



**CALiMERO**

IMPROVING BIO-BASED INDUSTRIES LIFE CYCLE SUSTAINABILITY

## **D7.1. Project management structures**

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## TABLE OF CONTENTS

|                                                    |    |
|----------------------------------------------------|----|
| Table of contents.....                             | 2  |
| Project information.....                           | 4  |
| Deliverable details .....                          | 5  |
| 1 Project management structures.....               | 6  |
| 1.1 Decision making bodies.....                    | 6  |
| 1.1.1 Project Coordinator (PC) .....               | 6  |
| 1.1.2 General Assembly.....                        | 6  |
| 1.1.3 Steering Committee (SC):.....                | 6  |
| 1.1.4 Innovation & Exploitation Board (IEB).....   | 7  |
| 1.1.5 WP Leaders (WPL) .....                       | 7  |
| 1.1.6 External Advisory Board (EAB) .....          | 7  |
| 1.2 Conflict resolution.....                       | 7  |
| 2 Project management .....                         | 8  |
| 2.1 Project documents.....                         | 8  |
| 2.1.1 Storage.....                                 | 8  |
| 2.1.2 Document templates .....                     | 8  |
| 2.1.3 Document coding .....                        | 8  |
| 3 Communication & dissemination management .....   | 9  |
| 3.1 Internal communication .....                   | 9  |
| 3.2 Communication & Dissemination activities.....  | 9  |
| 3.2.1 Management of the disclosure of results..... | 9  |
| 3.2.2 Informing about the activities .....         | 9  |
| 3.2.3 Monitoring the activities .....              | 9  |
| 4 Project monitoring and control.....              | 10 |
| 4.1 Meetings.....                                  | 10 |
| 4.2 Periodic reporting .....                       | 10 |
| 4.3 Task frequency .....                           | 10 |
| 4.3.1 Monthly - Bimonthly.....                     | 10 |
| 4.3.2 Every 3 to 6 months .....                    | 10 |
| 4.3.3 Every six months.....                        | 10 |
| 4.3.4 Every 12 months .....                        | 11 |

|         |                                                       |    |
|---------|-------------------------------------------------------|----|
| 5       | Risk Management.....                                  | 11 |
| 5.1     | Failure-Mode-Effects Analysis (FMEA) methodology..... | 11 |
| 5.1.1   | Risk monitoring .....                                 | 12 |
| 5.1.2   | Reporting new risks.....                              | 12 |
| 5.2     | Balanced score card (BSC) .....                       | 12 |
| Annex 1 | .....                                                 | 15 |
| Annex 2 | Guide to calculate the grade of the risk .....        | 16 |

## PROJECT INFORMATION

**Project full title:** Industry CAse Studies AnaLysis To IMprove EnviROnmental Performance And Sustainability Of Bio-Based Industrial Processes

**Acronym:** CALIMERO

**Call:** HORIZON-CL6-2021-ZEROPOLLUTION-01

**Topic:** HORIZON-CL6-2021-ZEROPOLLUTION-01-06 - Increasing the environmental performance of industrial processes in bio-based sectors: construction, woodworking, textiles, pulp and paper and bio-chemicals

**Start date:** 1<sup>st</sup> July 2022

**Duration:** 48 months

List of participants:

| Partner No. | PARTICIPANT ORGANIZATION   ACRONYM                           |
|-------------|--------------------------------------------------------------|
| 1 (Coord.)  | Contactica   <b>CTA</b>                                      |
| 2           | WeLOOP   <b>WELOOP</b>                                       |
| 3           | European Cellulose Insulation Association   <b>ECIA</b>      |
| 4           | Swedish Environmental Research Institute   <b>IVL</b>        |
| 5           | Neovili   <b>NEOVILI</b>                                     |
| 6           | Cesefor   <b>CESEFOR</b>                                     |
| 7           | Luxembourg Institute of Science and Technology   <b>LIST</b> |
| 8           | Technical University of Denmark   <b>DTU</b>                 |
| 9           | Techtera   <b>TECHTERA</b>                                   |
| 10          | Essity   <b>ESSITY</b>                                       |
| 11          | BIM Kemi AB   <b>BIMKEMI</b>                                 |
| 12          | Ereks garment   <b>EREKS</b>                                 |

## DELIVERABLE DETAILS

|                     |                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Document Number:    | D7.1.                                                                                                                                                                                                                                                                                                                                                                                |
| Document Title:     | Project management structures                                                                                                                                                                                                                                                                                                                                                        |
| Dissemination level | PU – Public, fully open,                                                                                                                                                                                                                                                                                                                                                             |
| Period:             | PR1                                                                                                                                                                                                                                                                                                                                                                                  |
| WP:                 | WP7. Project Management                                                                                                                                                                                                                                                                                                                                                              |
| Task:               | Task 7.1. Project management procedures.                                                                                                                                                                                                                                                                                                                                             |
| Author:             | Contactica SL<br>                                                                                                                                                                                                                                                                                   |
| Abstract:           | This document covers the description of the project management structures and the procedures that the CALIMERO project will follow to ensure appropriate project coordination (i.e., communication between partners and with the European Commission, monitoring the evolution of the actions and proceedings, monitoring of resources, quality assurance and knowledge management). |

| Version          | Date       | Description                                                                                                              |
|------------------|------------|--------------------------------------------------------------------------------------------------------------------------|
| <b>Version 0</b> | 30/12/2022 | Initial version                                                                                                          |
| <b>Version 1</b> | 16/05/2024 | Updated version with the changes required. Also, some adjustments have been made as some things have changed since 2022. |

## Project management structures

### 1.1 Decision making bodies

#### 1.1.1 Project Coordinator (PC)

The coordinator of CALIMERO is CONTACTICA (CTA) and the people responsible for this activity are Nuria Valdés and Manuel Román. They will oversee making all contacts with the European Commission and the only entitled interlocutors with the Project Officer. The PC will, in addition to its responsibilities as a Party, perform the tasks assigned to it, as described in the Grant Agreement and the Consortium Agreement. In particular, the PC will be responsible for:

- Monitoring compliance by the Parties with their obligations under the Grant Agreement;
- Keeping the address list of Members and other contact persons updated and available;
- Collecting, reviewing to verify consistency and submitting reports and other deliverables (including financial statements and related certifications) and specific requested documents to the Funding Authority;
- Organise periodic project meetings, preparing meetings' agenda and chair the project meetings.
- Transmitting documents and information connected with the Project to any other Parties concerned;
- Administering the financial contribution of the Funding Authority and fulfilling the financial tasks

#### 1.1.2 General Assembly

The General Assembly consists of **one representative of each partner**. It is the executive body of CALIMERO and will be in charge of the project monitoring, day-to-day coordination and periodic reporting (including reviews), risks, trouble shooting, and applying fall-back measures when necessary. It is also responsible for the quality assurance of project results and financial monitoring of the project including partners. The General Assembly will also prepare the periodic reports, guiding the partners in the administrative requirements.

The General Assembly will meet twice a year. Although it will be possible to call an extraordinary meeting in case of arising conflicts or any other trouble that could hinder the normal execution of the project.

The decision-making mechanism within the General Assembly will be by a majority of (2/3) of the votes. In case of tie right of vote, the coordinator (CTA) will hold the decisive vote.

If a partner is absent during voting, the partner can give in advance to the coordination a written authorization (via email) with their vote to a specific decision. In case of not sending this written authorization, they will lose the right to vote to that specific decision.

If a partner gives up the project once the project is running, the partner will lose the right of vote. If this partner is replaced, the vote will be given to the new partner. In case that the partner is not replaced, the decision-making mechanism will continue being the same.

A Member which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of a Consortium Body may exercise a veto with respect to the corresponding decision or relevant part of the decision.

#### 1.1.3 Steering Committee (SC):

The SC will be the supervisory body for the execution of the Project, which shall report to and be accountable  
Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.

to the General Assembly. The SC will be composed by the Project Coordinator and the Work Packages Leaders. It will be responsible for:

- Discussion and assessment of the general project progress and project achievements in relation to the Description of the Action (DoA)
- Risk due diligence, troubleshooting, and validation and adoption of contingency plans if necessary
- Quality assurance of project results and financial monitoring of the project including partners
- To agree on modifications, including budget redistributions and task schedule variations
- To monitor results to be protected and advising partners on the means of protection

This body will meet several times per year when required by specific issues, preferably online.

#### 1.1.4 Innovation & Exploitation Board (IEB)

The IEB will provide technical, legal and economic expertise in technology transfer, supporting guidance on IPR and innovation management, and commercial assessment to enable the transfer of project's results outside the consortium for exploitation purposes. CTA has a long experience in conducting effective exploitation. The IEB will be chaired by CTA and formed by one person for every partner with exploitable results. They will deal with the IP management following the IAPED strategy, project milestones monitoring, benchmarking, approval of dissemination materials, and risk due diligence on the implementation of the Exploitation Plan. The IEB will provide guidance to a multi-actor implementation and optimization of project activities, result transferability at industrial scale, and their exploitability to accelerate market access. As a first step, the IEB will approve the final reports, publications or any other type of dissemination material affecting the exploitation of the project results by simple majority.

#### 1.1.5 WP Leaders (WPL)

WPL direct the day-to-day technical planning and work within the WP. The WPL coordinates, plans, monitors and reports to the PC about its WP progress (including budget issues). WPLs review, together with the PC, deliverables, milestones, risks and contingency plans related to their WP. The WPL will report regularly (at least once each 2 months by email) to the PC about the status of its WP.

WPL is the responsible of organizing monthly or bimonthly online WP-specific meetings where the rest of the partners involved in the WP will be also attending. Each partner will have 5-10 min to present their progress, deviations and next steps. The WPL will send to the PC the minutes of the meeting and the PPTs prepared by the partners. This shall include an additional slide detailing the next steps to be taken at WP level.

#### 1.1.6 External Advisory Board (EAB)

The Advisory Board members will be external to CALIMERO and independent from its partners. The EAB will support the Project Governance by participating in Project Meetings (at least one per year), in order to review scientific and technical results of the project and give advice towards further advancements to be achieved.

The EAB will be defined by M9 and reported to the Consortium accordingly. It will include representatives of different industrial sectors as potential end-users of the technology.

## 1.2 **Conflict resolution**

In order to solve the problems that could compromise the success of the project, the following steps will be

taken:

- 1) First, the problem will be discussed at the WP level and an attempt will be made to arrive at a solution.
- 2) If the above is not enough, the problem will be discussed at the Steering Committee level and an attempt will be made to arrive at a solution.
- 3) If the above is not enough, the problem will be discussed at General Assembly level.
- 4) Ultimately, if none of the above is enough, the coordinator will discuss the problem with the European Commission and an attempt will be made to reach a solution.

## 2 PROJECT MANAGEMENT

### 2.1 Project documents

It is expected that over the course of CALIMERO project many documents will be produced. It is, therefore, vital that document management processes are followed in order to enable users to locate and identify relevant files and to ensure version control.

#### 2.1.1 Storage

The documents generated in CALIMERO will be stored in the repository created specifically for this project in the intranet of the website.

Documents will be uploaded to the repository of the website (once implemented) by partners themselves or sending them to the coordinator.

In parallel, WP-specific folders will be made available by WP leaders in order to share relevant information of each WP and to share living documents. This will typically be hosted on OneDrive, MS Teams or Sharepoint.

#### 2.1.2 Document templates

Document templates are produced using a standard format including defined styles, page layout and content structure. These templates are prepared by CTA and will be available on the document's repository.

Templates have been produced for:

- Deliverables (MS Word format)
- Meeting Signatures (MS Word format)
- Meeting Minutes (MS Word format)
- Presentations (MS Powerpoint format)

For all project documents these templates must be used. These templates may be updated as the project progresses. Therefore, consortium partners must download the most up to date version from the repository.

#### 2.1.3 Document coding

Each document will use a structured file name. This method of document coding produces a unique reference for all CALIMERO documents stored on the website.

Documents must be structured using the following. Minutes from meetings will include the date of the meeting (in the format YYYYMMDD):

CALIMERO\_WP [WP NUMBER]\_[DOCUMENT TYPE AND REFERENCE]\_v[VERSION NUMBER]\_[STATUS(draft/final)]

One example of this coding is:

CALIMERO\_WP8\_D8.2\_v1\_Final

### **3 COMMUNICATION & DISSEMINATION MANAGEMENT**

#### **3.1 Internal communication**

All-important e-mails sent among partners shall be copied forwarded to Nuria Valdés and, also, Ricardo Méndez when the topic is related to the technical part, in order to keep them informed about the situation and the progress (or problems) of the project. **Besides, all e-mails among partners within a specific WP shall be copied and forwarded to the WP leader.**

#### **3.2 Communication & Dissemination activities**

##### 3.2.1 Management of the disclosure of results

Unless it goes against their legitimate interests, each beneficiary must — as soon as possible — ‘disseminate’ its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium).

During the Project and for a period of 1 year after the end of the Project, the dissemination of own Results by one or several Parties including but not restricted to publications and presentations, shall be governed by the procedure of Article 17.4 of the Grant Agreement and its Annex 5, Section Dissemination, subject to the following provisions.

This does not change the obligation to protect results as described in Annex 5 (section for Article 16) of the Grant Agreement, the confidentiality and security obligations in Article 13, or the obligations to protect personal data in Article 15 (see also section 4.4 of the Consortium Agreement), all of which still apply.

When a partner intends to disseminate its results through a scientific publication or presentation at an event (abstract, poster...), the partner must give advance notice to the others of (through the IEB once formed) — unless agreed otherwise — **at least 15 days**, together with sufficient information on the results it will disseminate.

Any other partner may object within — unless agreed otherwise — **10 days** of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination may not take place unless appropriate steps are taken to safeguard these legitimate interests.

##### 3.2.2 Informing about the activities

When a partner plans to participate or organise a communication activity, the Communication team needs to be informed **at least one week** beforehand so this activity can be shared through social networks and other channels.

##### 3.2.3 Monitoring the activities

When a partner carries out a communication or a dissemination activity, that partner must inform the communication team by email sending all the information available related to the activity, with pictures and

other supportive documents when possible.

This information needs to be sent to the in one of the following ways:

1. Immediately once the activity is completed.
2. Once every three months, grouping all activities for the period.

Every 3 months, the communication team will share with the partners and Excel file that compile all activities they are aware of. Partners are required to check and update if something is missing.

## **4 PROJECT MONITORING AND CONTROL**

### **4.1 Meetings**

Once a WP meeting is carried out, a brief summary of the main outcomes of it must be prepared and sent to the Project coordinator. It must be uploaded to the repository also.

### **4.2 Periodic reporting**

The reporting period 1 (RP1) closes on M18 and RP2 closes on M36. Consequently, on M19 and M37 the PC is going to send the Technical Report template so every partner can complete it. Two weeks will be given to complete this task and send back a first draft. Any additional information required will be asked as well with specify due dates.

Besides, the PC will suggest partners to send their Financial Statements to be checked before submitting them to the Participant Portal for each periodic reporting period.

### **4.3 Task frequency**

#### 4.3.1 Monthly - Bimonthly

The progress of the WPs will be evaluated and measured based upon achievements of Project Milestones and Deliverables, as well as project workflow. For this purpose, an email explaining the situation after each periodic WP meeting must be sent including the minutes and presentation materials. The set date for this sending is at maximum one week after each WP meeting.

#### 4.3.2 Every 3 to 6 months

There will be a meeting of the Steering Committee, or an Extraordinary meeting involving key partners to evaluate and deal with an agenda composed of “hot topics”. Hot topics can include risks, deviations and uncertainties linked to the procedures or the outcomes of a certain tasks. Besides, the performance will be evaluated against the deliverables and main KPIs of the project to assess the cumulative effect of all failures on the final set of the specific objectives.

#### 4.3.3 Every six months

Meeting of the General Assembly. Meetings will be always organized at the location of a different partner's institute or at the location of the industrial partners. In general, hybrid meetings open to online attendance will be favoured.

Each partner will present the interim results and data achieved in the form of an oral presentation and in the form of electronic files containing all details. Review and assessment against the deliverables and milestones, and corrective measures of potential deviation in the Work Plan. Furthermore, the consortium will evaluate the

feasibility of the project regarding scientific results and use of resources. The consortium will identify weak points and will adjust and improve the WPs accordingly.

The minutes of the meetings and all presentations and reports will be compiled by the coordinator and distributed among all partners.

Additionally, with this periodicity, the partners will be asked to provide and review intermediate KPIs ascribed to specific months in order to follow a Balance Score Card methodology for the project management. The intermediate KPIs shall be as quantitative as possible, as they will be used to measure the progress towards the major goals of each task.

#### 4.3.4 Every 12 months

Assessment against the deliverables and milestones, and corrective measures of potential deviation in the Work Plan.

The milestones indicated for each work package, plus the mid-term and final reviews will be used to assess the progress of the project and the ability of the program to accomplish the tasks specified and to achieve the desired results. Any changes in the work plan that are suggested by these reviews – necessary for correction or remedial action - will be discussed by the General Assembly, and special review meetings will be held regarding the mid-term and final reviews to which a representative from the commission will be invited.

After every 12 months, the consortium will evaluate the feasibility of the project regarding scientific results and use of resources. The EAB will be invited to this meeting to give advice related to the work done during the year. The consortium will identify weak points and will adjust and improve the WPs accordingly. The evaluation may be made in the presence of a representative of the EC.

The Commission will be invited to all the meetings and notified at least 6 weeks in advance and will be provided with the minutes within one month after the meeting.

## 5 **RISK MANAGEMENT**

### 5.1 **Failure-Mode-Effects Analysis (FMEA) methodology**

The responsibility of the risk management plan is assumed by the Project Coordinator. For this aim, the FMEA (Failure Mode Effects Analysis) methods will be used. This will be applied to each Work Package and also across the relations between Work Packages.

The Failure Mode Effects Analysis is a step-by-step approach used to predict, identify and mitigate the risks of the project. The steps that compose this method are the following:

- Identify the tasks that are going to be developed during the project and the objectives of them. This is included in Part A of Annex, in the WPs description.
- For each task, guess the possible failures that may happen. It is important to be precise and return to define the functions if an inconsistency occurs. This is the risk identification step.
- For each possible failure, it is necessary to determine the potential consequences. In this regard it is important to determine which Work Packages will be affected and how. This consist in relating the risk to the WPs and the secondary WPs that can be affected.

- Once the risk and the consequences have been determined it is important to classify them. This is done following the procedure of section 5.1.1, based on the categories of Annex 1.
- For each risk it is important to establish the list of possible causes and install controls of the process that detect the failure or reduce its effects in case of happening. This is the responsibility of the WP leader.
- It is also crucial to define mitigating measurements to lower the severity of the risks.

The final step of the risk management plan is to document as problems arise to have a register of all the incidents that took place, the mitigation measurements adopted and the consequences of the problems.

The risk management plan will be discussed and updated during the General Assembly meetings.

**[TABLE 1 cannot be included due to confidentiality]**

#### 5.1.1 Risk monitoring

It is the responsibility of all partners to update the coordinator about the status of each risk and the effectiveness of the mitigation plan to update the risk management register.

Each partner is responsible for executing risk mitigation measures related to the task that they lead. If a mitigation action cannot be effectively carried out or does not solve the risk, the coordinator must be informed as soon as possible. Consequently, the mitigation measure will be modified in a more efficient way.

Risks will be collected in a "Risk Register" that will be checked in every personal meeting. The Risk Register contains several columns under which each risk is analysed individually. The Risk Register has been created in Excel, which allows the order and grouping of the risks according to the information in any of the columns. This register will be stored in the intranet, so all partners have access to it.

#### 5.1.2 Reporting new risks

The potential risks are established at the beginning of the project, based on the proposal. However, other risks and problems may appear during the development of the project. All of them will be analysed following the FMEA steps. This includes the characterization of the problem using the colour code established and the adoption of mitigating measurements to reduce the harmful effects of the problem. Subsequent risks further identified by each partner during the project should be reported by filling up a risk registration template, sending it to the coordinator.

The template (**Annex: risk registration form**) will enable CALIMERO partners to report risks as they arise or where there is an increased chance of a risk materializing.

**[TABLE 2 cannot be included due to confidentiality]**

## 5.2 **Balanced score card (BSC)**

Besides the FMEA management, a transparent and easy follow-up tool is requested, and this is achieved by the BSC. BSC METHODOLOGY is a tool which translates the business strategy in a set of action tasks that provide the necessary structure for a measurement and management system. The traditional BSC has been adapted to the CALIMERO project connecting strategies and key performance objectives with results.

CALIMERO BSC METHODOLOGY will include 2 key tools:

- BSC STRATEGIC MAP: including the strategic lines and Key objectives from all project partners to integrate all perspectives into one vision.
- KPIs: Key Performance Indicators will evaluate work in progress against the Plan and against the day-to-day risks and barriers for success in a transparent and agreed “plans-resources-responsible-timings-results-targets”.

All the elements included in the BSC tool are related and linked among them, and they will be reviewed periodically, with information and inputs compiled by CTA. An EXCEL TEMPLATE has been designed for the implementation of CALIMERO BSC and consists of the following sections:

- ✓ STRATEGIC OBJECTIVE: General objectives. A total of 7 objectives have been compiled to achieve excellence in the CALIMERO project management. These objectives were stated in the proposal.
- ✓ WP: The WPs related to the objectives posed are provided. The relation established between these elements and the objectives facilitates the follow-up and control on risks over DoA when needed.
- ✓ RESPONSIBLE: the assigned partner leading the action to achieve KPIs
- ✓ DEADLINE: Due time for the achievement of objectives is established from Gantt. However, BSC is open and flexible, as well as transparent and will facilitate the communication and interaction between partners for a common goal.
- ✓ INDICATORS (KPIs): A set of quantifiable elements are used to assess if CALIMERO’s objectives are achieved or not. This will allow gauging the performance of the project over time.
- ✓ TARGET: The reference value used to determine compliance or not with KPIs.
- ✓ RESULTS: The results reached during CALIMERO’s projects that will be compared with the target values. These results will need to be updated during the project’s life, with intermediate values, until the final value is reached.
- ✓ RISKS: The threats to the attainment of the posed objectives.

The screenshots of the BSC template fulfilled for the CALIMERO project are shown below:

Table 3. BSC with KPIs

|    | Strategic Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                             | WP | Responsible | Due Date | Achieved | KPIs                                                                                                                 | Target                                                                                         | Results                                                                                                                                 | No of Risk |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-------------|----------|----------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------|
| O1 | To identify main barriers and incentives to apply life cycle thinking sustainability approaches and source of impacts in the target bio-based sectors                                                                                                                                                                                                                                                                                                                            | 1  | Weloop      | M18      | Y        | Protocols to improve data collection procedures to apply life cycle thinking approaches                              | 1                                                                                              | 1                                                                                                                                       | 3          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M18      | Y        | Environmental impacts covered by hotspots identified                                                                 | 80%                                                                                            | 80%                                                                                                                                     | 2          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M18      | Y        | No. of sustainability gaps found                                                                                     | 9                                                                                              | 9                                                                                                                                       | 1          |
| O2 | To define reference case studies and identify levers to improve life cycle sustainability assessment methodologies and sustainability performances                                                                                                                                                                                                                                                                                                                               | 2  | IVL         | M31      | Ongoing  | Number of case studies defined                                                                                       | 10                                                                                             | 8                                                                                                                                       | 6          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M31      | Ongoing  | Number of industrial processes simulations                                                                           | 5                                                                                              | Ongoing                                                                                                                                 | 4, 5       |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M31      | Ongoing  | Key sectorial and cross sectorial levers                                                                             | 7                                                                                              | Ongoing                                                                                                                                 | 7          |
| O3 | To improve existing sustainability assessment methodologies and their implementation for the 5 bio-sectors within the scope: (1) Life Cycle Assessment (LCA) methodology, will be improved, aligned with PEF through the consideration of regionalized impacts, circularity and criticality, temporal GHG emissions accounting, impacts on biodiversity and ecosystem services; (2) Integrate Life Cycle Costing (LCC) with Social-Life Cycle Assessment (S-LCA) considerations. | 3  | LIST        | M35      | Ongoing  | Inclusion of <b>new impact categories to the PEF method</b>                                                          | 5                                                                                              | Developments are ongoing to improve impact methods on latter topics, but they can be used outside in parallel of the PEF method as well | 8          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M35      | Ongoing  | Inclusion of <b>temporal carbon footprint accounting method</b>                                                      | 1                                                                                              | fully ongoing by updating and improving the DyPLCA database                                                                             | 8          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M35      | Ongoing  | Improve <b>circularity aspects by</b> the definition of the method                                                   | 1                                                                                              | review of various circularity assessment approaches is pointing out ways to improve this, which are now selected and executed in T3.2   | 8          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M35      | Y        | No. of new toxicity characterization factors                                                                         | 10                                                                                             | 10                                                                                                                                      | 8          |
| O4 | To develop a MOO framework of industrial processes that integrates the improved LCSA methodologies based on PEF, for optimization of bio-based industrial processes with sustainability indicators                                                                                                                                                                                                                                                                               | 4  | CTA         | M31      | Ongoing  | <b>Prototype of the MOO tool</b> for bio-based industrial processes                                                  | 1                                                                                              | ongoing                                                                                                                                 | 9, 10      |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M31      | Ongoing  | <b>Functional characteristics</b> of the tool to be achieved:                                                        | > 100 scenarios per industry > 5 scenarios with sustainable potential                          | Analysis of 1 scenario for the woodworking industry and delivery of 0 scenarios with sustainable potential                              | 11         |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M31      | Ongoing  |                                                                                                                      | 3 Pillars of sustainability covered                                                            | yes                                                                                                                                     | -          |
| O5 | To provide feasible solutions with better sustainability performance than the current situation for the five studied bio-based industry sectors and the procedures to monitor their sustainability performance                                                                                                                                                                                                                                                                   | 5  | CTA         | M36      | Ongoing  | <b>No. of identified preliminary feasible sectorial and cross-sectorial solutions</b> validated by the industry      | 10                                                                                             | 2                                                                                                                                       | -          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M36      | Not yet  | <b>GHG emissions reduction</b>                                                                                       | 25%                                                                                            | Not yet started                                                                                                                         | 5          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M36      | Not yet  | <b>Toxicity impacts reduction</b>                                                                                    | 25%                                                                                            | Not yet started                                                                                                                         | 5          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M36      | Not yet  | <b>Internal Rate of Return (IRR) of the solutions</b> (5 years)                                                      | 15%                                                                                            | Not yet started                                                                                                                         | 5          |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M36      | Not yet  | No. guidelines & recommendations                                                                                     | 7                                                                                              | Not yet started                                                                                                                         | -          |
| O6 | To maximize the impact of CALIMERO through tailored Exploitation, Dissemination and Communication activities aiming to pave the way to market of the sustainability assessment tool, build synergies with other R&D projects and transfer the project results to different target audiences                                                                                                                                                                                      | 6  | CTA         | M36      | Ongoing  | <b>One Exploitation &amp; Business Plan</b> to deeply defined the commercial and non-commercial exploitable strategy | 1                                                                                              | Ongoing                                                                                                                                 | 14         |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M36      | Ongoing  | Clustering actions. Sister projects identified                                                                       | 5 projects                                                                                     | 2                                                                                                                                       | 13         |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M36      | Ongoing  | <b>No. of contacts with policy makers</b>                                                                            | 5                                                                                              | Ongoing                                                                                                                                 | 13         |
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |             | M36      | Ongoing  | Other Dissemination and Communication KPIs (non-exhaustive list)                                                     | 15 scientific publications, ≥9 conference presentations, ≥ 6 trade fairs; 4 training workshops | 0; 2; 3                                                                                                                                 | 13         |

## ANNEX 1

### RISK REGISTRATION FORM

- Person that detected the risk:
- Organization:

|                           |                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reporting Period          | RP1/ RP2                                                                                                                                                                                                                                                                                                                                              |
| Date registered           |                                                                                                                                                                                                                                                                                                                                                       |
| Description of the risk   |                                                                                                                                                                                                                                                                                                                                                       |
| WPs involved              |                                                                                                                                                                                                                                                                                                                                                       |
| Type of risk              | <p><i>The following types have been identified: o</i></p> <ul style="list-style-type: none"> <li>• <i>Gen: General risk</i></li> <li>• <i>Tech: Technical risk</i></li> <li>• <i>Man: Management risk</i></li> <li>• <i>Expl: Exploitation (commercial) risk</i></li> <li>• <i>Ethics: Ethical risks, including privacy legal concerns</i></li> </ul> |
| Risk impact               | <i>what would be the impact on the project if the risk event happened</i>                                                                                                                                                                                                                                                                             |
| Likelihood of occurrence* | <i>Provides an assessment on how likely it is that this risk will occur. Examples are: L-Low (, M-Medium (31-70%), H-High (&gt;70%).</i>                                                                                                                                                                                                              |
| Severity of effect*       | <i>Provides an assessment of the impact that the occurrence of this risk would have on the project.</i>                                                                                                                                                                                                                                               |
| Grade of risk*            | <i>Likelihood x Severity</i>                                                                                                                                                                                                                                                                                                                          |
| Mitigation measure        |                                                                                                                                                                                                                                                                                                                                                       |
| Owner/responsible         |                                                                                                                                                                                                                                                                                                                                                       |

\*a guide to calculate these factors is below.

## ANNEX 2. GUIDE TO CALCULATE THE GRADE OF THE RISK

| Rating for Likelihood and Seriousness for each risk |                                                                                                                                                |         |     |                                              |      |         |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----|----------------------------------------------|------|---------|
| L                                                   | Rated as Low                                                                                                                                   |         | E   | Rated as Extreme (Used for Seriousness only) |      |         |
| M                                                   | Rated as Medium                                                                                                                                |         | NA  | Not Assessed                                 |      |         |
| H                                                   | Rated as High                                                                                                                                  |         |     |                                              |      |         |
| Grade: Combined effect of Likelihood/Seriousness    |                                                                                                                                                |         |     |                                              |      |         |
|                                                     | Severity                                                                                                                                       |         |     |                                              |      |         |
| Likelihood                                          |                                                                                                                                                | Trivial | Low | Moderate                                     | High | Extreme |
|                                                     | Rare                                                                                                                                           | VL      | L   | L                                            | M    | M       |
|                                                     | Unlikely                                                                                                                                       | L       | L   | M                                            | M    | M       |
|                                                     | Moderate                                                                                                                                       | L       | M   | M                                            | M    | H       |
|                                                     | Likely                                                                                                                                         | M       | M   | M                                            | H    | H       |
|                                                     | Very likely                                                                                                                                    | M       | M   | H                                            | H    | E       |
| Recommended actions for grades of risk              |                                                                                                                                                |         |     |                                              |      |         |
| Grade                                               | Risk mitigation actions                                                                                                                        |         |     |                                              |      |         |
| E                                                   | Mitigation actions, to reduce the likelihood and seriousness, to be identified and implemented as soon as the project commences as a priority. |         |     |                                              |      |         |
| H                                                   | Mitigation actions, to reduce the likelihood and seriousness, to be identified and appropriate actions implemented during project execution.   |         |     |                                              |      |         |
| M                                                   | Mitigation actions, to reduce the likelihood and seriousness, to be identified and costed for possible action if funds permit.                 |         |     |                                              |      |         |
| L                                                   | To be noted - no action is needed unless grading increases over time.                                                                          |         |     |                                              |      |         |
| VL                                                  | To be noted - no action is needed unless grading increases over time.                                                                          |         |     |                                              |      |         |