LEADING INCLUSION IN A HYBRID AND REMOTE WORKPLACE

Communication and Dissemination Plan

Co-funded by
the European Union

Table of contents

1. Introduction

This document presents a strategic approach and an action plan for the communication and dissemination of the KA220-ADU Cooperation partnerships in adult education **project REWORK: Leading inclusion in a hybrid and remote workplace** (2022-1-FR01-KA220-ADU-000086404).

It defines the methodology that will guide and support the partners to disseminate the project activities, results and impacts, the target groups and audiences to be reached by the dissemination actions and the tools that the partnership will use to implement the present strategy and plan.

1.1. About the project

The REWORK Project aims to help human resources (HR) practitioners, middle managers, SME leaders and VET trainers to acknowledge the challenges that hybrid and remote work (HRW) poses on diversity, equity and inclusion (DEI). It will also serve to strengthen their role in promoting DEI for HRW and equip them with the necessary skills and tools to implement various practices for advancing DEI for HRW.

Objectives:

The principles of **equality, inclusivity and fairness** are part of the core values of the European Union, and the new HRW environment has created increased concerns about a host of challenges around inclusivity and discrimination. Our project aims at providing organisations with the support they need to mitigate these challenges coming from HRW and to support them to future proof their organisations for DEI.

Implementation:

• A 3-day modular face-to-face training program.

• A Competency framework for leading inclusion in a remote and hybrid workplace.

• A toolkit with tools and methodologies, metrics and self and organizational assessments.

• An e-learning platform that includes a MOOC, learning paths and a digital coaching service.

• Co-design workshops and initial workshops in each partner country with direct and indirect groups, major stakeholders and people from underrepresented and disadvantaged groups, identifying relevant needs and designing training material.

• An engagement toolkit.

Consortium:

The consortium is composed by:

• **Institut de préparation à l'administration et à la gestion - IPAG** (leader, based in Paris, France)

• **Italienische Handelskammer für Deutschland – ITKAM (partner, based in Hessen, Germany).**

• **Universidad Internacional de la Rioja SA - UNIR** (partner, based in Logroño, Spain).

• **Centre for Inclusion at Work - CEFI** (partner, based in Athens, Greece).

• **Getafe Iniciativas SA - GISA** (partner, based in Getafe, Spain).

• **Association Française des Managers de la Diversité – AFMD** (partner, based in Paris, France).

Each partner of the consortium will adapt the general communication and dissemination strategy to the local context and to their own stakeholders, choosing the best communication tools and strategies to maximize the outreach of the project's activities.

1.2. Strategy and purpose

The communication strategy seeks to attract, raise awareness, engage and build loyalty among the target audiences, ensuring message adaptation to national contexts. It is based on the concepts of **equality, inclusivity and fairness**. The main aim of the communication strategy is to connect and engage with the target audiences.

Special emphasis will be given to creating a **bidirectional communication and interaction** exchange, allowing the target audiences to share their feedback and to openly communicate about their needs and interests, so the activities of the project can match the needs identified by the stakeholders in each of the locations.

The strategy will cover the entire execution plan from start to finish, focusing on its digital dimension and emphasizing the development of social networks and digital content, and it will be revised periodically.

2. Target audiences (personas)

REWORK will reach different target groups and stakeholders, including:
• Project partners and the staff directly involved in the project implementation,
• Immediate colleagues and peers,
• Participants in the codesign process,
• Disadvantaged and vulnerable groups,
• HR professionals,
• DEI practitioners,
• SME leaders, managers and middle managers
• Policy makers and scholars

By reaching out to all these stakeholders, the REWORK project aims to benefit and positively impact its partners, target groups and stakeholders, adapting to their interests, needs and roles.

The project will also have an impact on the wider public with improved awareness of the challenges of remote and hybrid work and the potential benefits that adequately tackling these challenges poses for organisations and individuals on the local, regional, national and EU level.

The strategies to follow when targeting each target group will have to be adjusted to their profile, capabilities, needs and interests as well as the level of practical application of the conclusions of Rework.

Beginning with project partners and staff, who can be the first replicants/disseminators of the activities and outcomes of the project, the project will then targeting HR professionals and SME management, who can directly apply the proposed best practices and solutions to identified challenges, and finally reach policymakers and scholars -who can approach the subjects in a more general and systematic way- and the public in general.
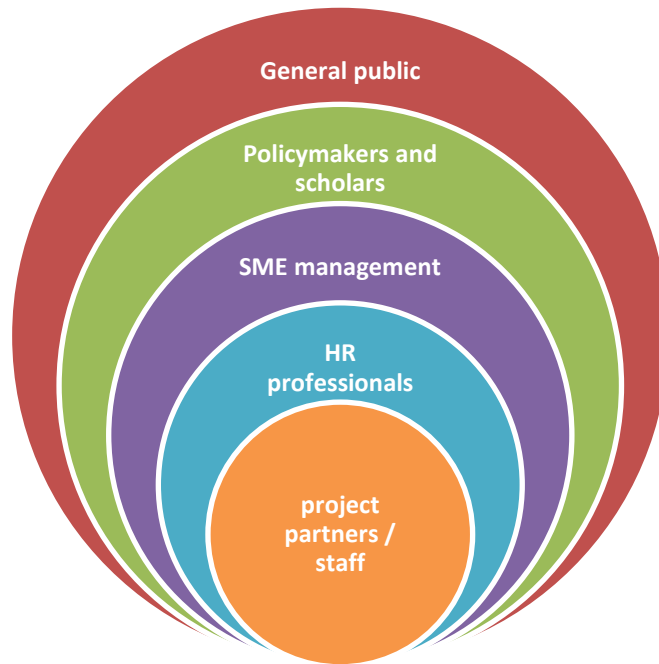
Figure 1 Persona *by level of engagement.*

The messages will have to be adapted to the local contexts, and the communication strategies will have to be adjusted depending on the results, outreach and feedback received.

The target groups mentioned above will be identified in each participating country: government agencies, NGOs, private sector, academia, civil society, and local communities, based on the current networks of each partner.

It is necessary to tailor the approach to the local context, choosing the most suitable methods (e.g., workshops, focus groups, surveys, interviews), ensuring inclusive participation and most common channels in each country.

Each partner will be responsible for the dissemination of project information and campaigns locally, sharing common materials and making sure they are spread in the most efficient way, adapted to local practices and their own channels.

Periodically, each partner will assess the results and outreach of this targeted communication activities, and refine them to get better results, depending on the metrics and feedback obtained. Continuous engagement and follow-up are crucial.

3. Key messages

The project will reflect on and disseminate the identified challenges associated with remote and hybrid work as well as the potential benefits for organisations and individuals on the local, regional, national and EU level derived from tackling these challenges. We aim at raising awareness about the discrimination and exclusion risks associated with remote working as well as the best way to avoid those risks and foster an inclusive and open work environment.

The message will be disseminated by providing access to training and information through an e-learning platform that includes a MOOC, different learning paths and a digital coaching service.

4. Actions

The dissemination of the project's activities and outputs will be secured through active, targeted and timely sharing of information on results and outcomes, as well as on all events and actions taken during the project implementation. Dissemination will be proactive, done mostly in English but also in the partners' own languages, so that it is understandable for the involved target groups. A calendar of actions and upcoming events and activities will be updated monthly, so all partners can contribute and make it a live tool to feed the communication channels and timely share relevant updates and news from other partners and foster potential synergies.

The project will be disseminated by several means at local, regional, national and European level. Each partner will take responsibility for dissemination and exploitation within their country, coordinated by the dissemination leader and guided by this plan.

Dissemination will follow all project's actions and be tailored according to the different target groups the project will work with, searching for the best channels to reach them and the best tools to involve them.

The actions to be taken are the following:

• A dedicated project website

• Social media (X/Twitter, Facebook, Youtube) management and promotion.

• Participation in workshops and conferences – local, regional, national, international. Each partner will stage local awareness raising events and be asked to identify key relevant conferences to attend (and give workshops, exhibit or present project materials, when possible).

• Promotion, dissemination and advocacy with surveys and meetings with regional, national and European sectoral networks and organisations.

• Meeting and workshops with local stakeholders interested in the subject.

5. Roles

The dissemination of the project's activities and outputs will be secured through active, targeted and timely sharing of information on results and outcomes, as well as on all events and actions taken during the project implementation. Dissemination will be proactive, done mostly in English but also in the partners' own languages, so that it is understandable for the involved target groups. The coordinator of the communication and dissemination activities is GISA. Its specific role will be to draft the dissemination plan, structure a methodology, propose tools to be used by all partners according to the specificity of each country and the adequateness of the tool to the specific target group.

General roles of each partner:

• To understand at local level what the target groups are and how they can be reached by a dissemination activity.

• To inform the dissemination leader about the tools that each organization uses for promotion in order not to be forced to use tools the staff is not familiar with.

• To create a link to the project website on their organization's websites.

• To do a mapping of upcoming workshops, conferences and events relevant for the project's aim and objective.

• To actively interact with the social media of the project.

• To provide content for the common communication channels.

6. Main Communication and Dissemination Channels

6.1. Project Website

A specific website will be created and managed to serve as the main reference and communication channel to inform about the project. It will contain the following sections:

• Home

• Project

• Results

• Consortium

• News

Link to project website: https://rework-project.eu
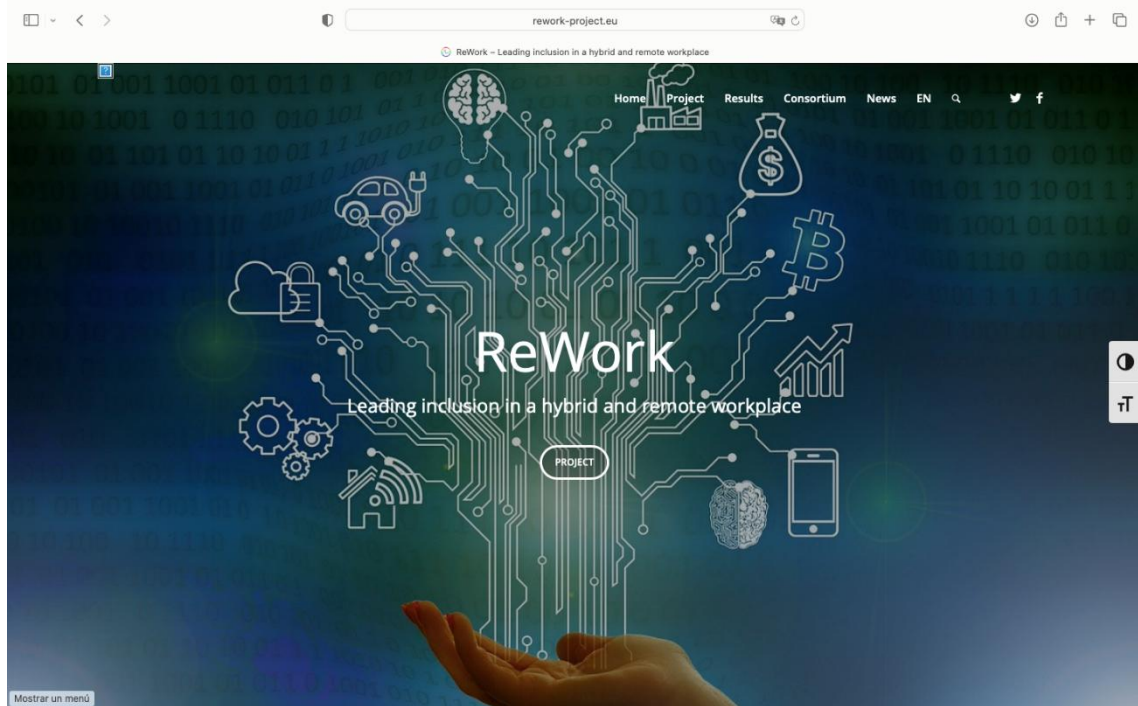
6.2. Social media

Active communication and dissemination will be channelled through social media. The purpose is to create campaigns though social media that focus on reaching as many people as possible. Specific social media accounts for the project will be created on Facebook, X (Twitter) and LinkedIn, linked to the project's website.

- **Facebook (Fan Page):** a Facebook page will be created and will be updated with posts about the project.
  Link: https://www.facebook.com/profile.php?id=100093471974408
- **LinkedIn**: will be used as a means of attracting the target audience interested in professional networking and career development.
  Link: ReWork Project EU: Resumen | LinkedIn
- **X (Twitter):** a twitter account will be created and updated periodically with tweets about relevant information about the project and important events.
  Link: (2) ReWork (@ReWork_project) / X
- **Bluesky:** an account was created in this new social media outlet that has arisen as an alternative to X: ReWork - Leading inclusion in a hybrid and remote workplace (@reworkeu.bsky.social) — Bluesky

Dissemination objectives for social media:

The following is a summary of the dissemination objectives to be achieved through REWORK's social media profiles:

• To generate branding and a clear visual identity and visibility of the project and the programme.
• To increase awareness and communicate the objectives and results or products of REWORK, as well as to inform about the development of the project and its milestones.

• To establish new communication channels and relationships between REWORK partners, media, project beneficiaries, stakeholders, the general public and other European initiatives.

• To establish synergies, develop collaborative networks and create new contacts to create a large number of contacts with people likely to participate in the different phases of the project.

• To disseminate the project results in events, conferences and meetings.

• To disseminate information and generate knowledge on the topics related to REWORK.

• To positively improve the engagement of the project, i.e. to reinforce the engagement and interaction of the public with REWORK and its own channels.

• To disseminate the project's website, as the main centralised source of information about REWORK, as well as its contents and sections.

• To disseminate the activities or actions developed by the partners in relation to the project or related topics.

• To be a means or channel of response, proximity, and trust of the project to citizens, partners, stakeholders, European authorities, institutions and any interested person.

7. Action plan for social media

Digital tools and social media outlets play a major role in disseminating the results and activities of the project; therefore, a special section is dedicated to better understanding the main activities, KPIs and content lines that will be part of the action plan for social media. Indicators must follow the SMART model. **SMART** indicators are:

- **S**pecific – Clearly defined and focused.

- **M**easurable – Quantifiable or able to show observable change.

- **A**chievable – Realistic given available resources.

- **R**elevant – Directly linked to project objectives.

- **T**ime-bound – Have a clear timeframe for achievement.

Tips for KPI monitoring:

- **Baseline first**: Know your starting point to measure progress.

- **Use analytics tools when possible**: Twitter Analytics, LinkedIn Insights, Meta Business Suite, etc.

- **Disaggregate data**: Track performance by audience (country, gender, sector if possible).

- **Adjust regularly**: Monitor monthly or quarterly and revise indicators if needed.

7.1. Communication activities and KPIs

ACTIVITY	INDICATORS	N°	OUTCOME INDICATOR	N°
0. Project development	Communication plan	1	Documents completed and approved	
	Brand manual	1		
1. Activities and events	Offline dissemination events	1	N° of participants	
	Online dissemination events	3	N° of participants	
2. Social Media dissemination	Social network profiles			
	Facebook profile and posts		N°Followers	
			N° Likes	
			N° Comments	
	LinkedIn profile and posts		N° Likes	
			N° Comments	
			N° Views	
	Twitter profile and posts		N° Retweet	
			N° Likes	
			N° Comments	
3. Website	N° Website	1	N° Views	
	N° Publications		N° Views	
	N° Newsletter	3	Newsletter sent/N° Views	

7.2. Social media content

The following tables summarize the key basic publications that will be posted through social media and the data that will be gathered to monitor their impact and outreach.

The Communication and Dissemination leader will draft these publications in English. The partners are encouraged to replicate them in their own languages, disseminating them through their own social media profiles and re-directing to the project's social media profiles and website.

Facebook

Pre-Launch					
Post	**dd/mm/yy**	**Likes**	**Comments**	**Saved**	**Copy**
Who are we?					
Programme: Our Values					
How to participate?					
Registration deadlines					
Giveaway					
Reminder					
Launch					

Story post	**dd/mm/yy**	**Likes**
Who are we?		
How to participate?		
Registration deadlines		
Reminder		
Questions and Answer		

LinkedIn

	N° Likes	**N° Comments**	**N° Views**
Who are we?			
Programme: our Values			
How to participate?			
Launch			

X (Twitter)

	N° Likes	N° Comments	N° Retweets
Who are we?			
Programme: our Values			
How to participate?			
Launch			

In addition to the previous key messages and publications, all the partners will contribute to produce additional regular publications to keep the project's social media accounts alive and to engage the targeted audiences. These publications will focus on news and content related to the project's field, including reports, briefings or recommendations based on the project's results or other relevant sources directly linked to the project's objectives.

8. Media monitoring and follow-up of project outputs

On a monthly basis, relevant media appearances, statements or any other official communications will be gathered and shared to assess the outreach of projects messages. Each partner will take care of monitoring the local media and context, as well as local policy makers statements and media pieces.

9. Visual identity and branding

The project logo developed by the partnership will be used on all the materials related to the project, ensuring a clear visual identity and visibility. The Graphic Identity guidelines are attached as annex I.

10. Visibility of the EU funding

All partners shall acknowledge the grant support received under the Erasmus + Programme in any document disseminated or published, in any product or material produced with the grant support, and in any statement or interviews given, in accordance with the visual identity guidelines provided by the European Commission at: http://eacea.ec.europa.eu/about-eacea/visual-identity_en

The acknowledgement shall be followed by a disclaimer stating that the content of the publication is the sole responsibility of the publisher and that the European Commission is not liable for any use that may be made of the information.
The funding disclaimer text is available in all official EU languages at:
http://ec.europa.eu/dgs/education_culture/publ/graphics/agencies/use-translation.pdf

Failure to acknowledge the Community funding may lead to the costs related to a particular activity being declared ineligible. For example, in the case where the activities included research and publication, if the publication fails to mention EU funding, then the costs of research could still be considered eligible, but the costs of publication could be declared ineligible.
ReWork project is co-funded by the Erasmus+ programme of the European Union. The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.
REWORK: Leading inclusion in a hybrid and remote workplace
PROJECT REF.: 2022-1-FR01-KA220-ADU-000086404

ANNEX I: GUIDELINES GRAPHIC IDENTITY

SUMMARY

LOGOTYPE

FILE REFERENCE
REWORK_2024

LOGOTYPE

1.1
Presentation

The use of the logotype complies with immutable rules. Strict compliance with these rules is the guarantee of the dissemination of a strong and coherent image on all media.

View file :
REWORK_2024

Guidelines

Logotype

Icon ·· →

Name ·········· →

rework

Acronym

rw

3

LOGOTYPE

1.2
Colors

The main logotype is composed of
2 colors.

It exists in color version:

- RGB
- CMYK

The use of complementary colors for
the supports (title, flat, acronym, ...)
is authorized under the conditions
opposite outside the official logotype.

View files :
2_Logotype
   1_Exports_Digital_RVB
   2_Exports_Print_CMJN

Guidelines

Main colors

CMYK 0/37/90/0
RGB 255/175/20
#FFAF14

CMYK 100/97/29/13
RGB 34/30/107
#221E6B

CMYK 60/50/30/100
RGB 0/0/0
#000000
Opacité 0%vs 100%

CMYK 0/0/0/0
RGB 255/255/255
#FFFFFF
Opacité 70% vs 100%

Complementary colors

CMYK 0/79/87/0
RGB 255/78/29
#FF4E1D

CMYK 10/93/0/0
RGB 226/14/143
#E20E8F

CMYK 68/11/0/0
RGB 20/182/251
#14B6FB

CMYK 71/0/90/0
RGB 13/201/70
#0DC946

CMYK 64/80/0/0
RGB 191/29/255
#BF1DFF

4

LOGOTYPE

1.3
Fonts

The main typography of the logotype is JUNE_EXPT.

It is used by default on all media and for titles.

The Roboto and Inter typographies are recommended as accompanying typography.

View file :
1_Fonts

Guidelines

Main Font

JUNE_EXPT
AABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
123456789

rework

Complementary fonts

Inter
Toutes graisses autorisées

Inter
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz,
123456789

Roboto
Toutes graisses autorisées

Roboto
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz, 123456789

5

https://rework-project.eu

rw

17

LOGOTYPE

1.4
Versions

The main logotype
exists in 4 versions:

• The color logotype on a white
background
• The color logotype on a blue
background
• The grayscale logotype
• The grayscale/white logotype

View file :
2_Logotype

Guidelines

Logotype - Color 1
Use on white background (official)
or light background

Logotype - Color 2
Use on blue background (official)
or dark background

Logotype - Black
Use on administrative media (example
stamp / plate). Opacity Black at 50% for
the acronym and the "re"

Logotype - White
Use on dark background
70% White Opacity for the acronym and the
"re"

6

The acronym is available in the same versions as the main logo.

View file :
2_Logotype

Guidelines

Acronym - Color 1
Use on white background (official)
or light background

Acronym - Color 2
Use on blue background (official)
or dark background

Acronym - Black
Use on administrative media (example
stamp / plate). Opacity Black at 50% for
the acronym and the "re"

Acronym - White
Use on dark background
70% White Opacity for the acronym and the
"re"

7

LOGOTYPE

1.5
Reproduction

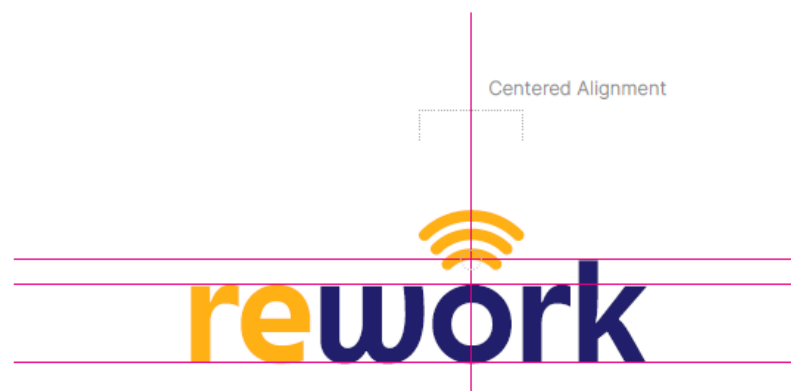In case of loss of the vector source file, certain rules must be applied to reproduce the logotype.

Name

June Expt
Size : 70pt
Letter spacing : 0

Letter spacing : 0

70pt

Logotype

Centered Alignment

◯ Position marker of the icon

Guidelines

8

LOGOTYPE

Guidelines for the acronym

Acronym

June Expt
Size : 70pt
Letter spacing : 0

Letter spacing : 0

70pt

○ Position marker of the icon

Guidelines

9

LOGOTYPE

1.6
Protection zone
& Minimum size

The protection zone allows to guarantee the readability of the logotype.

It is pre-integrated in the exports provided. This zone is identical for all versions.

On all media where it appears, a minimum size must be respected for the logotype in order to ensure its readability.

Protection zone

Letter marker O

Minimum size

Width equal to 20mm

Guidelines

10

LOGOTYPE

Guidelines for the acronym

Protection zone

Letter marker R

Minimum size

Width equal
to 10mm

Guidelines

11

LOGOTYPE

1.7
Use on background

The color logotype with the name in yellow/blue can be used on a white background (recommended) or on very light backgrounds.

The color logotype with the name in yellow/white can be used on a dark blue background (recommended) or on dark backgrounds.

The logotype in shades of white can live with all the background colors of the logotype (see page 4, Colors).
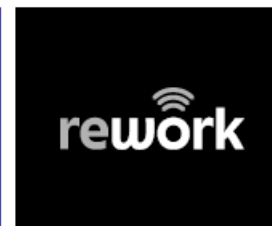
Guidelines

Use color logotype
on white or light background

Use color logotype
on dark background only

Use white logotype
on colored background (see page 4, Colors)

12 24

LOGOTYPE

Using the logotype on an image is possible, provided that you choose a suitable color that guarantees readability.

Filters with opacity or the use of blur will optimize reading.

Use color logotype
Image with use of blur example Gaussian blur

Use color logotype
on background image with filter

Images using a blue color filter.
exemple : #211f6b opacity 45%

Images using a white filter.
exemple : #FFFFFF opacity 45%

Guidelines

13

LOGOTYPE

1.8
Prohibitions

1. The logotype cannot be stretched.

2. The logotype cannot be contracted.

3. The colors of the logotype are unchangeable.

4. We do not create new versions of the logotype.

5. We do not add outlines to the logotype.

6. We do not change the typographies and capitalizations of the logotype.

7. The logotype cannot be used on a background that does not guarantee its readability.

Guidelines

14

ANNEX 2: REWORK Project Communication Guidelines

In order to ensure consistent, high-quality communication outputs across all partners, these guidelines establish a shared framework for creating briefs, reports, and media stories related to the REWORK project. It moreover includes guidelines for following actions for policy-makers and organisational actors, as well as for the assessment of CD efforts by partners and countries involved in the project.

GENERAL PRINCIPLES

- **Clarity** – Use clear, concise, jargon-free language understandable to a broad audience.
- **Consistency** – Align tone, messaging, and formatting across all partners.
- **Credibility** – Ensure all information is accurate, evidence-based, and properly referenced.
- **Inclusivity** – Reflect diverse perspectives, avoid biased language, and be sensitive to cultural contexts.
- **Branding** – Apply REWORK visual identity (logos, colors, fonts) as per the project style guide.

COMMUNICATION BRIEFS

Purpose: Internal or external summary of project actions, findings, or plans.

Format (to be adjusted on a case-by-case basis):

- Title
- Date
- Authoring partner(s)
- Executive Summary (100–200 words)
- Key Objectives
- Target Audience
- Key Messages
- Supporting Data/Insights
- Proposed Channels (e.g., social media, press, newsletter)
- Call to Action (if relevant)
- Contact Details

Style Tips:

- Bullet points for clarity
- Use visual aids (infographics, charts) where appropriate
- Keep to 1–2 pages máximum

REPORTS

Detailed documentation of project activities, milestones, and results.

- Progress Reports
- Technical Reports

Style Tips:

- Use headings and subheadings
- Number pages and sections
- Include partner acknowledgments

Use accessible formats (PDF, Word with alt text for visuals)

MEDIA STORIES

Purpose: Public-facing storytelling to raise awareness and promote engagement.

Types:

- Press Releases
- Blog Posts
- Feature Stories
- Social Media Content

Format:

- Compelling Headline
- Lead paragraph with key message
- Body with context, quotes, impact
- Call to Action or Link to Learn More
- Partner logo and attribution

Style Tips:

- Write in an engaging, narrative style
- Use active voice
- Include quotes from partners, beneficiaries, or stakeholders
- Include high-quality visuals (photos, graphics, short videos)
- Limit to 600–800 words for stories/blogs

GUIDELINES FOR FOLLOWING ACTIONS FOR POLICY-MAKERS AND ORGANISATIONAL ACTORS

Purpose: ensure a coherent framework for project partners to approach and follow up interactions with policy-makers and organisational actors.

Identification of relevant policy makers and institutional actors: this will be done at country level by all partners, including all relevant actors at local level and those particularly accessible by each partner according to their experience and field of work.

Dissemination of project results to relevant policy-makers: in key policy areas related to the project such as Employment; Diversity, Equality and Inclusion; Social Inclusion, etc.

Feedback report: each partner will report on their progress and level of engagement with policy makers and institutional actors.

ASSESSMENT OF CD EFFORTS

Purpose: assess the efforts made by project partners in terms of communication and dissemination of project results, as well as to compare the efforts and impact made at country level. In order to assess CD efforts, the project has developed a Dissemination log, which is a shared file where partners update their communication and dissemination actions on an ongoing basis: Dissemination log.xlsx.