5.0 at technical conferences/workshops Promote THEMIS 5.0 achievements through own social media channels Distribute press releases to disseminate key technical results 	<ul style="list-style-type: none"> Market research and business planning to identify sustainability model for technical innovations Contribute to commercialisation of results Establish a wide network of potential users interested in adopting THEMIS 5.0 outcomes
Other: MAG, 21C	<ul style="list-style-type: none"> European level stakeholder engagement and awareness raising Support local stakeholder awareness raising with comms materials Update communications campaigns and materials 	<ul style="list-style-type: none"> Target networks across Europe working on AI trust and similar topics Create campaigns for disseminating deliverables and results to appropriate stakeholders 	<ul style="list-style-type: none"> Packaging of non-commercial results for sustainability Support commercialisation approaches of tech partners



7.2 Responsibilities by Timeframe

To make it easier for partners to implement the consolidated Roadmap, the WP6 Lead has created time bound activities (daily, weekly, yearly) to be undertaken by partners with the support of 21c.

Table 12: Responsibilities by timeframe

When	WP6 Lead (21c)	All Partners
Daily & ad-hoc Activities	<ul style="list-style-type: none"> • Publish posts related to THEMIS 5.0 • Build presence on social media by following others and engaging with content 	<ul style="list-style-type: none"> • Share, like, comment on THEMIS 5.0 posts • Tag THEMIS in any relevant posts from own organisation
Weekly	<ul style="list-style-type: none"> • Use direct messages to strike up conversations and build up relationships with relevant stakeholders • Contact new networks/stakeholder groups • Check Dissemination Database for new opportunities and content for news • Assess whether news article is needed 	<ul style="list-style-type: none"> • Fill in the Stakeholder Dissemination Database to report all activities and add forthcoming opportunities
Monthly	<ul style="list-style-type: none"> • Write a news article on the website to promote project achievements • Update website messages and content and add any new relevant deliverables/outputs • Monitor and communicate KPI status to the rest of the consortium 	<ul style="list-style-type: none"> • Use pilot management calls to bring up and discuss any events/publications that may be relevant for THEMIS 5.0 • Volunteer and contribute to website blog, event presentations and publication creation to help share results
Annual (Year 1)	<ul style="list-style-type: none"> • Update the website structure • Run communication campaigns • Help launch the chat agent across Europe • Discuss with partners the Artist engagement strategy for THEMIS 5.0 	<ul style="list-style-type: none"> • Review communication and dissemination collateral • Take part in events and contribute to publications • Take part in business and exploitation workshops by ATC
Annual (Year 2)	<ul style="list-style-type: none"> • Update the website structure • Run communication campaigns • Review results and deliverables and target to specific stakeholders 	<ul style="list-style-type: none"> • Review communication collateral • Help package results for dissemination • Take part in events and contribute to publications • Take part in business and exploitation workshops
Annual (Year 3)	<ul style="list-style-type: none"> • Run communication campaigns • Ensure website contains all THEMIS 5.0 results in easy to access way • Coordinate strategy and logistics for final event 	<ul style="list-style-type: none"> • Personally, invite members of network to the final THEMIS 5.0 event • Attend & participate in final event • Send out press release via own channels

A dedicated delivery plan will be kept updated on a continuous basis. The plan for the first 9 months is provided below. The next plan will contain more immersive tactics and materials as results and outputs come onstream.



Table 13: 9 month Comms and dissemination plan

Date	Activity	Lead	Material
Oct	Create THEMIS social media awareness campaign	21c	SM Graphics
	Website development and set up analytics	21c	Website
	Establish comms and dissemination database	21c	Database
	Press release creation	21c	Press release
	Set regular blog post strategy in place	21c	Blog
Nov	Develop stakeholder journeys	21c	Database
	Create message trees for each stakeholder type	21c	Message trees
	Participate at Smart City Expo World Congress	21c	Postcards
	Write article for ECRIM news	21c	Article
	First awareness campaign launched	21c	Social media posts
Dec	Reach out to cluster projects	21c	Emails
	Develop first slide deck	21c	Slide deck
	Create first brochure, banner, postcards	21c	Comms materials
	Create first explainer video	21c	Video
Jan	Plan campaign around first public deliverable	21c	Social media, blogs
	Update awareness campaign with new material	21c, All	Networks
	Create video presented by project co-ordinator	21c	Video
Feb	Promote ADRA launch event	All	Social Media
	Develop infographic for key principles	21c	Infographic
	Attend ADRA networking event	21c	Webinar
Mar	Develop 'Meet the Consortium' campaign	21c	Interviews
	Create publication plan	Research Ps	Papers
	Submit this deliverable	21c	Deliverable
Apr	Prepare joint workshop application for EWRC	21c	Event plan



	Plan campaign around first public deliverable D3.1	21c	Plan
	Review website and make improvements	21c	Website
May	Launch D3.1 dissemination campaign	21c	Social media
	Prepare for EWRC workshop (if successful)		Presentations/adverts
	Host first Exploitation meeting (call)	ATC	Meeting
Jun	Launch Meet the Consortium campaign	21c	Social media
	Develop first webinar strategy	21c	Plan
	Start to create plan for coming Interest phase	21c	Updated materials



8. RISK

During communication, dissemination and exploitation there are risks that might occur. The partner leading WP6, 21c, will ensure that the number of risks will be reduced and mitigated quickly.

Table 16: Risks

No	Risk	Probability	Impact	How to mitigate the risk
1	Delay in performing and/or low impact of the dissemination activities.	Medium	High	Continuous website analytics and social media monitoring, KPI tracking, and impact evaluation of activities will be undertaken to ensure impact, and corrective actions will be taken where necessary.
2	Few or no stakeholders are willing to adopt the THEMIS 5.0 ecosystem	Low	Medium	Sustainability and exploitation work begins early in and will work in conjunction with comms and dissemination to attract interest by new cities and/or organisations in THEMIS 5.0 methods and tools.
3	Partners do not support and contribute to communication and dissemination activities	Medium	High	Regular updates will be sent out using internal communication channel to remind partners of the importance of promoting the project. KPIs will be reviewed at monthly project meetings, and all will be involved in solutioning.
4	Pilots are busy with tech processes and do not focus enough on stakeholder engagement	Medium	High	During regular calls partners will be reminded of the importance of engaging stakeholders at every available opportunity. 21c will support all the consortium partners via its Kit for Partners that will guide and help all the consortium in sending targeted messages.
5	Stakeholders are disengaged as they find the human-centred ecosystem too hard to understand	High	High	Use of clear 'non-consultancy' language will be used wherever possible to make materials easy to understand. Use of graphics to help convey complex information will be adopted.
6	Business modelling planning becomes difficult due to IPR issues	Low	Medium	Data and IPR management plan will be included in all versions of the Business and Exploitation Plan deliverable. Thus, any potential conflicts over IPR will be identified as early as the end of Y1, which means partners will have plenty of time to resolve them
7	A competitor solution is more attractive than THEMIS 5.0's	Medium	High	Market watch function will identify all or the main competitors of THEMIS 5.0 and present them within the SWOT framework. The aim then will be to enhance strengths and opportunities and to minimise weaknesses and threats.



9. CONCLUSION

This deliverable presents a baseline for the Impact and Sustainable Value Creation work package (WP6) in an easy-to-follow way that aligns with the project's North Star. It provides a comprehensive description of the communication, dissemination and exploitation plans of THEMIS 5.0 to ensure all actions and strategies work together and complement one another. This is extremely necessary for THEMIS 5.0 with its two very different levels of communication and dissemination: (1) project level, connecting and sharing with networks across Europe to convince people of the potential of using a human-centred ecosystem to improve AI trustworthiness, and (2) use-case level, encouraging people to participate in co-design workshops and user testing, increasing transparency in AI systems and empowering users when making hybrid AI decisions. It is important for all partners to refer to the projects North Star regularly, especially around communications, to ensure their work, outreach and messaging remains on track. Pilot partners in particular need to pay special attention to messaging as they work to build their co-design ecosystems with the participation of the quadruple helix (citizens, public sector, private sector, third sector).

The Annex in this Roadmap provides a first set of communication tools for (messaging, materials, approach). As a continuation of this document, 21c will release new Kits for Partners at regular intervals, providing a roadmap timeline and guidance to the consortium members on how to promote and scale awareness of the project. In addition, 21c will keep an eye and send periodic reminders to the consortium to keep the online reporting tool up to date. This will allow THEMIS 5.0 to keep track of all the events where the project was or could be disseminated, of projects and initiatives with which we could collaborate, and of papers that were published. The database will form the basis of planning discussions during Consortium project meetings.

To conclude, the consolidated Roadmap is a creative and continuous process, which will span the entire funding and post-project period (the latter thanks to the exploitation plan). New ideas for engagement will arise over the course of the project and these will be assimilated and adopted into the Roadmap. 21c welcomes any ideas or questions from the entire consortium at any time.



ANNEX 1: COMMUNICATIONS KIT FOR PARTNERS: PHASE 1 (M1 TO M12)

Purpose: The aim of the Kit for Partners is to provide guidance to the consortium on how to promote and scale awareness about THEMIS during the project lifecycle. Following the initial release, new versions of the Kit for Partners will be made available when project needs change. Special Kits can also be prepared upon request to help pilots with ad hoc needs. The initial Kit for Partners supports awareness building as follows:

- By consolidating partners' efforts in spreading the word that the project is underway
- By providing a visually appealing comms material that generates interest in the project
- By standardising messaging on social media & other channels for greater coherence and effectiveness
- By making it easy to access communications support and messaging for own channels and opportunities

Tactics

In the coming months, awareness raising activities will rely on four main tactics:

Traditional

- Flyers: brochures/posters to leave at local events, administration offices, community areas etc.

Online

- Press Release: to be sent out to local, national, and European journalists on first achievements
- Newsletter: special edition focusing on the launch of the project and then every quarter or six months showcasing recent achievements
- Blog: short blogs on the AI transparency, trustworthiness and how the THEMIS ecosystem can improve user experience of AI systems

Social media

- X (Twitter) (@THEMIS_50): weekly communication of key messages
- LinkedIn (THEMIS 5.0): ad hoc updates on outputs and results
- Other platforms will be explored ready for the next dissemination phase

Networking

- Piggybacking: ask relevant networks and other organisations to promote the project
- Clustering: working with other related projects to find joint dissemination opportunities
- Local and European events (face-to-face or virtual): tailor response based on need
- Amplification: Tweet at every event and write a short post about the experience so that it can be published on the THEMIS 5.0 website and shared through other channels

Responsibilities

All partners are encouraged to make frequent use of different channels to promote the project.

Use social media

Please use the project Twitter handle **@THEMIS_50** in your tweets to alert 21c to your post, and **@REA_research** to alert the Commission. We will reshare to amplify impact. Including the hashtags #H2020 #Trustworthiness #AI will make your post more likely to be engaged with by the European Commission. Please follow the project and retweet and comment on the project posts you see.

Write Blog Articles

Every partner is responsible for regularly providing original short blog posts/news articles for the website based on elements of their work related to THEMIS 5.0. 21c will reach out directly to request your contributions, but please be proactive in this regard and come forward with ideas and news as soon as it happens. You can choose to be named as an author or have the posting under the general THEMIS 5.0 name.

Report on Events



If you attended an event and talked about THEMIS 5.0 as a panellist, speaker, presenter or even casually to someone (networking), please report it in the Dissemination Dashboard and email susie@21cconsultancy.com and laura@21cconsultancy.com and bella@21cconsultancy.com adding a few paragraphs about your experience and a photo. We will then create a blog from this information and may also include it in the newsletter. Add New Events If you know of any future events that are relevant to THEMIS, please add them to the same database.

Report on Publications

If you or someone you know published an article about THEMIS 5.0, please report it via Email. Everything counts blogs, books, scientific papers, social media posts, newsletters, TV appearances, podcasts.

Messaging and Materials

When communicating with the target audience, it is important that we use consistent messaging across the different channels. In crafting our messages, we should also consider the needs of (a) the various project stages and support corresponding project activities as much as possible, and (b) the backgrounds of our target audiences. As a rule of thumb messaging should aim to avoid ‘consultancy speak’ wherever possible so project content is as inclusive as possible. Partners are free to make their own posts on social media tagging @THEMIS_50 so the Communications Team can spot posts and comment/re-share to amplify impact. Alternatively, adoption of the messages and/or graphics below can be recycled. The list is non-exhaustive and will be updated in future versions of the Kit for Partners.

General Awareness Messages


As the project is in very early stages, THEMIS 5.0 must raise awareness both locally and at a European level about the concept of disinformation and the need to tackle it. Social media campaigns will leverage high level messages and start building interest using a number of different techniques to appeal to a wide range of motivations, e.g.


- Learning: Extend your knowledge...
- Social: Join our campaign...
- Altruism: We need your help...
- Contribution: Make a difference, contribute to...


The first social media campaign is centred around the tagline ‘...demystifying AI trust for a transparent tomorrow’. Please feel free to leverage the images in the kit or create your own following the theme.

EXAMPLE USER MESSAGES: European Level Awareness Raising

Choose from a selection of messages and graphics below, or make your own related to your role and work in the project.

 Unlock the power of ethical AI with THEMIS 5.0! Trustworthy, transparent and human centered. Learn more at www.themis-trust.eu #ethicalAI #trustworthyAI

 THEMIS 5.0 is your partner in ethical AI evolution. Eliciting human values to optimise trust – we’ve got you covered. Join our innovation journey and subscribe for updates at themis-trust.eu #ethicalAI #trustworthyAI

 Prioritise fairness, accuracy, and robustness in AI decision support with THEMIS 5.0. Elevate your technology ethically! www.themis-trust.eu #AI #ethicalAI #trustworthyAI



⚙️ Take control of AI trustworthiness! THEMIS 5.0 empowers you with human-centred strategies and risk mitigation approaches for AI decision systems. www.themis-trust.eu #ethicalAI #trustworthyAI

🔍 Dive deep into AI explainability with THEMIS 5.0. Detect anomalies, ensure fairness and boost trustworthiness. Explore now themis-trust.eu #ethicalAI #trustworthyAI



CONFERENCE EVENT MATERIAL: European Level Awareness Raising



Retractable Banner

THEMIS 5.0 puts you in control of ensuring responsible AI is embedded in your services

THEMIS 5.0
Trustworthy AI



Our Mission

- Co.**
Co-creation to help users assess trustworthiness of AI through globally relevant use cases
- Empower**
Empower human users to make decisions that give them control over AI technology
- Open**
Foster an open technical & policy environment to drive sustainable change

Together we can create more ethical, transparent and trustworthy AI



 THEMIS_50
 THEMIS 5.0
 THEMIS-trust.eu

Coordinator: Gruppo Maggioli

THEMIS 5.0 has received funding from the EU Horizon Europe research and innovation programme CL4-2022-HUMAN-02-01 under grant agreement No.101121042



TRI-FOLD BROCHURE

A Human-centred Approach

By focusing on AI bias and emphasising AI ethics, THEMIS 5.0 ensures a European human-centric approach is applied to Trustworthy AI (Lawful, Ethical, Robust AI) across the definition, development, deployment and operation of advanced AI-based decision support tools

FIND OUT MORE:
www.themis-trust.eu
Coordinator: Gruppo Maggioli
Linkedin: THEMIS 5.0
Twitter/X: THEMIS_50

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THEMIS 5.0 puts you in control of ensuring responsible AI is embedded in your services

AI Users

Develop Trust in AI, One Decision at a Time!

Our AI Trustworthiness Framework, helps people be hands-on in assessing the trustworthiness of the AI decision systems they use, which enables them to make an informed choice to use the system, and/or give feedback to AI developers

Co-creating a human-centered trustworthiness framework for ethical, unbiased AI decisions

- 1 Efficiently capture human decision support needs, moral values, and embedding socio-technical system success factors.
- 2 Human-centered assessment enhances trustworthiness, ensuring fairness, technical accuracy, and robustness
- 3 Improve explainability of AI-based decision support by detecting anomalies related to fairness, technical accuracy, and robustness.
- 4 Implement human-centered strategies to optimize AI-based decision support trustworthiness, employing risk mitigation approaches.

AI Providers

Elevate AI Ethics, Combat Bias, and Champion Trustworthiness!

THEMIS 5.0 enable providers to create a model of the socio-technical environment within which it operates using a combination of high-level knowledge specification and machine learning. This dynamic system helps to assess and improve trustworthiness of AI decision outcomes