



CO₂ Routes across Europe.

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Definitions and acronyms

| | |
|-----------------|---|
| 3D | Three-dimensional |
| AR | Augmented Reality |
| AUV | Autonomous Underwater Vehicle |
| BCC | Blind Carbon Copy |
| CAPEX | Capital Expenditure |
| CDE | Communication, Dissemination & Exploitation |
| CO ₂ | Carbon dioxide |
| CCS | Carbon Capture Storage |
| COREu | CO ₂ Route across Europe |
| EOI | Expression of Interest |
| EOR | Enhanced Oil Recovery |
| EU | European Union |
| ERA | Emission Reduction Alliance |
| FOAK | First of a Kind |
| GDPR | General Data Protection Regulation |
| IEA | International Energy Agency |
| IP | Intellectual Property |
| IPCC | Intergovernmental panel on Climate Change |
| KPI | Key Performance Indicator |
| MR | Mixed Reality |
| NGOs | Non-governmental Organisations |
| OPEX | Operational Expenditure |
| SME | Small and Medium Enterprises |
| T&S | Transport and Storage |
| TBA | To be attained |
| VR | Virtual Reality |
| WG | Working Group |
| WP | Work Package |



1. Executive Summary

CO₂ Route across Europe (COREu) is among the largest research and innovation project in the field of carbon capture and storage (CCS) funded by a European program and aims to accelerate the transition to a low-carbon future by targeting a reduction of 6.8Mt/year in CO₂ by 2035, and 36Mt/year by 2050. The project will demonstrate key technologies for the safe capture, transport, and storage of CO₂ for the entire CCS value chain in Southern Europe (Prinos/Kavala in Greece) and support the development of three new CCS routes in South/North Moravia (Czech Republic), Baltic/Gdansk (Poland), and the Western Ukraine (Ukraine).

Part of key COREu project objectives include the creation of a positive momentum for CCS across Europe. This involves mobilising impacting stakeholders (beyond the consortium) & offering an innovative setting for collaborative engagement to accelerate the deployment of safe, sustainable, and resilient CCS routes in Europe. In support of meeting these objectives, Glass Futures (UK) is tasked with the coordination and development of Emissions Reduction Alliances (ERAs) in each of the four COREu routes.

The ERAs are a collective of stakeholders consisting of CO₂ emitters across the industry sectors connected to the COREu routes, CCS T&S partners, and sectoral organisations.

Glass Futures have prepared this document as an initial guidance report for the implementation and coordination of COREu's ERAs. These ERAs will be developed as part of the project's (COREU) dissemination and exploitation activities with the objectives of developing open access trans-national network linking CO₂ emitters with storage sites across the 4 COREu routes in Europe.

This guidance report provides an initial framework on developing and running the ERAs to promote the exchange of CCS knowledge and experience across Europe. Alongside this report, an ERA Materials folder has also been developed where flyers, stakeholder lists, template documents (NDAs, Accession Form, Anti-trust Statements,..etc) and other materials for running an ERA will be accessed.



2 Introduction

The Carbon Capture and Storage (CCS) value chain consists of integrated technologies that support emission reduction goals aimed at achieving Net Zero commitments and meeting the targets of the Paris Agreement.¹ The CCS value chain consists of three main activities: CO₂ capture, transport, and storage.¹ Both the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC) scenarios identify CCS technologies as enablers towards low CO₂ footprint energy transitions without de-industrialisation, thereby reducing the risk of stranded assets in a carbon constrained world.¹

The CCS business models can be categorised into two types: (i) the "Full Chain model" and (ii) the "Partial Chain model," each reflecting the degree of integration within the CCS value chain. In both models, project ownership may vary, ranging from private or public ownership to public-private partnerships, with funding sourced from government grants, tax credits, or private investments.

Currently, most operational CCS projects use the Full Chain model, where captured CO₂ is transported from a single capture facility to a single injection site. This model is typically employed for First of a Kind (FOAK) projects to demonstrate feasibility with capture-ready emitters, Enhanced Oil Recovery (EOR) projects, and demonstration projects (such as the Prinos/Kavala demo in Greece). In these cases, one operator oversees the entire value chain, from capture to storage. While the Full Chain model offers reduced development and coordination risks, it has limitations, particularly in providing open access to the network and encouraging competition and scalability, which are essential for a sustainable, large scale CCS model.

New models are emerging that divide the CCS value chain, with partial chain projects focusing on specific aspects such as capture, transport, or dedicated storage, often linked by shared infrastructure within CCS hubs. These Partial Chain models offer a strategic advantage by allowing emitters to outsource expertise in capture, transport, and storage to specialized companies. The development of CCS hubs further enhances the efficiency of these models.

1.1 Project Background

CO₂ Route across Europe (COREu) is among the largest research and innovation project in the field of carbon capture and storage (CCS) funded by a European program.² The project aims to accelerate the transition to a low-carbon future by targeting a reduction of 6.8Mt/year

¹ Global CCS Institute GLOBAL STATUS OF CCS 2023 -Scaling up through 2030. UP THROUGH 2030 https://res.cloudinary.com/dbtfcnfij/images/v1700717007/Global-Status-of-CCS-Report-Update-23-Nov/Global-Status-of-CCS-Report-Update-23-Nov.pdf?_j=AA

² Horizon Europe Grant Agreement - CO2 Routes across Europe.



in CO₂ by 2035, and 36Mt/year by 2050. This will be achieved by demonstrating key technologies for the safe capture, transport, and storage of CO₂ for the entire Carbon Capture and Storage (CCS) value chain in Southern Europe (Prinos/Kavala in Greece) through the development of 8 innovations for Measurement Monitoring Verification, interoperability and Value Chain Monitoring, and improve the Internal Rate of Return of CO₂ infrastructure investment by 6% through derisking core technologies.

This project will also support the development of three new CCS routes in South Moravia in the Czech Republic, Baltic/Gdansk in Poland, and Western Ukraine, including cross-border connections, allowing for multimodal transportation (trucks, trains, ships, or pipelines) with reuse of existing infrastructure where applicable, as shown in Table 2-1 below.

Table 2-1: Demos and routes in COREu

| Demo | Route | Countries | Type, formation depth | Transport modes |
|---------------------------|-----------------|-----------|-------------------------|--------------------------------|
| Prinos/ Kavala | Full chain demo | EL | Offshore aquifer, 2500m | Truck & pipeline |
| South Moravia | | CZ | Onshore | Truck & pipeline |
| Baltic sea/ Gdansk | | PL | Offshore aquifer, 1450m | Ship, pipeline, train, truck |
| Western Ukraine | | UA | Onshore | Inland waterways and pipelines |

In the Prinos/Kavala demo, CO₂ will be transported by truck and pipeline to the offshore Prinos storage site for injection into a deep geological reservoir. Monitoring will be conducted using an autonomous underwater vehicle (AUV) and associated dissolved CO₂ sensor, as well as ship-based ecosystem surveying, to ensure that no leakage is occurring. The collected data will be analysed to support the decision-making processes related to both pipelines and storage site management.

1.2 COREu Objectives

COREu aims to establish an openly accessible, cross-border infrastructure and logistics network for CCS, connecting emitters and storage sites across Europe. Its objectives include³:

1. Helping to make Europe the first digitally enabled circular, climate-neutral, and sustainable economy through the transformation of its mobility, energy, construction, and production systems.

³ <https://www.coreu.eu/>



2. Promoting an open strategic autonomy by leading the development of key digital, enabling, and emerging technologies, sectors, and value chains to accelerate and steer the digital and green transitions through human-centered technologies and innovations.
3. Develop more efficient, clean, sustainable, secure, and competitive energy supply through new solutions for smart grids and energy systems based on more performant renewable energy solutions.
4. Developing improved CO₂ stream specifications for the demo, facilitating open-access transport, by targeted analysis and experiments.
5. Providing experimental data, new methods and tools for safe design and risk assessment of CO₂ transport.
6. Providing experimental data and developing tools to de-risk and optimize CO₂ storage.
7. Supporting the deployment of multimodal, open-access CO₂ transport by experimental data, validated models, and engineering design.
8. Facilitating the safe operations of, and enable revenues and credits allocation in, CO₂ transportation networks by advancing metering and analysis technologies.
9. Developing a standard methodology for strengthening social acceptance of CCS technologies.
10. Monitoring, preventing, and reducing the environmental impact of transport and storage deployment.
11. Contributing to create a positive momentum for CCS across Europe, by mobilising impacting stakeholders (beyond the consortium) and offering an innovative setting for collaborative engagement, resulting in accelerated deployment of safe, sustainable, and resilient CCS routes in Europe.

The project will increase the knowledge of the CCS value chain across Europe through interconnected initiatives, sharing of experience, knowledge, and data to create a common framework that encompasses all key aspects of CCS deployment: technological know-how, business models, consensus management, monitoring, reporting and validation, policy framework, transport, and storage safety. The project will also look to connect CO₂ emitters with storage sites across Europe, by identifying multimodal transport requirements and developing emitters' clusters to create the necessary demand and investment rationale for the deployment of CCS. This will be achieved through the formation and development of Emissions Reduction Alliances (ERAs), regionally in each of the four COREu routes, and one at an EU level.



3 Emission Reduction Alliances

Glass Futures is responsible for the development and management of COREu's Emission Reduction Alliances (ERAs). The COREu ERAs will be collaborative partnerships between industrial CO₂ emitters (major emitters and small and medium enterprises (SMEs)) connected to the COREu routes and various other key entity stakeholders, including the Transport and Storage (T&S) partners, trade organisations, corporations and non-governmental organisations (NGOs).

3.1 Aims: Why Emission Reduction Alliances

The COREu ERAs aim to connect with established CCS hubs throughout the EU and directly engage with current and future users or stakeholders of the CCS value chain. In a study review by the Oxford Institute for Energy Studies, Fattouh et al. (2024) highlighted the hurdles faced by stakeholders through the various parts of the CCS value chain.⁴ Table 3-1 shows a summary of these hurdles.

Table 3-1: Summary of hurdles in the CCS Supply Chain. (Taken from Fattouh et al, 2024)⁴

| Capture | Transport | Storage |
|---|--|--|
| CAPEX | CAPEX | CAPEX |
| OPEX | OPEX | OPEX |
| Low and variable CO ₂ price / Compensation for CO ₂ avoidance | Price risks. - Tariffs for CO ₂ transported. | Price risks. - Tariffs for storage. |
| Variable CO ₂ conc / spec in flue gas compositions across emitters. | Volume risks. - Volume of CO ₂ transported. | Volume risks. - Volume of CO ₂ stored. |
| | | Decommissioning risk |
| | Safety & Storage Liabilities (CO ₂ leakage) | |
| | Public Perception Risk | |

The formation of regional clusters of emitters, or “end-user clusters” (Emission Reduction Alliances - ERAs) in each COREu region will provide the platforms for addressing these hurdles and potentially advocating for regulatory frameworks that enables efficient CCS deployment.

The ERAs will also enable the development of shared collection hubs with the aim of connecting the emitters to storage sites, increase knowledge regarding safe design and operation of CO₂ transport and process systems, CO₂ flow assurance, interoperability, and multimodal transport. A total of four regional ERAs will be set up, together with one central

⁴ Capture Carbon, Capture Value: An Overview of CCS Business Models. 2024.Oxford Institute for Energy Studies.



ERA - at an EU level – whose target will be to have an expected minimum of 40 members participating in the EU level events organised for the ERAs.

3.2 ERA Objectives

The ERAs will be a contributory impact to the COREu project, and as such; the ERA objectives are expected to closely follow and align with the COREu project objectives (see section [1.2](#)).

The following is a list of main objectives for the ERAs, essential for stakeholder engagement.

1. Assess the future need for CCS clusters in each region and across Europe and provide a rationale for the demand and investment requirements for CCS development.
2. Assess the potential reduction of CO₂ emissions in the region and across Europe.
3. Mitigation of greenhouse gases across the various sector industries to help mitigate climate change.
4. Provide an essential platform for enabling the transfer of knowledge and experience between regional clusters and across the EU.
5. Knowledge transfer platform from the diversity of end-users leading to a diversity of capture technologies and amounts of CO₂ to store. Regional ERA Leaders will inform end-users on possible available technologies, incl. COREu technologies.
6. Develop an open access network across the EU to connect emitters with storage sites in Europe.
7. Platform for interacting with policy makers, safety bodies, permitting authorities, and standardisation organisations advocating for government support funding, legal and regulatory framework enabling efficient CCS (Full Chain to Partial Chain) business models and deployment.
8. Develop ERA Summary of activities and Guidebook: Report highlighting summary of workshops & activities at global COREu scale & guidebook for CCS end-users.

Glass Futures will manage the COREu ERAs as a key activity supporting exploitation working with the entire consortium to create a roadmap in COREu for the deployment of CCS across Europe (D6.8 ERA: Summary of activities and Guidebook, M48).



4 Stakeholder Engagement

This section provides initial guidance on the approach of recruiting and engaging with the stakeholders and the materials to be used, prior to and after membership into the Alliance, as well as any public outreach initiatives available to raise awareness about the COREu project, CCS, the Alliance activities and the media strategy to promote the Alliance and its successes.

4.1 Stakeholder Recruitment

4.1.1 Recruitment Criteria

The Alliance is open to organisations within any industry, who want to be at the forefront of CCS innovation, support the mission of the ERAs and receive valuable insight, benefits, and opportunities from participation in the Alliance and as such, recruitment will be done on this basis. Some key industries (Suez, Michelin, Vidrala, Arcelor Mittal) have already expressed interest in participating. While the major CO₂ emitters in the COREu route regions are key players required to participate and assess the regional potential for CCS demand, small and mid-size companies will be specifically addressed.

To identify potential ERA stakeholders across each COREU regions, stakeholder mapping exercises were conducted from the following activities, after which the stakeholders will be engaged using the recruitment strategies identified in Section [4.1.2](#).

- WP5 Task 5.2 - Glass Futures collaborated on the stakeholder mapping activity led by WP5 as part of their Social Acceptance task (T5.2) but with an emphasis on emitter stakeholders and trade organisations. This assessment provided reference and informed on how much the project impacts on each type of stakeholder, who needs to be kept engaged, ensure awareness, and monitored.
- The Henry Royce Institute (UK): Application Scientists working in collaboration with Glass Futures, conducted stakeholder mapping covering the Polish region.
 - Table 8-1, in Appendix 1 provides a list of potential ERA stakeholders identified across the four COREu routes.
 - Table 8-2, Appendix 2, provides a tabulated list of stakeholders for an EU level ERA.

Please note that this is not an exhaustive list and will be updated by Glass Futures and the ERA leaders as more stakeholders are identified. The full list of stakeholders can be accessed in the ERA Materials folder, which will be located on SharePoint (TBA).



4.1.2 Recruitment Strategies & Materials

The successful recruitment of the stakeholders identified will involve the use of multiple recruitment strategies and materials. This will also be an ongoing process throughout the project. Recruitment materials will be used in engaging with stakeholders who could potentially become ERA members. These materials may vary region to region and may need to be translated into local languages, where necessary to successfully target and recruit the stakeholder. As required by the granting authority (unless otherwise agreed), all materials aimed at recruiting members into the Alliance must include and acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate) as shown in Figure 4-1 below:



Figure 4-1: European flag (emblem) and funding statement

Likewise, elements of the COREu project visual identity i.e. COREu logo (shown in Figure 4-2 below) and main colours must be included in all materials used in recruiting and engaging with Alliance members.



Figure 4-2: COREu Project Logo

Some of the recruitment strategies and materials identified include:

- Emails
- Recruitment flyers, posters, and brochures
- Advertisements/promotions at networking events and conferences
- Phone/Video call (MS Teams, Zoom, Google plus, etc.)
- Presentation slides
- In-person recruiting
- Online recruiting, including call for interest posts on social media and websites.



- Verbal announcements made by others on behalf of Glass Futures or the ERA leader (e.g., COREu project partners, COREu project coordinator, trade bodies such as Carbon Capture and Storage Association (CCSA)).
- Collaboration with other CCS projects and initiatives at national/EU level, with stakeholders who might be interested in joining ERAs.

These materials will aim to communicate the project description, Alliance aims and objectives, application process, member benefits, membership levels etc., and ultimately gain their interest to join the Alliance.

The following guidelines apply to all recruitment strategies and materials:

- All materials must include the European flag (emblem) and funding statement (translated into local languages, where appropriate) as well as elements of the COREu project visual identity, which must be straight, legible, and not touched by anything else.
- All materials must have been reviewed and approved by the ERA coordinator, Glass Futures, and ERA leaders.
- All materials must use legible fonts. All text must be a readable size and in a colour that makes it legible. (For neurodivergent individuals, documents can be made available using tinted coloured backgrounds and using Bionic reading font).
- The language used must be accessible, easily understood, and appropriate for the stakeholders that will be recruited from the different regions.
- For email recruitment methods, use blind carbon copy (BCC) or send individual emails to avoid sharing contact email addresses of other stakeholders.
- Ensure that the stakeholders' confidentiality is protected. Names and contact information must be collected and maintained in a confidential manner.
- When obtaining names and contact information of stakeholders from third parties, ensure that no breach of confidentiality or privacy laws has occurred. A formal introduction by a third party is required.
- Social media relates to any internet sites used for social purposes, including but not limited to: Facebook, X (formerly Twitter), LinkedIn, Instagram, and YouTube. Personal social media accounts may not be used for recruiting company social media accounts and the official COREu accounts will be used.

4.2 Stakeholders Engagement

4.2.1 Engagement Strategy

The stakeholder engagement strategies for achieving the ERA objectives identified in the previous section, [3.2](#), are presented in Table 4-1 below. While it is expected that the regional



ERAs work towards the identified ERA objectives, the approach may vary simply based on the nature of the stakeholders and CCS development within their respective regions. It is expected that each ERA leader will advise the ERA coordinator, Glass Futures, on the strategies relevant and specific to the region over the course of the four-year COREu project.

Table 4-1: Stakeholder Engagement Strategy to meet ERA Objectives

| Objectives | Strategy |
|---|--|
| Objective # | How do you intend to achieve |
| COREu ERAs Introduction / Kick-off | Introductory webinar, introducing ERA scope and concept, regional ERA leaders and alignment with COREu project. Open to the COREu consortium, trade organisation, ERA stakeholders and public. |
| Objectives 1; 2;4;5;6 &7. | <p>Regional ERA meetings, webinars, conferences where discussion is centred on specific regional hubs and clusters and understanding any barriers (technical/legal/economic) prevailing in the specific regions. TBA by regional ERA leader.</p> <p>Specific webinars and workshops (TBA) will be organised twice a year for ERA participants (1 regional focus & 1 at COREu project level) to discuss regional development for the hubs they are closest to, and one final hybrid workshop in M48.</p> <p>Streamlined workshops for ERA industry working groups, e.g., STARA's mid-project conference for the Glass Industry can cater for ERA workshops aligned to CCS deployment in the glass sector.</p> |
| Objectives 2; | <p>Regional ERA meetings, webinars, conferences, sharing of Project data, tools such as COREu4Learn, Metaverse – understanding current and future potential reduction of CO₂ emissions in the region and across Europe. Specific webinars and workshops (TBA), Conferences, literature on CO₂ emissions in the regions and across Europe, communication & dissemination of other project results including COREu, e.g.,</p> <ul style="list-style-type: none"> • D2.3: Final report, safe design, and operation of CO₂ transport networks • D2.4 – Final report on metering and analysis of CO₂ streams for CCS – (Month 43) • D2.7 – Final report on storage optimisation and uncertainty reduction. – (Month 36) • D2.8 – Final report on reducing leakage risks and improving monitoring. – (Month 36) • D2.5 – Final report on multi-modal transportation. (Month 34) |
| Objective 7 | Webinars, Conferences, COREu Innovation Sprints and workshops (TBA) organised twice a year for ERA participants with impacting stakeholders (e.g., policy makers, industry working groups, trade & standardisation organisations) in conjunction with COREu partners activities. |
| Objective 8 | Meetings, Webinars, Conferences, COREu Innovation Sprints and Final Workshop (M48) for ERA participants. |



The above-listed engagement strategies are not an exhaustive list. The expectation is with the development of the regional ERAs, meeting forums therein with ERA stakeholders will facilitate the development and implementation of better engagement strategies.

ERA leaders are recommended to review the COREu Work Package 5 (WP5), Task 5.2 activity conducted on Stakeholder mapping and assessment for each of the COREu routes/regions. The assessment provided reference on how much the project impacts on each type of stakeholder, who needs to be kept engaged, ensure awareness, and monitored. Table 4-2 below shows the strategies for servicing the Alliance stakeholders and likewise, with meeting forums within the Alliances expected to inform on the robust channels of engagement with the relevant stakeholders.

Table 4-2: Strategies for Servicing Stakeholders

| Stakeholder | Overall Approach | Engagement Channels | Frequency | Relationship Manager |
|---|-----------------------------------|---|----------------------------|--|
| Stakeholder Type | Managing closely | Channels used to engage? | How often will you engage? | Who in the Alliance will manage this engagement? |
| Mid-sized & major CO₂-Emitters T&S operators Trade Bodies | Keep Engaged | Meetings, Webinars, Email, Workshops, Conferences | Monthly or Quarterly | ERA leader (at regional level) GFL/SINTEF (at EU level) |
| Trade bodies, COREu project partners, Industry sector | Keep Informed or Ensure Awareness | Meetings, Email, COREu website, Workshops Conferences | Monthly or Quarterly | ERA leader |
| Small sized CO₂ emitters part of CCS hub/cluster | Monitor | - | Quarterly | ERA leader |



5 Governance and Management

The structure of the Alliance will ensure it operates efficiently with clear roles and responsibilities while promoting collaboration and achieving its strategic objectives. The Alliance governance defines how it will be managed, organised, and regulated by agreements and processes.

5.1 Organisational Structure

The organisational structure of the Alliance is shown in the Organogram below:

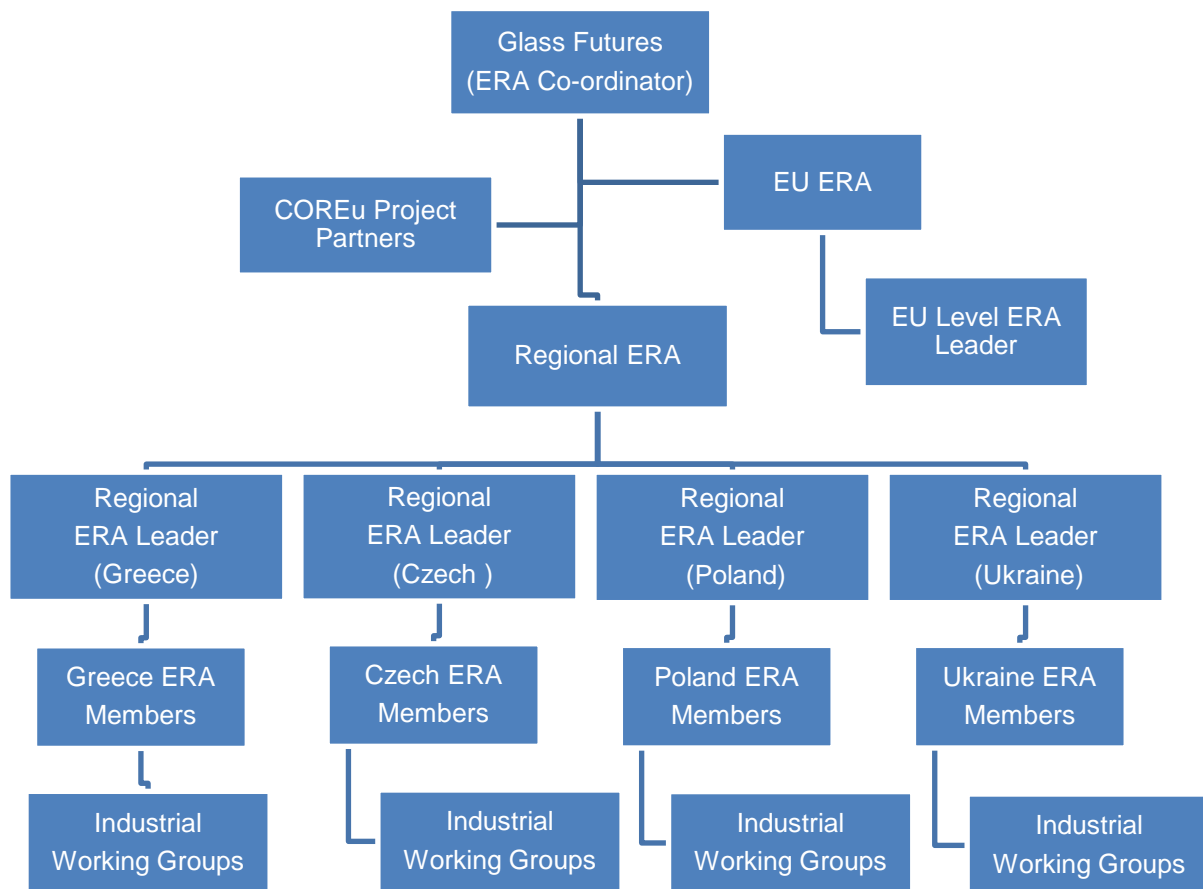


Figure 5-1: COREU ERA Organisational Structure

5.2 Roles and Responsibilities

5.2.1 Glass Futures

Glass Futures will be the ERA co-ordinator and will co-ordinate the ERA leaders and European trade associations to build industry groups representative of the manufacturing spectrum. Glass Futures will organise regular meetings with the regional and EU ERA leaders for updates on their Alliance, as well as organise the yearly webinars and events.



5.2.2 COREu Project Partners

The COREu project partners will support the initiatives led by Glass Futures through sharing knowledge, participating in events, and organising local/regional activities. The events organised will aim to promote the project and its results and foster the uptake of knowledge and technologies.

5.2.3 ERA Leader

An ERA leader who will oversee the organisation and moderation of the Alliance and will be the contact person for Glass Futures will be appointed for each COREu regional Alliance and the EU level Alliance. The regional ERA leaders will inform end-users on possible available technologies, incl. COREu technologies.

The expectation is that the ERA leaders will be appointed by the end of Year 1 (Dec 2024). It is envisaged that the ERA leaders will be recruited internally (within the COREu consortium). In the event that a suitable candidate cannot be identified within the consortium, leaders will be appointed from interested candidate within the Alliance members.

A introductory WP6 internal workshop for all COREu project partners, led by Stenbein in Month 10/11 will be conducted to provide an in-depth understanding of the CDE guidelines, and facilitate a live exchange on various topics, including a presentation of the Emission Reduction Alliances (ERA) by Glass Futures. This will be an opportunity to fully understand the scope of the Alliance, participation in the alliance and the ERA leader's responsibilities.

The responsibilities of all ERA leaders include, but are not limited to the following:

- General management of the Alliance including member recruiting and onboarding.
- Define business model, engagement strategies and marketing plan
- Responsible for decisions made within the Alliance.
- Determine the timing and logistics for all members' meetings.
- Send out meeting agendas in advance of the meeting and minutes after.
- During the meeting, provide update on COREu innovation progression.
- Provide Alliance progress updates to Glass Futures
- Establish membership fees and dues in the case of Alliance membership option 2.

5.2.4 ERA Members

Members are at the core of the efforts and progress of the Emission Reduction Alliances both on the regional level and EU level. Membership of the ERAs is available to all those willing to contribute to as well as benefit from the work of the Alliance. It is open to



organisations of all sizes operating in any industry who see CCS as a positive avenue to drive reduction of CO₂ emissions and greenhouse gases in their industry to mitigate climate change. This could be major, small, and medium size industry CO₂ emitters, Transport & Storage partners, trade bodies etc. There is no limit on the number of members the Alliance may admit.

5.2.4.1 Membership Type

5.2.4.1.1 Membership Option 1

To encourage and facilitate a wider reach and inclusivity of key stakeholders for the COREU ERAs, a free General membership for all members is recommended for the entire campaign of the COREU project. This membership model removes financial barriers and provides a low entry requirement, particularly important when trying to attract members who may be unsure of the Alliance's value or are simply exploring their options. Members will fully benefit from the membership benefits listed in Section [5.2.4.3](#).

5.2.4.1.2 Membership Option 2

An alternative tiered subscription based membership can also be explored with the ERA leaders during the course of the project or as an the exploitation strategy to ensure the continuation and impact of the Alliance after the COREU project. The type of remuneration for ERA leaders who wish to continue running their Alliance will also be determined.

This option will offer 3 membership levels with varying membership dues and benefits.

- Strategic Member – Annual Fee required. Access to ERA produced data, information, and reports.
- Standard Member – Annual Fee required. Access to high level information.
- Advocate Member – No Fees required. Designed for NGOs/Trade bodies. Limited access.

Sharing of COREU project data will require approval from the owner of the result in advance. Dues payable to the Alliance by each level of members are yet to be established. Dues will be payable upon the member's execution of the Membership Agreement and approval by ERA Leader.

5.2.4.2 Membership Application Process

The process of a potential member joining the ERA will be as follows:

1. Send Expression of Interest (EOI) & presentation deck via email to potential members when their contact details are known. Potential members who come across



the EOI form through social media e.g., LinkedIn post, will receive the presentation deck after submitting the EOI form and prior to the introductory call.

2. Potential member to complete and submit non-binding Expression of Interest (EOI) form. See Appendix 2 for EOI form template.
3. Arrange an initial Introductory call with interested potential members to provide more information about the ERA, understand how the ERA's aims and objectives align with them and answer any questions they may have.
4. Following this call, send the ERA Membership Agreement via email if a potential member still wish to proceed with membership of the Alliance.
5. Potential member to review and sign ERA Membership Agreement.
6. Send countersigned Membership Agreement and other information regarding membership to the potential member.
7. Add potential members to the ERA membership database to confirm membership.

5.2.4.3 Membership Benefits

Benefits of joining the Emission Reduction Alliance includes:

- Involvement in working groups that contribute towards the creation of demand and investment rationale for the development of new CCS clusters, routes and hubs, and cross-border networks, to address the unequal distribution of storage sites.
- Identification of core regional CCS hubs to foster CCS developments for the identified clusters in Europe and increase the positive impact of CO₂ routes.
- Opportunities for networking, introductions, and knowledge-sharing with other members and COREu project partners.
- Participation in Alliance events, on a regional and EU level.
- Participation in Alliance webinars and workshops that spotlight COREu partners' innovative work.
- Regular updates from COREu project partners, including information on findings and outcomes from demonstration site.
- Regular newsletters which feature latest project updates, insights, and opportunities.

5.2.4.4 Membership Rights & Responsibilities

The rights and responsibilities of the Emission Reduction Alliance members are:



- Actively participate in meetings and other Alliance activities. This may include attending annual meetings, contributing to working groups, or hosting events.
- Respectfully listen to what others have to say, contributing positively to the discussion, and provide concise comments.
- Prepare for meetings by reading the agenda, presentation deck, and any emails before the meeting.
- Contribute to the acceptance and uptake of COREu project results.
- Work effectively with appointed ERA leader.
- Once a year, members update their contact information.
- Provide relevant information to the Alliance on industrial activities.
- Maintain confidentiality where required.

5.2.4.5 Termination of Benefits

The membership to the ERA will cease:

- if the member is dissolved.
- if the member resigns by giving notice to the ERA Leader.
- if the member is removed from membership for failure to uphold established ethical standards, causing willful damage to the external reputation of the ERA/COREu project or other members or for other cause in accordance with the Bylaws.

It is expected that a year prior to the COREu project ending, the next steps of the ERAs will be communicated to its members.

5.2.5 Industrial Working Groups

There will be a working group for each industry sector, (e.g., Power, Cement, Glass, Steel, Chemicals, Oil & Gas, etc.), represented in each Alliance. These industry working groups will be established to discuss the requirements, challenges, and opportunities when it comes to CCS innovation and deployment for that industry which may vary from region to region. Participation is open to all members.



STARA GLASS are responsible for establishing an Emission Reduction Alliance in the glass industry and this Alliance could also be run as an industrial working group for the glass industry.

Glass Futures will coordinate the working groups to ensure that the action of the WG is realised, and its goals reached.

5.3 Conflict Resolution

As is with any relationship or partnership, conflicts and disputes may arise within the Alliance but if managed constructively, may be opportunities for learning, innovation, and improvement. It is important that these are managed in a respectful and professional manner, avoiding personal attacks, blame, or criticism.

In the case of conflicts between members that concern the Alliance and its functioning, the first person to contact is the ERA leader who will seek to resolve conflicts and disputes between the parties. If the conflict is not solved, the ERA leader will involve Glass Futures to take over the conflict resolution.

Glass Futures will be responsible for using mediation, arbitration, or negotiation techniques to resolve disputes, and document the recommendations, outcomes, and actions.

5.4 Key Policies

5.4.1 Confidentiality

Members are responsible for preserving the confidentiality of their own proprietary information and to an extent refrain from disclosing or exchanging confidential information and trade secrets while participating in meetings and activities. Each member will be required to also observe the confidentiality of other members.

Similarly, members should not disclose to any third party that is not a member any information concerning the ERA, its membership, or its activities unless the Alliance has publicly disclosed that information or its disclosure has been authorised.

5.4.2 Code of Conduct

All members will agree to adhere to the ERA “Code of Conduct” with a commitment to meet the standards expected. This will be advised and develop in collaboration with the COREu consortium, ERA leaders and key stakeholders.

5.4.3 GDPR

Ensuring that privacy is protected will be a topmost priority for the Alliance. Personal data will be collected for the following purpose: to manage membership, keep members updated



about the work of the Alliance and issues relating to CCS including events and workshops. Information from third parties that may be of interest may also be forwarded to members.

The Alliance and the project partners will not distribute or disclose personal information to third parties unless written permission is obtained or are required by law to do so. Compliance to the Data Protection Act 1998 and General Data Protection Regulation (EU) 2016/679 ⁵ when handling personal information will be put in place.

Members will have the right to object to how we process their personal information as well as the right to access, correct, sometimes delete, and restrict the personal and sensitive information used. Together with the right to receive personal information in a machine-readable format for transfer to another organisation and not to be subject to a decision based solely on automated processing, including profiling. Personal information will be retained for the duration of the membership.

5.5 Legal Considerations

5.5.1 Non-Disclosure Agreement (NDA)

A non-disclosure agreement also known as Confidentiality Agreement is a legally binding agreement/contract to keep information confidential and prevent disclosure of this information to third parties. A multi-party NDA will be set up between Glass Futures, ERA leaders and respective Alliance stakeholders in the initial formation of the Alliance. It will help to avoid having to complete multiple NDAs and ensure that all parties understand the confidential nature of information and the consequences of any breach of confidentiality.

- See Appendix 3 for NDA Template. This is a sample template which will later be modified and updated with the support of SINTEF ensuring all relevant legal requirements are met, and that the document accurately reflects the intentions and expectations of the parties involved.

5.5.2 Form of Accession Declaration

Any new member joining the Alliance after the multi-party has been signed will complete a Form of Accession Declaration. This is an agreement which allows a new member to join the Alliance alongside existing parties and agree to the existing multi-party NDA.

- See Appendix 4 for Form of Accession Declaration. This is a sample template which will later be modified and updated with the support of SINTEF ensuring all relevant

⁵ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC ('GDPR') (OJ L 119, 4.5.2016, p. 1)



legal requirements are met, and that the document accurately reflects the intentions and expectations of the parties involved.

5.5.3 Intellectual Property

One key legal consideration within the Alliance is the identification and protection of intellectual property. Intellectual property rights and ownership issues are crucial legal considerations due to the sharing of valuable intellectual property, such as patents, trademarks, copyrights, or trade secrets. It is essential to establish clear ownership rights and determine how the intellectual property will be used, licensed, or protected within the collaboration. This may involve negotiating licensing agreements, confidentiality agreements, or technology transfer agreements. Addressing these issues ensures that the parties involved are protected and that the intellectual property is properly utilised and monetised.

An Alliance member should expect its own intellectual property rights to be protected and should respect the intellectual property rights of other members. Each member shall be required to abide by the Intellectual Property Policy adopted by the Alliance.

- See Appendix 5 for IP Policy & IP Register.

5.6 Regulatory Compliance

5.6.1 Anti-Trust Statement & EU Rules on Competition

Antitrust and competition laws refer to regulations that aim to promote fair competition and prevent monopolistic practices in the market. These laws are designed to protect consumers and ensure that businesses operate in a competitive environment. They prohibit activities such as price fixing, bid rigging, market allocation, and abuse of dominant market positions.

Alliance members are expected to comply with federal, state, and local laws and regulations regarding antitrust and fair trade. Each member will also abide by the antitrust statement adopted by the Alliance.

- See Appendix 6 for Anti-Trust Statement & EU Rules on Competition



6 Communication and Coordination

Open and transparent communication will be essential for the success of the Alliance meaning all parties involved should regularly communicate and openly share information, ideas, and concerns, issues, or feedback as well as actively participate and listen to each other.

6.1 Communication Channels

It is important to establish clear channels of communication and ensure that all stakeholders are kept informed about the progress, challenges, and changes within the Alliance. Open communication helps to build trust, integrity and respect as well as align expectations, and resolve conflicts in a timely manner. The channels of communication to be adopted by the Alliance to help facilitate the flow of information include:

1. Email
2. Virtual & in-person webinars and events
3. Social media e.g., LinkedIn, X (formerly Twitter)
4. COREu website
5. SharePoint – for data access and storage.

Members will be granted permission to access ERA generated information, documentation, and reports. The most suitable option for the ERA data storage will be explored in the following months (with the possibility of each ERA leader managing their own Sharepoint).

6. Google Forms

6.2 Internal Communication

6.2.1 Alliance Membership Meetings

The Regional ERA will hold regular meetings at times best suited for/decided upon by the members. Alliance meetings will be designed to help members understand the COREu project developments, discuss the challenges and collaborate on the solutions that can be implemented. It will be up to the prerogative of the regional ERA leader in each region as to what language format these meetings will be conducted in, i.e., whether it be in English or the local language. The quorum for each Alliance will be decided by the ERA leader and the respective Alliance members.

Meetings will also be held between the ERA leaders and Glass Futures to provide updates on Alliance progress and COREu project progress. It is expected, however, that all reports and meeting notes will be in English.



To facilitate these meeting the following documentation will be required:

6.2.1.1 Agenda

An agenda is a list of items to be considered at the meeting. The agenda and supporting documentation/slides should be circulated in advance of the meeting (timeframe to be decided by the Alliance and confirmed by the ERA leader) so that the members may prepare and thus participate fully in the upcoming meeting. It is the member's responsibility to read the proposed agenda and assess whether it needs modifications. The preferred time for making changes to the agenda is prior to the meeting. Similarly, members should submit changes to the agenda to the ERA leader prior to the meeting to allow for modifications to the agenda (timeframe to be decided by the Alliance and confirmed by the ERA leader). The leader may call for changes to the agenda during the opening of the meeting, but prior to the meeting is preferred. Each member will receive a copy of the agenda in advance of the meeting to help members prepare and thus participate fully in the meeting.

It is the responsibility of the ERA leader to set the agenda for the meeting. Once the members have approved the format for the agenda, it is important that it remains consistent at subsequent meetings. The ERA leader should also attach all slides, handouts, reports, and any other supporting documentation to the agenda.

- See Appendix 7 for Agenda template.

6.2.1.2 Minutes of Meetings

The minutes of a meeting record in a clear and concise form all the discussions, decisions taken, and any follow-up actions agreed upon and who will be responsible for those actions throughout the meeting. The draft minutes and a summary of actions based on the minutes should be prepared by whoever took the notes. The draft should be sent to the ERA leader for any additions or corrections, and a final version then prepared for circulation to all members of the Alliance (time fame after the meeting to be decided by the Alliance and confirmed by the ERA leader).

- See Appendix 8 for Minutes of Meetings Template.

6.2.1.3 Presentation Slides

Where required, presentation slides will be used in meetings to communicate Alliance progress and updates.



6.2.2 Newsletter

The newsletter will be a periodically sent email that informs the Alliance members of the latest news, updates, and progress relating to the COREu project and Alliance activities will be. It will also be an opportunity for members to give updates on their industrial activities and innovation projects.

This will be set up in collaboration with Steinbeis (who will also draft an internal newsletter for COREu project partners) and DOMINA (newsletter plugin configuration on the website).

If any member wishes not to be a part of the newsletter mailing list, they will have the option to unsubscribe.

6.3 External Communication

To keep stakeholders outside the Alliance up to date on the progress of the Alliance, news about project work in COREu will be posted/shared on the COREu's website as well as the official COREu social media accounts and Glass Futures social media account. Only verified information in line with the project's main messages will be posted.

The following are other platforms developed within the COREu project designed as means of communicating and engaging with all stakeholders:

- COREu Website – COREu project website to find out more about the project, objectives, innovations, and partners.
Website Link: www.coreu.eu
Website News Link: www.coreu.eu/news
- COREU4Learn – innovative digital tool designed to foster knowledge sharing and enhance collaboration among all stakeholders. It facilitates seamless communication and information exchange within the COREu project. It supports the project's mission by providing a centralised hub for resources, training materials, and collaborative tools, ensuring that all partners can effectively contribute to and benefit from the collective expertise.
- COREU Metaverse - a 3D digital immersive environment platform, combining AI with Augmented Reality (AR) / Virtual Reality (VR) / Mixed Reality (MR) applications to enable collaboration and interaction between stakeholders along the value chain.



7 Evaluation and Metrics Coordination

7.1 Performance Metrics

The following Key Performance Indicator Metrics (KPIs) have been identified to evaluate the Alliance's progress and success and provide clear metrics and benchmarks for evaluation:

- 4 regional ERAs set.
- 1 EU level ERA with 40+ members participating at the EU level events organised for the ERAs.
- 1 ERA leader appointed for each region.
- 1 ERA leader appointed at an EU level.
- Successful definition of a solid base for transportation system of regional clusters.
- Mapping of key trade-offs in the analysed CO₂ routes with identification of main drivers and hurdles.
- Identification of core regional CCS hubs to foster CCS developments for the identified clusters in Europe.
- Developed safety risk mitigation measures for the analysed CCS value chains.
- At least 4 events/workshops/webinars jointly organised with other projects, initiatives, or hubs.

Member retention scores, after 6 months.

- Number of onboarded members per ERA.
- Member satisfaction scores - measure satisfaction through in-portal surveys and feedback mechanisms. Index helps gauge health of members relationship.
- Any training or certification completion rates - if applicable.

7.2 Evaluation Processes

Glass Futures in collaboration with each ERA leader will conduct regular evaluation and reviewing of their Alliance to ensure their ongoing success and make sure they remain relevant, effective, and beneficial.

Monitoring and measuring the performance and outcomes of the Alliance against expectations and indicators and making any changes or improvements where necessary is important. Furthermore, it is important to celebrate and acknowledge success and when things are going as expected. Appreciate the contributions, achievements, and value of each member, and celebrate the milestones and results of the Alliance.



7.3 Feedback Mechanism

Solicit and provide feedback from members, and identify any strengths, weaknesses, opportunities, or threats. This will be led by the ERA leaders and can be done in the form of surveys, interviews, meetings, or reports to collect and share information, and make any necessary changes or improvements.



8 Appendices

8.1 Appendix 1 – ERA Stakeholders List

Table 8-1: Select shortlist of some of the identified potential regional ERA Stakeholders.⁶

| Name of Organisation | Sector | Member Type |
|---|--------------------|-------------|
| GREECE | | |
| ENERGEAN | Energy | Emitter |
| Motor Oil Hellas (Refinery) | Energy | Emitter |
| Heracles group (member of Holcim) cement plant | Cement | Emitter |
| TITAN group (cement plant) | Cement | Emitter |
| HELPE | Energy | Emitter |
| DESFA | T&S | T&S |
| CZECH REPUBLIC | | |
| Liberty Ostrava | Steel | Emitter |
| Třinecké železářny | Iron & steel | Emitter |
| TAMEH Czech - elektrárna Kunčice | Energy media | Emitter |
| ENERGETIKA TRINEC - Teplárny a Tepelná zařízení | Energy media | Emitter |
| ČEZ, a. s. - Elektrárna Dětmarovice | Power | Emitter |
| Veolia Energie - Elektrárna Třebovice | Power | Emitter |
| Heidelberg Materials CZ - závod Mokrá | Cement | Emitter |
| Cement Hranice | Cement | Emitter |
| Vápenka Vitosov | Chemical | Emitter |
| DEZA Val. Mezirici | Coke & Coal | Emitter |
| Veolia OLTERM & TD Olomouc, a.s. (Teplárna Olomouc) | Energy | Emitter |
| Teplárna Otrokovice | Energy | Emitter |
| Veolia Energie - Teplárna Karviná | Energy | Emitter |
| Teplárna Zlín, s.r.o. | Energy | Emitter |
| ČEZ, a. s. - Elektrárna Hodonín | Power plant | Emitter |
| Spalovna SAKO Brno | Energy | Emitter |
| MND a.s. | Oil & Gas | Emitter |
| MND Drilling & Services | Oil & Gas | Emitter |
| UNIGEO a.s. | Oil & Gas | Emitter |
| Heidelberg Materials - cementárna Radotín | Cement | Emitter |
| Fakta o klimatu | Trade Organisation | NGO |
| POLAND | | |
| Enea S.A | Energy | Emitter |
| ELEKTROCIĘPŁOWNIA SIEKIERKI | Energy | Emitter |
| ELEKTROCIĘPŁOWNIA ŻERAŃ | Energy | Emitter |
| Grupa Azoty S.A. | Chemical | Emitter |
| Zakłady Azotowe Puławy S.A. | Chemical | Emitter |
| Grupa Azoty S.A. - Zakłady Azotowe w Tarnowie | Chemical | Emitter |
| Górażdże Cement S.A (owned by HeidelbergCement) | Cement | Emitter |
| KGHM Polska Miedź S.A. Oddział Huta Miedzi Głogów | Mining | Emitter |

⁶ Main list of Stakeholders to be accessed in the ERA Materials folder, on the SharePoint (TBA).



| | | |
|--|---------------|---------|
| HOLCIM POLSKA S.A. CEMENTOWNIA PIECHCIN | Cement | Emitter |
| HOLCIM POLSKA S.A. CEMENTOWNIA MAŁOGOSZCZ | Cement | Emitter |
| Cementownia Odra (Cement Plant Odra) | Cement | Emitter |
| Cementownia Ożarów (Cement Plant Ożarów) | Cement | Emitter |
| Cementownia Warta (Cement Plant Warta) | Cement | Emitter |
| CEMEX (Cement Plant) | Cement | Emitter |
| Dyckerhoff Polska Sp. z o.o. | Cement | Emitter |
| Polska Grupa Energetyczna S. A. (PGE S.A.) | Energy | Emitter |
| PKN Orlen S.A. | Oil & Gas | Emitter |
| PGE Energia Ciepła S.A. Oddział nr 1 w Krakowie | Energy | Emitter |
| CEZ Chorzów S.A. | Energy | Emitter |
| LOTOS Petrobaltic S.A. | Oil & Gas | Emitter |
| Operator Gazociągów Przesyłowych Gaz System S.A. | T&S | T&S |
| BA Glass Poland | Glass | Emitter |
| Ardagh Glass | Glass | Emitter |
| Heinz Glas Działowo Sp.z.o.o | Glass | Emitter |
| Stoelzle | Glass | Emitter |
| Fortaco | Foundries | Emitter |
| Indusco | Foundries | Emitter |
| Sandrex | Foundries | Emitter |
| Sobowidz Foundry | Foundries | Emitter |
| Alteams | Foundries | Emitter |
| Sobowidz Foundry | Foundries | Emitter |
| Creo Sp. z o.o. | Paper & pulp | Emitter |
| Qemetica Polyurethanes Sp. z o.o. | Polymers | Emitter |
| Powel Polymer Plast. Sp. z.o.o | Polymers | Emitter |
| MAJ PLAST | Plastics | Emitter |
| LCS spółka z.o.o. | Plastics | Emitter |
| Tuplex TD sp. z o.o. | Plastics | Emitter |
| Synetik | Plastics | Emitter |
| Qemetica Agricultural Solutions Poland S.A. | Bulk chemical | Emitter |
| Grupa Azoty Fosfory | Bulk chemical | Emitter |
| Rafineria Gdańska Sp. z o.o. | Bulk chemical | Emitter |
| Qemetica Soda Polska S.A. | Bulk minerals | Emitter |
| Qemetica Silicates S.A. | Bulk minerals | Emitter |
| Holcim POLSKA S.A. | Cement | Emitter |
| Qemetica Glass | Glass | Emitter |
| GAZ-SYSTEM S.A. | T&S | T&S |
| Gas Storage Poland | T&S | T&S |
| UKRAINE | | |
| Gas Transmission System Operator of Ukraine LLC | T&S | T&S |
| Ukrigasvydobuvannya JSC | Gas | Emitter |
| Ukrnafta JSC | Oil & Gas | Emitter |
| DTEK Energy | Energy | Emitter |
| | | |



Table 8-2: Select shortlist of some of the identified potential EU level ERA Stakeholders.⁷

| Name of Organisation | Sector | CO ₂ Emitter | T&S. |
|--|----------------------------------|-------------------------|------|
| Aalborg Portland | Cement Manufacturing | Yes | No |
| Acorn CCS | Transport & Storage | No | Yes |
| Air Liquide | Industrial Gases | Yes | No |
| Aker Solutions | Engineering & Technology | No | Yes |
| Alstom | Engineering & Technology | No | Yes |
| ArcelorMittal | Steel Manufacturing | Yes | No |
| Ardagh Group | Glass & Metal Packaging | Yes | No |
| Borealis | Chemicals & Plastics | Yes | No |
| BP | Oil & Gas | Yes | Yes |
| CEFIC | Chemical Industry Trade Org. | No | No |
| Celsa Group | Steel Manufacturing | Yes | No |
| Cembureau | Cement Industry Trade Org. | No | No |
| CEMEX | Cement Manufacturing | Yes | No |
| Copenhill | Waste-to-Energy | Yes | No |
| Drax Group | Energy | Yes | No |
| Equinor | Oil & Gas | Yes | Yes |
| Eurofer | Steel Industry Trade Org. | No | No |
| Feve (European Container Glass Federation) | Glass Industry Trade Org. | No | No |
| Fortum | Energy & Waste-to-Energy | Yes | Yes |
| Gaz-System S.A. | T&S | No | Yes |
| Guardian Glass | Flat Glass Manufacturing | Yes | No |
| Heidelberg Cement | Cement Manufacturing | Yes | No |
| Hydrogen Europe | Hydrogen & Fuel Cells Trade Org. | No | No |
| Linde | Industrial Gases | Yes | Yes |
| Neste | Biofuels & Refining | Yes | No |
| Net Zero Teesside | Industrial Cluster | Yes | Yes |
| Norsk Hydro | Aluminum Manufacturing | Yes | No |
| Northern Lights | Transport & Storage | No | Yes |
| Ogci (Oil & Gas Climate Initiative) | Oil & Gas Industry Alliance | No | Yes |
| Orsted | Energy | Yes | Yes |
| Owens-Illinois (O-I) | Glass Packaging | Yes | No |
| Pilkington (Nsg Group) | Flat Glass Manufacturing | Yes | No |
| Porthos | Transport & Storage | No | Yes |
| Preem | Refining | Yes | No |
| RWE | Energy | Yes | Yes |
| Saint-Gobain | Glass Manufacturing | Yes | No |
| Shell | Oil & Gas | Yes | Yes |
| SSE | Energy | Yes | Yes |
| Tata Steel | Steel Manufacturing | Yes | No |
| TotalEnergies | Oil & Gas | Yes | Yes |
| Uniper | Energy | Yes | Yes |
| Vattenfall | Energy | Yes | Yes |
| Vetropack | Glass Packaging | Yes | No |
| Yara International | Chemicals & Fertilizers | Yes | No |
| ZEP (Zero Emissions Platform) | CCS Advocacy Group | No | No |
| Zero Carbon Humber | Industrial Cluster | Yes | Yes |

⁷ Main list of EU level ERA shareholders to be accessed in ERA Materials folder, on SharePoint (TBA).



8.2 Appendix 2 – Expression of Interest Questionnaire

For each COREu regional route, an Expression of Interest form has been prepared to help engage with prospective stakeholders of the respective regional ERAs. The default language for the standard EOI form is English. This standard form will be utilised for EU level ERA stakeholder engagements.

However, provision has been made for the regional EOI material to be in the local language of that region⁸. Therefore, for each of the regional ERAs, a region-specific form has been developed to help engage with the local stakeholders. Links and QR codes to these forms are provided below.

- **COREU ERA: EU Level**

Form Link: <https://forms.office.com/e/eF6LDu9z7R?origin=lprLink>

QR code:



- **Greece: Kaval-Prinos COREu Route:**

Form Link: <https://forms.office.com/e/Xi9H8VYnWh?origin=lprLink>

QR code:



⁸ Each regional ERA to review the EOI drafted in the local language of that region for any inaccuracies or omissions due to translation.



- **Czech: North & South Moravia COREu Route:**

Form Link: <https://forms.office.com/e/jT6V5UXTjN?origin=lprLink>

QR code:



- **Poland: Baltic Sea/Gdansk COREu Route:**

Form Link: <https://forms.office.com/e/tf9384tycR?origin=lprLink>

QR code:



- **Ukraine: Western Ukraine COREu Route:**

Form Link: <https://forms.office.com/e/nmkHV1QSVs?origin=lprLink>

QR code:





8.3 Appendix 3 – Non-Disclosure Agreement (Multi-party)

CONFIDENTIALITY AGREEMENT

THIS AGREEMENT is made the **xxx** day of **xxxx** 202**x** (the “Effective Date”) BETWEEN

- and
1. **ERA Leader; xxxx**, of [company address] (“ ”)
- and
2. **xxxxx** of [company address] (“ ”)
- and
3. **xxxxx** of [company address] (“ ”)
- and
4. **Glass Futures Ltd** (a company registered in England under number 10002698) of 9 Churchill Way, Chapeltown, Sheffield, S35 2PY, United Kingdom (“**GFL**”).

CONTEXT

- A. Certain information of a confidential nature is to be exchanged between XXXXX, XXXXX, XXXXX and GFL regarding Glass Futures and its activities with partners and sub-contractors. XXXXX, XXXXX, XXXXX and GFL shall each keep the others confidential information strictly confidential.
- B. Acknowledgement of this Agreement to other Parties outside this Agreement is not acceptable without written confirmation by GFL.

IT IS HEREBY AGREED AS FOLLOWS

1. DEFINITIONS

In this Agreement:

- “Purpose” Shall mean any discussions and negotiations between the Parties concerning or in connection with any ongoing projects/project tasks led by Glass Futures for which a business relationship is established whether or not eventually resulting in such a relationship.
- “Confidential Information” means any business, research or technology information or data relating to the Purpose for either party or their affiliates and shall include but not be limited to software, ideas, designs, copyright, know-how, formulae, inventions, processes, techniques or other information which has been disclosed or is to be disclosed and whether in writing, orally or by any other means but not including the exceptions.
- “Exceptions” are set out in clause 3 below.
- “IP” Intellectual Property means copyrights, patents, utility models, trademarks, service marks, design rights (whether registered or unregistered) database rights, semiconductor topography rights, proprietary information rights and all other proprietary rights as may exist anywhere in the world.
- “Representatives” means a party’s affiliates and it and its affiliates,’ employees, officers, directors, advisors, contractors, and agents.

2. HANDLING OF CONFIDENTIAL INFORMATION

- a) XXXXX, XXXXX, XXXXX and GFL shall each keep the other’s confidential information strictly confidential and secret. Each party shall treat such confidential information with no less care than it applies to its own Confidential Information and in no event less than reasonable care and shall ensure that the Confidential Information is:
- i. Not divulged to any third party (except and in that event to the minimum extent required by law or by mutual consent)
 - ii. Not used by any person except for the agreed Purpose; and
 - iii. Restricted to those Representatives who need to know the same for the agreed Purpose.

Notwithstanding the foregoing, each party may disclose Confidential Information to its Representatives who (i) need to know the same in connection with the Purpose or the exercise or performance of the receiving party’s rights or obligations under this Agreement and (ii) are informed by such party of the confidential, non-public or proprietary nature of the Confidential Information as the case may be. Each party will be responsible for any disclosure of Confidential Information by its Representatives in breach of this Agreement.



- b) Copies or reproductions of the Confidential Information shall not be made except to the extent reasonably necessary for the Purpose. All copies made shall be the property of the disclosing party. All physical records and computer data containing the Confidential Information shall be kept in safe custody. Upon the written request of a disclosing party at any time, the receiving party will promptly return to disclosing party all tangible (including electronic) forms of Confidential Information furnished by disclosing party, and all copies or reproductions or, at receiving party's option, promptly destroy all such Confidential Information and certify in writing to disclosing party that such Confidential Information has been destroyed. Notwithstanding the foregoing, receiving party (i) may retain copies of such Confidential Information as may be required to comply with applicable law or regulatory authority, or written and established internal document retention policies, or if it is relevant to a dispute between the Parties, and (ii) shall not be required to destroy, delete, or modify and backup tapes or other media pursuant to automated archival processes in our ordinary course of business. Any Confidential Information that is retained in accordance with this Section will remain subject to the confidentiality obligations set forth in this Agreement.
- c) Confidential Information disclosed by one party shall not be used by the other to develop, manufacture or sell any product which embodies or uses the Confidential Information unless the other party shall expressly so agree in writing.
- d) The amount of Confidential Information to be disclosed is entirely with the discretion of the disclosing party.
- e) Neither party may disclose to any third party that is not a Representative the fact that discussions regarding the Purpose are taking or have taken place or the proposed terms and conditions of any potential transactions between the Parties or their affiliates conveyed in connection with the Purpose.
- f) If a receiving party is compelled by applicable law, regulation or order of a court or government agency of competent jurisdiction to disclose any Confidential Information belonging to the other party, receiving party will notify disclosing party, to the extent legally permitted, as soon as it becomes aware of the disclosure obligations so that disclosing party may seek, at disclosing party's expense, a protective order or other remedy, and receiving party will reasonably assist disclosing party therewith. If receiving party remains legally compelled to make such disclosure, it will: (i) only disclose that portion of the Confidential Information that, on the advice of its legal counsel, it is required to disclose; and (ii) use reasonable efforts to ensure that such Confidential Information is afforded confidential treatment.

3. EXCEPTIONS

Confidential Information shall not include information which:

- a) Is or becomes common knowledge without breach of this Agreement by the receiving party.
- b) The receiving party can show was already in its possession or known to it by being in its use or recorded in its files or computers prior to receipt from a disclosing party prior to disclosure under this Agreement.
- c) Is obtained or becomes available from a third party who has no obligation of confidence to the other party to this Agreement and places no obligation of confidence upon the receiving party.
- d) Is disclosed by the receiving party with the agreement in writing of the disclosing party; and
- e) Was or is independently developed by the receiving party without use of, or reference to, any Confidential Information.

4. WARRANTY

Each party warrants its right to disclose its Confidential Information to the other and to authorise the other party to use the same for the Purpose.

5. NO RIGHTS PASS

For avoidance of doubt nothing in this Agreement shall create any right in the receiving party to use Confidential Information or IP other than for the purpose of this Agreement and all rights in the Confidential Information and IP shall remain with the party disclosing that information.

6. NON-ASSIGNMENT

This Agreement is personal to the Parties and shall not be assigned or otherwise transferred in whole or in part by either party without the express written agreement of the other.

7. GOVERNING LAW

This Agreement shall be governed by and construed in accordance with English Law.



8. DISCLOSURE PERIOD AND TERM

The term of this Agreement will commence on the Effective Date and will continue in effect for xx years from the Effective Date unless terminated earlier by at least 15 business days' written notice from either party to the other party, except that obligations of the Parties hereunder with respect to Confidential Information disclosed prior to expiration or termination of this Agreement will survive such expiration or termination for three (3) years from the date of expiration or termination.

9. GENERAL

This Agreement contains the entire agreement between the Parties regarding its subject matter and supersedes all prior agreements, understandings, arrangements, and discussions between the Parties regarding such subject matter.

Signed by the duly authorised representatives of the Parties to signify their Agreement to the above.

SIGNED by

X

The duly authorised representative of XXXXX

SIGNED by

X

The duly authorised representative of XXXXX

SIGNED by

X

The duly authorised representative of XXXXX

SIGNED by

X

The duly authorised representative of Glass Futures Limited



8.4 Appendix 4 – Form of Accession Declaration

FORM OF ACCESSION DECLARATION

ACCESSION DECLARATION

THIS ACCESSION DECLARATION is made and takes effect on [date].

This Accession Declaration to the Glass Futures Limited General Confidentiality Agreement (hereinafter the “NDA”) dated [mm/dd/yy] between Glass Futures Ltd, xxxx (ERA Leader), xxxx (ERA member n₁), xxxxx (ERA member n₂), xxxx (ERA member n₃), xxxx (ERA member x₄), xxxx (ERA member n₄)..., - the “Original Parties”) is confirmed

By

[New member]

with its registered seat in [Place], [Country], duly registered under the company number [XX]

- Hereinafter referred to as “[new member]” -

BACKGROUND

On [date], the Original Parties entered into the NDA in relation to the Purpose, which is attached hereto as Annex 1 (Appendix 3);

[New Member] wishes to participate in the Purpose, and therefore agrees to be bound by the terms of the NDA.

THEREFORE, IT IS AGREED:

1. Definitions

Terms with capital letters shall have the meaning assigned in the NDA unless stipulated otherwise in this Accession Declaration.

2. Adoption of the Non-Disclosure Agreement

In consideration of the current Parties to the NDA accepting [New member] as a Party to the NDA as evidenced by their execution of this Accession Declaration, [New member] hereby:

- i. confirms that it has been supplied with a copy of the executed NDA and notes the signatories are set out in it;
- ii. acknowledges and agrees to adopt the terms and conditions of the NDA for all discussions relating to the Purpose as set out in the NDA;
- iii. undertakes with each of the current Parties to the NDA (including any other signers of an Accession Declaration) that from the effective date of this Accession Declaration it shall observe, perform and be bound by the provisions of the NDA as if it were named in there as a Party; and
- iv. acknowledges that each of the current parties to the NDA and any other Party that may become a Party for so long as [New member] remains a Party, shall be entitled to rely on and enforce this Accession Declaration.

3. Termination

In addition to the termination provisions of the NDA, this Accession Declaration shall not survive if the NDA is terminated. The Accession Declaration shall be terminated at the same date of termination as the NDA.

4. Third Party Rights

Except as otherwise expressly provided for herein, the Parties confirm that nothing in this Accession Declaration shall confer or purport to confer on any third party, except for the Parties to the NDA, any benefit or any right to enforce any term of this Accession Declaration or the NDA for the purposes of *Contracts (Rights of Third Parties) Act 1999*.

5. This Accession Declaration has been executed and is delivered and takes effect on the date stated at the beginning of it.

Executed in two copies:

Signed for and on behalf of **[New member name]**

Name of Director or Authorised signatory:

Title:

Place, Date:

Annex 1: Copy of the Non-Disclosure Agreement (Refer to Appendix 3)



8.5 *Appendix 5 – IP Policy*

For IP Policy and Management, it is recommended to refer to the guidance from Steinbeis, who provided an exploitation seminar on the 26th of March 2024, focusing and providing the following.

- A baseline for a common understanding of the projects results, IPR rights and exploitation.
- Basic rules on IP management in Horizon Europe Projects
- Information on the rights and duties related to the exploitation of project results.



8.6 Appendix 6 – Anti-Trust Statement & Rules on Competition

8.6.1 Antitrust Statement

“The COREU ERA is a Glass Futures led forum, and this meeting is conducted in line with Glass Futures’ Antitrust policy and the European Union Rules on Competition, Articles 101 and 102. Participants are reminded not to discuss any information that relates to commercial and competitive activity, and if anyone does discuss anything that could be seen to contravene anti-trust and competition laws the meeting will be stopped immediately.

Please ensure you understand the forum you are in and think about the implications of sharing confidential information and if in any doubt, please do not share any information that you would consider confidential unless you expressly mean to do so and are aware of the participants of the meeting”.

8.6.2 European Union - Rules On Competition

Article 101 (ex-Article 81 TEC)

1. *The following shall be prohibited as incompatible with the internal market: all agreements between undertakings, decisions by associations of undertakings and concerted practices which may affect trade between Member States, and which have as their object or effect the prevention, restriction or distortion of competition within the internal market, and in particular those which:*
 - a) *directly or indirectly fix purchase or selling prices or any other trading conditions.*
 - b) *limit or control production, markets, technical development, or investment.*
 - c) *share markets or sources of supply.*
 - d) *apply dissimilar conditions to equivalent transactions with other trading parties, thereby placing them at a competitive disadvantage.*
2. *make the conclusion of contracts subject to acceptance by the other parties of supplementary obligations which, by their nature or according to commercial usage, have no connection with the subject of such contracts.*
3. *Any agreements or decisions prohibited pursuant to this Article shall be automatically void.*
The provisions of paragraph 1 may, however, be declared inapplicable in the case of:
 - *any agreement or category of agreements between undertakings,*
 - *any decision or category of decisions by associations of undertakings,*
 - *any concerted practice or category of concerted practices,**which contributes to improving the production or distribution of goods or to promoting technical or economic progress, while allowing consumers a fair share of the resulting benefit, and which does not:*
 - a) *impose on the undertakings concerned restrictions which are not indispensable to the attainment of these objectives.*
 - b) *afford such undertakings the possibility of eliminating competition in respect of a substantial part of the products in question.*

Article 102 (ex Article 82 TEC)

Any abuse by one or more undertakings of a dominant position within the internal market or in a substantial part of it shall be prohibited as incompatible with the internal market in so far as it may affect trade between Member States.

Such abuse may, in particular, consist in:

- (a) *directly or indirectly imposing unfair purchase or selling prices or other unfair trading conditions.*
- (b) *limiting production, markets or technical development to the prejudice of consumers.*
- (c) *applying dissimilar conditions to equivalent transactions with other trading parties, thereby placing them at a competitive disadvantage.*
- (d) *making the conclusion of contracts subject to acceptance by the other parties of supplementary obligations which, by their nature or according to commercial usage, have no connection with the subject of such contracts.*



8.7 Appendix 7 – Meeting Agenda Template



Meeting:

Date:

Time:

(xxxx – COREU Region) ERA Agenda

Antitrust Statement (To be read out by ERA leader!)

“The COREU ERA is a Glass Futures led forum, and this meeting is conducted in line with Glass Futures’ Antitrust policy and the European Union Rules on Competition, Articles 101 and 102. Participants are reminded not to discuss any information that relates to commercial and competitive activity, and if anyone does discuss anything that could be seen to contravene anti-trust and competition laws the meeting will be stopped immediately.

Please ensure you understand the forum you are in and think about the implications of sharing confidential information and if in any doubt, please do not share any information that you would consider confidential unless you expressly mean to do so and are aware of the participants of the meeting”.

Apologies for Absence

1. Review Actions

2. Update

3. Discussion Points

-
-
-

4. Summary of Actions

5. Date of Next Meeting





8.8 Appendix 8 – Minutes of Meeting Template



Meeting:

Date:

Time:

❖ Attendees

| Name | Company Name |
|------|--------------|
| | |
| | |

❖ Apologies for Absence

| Name | Company Name |
|------|--------------|
| | |
| | |

❖ Approval of previous minutes

❖ Review previous actions

| Owner | Action | Status |
|-------|--------|--------|
| | | |
| | | |

❖ Summary Highlights

-
-
-

❖ Summary of today's actions

| Owner | Action | Deadline |
|-------|--------|----------|
| | | |
| | | |

❖ Date of Next Meeting





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