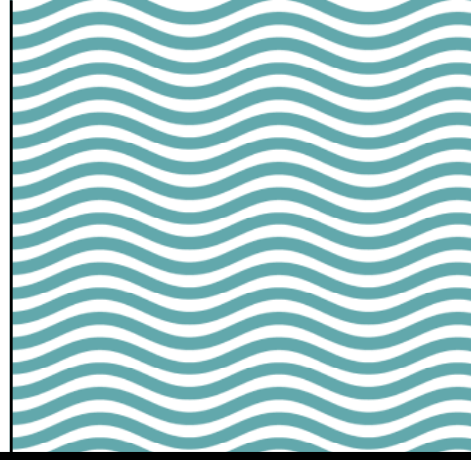




Towards sustainable wellbeing: Integrated policies and transformative indicators.



Deliverable 5.5:

Exploitation and Sustainability Plan 1

WP 5- Communication, Dissemination and Exploitation

Grant Agreement 101094211

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Executive Summary

This document is the first of two Exploitation and Sustainability Plans. Identified as Deliverable 5.5., it serves as an initial guide to maximising ToBe's results thereby creating an effective impact at scientific, social and economic levels. By laying out a plan, from the identification of exploitable results to the expected impact these will have, the aim is to describe the exploitation efforts in order to ensure that the project's results continue to be utilised beyond ToBe's contractual end date.

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Document History

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1. About ToBe

ToBe is a 3-year project funded by the European Union through the Horizon Europe framework programme. Tampere University (Finland) acts as a coordinator for the project.

The ToBe project aims at studying the way in which mindsets, indicators, innovations, and policies could better work together towards a sustainability paradigm. The need for moving toward a sustainability paradigm has been widely called for, yet the path to achieving that is not clear. ToBe aims to contribute to filling this gap and create an understanding of a sustainable wellbeing economy through integrated policies and transformative indicators.

The ToBe consortium brings together acknowledged scholars with previous high-quality research on the topic and with diverse backgrounds from social sciences, ecological and political economy, environmental and innovation studies, science and technology, data science, AI and machine learning. Table 1 lists the members of the consortium, which consists of 13 beneficiaries and one associated partner.

Table 1. ToBe Consortium Members

No	Role	Short Name	Legal Name	Country
1	COO	TAU	TAMPEREEN KORKEAKOULUSAATIO SR	FI
2	BEN	SU	STOCKHOLMS UNIVERSITET	SE
3	BEN	VTT	TEKNOLOGIAN TUTKIMUSKESKUS VTT OY	FI
4	BEN	EURADA	ASSOCIATION EUROPEENNE DES AGENCESDE DEVELOPPEMENT	BE
5	BEN	Sciences Po	FONDATION NATIONALE DES SCIENCES POLITIQUES	FR
6	BEN	ICHEC	HAUTE ECOLE ICHEC - ECAM - ISFSC	BE
7	BEN	IPE	INSTITUT ZA POLITICKU EKOLOGIJU	HR
8	BEN	UB	UNIVERSITAT DE BARCELONA	ES
9	BEN	Ugent	UNIVERSITEIT GENT	BE
10	BEN	EPC	EUROPEAN POLICY CENTRE	BE
11	BEN	UAB	UNIVERSIDAD AUTONOMA DE BARCELONA	ES
12	BEN	EPN Ecuador	ESCUELA POLITECNICA NACIONAL	EC
13	BEN	CHAL	CHALMERS TEKNISKA HOGSKOLA AB	SE
14	Associated partner	UnivLeeds	UNIVERSITY OF LEEDS	UK

The main objective of ToBe is to contribute to a clearer understanding of how to move to a sustainability paradigm. More specifically, ToBe aims at achieving the following objectives:

- Construct a theoretical framework for a sustainable wellbeing economy by providing a systemic and dynamic understanding of how changing policy goals, mindsets, indicators, innovations and policies work together towards a sustainability paradigm.
- Identify different processes of economic growth by analysing their social and environmental implications.
- Evaluate and compare alternative growth initiatives as systemic innovations with a focus on drivers and barriers to implementation and impacts.
- Develop an ecological macroeconomic model combining conventional macroeconomic variables with indicators of wellbeing and sustainability to assess policies from a multidimensional perspective, and to reveal the synergies and trade-offs inherent in the transition to sustainability.
- Co-create policy solutions together with stakeholders to help institutionalise the new policies and indicators in Europe and beyond (potentially including South American and African countries).

2. Introduction

Horizon Europe regulation defines exploitation as “the use of results in further research and innovation activities other than those covered by the action concerned”. It is a contractual obligation that project beneficiaries must exploit the results of Horizon Europe projects as soon as possible and to the project’s best capacity. ToBe’s Work Package (WP) 5 sets up the groundwork for the communication, dissemination and exploitation efforts of the project’s results and activities.

Whilst the EU aims to become a carbon-neutral continent by achieving the UN’s Sustainable Development Goals and the implementation of the EU Green Deal, a window of opportunity arises for projects such as ToBe to impart on the future of the EU’s Green Deal agenda. Conferences such as the Beyond Growth Conference in May 2023, or the upcoming European Parliament elections in 2024 both show that EU policymakers are increasingly showing interest in alternative approaches to socio-economic paradigms, and that ToBe has come to fruition at a moment where true change can happen.

To therefore ensure that the opportunity is maximised, ToBe will aim to boost the use of its results beyond the scope of the project and encourage policy uptake through (among others) T5.4 and T5.6, and ultimately increase impact. This document, ToBe’s Deliverable 5.5 Exploitation and Sustainability Plan 1 (M4), lays out the project’s initial plan to maximise the project’s results for the duration of the project and beyond. As the project evolves and progresses, it will be updated to a final version in M34.

The document is structured to describe how exploitable results will be identified and its expected impact from the project. It will also detail the various target groups for exploitation, how results will be exploited, responsibility of partners, IPR management, and an overview of the overall Exploitation Plan.

3. Exploitation Plan

This section outlines the strategy of the ToBe consortium for utilising project results obtained during and after the project's completion. It is important to note that as the project progresses, it will generate valuable outcomes that are significant for both project partners and external stakeholders. Therefore, it is essential to establish a system that allows partners to track and document the achieved results and their impact. Demonstrating the impact of these results will play a crucial role in ensuring their usage beyond the project's scope. While exploitation is closely linked to communication and dissemination activities, it primarily focuses on the practical utilisation of the results and does not encompass efforts to inform, promote, describe, or ensure the availability of the results, which are addressed under the other activities.

The understanding of exploitation adopted by ToBe is one that refers to all activities contributing to the utilisation of project results in a concrete manner for commercial, societal, and/or political purposes. Considering that project actions are under development, changes may occur and will be reflected in the final plan.

3.1 Identification of Exploitable Results

To understand ToBe's approach for exploitation, it is important to have an overview of the results that have been tentatively identified. These results are linked to each ToBe objective mentioned in the previous section (Section 1) and are as follows:

- 1.1 Increased understanding of sustainable wellbeing addressing environmental and social justice and pathways to get there;
- 1.2 A new economic development framework by integrating different schools of thought;
- 1.3 Criteria for identifying and implementing transformative sustainable wellbeing beyond-GDP indicators;
- 1.4 A synthesis typology of an accelerating sustainability paradigm;
- 2.1 Dataset on sustainable economic welfare (ISEW) in Europe and beyond, including monitoring existing cross-national patterns;
- 2.2 New empirical evidence of factors that supposedly make economic growth more socially and environmentally friendly;
- 2.3 Mapping of the spatial dimension of different growth processes;
- 3.1 New empirical knowledge on the drivers, barriers and outcomes of alternative growth initiatives;
- 3.2 Policy guide and applicable roadmap for transformation co-created in policy workshops;

- 4.2 Dynamic ecological macroeconomic model, including open-source modules for wellbeing and sustainability indicators;
- 4.3 Analysis of different policy packages for at least 3 European and 2 non-European countries which will be determined as the project progresses;
- 5.1 Co-creation platform bringing together policymakers, civil society, and business.

As highlighted above, ToBe will contribute to the development of cutting-edge research methods, datasets, indicators, and models, integrating various qualitative and quantitative approaches on the subject of sustainable well-being. These contributions are thus labelled as potentially exploitable results as the approach taken effectively combines social, ecological, and economic factors with policy solutions and contextual considerations. The project will offer valuable macroeconomic models that facilitate the identification of synergies and trade-offs in the sustainability transition. These models also aid in designing pathways to shift from the traditional growth paradigm to an integrated sustainability paradigm. Additionally, ToBe provides criteria to define the transformative potential of beyond-GDP indicators, contributing to the advancement of a sustainable economy. These dynamic models, practical paths, and transformative criteria are designed to assist civil servants and decision-makers at all levels of governance. Furthermore, the co-creation platform (elaborated in '*external co-creation activities*') which will serve as the project's policy lab, will have a significant role in driving societal change by enabling diverse parties to collaborate and validate knowledge and perspectives.

As the project progresses, project partners will further classify and identify which results will be exploited in order to achieve maximum impact. To assist with this identification, project partners are encouraged to keep the following questions in mind:

- Have relevant stakeholders been engaged to understand their perspectives, ensuring that project results address their needs?
- Does the result align with and contribute to the achievement of identified key performance indicators (KPIs) that are essential for ensuring impact?
- Does the result have scalability and replicability potential? Can it be implemented on a larger scale or replicated in different contexts?
- Does the result contribute to the project KPIs? How so?
- What are the innovative approaches and best practices developed during the project that can be leveraged to promote an economy for sustainable well-being?
- Are the identified results viable in the long term, beyond the project's duration? Can they be sustained and integrated into ongoing initiatives or policies?
- Have collaboration and partnership opportunities been explored with other organizations or initiatives working towards sustainability paradigm?

Guided by these questions and activities outlined in section 3.5, identified exploitable results will be documented in the *Library of Exploitable Results* (Annex1). This library is a database that will detail all key projects' results with potential to be exploited after the project's end. It includes all types of results

(research, publication, etc.), covers all potential uses (scientific, societal and economic) and briefly highlights partners' strategy and intentions for the future. The library serves as the basis for ToBe's exploitation strategy by identifying key exploitable results and anticipating key aspects of their exploitation roadmap.

The library inherently provides a comprehensive overview of the outcomes generated in different WPs. This overview enables partners to identify valuable insights and lessons from the results produced in other WPs, which they can potentially incorporate and utilise in their own tasks. In this way, the library promotes knowledge exchange, collaboration, and cross-pollination of ideas among project partners, fostering a collective and synergistic approach towards achieving the project's objectives.

As demonstrated by the points above, ToBe will take a co-creative approach to make sure that the results will be used during and after the project and to maximise the project's impact on the long term. An initial overview of the key exploitable results expected in the project and potential routes to exploitation is presented in section 4, *Table 2: Exploitation Plan Prototype*, that will be further developed and updated in the future version of D5.5, foreseen for month 34.

3.2. Expected Impact

While high-level policy documents acknowledge the urgency of sustainability transition, recent policy solutions suggest that ecological sustainability is not considered as legitimate and pressing as fiscal or social sustainability. Thus, ToBe faces a challenge in not only influencing a change in current indicators and institutions but also in the use of knowledge and in changing mindsets. As stated in ToBe's grant agreement, it is necessary to position the project's developed concepts and models on the scale of social readiness levels (SRL).¹ Raising the SRL levels of key results up to SRL 5 and SRL 6 will demonstrate potential impact on a societal level beyond the project's scope and lifetime.

As an ambitious and innovative project, ToBe's result production and exploitation is expected to be a positive driver of change and transformation toward a sustainability paradigm at multiple levels.

- **Scientific:** ToBe will contribute to the conceptual development in the field of sustainability transformation and make a scientific breakthrough in thinking of a sustainable wellbeing and inclusive socio-economic paradigm beyond GDP, and how to get there. Through the development of research methods to address entangled societal challenges and integrated policy solutions, as

¹ Innovation Fund Denmark. SRL 1 – Identifying problem and identifying societal readiness; SRL 2 – Formulation of problem, proposed solution(s) and potential impact, expected societal readiness; identifying relevant stakeholders for the project; ... SRL 5 – Proposed solution(s) validated, now by relevant stakeholders in the area; SRL 6 – Solution(s) demonstrated in relevant environment and in cooperation with relevant stakeholders to gain initial feedback on potential impact; SRL 7 – Refinement of project and/or solution and, if needed, retesting in relevant environment with relevant stakeholders.

well as existing macro-economic models, ToBe expects to create potentially long-term scientific impacts.

- **Economic:** The project's results will help create a sustainable and inclusive society, as well as a shared vision for relations that build on an economy centered around sustainable well-being. Welfare states in Europe and beyond (potentially including several South American and African countries) will have the opportunity to enhance their economic resilience amidst intertwined crises by gaining a deeper understanding of the trade-offs and synergies between economic growth and sustainable well-being. This includes recognizing the dynamics of change within and across dimensions of sustainable development. The adoption of new economic development frameworks and alternative growth initiatives will help mitigate the financial burdens associated with climate change.
- **Societal:** ToBe's societal impact is linked directly to Europe's policy goal of becoming a carbon-neutral continent by 2050. ToBe will improve policy and decision-making capacity and unity by driving social and economic resilience and sustainability, as well as integrating different policies towards this end. We also will strengthen epistemic communities to connect carbon neutrality with inclusive and sustainable growth that tackles inequality and vulnerability. Collaboration in this sense means sharing contextual knowledge and supporting collective searches for joint targets in designing transformative paths and uptaking solutions in cities and regions at all levels of governance.

To concretely illustrate ToBe's impact on the abovementioned levels, the following KPIs have been identified:

- **Scientific KPIs:** (1) Scientific breakthrough in sustainable well-being and inclusive economy beyond GDP through new conceptual frameworks that integrate various disciplines; (2) Advanced knowledge production with open-source model components and datasets reconciling sustainable development goals with economic growth trajectories.
- **Economic KPIs:** (1) New economic development frameworks and alternative growth initiatives beyond GDP adopted in all EU countries in addition to 10–25 countries globally, potentially including South American and African countries.
- **Societal KPIs:** (1) Cities and regions will adopt policy conclusions from alternative growth initiatives to create economies for sustainable well-being locally and regionally. This approach will be implemented in all EU countries and globally in 10-25 countries; (2) The assessment of well-being and sustainability outcomes from different policy packages will be improved and utilized in 20% of local governance, 50% of national decision-making, and at least 2/3 of EU-level decision-making.

It is important to note that the aforementioned impacts are anticipated to be realized in the long term, with a projected achievement of these KPIs by 2035. Therefore, it is imperative to effectively exploit the

results and maximize project impacts to establish a solid foundation for attaining these KPIs beyond the project's duration.

3.3. Target groups

Successful exploitation of project results requires having a clear understanding of who the intended stakeholders are, in order to understand their needs and focus efforts to achieve maximum impact through exploitation activities. An appropriate segmentation of the intended project audience is key to accommodate the different interests of each target group. The list below outlines the different stakeholders group identified by the project:

- **Policymakers** (local, regional, and national governments and ministries in the EU and outside of it, EU-level policy makers, e.g. in DG ECFIN, DG EMPL, DG EAC, DG REGIO, DG ENER): Results produced in ToBe will be effectively exploited to support evidence-based decision- and policy-making at the local, regional, national, and EU levels, as well as in non-EU contexts. The findings will be strategically utilized by actively engaging policymakers through various channels, such as targeted policy dialogues and labs, as well as concise policy briefs.
- **Citizens** (incl. vulnerable groups): Citizens need knowledge about the sustainability transformation and how to cope with it. In addition, their valuable understanding is needed for the social and ecological justice of different policy solutions. This is key for legitimate and acceptable transformation. Thus, their participation in co-creation, policy labs, and the project's final conference will be encouraged.
- **Youth and students** (university students, young people active in networks such as Rethinking economics, WEAll youth): ToBe results will reach young people and students through courses taught in partner universities and through networks of young people. This target group will benefit from results such as new economic development framework studies, indicators, and policy application.
- **Civil society organisations, NGOs, and thinktanks in the EU and elsewhere**: Organisations working in the field of sustainable development and economy will benefit from the key results and co-creation events. ToBe works closely together with the established networks related to alternative growth initiatives, including e.g. the Global Green Growth Institute, the Postgrowth Economics Network, Doughnut Economics, Wellbeing Economy Alliance, and Research & Degrowth. These networks will be utilised to ensure that results are accessible to this target audience.
- **Global organisations** (e.g. UN, OECD, UNRISD, WHO): Global organisations that are relevant actors in promoting a sustainability transformation will gain new knowledge to support their work e.g. in sustainable development goals through ToBe analyses, indicators, datasets, and policy briefs.
- **Other projects and initiatives** (thematically linked projects, e.g. ToBe sister projects funded under the same call, previous HORIZON projects, future HORIZON projects and existing national projects, such as ORSI): Through ToBe's clustering activities with other related projects, the work already done to advance the current state of the art will be leveraged to produce greater impact among and beyond the involved parties.

- **Multidisciplinary scientific community** (universities, research institutes, researchers of e.g., public policies, economics, and sustainability science): It is foreseen that mutual knowledge exchange will be crucial for scientific breakthroughs in understanding and studying the requirements and possibilities of a new sustainability paradigm through novel interdisciplinary work combining various fields of science. This target group will benefit from results such as new economic development framework studies, indicators, and policy application.
- **Business partners in different countries** (e.g. companies engaged in doughnut economics and circular economy building): This target group will benefit from (among others) results gained through qualitative case studies and innovations.
- **Trade unions** (e.g. ITUC, ETUC & ETUI): ToBe will invite trade union partners to co-creation events to discuss the political feasibility and social acceptance of different policy proposals. This target group will also benefit from results such as new economic development framework studies, indicators, and policy application.

3.4. Exploitation of results

Internal Exploitation

As a general rule, the different WPs will mobilise each other's results in order to create well-rounded transversal new knowledge. In a general scope, WP1 sets out the theoretical framework of ToBe's research, framework that will be then utilized by WPs 2, 3 and 4 in order to conduct their research and create new results. WP 2 will simultaneously feed from the results produced by WP1 and provide empirical cases that will support the development of macro-economic models and scenarios in WP4. In the same manner, WP3 will create, based off the theoretical framework, a series of indicators and policy options that will be mobilised by WP4 for their results.

Given the inherent characteristics of each work package's activities, there will be extensive collaboration between all work packages and WP5. This collaboration will extend beyond communication and dissemination tasks to encompass the active exploitation of the project's results.

Internal co-creation workshops supporting exploitation

The exploitation process will be facilitated through internal and external co-creation workshops, ensuring the effective utilisation of results.

The internal co-creation workshops to the exploitation of results will be organised online by EURADA in M15 and M28, together with the active involvement and participation of the project partners and relevant stakeholders (e.g. external advisory board). A month or so prior to the workshop, EURADA will tap each WP Leader to ensure that all the results gained in their tasks are encoded into the Library of Exploitable Results taking into consideration as much as possible the guiding questions in section 3.1.

Even before or during the workshop, there may arise uncertainty regarding the exploitability of certain results. This aspect will be clarified as the workshop provides an opportunity for partners to share their perspectives, insights, and expertise. This collective input will contribute to a comprehensive assessment of the results and their potential for exploitation.

The diverse range of expertise and knowledge among project partners will enrich discussions and unveil new opportunities and pathways for exploitation. Moreover, through open and collaborative discussions, partners will strive to reach a consensus on the prioritisation of results and the strategies to be employed for their exploitation. This alignment will significantly enhance the subsequent steps, including planning for dissemination, intellectual property protection, and the exploration of partnership opportunities.

During the internal co-creation workshops, the following questions can serve as a guide for discussion:

- How do these findings contribute to the project's overall objectives? How do they affect the KPIs?
- Which results show the highest potential for impact and scalability?
- How can the results be leveraged to address current challenges or gaps in the topic?
- Are there any emerging opportunities or potential collaborations that can enhance the exploitation of these results?
- What are the potential barriers or challenges in the exploitation of these results?
- Can the results be integrated into existing initiatives, policies, or frameworks?
- What strategies can be employed to effectively disseminate and communicate the results to relevant stakeholders?
- How can these results reach cities and regions in Europe?
- How can these results be leveraged to be exploited beyond Europe?

In order to ensure maximum participation, dialogue, and exchange of ideas during the workshop, online tools such as Slido, Miro, and/or Mural will be used. After each workshop, the outputs, ideas, and discussions that emerged will be compiled by EURADA. A brief report will be drafted to capture key insights, recommendations, and potential action points generated by the participants. This report will be sent to project partners for their review, input, and approval. The report will then be stored in the project Team's folder to be used by project partners as reference in designing future activities as well as basis for EURADA's dissemination activities.

External Exploitation

Within the ToBe consortium, all partners have a shared commitment to actively exploit the results of the project, with the aim of influencing policy uptake. Research partners will utilise results for future research and education, while communication partners and other stakeholders can employ them to foster interaction and dialogue, promoting the adoption of practices that contribute to a sustainable wellbeing economy that generates substantial impact in sustainable development. By actively engaging with policymakers and other relevant stakeholders, the consortium seeks to ensure that the project's results have a meaningful impact on policy development and implementation. As ToBe's results will

mostly be non-commercial, exploitation will be strongly linked to communication and dissemination, to enable the transfer of knowledge to relevant stakeholders and foster replication and upscaling. Activities that ensure ToBe's results uptake include:

3.4.1. Public Engagement and Education

Through participation in public events such as the EU Green Week or the European Sustainable Development Week, educational campaigns, or interactive platforms for information sharing, ToBe is able to engage with the general public and specific target groups to increase awareness and understanding of project results.

3.4.2. Collaborations and Partnerships

This activity entails engaging with external organizations, institutions, or stakeholders to leverage their expertise, resources, or networks. This can involve forming partnerships for joint initiatives, new research collaborations, or knowledge exchange programs that will utilise ToBe results. For instance, collaboration with sister projects such as SPES and WISE Horizons beyond the project lifetime can prove crucial in maximising the project's audience thus leading to a more effective outreach toward the target audience and gaining more impact. Collaboration can vary from feeding each others' co-creation workshops, policy discussions, or the creation of joint policy briefs.

3.4.3. Policy papers

As part of ToBe's deliverables, a policy brief on the key results of the project as well as policy recommendations on alternative growth will be drafted and disseminated. EURADA, with the support of the European Policy Centre (EPC) will produce the templates for WP leaders to draft their input. Upon review of the consortium, EURADA will then disseminate the paper through the project website and social media channels. Careful attention will be placed as well in identifying the most effective stakeholders to communicate these papers to. If feasible, policy papers will be sent to them via targeted emails. On the other hand, the timing of their publication will also be considered as its publication depending on current affairs could have a great impact in the effective and integral implementation of sustainable wellbeing-based policies in the EU Green Deal and Sustainable Development Goals.

3.4.4. Co-creation platform

ToBe will mobilise the "Wellbeing Economy Policy Lab" established by the EPC. It brings together high-level and senior political representatives and policymakers from European and non-European governments, as well as EU institutions and other relevant international organisations with key policy and academic experts.

Through high-level roundtable and policy dialogues, the policy lab fosters the creation of meaningful insights and promotes constructive exchanges. By facilitating collaboration and dialogue, the policy lab enhances the effectiveness of ToBe's research in generating practical and impactful outcomes for society.

A safe space is guaranteed by organising closed-door roundtable discussions and policy dialogues. More specifically, EPC will collaborate with the different WPs in order to bring to life: two policy dialogues with WP1 discussing the results on transformation and indicators found; two online high-level, closed-door roundtable discussions with WPs 2 and 4 on different processes of economic growth and on the results of macroeconomic modelling; and three international, online or hybrid policy workshops with WP3 on policy guide.

To further support the co-creation, EPC will collaborate with the wellbeing economy policy-makers global network, led by the Wellbeing Economy Alliance (WEAll), as well as the international network of local place-based WEAll hubs in Europe, Africa, Asia, and South America. The EPC will also work in partnership with WEAll to support their work on developing a new wellbeing policy training programme, as well as together with the Doughnut Economics Action Lab (DEAL), the Research and Degrowth (R&D) network, Rethinking economics, the Global Green Growth Institute and the Post-growth economics network. Through these links, the Policy Lab will build on examples of best practices (from different levels of governance, i.e. cities, local, sub-state, national and international, including WEGo).

3.5 Partners' Responsibility

Reporting and internal monitoring of results is the responsibility of all project partners, given that all partners will be contributing to carry out specific tasks that produce results. Each partner is responsible for reporting them in the *Library of Exploitable Results*, stored in the shared Teams folder to which all project partners have access. This ensures all actions are recorded in a single place and can be easily reviewed by other partners.

The tracking document will be set up as a spreadsheet, and has instructions on how to fill it in. It will also include information such as:

- Partner organisation carrying out the activity;
- Related WP or deliverable;
- Type of activity (report, publications, etc);
- Beneficiary of intended target audience;
- Place (physical location of link if available);
- Potential Use.

It will be the Work Package leader's responsibility, together with relevant project partners, to regularly populate the abovementioned document so that dissemination of activities can be planned and maximized as foreseen in ToBe's Communication and Dissemination Plan. As communication partner, EURADA will be in-charge of reminding partners to fill in the document. This will be necessary as during internal exploitation activities such as the online co-creation workshops (M15, M28), results identified in the library will serve as basis for the exploitation routes that the consortium will tackle to maximise impact within and beyond the project lifetime.

3.6. IPR Management

Both annex 5 of the ToBe Consortium Grant Agreement (GA) and section 8.3 of the Consortium Agreement (CA) include rules for management of the intellectual property rights (IPR), ownership and access rights. It is the obligation of project partners to exploit the results, either directly or indirectly during and following the project's lifespan by: using them in further research activities (outside the action); developing, creating or marketing a product or process; creating and providing a service, or using them in standardisation activities. The publication of deliverables will be aligned with rules provided by the EU. All possible knowledge produced by the project will be informed by open access principles. All deliverables not restricted to the consortium shall be disseminated and made freely accessible to the public. GA Annex 5 outlines the following:

Ownership of results. Results belong to the beneficiaries that produce them and, in the case that two or more beneficiaries own the results, they must agree in writing on the terms of their joint ownership.

Protection of Results. Beneficiaries must ensure proper protection of their results, considering relevant factors such as the possibility and justification for protection, the duration and scope of protection, commercial opportunities, the interests of other beneficiaries, and any other legitimate concerns.

Exploitation of Results. Partners must actively pursue the exploitation of their results, indirectly or directly, for up to four years following the project's completion. If the results are not exploited within one year after the end of the project, partners must use the Horizon Results Platform to find interested parties in exploiting the results.

Transfer and licensing of results. Partners may transfer ownership of their results if it does not affect the compliance with their obligations under the Grant Agreement. They may also grant licenses to their results. However, the granting authority may object to a transfer of ownership in the cases outlined in Annex 5 of the GA.

Access Rights to results. Partners must grant each other access to the results needed to exploit their results. Additionally, they must grant access to their results to entities under the same control and to the granting authority, under the conditions stipulated in GA Annex 5.

Open Science. Partners must ensure open access to peer-reviewed scientific publications relating to their results. The data management of their results must respect the FAIR principles by: establishing a data management plan, depositing the data in a trusted repository, and ensuring its open access as soon as possible.

3.7. Communication and Dissemination Activities

As previously mentioned, given that the results of ToBe are primarily non-commercial in nature, the focus of exploitation will be closely tied to communication and dissemination efforts. The main objective will be to facilitate the effective transfer of knowledge to relevant stakeholders, fostering the replication and upscaling of the project's results. By emphasising communication and dissemination, ToBe aims to ensure that the valuable knowledge generated can be widely shared and utilised beyond the project, promoting the adoption of sustainable practices and driving positive change in various contexts. For a detailed Communication and Dissemination overview, refer to D5.1. Communication and Dissemination Plan.

4. Exploitation Plan Prototype

Table 2. Exploitation Plan Prototype

Key exploitable result	Target groups	Partners to exploit	Routes to exploitation
Understanding of sustainable wellbeing addressing environmental and social justice, and pathway toward sustainability paradigm	Policymakers at different levels, other societal actors, students, and researchers	TAU, Sciences Po, UnivLeeds	Presentations, scientific publications, research projects, teaching modules for MA students
Criteria for identifying and implementing transformative sustainable wellbeing indicators	National statistical institutes, Eurostat, Global organisations (OECD, UN)	ICHEC, Sciences Po, UB	Policy brief, presentations, scientific publications
A synthesis typology of accelerating sustainability paradigm	Policymakers at different levels, other societal actors, students and researchers	TAU and all other partners	Presentations, teaching modules for MA students, scientific publications, research projects
Dataset on sustainable economic welfare	Researchers, statistical data analysts	UGent	New research projects
Qualitative understanding of alternative growth initiatives and applicable roadmap for transformation	Policymakers at different levels, other interested societal actors e.g. firms and citizen associations	VTT, UnivLeeds	Roadmap and policy brief(s), presentations, scientific publications
Dynamic ecological macroeconomic model	Policymakers at national level, EU and beyond	UnivLeeds, UB, UAB	Scientific and other publications, presentations, open-source models
Co-creation platform bringing together actors	Policymakers, officials, civil society, researchers, think tanks, unions, and businesses	EPC	Policy lab concept, continued discussion

5. Conclusion

In conclusion, the strategy of the ToBe consortium for utilising project results is essential for generating valuable outcomes that have significance for both project partners and external stakeholders. Establishing a system to track and document achieved results and their impact is crucial for demonstrating their value and ensuring their usage beyond the project's scope.

Exploitation in the context of ToBe is closely tied to communication and dissemination activities, focusing on the practical utilisation of results and their availability in various platforms. The project will contribute cutting-edge research methods, datasets, indicators, and models that integrate social, ecological, and economic factors with policy solutions. These potentially exploitable results offer valuable insights and pathways for achieving a sustainable well-being economy. The co-creation platform will play a vital role in driving societal change by enabling collaboration and validation of knowledge and perspectives among diverse stakeholders. As the project progresses, partners will classify and identify which results to exploit, considering stakeholder engagement, impact alignment, scalability, and long-term viability.

The Library of Exploitable Results will serve as a comprehensive database, facilitating knowledge exchange and collaboration among partners. On the other hand, the expected impact of the project spans scientific, economic, and societal realms, contributing to conceptual development, economic resilience, and policy-making capacity. The identified KPIs demonstrate the desired outcomes to be achieved in the long term, emphasizing the need for effective result exploitation to lay the groundwork for their realisation.

Annex 1 - Library of Exploitable Results

Partner Organisation	Contact Person	Related WP	Type of Activity	Potential Use	Intended Target Audience	Location	Notes and Comments
Please, select your organisation from drop-down menu	If more than one name is necessary to be added, please add a line below		I.e.: research, publication, etc.	I.e.: scientific, societal and economic		I.e: Website, Journal, etc.	partners' strategy and intentions for the future.
TAU							
SU							
VTT							
EURADA							
Sciences Po							
ICHEC							
IPE							
UB							
Ugent							
EPC							
UAB							
EPN Ecuador							
CHAL							
Uni Leeds							