



**The European Network of Research Infrastructures and Industry for
Collaboration**

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Grant Agreement Number: 871112



Deliverable Report:

D1.4 Agenda and Minutes of the Third General Assembly

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1 Project Deliverable Information Sheet

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Authorship	Written by	Madison Bell (ESS) Anne-Charlotte Joubert (ESS)
	Contributors	Jake Fairnie (EATRIS) Edward Mitchell (ESRF) Ilaria Nardello (SZN) Anton Ussi (EATRIS) Nigel Wagstaff (EATRIS) Nikolaj Zangenberg (DTI)
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7 List of Abbreviations

AV	Audiovisual
BSBF	Big Science Business Forum
CDTI	Centre for the Development of Industrial Technology
DTI	Danish Technological Institute
EATRIS	European Infrastructure for Translational Medicine
EC	European Commission
ENRIITC	European Network of Research Infrastructure and Industry for Collaboration
ESFRI	European Strategy Forum on Research Infrastructures
ESRF	European Synchrotron Radiation Facility
ESS	European Spallation Source ERIC
F4E	Fusion for Energy
GA	General Assembly
IAB / IAC	Innovation Advisory Board / Committee
ICO(s)	Industry Contact Officer(s)
ICRI	International Conference on Research Infrastructures
ILO(s)	Industry Liaison Officer(s)
IndTech	European Conference on Industrial Technologies
IPR	Intellectual Property Rights
KT	Knowledge Transfer
MESRI	Ministry of Higher Education, Research and Innovation
MoU	Memorandum of Understanding
PERIIA	Pan-European Research Infrastructure/ILOs Association
RI(s)	Research Infrastructure(s)
SSH	Social and Cultural Innovation
SZN	Stazione Zoologica
TT	Technology Transfer
WP(s)	Work Package(s)
WPL(s)	Work Package Leader(s)

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9 Report on Implementation Process and Status of Deliverable



Image 1: Participants of the Third ENRIITC General Assembly meeting (2 participants not pictured)

9.1 Executive Summary of the Third ENRIITC General Assembly

The Third ENRIITC General Assembly (GA) meeting was held virtually on 11 February 2022. The meeting was attended by representatives of its 11 beneficiaries. A total of 19 participants joined to discuss the project's achievements during its second year, both from a financial and administrative point of view, and the plans for the remaining year.

The meeting was opened by Anne-Charlotte Joubert, Grant Officer at the European Spallation Source ERIC (ESS) and Project Coordinator for ENRIITC. Work package leaders (WPLs) from work packages (WPs) one through five presented their second-year results along with their plans for 2022.

Joubert concluded the GA meeting after the GA representatives endorsed the work-plan for 2022 and approved the *“technical and financial progress presented for its second year of operation.”* The meeting concluded at 10:55 CET on 11 February 2022 and was followed by a project workshop session with all of the consortium partners, which was held independently to the GA.

9.2 Agenda



ENRIITC Third General Assembly Meeting Virtual

Friday, 11 February 2022
9:00 – 12:00 CET

<https://ess-eu.zoom.us/j/67739748723?pwd=UXE0VWlRVXZwY0EveU9Kckh5b1JBQT09>

- | | |
|-------|---|
| 09:00 | Welcome & Opening
Anne-Charlotte Joubert, Grant Officer – ENRIITC Project Coordinator, ESS |
| 09:05 | Work Package 1: ENRIITC Network Coordination
Anne-Charlotte Joubert, ENRIITC Project Coordinator, ESS &
Madison Bell, ENRIITC Project Assistant, ESS <ul style="list-style-type: none">- Main activities & achievements for the project- Detailed plan for 2022 |
| 09:25 | Work Package 2: Objectives, Approach & Next Steps / Q&A
Ilaria Nardello, Research Associate, SZN <ul style="list-style-type: none">- Main activities & achievements for the project- Detailed plan for 2022 |
| 09:45 | Work Package 3: Objectives, Approach & Next Steps / Q&A
Nikolaj Zangenberg, Director of Big Science Center, DTI <ul style="list-style-type: none">- Main activities & achievements for the project- Detailed plan for 2022 |
| 10:05 | Work Package 4: Objectives, Approach & Next Steps / Q&A
Ed Mitchell, Head of Business Development, ESRF <ul style="list-style-type: none">- Main activities & achievements for the project- Detailed plan for 2022 |
| 10:25 | Work Package 5: Objectives, Approach & Next Steps / Q&A
Nigel Wagstaff, Main Project Manager, EATRIS &
Jake Fairnie, Head of communication, EATRIS <ul style="list-style-type: none">- Main activities & achievements for the project- Detailed plan for 2022 |



ENRIITC is funded by the European Framework for
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10:45

Consortium as a Whole: Updates & Decisions

Anne-Charlotte Joubert, ENRIITC Project Coordinator, ESS

Financial Status & Planning

Admin

- Timeline overview
- Amendment

Conclusions, Endorsement of Work Plan by GA

Anne-Charlotte Joubert, ENRIITC Project Coordinator, ESS

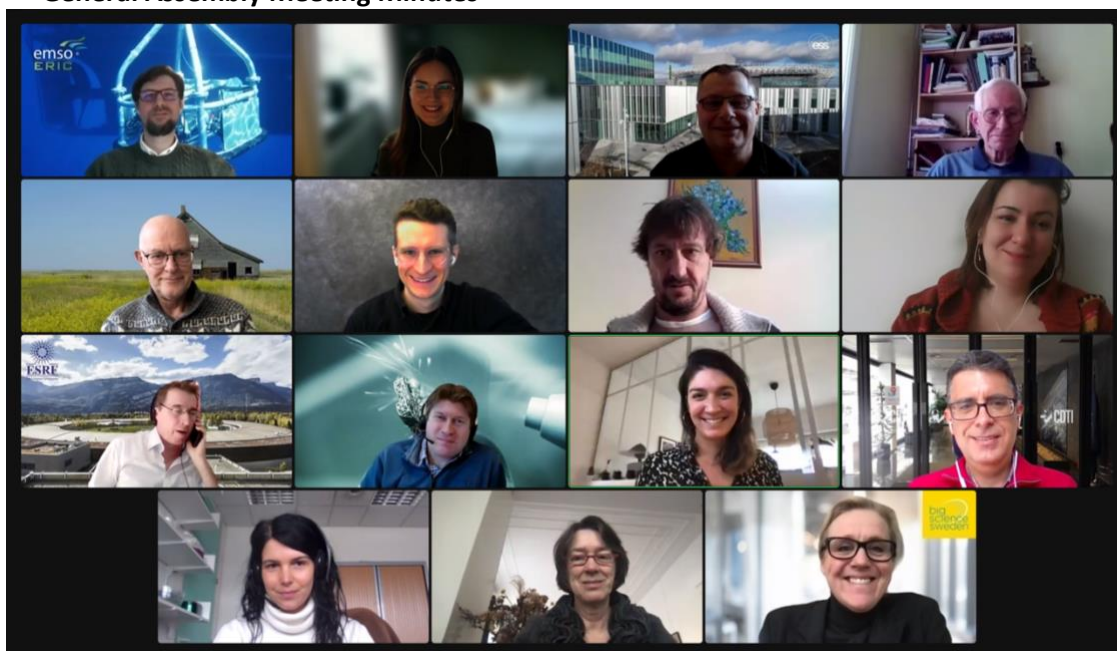
11:00

End of GA



ENRIITC is funded by the European Framework for
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9.3 General Assembly Meeting Minutes



Screenshot 1: ENRIITC General Assembly representatives and Consortium members

9.3.1 Welcome and Opening: Update and Approach of General Assembly Meeting

Anne-Charlotte Joubert, Grant Officer – ENRIITC Project Coordinator, ESS

Anne-Charlotte Joubert opened the Third ENRIITC GA meeting by welcoming the project's 19 GA representatives from its 11 beneficiaries. She then introduced the agenda for the day, explaining that each of the WPLs are to give an update on their achievements and outline their plans for the remaining year or the project.

To start the meeting off on a high-note, Joubert highlighted that ENRIITC was mentioned in the ESFRI Strategy Report on Research Infrastructures Roadmap 2021¹, which was released on 7 December 2021, in Part 1: Strategy Report (pg. 27) and Part 2: Landscape Analysis (pg. 145). The roadmap positively explained ENRIITC as a Consortium which “brings together actors from industry and RIs and can have important socio-economic impacts” (ESFRI, 2021). This mention in the roadmap shows that ENRIITC has made an impact within the RI landscape and that all efforts from the community have been acknowledged.

We also would like to notice the ENRIITC Consortium, which brings together presently 11 actors among which EMSO ERIC (**ENV**), EATRIS ERIC (**H&F**), ESRF and ESS ERIC (**PSE**), and CLARIN ERIC (**SCI**). This consortium brings together actors from industry and RIs and can have important socio-economic impacts. It is also a forum for RIs to exchange experience and good practices.

Screenshot 2: Mention of ENRIITC in the ESFRI Roadmap 2021 (pg. 145)

¹ Strategy Report on Research Infrastructures Roadmap 2021

<https://roadmap2021.esfri.eu/media/1295/esfri-roadmap-2021.pdf>

9.3.2 Work Package 1: ENRIITC Network Coordination | Objectives, Approach, & Next Steps / Q&A

Anne-Charlotte Joubert, Grant Officer – ENRIITC Project Coordinator, ESS

Madison Bell, Grant Administrative Support, ESS

Table 1: List of WP1 deliverables and milestones

Task	Deliverable / Milestone	Due date	Delivery date
T1.3	D1.1 “Agenda and minutes of the Kick-off Meeting and the first General Assembly”	M02	M02
T1.1	D1.2 “Data management plan with details on data storage and data open access rules”	M04	M03
T1.2	MS05 “First networking meeting”	M10	M10
T1.3	D1.3 “Agenda and minutes of the second General Assembly”	M14	M16
T1.3	MS09 “Mid-term review”	M22	M22
T1.3	D1.4 “Agenda and minutes of the third General Assembly”	M26	<i>To be submitted</i>
T1.4	D1.5 “Policy Paper on the sustainability of the ENRIITC Network”	M30	<i>To be submitted</i>
T1.2	D1.6 “Agenda and minutes of the closing project meeting and the final General Assembly”	M35	<i>To be submitted</i>
T1.4	D1.7 “MoU among RIs and ILO managers to sustain the ENRIITC Network”	M35	<i>To be submitted</i>

The main objective of WP1 is coordinating the ENRIITC Network and therefore overlaps into all other WPs. To start off the WP1 presentation, Madison Bell reminded the GA representatives of the original project timeline for all WPs for 2021 as agreed in the proposal. Throughout the year, the Consortium was to submit eight deliverables, four milestones and one periodic report. Moving on to the project’s actual 2021 achievements, Bell explained that all four milestones were reached on time and the interim report was submitted and approved by the European Commission (EC). Seven out of the eight deliverables were also completed, with only D2.4 “Report on drivers and barriers” still outstanding.

Looking closer into WP1 specifically, [25 newsletters](#) were sent out to the Network in 2021 on a bi-weekly basis, highlighting not only the project’s activities and achievements, but also those of the Networks’. Additionally, 35 newflashes were also sent out, which are typically used to advertise the #ENRIITCyourCoffee series episodes and remind participants to register and / or attend. These mailings have a total of 232 recipients and are essential to keeping our members well-informed and connected.

Due to the immense success of the [#ENRIITCyourCoffee virtual series](#), which began in November 2020 as a result of restricted travel due to the COVID-19 pandemic, WP1 decided to continue the series in 2021 and launched season two on 28 January 2021. This second season consisted of nine episodes in total. Two more seasons took place in 2021 with 20 episodes all together. This series has been vital to the growth of our network, having brought in 214 new members in 2021 alone.

WP1 also arranged the second meeting with the ENRIITC Innovation Advisory Committee (IAC) on 16 December 2021. During this meeting, ENRIITC 2021 achievements and plans for 2022 were presented to the IAC, as well as the sustainability plan for the Network after the end of the project.

Many outreach activities took place in 2021 including collaborations with other EU projects such as ATTRACT, CatRIs, EARTO, EOSC DIH, EMPHASIS, EPOS and more. ENRIITC was also present at TechConnect Europe in Malmö, SE in November where Joubert and Nikolaj Zangenberg (DTI)

presented the project during the Big Science Facilities Summit. Their interventions have been highlighted in *Physics World* a specialised scientific magazine distributed world-wide.

The combined success of all of these activities, including those of the other WPs, resulted in a Network growth of 443% since the beginning of the project. Starting out in January 2020 with just 88 members, the Network, as of 31 January 2022, consisted of 390 members (87 ILOs and 186 organisations in total). In the image to the right, you can see the network's geographical representation throughout Europe and beyond.

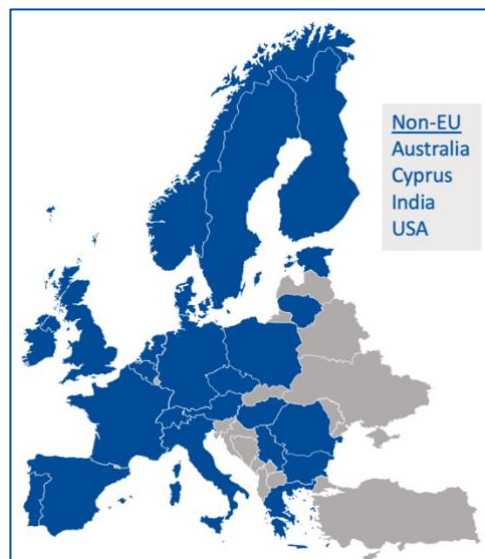


Figure 1: Geographical representation of the ENRIITC Network throughout Europe

Bell then handed the floor back over to Joubert who presented WP1's plan for the final year of the project. The first activity that is scheduled to take place is season five of the #ENRIITCyourCoffee series. Joubert informed the GA representatives that due to the reopening of offices all around Europe and many of our members going back to physical meetings, participation in the virtual series started to reduce during seasons three and four. However, after receiving feedback from the network that the activity was still of importance and that they wish for it to continue, the StB decided to adjust the season five format from a weekly meeting to a monthly meeting. A sixth season may be arranged after the summer following an assessment of season 5.

In its final year, WP1 will be organising the project's close-out conference. A final conference will be an opportunity to present the project's key results and achievements and to present the plan for sustaining the ENRIITC Network. This event will also be a chance to arrange the first physical networking meeting with the community and host the signing of the memorandum of understanding (MoU) ceremony.

Joubert suggested that this multipurpose event could potentially take place at the [Big Science Business Forum 2022](#) (BSBF2022), which is scheduled to take place 4-7 October 2022 in Granada, Spain. ENRIITC has already secured a slot in the programme on 4 October 2022 from 08:30 – 14:00 CEST. Joubert proposed the following agenda for this timeslot:

Table 2: Draft agenda for the ENRIITC meeting at BSBF2022

Time	ENRIITC Activity
08:30 – 10:45 CEST	2 nd Networking meeting / training for ICOs and ILOs
11:00 – 12:30 CEST	Project closing conference
12:30 – 13:00 CEST	Signing of the MoU ceremony
13:00 – 14:00 CEST	Networking lunch

Since the target audience of BSBF2022 is the big science suppliers, most of the industry liaison officers (ILOs) within the network should already be attending the conference. Therefore, a strong focus will be on attracting the industry contact officers (ICO) within the network to attend.

In addition to this event, Joubert also highlighted the following other events that are scheduled to take place in 2022 which could be an opportunity for ENRIITC to be part of. Possibilities are currently being investigated.

Table 3: List of other relevant events taking place in 2022

Date	Event	Location
25.03.2022	The ESFRI 20 th Anniversary Conference	Paris, FR
12-13.05.2022	Paris-Saclay Spring 2022	Paris, FR
27-29.06.2022	European Conference on Industrial Technology (IndTech)	Grenoble, FR
19-21.10.2022	International Conference on Research Infrastructure (ICRI)	Brno, CZ

WP1 also has four deliverables to complete in 2022 (see table 1 above).

Lastly, Joubert reminded the GA representatives that a final report will need to be produced and submitted to the EC by 28 February 2023.

QUESTIONS/COMMENTS

Franciska de Jong (CLARIN ERIC) asked if an activity could be arranged under the umbrella of investigating sustainability options for the Social & Cultural Innovation (SSH) domains and / or other domains, since persons from these areas more than likely will not attend BSBF2022. The International Conference on Research Infrastructure (ICRI) could be a good opportunity to host the MoU ceremony since all RIs should be in attendance. The ceremony could take place as an ICRI satellite event. The call for satellite events is open until 31 March 2022. This approach should be further explored by the StB.

Anna Hall (Big Science Sweden) asked if we were considering adding a virtual element to any of the physical conferences or events. This could be a strategic and cost-effective way to bring the ILOs to ICRI or the ICOs to BSBF2022. This option could be further explored should we find that the parties are not willing to travel to the events.

9.3.3 Work Package 2: Mapping of Research Infrastructure-Industry Collaborations | Objectives, Approach, & Next Steps / Q&A

Ilaria Nardello, Research Associate, SZN

Table 4: List of WP2 deliverables and milestones

Task	Deliverable / Milestone	Due date	Delivery date
T2.1	MS03 "Survey questionnaire ready"	M03	M03
T2.1 & T2.2	D2.1 "Report on the mapping of industry as a supplier and user"	M09	M12
T2.3	D2.3 "Analysis of performance indicators of ILOs/ICOs across countries and domains"	M14	M16
T2.4	D2.2 "Report on information portals and opportunities with RIs"	M14	M16
T2.5	D2.4 "Report on drivers and barriers"	M24	<i>To be submitted</i>

Ilaria Nardello began the WP2 presentation with a reminder of the WP's goal: to map the key elements to enact the envisaged collaborative framework between ESFRI RIs and industry players to bring technological innovation about. WP2 has been a key pillar to the project as it brought forward information on the current status of industry-RI relations. This information supported the production

of specific strategic recommendations within WP3 and contributed to the definition of tailored support-actions within WP4.

Nardello gave an overview of the lessons learned from each of the completed WP2 tasks.

T2.1 & T2.2: Mapping of industry as a supplier and as a user

1. Knowledge exchange is an under-explored ground for both ILOS and ICOs
2. Terminology issue: difference between ILO and ICO hardly perceived by the reference community
3. The RI “ICO” does not exist (.as one person)

- D2.1: “[Report on the mapping of industry as a supplier and user – M9](#)”

T2.3: Analysis of national indicators for ILO/ICO performances

2. Performance indicators should be adapted to the individual characteristics (vision/mission/objectives) of each RI

- D2.3: “[Analysis of performance indicators of ILOs/ICOs across countries and domains – M14](#)”

T2.4: Assessment of information portals on opportunities with RIs

1. Portals of information are a lot of work and we should not draw additional resources to re-invent the wheel:
 - a. for suppliers: TED or RI-internal systems
 - b. for users: CatRIs or RI-internal systems
 - c. for knowledge exchange: some initiatives in the making
2. Opportunity for ENRIITC to join forces with CatRIs (use the existing CatRIs portal and fill their gap on knowledge exchange)

- D2.2: “[Report on information portals and opportunities with RIs – M14](#)”

T2.5: Analysis of drivers and barriers in industry-RI engagement and business relationships

T2.5 is currently in progress and D2.4 is on track to be finalised in Summer 2022. This task aims to get a real insight on what drives or hinders the reciprocal engagement of industry and RI, whether as suppliers or users, based on their real experience. This information will be gathered by interviewing a sample of relevant target companies, as well as RIs from different domains.

To ensure that a good representation is received from the interviews, T2.5 leaders asked the beneficiaries to share the profiles of the companies they aim to interview. 37 company profiles were received from 7 beneficiaries, and the representation was as follows:

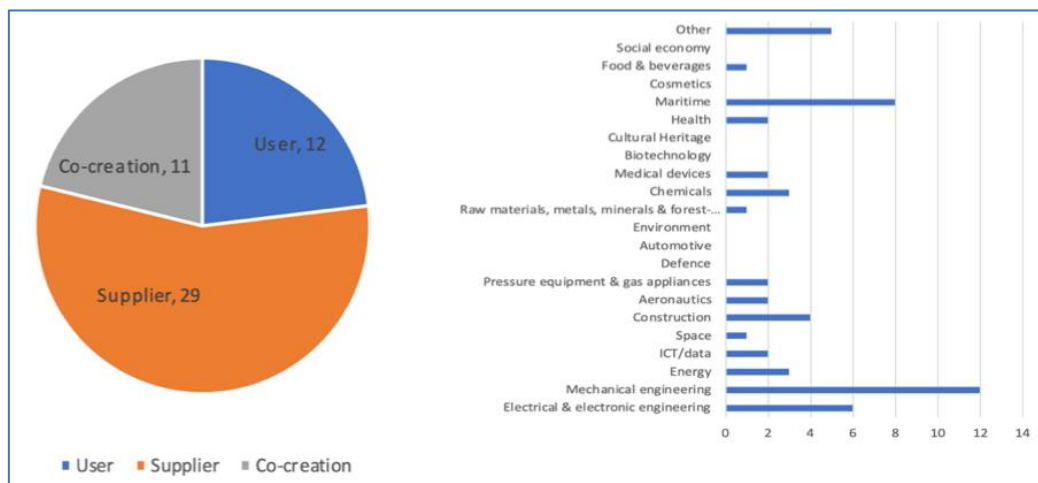


Figure 2: Breakdown of company profiles collected for T2.5 into user, supplier, and co-creation (left) and representation over industrial areas (right)

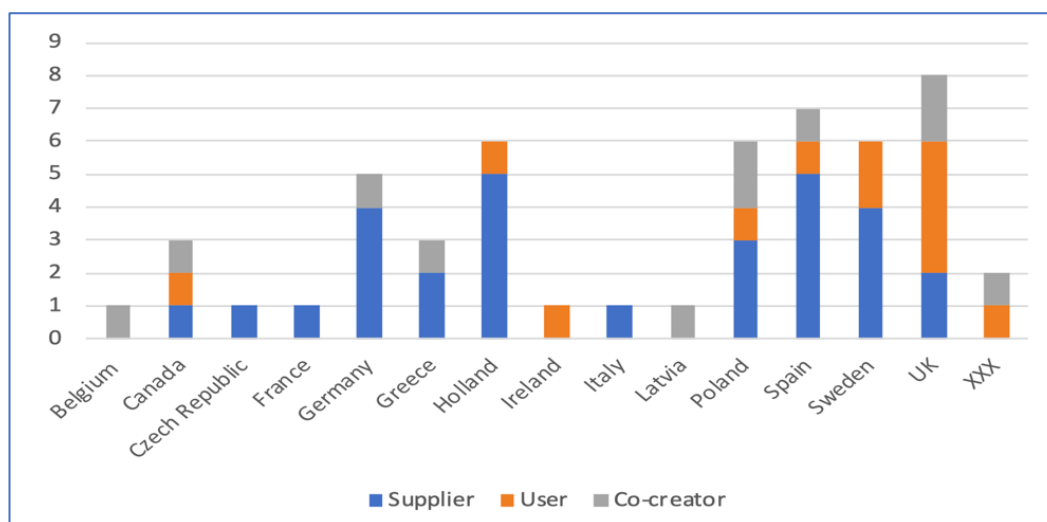


Figure 3: Breakdown of company profiles collected for T2.5 by supplier, user and co-creator

A general template for the interviews has been created which takes a five-block approach:

- Block 1: "About you"
- Block 2: "Getting to know RIs"
- Block 3: "RI tenders" for suppliers only (to be done when technology supply is relevant to the RI)
- Block 4: "RI services" for users only (to be done when the RI has industrial users or clients, or aspires to in the future and then please reach out to several companies which may be possible future users)
- Block 5: "Working together"

At the time of this meeting, the status for this task was as follows:

Table 5: Status of the T2.5 interviews

Beneficiary	Status of interviews
CDTI	2 interviews done and information provided 1 interview done with information still to be transcribed
EATRIS	1 interview done with information still to be transcribed 1 interview still to be conducted

EMSO	3 interviews done and information provided
ESS	2 interviews done with information still to be transcribed
NWO	4 interviews done and information provided
ESRF	3 interviews still to be conducted
CLARIN	Status unknown
DTI	Status unknown
SZN	No interviews to be done

QUESTIONS/COMMENTS

Gerard Cornet (NWO) pointed out that the delay of D2.4 may impact D1.6 “Policy paper on the sustainability of the ENRIITC Network” (M30). Task leaders should keep this in mind and try to find a solution.

9.3.4 Work Package 3: Development and Refining of Strategies for Innovation, Training, and Outreach | Objectives, Approach, & Next Steps / Q&A

Nikolaj Zangenberg, Director of Big Science Centre, DTI

Table 6: List of WP3 deliverables and milestones

Task	Deliverable / Milestone	Due date	Delivery date
T3.3	MS06 “Implementation of six focus groups to verify strategies”	M14	M14
T3.1	D3.1 “Strategy to exploit the innovation potential of RIs”	M16	M21
T3.1	D3.2 “Strategy for innovation and industry-RI cooperation”	M17	M21
T3.2	D3.3 “Strategy for training of ILOs/ICOs and outreach towards industry”	M17	M22
T3.3	D3.4 “A practical step-by-step guide for ILOs/ICOs to organise brokerage events”	M17	M21
T3.4	D3.5 “Policy recommendations for the optimization of ILO/ICO performance”	M30	<i>To be submitted</i>

Nikolaj Zangenberg continued the meeting with a presentation of the four WP3 deliverables that were achieved in 2021: D3.1, D3.2, D3.3 and D3.4.

From the mapping exercise that took place in 2020 under T2.1 and T2.2, it was determined that European RIs are extremely different in terms of their size and maturity, as well as if they’re single-sited or distributed. Thus, one strategy will not be able to cover all RIs. Instead, the four deliverables present both 5 overall strategic focus areas (D3.1) and lists 17 key actions (D3.2) that every RI interested in industry collaboration should consider. All four deliverables have been approved by the European Commission (EC).

D3.1: Strategy to exploit the innovation potential of RIs

This deliverable is a helicopter perspective on the European RI landscape. It identifies five different areas that need focus:

1. Establish a pan-European Innovation and Industry Services Support Central Hub
2. Adopt a set of core competencies for ILOs and ICOs
3. Each RI should receive and implement specific key actions

4. Building strategic alliance relationships
5. Develop a European Knowledge Exchange Strategy between RIs and industry

The deliverable is available [here](#).

D3.2: Strategy for innovation and industry-RI cooperation

This deliverable is from more of an individual RI perspective and focuses on areas 3 and 4 identified in D3.1. A pragmatic approach has been selected, so that any RI can go through each of the 17 points and consider if it is relevant for that specific RI and, if so, what to do in the specific area.

Zangenberg broke down the following 17 key actions identified within the deliverables, which have been grouped into four pillars:

1. Organisational support for innovation
 - 1.1. Develop a strategy for innovation with industry
 - 1.2. Organisation of the RI
 - 1.3. Industry advisory board
 - 1.4. Other processes to support an innovation culture
2. Engaging the innovation ecosystem
 - 2.1. Industry clusters and associations
 - 2.2. RTOs and technological infrastructures
 - 2.3. Universities
 - 2.4. ICOs and local nodes of distributed RIs
 - 2.5. ILOS as national nodes/multipliers
3. Industry collaboration models
 - 3.1. Confidentiality
 - 3.2. Liabilities
 - 3.3. Collaborations and co-development
 - 3.4. Innovation procurement
 - 3.5. Service models
4. Funding structures for increased industry collaboration
 - 4.1. National initiatives
 - 4.2. EU level initiatives
 - 4.3. National ministries and agencies

Pillar 1 of the recommendations relates to the internal organisation of the RIs and if they are organised to support innovation. Points 1.1 – 1.3 look at the strategy and innovation advisory board (IAB) and recommends to understand who approves and “owns” the strategy, to define KPIs and a follow-up process, to understand how nodes are engaged and to pressure test the strategy with the IAB. Point 1.2 is about clarifying the ICO job description, i.e. what are the expectations for industry contact and revenue streams, is the ICO expected to bring in EC projects, etc. Point 1.4 refers to setting up other internal procedures for tech-transfer and spin-outs.

Pillar 2 of the recommendations refers to engaging the innovation ecosystem of the RI. Points 2.1 – 2.3 are about using the ecosystems within the RI’s national area as multipliers, while points 2.4 – 2.5 refer to using the RI’s nodes and ILOs as multipliers.

Pillar 3 of the recommendations looks at the industry collaboration models. Points 3.1 – 3.2 are about the RI’s contact with industry and recommends understanding industry requirements, the RI’s “hard limits” and how to prepare for discussions about these conditions and requirements. Points 3.3 – 3.4 are about engaging in mutually beneficial partnerships with industry and recommends looking into public programmes to finance collaborations, how to be clear on access to intellectual property rights (IPR) and how to make use of special procurement opportunities.

Pillar 4 of the recommendations relates to the funding structures for increased industry collaborations. All three points are looking into grant opportunities and recommends being aware of the current megatrends and using your partners to keep up-to-date on the relevant funding schemes.

The deliverable is available [here](#).

D3.3: Strategy for training of ILOs/ICOs and outreach towards industry

This deliverable specifies area 2 identified in D3.1 in more detail. A study was conducted by sending a questionnaire to the ILOs and ICOs assessing which traits and characteristics they view as most useful in their professions.

The deliverable is available [here](#).

D3.4: A practical step-by-step guide for ILOs/ICOs to organise brokerage events

This deliverable is a straight-forward guide for ILOs and ICOs who are planning to organise brokerage events aimed at bringing together industry and RIs, whether for the use of RIs, procurement and/or knowledge transfer opportunities, and more.

The deliverable is available [here](#).

The Pan-European Innovation and Industry Services Support Central Hub

WP3 has now began looking into how to structure the Central Hub identified in D3.1 under area 1. A figure of the proposed structure can be seen below.

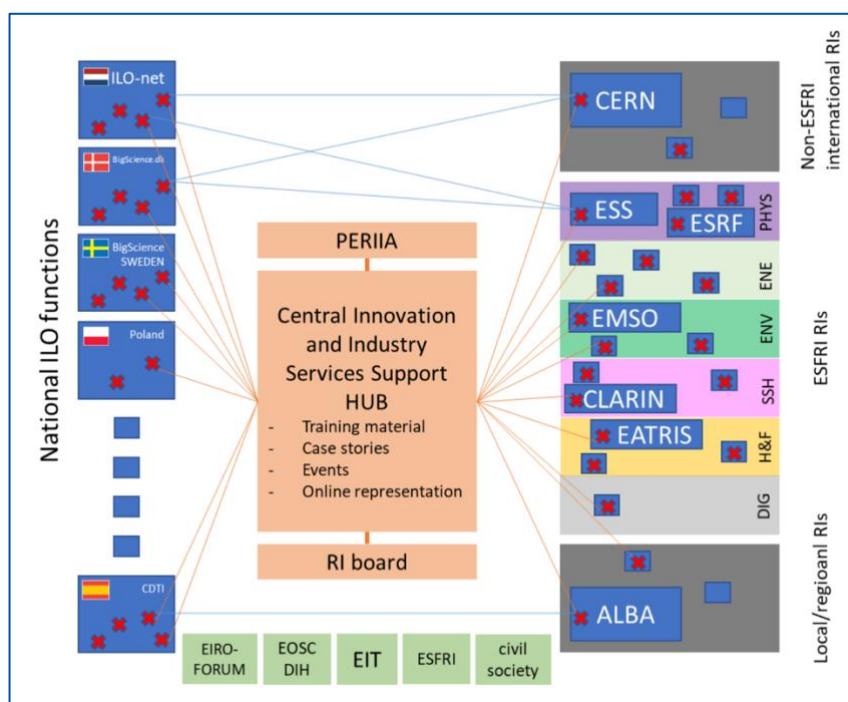


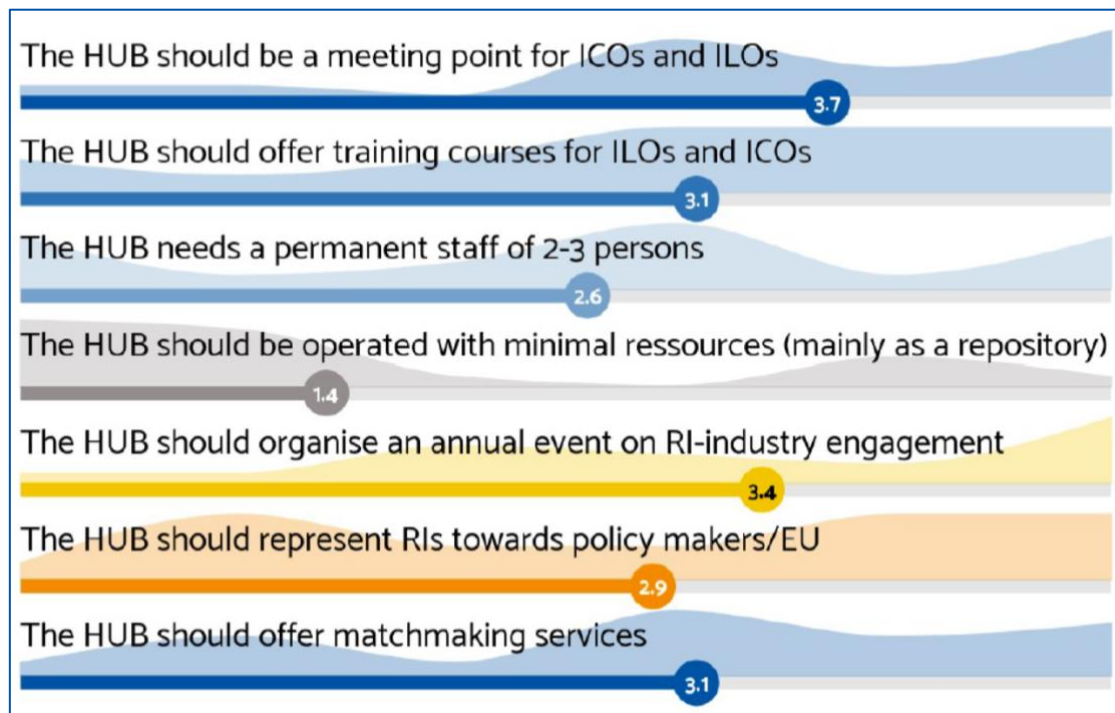
Figure 4: Proposed structure for the pan-European Innovation and Industry Services Support Central Hub

This hub rests on the basis finding that the ENRIITC activities have been so well received and considered extremely valuable and relevant for the community. It is clear that the community of ICOs and ILOs need a platform to communicate and engage among themselves as well as with one another in order to identify and share best practices, better train new staff, etc.

A two-sided structure is proposed. On the left side, there are the national ILOs where staff are assigned to work with specific RIs. On the right side, there are the RI facilities where RI are assigned to work

with industry. At the centre of the hub, there is the Pan-European Research Infrastructure ILO Association (PERIIA) where many of these activities are already ongoing. At the moment there is a PERIIA board but there is no network; the hub can help to formalise this.

This structure was presented to the Network during an #ENRIITCyourCoffee session on 9 September 2021 through Mentimeter to get feedback from the participants. The main takeaways from their feedback was that the hub could be a meeting point for ILOs and ICOs, it could offer training, it could organise annual events on RI-industry engagement and it could *maybe* represent RIs toward policy makers.



Screenshot 3: Feedback from the ENRIITC Network on the Central HUB during an #ENRIITCyourCoffee session

Some questions about the hub that should be addressed in an ENRIITC 2 are:

1. What should be the content of the platform?
2. What should the governance structure be?
3. How should the hub link to other EU entities?
4. How many employees are needed to run the hub (0-5)?

Defining messages for dissemination

Zangenberg is working together with the WP3 task leaders and WP5 to define the key messages from the WP3 deliverables to disseminate to the wider audience. So far, the following messages have been identified:

1. "ENRIITC has produced strategic recommendations aimed at improving the interactions between RIs and industry."
2. "ENRIITC encourages the formation of a centralized hub at European level to support ILOs and ICOs with their work to engage industry towards innovation"
3. "RIs wishing to engage more with industry should look at the proposed 17 key actions for RIs to facilitate improved industry relations."
4. "RIs need to engage in strategic partnerships with local innovation ecosystems to better engage with industry. See the recommendations from ENRIITC about how to get started."

Focus groups

The WP3 focus groups (FGs) fulfilled their roles in T3.1 – T3.3 by providing input and sparring for D3.1 – D3.4. The FGs (excluding #6) have now been closed down. The participants were sent the deliverables and were invited to join two new groups under WP1, should they wish to stay engaged.

- Group 1: How do RIs become integrated into the existing innovation ecosystems?
- Group 2: What should be the structure, governance, funding etc. for the proposed HUB?

Table 7: List of WP3 focus groups, their coordinator(s) and the number of participants

Focus group	Coordinator	# of participants
#1: How can ILOs and ICOs interact, learn from each other and collaborate?	CDTI / WPT	15
#2: Research Infrastructures in the innovation landscape / ecosystem	DTI	12
#3: Outreach strategies for Research Infrastructures	DTI	11
#4: Industry access/usage of Research Infrastructures and the Industry Contact Officer role	SZN	13
#5: Industry suppliers to Research Infrastructures and the role as Industrial Liaisons Officer	IUC Syd (Big Science Sweden)	14
Focus Group #6: Innovation Advisory Board	ESS	10

Task 3.4: Policy recommendations for optimizing the performance of ILOs/ICOs activities

T3.4 aims to develop a set of policy recommendations that can help identify suitable incentives for optimising the effectiveness of the ILOs and ICOs and performance indicators. De Jong (CLARIN ERIC) and Cornet (NWO) are the participants of this task and are in charge of developing D3.5. The deliverable should build on D2.3 “Analysis of performance indicators of ILOs/ICOs across countries and domains.”

Currently, Zangenberg, de Jong and Cornet are drafting a one-page description of the ambition of D3.5 and proposing a structure for the document. They are also brainstorming avenues to which they could collect feedback and input from for the deliverable, e.g. #ENRIITCyourCoffee, PERIIA, ERICforum, the IAC and/or the new FGs.

QUESTIONS/COMMENTS

Ilaria Nardello (SZN) pointed out that in regards to technology transfer (TT) and knowledge transfer (KT), the issue is often that the IPR is usually not in the RI itself, but instead sits in the institutes that are a part of the RI. Each institute could have its own TT / KT policies and procedures which may make it difficult to mobilise the knowledge. A conversation about how RIs can be a part of mobilising said knowledge, particularly the knowledge that has been generate through joint activities. An ENRIITC 2 activity could have a policy task for this topic to be addressed.

9.3.5 Work Package 4: Raising Awareness and Demonstrating Impact of Research Infrastructure-Industry Engagement | Objectives, Approach, & Next Steps / Q&A

Ed Mitchell, Head of Business Development, ESRF

Table 8: List of WP4 deliverables and milestones

Task	Deliverable / Milestone	Due date	Delivery date
T4.2	MS07 "List and calendar of training webinars"	M18	M18
T4.3	MS08 "List and calendar of pilot brokerage events"	M18	M18
T4.2	MS10 "First innovation case study presented to panel of relevant companies"	M30	<i>To be submitted</i>
T4.1	D4.1 "Pilot training sessions evaluation report"	M30	<i>To be submitted</i>
T4.3	D4.2 "Summary report on pilot brokerage events"	M31	<i>To be submitted</i>
T4.1	D4.3 "Report on representative industry innovation case studies"	M31	<i>To be submitted</i>

Ed Mitchell started the presentation of WP4 with reminding the GA representatives of its aim: to demonstrate the quality, performance and impact of the engagement actions through training, case studies and industry events. T4.1 is about identifying and documenting good case studies of innovations initiated by RIs or where RIs have played a central role. T4.2 focuses on training ICOs and ILOs through webinars for efficient transfer of expertise and experience across the ENRIITC partners and beyond. A live training may take place at BSBF2022. T4.3 concerns the implementation of the industry pilot events organised by the ENRIITC partners and Associates to build industry awareness. From these tasks, WP4 should measure and report the impact of the engagement activities, which will be fed back to WP3 to redefine the strategies accordingly.

Mitchell pointed out the impact of COVID-19 on WP4 developments. The limit on travel, institute approval and willingness for face-to-face meetings during the pandemic has affected T4.2-T4.4 by requiring adjusting our meetings a virtual or hybrid settings. Although there are negatives to not meeting in person, there are also positives, as we have been forced to learn these new formats which are likely to continue to be used post-pandemic. Switching to a virtual setting has in many instances enabled WP4 to reach a much wider audience than what could have been done by having only in-person meetings.

Task 4.1: Implementation of RI-initiated innovation showcase studies

So far, 24 case studies have been collected from the ENRIITC beneficiaries (67% SMEs, 33% large companies). These are currently being converted into a consistent style which will be available for MS10. Mitchell pointed out that this set of material would be a useful to disseminate at BSBF2022, although an electronic version should be made available to avoid printing unnecessarily. Below you can see the breakdown of the case studies into case type (more than 24 because some studies fall into more than one category), RI ESFRI sector and country.



Figure 5: Breakdown of case studies collected for T4.1 into type, RI ESFRI sector and country

Task 4.2: Implementation of ILO/ICO training and organisation activities

The ILO / ICO trainings have taken place virtually and have been branded the title “ENRIITC your Knowledge.” Series one of the ENRIITC your Knowledge series consisted of four episodes and series two has had two episodes take place so far and is expected to have two more.

Table 9: List of ENRIITC your Knowledge training webinars that have already taken place

Season	Date	Webinar title
1	27.05.2021	The ILO and ICO roles for beginners
1	10.06.2021	The basics of physical brokerage events for first time organisers
1	18.06.2021	Industrial impact in the Big Science market after one year of COVID pandemic
1	21.06.2021	Tips & Tricks to organise interactive digital events with industry and RIs
2	14.10.2021	Strategies for SME interaction and participation
2	25.11.2021	Exploring new avenues for ILOs: knowledge transfer to industry and use of research infrastructures

The participants of the six training sessions that have taken place so far have been broken down the graph below to show whether they’re an ILO, an ICO or under another title (e.g. someone from industry, etc.).

Webinar #7: Resolving issues on the path to public-private collaboration

Thursday 24 February | 15:00 – 16:30 CET

Speakers

- Speaker 1 : **Laura MacDonald**
ASTP, Chief Executive
- Speaker 2 : **Martin de Kort**
EATRIS, Senior Scientific Programme Manager
- Speaker 3 : **Tamara Carapina**
EATRIS, Senior Legal Counsel
- Speaker 4 : **Victor Sáez**
F4E, Head of the Market Analysis Group

www.enriitc.eu/EnriiteyourKnowledge

ENRIITC is funded by the European Framework for Research and Innovation Horizon 2020, under grant agreement 871112

Image 2: Advertisement for the seventh webinar in the ENRIITC your Knowledge training series

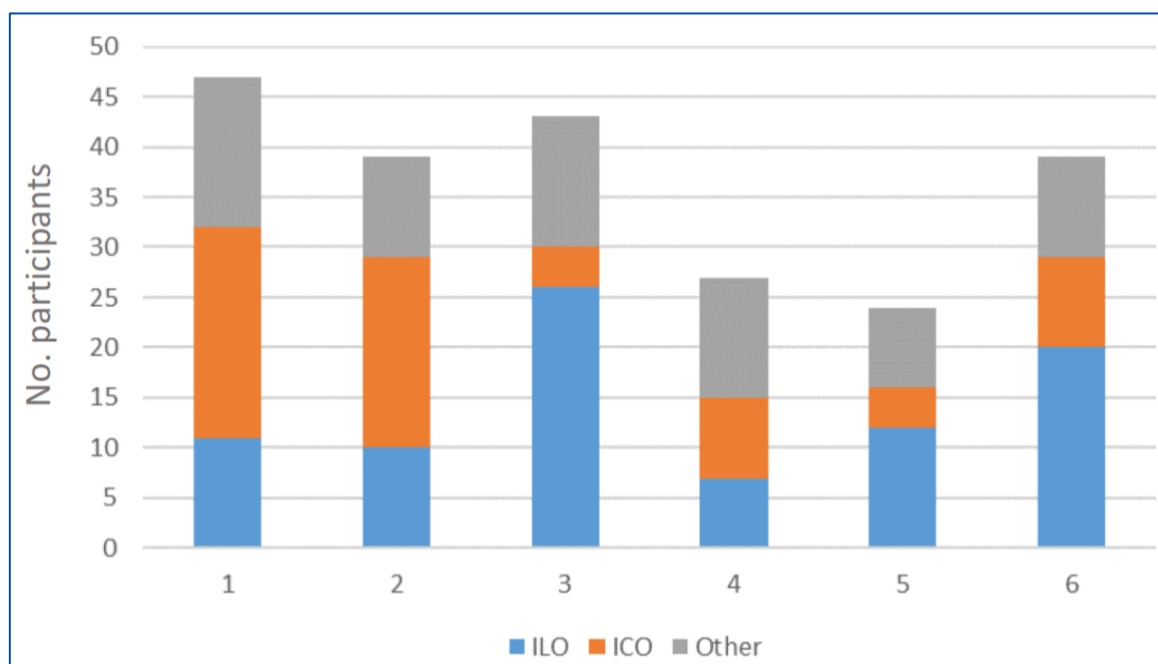


Figure 6: Breakdown of ENRIITC your Knowledge participants into ILO, ICO and other

Recordings of the six training sessions are available for viewing on the ENRIITC website on the dedicated [ENRIITC your Knowledge page](#) and on the [ENRIITC YouTube channel](#).

Javier Echavarri (CDTI), who is co-leading this task together with Nigel Wagstaff (EATRIS ERIC), pointed out that the breakdown of the participants is not completely accurate, as often times a person will identify themselves as an ICO in one session and an ILO in another.

The seventh training webinar of the ENRIITC your Knowledge series is scheduled to take place on 24 February 2022 from 15:00 – 16:30 CET under the title “Resolving issues on the path to public-private collaboration.” Confirmed speakers for the session are Laura MacDonald (Chief Executive at ASTP), Martin de Kort (Senior Scientific Programme Manager at EATRIS ERIC), Tamara Counsel (Senior Legal Counsel at EATRIS ERIC) and Victor Sáez (Head of the Market Analysis Group at F4E).

The eighth and final webinar of the series is scheduled to take place on 12 May 2022 from 15:00 – 16:30 CEST under the title “Broadening the scope towards an enhanced ENRITIC ILO and ICO Network.” The objective of this webinar is to share ILO and ICO success stories dealing with lowering barriers in order to enrich our network through collaboration and new services.

Task 4.3: Implementation of industry events

The objective of T4.3 is to test the strategy for the outreach and brokerage events as developed in T3.3 through pilot brokerage events. Ten brokerage events are planned to take place in total with five being organised by the beneficiaries and five being organised by the Associates.

In regards to the beneficiary-organised events, three out of the five have already taken place.

Table 10: Status of the beneficiary-organised pilot brokerage events under T4.3

Organiser	Title of event	Date	Status
ESRF	ESRF in partnership with French MESR and other French RIs: "RIs for Healthcare"	18.11.2021	Took place; Report complete
ESS	ESS in partnership with TechConnect: "Big Science Summit"	17.11.2021	Took place; Report to be completed
Big Science Sweden	"Pan European Partnering in Big Science"	08.02.2022	Took place; Report to be completed
CDTI	"Expanding Horizons: A World of Opportunities for the Big Science Industry in the Healthcare Market"	Spring 2022	To be scheduled
EATRIS	"Full translation from big science to personalised medicine"	Summer 2022	To be scheduled

The **ESRF organised event** took place in partnership with the French ministry and other French RIs within the framework of Les Rendez-vous CARNOT 2021. The event tested four key points which produced the following results:

1. Impact of "bolting on" an RI activity to a well-known national level B2B event
 - a. Result: Easier promotion, target audience present by default much lower energy barriers
2. Value of event organisation directly involving high level stakeholder support (in this case the Ministry of Higher Education, Research and Innovation (MESRI))
 - a. Result: MESRI acted as an "integrator," without which the event could not have taken place.
 - b. Result: The French Ministry logos are well known and attract attention both in terms of speakers and participants. The MESRI logo was visible on all event branding and advertising and undoubtedly generated interest.
 - c. Result: The impact is also in the other direction, showing MESRI in real terms the interest and willingness of the RIs to work and engage with industry.
3. Interest of using non-standard advertising routes (in this case LinkedIn campaigns)
 - a. Result: Two LinkedIn tests targeting France (in French) and Europe (in English) attracted no direct registrations to the event; however, the advertising also directed viewers (170 clicks) to the Carnot web page and indirectly promoted RIs as engaging with the health sector.
4. Interest of a mixed virtual and in-person event, aiming to attract part of the local "captive" in person audience as well as a wider engagement nationally and internationally
 - a. Result: About 50:50 presence in the two modes, but the audio-visual (AV) was not successful.

A full report on this event has been produced and shared with the task leaders.

The **ESS organised event** took place at TechConnect Europe (TCE) in Malmö, Sweden on 17 November 2021 under the title "Big Science Summit: Pan-European Facilities for Industry Research I & II." The TCE conference is the sister of TechConnect International, the US version that has been running for over 20 years, and aimed to bring together industry and academia players from Europe to discuss collaboration opportunities. For this first European edition organised in Malmö, SE, ESS was engaged in the organising committee, which gave a unique opportunity to host ESS' pilot brokerage event.

The brokerage event was titled "Big Science Facilities Summit: Pan-European Facilities for Industry Research I & II" and took place on 17 November 2021 from 10:30 – 15:30 CET. Anne-Charlotte Joubert

from ESS and Nikolaj Zangberg from DTI kicked off the event by introducing pan-European RIs as industry's perfect partner for innovation. Caroline Boudou from the ILL followed with a speech on the current scheme of industrial research at the ILL. Lastly, Aleš Hála, Head of Centre for Innovation and Technology Transfer at ELI spoke about fostering innovation impact at ELI.

Following these opening speeches, ESS, under the framework of ENRIITC, organised two lunch workshops: (i) Big Science Lunch Workshop I: Accelerating Innovation through Europe's Research Facilities: Access, funding, expertise and more and (ii) Big Science Lunch Workshop II: Bridging Research with Industry: engaging through intermediary service providers. These workshops chaired by ESS, HEPTech and Big Science Sweden had 35 participants from RIs, industry, and more.

The aim of the first workshop was to engage the participants with actual cases from CERN, LINX and ESS in order to evaluate the readiness of the technology/start-up and develop a plan for the further commercialisation. The aim of the second workshop was to explore how Industry can engage through intermediary service providers. Both workshops were a success and appreciated by the participants.

The **Big Science Sweden (IUC Syd) organised event** took place virtually on 8 February 2022 under the title "Pan European partnering in Big Science." The event featured presentations from research facilities on their opportunities and need for consortia, discussions around collaboration and consortia formation, funding opportunities and one-to-one networking opportunities. In total, 281 persons joined, coming from 25 counties, and 171 one-to-one meetings took place. The full report on this event is to be produced.

In regards to the Associate-organised events, a call was launched in April 2021 titled "ENRIITC your Industry Outreach" providing a financial support up to €5000 for ENRIITC partners to organise pilot brokerage events using the ENRIITC training programme as a basis. Five applications were received by the call deadline of 31 August 2021. The applications evaluated by the ENRIITC StB and all five were approved for funding. The events are expected to be held by summer of 2022.

Table 11: Status of the Associate-organised pilot brokerage events under T4.3

Organiser	Title of event	Date	Status
DARIAH ERIC CLARIN ERIC	Workshop for Social Sciences and Humanities	11.03.2022	Registrations open
EMBRC	EMBRC Clinic fostering EMBRC'S links with Industry	TBD	To be organised
ESO ILOs	E-ELT Instruments Industry days	07.04.2022	Registrations open
INEUSTAR	Title TBD	TBD	To be organised
INSTRUCT ERIC	Structural Biology services for Industry	TBD	To be organised

QUESTIONS/COMMENTS

N/A

9.3.6 Work Package 5: Communication, Dissemination, and Exploitation | Objectives, Approach, & Next Steps / Q&A

Jake Fairnie, Head of Communications, EATRIS

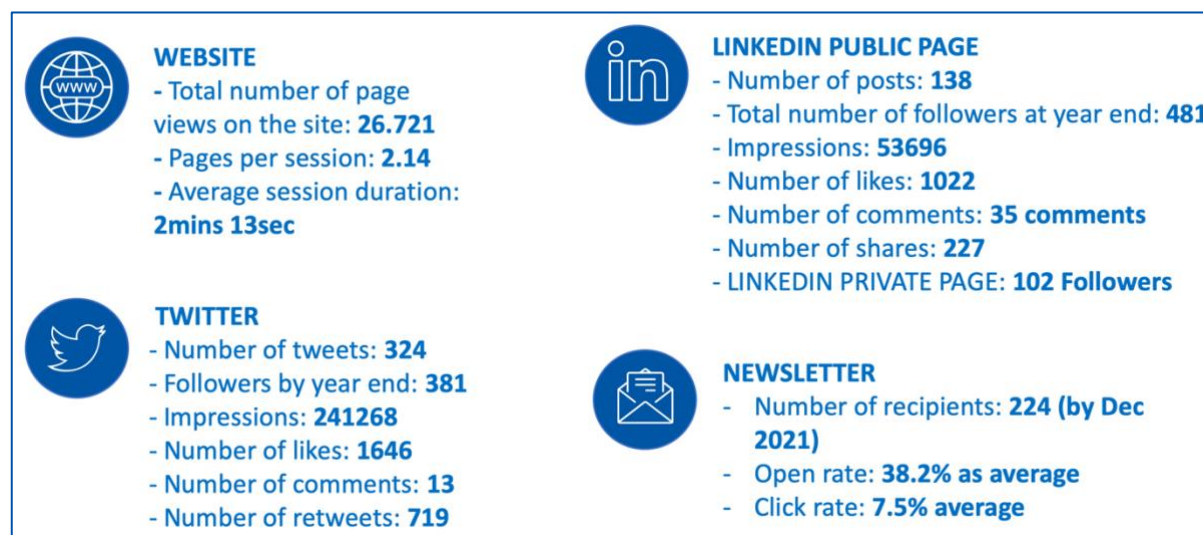
Table 12: List of WP5 deliverables and milestones

Task	Deliverable / Milestone	Due date	Delivery date
T5.1	D5.1 "Website launched"	M02	M02
T5.1	MS01 "Creation of Twitter and LinkedIn group"	M03	M03
T5.1	MS02 "Creation of YouTube Channel"	M03	M03
T5.1	MS04 "Communication plan"	M04	M05
T5.2	D5.2 "Informational booklet of case studies and advocacy paper"	M33	To be submitted

Jake Fairnie began the WP5 presentation by reminding the GA representatives of its goals: to communicate and disseminate project results clearly to the various stakeholders, to encourage bottom-up and top-down engagement among shareholders and Ensure high visibility of ENRIITC through social media and teaming up with existing initiatives and large-scale projects in Europe.

Task 5.1: Communication

Throughout 2021, WP5 maintained the ENRIITC website by keeping it up-to-date with new content from the project and network members, developing webpages when new activities arise (e.g. ENRIITC your Knowledge, ENRIITC your Industry Outreach, etc.), and monitoring the analytics. In addition to the website, the project's four social media platforms (Twitter, LinkedIn company page, LinkedIn private group and YouTube) were regularly updated and saw exponential growth throughout the year. Chiara Facoetti (ESRF) was also onboarded as ENRIITC Communications, Social Media and Events Support Assistant.



Screenshot 4: Analytics for the ENRIITC website, Twitter, LinkedIn public page and Newsletter

WP5 supported all other WPs by advertising, publishing and often times assisting with organising their activities and events. Some of these events included #ENRIITCyourCoffee online meetings, the ENRIITC your Knowledge training webinars, the ENRIITC your Industry Outreach pilot brokerage events, and more. The communication efforts surrounding these events helped to spread the word to the wider audience and attract new participants.

Throughout 2022, WP5 will continue to manage the project website and social media channels with the aim of keeping the project's visibility growth high. Fairnie and Facchetti will continue to support with the organisation and communication surrounding upcoming events such as #ENRIITCyourCoffee Season five, ENRIITC your Knowledge training webinars, ENRIITC your Industry Outreach pilot events, networking events and the project close-out conference.

Task 5.2: Dissemination

Task leaders Jake Fairnie (EATRIS) and Sylwia Wojtowicz (WPT) are responsible for the dissemination of project outputs and ensuring the repository of resources are well advertised and easily accessible to all stakeholders.

Following each of the WP1 #ENRIITCyourCoffee series episodes, WP5 edits the recordings and uploads them to the ENRIITC website and YouTube channel making them readily available to the public. A short article is then written covering each episode and posted on the website for viewing and sharing. In 2021 alone, 29 #ENRIITCyourCoffee articles have been written by WP5 and shared with the community.

Following the WP4 ENRIITC your Knowledge training webinars, recordings are also edited by WP5 and uploaded to the website and YouTube channels. Speaker presentations are collected and uploaded to the website for viewing and / or downloading.

Fairnie, Facchetti and Wojtowicz worked closely with WP2 on the layout, graphics and printing of D2.1. The deliverable has now been printed and copies have been delivered to the beneficiaries for dissemination purposes.

For 2022, WP5 will continue to collaborate with Nikolaj Zangenberg (DTI) on developing a dissemination plan for the key outcomes from the WP3 deliverables. Fairnie, Facchetti and Wojtowicz will also continue with advertising the ENRIITC case-studies of successful RI-industry cooperation in relation to D5.3.

QUESTIONS/COMMENTS

N/A

9.3.7 The Consortium as a Whole: Updates and Decisions

Anne-Charlotte Joubert, Grant Officer – ENRIITC Project Coordinator, ESS

a. Administrative update

Joubert reminded the GA representatives that an amendment to the grant agreement will need to be done in order to include CLARIN ERIC Third Party against payment in Annex 1. Within this amendment, subcontracting costs will also be added to account for the Associate-organised pilot brokerage events under the ENRIITC your Industry Outreach activity. On this, the text referring to this activity will also be adjusted to be consistent with that was written in the call text: "pilot brokerage events organised by Associate RI or partner to the ENRIITC project." Lastly, the amendment should also adjust the due dates of D2.2 from M14 to M21 and D3.1, D3.2 and D3.3 from M16/17 to M21, as already proposed to the EC project officer.

Joubert also reminded the GA representatives that a final report will need to be produced and submitted by February 2023. WPLs should begin collecting inputs in Q3 2022 or when the WP closes

(if earlier). New elements in the final report that were not required in the interim report are (i) a project impact assessment, (ii) an exploitation plan of results per organisation and (iii) an exit plan of the project.

A reoccurring issue throughout the project has been the somewhat unclear definitions of the different levels of ENRIITC partners. The following definitions were agreed amongst the StB, and Joubert presented them to the GA representatives for comments and / or approval:

- Consortium partners = 11 organisations who are direct beneficiaries of the ENRIITC project
- Associates = 61 organisations who have sent a letter of support at the preparation of the ENRIITC proposal. From a proposal perspective, those 61 Associates are entitled to be financially supported to attend the two foreseen networking meetings.
- ENRIITC Partners = all the new organisations that have joined ENRIITC since January 2020.

**At the moment, there are no specific commitments to becoming an ENRIITC partner*

QUESTIONS/COMMENTS

Ilaria Nardello (SZN) suggested using another word than “partner” to describe the new organisations that have joined ENRIITC since the start of the project, as she believes this may cause confusion with the “consortium partners.” One suggestion was to change the term “ENRIITC partner” to “ENRIITC members.” Another suggestion was to change “Consortium partners” to “Founding members.” This discussion should be further addressed under T1.4, since it relates to long-term sustainability of ENRIITC.

b. Financial Status & Planning

Joubert briefly updated the GA representatives on the financial status of the project as of 31 December 2021. The initial budget of the project was €1 499 823,75. Of this, €1 124 867,81 pre-financing was paid out to the partners on 28 January 2020. In regards to the interim payment, €617 165,10 was declared, and the EC approved this amount in full. Since part of this amount was already paid during the pre-financing, only €149 982,38 was actually sent out for the interim payment at the end of 2021.

Looking at the overall spending at the end of 2021, 55% of the budget has been spent (€657 300,64). If we look at the linear approach, we should be 66% spent; therefore, so we are slightly underspent. There is confidence that the remaining budget will allow to cover the proposed work plan for 2022 which includes physical events.

Of the remaining 45% (€542 558,36) of the budget, 60% (€325 943,36) has been forecasted to be spent by the end of June 2022. This leaves just €216 615,00 to be spent from July 2022 until the end of the project. Joubert advised partners to reach out to WP1 as soon as possible if they see any issues with spending their budget on time so that we can take a proactive approach.

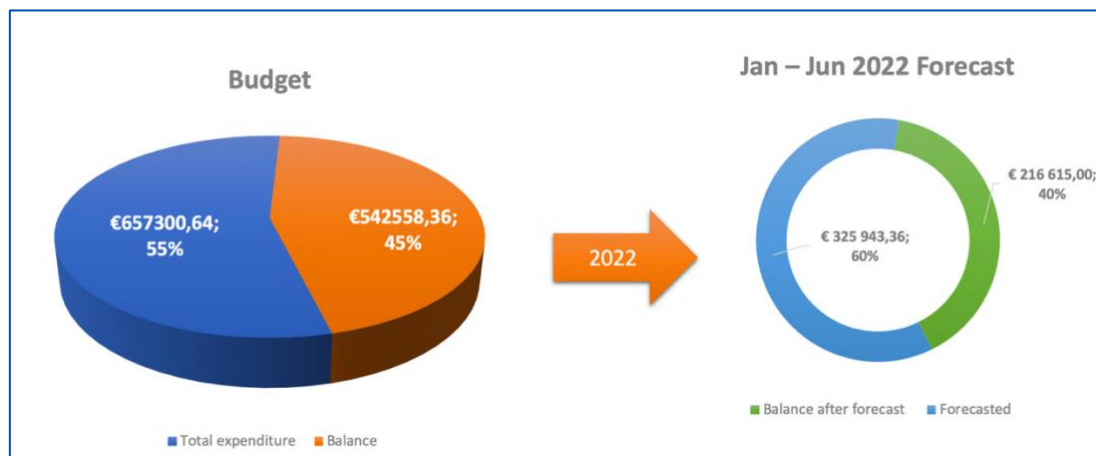


Figure 7: Overview of the ENRIITC budget as of 31 December 2021 (left) and forecast of remaining budget (right)

Joubert then showed the financial status per partner as of 31 December 2021. Partners were advised to contact WP1 if they see any discrepancies with the numbers shown and what they have documented in their cost-monitoring.

Lastly, Joubert showed the financial status per WP as of 31 December 2021.

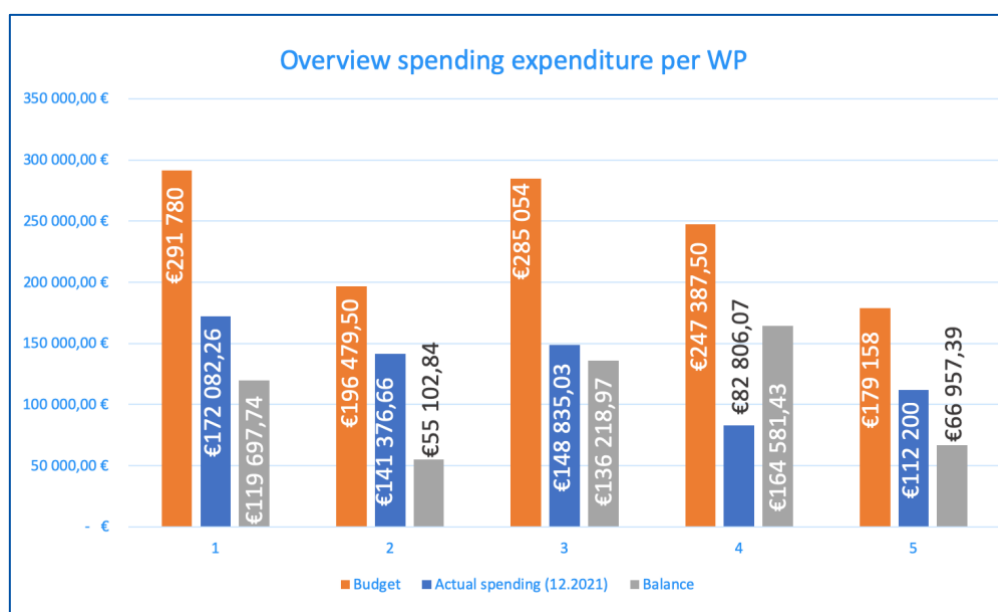


Figure 8: Financial status per ENRIITC work package as of 31 December 2021

Joubert informed the GA representatives that, in order to closely monitor the spending and to take actions if and when needed, WP1 will begin collecting a cost monitoring from the partners on a quarterly basis.

QUESTIONS/COMMENTS

N/A

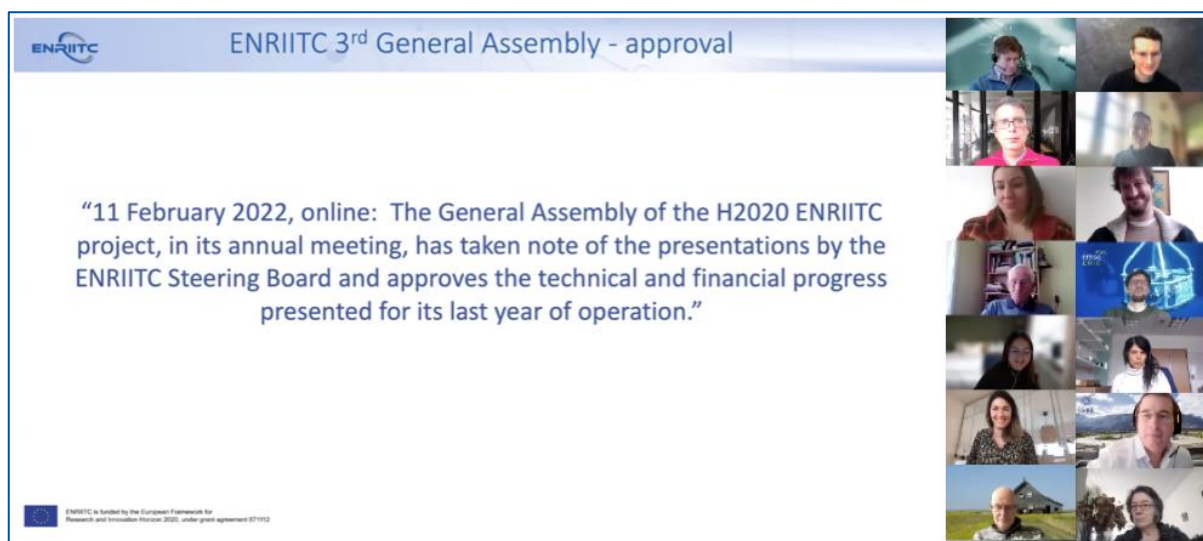
9.3.8 Conclusions and an Endorsement of the Work Plan by GA

Anne-Charlotte Joubert, Grant Officer - ENRIITC Project Coordinator, ESS

To officially close the GA meeting, Joubert asked each of the GA representatives if they agree with the following message:

“11 February 2022, online: The General Assembly of the H2020 ENRIITC project, in its annual meeting, has taken note of the presentations by the ENRIITC Steering Board and approves the technical and financial progress presented for its last year of operation.”

All representative agreed, thus the Third ENRIITC General Assembly meeting was approved.



Screenshot 5: ENRIITC GA representatives approving the Third ENRIITC General Assembly meeting

End of the GA meeting.