



**EUROPEAN PARLIAMENT'S MULTI-ANNUAL WORK PROGRAMME FOR
GRANTS IN THE AREA OF COMMUNICATION**

Call for proposals

Grants in support to the European Youth Event (EYE2021)

COMM/SUBV/2021/EYE

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Directorate-General for Communication
 Directorate for Campaigns
 Youth Outreach Unit

CALL FOR PROPOSALS

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Introduction

This is a call for EU **action grants** in the field of communication under the European Parliament's multi-annual work programme for grants in the area of communication (2020-2021).

The regulatory framework for this EU Funding Programme is set out in:

- Regulation 2018/1046 ([EU Financial Regulation](#))
- the [Multiannual Work Programme](#)

The call is launched in accordance with the 2020 - 2021 Work Programme¹ and will be managed by **the DG Communication of the European Parliament**.

The call covers the following **topics**:

1. **Action Category 1** - design and implementation of inclusive and interactive **debates and workshops**, focusing on current issues and creating ideas and actions for the future of Europe;
2. **Action Category 2** - design and implementation of an inclusive **sports programme**;
3. **Action Category 3** - design and implementation of **an outdoor music programme involving artists** between 16 and 30 years old, **selected through a competition**.

We invite you to read the **call documentation** on the Funding & Tenders Portal Topic page carefully, and in particular this Call Document, the Model Grant Agreement, the [EU Funding & Tenders Portal Online Manual](#) and the Guide for applicants.

These documents provide clarifications and answers to questions you may have when preparing your application:

- the [Call Document](#) outlines the:
 - background, objectives, scope, activities that can be funded and the expected results (sections 1 and 2);
 - timetable and available budget (sections 3 and 4);
 - admissibility and eligibility conditions, criteria for financial and operational capacity and exclusion (sections 5, 6 and 7);
 - evaluation and award procedure (section 8);
 - award criteria (section 9);
 - legal and financial set-up of the Grant Agreements (section 10);
- the [Online Manual](#) outlines the:
 - procedures to register and submit proposals online via the EU Funding & Tenders Portal ('Portal');
 - recommendations for the preparation of the application;

¹ Decision on the Revised Multiannual work programme for grants in the area of communication 2020-2021 - GEDA D(2020)36696

- the Guide for applicants:
 - detailed annotations on all the provisions in the Grant Agreement you will have to sign in order to obtain the grant (including cost eligibility, payment schedule, accessory obligations, etc).

Please also see the annexes to this call for proposals for detailed information on the following:

- Annex I: Map and pictures of the EP premises;
- Annex II: Map and pictures of the Youth Village site;
- Annex III: Communication plan of the European Parliament for EYE2021;
- Annex IV: EYE2021 Visual Identity Guidelines;
- Annex V: Consistent Communication Guidelines of the European Parliament;
- Annex VI: Inclusive Communication Guidelines of the European Parliament;
- Annex VII: European Parliament's environmental policy;
- Annex VIII: Sustainability policy of the European Parliament for the EYE;
- Annex IX: Reimbursement rules of the European Parliament for speakers and moderators at EYE2021.

1. Background

1.1 The European Youth Event (EYE)

The European Youth Event (EYE) brings together at the European Parliament (EP) in Strasbourg thousands of young people from all over the European Union and beyond, to shape and share their ideas on the future of Europe. **EYE2021 will take place on 8 and 9 October 2021, with physical and online activities that offer more opportunities to take part and connect through hybrid formats.** It will be a unique opportunity for 16 to 30 years old people to interact in-person and online, inspire each other and exchange their views with experts, activists, influencers and decision-makers, right in the heart of European democracy.

As EYE2021 coincides with the consultation phase of the Conference on the Future of Europe, it is expected that activities will reflect the topics of the Conference – allowing EYE participants to become part of the youth consultation process of the Conference. Following the event, the most prominent ideas and concerns of young people will be presented to all Members of the European Parliament for follow up and feedback.

EYE strives to promote equality, inclusiveness and sustainability with a strong commitment to accessibility for everyone. Our aim is to accommodate the needs of all participants and to implement actions that make the event sustainable and environmentally friendly. The EYE is in the process of obtaining the [ISO 20121 certification](#) for sustainable event management.

In light of the ongoing COVID-19 pandemic, EYE is following the development of the sanitary situation in Europe and will respect and implement all appropriate safety measures. Should COVID-19 prevent the organisation of a physical event, the EYE will be organised entirely online. Applicants must therefore take the necessary measures to limit any damage this situation could cause on their project, notably by limiting as much as possible the incurrence of preparatory costs. Costs incurred before the starting date of the project (Article I.3 of the Grant Agreement) must be borne by applicants.

The EYE programme is composed of indoor activities inside the EP and outdoor activities in a Youth Village. While some activities are organised by the Parliament and its partners, a large part of the programme is co-created with youth organisations, with focus on the outside programme. The programme is youth-led to ensure a wide representation of civil society organisations, plurality of views and non-commercial aspect of the activities.

1.2 The three underlying principles of the EYE

The EYE has three underlying principles:

I. **Active participation:** Young people and youth organisations are invited to get actively involved in all activities before, during and after the event, both offline and online: in drafting and implementing the programme of the EYE, in developing and formulating new ideas for Europe during the event, and shaping parts of the programme of the event with their own contributions. The participation should be as broad as possible in order to represent the diversity in opinions and beliefs among young people.

II. **Responsive listening:** The event provides young participants with the opportunity to discuss their ideas for a better Europe not only among themselves but also with MEPs, relevant political decision-makers (including top representatives of the European institutions), key figures and innovative thinkers related to research, culture, business and civil society. According to the political pluralism of the EYE concept, Members from all

political groups are invited to listen to, engage with and debate with young people during the event.

III. **Intercultural exchange:** Participation in the EYE is always an opportunity to meet young people from all over Europe. Young participants are able to explore their own European identity in their encounters and discussions with fellow young Europeans. In addition, they are invited to stage artistic performances, to practice common sports activities and to showcase the rich cultural diversity of the EU.

1.3 Locations

The activities will take place in the premises of the Parliament in Strasbourg, in the youth village located in direct vicinity in the area called “*l’île des Sports*” (‘sports island’), and on an online events platform.

1.3.1 Premises of the European Parliament (indoor programme)

The Louis Weiss (LOW) and Winston Churchill (WIC) buildings will host the activities of the indoor programme. The following rooms and spaces are available for the organisation of activities:

- Amphitheatres for debates and panel discussions;
- Meeting rooms for small workshops and interactive activities;
- Open spaces for drop-in/drop-out activities.

These rooms and spaces can host between 20 and 174 participants. Each space is equipped with amplified sound system and screens for videos and presentations. Open spaces will be equipped with modular furniture.

Map and pictures of the rooms and spaces available are provided in Annex I.

1.3.2 The Youth Village (outdoor programme)

The Youth village is located on the other side of the Canal that runs along the European Parliament (see Annex II). The following outdoor spaces are planned for the organisation of activities:

- An auditorium for debates and panel discussions;
- Break-out rooms/open spaces for small workshops, interactive drop-in/drop-out activities or one-to-one sessions;
- Two small stages for up to 12 artists (depending on the type of performance).

The spaces above are equipped with amplified sound system, roaming microphones, large screens for videos and presentations and Wi-Fi. Break-out rooms will be equipped with modular furniture.

Moreover, the Youth Village includes:

- A gymnasium for indoor sports;
- A baseball field;
- Two outdoor basketball courts;
- Three football turf pitches and one running track.

The availability of these sports facilities will depend on the selected proposal and is subject to approval by the municipality of Strasbourg. These sports facilities can only be used for sports practice.

1.4 Support provided by the EP to the beneficiaries

- Once a proposal is selected under this call for proposals, it will be published in the official EYE2021 programme and will be free to attend for all EYE participants.
- The EP is in charge of the overall set-up, design and lay-out of the inside premises and the outdoor youth village. This includes:
 - o a basic set-up for the rooms and spaces in which the activities proposed by the beneficiary will take place ;
 - o visual elements (signposting, maps and plans, screensavers, badges for participants, staff and volunteers, etc.);
 - o security and safety, notably through the provision of security agents.
- A team of volunteers will be deployed by the EP to ensure a fluid flow of participants.
- An online events platform provided by the EP will allow for the registration to activities, as well as for the organisation of digital interactive activities.
- The EP can facilitate contacts with MEPs for the purpose of their participation in the programme.

1.5 Communication

The Parliament's communication plan is developed in line with the principles and objectives described respectively in points 1.2 and 2.1(see Annex III). It aims to:

- inform young people about the EYE;
- offer them opportunities to engage online before, during and after the event;
- promote the image of the EP as an open and young institution, a place of dialogue, for and by the people;
- reach maximum outreach and participation in the preparation phase, during and after the event.

In its communication, the European Parliament applies the following guidelines:

- EYE visual identity guidelines (see Annex IV);
- Guidelines for Consistent Communication (see Annex V);
- Guidelines for Inclusive communication (see Annex VI).

1.6 Collaboration expected from the selected applicants

The selected applicants must collaborate with the EP in ensuring the good preparation and development of the event. In particular, selected applicants will have to make sure they respect all the necessary instructions ensuring the security and safety conditions of the actions.

2. Objectives — Themes and priorities — Activities that can be funded

2.1 Objectives

The objectives of the call for proposals are common to the 3 Action Categories (Topics) and are the following:

1. to complement the EYE programme (organised by the EP and its partners) with youth-led activities;
2. to engage during two days between 2.000 and 4.000 young people aged between 16 and 30, in line with the EYE principles (see point 1.2);
3. to engage civil society organisations in the process of co-creation and co-organisation of the EYE;
4. to create conditions for young people to **generate and develop ideas** for the future of Europe, that will be collected at the EYE and presented at the Conference on the Future of Europe and to the Members of the European Parliament as reference for their work;
5. to encourage diversity (i.e. wide representation of views and beliefs, cultural diversity of Europe, social and ethnic background, etc.), gender balance and inclusiveness (e.g. for participants with disabilities)²;
6. to organise an event that is environmentally friendly.

2.2 Definition of the actions

The EP is looking to co-finance actions aimed at promoting democratic values and supporting citizens' democratic engagement, fostering the representation and participation of citizens in the European democratic life, and targeted at young people aged 16-30 years old.

Projects must be conceived in a way that ensures a **wide outreach** and maximises the impact of the planned action **before, during and after the event**. This includes social media and/or the provision of interactive tools to encourage and facilitate engagement and to facilitate consistency with EP communication actions about the EYE.

Proposals must be clearly and well-defined, researched and fully developed, having taken all time-schedule and budget considerations into account. Implementation of the action shall start as from the starting date and finish by the latest on 15 October 2021. Actions after the EYE should focus on promoting the outcomes of the event, thereby contributing to its legacy, notably with regards to the discussions in the framework of the Conference on the Future of Europe.

The proposals submitted by the applicants must respect the conditions stated in section below and detailed by Action Category.

The proposal may include several activities. You should describe the activities following the template in Annex 1 of the Application form. Please repeat the template for each activity. The information provided will serve for the official EYE2021 programme. **Please fill it out carefully, as the content will be also used to evaluate the relevance of the applicant's proposal** in relation to the objectives of the call (see award criteria).

² To the extent possible, the applicant will ensure that the action is accessible to participants with visual, hearing or physical disabilities

2.3 Participatory approach

In line with the principles and objectives described under points 1.2 and 2.1, the design and implementation of activities should ensure a wide and active participation of young people before, during and after the event. This includes contributing to programme content, helping at the event or speaking³ to inspire participants.

2.4 Key Performance Indicators

The beneficiary will be requested to report on the actual achievements against the predefined targets (see Annex 2 to the Application Form). The proposal should indicate the methodology for collecting this data/source of information. The proposal should also set up quantified targets using the following performance indicators:

All actions categories

1. Number of MEPs involved, if relevant (number of appearances).
2. Number of people reached by the online communication about the event.
3. Number of people reached by the offline communication about the event.
4. Number of participants per activity (offline/online).

Action Category 1:

1. Average age of speakers invited (excluding MEPs and high-level speakers).
2. Number of ideas collected, if relevant.

Action Category 2:

Number of young professional athletes involved at the EYE.

Action Categories 2 and 3:

1. Number of offline activities organised.
2. Number of online activities, if offline activities cannot be organised.

Action Category 3:

Number of young artists performing at the EYE and diversity of geographic origin within the EU.

2.5 Sustainability of the action

In line with the general objectives defined in section 1.2, the applicant should aim to develop a proposal that ensures that the activities are sustainable at all stages of their design and implementation.

In this context it should be noted that the European Parliament applies the EMAS environmental management system in accordance with Regulation (EC) No 1221/2009 of the European Parliament and of the Council of 25 November 2009 (see Annex VII for more information about EMAS). Furthermore, the EYE is in the process of obtaining the ISO 20121 certification for sustainable event management. To this end, the beneficiaries

³ Speakers should be ideally under 30 years old or anyway under 35 at the date of the event. MEPs and high-level personalities should be the only exception.

are requested to comply with the Sustainability policy of the European Parliament for the EYE (see Annex VIII).

2.6 Communication

The proposal must include a communication plan in line with the EYE's objectives (see points 1.2 and 2.1) both online and offline, including a media strategy for owned, paid and earned media. Beneficiaries are asked to follow the guidelines presented under point 1.5 when communicating about their participation and contribution at EYE2021.

The European Parliament reserves the right to assess all communication products related to EYE2021 to make sure that the EYE and EP visual guidelines are respected and applied correctly.

Beneficiaries must comply with the legal obligation related to the visibility of EU funding (Article II.8 of the Grant Agreement). In this context, any communication or publication made by the beneficiary that relates to the action, must:

- indicate that the action has received funding from the Union; and
- display the European Union emblem.

2.7 Impact of the COVID-19 outbreak crisis

In light of the ongoing COVID-19 pandemic, the beneficiary will ensure that its action respects all relevant security and sanitary measures required by the French authorities and the European Parliament.

Should COVID-19 prevent the organisation of a physical event, the EYE will be organised entirely online. Proposals **must** therefore foresee this scenario and propose an online alternative to the offline activities described in each section.

It is recommended that online activities take maximum 1h if active participation is required for their entire duration; ongoing, drop-in, drop-out activities organised online could last longer.

2.8 Content of the activity proposal

Action Category 1: Debates and interactive workshops

Scope

The purpose of Action Category 1 is to raise citizens' awareness of the role and democratic values of the European Union by promoting strategic engagement with EU citizens. Action Category 1 aims therefore at:

- Co-creating an inclusive, diverse and engaging youth-led programme focusing on current issues, inspiring debates and **creating ideas and actions for the future of Europe**,
- fostering an environment for debate and responsive listening that encourages intercultural understanding and exchange through celebration and cultural activities,
- creating a legacy with young people using the EYE as a catalyst for change.

Type of activities

The proposal must include **a maximum of two offline activities of up to two hours in English, French or German**. The activities should be politically neutral/balanced. When relevant, **beneficiaries will collect the ideas generated during their activity** and send them to the EP until 15 October 2021.

The activities organised will ideally combine various formats and allow participants to get inspired, get connected, get skilled, get creative, get their say or get active. Activities could comprise non-formal education activities by young people for young people, including political debates, interactive workshops⁴, intercultural trainings, networking, and the like. As EYE will be part of the youth consultation process of the Conference on the Future of Europe, activities could be linked to the topics and objectives of the Conference to give a voice to young people in this context.

Activities should follow one of the following objectives:

- Collection of ideas;
- Networking;
- Capacity building;
- Exchange of views.

Alternative online scenario

In case the EYE is organised entirely online, beneficiaries will be able to organise one online activity only. This activity should not last more than an hour (see section 2.6 above) and be in line with the specifications described above under "Type of activities".

⁴ Creative workshops, activating workshops for youth engagement, skills workshops, etc.

Action Category 2: Sports programme

Scope

The purpose of the sports programme is to complement the activities organised under Action Category 1 by offering activities that build bridges between citizens, regardless of their language, culture or background. Sport provides a universal framework for learning values, appeals to a wide audience and contributes to the development of the soft skills needed for responsible citizenship. Action Category 2 aims therefore at:

- encouraging EYE participants to **discover new physical activities** and sports, **including adaptive/para sports**;
- encouraging accessibility of physical activities and sport for everyone, irrespective of their age, intellectual capacity or level of fitness;
- communicating on the benefits of sport on health and wellbeing;
- raising awareness on the contribution of sport, notably at local level, to the construction of a more integrated European Union.

The activities will take place on the sports premises in the Youth Village.

Type of activities

The activities organised will ideally combine various formats and allow participants to get inspired, get connected, get skilled, get creative, get their say or get active. Activities should comprise a broad range of sports activities, with a focus on team sports, unknown by the wide public as well as wheelchair sports.

The number of activities should be appropriate to the size and infrastructure available on the site as described under point 1.3.2. The applicant should propose a full day programme for the two days of the event, starting at 10:00 and ending at 18:00.

In line with the principles and objectives described under points 1.2 and 2.1, the sports programme must be developed with local sports clubs in Strasbourg region, in particular their youth sections. The sports programme must include activities in French, in order to make them accessible to young people in Strasbourg region.

Alternative online scenario

In case the EYE is organised entirely online, the beneficiary will foresee an online version of its two-day programme (between 10:00 and 18:00), and include possible extra costs that should be detailed in the proposal.

Action Category 3: Outdoor music programme

Scope

The purpose of the outdoor music programme is to complement the activities organised under Action category 1 by offering activities that create cultural understanding and acceptance through music, regardless of their language, culture or background. As for sports, music provides a universal framework for learning values, appeals to a wide audience and contributes to the development of the soft skills needed for responsible citizenship. Action Category 3 aims therefore at:

- offering a music programme that brings together EYE participants and local youth in a festive and friendly atmosphere;
- supporting emerging artists from the European Union;
- encouraging EYE participants and local youth to discover new emerging artists from the European Union;
- raising awareness on the contribution of music to the construction of a more integrated European Union.

Type of activities

The proposal must include at least 4 hours of music programme on both days and one evening concert of at least one hour, featuring emerging young artists (16-30 years old) who reside in the European Union. The programme should be diverse both in terms of music style and geographic origin of the artists.

The beneficiary will run an online contest in order to build its programme. This contest should allow:

- Artists residing in the European Union to submit their music in the form of music videos and/or audio tracks on a dedicated and secured platform,
- Young people to vote for their favourite artists and determine, thereby, the winners of the contest.

The winners of the contest should be invited to perform at EYE2021 in Strasbourg. The beneficiary will ensure the coaching/facilitation of the winners as well as on site coordination and chaperoning when necessary.

The proposal will include a detailed description of the competition through which the artists will be selected (competition rules, selection channels, timeline, etc.). For more details, see section 6 of this call for proposals.

Alternative online scenario

In case the EYE is organised entirely online, it will not be possible for the winners to perform in Strasbourg. As alternative, the beneficiary will offer those artists the opportunity to record a musical performance that will be streamed during the online event. Competition prize will still include a fee of 300€/artist (with a limit of 1.500€/band) as well as coaching/facilitation during the recording process. Recording should be of professional quality.

3. Available budget

The available budget for this call is **EUR 240 000**.

Specific budget information per topic can be found in the table below.

Project budgets are expected to range between the amounts below, but this does not preclude the submission/selection of proposals requesting other amounts.

Topic	Topic budget	Range of project budgets	Number of projects to be funded
1 — Action Category 1	EUR 172 000	From EUR 10 000	ca 15 projects
2 — Action Category 2	EUR 28 000	EUR 10 000 - 28 000	1 project
3 — Action Category 3	EUR 40 000	EUR 10 000 - 40 000	1 project

We reserve the right not to award all available funds or to redistribute them between the call priorities, depending on the proposals received and the results of the evaluation.

4. Timetable and deadlines

Timetable and deadlines	
Call opening:	28 April 2021
Deadline for submission:	26 May 2021 – 17:00:00 CET (Brussels)
Evaluation:	May - June 2021
Information on evaluation results:	June 2021
GA signature:	June - July 2021

5. Admissibility

Proposals must be submitted before the **call deadline** (see *timetable section 4*).

Proposals must be submitted **electronically** via the Funding & Tenders Portal Electronic Submission System (accessible via the Topic page in the [Search Funding & Tenders](#) section. Paper submissions are NOT possible.

Proposals (including annexes and supporting documents) must be submitted using the forms provided *inside* the Submission System (NOT the documents available on the Topic page — they are only for information).

Proposals must be **complete** and contain all parts and mandatory annexes and supporting documents.

The Application Form consists of:

- Part A (to be filled in directly online) — contains administrative information about the participant (affiliated entities if any) and the summarised budget for the project;
- Part B (to be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system) — contains the description of the action;
- Annex 1 - Activity form (see point 2.2) (if the proposal includes several activities, please repeat the template for each activity and merge it in one single document to be uploaded in PDF format).
- Annex 2 - Key Performance Indicators (KPI) (to be uploaded in Excel format);
- Annex 3 - Detailed budget table (to be uploaded in Excel format);
- other mandatory annexes and supporting documents (to be uploaded as PDF files).

At proposal submission, you will have to confirm that you have the **mandate to act** for the applicant (and its affiliates if any). Moreover, you will have to confirm that the information in the application is correct and complete and that the participants comply with the conditions for receiving EU funding (especially eligibility, financial and operational capacity, exclusion, etc.). Before signing the grant each beneficiary will have to confirm this again by signing a declaration of honour.

Your application must be **readable, accessible and printable**.

Proposals are limited to **30 pages**. Evaluators will not consider any additional pages.

You may be asked at a later stage for further documents (*for legal entity validation, financial capacity check, bank account validation, etc.*).

Mandatory annexes and supporting documents

Mandatory **annexes and supporting documents** (directly available in the Submission System) for each Action Category are mentioned in section 7.



For more information about the submission process (including IT aspects), consult the [Online Manual](#).

6. Eligibility

6.1 Eligible participants for all Action Categories

The actions supported under this call are mono-beneficiary actions. This means that there is one legal entity applying for a grant. To be eligible for a grant, applicants must be able to demonstrate that they are:

For **all** action categories:

- Non-profit making organisation. Be a non-governmental organisation or body;

- A legal person constituted and registered as legal entity for at least three years at the time of application;
- Based in one of the Member States of the European Union.

6.2 Eligible participants for specific Action Categories

For action categories 1 and 3:

- National or Pan-European organisation composed of at least 15 member organisations.

For action category 2:

- National organisation or Pan-European organisation combining grassroots as well as high-level sports organisations.

Beneficiaries and affiliated entities, if any, must register in the [Participant Register](#) and will have to be validated by the Central Validation Service (REA Validation). For the validation, they will be requested to upload documents showing legal status and origin.

Other entities may participate in the action, such as subcontractors and recipients of financial support.

6.3 Specific cases

Linked third parties (affiliated entities⁷) are allowed under the following conditions: legal entities having a legal or capital link with applicants, which is neither limited to the information measure nor established for the sole purpose of its implementation (e.g. members of networks, federations, trade unions), may take part in the information measure as affiliated entities, and may declare eligible costs. Supporting documents proving the legal link between the beneficiary and the affiliated entity will be requested at a later stage and only for selected proposals.

Entities without legal personality — Entities which do not have legal personality under their national law may exceptionally participate, provided that their representatives have the capacity to undertake legal obligations on their behalf, and offer guarantees for the protection of the EU financial interests equivalent to that offered by legal persons⁵.

Associations and interest groupings — Entities composed of members may participate as 'sole beneficiaries' or 'beneficiaries without legal personality'⁶. Please note that if the action will be implemented by the members, they should also participate (either as beneficiaries or as affiliated entities, otherwise their costs will NOT be eligible).

The following entities are not eligible: natural persons, international organisations, EU bodies, public authorities and profit making entities.

 For more information, see [Rules for Legal Entity Validation, LEAR Appointment and Financial Capacity Assessment](#).

⁵ See Article 197(2)(c) EU Financial Regulation [2018/1046](#).

⁶ For the definitions, see Articles 187(2) and 197(2)(c) EU Financial Regulation [2018/1046](#).

6.4 Eligible activities

Eligible activities are the ones set out in section 2 above.

Projects must comply with EU policy interests and EP priorities.

Financial support to third parties is allowed for grants and prizes under the conditions stated in article II.12 of the grant agreement provided it is explicitly mentioned in the application.

The conditions applicable to Action Category 3 are the following:

- the maximum amount of financial support that can be paid to a third party:
 - EUR 300 per artist;
 - EUR 1500 per band.
- the criteria for determining the exact amount;
- the different types of activities that may receive such financial support, on the basis of a fixed list;
 - original music videos; and/or
 - original music audio tracks.
- the definition of the persons or categories of persons which may receive such financial support and the criteria for providing it.
 - Young artists (16-30 years old) who reside in the European Union.

6.5 Duration

Activities should take place between the starting date of the actions and 15 October 2021.

6.6 Ethics

Projects must comply with ethical principles and applicable EU, international and national law and may not have a military focus nor be against the democratic values of the European Union.

7. Financial and operational capacity and exclusion

7.1 Financial capacity

Applicants must have **stable and sufficient resources** to successfully implement the projects and contribute their share.

The applicants' financial capacity will be assessed on the basis of the following supporting document to be submitted with the application: **Simplified Accounting Balance and Profit Loss sheet**. If based on the information supplied by the applicant, the European Parliament has doubts about the applicant's financial capacity; the European Parliament has the right to request for further evidence.

7.2 Operational capacity

Applicants must have the **know-how, qualifications** and **resources** to successfully implement the projects.

This capacity will be assessed on the basis of the competence and experience of the applicants and their project teams, including operational resources (human, technical and

other) or, exceptionally, the measures proposed to obtain it by the time the task implementation starts.

Applicants will have to show their capacity via the following information in the Application Form and supporting documents.

The applicants must have in particular:

Action Category 1	Action Category 2	Action Category 3
Communication experience as a multiplier		
<ul style="list-style-type: none"> ✓ At least 3 years' proven communication experience as a multiplier, able to mobilise wider networks with an explicit aim at connecting with and empowering young people; 	<ul style="list-style-type: none"> ✓ At least 3 years' proven communication experience as a multiplier, able to mobilise wider networks with an explicit aim at connecting with and empowering young people; ✓ The selected organisation will demonstrate that it has an established partnership with local sports clubs or organisations in Strasbourg region. 	<ul style="list-style-type: none"> ✓ At least 3 years' proven communication experience as a multiplier, able to mobilise wider networks with an explicit aim at connecting with and empowering young people;
Human resources		
<ul style="list-style-type: none"> ✓ Competencies and qualifications relevant to the organisation of an event as described above. This will also include: <ul style="list-style-type: none"> ○ very good communication skills in English and/or French (minimum requirement is C1 based on the Common European Framework of Reference for Languages of the Council of Europe)⁷, ○ project management experience (proven capacity to manage projects of that scope based on projects and activities performed in the last three years): 		
<ul style="list-style-type: none"> ✓ the experience in organising events (or at least activities at such an event) for at least 1000 young participants (16-30 years old) coming from at least 10 EU countries. 	<ul style="list-style-type: none"> ✓ the experience in organising sports events for young people and at least 1000 participants; 	<ul style="list-style-type: none"> ✓ the experience in organising artistic performances in Strasbourg, for young people and at least 1000 participants coming from at least 10 EU countries.
Experience in EU projects		
<ul style="list-style-type: none"> ○ Participation in at least one project or activity that has been carried out in partnership with an EU Institution or body in the last three years, or ○ a person within the organisation who, acting as EU Affairs Officer under a stable contractual relationship (at least 12 months) is in regular contact with the EU Institutions. 		

⁷ More information on this Framework can be found on the website of the Council of Europe: <https://www.coe.int/en/web/common-european-framework-reference-languages/table-1-cefr-3.3-common-reference-levels-global-scale>

In this respect, applicants must submit the following supporting documents:

- curriculum vitae or description of the profile of the people primarily responsible for managing and implementing the action, together with language certificates;
- the organisation's annual activity report for the three last complete financial years;
- an exhaustive list of previous projects and activities performed in the last three years and connected to the actions to be carried out.

Additional supporting documents may be requested, if needed to confirm the operational capacity of any applicant.

7.3 Exclusion

Applicants which are subject to **EU administrative sanctions** (i.e. exclusion or financial penalty decision)⁸ or in one of the following **exclusion situations** that bar them from receiving EU funding can NOT participate:

- bankruptcy, winding up, affairs administered by the courts, arrangement with creditors, suspended business activities or other similar procedures (including procedures for persons with unlimited liability for the applicant's debts)
- in breach of social security or tax obligations (including if done by persons with unlimited liability for the applicant's debts)
- guilty of grave professional misconduct⁹ (including if done by persons having powers of representation, decision-making or control, beneficial owners or persons who are essential for the award/implementation of the grant)
- committed fraud, corruption, links to a criminal organisation, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking (including if done by persons having powers of representation, decision-making or control, beneficial owners or persons who are essential for the award/implementation of the grant)
- shown significant deficiencies in complying with main obligations under an EU procurement contract, grant agreement, prize, expert contract, or similar (including if done by persons having powers of representation, decision-making or control, beneficial owners or persons who are essential for the award/implementation of the grant)
- guilty of irregularities within the meaning of Article 1(2) of Regulation No [2988/95](#) (including if done by persons having powers of representation, decision-making or control, beneficial owners or persons who are essential for the award/implementation of the grant)
- created under a different jurisdiction with the intent to circumvent fiscal, social or other legal obligations in the country of origin or created another entity with this purpose (including if done by persons having powers of representation, decision-making or control, beneficial owners or persons who are essential for the award/implementation of the grant).

Applicants will also be refused if it turns out that¹⁰:

⁸ See Article 136 of EU Financial Regulation [2018/1046](#).

⁹ Professional misconduct includes: violation of ethical standards of the profession, wrongful conduct with impact on professional credibility, false declarations/misrepresentation of information, participation in a cartel or other agreement distorting competition, violation of IPR, attempting to influence decision-making processes or obtain confidential information from public authorities to gain advantage.

- during the award procedure they misrepresented information required as a condition for participating or failed to supply that information
- they were previously involved in the preparation of the call and this entails a distortion of competition that cannot be remedied otherwise (conflict of interest).

8. Evaluation and award procedure

The proposals will have to follow the **standard submission and evaluation procedure**.

Proposals will first be checked for formal requirements (admissibility and eligibility) and then evaluated (for each Action Category separately) by an **evaluation committee** for operational capacity and award criteria (*see sections 7 and 9*) and then ranked according to their quality score.

All proposals will be informed about the evaluation result (**evaluation result letter**). Successful proposals with the highest scores will be invited for grant preparation; other will be put on the reserve list or rejected.

Invitation for grant preparation **does NOT constitute a formal commitment** for funding. We will still need to make various legal checks before grant award: *legal entity validation, financial capacity, exclusion check, etc.*

If you have questions on the evaluation procedure, you can submit **a request for information** on the evaluation results (following the deadlines and procedures set out in the evaluation result letter).

Grant preparation will involve a dialogue in order to fine-tune technical or financial aspects of the project and may require extra information from your side. It may also include adjustments to the proposal to address recommendations of the evaluation committee or other concerns. Compliance will be a pre-condition for signing the grant.

9. Award criteria

The **award criteria** for this call are as follows:

Award criteria	Minimum pass score	Maximum score
Relevance of proposed offline activities <ul style="list-style-type: none"> ▪ Quality of the proposal (type of activities proposed, and formats that correspond to the principles of the EYE, etc.) (see points 1.2 and 2 as well as Annex 1 of the Application Form); ▪ Creativity of the concept and of the activities foreseen with regards to the target group (see points 1.1 and 2 as well as Annex 1 of the Application Form); ▪ Interactivity and possibilities of participation for the audience. ▪ Involvement of a Member of European Parliament 	10	20
Relevance of proposed online activities <ul style="list-style-type: none"> ▪ Quality of the proposal (type of activities proposed, and formats that correspond to the principles of the EYE, etc.) (see points 1.2 and 2 as well as Annex 1 of the 	10	20

¹⁰ See Article 141 EU Financial Regulation [2018/1046](#).

Application Form); <ul style="list-style-type: none"> ▪ Creativity of the concept and of the activities foreseen with regards to the target group (see points 1.1 and 2 as well as Annex 1 of the Application Form); ▪ Interactivity and possibilities of participation for the audience. ▪ Involvement of a Member of European Parliament 		
Communication <ul style="list-style-type: none"> ▪ A communication plan in line with the EP's communication plan and objectives (see points 1.5 and 2.6) to promote the applicant's activity and EYE2021 before, during and after the event; ▪ A media strategy for owned, earned and paid media before, during and after the event ; ▪ Expected direct reach of the action (as measured based on the performance indicators provided in Annex 2 of the Application Form); ▪ Expected indirect reach of the action (as measured based on the performance indicators provided in Annex 2 of the Application Form). 	15	30
Sustainability of the proposal <ul style="list-style-type: none"> ▪ Degree of inclusion of young people at all stages of the design and implementation of the programme (see point 2.3); ▪ Accessibility for participants with visual, hearing or physical disabilities; ▪ Ecologically design of the activity to reduce environmental impact (see point 2.5). 	7	14
Project management and methodology <ul style="list-style-type: none"> ▪ Proposed methodology for implementation of the action; ▪ Identification of the potential problems in the implementation of the action and proposed solutions; ▪ Monitoring and evaluation mechanisms, described in detail and specifying tools used; ▪ Organisation of the work and resources (how the roles and responsibilities of the project team are distributed for each task, global allocation of time and resources to the project and to each task, and whether this allocation is adequate); ▪ Relevant use of key performance indicators in order to measure the success of the action (Annex 1 of the Application Form). 	8	16
Overall (pass) scores	50	100

Maximum points: 100 points.

Individual thresholds per criterion: 10/20, 10/20, 15/30, 7/14 and 8/16 points.

Overall threshold: 50 points.

Proposals that pass the individual thresholds AND the overall threshold will be considered for funding — within the limits of the available call budget. Other proposals will be rejected.

In order to ensure the best possible geographical spread and attract the widest audience, the evaluation committee will consider the geographical balance of selected action proposals.

10. Legal and financial set-up of the Grant Agreements

If you pass evaluation, your project will be invited for grant preparation, where you will be asked to prepare the Grant Agreement together with the EP Project Officer.

This Grant Agreement will set the framework for your grant and its terms and conditions, in particular concerning the action implementation, reporting and payments.

The Model Grant Agreement that will be used (and all other relevant templates and guidance documents) can be found on [Portal Reference Documents](#).

10.1 Starting date and project duration

The project starting date and duration will be fixed in the Grant Agreement (*Article I.2*).

The action must be implemented between the starting date of the grant and 15 October 2021.

10.2 Form of grant, funding rate and maximum grant amount

The grant parameters (*maximum grant amount, funding rate, total eligible costs, etc.*) will be fixed in the Grant Agreement (*Article I.3*).

Project budget:

Action Category 1: from EUR 10 000.

Action Category 2: between EUR 10 000 to EUR 28 000 per project.

Action Category 3: between EUR 10 000 and EUR 40 000 per project.

The grant will be an actual cost grant. This means that it will reimburse ONLY certain types of costs (eligible costs) and ONLY costs you *actually* incurred for your project (NOT the *budgeted* costs). In addition, for the purpose of this call for proposals, the work performed by volunteers is considered as eligible under certain conditions specified below.

Co-financing shall take the form of reimbursement of up to 80% of eligible costs actually incurred by the beneficiary and its affiliated entities.

The non-profit rule will not apply for this call for the cases under the conditions of Article 192(3) EU Financial Regulation 2018/1046).

Moreover, please be aware that the final grant amount may be reduced in case of non-compliance with the Grant Agreement (e.g. improper implementation, breach of obligations, etc).

10.3 Budget categories and cost eligibility rules

The budget categories and cost eligibility rules are fixed in the Grant Agreement (*Article II.19 and II.21*).

Budget categories for this call are the following. For more information, please refer to the Guide for applicants:

A. Personnel costs:

A.1: employees, natural persons under direct contract, seconded persons;

A.2: volunteers (on the basis of unit costs);

B. Subcontracting costs - subcontracting of action tasks is subject to special rules and must be approved by us (either as part of your proposal or in the final report). Subcontracting is allowed except for project's core tasks and subject to strict limits (see Guide for applicants).

C. Purchase costs:

- C.1 Travel and subsistence
- C.2 Equipment,
- C.3 Other goods, works and services.

D. Other cost categories:

- D.1 Financial support to third parties.

E. Indirect costs - on the basis of 7% of flat rate.

Specific cost eligibility conditions for this call:

- VAT: non-deductible VAT is eligible (but please note that since 2013 VAT paid by beneficiaries that are public bodies acting as public authority is NOT eligible).
- Volunteers costs — For the purpose of this call for proposals, the work performed by volunteers¹¹ is considered as eligible personnel costs in accordance with Articles 181, 186 and 190 of Regulation (EU, Euratom) 2018/1046, and shall take the form of unit costs. The amounts of the unit costs to be used by the beneficiary as the basis for declaring such eligible personnel costs are set out in the Guide for applicants.

The conditions for eligibility of costs are defined in Article 186(3) of Regulation (EU, EURATOM) 2018/1046.

- Travel and subsistence thresholds (see annex IX - Reimbursement rules of the European Parliament for speakers and moderators at EYE2021).
- Applicants are strongly advised to include in their proposal a civil and liability insurance or other equivalent insurance covering their planned activities. The costs will be eligible under other good, works and services (category C.3).



For more information, see *the [Guide for applicants](#)*.

10.4 Reporting and payment arrangements

The reporting and payment arrangements are fixed in the Grant Agreement (*Article I.4*).

After grant signature, you will normally receive prefinancing to start working on the project (float of up to 70% of the maximum grant amount). The prefinancing will be paid 30 days from entry into force of the Grant Agreement.

There will be no interim payments.

At the end of the project, we will calculate your final grant amount. If the total of earlier payments is higher than the final grant amount, we will ask you to pay back the difference (recovery).

All payments will be made to the beneficiary signing the Grant Agreement.

¹¹ Under this call, a "Volunteer" means a person working on a non-compulsory basis for an organisation without payment.

Please note that you are responsible for keeping records on all the work done and the costs declared (*Articles II.27.2*).

 For more information see the [guide for applicants](#).

11. Help

As far as possible, ***please try to find the answers you need yourself***, in this and the other documentation (we have limited resources for handling direct enquiries):

- [Online Manual](#)
- [Portal FAQ](#) (for general questions).

Please also consult the Topic page regularly, since we will use it to publish call updates.

Contact

For individual questions on the Portal Submission System, please contact the [IT Helpdesk](#).

Non-IT related questions should be sent to the following email address: dgcomm-subvention@europarl.europa.eu

Please indicate clearly the reference of the call and topic to which your question relates (*see cover page*).

**IMPORTANT**

- **Don't wait until the end** — Complete your application sufficiently in advance of the deadline to avoid any last minute **technical problems**. Problems due to last minute submissions (*e.g. congestion, etc.*) will be entirely at your risk. Call deadlines can NOT be extended.
- **Consult** the Portal Topic page regularly. We will use it to publish updates and additional information on the call (call and topic updates).
- **Funding & Tenders Portal Electronic Exchange System** — By submitting the application, all participants **accept** to use the electronic exchange system in accordance with the [Portal Terms & Conditions](#).
- **Registration** — Before submitting the application, all beneficiaries and affiliated entities must be registered in the [Participant Register](#). The participant identification code (PIC) (one per participant) is mandatory for the Application Form. If your entity is not registered yet, please be reactive and provide the necessary documents as soon as possible.
- **Balanced project budget** — Grant applications must ensure a balanced project budget and sufficient other resources to implement the project successfully (*e.g. own contributions, income generated by the action, financial contributions from third parties, etc.*).
- **No double funding** — There is a strict prohibition of double funding from the EU budget. Any given action may receive only ONE grant from the EU budget and cost items may under NO circumstances declared to two different EU actions.
- **Completed/ongoing projects** — Proposals for projects that have already been completed will be rejected.
- **Combination with EU operating grants** — Combination with EU operating grants is possible, if the project remains outside the operating grant work programme and you make sure that cost items are clearly separated in your accounting and NOT declared twice.
- **Multiple proposals** — Applicants may submit more than one proposal for *different* projects under the same call. However, only one proposal per participant will be retained for being awarded a grant.

Organisations may participate in several proposals.

BUT: if there are several proposals related to the *same/very similar* project, only one application will be accepted and evaluated; the applicants will be asked to withdraw one of them (or it will be rejected).

- **Resubmission** — Proposals may be changed and re-submitted until the deadline for submission.
- **Rejection** — By submitting the application, all applicants accept the call conditions set out in this Call Document (and the documents it refers to). Proposals that do not comply with all the call conditions will be **rejected**.
- **Cancellation** — There may be circumstances which may require the cancellation of the call. In this case, you will be informed via a call or topic update. Please note that cancellations are without entitlement to compensation.
- **Language** — You can submit your proposal in any official EU language (project abstract/summary should however always be in English). For reasons of efficiency, we strongly advise you to use English for the entire application.
- **Data Protection** — The submission of a proposal under this call involves the collection, use and processing of personal data. This data will be processed in accordance with the applicable legal framework. It will be processed solely for the purpose of evaluating your proposal, subsequent management of your grant and, if needed, programme monitoring, evaluation and communication. Details are explained in the Funding & Tenders Portal Privacy Statement.
 - The controller is the EP Youth Outreach Unit in the Directorate General for Communication, Directorate for Campaigns.
 - e-mail: eye@europarl.europa.eu

12. Important

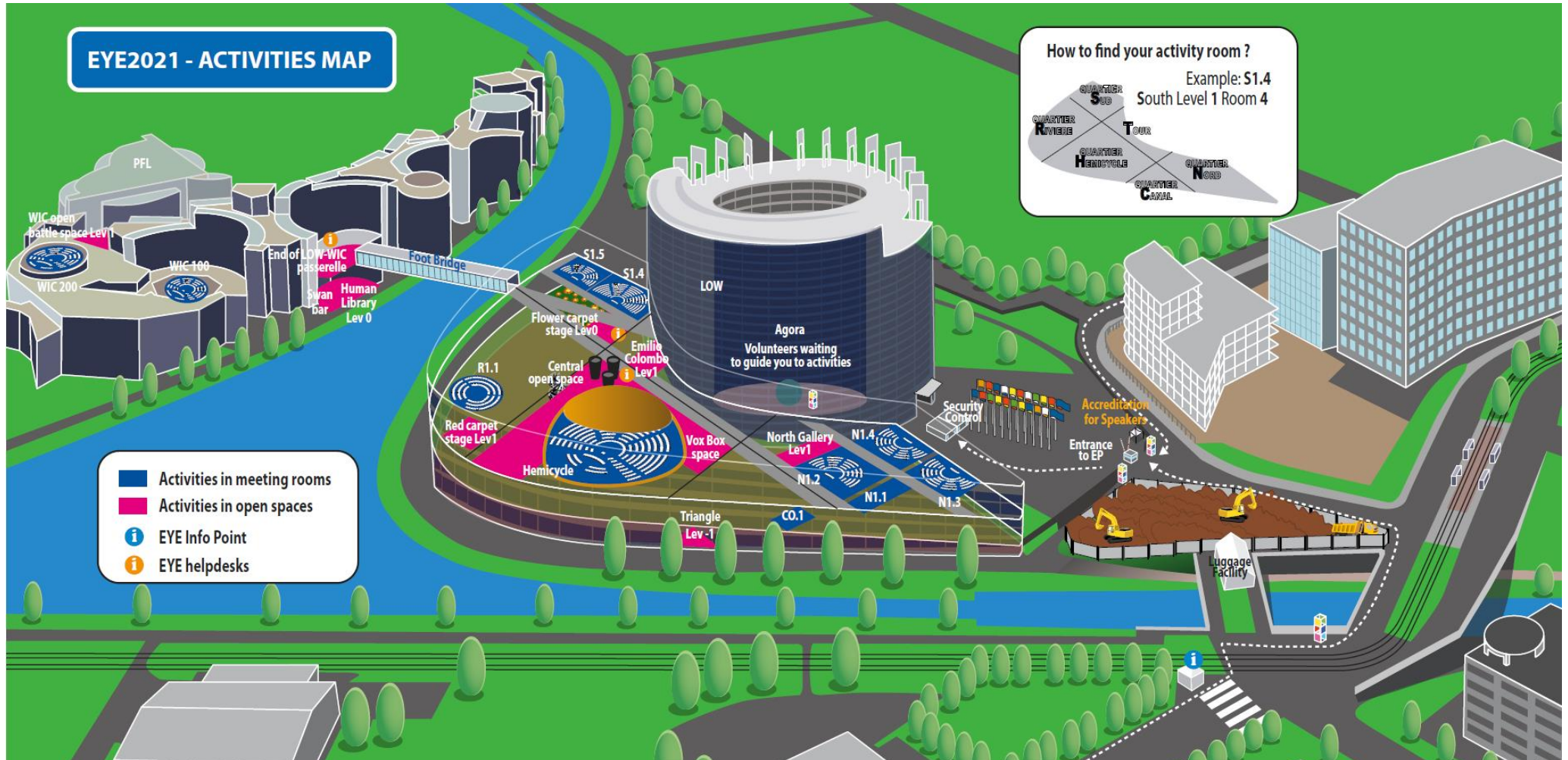
- **Transparency** — In accordance with Article 38 of the EU Financial Regulation, information about EU grants awarded is published each year on the Europa website.

This includes:

- beneficiary names
- beneficiary addresses
- the purpose for which the grant was awarded
- the maximum amount awarded.

The publication can exceptionally be waived (on reasoned and duly substantiated request), if there is a risk that the disclosure could jeopardise your rights and freedoms under the EU Charter of Fundamental Rights or harm your commercial interests.

Annex I
Map and pictures of the EP premises
COMM/SUBV/2021/EYE



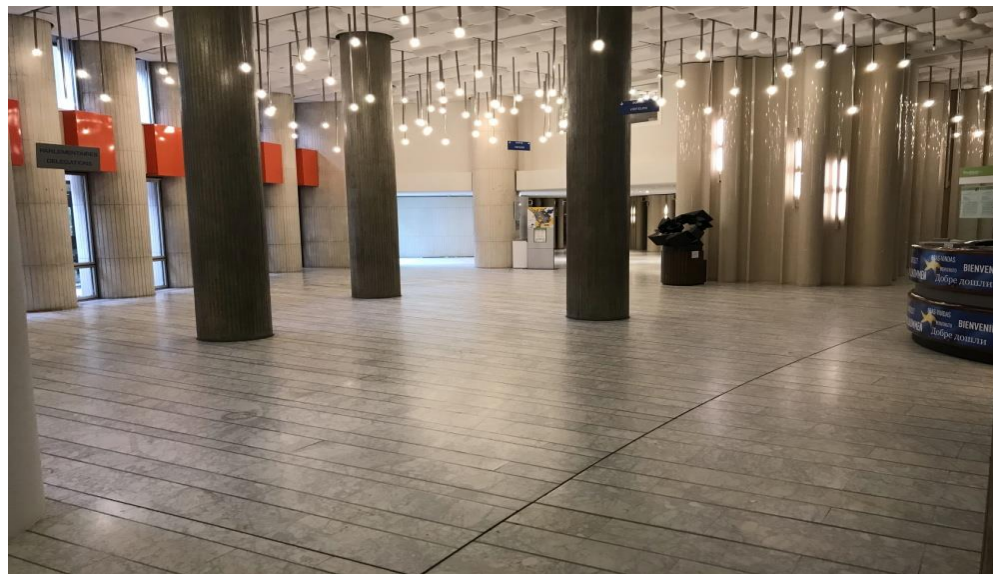
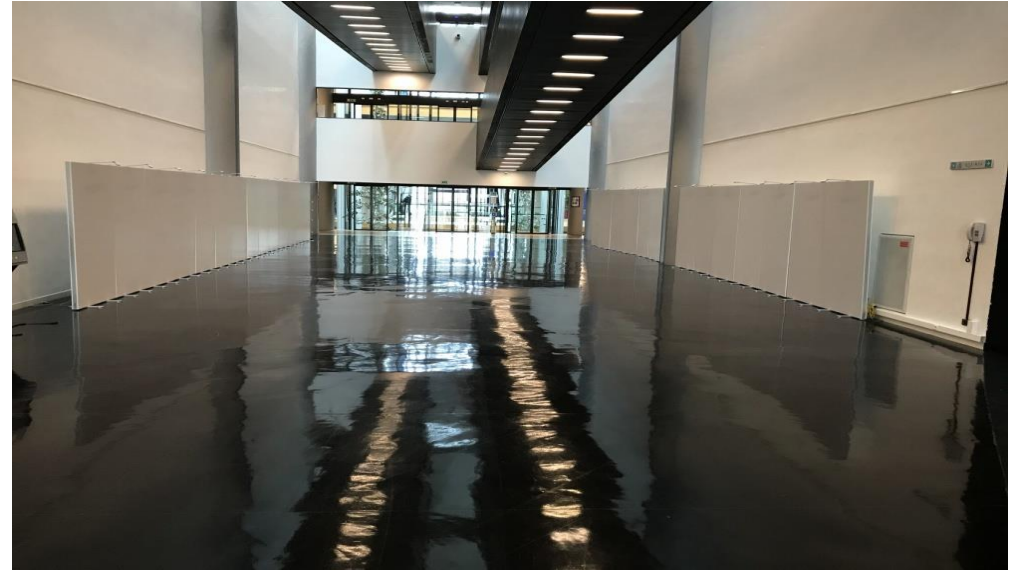
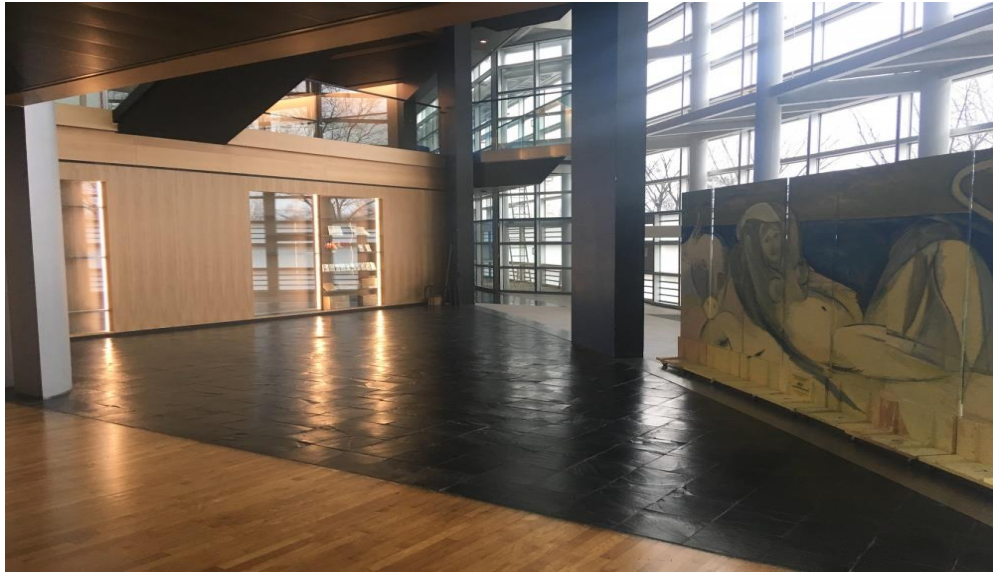
Amphitheatres



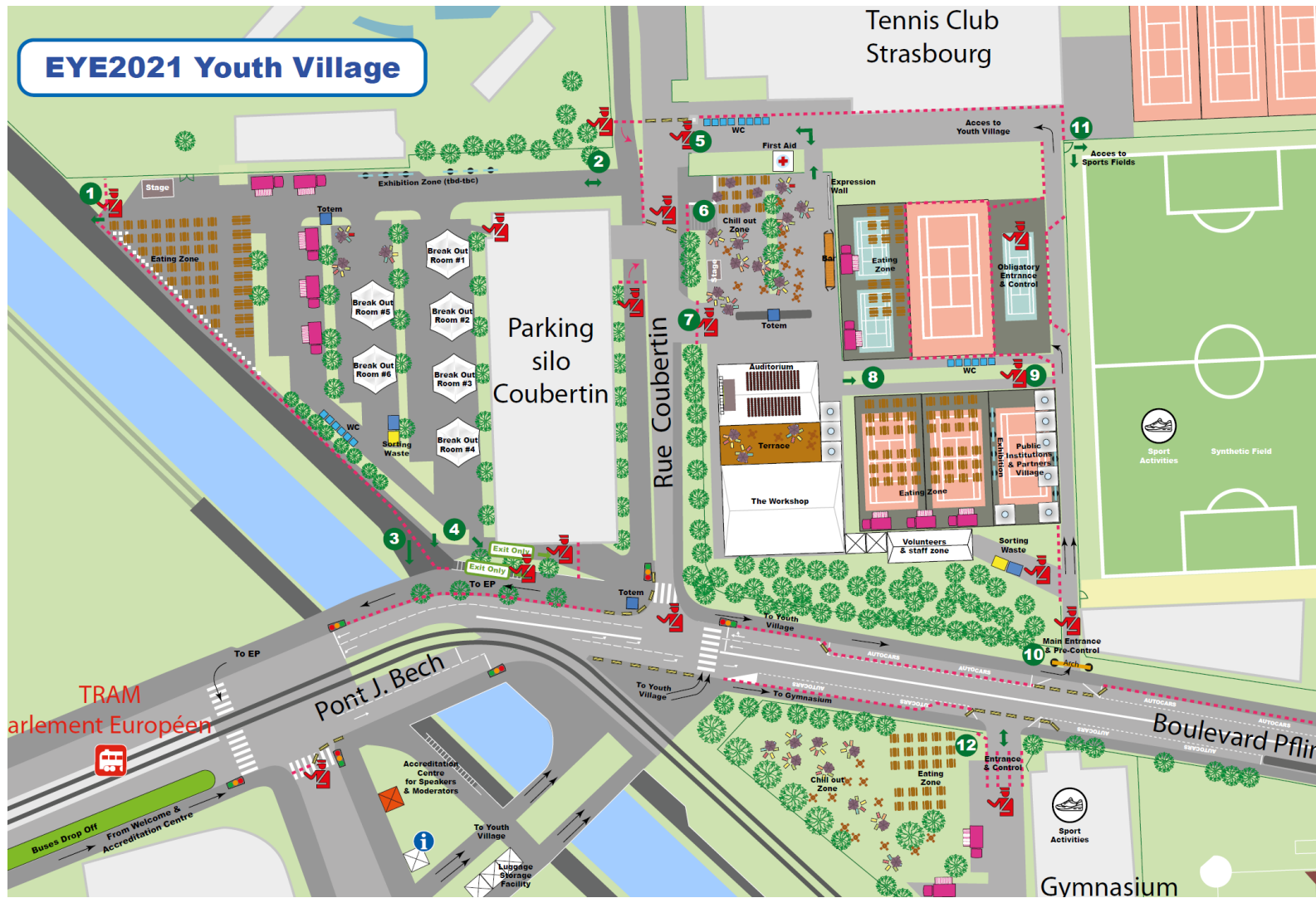
Meeting rooms



Open Spaces



Annex II
Indicative Map and pictures/visuals of the Sports island
COMM/SUBV/2021/EYE



Disclaimer:

The map, as well as the images on the next page are provided to help applicants visualise how the Village *could* look like and *not will* look like. The design and look and feel of the Village will depend on the final number of participants, as well as of the activities proposed by the applicants.

Break-out rooms/Open spaces



Auditorium



**Two outdoor basketball courts with
the AGR Gymnasium (left) and the base-ball field (right) in the back**



AGR Gymnasium



One of the three football fields



One standard base-ball field



Annex III
Communication plan of the European Parliament for the EYE
COMM/SUBV/2021/EYE

Date	Product / action	Message
February 2021 - October 2021	Collect ideas	Share your ideas before EYE kicks-off
March - May 2021	Promotion of the programme	Discover the variety and richness of the programme
April 2021	Co-create EYE2021 tagline	What's the tagline for this edition?
April - May 2021	Call for Proposals	Receive a grant to contribute to the EYE2021 programme
May 2021	Call for activity organisers	Coming to the EYE? Propose an activity or artistic performance
May 2021	Launch of the Conference on the future of Europe	Consultation starts
May - June 2021	UGC Social media competition	Win a special prize
June - July 2021	Registration phase	Take part physically or online
August - September 2021	Take the most from EYE	What can you do online and offline (practical details)
September 2021	Sustainable EYE	Discover what makes the EYE sustainable, inclusive and what you can do to make a difference
4-8 October 2021	EYE2021	Have an amazing event experience, online and physically.
October - November 2021	Follow-up EYE2021	How it went, what happens next and how to influence the political agenda

EUROPEAN YOUTH EVENT VISUAL GUIDELINES



European Parliament

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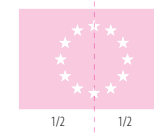
<i>1. SIGNATURE</i>	<i>P3</i>
<i>2. IMAGERY</i>	<i>P14</i>
<i>3. COLOR PALETTE</i>	<i>P22</i>
<i>4. LAYOUT</i>	<i>P26</i>
<i>5. EXAMPLES</i>	<i>P32</i>

SIGNATURE





Clear space area







DO



DON'T

HORIZONTAL SIGNATURE SHOULD BE ALIGNED TO THE LEFT OF THE LAYOUT













VERTICAL TIMELESS SIGNATURE - NEGATIVE

IMAGERY

- ***REAL-WORLD IMAGES***
- ***PORTRAITS FROM THE EVENT***















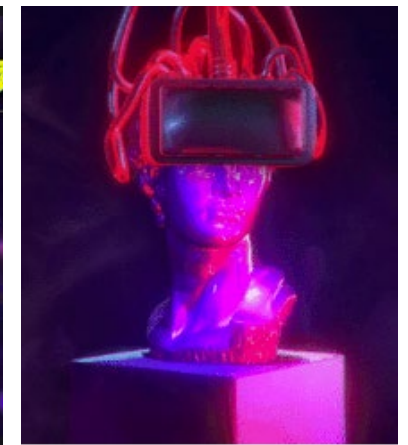
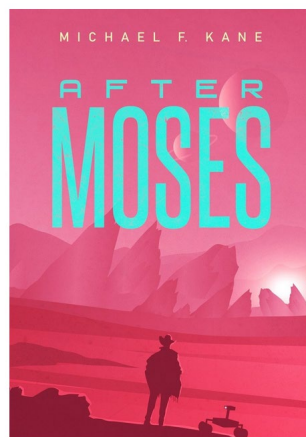
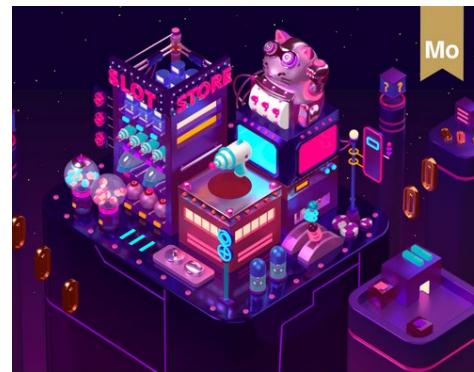
COLOR PALETTE

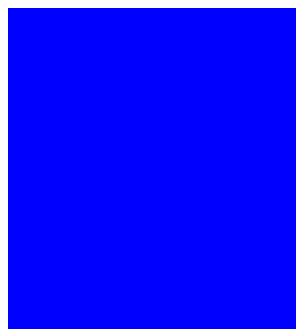
Local hues: discover the colors trending around the world

While color is universally celebrated, countries from around the globe have diverging (and sometimes converging) trends when it comes to which shades are having their moment in the spotlight. Here are some of the hottest hues for the year ahead from across the pond and beyond.

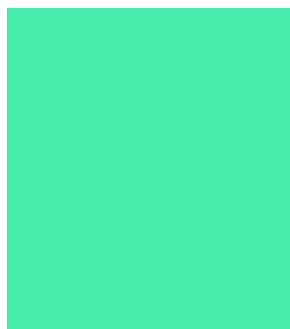
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Chile #0000FF	France #FF00FF	Germany #008000	India #00FF00
Italy #7FFF00	Japan #800080	Korea #00FF00	Mexico #00FFFF
Netherlands #7FFF00	Norway #FF00FF	Russian Federation #00FF00	South Africa #FF0000
Spain #0000FF	Switzerland #0000FF	Taiwan #FF0000	Thailand #8A2BE2
Turkey #8A2BE2	United Arab Emirates #0000FF	United Kingdom #0000FF	United States #0000FF

SHUTTERSTOCK

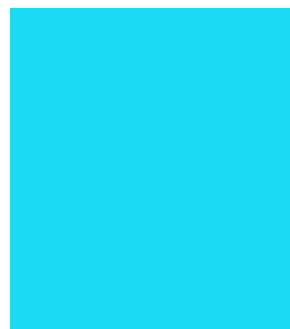




RGB : (0,0,255)
CMYK : (93,75,0,0)



RGB : (72,238,172)
CMYK : (59,0,50,0)



RGB : (25,216,242)
CMYK : (62,0,11,0)



RGB : (135,250,110)
CMYK : (48,0,79,0)



RGB : (247,201,8)
CMYK : (4,20,94,0)



RGB : (190,57,244)
CMYK : (60,77,0,0)



RGB : (255,87,199)
CMYK : (14,72,0,0)



RGB : (249,70,70)
CMYK : (0,83,66,0)



LAYOUT

LAYOUT TITLE



- Title framed in colored rectangle
 - Centered text
 - Margins = font size/3

- MYRIAD PRO BOLD CONDENSED ITALIC
- BLACK OR WHITE FONT COLOR
- UPPERCASE
- OPTICAL KERNING

LAYOUT

LEAD - SUBTITLE



TITLE IS IN TWO PARTS:

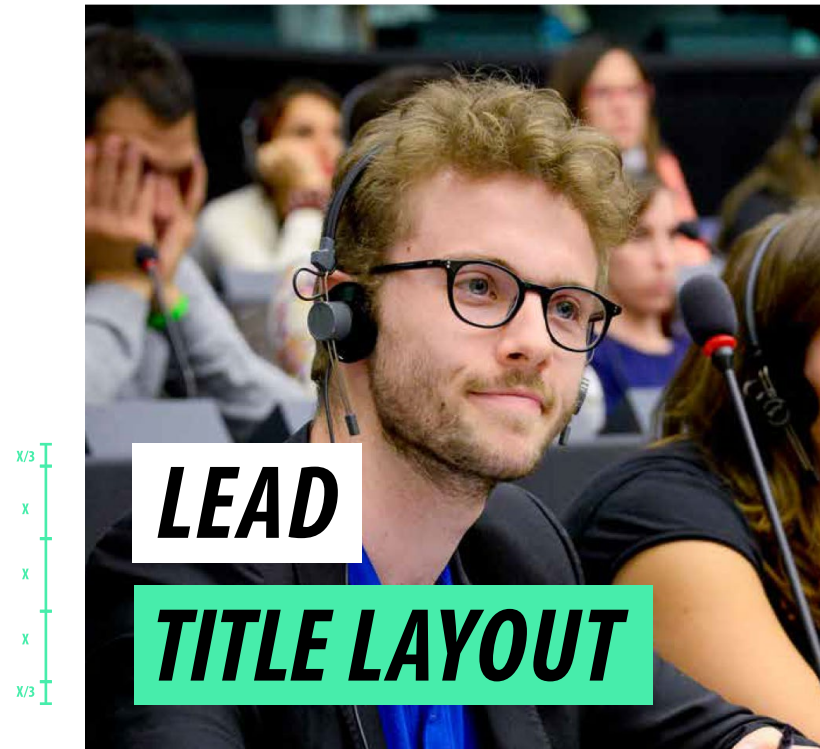
- TWO LINES
- SAME FONT SIZE
- MAIN TITLE IS FRAMED, SECONDARY ISN'T
- MARGINS = FONT SIZE/3

LAYOUT
COLORED BACKGROUND



LAYOUT

PICTURE BACKGROUND



TWO FRAMES :

- MAIN TITLE : COLORED
- SECONDARY TITLE : WHITE
- ADDED MARGIN (FONT SIZE/3) BETWEEN FRAMES

LAYOUT **CONTRAST**



- ADAPT THE COLOR TO THE BEST CONTRAST

EXAMPLES

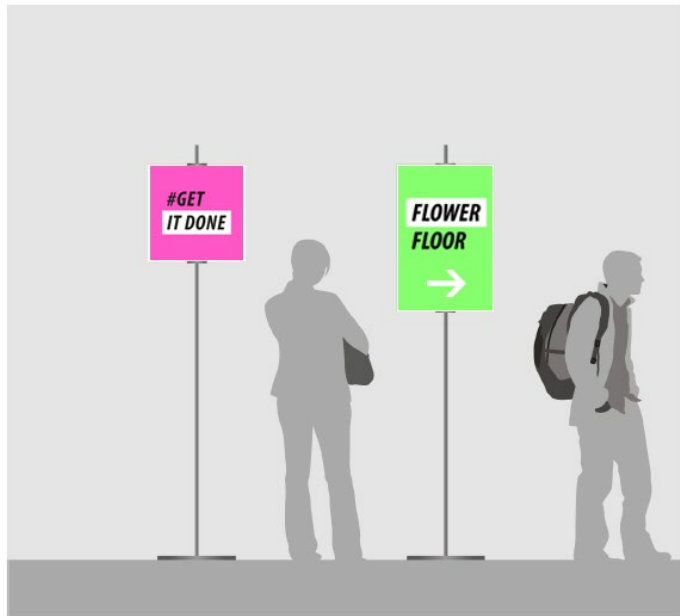
EXAMPLES POSTER



EXAMPLES
AVATAR



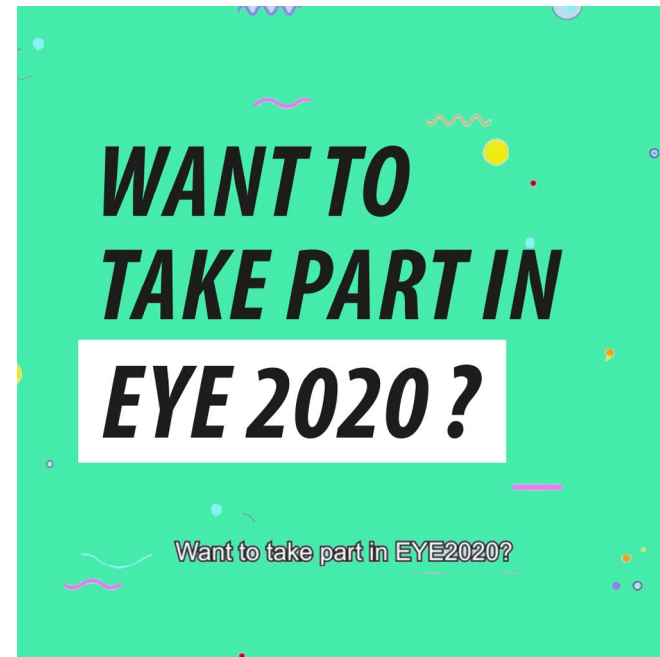
EXAMPLES SIGNAGE



EXAMPLES POST



EXAMPLES POST



EXAMPLES POST

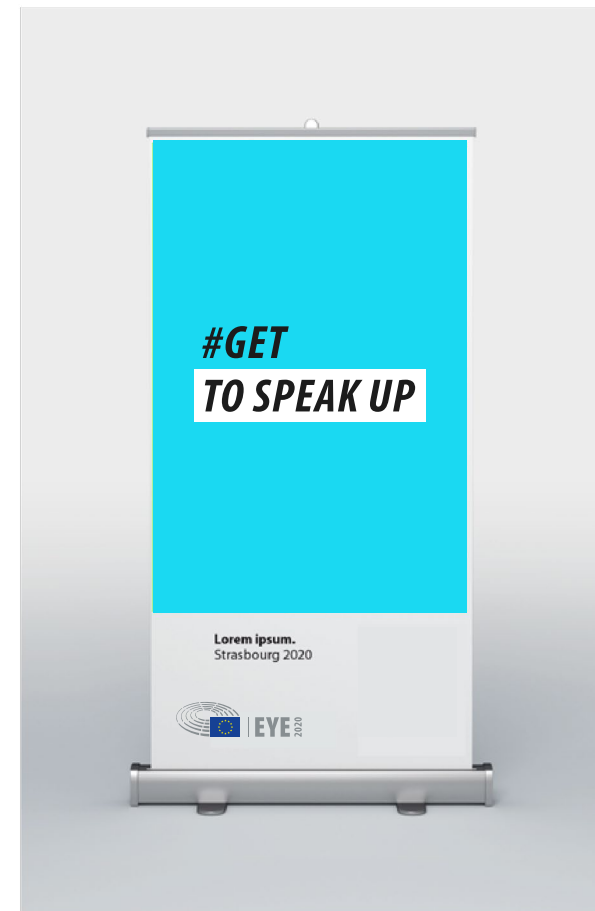
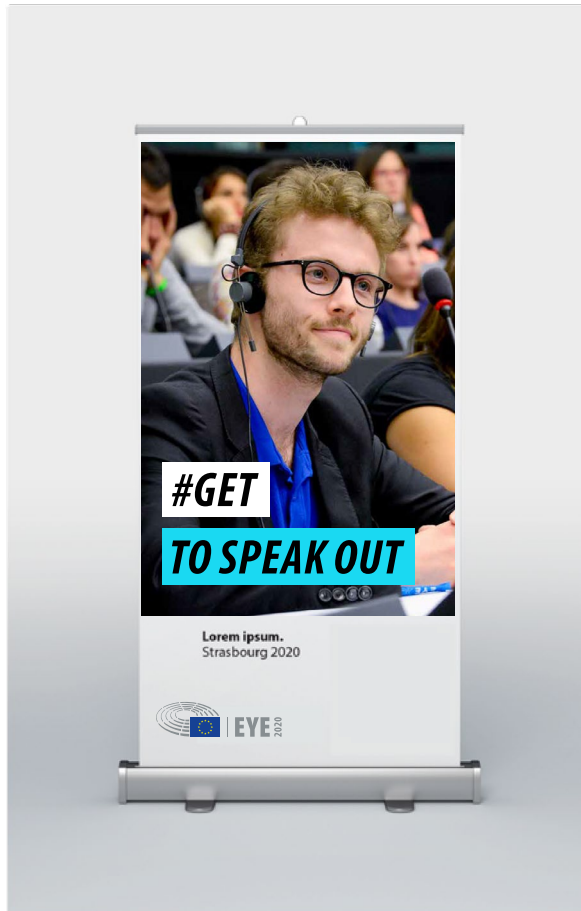


EXAMPLES

TOTE BAG

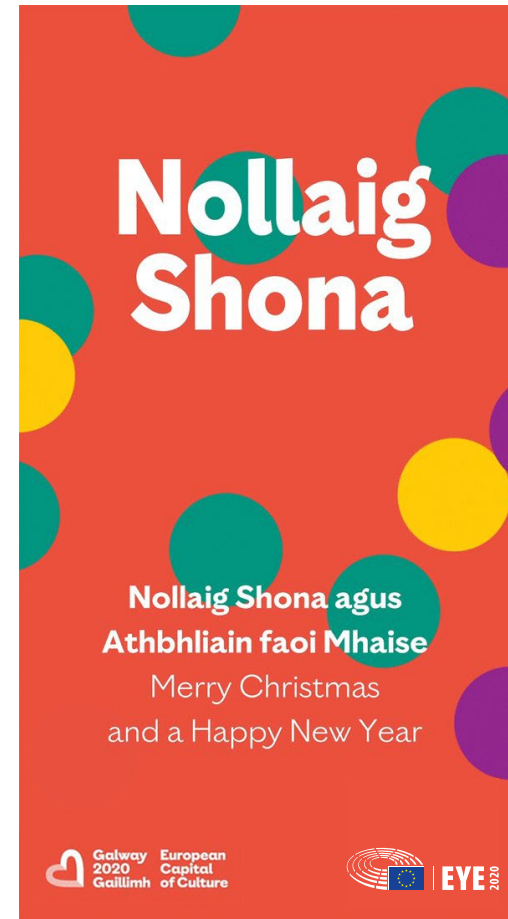


EXAMPLES ROLL-UP



EXAMPLES

CO - BRANDING



The European Parliament's Consistent Communication Guidelines

Communication creates engagement. And engagement creates participation.

The democratic power and influence of the European Parliament rests on the mandate of its 375 million voters in the 28 countries of the European Union. Without their regular, continuing and active participation in its work on their behalf, it is nothing.

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*'THE SINGLE BIGGEST PROBLEM IN
COMMUNICATION IS THE ILLUSION THAT
IT HAS TAKEN PLACE.'*

George Bernard Shaw

FOREWORD

This booklet is about how best to achieve consistent and effective communication for the European Parliament. It explores a series of simple principles and applies them to the Parliament's unique place in the lives of the people of the European Union. It describes the rules to be followed in all our communication with them - and with each other - in every channel.

This means that consistent communication relates to everything from how we greet our visitors to how we draft and present our research papers. It means that everything we do and everything we say must be grounded in who we are as an institution and expressed in accordance with the spirit of the principles described in this book. As the guardian of consistent communication, DG COMM will be at the forefront of this approach and provide support to other DG's in its application.

From Johannes Gutenberg to Mark Zuckerberg, channels of communication have never been any more or any less than communities where people connect with ideas. Creating, sharing and retrieving the sum of human knowledge, thoughts and feelings.



Klaus Welle
Secretary-General

Effective communication requires that we are known, that we are trusted and that we are liked. But not all communication is content. And not all content is communication.

BEING KNOWN

Being known to others requires first that we know ourselves.

That we recognise who we are. Not who we were nor who we may hope to become.

Who we are is the sum of where we stand and what we stand for. It distinguishes us from others and defines what we offer to the world.

It gives status to what we choose to say and authority to how we choose to say it.

Effective communication demands that it is expressed clearly and consistently.

BEING TRUSTED

Being trusted in turn requires that we are known.

And that every single expression of who we are, where we stand and what we stand for is always whole and unequivocal. That it always displays integrity without omission or qualification.

Above all, it demands that no matter how closely it may be examined, or how fiercely it may be tested, it remains entirely consistent.

BEING LIKED

Being liked is not always necessary or possible. But it helps.

In communication, as in life, attraction works to encourage and to reward engagement.

The more likeable the expression of who we are, where we stand and what we stand for, the more engaging and therefore the more effective our communication.

It is no accident that friendship has become the natural content filter in the digital space. It is simply more reliable and more consistent than any algorithm yet written.

WHO WE ARE,
WHERE WE STAND
AND WHAT WE
STAND FOR



To be known, to be trusted and to be liked, it is essential that all of our communication must always be true to who we are, where we stand and what we stand for. It must always support or be supported by one or more of these three pillars:

We are the **PEOPLE** of Europe

The European Parliament speaks for us, the people of the European Union. It has no higher purpose than our service. It holds power to account in our name. It enacts laws for our protection. It speaks for us beyond our shores. Its authority rests only on the mandate that we choose to grant its members. In their discourse lies its strength. And in our values its power.

In our common values and our shared hopes we find the means to overcome our challenges. When our problems are shared, they are more easily solved. While our old still have dreams, then our young still have hopes.

We stand in **YOUTH** and **OPENNESS**

The first recognisable institutions of democracy originated in Ancient Athens. It matured into what we know today as parliamentary government during the course of the 18th century.

The European Parliament, by comparison, is young. The Common Assembly Of The European Coal And Steel Community, the institution from which it is directly descended, met for the first time in September 1952. Its history is brief but it is one of constant evolution and of steadily increasing power. It is a journey and not a destination.

It is to the European Parliament that the President of the European Commission and its Commissioners must come to answer for their actions. It is here that world leaders come to speak with the people of Europe. Alone among the EU institutions, its doors are open and its discourse is public and on the record.

We stand for democratic **POWER** and **INFLUENCE**

The 751 members of the European Parliament are elected by 375 million voters in the 28 countries of the EU.

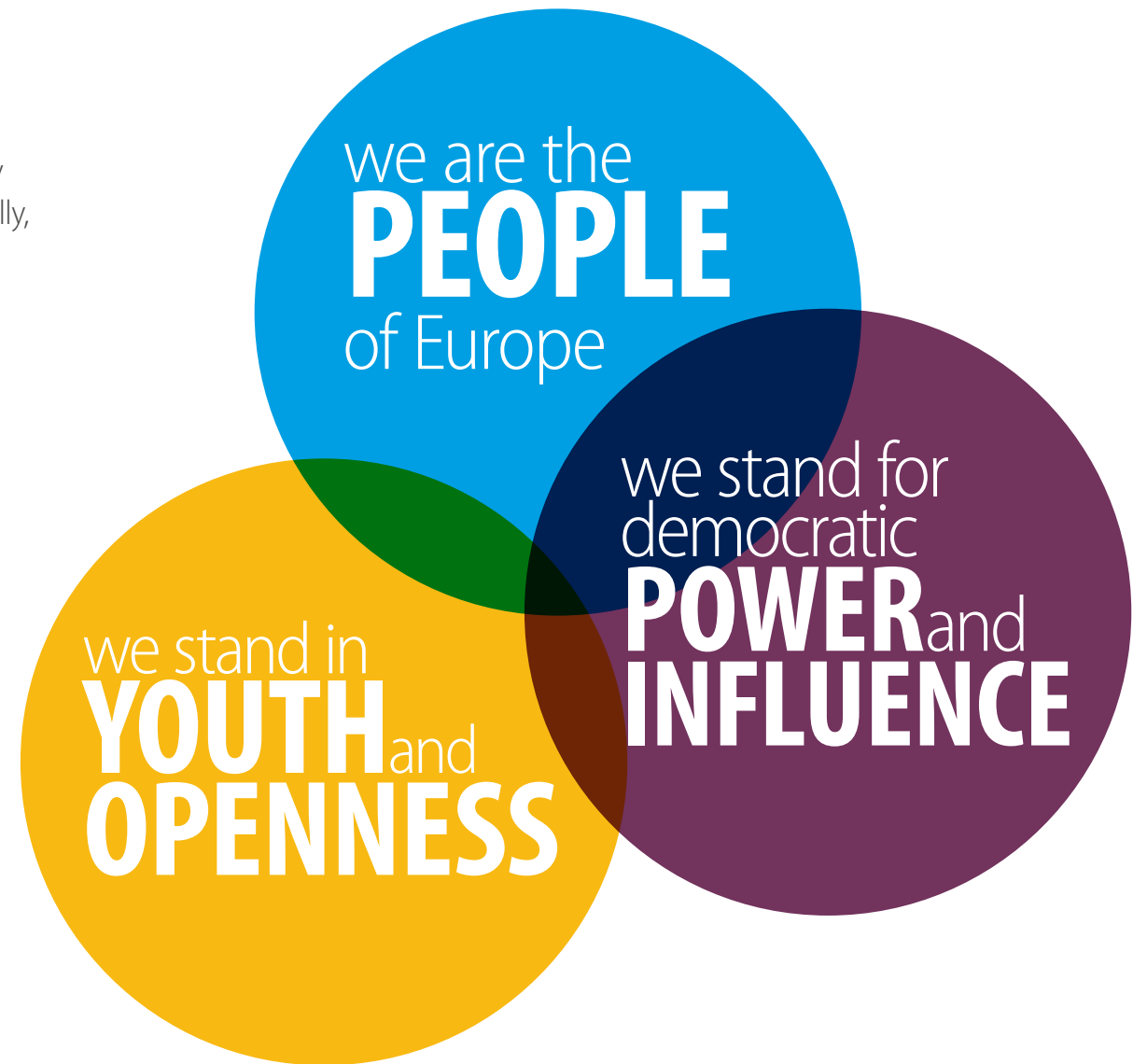
The world's only directly elected transnational assembly, it elects the President of the European Commission, appoints its Commissioners and holds them to account in our name. It passes laws for our protection and budgets on our behalf. It represents us abroad and acts on our petitions.

The discourse of its members shapes our political and social agenda upholding the values enshrined in Article 2 of the Treaty of the European Union:

'The Union is founded on the values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities. These values are common to the Member States in a society in which pluralism, non-discrimination, tolerance, justice, solidarity and equality between women and men prevail.'

A vibrant **PARLIAMENTARY DEMOCRACY**

These three pillars are unique to the European Parliament. They distinguish it from national parliaments and other European Union institutions. They are omnipresent in every aspect of the Parliament's day-to-day work either individually, in tandem or fully overlapping.



A person is holding a large, bright red megaphone. The megaphone is the central focus, with a person's mouth visible at the center. To the left, a white banner with black and orange patterns is partially visible. In the background, there are trees and a building under a clear sky. The person holding the megaphone is wearing a floral patterned shirt. Another person's hand holding a piece of paper is visible on the right side of the frame.

HOW TO CREATE
COMMUNICATION
THAT CREATES
COMMUNITY

Democratic power and influence is honest about its goals, modest about its achievements, clear about its purpose and determined in its pursuit. As the people of Europe we stand together as equals. Youth and openness demands that everything we say and do is always easily accessible to all.

All of our communication: visual and verbal, online and offline, in our environment, our behaviour and our actions must therefore always evidence these three essential principles at all times:

SIMPLICITY

Try to encapsulate everything that needs to be said in one all-encompassing thought. Avoid ambiguity.

CLARITY

Use only those elements that are absolutely necessary. Do not embellish or complicate.

EQUALITY

We are the people of Europe. We are our audience and our audience is us. Do not condescend.

How to **DESIGN** it

The European Parliament has one logo, one layout and one typeface family.

But do not mistake consistency for conformity.
There are few of us who choose to rise each morning and to put on clothes identical in every respect to those we took off the night before.

Although our appearance may vary according to where, when and in whose company we find ourselves, we have only one identity.

WOMEN REFUGEES AND ASYLUM SEEKERS IN THE EU



INTERNATIONAL WOMEN'S DAY 2016

europarl.europa.eu
#IWD2016



Our logo

Our logo validates our identity. It is our signature.

It may be used in one, but only one, of 24 official language versions. In the case of multilingual communication, the language-neutral version (the mute logo) should be used.

No other logo may ever be used in any circumstances except in the case of EU interinstitutional communications (the Lux Film Prize or the EU Visitors' Programme, for example) or the House of European History.



STANDARD

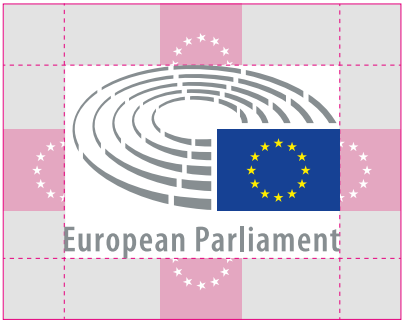
This is the standard logo, used in all monolingual communications for print and screen.

MUTE

The mute logo should be used when the standard logo cannot be used.

It must always be placed in an area of clear and otherwise unobstructed space of a size relative to the logo size. Particular care should be taken in online and mobile applications.

As the width of the logo varies by language version, its size must always be determined by reference to the EU flag.



CLEAR SPACE AREA

The clear space area is based on half the width of the EU flag.

The minimum permitted width of the flag is 8 mm or 40 pixels. The maximum is 8 % of the shortest side of the layout. When working with formats other than ISO A, try to maintain the proportionality of the A format.

Document size	Flag size (mm)
A5/B5 and smaller	8
A4/B4	12
A3	16
A2	24
A1	38
> A1	max. 8 % of layout width

Always consider screen resolution carefully with the help of a UI/UX designer. In print formats smaller than A4, the minimum width logo should be used. Comprehensive guidelines can be found at: europarl.europa.eu/downloadcentre

Our layout

Our simple layout design is the structure that frames our creativity to focus it in the service of effective and clear communication. The eye sees framed objects as having power and influence and white space as having openness.

The elements of your communication (headline, visual, body text and logo) should be placed on a single colour (preferably white) space framed by two left and two right margins. The margins correspond to the width of the EU flag in our logo. All elements should always be placed in relation to them.

For posters, advertisements and publication covers, a maximum of four elements should be used:

- one visual
- one headline
- body text (and subhead, where necessary)
- one logo.

Fewer elements may, of course, be used. The only mandatory inclusion is the logo, though it need not necessarily be placed on the front cover of a publication.

The headline should be aligned to one of the two left margins and should overlap the visual. It may be of any size or weight and you may vary its transparency. Where no image is used, a headline alone or a headline and colour block is sufficient.

On the second and subsequent pages, where more than four elements may be used if necessary, the framed white space layout also applies.

As you work, keep asking yourself *‘is this element necessary in this context?’* Edit your work brutally and repeatedly: be clear, be simple. Stick to your one clear thought.

headline

Align the headline to one of the two left margins and ensure it overlaps the visual. It may be of any size or weight and you may vary its transparency.

image

Use only one image. Where no image is used, a headline alone or a headline and colour block is sufficient.

body text

web address, hours, locations, contact details, etc.

logo

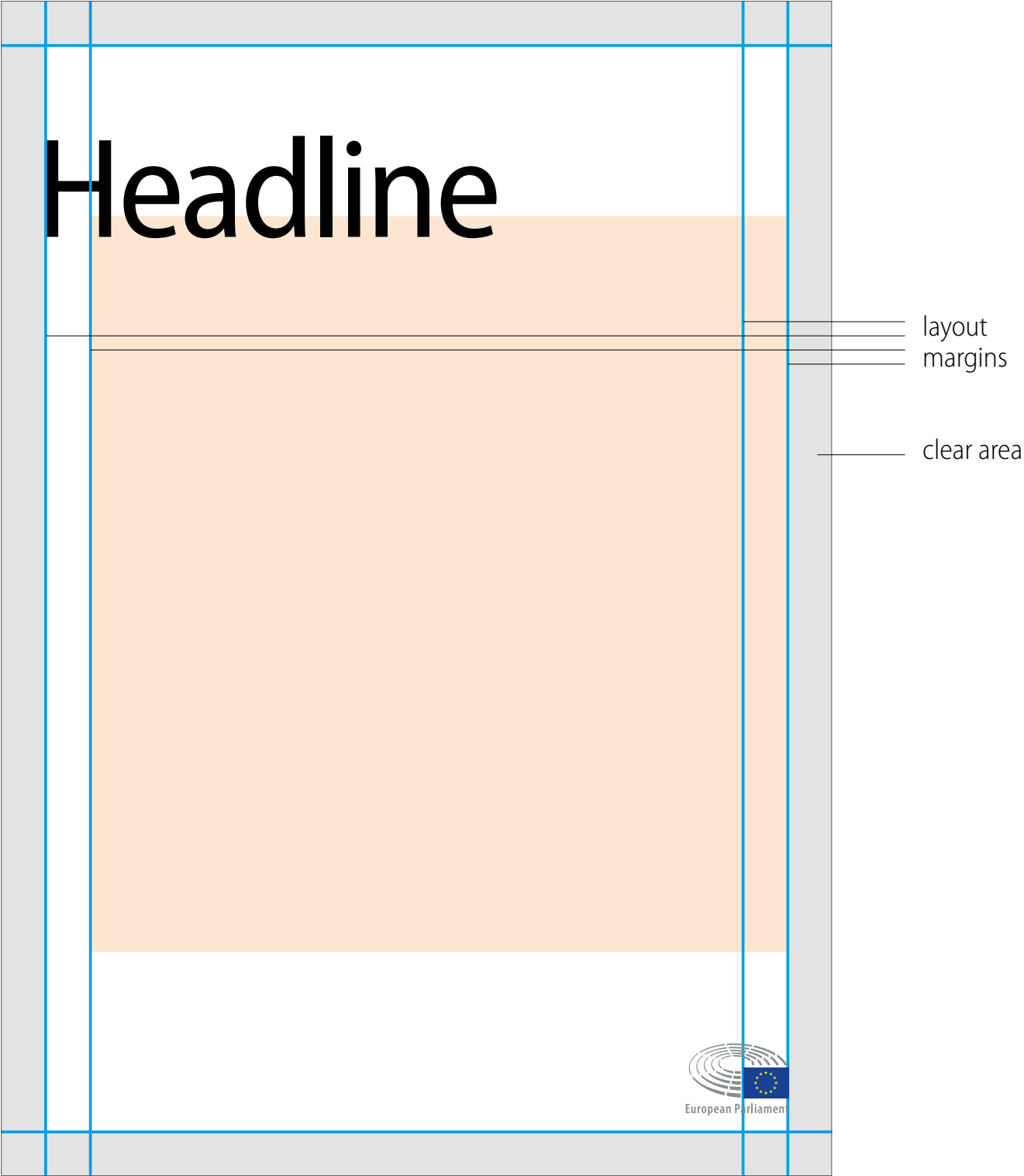
WOMEN REFUGEES AND ASYLUM SEEKERS IN THE EU



INTERNATIONAL WOMEN'S DAY 2016

europarl.europa.eu
#IWD2016





Headline alignment

Your headline should be aligned to one of the two left margins. Do not align the headline and the image on the same margin. The headline can be placed freely on the y axis, making sure to respect the top/bottom margins of the layout.

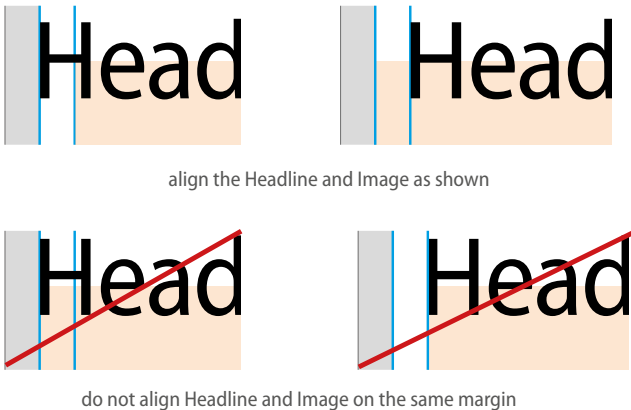
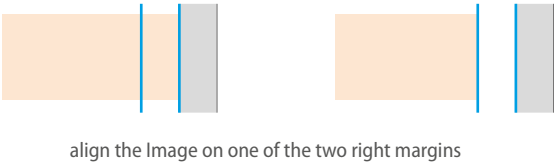


Image alignment

Ideally, your image should be aligned both to the left and the right margins. When this is not possible, you may align your image to the right margin only. The image can be placed freely on the y axis, making sure to respect the top/bottom margins of the layout.



Logo alignment

Position the logo on the right margins only. Place it freely on the y axis, making sure to respect the top/bottom margins of the layout.



Colours

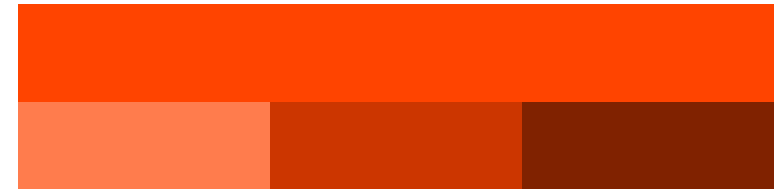
We stand in youth and openness. Our communication embraces diversity. We have no set colour palette. But please always bear in mind the context of your communication and the importance of clarity and simplicity at all times.

- No more than a total of four colours (excluding photos and illustrations) should be used.
- Colours must always be used in harmony: monochromatic, grayscale, square, analogous, complementary, split-complementary, triadic or tetradic.
- A colour generator is a good way of creating colour combinations that work well together.
- Do not use colour gradients.
- If an advertisement, poster or publication cover has no main visual element, then you may use any background colour or a colour block against white.

ANALOGOUS



MONOCHROMATIC



TRIAD



COMPLEMENTARY



SHADES



Typeface

Myriad Pro is a versatile type family embracing the Latin, Greek and Cyrillic alphabets. It is comprised of 40 fonts in four widths and five weights each, with complementary italics. It is used in all of our internal and external communication.

Remember that typography exists to help us read and understand the text comfortably and enjoyably. Its basic rules are easily understood and simply applied:

- set the leading and tracking to avoid tight or loose lines and condensed or expanded spaces for your body text
- don't make lines too long, a comfortable read is around 60-80 characters per line
- different weights and colour of type help communicate emphasis and tone. Try to vary them within reason
- you may vary the fonts within a headline
- optical kerning is mandatory for headlines.

For email, Word documents and Powerpoint presentations, Arial and Arial Narrow are also used. While these may also be used in HTML, every effort should be made to use a rendered form of Myriad Pro wherever possible.

WHAT'S what's?
OUR STORY? our story?

What's our story?

What's our **Story**? what's our story?

What's our story?

WHAT'S WHAT'S
OUR OUR
STORY? STORY?

what's our **STORY**?

Photography

We are the people of Europe. Our photography is human. It is the lines on our faces, not the lines on a map. It is the look in our eyes, not the view from a window.

It is a portrait of the farmer, not a picture of a farm. Inside the Parliament itself, it is action not architecture.

It is real. It is raw. It is you and I. It is here and now.

Use photography to complement your text. Not to repeat it. Photography does not always need to be used literally. Juxtaposition also has its place.

Pay attention also to the technical quality of your photography. Are all the important parts of the image well exposed?

Have you thought about how cropping the image might make it stronger or alter its emphasis?



Show people in their everyday environment. Look for natural poses and honest depictions of life.



Photography should be real and subjects placed in context. Interesting framing can make the image more powerful.



Humanity need not be literal. Cups on a wall or a landscape of lights communicate humanity without people in view.





Don't shy away from humour.



How to design it

Show people in their natural context.
Not in posed shots.

DO

DON'T



Keep it real.

DO



DON'T



Do not stray into 'adland'.

DO

DON'T



How to design it

Celebrate the 'vérité'. Never rely on cliché.

DO



DON'T



How to design it

The European Parliament is about people. Not about architecture.

DON'T



DO



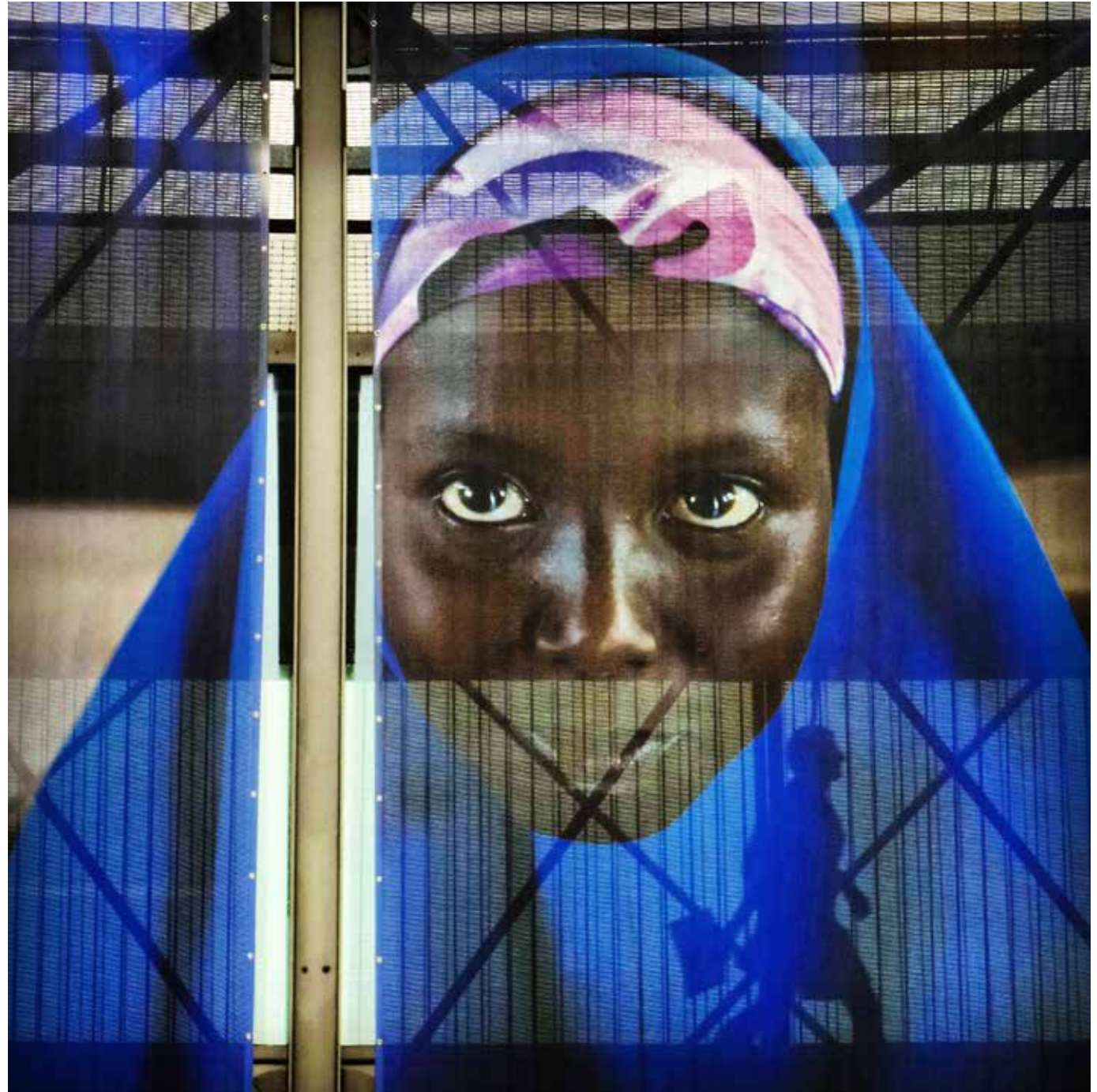
How to design it

Look for the interesting and the unusual. But not for its own sake.

DON'T



DO



Illustration

Illustration can offer a good alternative to photography and should not be overlooked.

Hand-drawn illustrations (or those that achieve that effect) are preferred. Avoid standard iconography, clip art and obviously computer-generated illustrations at all costs.



Choose styles that look or feel hand-drawn. Avoid clipart and synthetic styles.

DON'T



DO



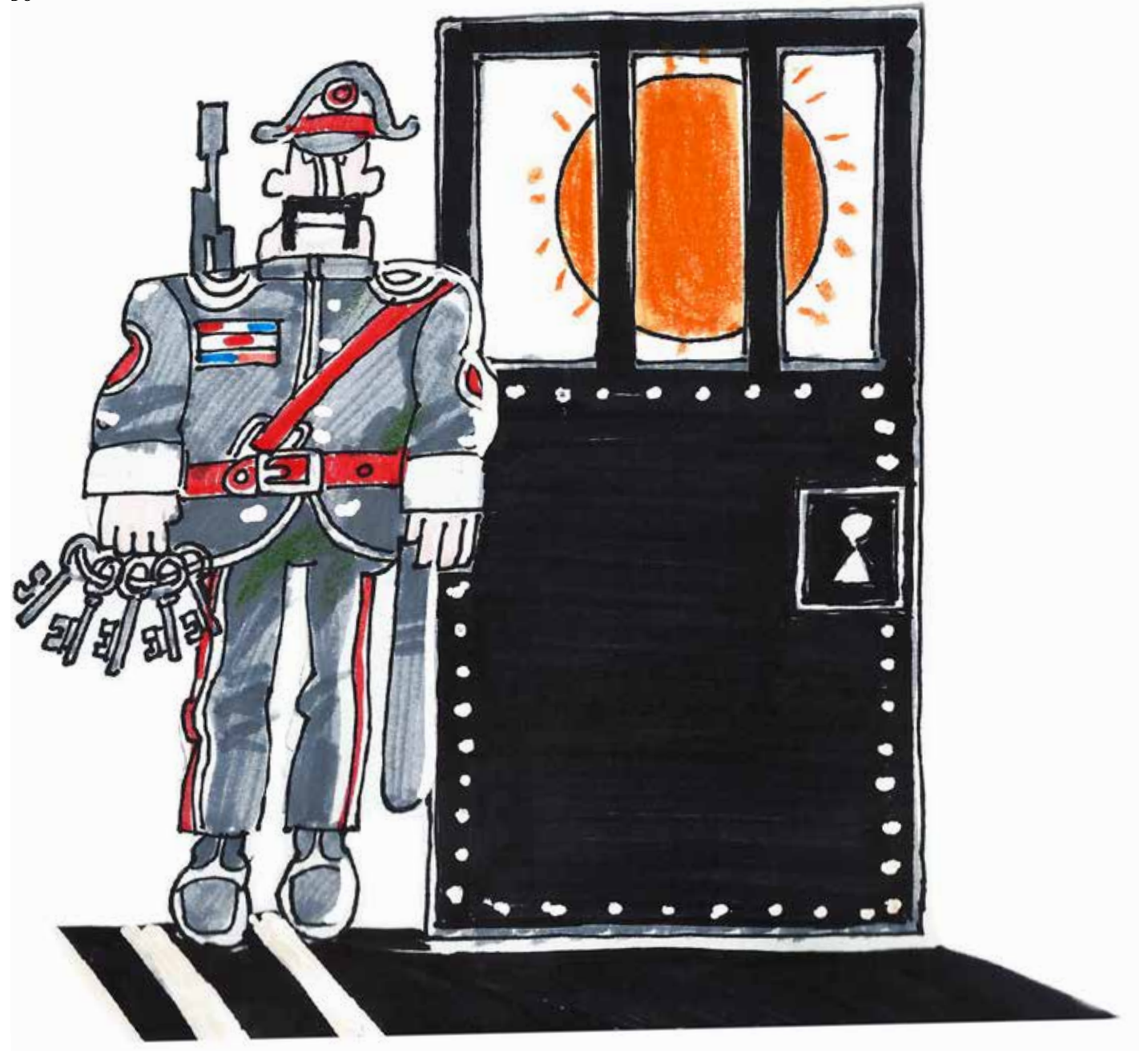
DO



DON'T



DO



How to **WRITE** it

The European Parliament is proud of its past and hopeful for its future; honest about its goals and modest about its achievements; thoughtful about its purpose and determined in its pursuit.

Use words that are short, simple and familiar. Write in short sentences and brief paragraphs. Recognise that language lives with us in the real world in the present time but don't invent words.

Never use two words when one will do: we are 'unique' not 'quite unique'.

Resist the temptation to demonstrate your prowess as a writer. Don't get in the way of what needs to be said. Use images to complement your words. Not to repeat them.

70 words

Welcome text on the European Parliament's landing page.

repetition of the sentence
above; redundant

condescending tone
unnecessary

WELCOME TO THE EUROPEAN PARLIAMENT WEBSITE

Thank you for visiting the official **website of the European Parliament**. The European Parliament is the only directly-elected body of the European Union.

The 751 Members of the European Parliament **are there to represent you, the citizen**. They are elected once every five years by voters **right** across the 28 Member States of the European Union on behalf of its 500 million citizens.

WELCOME TO THE EUROPEAN PARLIAMENT ONLINE

The European Parliament is the European Union's only directly elected body. It represents the voice of its 500 million citizens.

The 751 Members of the European Parliament are elected every five years by voters across the 28 Member States of the European Union.

49 words

All the key ideas of the initial text are maintained but expressed more clearly and concisely.

TITLES SHOULD BE SHORT AND CLEAR
Don't say everything. Say only what's needed.

What can be done
to safeguard and
promote
democracy based
on the founding
principles of the
Union?
The way forward.

EP Former Members
Association: **Annual seminar**



How to protect
and promote
democracy
in the EU

EP Former Members
Association: **Annual seminar**



Knowledge, thoughts and feelings

What we feel trumps what we think and what we think trumps what we know. The higher on the ascending ladder from knowledge through thoughts to feelings that any communication stands, the more effective it is:

'The meeting is at three o'clock' shares knowledge. *'Can you make a three o'clock meeting?'* encourages thought. While *'There will be cake at the three o'clock meeting'* stimulates feelings.

'I am a very modest person'

Most effective communication most often starts with a statement that stimulates a response. Choosing to start with the response instead is a common mistake. There is no surer way to create the illusion that communication has taken place. Imagine if, for example, you were to walk into a roomful of strangers and introduce yourself with the words: *'I am a very modest person'*.

Write music

'This sentence has five words. Here are five more words. Five word sentences are fine. But several together become monotonous. Listen to what is happening. The writing is getting boring. The sound of it drones.

Now listen. I vary the sentence length, and the writing sings. It has a pleasant rhythm, a lilt, a harmony. I use short sentences. And I use sentences of medium length.

Sometimes when I am certain that readers are rested, I can then engage them with a sentence of considerable length, a sentence that burns with energy and builds with all the impetus of a crescendo, a roll of the drums, a crash of the cymbals. Sounds that say listen to this, it is important.'

Write with a combination of short, medium and long sentences. Create a sound that pleases the reader's ear. Try not to just write words. Try to write music.

Language

Whichever language that you use, please make every effort to ensure that you conform to its accepted grammatical conventions: publications.europa.eu/code

A SECOND OPINION

It is always helpful to seek a second opinion as early as possible in the process of creating or commissioning any communication.

The DG Communication Information Campaigns team will always be pleased to offer advice:
consistent-comm@europarl.europa.eu



EXAMPLES

In the following pages you will find some real and fictional examples of layouts that follow the principles outlined in this book.

LIVE LONGER **AND BETTER**



Study on active
ageing in the EU

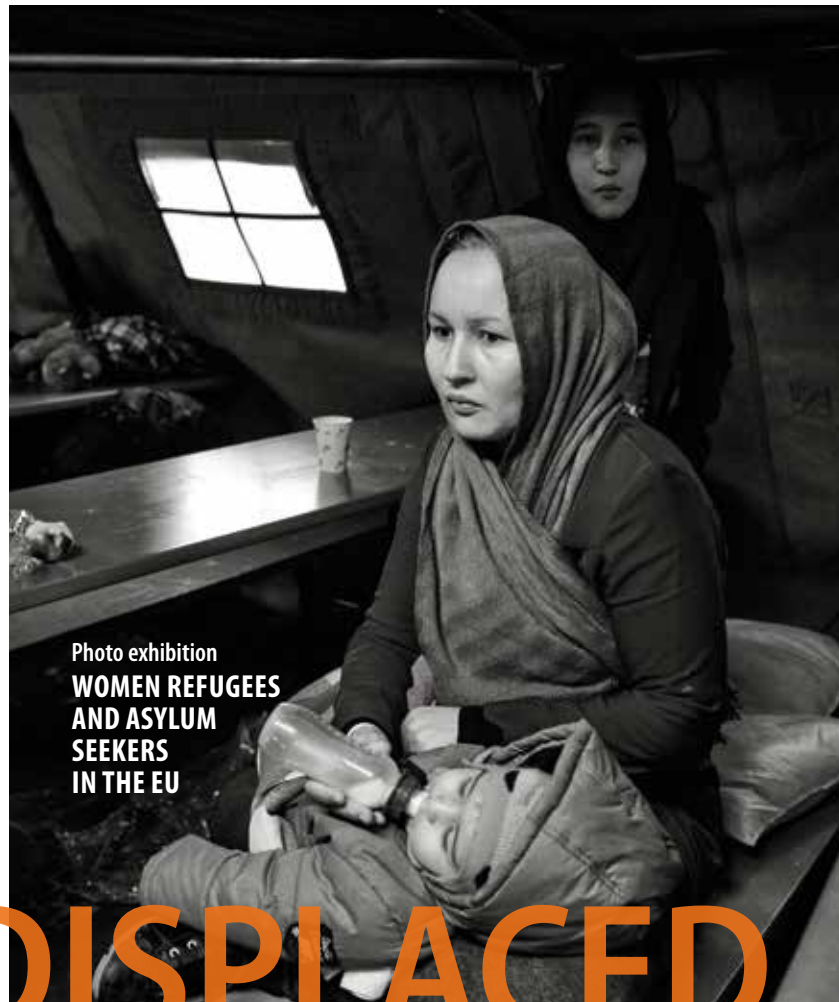


Photo exhibition
**WOMEN REFUGEES
AND ASYLUM
SEEKERS
IN THE EU**

DISPLACED

3 March – 1 June 2016
Parlamentarium, Brussels

REGULAR LAYOUT DESIGNS

Body text can be placed over the visual. Headline and logo can be either top or bottom. Hash-tags and URLs are part of the body text.

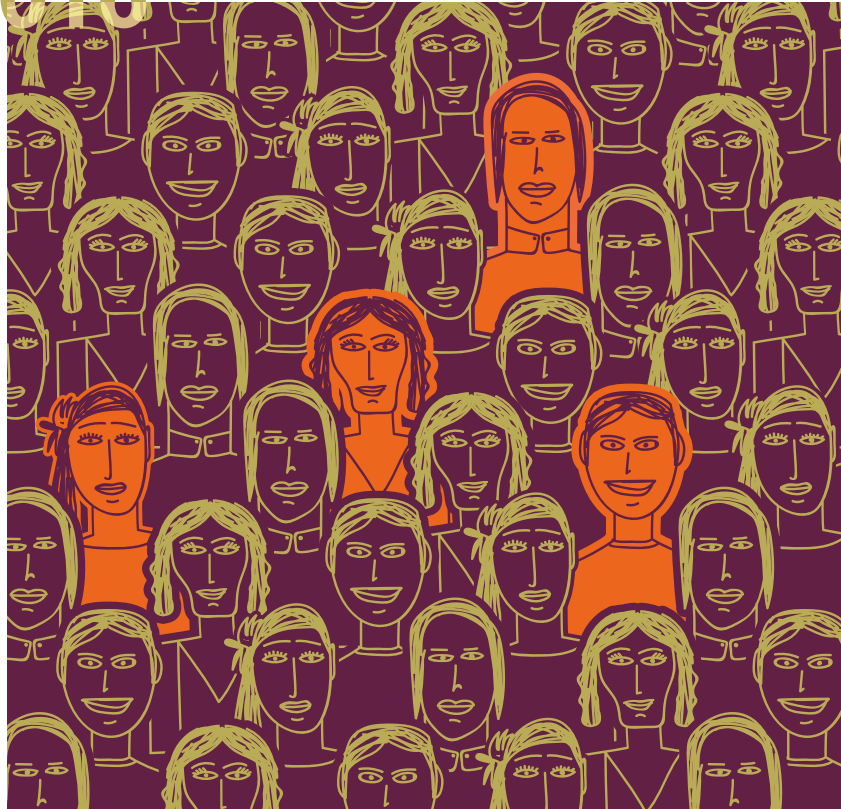


The European Youth Event

Carpe diem.
Strasbourg 2018

#EYE2018

EUROPEAN CITIZEN'S PRIZE 2016



Honouring exceptional Europeans



USE OF ILLUSTRATION

Illustration can serve as a powerful alternative to photography.

IMAGE ALIGNMENT

Here the right margin is not observed. The rule has been broken because there is a compelling visual reason to do so. The composition and the child's gaze are more aesthetically pleasing when the right margin rule is not applied.

EUROPEAN CITIZEN'S PRIZE 2017



HONOURING EXCEPTIONAL EUROPEANS



European Parliament

LUX

FILM PRIZE

2 0 0 7 – 2 0 1 6



EXHIBITION

11 OCTOBER 2016 > 29 JANUARY 2017

PARLAMENTARIUM

RUE WIERTZ 60, 1047 BRUSSELS



LANDSCAPE FORMAT

Occasionally, the specificity of the format will influence the composition. Because of the landscape format, the image need not be aligned to the left margin. In this particular case, due to the nature of the photograph, the right margin rule is not respected either.

RAIF BADAWI

EUROPARL.EUROPA.EU/SAKHAROV

**CENSORED.
JAILED.
FLOGGED.
BUT NOT SILENCED.**

ALWAYS RESPECT THE CONTENT OF YOUR MESSAGE

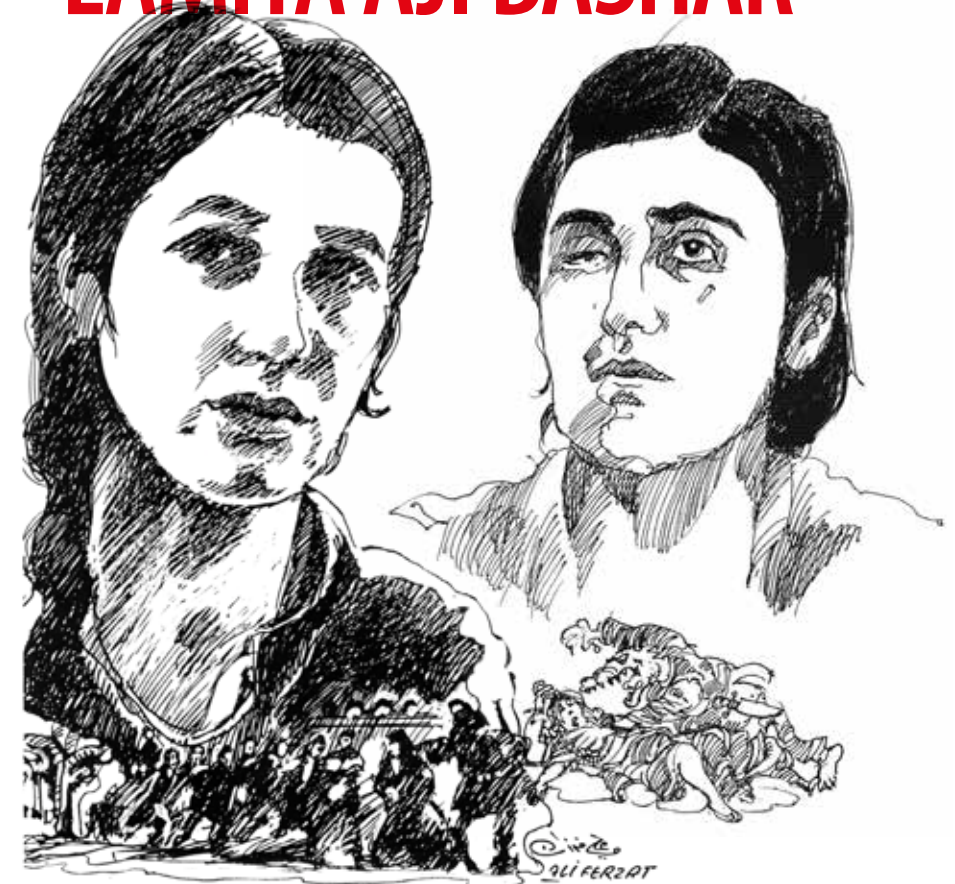
In this example the arabic text is one inviolable element.

LAYOUT RULES CAN BE ADAPTED

But there must be a compelling reason to do so. Here, the illustration was originally not framed. Creating a frame around it would disrupt the aesthetic and add no value.

2016 SAKHAROV PRIZE LAUREATES

NADIA MURAD and LAMIYA AJI BASHAR



The European Parliament supports human rights.
europarl.eu #SakharovPrize



HOUSE OF EUROPEAN HISTORY



**Learning
and education**



A project of the European Parliament

HOUSE OF EUROPEAN HISTORY

The House of European History is the only project of the EP to have its own logo and where the EP logo itself has additional text added to it ('A project of the...').

COMMUNICATION PARTNERS

Where the logo of a communication partner is used alongside the EP logo, the framed white layout also applies. Third-party logos must be placed at the base of the layout and their size should not exceed the size of the EP logo.

The European Charlemagne Youth Prize 2017



JOIN ONE OF OUR EVENTS!

FROM THE 11 MARCH TO 30 APRIL 2017

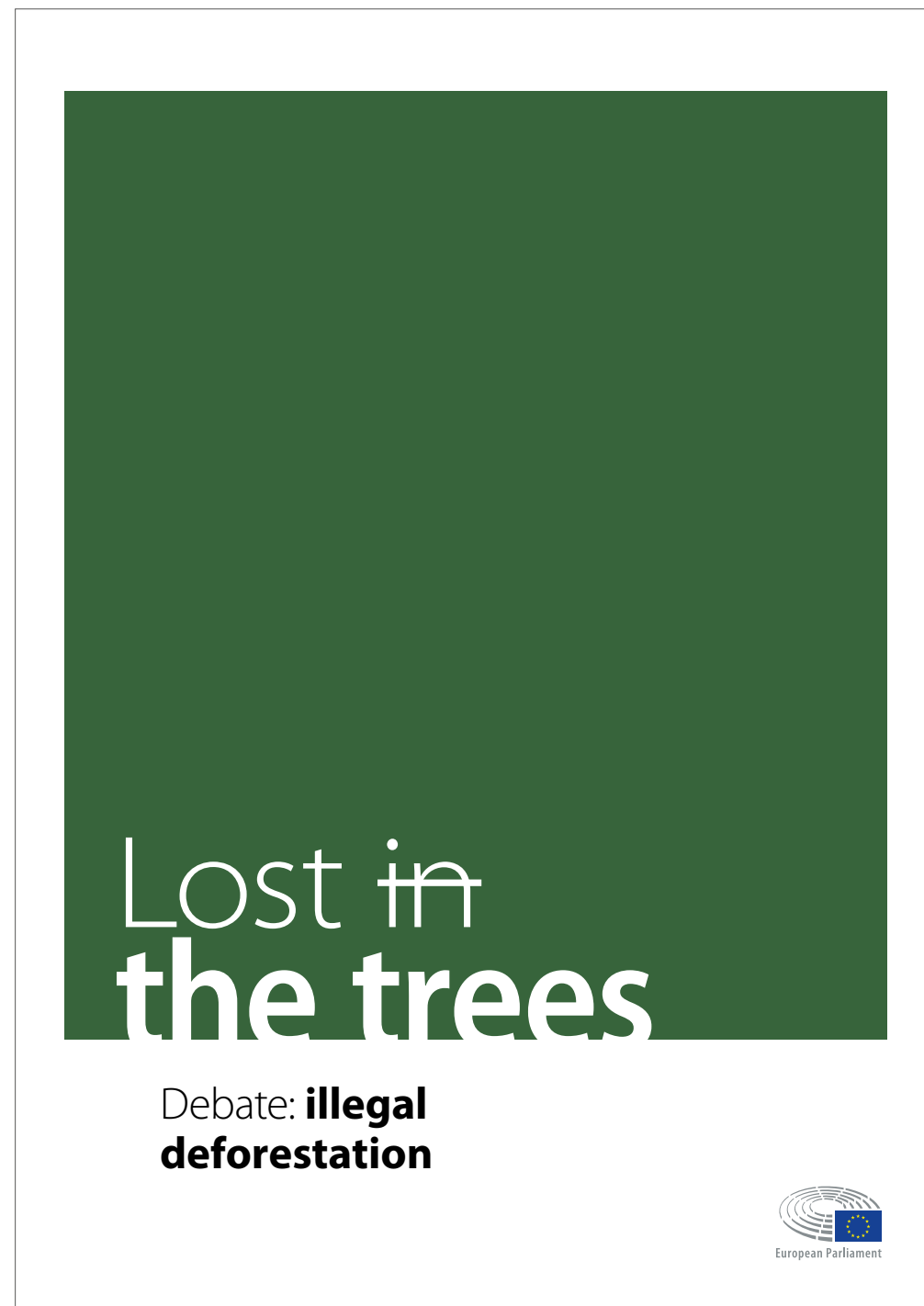
AMSTERDAM, BERLIN, BRUSSELS, LJUBLJANA,
PARIS, STRASBOURG, TALLIN, VIENNA, VILNIUS.



European Parliament

COLOUR BLOCKS

A colour block alone may also act as a visual.



AND BACKGROUNDS

Or the block may be white and the background a colour.

Dialogue Jean Monnet



BACKGROUNDS

Where the image and background form one element, the headline must still respect the margins.

AND GRADIENTS

Although colour gradients are not permitted, this rule may be broken if the concept depends upon it.

Between °C and °F

Debate: **climate change –
treaty change?**



SPECIFIC FORMATS

Although it may not always be possible to apply these rules to the letter all the time, strive to apply their spirit to whatever format you use.

SPECIFIC FORMATS

Always consider how the available format and space can best be used; in this case on a bookmark.

recto

**500 000 000 people.
28 countries.
751 members of Parliament.**

verso

**The European Parliament's visitors'
experience is more than just figures.
Come and be part of it.**

europarl.eu



UNTIL 22/11/16
LUXPRIZE.EU/VOTE

**WATCH
& VOTE**



MA VIE DE COURGETTE
Claude Barras

VOD

luxprize.eu/veo (st. 24 lang.)

THEATRE

07-18 NOV Yehudi Menuhin - PHS 1st floor

AWARD CEREMONY

23 NOV Plenary - Strasbourg



FURTHER READING

Game Changers. The Evolution of Advertising.

Peter Russell & Senta Slingerland

Taschen 2013

Branding for the Public Sector:

Creating, Building and Managing Brands

People Will Value.

Paul Temporal

Wiley 2014

Don't Mention The Wars. A Journey through

European Stereotypes.

Tony Connelly

New Island Books 2014

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Printed in Luxembourg

Inclusive communication **Guidelines**



for DG COMM output



European Parliament
Directorate-General for
COMMUNICATION



European Parliament
Directorate-General for
COMMUNICATION

Inclusive communication Guidelines

for DG COMM output

CONTEXT The resolution of 15 January 2019 on gender mainstreaming in the European Parliament [P8_TA-PROV\(2019\)0010](#) states the following:

Article 49. [Parliament] Recommends that Parliament's Directorate-General for Communication include a stronger and more active gender perspective in its reporting of Parliament's policy-making and especially in preparing the campaign for the European elections in 2019.

In response to the resolution, these internal guidelines have been drafted with the purpose of setting out how DG COMM will ensure equal representation of women and men in all our communication output, as well as effective outreach and engagement with women and men alike.

Equality between women and men is a European value firmly enshrined in the treaties, which DG COMM has been increasingly committed to for a long time. Recently DG COMM widened its

equality scope to also embrace diversity and include proactive measures not only for women, but also for other diverse communities of European citizens.

DG COMM's output is public, open and available to all citizens. However, in order for its communication efforts to be effective, DG COMM works with an approach whereby all actions have clearly defined target groups. The content and channels used for each action are tailored to the needs and preferences of the particular audience targeted, based on data. These guidelines do not aim to alter this way of working, but to recognise that widely defined target groups (youth, managers, etc.) have diverse segments within them, for example women, men, persons identifying as LGBTI, persons with disabilities, persons of different social or ethnic origin, etc.

Hence, these recommendations aim to recognise the full diversity of the defined audiences, and make efforts to ensure nobody is turned away because of our choice of vocabulary, images, speakers, or other.

OBJECTIVE The objective is to ensure DG COMM's output is inclusive, and increasingly appealing to the diverse segments of the defined target groups. It is a matter of reaching out beyond the usual suspects, and our output being relevant to our audiences.

Gender equality and diversity issues should be mainstreamed into all DG COMM strategies and campaigns. These inclusive communication guidelines have been drafted with the aim of achieving long-term change by fostering an equality and diversity mind-set.

SCOPE It is DG COMM's mission to help build the European Parliament's reputation; to help citizens understand what the European Parliament is, what it does, and what it stands for. It is essential that DG COMM staff are fully engaged in and understand the purpose of mainstreaming gender equality and diversity into communication output, the challenges and

opportunities it brings, and the role they will play in it.

These guidelines are applicable to all DG COMM services, and are subject to updates over time. Inclusion issues related to human resources (selection, recruitment, promotion, work/life balance, etc.), while of utmost importance for the success of an active inclusion policy, are **not** within scope for this paper.

IMPLEMENTATION This document builds on input from DG COMM units on their current practices of inclusivity and initiatives for the near future. All original contributions from different units are available on the sharing platform [Confluence](#).

All staff and services are asked to continually consider and apply these guidelines by mainstreaming the horizontal principles in chapter two into their work. Specific checklists are presented in chapter three for quick reference to benchmark practice in DG COMM's different areas of activity.

Horizontal principles

1

Horizontal principles

There are a number of key drivers that will influence the inclusiveness of our communication output and citizen engagement which should be applied across all DG COMM activity:

USE OF DATA

AUDIENCE INSIGHTS

At the outset of any action, consult available data ([Eurobarometer](#), satisfaction surveys, etc.) on the target group. This allows us to fine tune its messaging to the concerns and interests of citizens. Most of this data can be disaggregated for women and men, and some also per age group, as well as social and occupational categories.

DG COMM's Public Opinion Monitoring unit (POMU) can offer detailed insights into the results of the Eurobarometer data with regards to gender, and present corresponding graphs and charts. They can help identify possible 'gender gaps' concerning the attitudes towards the European Union, values and socio-demographics. This adds an important perspective when planning actions and campaigns.

For each question, POMU can provide additional information about how socio-demographic, economic and political attitudes can influence the opinions also within the same gender group. These insights should feed into campaign strategies and help to design the right communication messages. Identifying differences in values, policy priorities and preferred topics allows for informed strategic decisions and circumvents any underlying gender bias.

- ☐ Analyse the data available about the defined target groups disaggregated by gender.
- ☐ Adjust messaging and other aspects of the action to the insights about the particular audience addressed.

MONITORING

Collecting data on DG COMM output, for example on female and male speakers at our public events, will allow us to identify patterns, successes and shortcomings.

- ☐ Identify which data to collect for each specific activity, e.g. on the gender balance among speakers at public events.
- ☐ Establish a benchmark and set targets for the year to come.

Satisfaction surveys are also a means of collecting valuable data. *An example of good practice is how the Youth Outreach Unit included "other" as a third gender option in their feedback questionnaire for participants. This allows for individuals who may not necessarily identify with traditional gender categorisations to still feel included, while monitoring whether our activities reach this group, and learning about their opinion of the Parliament experience.*

REPRESENTATION

People who do not feel represented in our communication output are likely to think our communication does not concern them. For example, all male panels effectively convey the message that this is not a place for women to have their voices heard. This is why it is important to strive to represent the full spectrum of the population, challenging stereotypes related to gender and other aspects, in DG COMM activities and campaigns. By offering women and men roles of equal value, and including different aspects of diversity we ensure that everyone feels involved.

VISUAL COMMUNICATION

When making decisions regarding images and design, apply the Consistent Communication [guidelines](#) to ensure coherence with Parliament's identity. These inclusion recommendations are to be seen as a complement to the Consistent Communication approach.

- ❑ Choose images of people that are diverse in terms of gender, disability, age and ethnicity, ensuring specific groups feel visually represented.
- ❑ People should be depicted in their everyday environment and in natural poses.
- ❑ Avoid using an image showing only women or only men if the group addressed or referred to is mixed.
- ❑ Show women and men, and people of different origins in roles and functions of **equal value**.
- ❑ Avoid the stereotypical tendency to choose a full body picture of women and close up shots for men, which could be perceived as objectifying the female body.
- ❑ Favour pictures of active behaviour (speaking, shaking hands, walking, writing, voting...).
- ❑ Challenge gender stereotypes in images. This could mean choosing a woman to illustrate a topic traditionally considered male, e.g. technology or science. Inversely, choose a man to illustrate a subject traditionally considered female, e.g. family care, human resources management, house-hold related tasks, etc. *An example of good practice is how the Visitors offer for families has been promoted with a video of a father with children attending the House of European History.*
- ❑ Challenge traditional definitions of femininity such as submissiveness or sentimentality, expressed through clothing, cosmetics, style, etc.
- ❑ Avoid stereotyping or "tokenism"¹ in images. This can be done by portraying "diverse" individuals participating in a DG COMM activity, or at work, or as leaders, etc. *An example of good practice is the Youth Outreach Unit, which engages regularly and long-term with underrepresented groups, by inviting and including them in their events and seminars. They can then use regular photos of their own activities with a diverse set of participants as visual material when needed.*
- ❑ Images of persons with a disability should aim neither to hide a visible disability nor over-emphasise it. Persons with a disability should be portrayed with able-bodied persons, in a setting where they have equal value.

¹ **Tokenism** is the practice of making only a symbolic effort to be *inclusive* to members of *minority groups*, especially by including a small number of people from underrepresented groups in order to give the appearance of equality and inclusion. The effort of including a token individual is usually intended to create the impression of social inclusiveness and *diversity* (racial, religious, sexual, etc.) in order to deflect accusations of *discrimination*.

- ☐ Avoid using images that give the impression that Parliament has a gender, age, ethnic, or any other type of bias. Ensure Parliament is portrayed as open and welcoming of all types of citizens.

Checklist of useful questions to ask when making the final choice of pictures:

- ☐ Who is in the picture? Are there both women and men?
- ☐ What are the apparent power relations between them? This can be expressed through their physical positions or postures, their facial expression, their clothing, etc.
- ☐ Is there diversity? Is there inclusiveness?
- ☐ What are the possible underlying messages that could be interpreted from this image (ask several people for their opinion, since this can vary enormously)?
- ☐ Does it correspond to the message we want to get across?
- ☐ If any of the questions above make you doubt the picture's suitability, choose another one.

When working with contractors, ensure they are also aware of these guidelines.

LANGUAGE

Inclusive visuals need to be reinforced with inclusive language. Societal perceptions and media portrayal can feed into gender stereotypes, not only through imagery and narratives, but also language. Gendered language is so common that it can be difficult for many to even notice it. Language powerfully reflects and influences attitudes, behaviour and perceptions, thus using gender-fair and inclusive language can help to reduce gender stereotyping, promote social change and contribute to achieving gender equality.

Apply the EP [gender-neutral language guidelines](#) in the production of all DG COMM's output, for all languages.

The same principles should be applied when we speak about vulnerable or disadvantaged groups and our choice of words when describing controversial topics such as migration and refugees. It is important to be respectful and to use neutral language when referring to these groups. Please refer to the Ethical Journalism Guidelines for [recommendations](#).

Apply these tips when referring to persons with disabilities:

- ☐ Use person-first language: a person with a disability.
- ☐ Emphasise each person's individuality and capabilities rather than defining them by a condition.
- ☐ Avoid phrases like 'suffers from' and passive 'victim' words.
- ☐ Avoid terms that define the disability as a limitation.
- ☐ Do not use collective nouns such as 'the deaf' as these groups are not homogeneous.
- ☐ Remember that a large majority of disabilities are invisible.

Remember to apply the Consistent Communication guidelines to language: write short sentences, using simple and familiar words. Avoid EU-jargon.

ACCESSIBILITY

While physical accessibility is mainly the responsibility of other internal stakeholders, such as DG INLO, DG COMM needs to be proactive in this area to ensure disabled citizens can access and participate in our citizen engagement on equal terms.

PHYSICAL ACCESSIBILITY

- ❑ Ensure event venues and visitors areas are accessible for persons with disabilities, both in terms of physical access to the venue, and access to the content. Useful information on services (portable induction loops, sign-language interpretation, how to book mobility scooters in advance, etc.) that are available for venues in Brussels and Strasbourg can be found [here](#).
- ❑ More information on how disabled persons can move around Parliament's buildings can be found [here](#).

DIGITAL ACCESSIBILITY

DG COMM is committed to web accessibility, and is constantly working to improve the user experience for disabled and non-disabled users. When creating new web products and maintaining existing ones, use this checklist:

- ❑ Apply the Guidelines for conception and implementation of EP websites by the Webmaster Unit, which incorporate good practices on accessibility and user experience.
- ❑ Conduct internal audits on a regular basis to verify and improve the level of accessibility of different sections of the website, including multimedia assets such as pictures, videos, audios and static and dynamic infographics.
- ❑ Ensure procurement procedures for the provision of IT services include accessibility as a mandatory requirement being, if appropriate, part of the technical selection criteria.
- ❑ Use accessibility tools for Quality Assurance procedure before deploying a new version of a website or new contents, in particular for multimedia infographics.
- ❑ Provide alternative text on pictures in digital content, both on websites and on main social media platforms.
- ❑ Include alternative text on images that contain information and subtitles on videos.
- ❑ Use Camel Case (capitalize first letter of every word) for hashtags as far as possible.
- ❑ Ensure compliance with the directive for accessibility of [websites](#) and [mobile apps](#).

Furthermore, the European Disability Forum's recommendations for accessible campaigns are available on [Confluence](#).

CONSULTATION

Consultations with organisations representing the different communities we are addressing informs us on how we can adapt our communication output to better suit their specific interests. It can also help to reach out to new segments of our audiences and strategically engage with them.

It is important to keep in mind that communities are in general heterogeneous and it is better to consult with a number of individuals from different organisations, rather than to be guided by the opinion or advice of one single person. Long-term partnerships and consultation with relevant stakeholders in civil society will contribute to improve the inclusiveness of our communication output.

For these guidelines, several organisations were consulted on what inclusive communication means to them.

OBSERVE EMBLEMATIC DAYS FOR EQUALITY AND DIVERSITY

While it is important to apply principles of equality and inclusion in every day work, DG COMM takes the opportunity of occasions such as International Women's Day (8 March), to give additional visibility to this topic.

The particular days are based on EU values, and decisions made by the political authorities and DG COMM's governance bodies, and include for example IDAHO - International Day Against Homophobia (17 May) and the Day for the Elimination of Violence against Women (25 November).

Mainstreaming in DG COMM's areas of work

2

Mainstreaming in DG COMM's areas of work

Each type of communication has its specificity. This chapter offers specific recommendations for how to mainstream gender equality and diversity into different DG COMM output or areas of action.

EVENTS AND PUBLIC PANEL DEBATES

DG COMM is committed to a strong gender perspective when organising events and public debates. Speaking events are an arena for change. DG COMM committed to strive to ensure gender balance among speakers at public events in March 2017. All-male panels are to be avoided². Publicly available databases on women experts can be used to find potential speakers, e.g. the [Brussels binder](#).

- ☐ Ensure gender balance among speakers at any public event organised.
- ☐ Make efforts to engage both female and male speakers, of diverse backgrounds.
- ☐ Challenge gender stereotypes by making an extra effort to involve male speakers and participants in events dealing with equality issues or issues considered traditionally part of women's sphere of interest. Inversely, make an extra effort to engage women in topics traditionally considered to be male, e.g. technology, science, industry, trade, etc.
- ☐ Monitor presence of male and female speakers, and compile statistics.
- ☐ Each unit which organises public events with panel debates are to establish annual targets for gender balance among speakers based on their statistics for the previous year, with the objective of redressing imbalances.
- ☐ Instruct moderators to encourage equal participation of female and male voices when opening up for questions from the audience.
- ☐ Ensure accessibility (refer to section 2.5. of the horizontal principles).

Examples of good practice:

- ☐ *EPLO Spain has taken a lead in Spain by launching an initiative named "[Dónde están ellas?](#)", with the explicit aim to increase the number of female experts as speakers on panels and at conferences. As many as 30 universities, think tanks and institutions have endorsed the manifesto, including the Spanish Ministry of Foreign Affairs.*
- ☐ *The Youth Outreach Unit put strong efforts into balancing speakers by gender, nationality and where relevant, religion. They invited speakers of different minorities to the EYE, e.g. refugees, persons of immigrant background and a transgender person. The programme addressed issues put forward by disadvantaged groups e.g. the Roma minority, LGBTI persons, persons from rural areas, etc.*
- ☐ *The Youth Outreach Unit also upgraded the logistics support provided at the EYE event, for example, sign language interpretation; additional mobility support; a "quiet room" for groups of people with mental disabilities and for participants who wished to use it.*

² An exception to this rule would be events where the choice of speakers is not within DG COMM control, e.g. an event at national level which require participation of MEPs only, or MEPs in protocol order, resulting in an all-male set-up.

PRESS AND MEDIA

AUDIO-VISUAL

- ❑ Ensure optimal gender balance among women and men present in DG COMM's audiovisual products, taking into account the difficulties caused by the gender (im)balance among MEPs as well as among MEPs appointed rapporteurs for legislative dossiers with high media interest. When possible, include female MEPs relevant to the topic to ensure a certain gender balance in the news item produced.
- ❑ Monitor the presence of male vs. female MEPs in DG COMM's production and work to redress the imbalance as indicated above.
- ❑ Improve monitoring by gender disaggregating data in the production and planning tool.
- ❑ Expand monitoring to include guest channel programmes recorded in the EP.
- ❑ Engage with external partners to promote increased participation of women in their programmes.
- ❑ Establish targets for presence of women in in-house illustrative footage productions (info-clips), and widen scope to increase presence also of the LGBTI community, religious or ethnic minorities, and people subject to social exclusion.

PRESS AND MEDIA WORK

- ❑ Choice of coverage - include a strong gender equality and diversity perspective in the reporting of Parliament's policy making³.
- ❑ Apply the [gender-neutral language guidelines](#) in all editorial work and for all languages, and include it in the Press Unit's Newcomer's guide.
- ❑ Ensure the language used in press releases reflects the position of the European Parliament and the EU values enshrined in the treaties, one of which is equality between women and men.
- ❑ Ensure editors monitor for gender equality and diversity in texts.
- ❑ In media relations, strive to ensure gender balance when proposing MEPs or other speakers for possible interviews.
- ❑ Ensure gender balance when inviting journalists to plenary sessions and media seminars.
- ❑ Monitor invitations disaggregated by gender over time.
- ❑ Reinforce the promotion of impact of legislation or EP action on gender, disability, race, age, and other groups when reporting or organising seminars for journalists, when possible and relevant.
- ❑ Ensure participation of individuals from minority groups or civil society organisations representing vulnerable groups in seminars, when possible and relevant.

³ Caveat: DG COMM's editorial policy is to report on relevant change and action, in order not to risk damaging our reputation with journalists. Two main principles apply: firstly, DG COMM reports what is adopted by committees and plenary. Secondly, Parliament has to create real change and action on these issues for it to be newsworthy.

SPOKESPERSON'S SERVICES

- ❑ Take gender equality and diversity aspects into consideration when preparing recommendations and advice.
- ❑ Provide gender balanced suggestions for MEPs to interview on a given topic, when requested and where possible. Idem for staff proposed to give interviews on EP's work (interpreters, ushers, etc.).
- ❑ Apply the gender neutral language guidelines when drafting for the section "Frequently Asked Questions" on Parliament's website, as well as for "Lines To Take" for use by DG COMM staff.
- ❑ Liaise with the High-Level Group on Gender Equality and Diversity to ensure internal EP gender equality and diversity measures are taken into account when preserving the image of EP as an inclusive institution.

SOCIAL MEDIA

- ❑ Apply the Web Communication Unit's moderation policy, which states that DG COMM's social media pages shall be a space where everyone feels comfortable to participate. To ensure this ***"comments that are either offensive in themselves or clearly offensive to other users" are not accepted. Users are asked "to avoid obscenities and other insulting language, to show respect for fellow users, public figures and the fundamental principles we all share (you know what we mean: no racism, xenophobia, calls to violence, discrimination based on religion, ethnic origin, gender, age, language, intemperate, or provocative messages...)"***. These types of comments will be deleted and users who keep on using offensive language may be banned.
- ❑ Challenge gender and LGBTI stereotypes, promote female role models and increase awareness of gender issues, through the choice of content, when possible.
- ❑ Ensure gender balanced panels and presenters in live videos on social media.

MEDIA MONITORING

- ❑ Monitor equality and diversity issues when they appear on Parliament's agenda and trigger media coverage.

CAMPAIGNS

- Apply the horizontal principles outlined in chapter two of these Inclusive Communication Guidelines, starting by using gender disaggregated data provided by POMU before designing the campaign.

VISITORS

DG COMM's visitors offer (visitor centres Parliamentarium and Europe Experience, the House of European History, welcome centres, as well as the visitors groups and individual visitors to the hemicycle) aims to be fully accessible to persons with disabilities. This is done in liaison with internal stakeholders responsible for infrastructure (DG INLO) and for security (DG SAFE).

- Apply an active gender perspective when reviewing permanent exhibition content. *An example of good practice is how the House of European History section dealing with the founding of the European Union has been named "the EU architects", thus avoiding the concept of "the founding fathers".*
- Consider gender balance when selecting experts and speakers for events.
- Consider gender balance in all exhibition content and communication products.
- Provide devices to help disabled persons access exhibition content, e.g. audio guides with head phones, and tablets with subtitles, but also wheelchairs and folding chairs.
- Improve external and internal signage where needed, including exhibition content. *Example of good practice; the House of European History is taking a structural approach to reviewing all its signage, and aims to develop a graphic charter taking into account accessibility requirements concerning formats and supports for permanent and temporary signage. Furthermore, the House of European History also intends to put in place a standard vocal announcement system.*
- Develop accessible way-finding signage for the entire EU quarters, in close cooperation with the other EU institutions.
- Provide interactive tours adapted to the specific group's need (e.g. using easy to understand language) when relevant and possible.
- Provide disabled visitors who are entitled to it with an additional financial contribution as established in the rules⁴.
- Consult DG INLO's accessibility consultants for expert advice on accessibility of media content in exhibitions. *Example of good practice: The Parliamentarium is upgrading the accessibility in alignment with new recommendations, in parallel with the on-going review of the permanent exhibition.*
- Ensure staff are trained on welcoming disabled visitors and on accessibility.
- Consult and engage strategically and long term with organisations representing persons with disabilities.
- Partner with Visit.Brussels to promote EP activities to a disabled audience.

⁴ Implementing rules for the additional financial contribution for visitors with a recognised disability (Article 23 of the Rules governing the reception of groups of visitors).

PRIZES

- Promote gender balance on selection panels for Parliament's prizes, e.g. the Lux Prize.

ART WORK

Women artists have been found to be under-represented in Parliament's art collection, which is managed by DG COMM. This imbalance should be redressed by giving preference to women artists in new acquisitions.

Implementation

3

Implementation

TRAINING

DG COMM colleagues are encouraged to take regular training courses offered by DG PERS on inclusion related topics, e.g.

- ☐ Breaking the barriers - valuing our differences
- ☐ Un-conscious bias
- ☐ What is your intercultural intelligence?

Furthermore, internal knowledge-sharing between teams is encouraged on these topics. Specific seminars or workshops involving partner organisations might be organised on subjects like how to remove bias when developing our communication narratives, or how to ensure diversity in imagery.

CONTRACTS

It is important that third parties providing services to DG COMM also apply the inclusive communication guidelines. Ensure they are aware of the part of the guidelines that concern the service they are providing. Furthermore, there is by default a standard clause (article 12) in all contracts with third party providers to DG COMM on equality, for which they can be held to account:

"12. Policy on the Promotion of Equal Opportunities

Tenderers shall undertake to observe a policy on the promotion of equality and diversity in the performance of the contract, should it be awarded to them, by applying the principles of non-discrimination and equality set out in the Community Treaties in full and in their entirety. More particularly, the tenderer awarded the contract shall undertake to establish, maintain and promote an open and inclusive working environment which respects human dignity and the principles of equal opportunities, based on three main elements:

- ☐ *equality between men and women;*
- ☐ *employment and integration of disabled persons;*
- ☐ *the removal of all obstacles to recruitment and all potential discrimination based on sex, race or ethnic origin, religion or convictions, disability, age or sexual orientation."*

NETWORK

A transversal network of contact points in relevant DG COMM units will be created to promote the further implementation and development of these guidelines across DG COMM's areas of action. Timing: September 2019.

Definition of terms

Gender Mainstreaming

'Gender mainstreaming' is an internationally recognised strategy towards realising gender equality. At European level, the EU Institutions are in charge of implementing gender mainstreaming. It is not only the responsibility of specific individuals working in certain areas or units, but the responsibility for

implementing gender mainstreaming should be with the entire staff of public institutions, under the leadership of the management. More information on what the EU is doing in the area of gender mainstreaming at institutional level [here](#).

Intersectionality

Coined in 1989, the term 'intersectional' was constructed to classify the plurality of discriminations a woman belonging to other marginal communities could be subjected to. Intersectionality as a theory has since developed and is now defined by the English

Oxford dictionary as '*the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage*'.

Persons with Disabilities

According to the UN Convention, persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others. Under the [UN Convention on the Rights of Persons with Disabilities](#), which the EU is a part of, all discrimination on the basis of disability and against persons with disabilities

is prohibited. EP and the Council agreed on the Commission's proposal for a [European Accessibility Act](#) in November 2018. Final adoption by EP is expected in April 2019. For more information on how the EU promotes the active inclusion and full participation of disabled people in society, in line with the EU human rights approach to disability issues, please click [here](#).

Ethnic Minority

Definitions of 'ethnic minority' remain internationally contested, so for the purpose of this document we adopt the English Oxford Dictionary definition: "*a group of people from a particular culture or of a particular race living in a country where the main group is of a different culture or race*". For example, people of Roma origin are considered the biggest ethnic minority group in the EU with

a populace of approximately six million⁵. At EU-level, discrimination on the grounds of racial and ethnic origin is prohibited. For more information on how the EU supports the full realisation of rights for ethnic minorities, through the EU Agency for Fundamental Rights, please click [here](#).

⁵ Source: European Agency for Fundamental Rights.

LGBTI

LGBTI is an internationally recognised acronym for lesbian, gay, bisexual, trans and intersex people. This acronym is used by many organisations, others may use different formulations to more accurately describe their own work, for example LGBT*, LGBTQ. Under article 21 of the [EU Charter of Fundamental](#)

[Rights](#), discrimination based on sexual orientation is strictly prohibited. Further information on what the EU is doing to protect the rights of LGBTI people, through the EU Agency for Fundamental Rights, can be found [here](#).



Европейски парламент Parlamento Europeo Evropský parlament Europa-Parlamentet Europäisches Parlament
Euroopa Parlament Ευρωπαϊκό Κοινοβούλιο European Parliament Parlement européen Parlaimint na hEorpa
Europski parlament Parlamento europeo Eiropas Parlaments Europos Parlamentas Európai Parlament
Parlament Ewropew Europees Parlement Parlament Europejski Parlamento Europeu Parlamentul European
Európsky parlament Evropski parlament Euroopan parlamentti Europaparlamentet

THE EUROPEAN PARLIAMENT'S ENVIRONMENTAL POLICY

The European Parliament recognizes its responsibility for making a positive contribution to sustainable development as a long-term goal. Parliament fulfills this responsibility in its political and legislative role, but also in the way it operates and the decisions it takes on a day-to-day basis.

In 2007, the European Parliament therefore decided that its administration would embark on the path of applying the EMAS (Eco-Management and Audit Scheme) standard, with the aim of continually improving its environmental results with regard to activities, products and services.

Interest in the environmental performance of organisations is continuously increasing. A proactive approach to environmental challenges is the hallmark of successful organisations. A broad range of benefits arise from EMAS registration, including reduced costs for resources and waste management, risk minimization, regulatory compliance and improved relations with internal and external stakeholders.

The European Parliament hereby


- *reaffirms its commitment to maintaining its EMAS registration and its environmental approach to continuous improvement with a view towards achieving environmental sustainability in all its administrative activities;*
- *stresses the already good overall performance of the Environmental Management System (EMS) at the European Parliament but also underlines the need to further intensify efforts in order to achieve Parliament's current key performance indicator objectives in time, particularly in the area of greenhouse gas emissions;*
- *aims to set up new medium- and long-term key performance indicators with concrete and quantified objectives beyond the current deadlines;*
- *undertakes to ensure compliance with objectives and requirements laid down by national and EU legislation;*
- *undertakes to implement preventive measures to further improve its environmental performance and to ensure that environmental considerations are integrated in all its administrative activities;*
- *endeavours to provide sufficient resources for its EMS and activities relating thereto;*
- *undertakes to include and apply strict environmental and energy efficiency criteria in all of its building policies and building projects;*
- *encourages responsible and appropriate behavior by training, providing information and increasing the awareness of all its staff, but also its Members and their assistants, about EMAS-relevant aspects of their activities;*
- *undertakes to introduce best practices with regard to its main environmental impacts, in particular greenhouse gas emissions and waste management as well as an efficient use of energy, water and paper;*
- *endeavours to further strengthen Parliament's green public procurement approach by developing targets for the classification of contracts.*

The European Parliament undertakes to describe in detail, implement and pursue this present Environmental Policy, to communicate it to its Members, staff, contractors and any other interested parties and to make it accessible to the public.

The European Parliament's Environmental Policy is implemented through its EMS. The Environmental Policy and the EMS cover the main environmental aspects, both directly and indirectly, as well as their impact on the sites concerned, and make it possible to establish corresponding objectives.


Martin SCHULZ, President
Brussels, 21 June 2016




Klaus WELLE, Secretary-General
Brussels, 21 June 2016



EYE Sustainable Development Policy

The European Youth Event (EYE) brings together at the European Parliament in Strasbourg thousands of young people from all over the European Union and beyond, to shape and share their ideas on the future of Europe.

The core values of the EYE are democracy, inclusiveness, co-creation and commitment to giving a voice to young people. The EYE strives to:

Be a role model for other event organisers

- Highlighting best practices and fostering their application
- Communicating on achievements to all stakeholder and partner organisations involved

Ecologically design all aspects of the event

- Decreasing the waste impact and limiting the carbon footprint
- Ensuring adequate waste management
- Raising awareness of participants' carbon footprint and developing methodologies to measure it

Ensure the event is ***inclusive and accessible*** to all young people

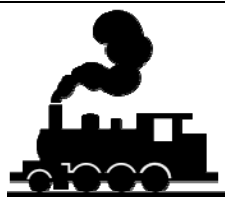


- Making communication tools more accessible
- Providing access to activities independently from disability
- Increasing participation of young people from underrepresented backgrounds
- Creating a safe and secure environment for all participants and stakeholders

The European Parliament is actively engaged in achieving the Sustainable Development Goals. It has already committed to the Environmental Management Audit Scheme (EMAS) and to the ISO 14001 environmental management system certification. The ISO 20121 event sustainability management system international certification process initiated by the EYE complements this commitment and is fully in line with this global approach.

The ISO20121 standard sets a framework that supports the achievement of the sustainable development goals established for the EYE, aiming for continuous improvement and always in full respect of the legal, health, safety and other requirements applicable to the event.

The Directorate for Campaigns is fully committed to ensure the implementation of the EYE's sustainable development policy. To achieve this, the Youth Outreach Unit is allocated adequate resources and is supported by other relevant EP units. During the process, the Youth Outreach Unit is always driven by inclusivity, integrity, accountability, and transparency towards all stakeholders.

Annex IX
Reimbursement of travel and subsistence expenses of speakers and moderators at
European Youth Event (EYE2021)
COMM/SUBV/2021/EYE

TRAVEL EXPENSES ¹		
		
Second-class ²	Economy-class	Mileage allowance
		≤ 1.000 km : € 0.12/km 1.000 km < X < 10.000 km: € 0.08/km
	Only if distance by rail > 500 km	Shortest and most economical route
on presentation of tickets and/or invoice		
+ transport by public transport to/from train station/airport on presentation of a payment receipt ³		In cases of car rental, please note that the rental cost will not be reimbursed.

+

SUBSISTENCE EXPENSES (for two days) ⁴	
<u>No accommodation needed</u>	<u>Accommodation needed</u>
€75	€300 ⁵
	On presentation of a hotel bill

¹ For the purpose of reimbursing travel expenses, the place of departure and return should be in the EU. For speakers located outside the EU, **prior approval from the European Parliament (EP) is required, so please validate places of departure and return before booking your travel.**

² Travelling by train in first class may be considered if cheaper. **In this case, prior approval from the EP is required, so please request it before booking your train.**

³ Taxi costs will not be reimbursed, except if the EP has given prior approval. Therefore, please request it before booking a taxi.

⁴ This is a flat rate. Please be aware that the EP does not provide personal insurance (accident, medical or other) during EYE2021. Please make your own arrangements before travelling to EYE2021.

⁵ This amount covers the cost of an accommodation for two nights, as speakers are invited to stay for the whole event. Should you only be able to attend the whole event and/or require an accommodation for one night only, this amount will be reduced to 150€.