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TARANTULA PROJECT

Recovery of Tungsten, Niobium and Tantalum occurring as by-products in mining and processing waste streams



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Deliverable D8.3 Report on stakeholder analysis

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ABBREVIATIONS AND ACRONYMS

CA	Consortium Agreement
CC	Conference Call
DoA	Description of the Action
EAB	External Advisory Board
EC	European Commission
EC-GA	Grant Agreement with the EC
FM	Final Meeting
FR	Final Report
GB	Governing Board
GDPR	General Data Protection Regulation
IPR	Intellectual Property Rights
NGO	Non-Governmental Association
PR	Periodic Report
PO	Project Officer
QAP	Quality Assurance Plan
RTO	Research & Technology Organisation
SG	Stakeholder Group
SLO	Social License to Operate
TL	Task Leader
ToC	Table of Content
WP	Work Package
WPL	Work Package Leader

EXECUTIVE SUMMARY

The purpose of this work is to document a detailed report of TARANTULA Task 8.1 (T8.1), that must be delivered on M9 of the project (extended to M10 with approval of the project officer), which means that it covers the stakeholder analysis developed until March 2020. The purpose of this deliverable is to summarise the process of ideation, design and engagement tools for the analysis of the different stakeholder groups with relevance for the project. D8.3 is associated with T8.1 on “Stakeholder analysis and engagement”, supplementing it, giving more detailed information and analysing the database created for this purpose. The outcome of T8.1 and by extension D8.3 is to first provide a list of the most relevant stakeholders to be approached for communication, dissemination and exploitation activities. Second, the Task will develop a suitable protocol/mechanism for active engagement, respecting the GDPR compliance.

For this, ICA as Task leader, in collaboration with other participant entities (PNO, SMS, SAL, EM, TEC, CRH, TIC, KUL) performed a comprehensive stakeholder analysis along the TARANTULA value chains (incl. the primary mining, tailings reprocessing and recycling tracks for W, Nb and Ta) in order to set up engagement strategies. The five main sections addressed by this deliverable are: Task description; Sources of information and data selection; Overview of stakeholders related to TARANTULA; and Connection with TARANTULA WP8 activities.

Task description offers a general outlook of the stakeholders identified, providing a framework of cooperation for the information transference on the basis of knowledge exchanged, including Task progress/major changes through different versions and analysis of stakeholders themselves, outlining: Related category(ies), Country, Main interests, Sub-groups, Geographical coverage.

Sources of information and data selection aims to clarify the sources employed to enable a proper selection of information introducing how data was selected in order to do an adequate search for stakeholders linked with TARANTULA, taking into consideration many aspects and attributes using different resources, databases and filters.

Overview of stakeholders related to TARANTULA contains an exhaustive list of stakeholders related to TARANTULA, classified into five different Stakeholder Groups (SG): “Industry”, “Cluster and Associations”, “Policy Agents”, “Civil Society” and “Academia and RTOs”.

Main results reached include a database for stakeholders that includes **555** possible stakeholders relevant to TARANTULA, divided into 5 SGs and containing up to 10 different sub-groups of interest for each stakeholder. All the analysis developed will input future activities involving development and execution of dissemination & communication activities, civil society engagement, market analysis and exploitation, routes, organisation of workshops targeting industrial audiences and possible clustering activities, with the overall aim of benefiting the TARANTULA Consortium by attracting new interested partners that could also take advantage from the foreground generated.

1. INTRODUCTION AND OBJECTIVES

One of the aims of TARANTULA project is to develop and execute relevant communication, dissemination and exploitation activities of the work performed in the project and the foreground generated. These can include suitable dissemination & communication campaigns to tailored audiences, organisation of industrial workshops to increase visibility and future adoption of TARANTULA's technologies, contribution to the civil society engagement by favouring interaction with local agents and organisation of tailored multi-stakeholder events.

In T8.1, TARANTULA performed an exhaustive search of possible stakeholders which may be interested in the activities and results of the project. The outcome of this Task will provide the list of the profiled most relevant stakeholders to be approached for communication, dissemination and exploitation activities (Task 8.2).

Taking into account this, the **main objectives** of D8.3 are:

- Establish a suitable classification mechanism for the different stakeholder groups of interest
- Prepare the stakeholder database and feeding of the database
- Develop a suitable protocol for communication with the different stakeholders for proactive engagement
- Respect the principles of GDPR to ensure privacy and protection of stakeholder personnel data

Based on these, the exhaustive list of stakeholder groups related to TARANTULA has been classified into **five main Stakeholder Groups (SGs)**:

- Industry (SG1)
- Clusters & Associations (SG2)
- Policy agents (SG3)
- Civil society (SG4)
- Academia and RTOs (SG5)

2. SOURCES OF INFORMATION AND DATA SELECTION

In order to develop a suitable Stakeholder Database, we must first pay particular attention to suitable sources of information and develop a protocol for data selection that will be useful to interact and engage successfully with prospective stakeholders (either as individuals or as representatives of organisations of interest). This section explains the process for data finding and selection.

2.1. SOURCES OF INFORMATION

Several sources of information have been used to establish a first tentative list of possible TARANTULA stakeholders to be contacted. Task description and progress activities are presented in Section 3, so here only the overall process of data selection is explained.

These are the main sources of information used to obtain possible stakeholders for each SG of the database:

- a. **SG1 (Industry):** the two main relevant sources of information for this SG were the contacts from the member list of the **Tantalum-Niobium International Study Center (T.I.C.)** (<https://www.tanb.org/members-list>), partner of TARANTULA; and the member list for the **International Tungsten Industry Association (ITIA)** (<https://www.itia.info/itia-members-by-company.html>). General search engines (Google), professional social networks (LinkedIn) and other general social networks (Twitter) were used by ICA to complete the final list. In addition, the T.I.C. technical office provided an additional list of operating companies who either process, smelt, refine, manufacture or trade in tantalum and niobium products.
- b. **SG2 (Clusters & Associations):** TEC provided a comprehensive list of national and international clusters, associations and technological platforms of interest for the project. This preliminary list was complemented by ÍCA with other relevant industrial organisations, geological services and public-private partnerships.
- c. **SG3 (Policy Agents):** the stakeholder search for this SG was mainly focused on the regions from partners participating in TARANTULA project, although this was later extended to additional European regions of interest with W, Nb and/or Ta mining or related activities. Finally, the list was completed with other national policy organisations of relevance. General search engines (Google), professional social networks (LinkedIn) and other general social networks (Twitter) were used by ICA to complete the final list.
- d. **SG4 (Civil Society):** the first list of persons and possible relevant organizations for this SG was provided by KUL; combining the participants list from several workshops/events

organised by TARANTULA with collaboration with other projects in the topics of social acceptance and SLO:

- MIREU H2020 project 3rd SLO workshop *“Ensuring SLO is Adaptive and Resilient”* (5-6th June 2019, Brussels)¹, including an optional session *“State of the art, lessons learned and the way forward for SLO in the EU”* held by TARANTULA, NEMO and CROCODILE H2020 projects.
- Satellite event on *“Public Acceptance and Social Impact of Mining and Mineral Recycling in Europe”* organised during the EU Raw Materials Week (Brussels, 22 Nov. 2019)² where a broad cluster of EU H2020 projects (NEMO, CROCODILE and TARANTULA, in collaboration with SecREEs, INFAC and CHROMIC) analysed the public acceptance of mining and recycling in Europe. Speakers from industry, governments, NGOs, local citizens, academia and international institutions discussed their vision and debated the suggested policy recommendations for the European Commission.

In addition, a very important contribution for this SG was the network of local contacts from the pilot cases (Barruecopardo Mine – Salamanca, Spain; Penouta Mine – Orense, Spain) where both SAL and SMS partners provided relevant local stakeholders from local associations, trade unions, media, NGOs and academia & research organisations.

- e. **SG5 (Academia & RTOs):** in order to identify the stakeholders for this SG, the list of European projects connected to TARANTULA (T8.6 - D8.2) was initially analysed. In addition, a patent search methodology was implemented by PNO. The data collection process consisted of extracting the patent sample related to TARANTULA and selecting relevant stakeholders.

In the first step, an identification of suitable IPC codes was completed. For this, an overall patent sample was generated. This patent sample has to be representative of the technological field we are analyzing, i.e. Tungsten, Niobium, Tantalum. The identification of relevant patents was made by screening the sections, classes and subclasses of the International Patent Classification (IPC) system. The IPC is a hierarchical system of codes established by World Intellectual Property Organization (WIPO) that matches patents with technical fields. The IPC structures patents into eight different sections: i.e. from A to H, followed by a sub-structuring into classes, subclasses, groups and sub- groups, ultimately leading to more than 70,000 different IPC codes. Thus, every patent document, application and granted patent has at least one classification code (IPC) indicating its allocation to a specific area of technology. This peculiarity allowed a fast and effective

¹ <https://mireu.eu/events/3rd-slo-workshop-ensuring-slo-adaptive-and-resilient>

² <https://h2020-tarantula.eu/public-acceptance-of-mining-and-recycling-in-europe-six-recommendations/>

identification of the corpus of patents on which the analysis was based. The following IPC codes (at sub- group level) were identified:

- C22B 34/24: niobium or tantalum
- C22B 34/36: tungsten

These IPC codes are classified under the 'C22: Metallurgy; Ferrous or non-ferrous alloys; Treatment of alloys or non-ferrous metals' IPC (at subclass level), and the 'C22B - Production or refining of metals; Pre-treatment of raw materials' (at group level).

In the second step, patents containing the C22B 34/24 and C22B 34/36 IPC codes were searched and extracted using the European Patent Office (EPO). Two patent samples were retrieved in an Excel file: one for niobium or tantalum (C22B 34/24), and another one for tungsten (C22B 34/36). Each patent sample contained comprehensive information in the columns of the Excel file (e.g. title of the patent, IPC code, applicant, inventor etc.). The patent sample representative for niobium or tantalum consisted of 500 patents over the time period 1936 - 2019, whereas the patent sample representative for tungsten comprised 500 patents from 1946 to 2019.

2.2. DATA SELECTION & PROCESSING

Using the sources of information from the previous section, a data selection process was then carried out. For this, stakeholders for each SG were selected following a number of recommendations/rules.

For **SGs 1-3** (Industry, Clusters & Associations, Policy Agents) stakeholders already provided by partner T.I.C. or those from the member list of ITIA were directly included in the database without any additional screening. For the remaining stakeholders, a web search was completed and only those new stakeholders with a functional website and contact email were included to increase the credibility of the data. Generic contact emails (info@, contact@, etc.) were avoided and only included in those cases where no other possible contact for the stakeholder was found.

In the case of **SG4** (Civil Society), the stakeholders were already provided by partners SAL, SMS and KUL from their network of local contacts and the list of attendants to the workshops, so no additional screening or filter was necessary.

For **SG5** (Academia & RTOs), PNO screened the two patent samples and extracted those stakeholders that could be classified under the 'academia, research and technology organizations' category. The screening process was carried out by focusing on the applicant of the patent. This process entailed a limitation to be taken into account: only patent documents whose title and applicant were given in English were considered as part of the analysis. Based on

this, the final profiles were for the SG were selected. For each stakeholder, information on fields incl. address, country, website link, short description, main interest/role, coverage, main subgroup, contact person (name & role), email was collected based on desktop research.

3. TASK DESCRIPTION

3.1. STAKEHOLDER IDENTIFICATION AND APPROACH TOOLS

Using the sources of information detailed in Section 2, and after doing an appropriate selection to include only the stakeholders closely linked to TARANTULA project, 555 different items/stakeholders have been identified for the mapping of D8.3. The TARANTULA stakeholder assessment process compressed 4 stages and is described in Figure 1.

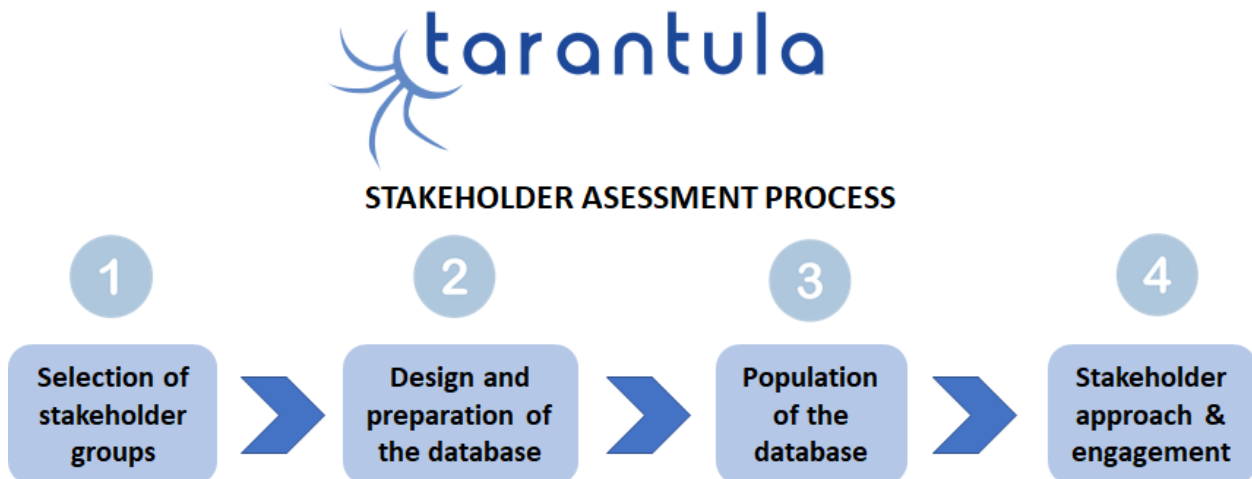


FIGURE 1 - TARANTULA stakeholder assessment process.

On stage 1, targeting, mapping and identification criteria for the different stakeholder groups of interest were defined. A total of 5 SGs of interest (SG1 – Industry; SG2 - Clusters & Associations; SG3 - Policy agents; SG4 - Civil society and SG5 - Academia & RTOs) were selected and classified. Figure 2 summarises the different stakeholder groups, TARANTULA partners involved and inter-relation with other TARANTULA tasks.

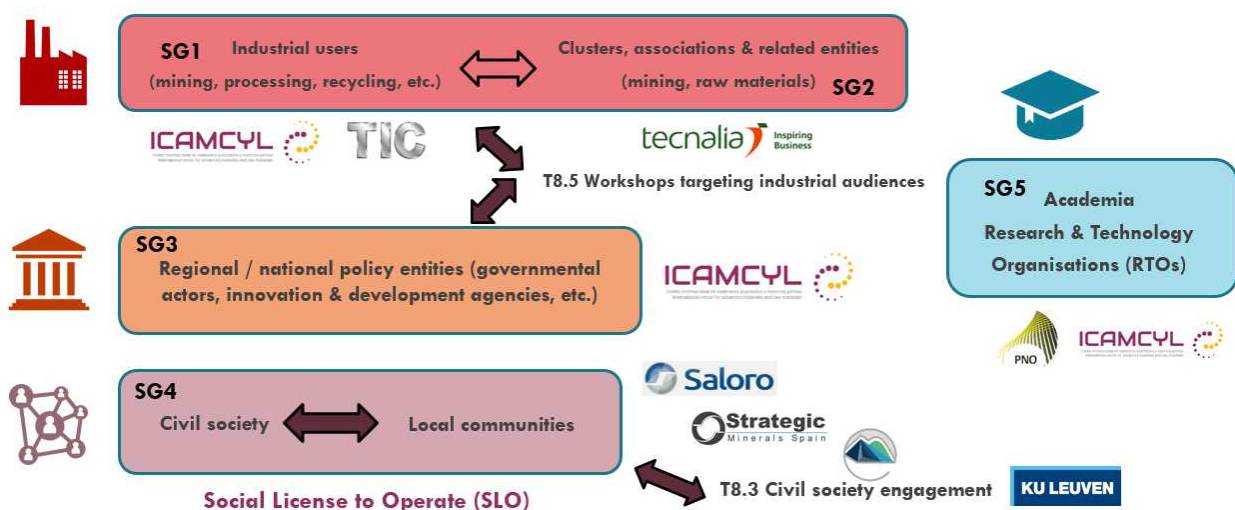


FIGURE 2 - TARANTULA stakeholder assessment process.

Stage 2 was used to design and prepare the database in .XLS format. For this, a number of database parameters were selected for each SG, with the full list of parameters presented in Table 1.

TABLE 1 - TARANTULA stakeholder database parameters for each SG.

TARANTULA SG1 - INDUSTRY	
PARAMETER	SUB-PARAMETERS
Name	-
Address	-
Logo	-
Website link	-
Short description	-
CRMs of interest	a) W, b) Ta, c) Nb
Main interest/role	a) SLO, b) Environmental, c) Economical, d) Technological, e) Political, f) Networking, g) Technology validation, h) General interest, i) Consultation, j) Other
Size	a) SME, b) LE
Main sub-group	
Contact person*	a) Full name, b) Role
Email*	-
TARANTULA SG2 – CLUSTERS & ASSOCIATIONS	
Name	-
Address	-
Logo	-
Website link	-
Short description	-
Main interest/role	a) SLO, b) Environmental, c) Economical, d) Technological, e) Political, f) Networking, g) Technology validation, h) General interest, i) Consultation, j) Other
Coverage	a) Local, b) Regional, c) National, d) International
Main sub-group	a) Cluster, b) Association, c) Technology platform, d) Public-private Partnership, e) Industrial Organisation, f) Geological service, g) State-dependant System, h) Other
Contact person*	a) Full name, b) Role
Email*	-
TARANTULA SG3 – POLICY AGENTS	
Name	-
Address	-
Logo	-
Website link	-
Short description	-
Main interest/role	a) SLO, b) Environmental, c) Economical, d) Technological, e) Political, f) Networking, g) Technology validation, h) General interest, i) Consultation, j) Other
Coverage	a) Local, b) Regional, c) National, d) International
Main sub-group	a) Local government, b) Regional government, c) National government, d) International organisation, e) European Commission, f) Other

Contact person*	a) Full name, b) Role
Email*	-
TARANTULA SG4 – CIVIL SOCIETY	
Name	-
Address	-
Logo	-
Website link	-
Short description	-
Main interest/role	a) SLO, b) Environmental, c) Economical, d) Technological, e) Political, f) Networking, g) Technology validation, h) General interest, i) Consultation, j) Other
Coverage	a) Local, b) Regional, c) National, d) International
Main sub-group	a) Local association/organisation, b) NGO, c) Trade union, d) Media, e) State-dependant system, f) Geological service, g) Academia & research, h) Other
Contact person*	a) Full name, b) Role
Email*	-
TARANTULA SG5 – ACADEMIA & RTOs	
Name	-
Address	-
Logo	-
Website link	-
Short description	-
Main interest/role	a) SLO, b) Environmental, c) Economical, d) Technological, e) Political, f) Networking, g) Technology validation, h) General interest, i) Consultation, j) Other
Coverage	a) Local, b) Regional, c) National, d) International
Main sub-group	a) University, b) Technology centre, c) Research foundation, d) Other
Contact person*	a) Full name, b) Role
Email*	-

(*This information was collected for the purpose of stakeholder engagement, but it is not available publicly due to compliance with GDPR issues).

Stage 3 was devoted to the population of the database, while finally Stage 4 was used to establish a suitable mechanism for stakeholder approach & engagement. In order to select the best possible tool for stakeholder approach, several key aspects were taken into account:

- The tool must allow to reach a large number of stakeholders in a simple and effective way;
- It must allow for the compliance of GDPR issues including an opt-out mechanism;
- Ideally the Task leader (ICA) should have previous experience using the tool, and the tool must be easy to learn by other partners;
- It may be used to integrate other project features related to stakeholder engagement such as the TARANTULA newsletter.

Taking into account these features and requirements, it was decided that the all-in-one marketing platform MailChimp would be used to integrate the stakeholder database members in order to approach and engage them. Other possible tools like SurveyMonkey or Google Forms

were also considered but did not have a “basic” free subscription plan or did not cover all the requested features (Google Forms). A MailChimp account was created by TARANTULA dissemination & communication leader KUL, and access was provided to ICA as T8.1 leader. Due to GDPR compliance issues, it was not possible to send campaigns directly to stakeholders through MailChimp unless they are subscribers. Therefore, in order to proceed with the first approach, an email was sent using a pre-defined template prepared in MailChimp. The main objectives of this first approach were:

- Explain what TARANTULA project is about
- Introduce the Stakeholder database
- Highlight the benefits of being part of the database
- Offer the possibility to register into the database through a simple sign-up form

The template used for this first approach and its contents are presented in Figure 3.



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INVITATION TO THE STAKEHOLDER DATABASE

Dear colleague,

TARANTULA is an **innovation & research project** funded by the European Commission through the Horizon 2020 programme. Its main objective is to develop a **toolkit of novel, efficient and flexible metallurgical technologies** with high selectivity and recovery rates with respect to W, Nb and Ta. A suite of cost-effective, scalable and eco-friendly – bio-, hydro-, iono-, solvo-, pyro- and electro-metallurgical – processes with high selectivity and recovery rates will be developed. These novel technologies will form **new routes towards market-ready metals, metal oxides and metal carbides**.

With an overall budget of 6.9M€, the project started in June 2019 and will run for 4 years until May 2023. The different activities and participating entities are summarised in the following scheme:



One of the ongoing activities within the dissemination & communication work package is to **analyse and develop a comprehensive Stakeholder Database** along the different value chains and groups of interest related to the project in order to be approached for different purposes. Five different **Stakeholder Groups (SGs)** have been identified and selected for this purpose:

SG1. Industry
 SG2. Clusters, associations and related entities
 SG3. Policy agents
 SG4. Civil society and local communities
 SG5. Academia, Research & Technology Organisations

With this email, we would like to extend you an **invitation to be part of the TARANTULA Stakeholder Database**. Some of the possible benefits from your inclusion in the database are:

- Get the **latest insights** about the project and relevant news related to W, Nb and Ta through the TARANTULA Newsletters;
- Receive **invitations** to attend/participate workshops, events or other relevant activities organised in the frame of the project;
- Provide your **opinion/positioning** towards mining, raw materials and related aspects by filling some surveys; including key issues like Social License to Operate (SLO);
- Establish a **communication channel** with the project and its partners for any other aspect that might be of your interest (exploitation of foreground, market opportunities, etc.).

If you would like to be included in the database, please follow this link to **fill the sign-up form**:

Registration to TARANTULA's Stakeholder Database

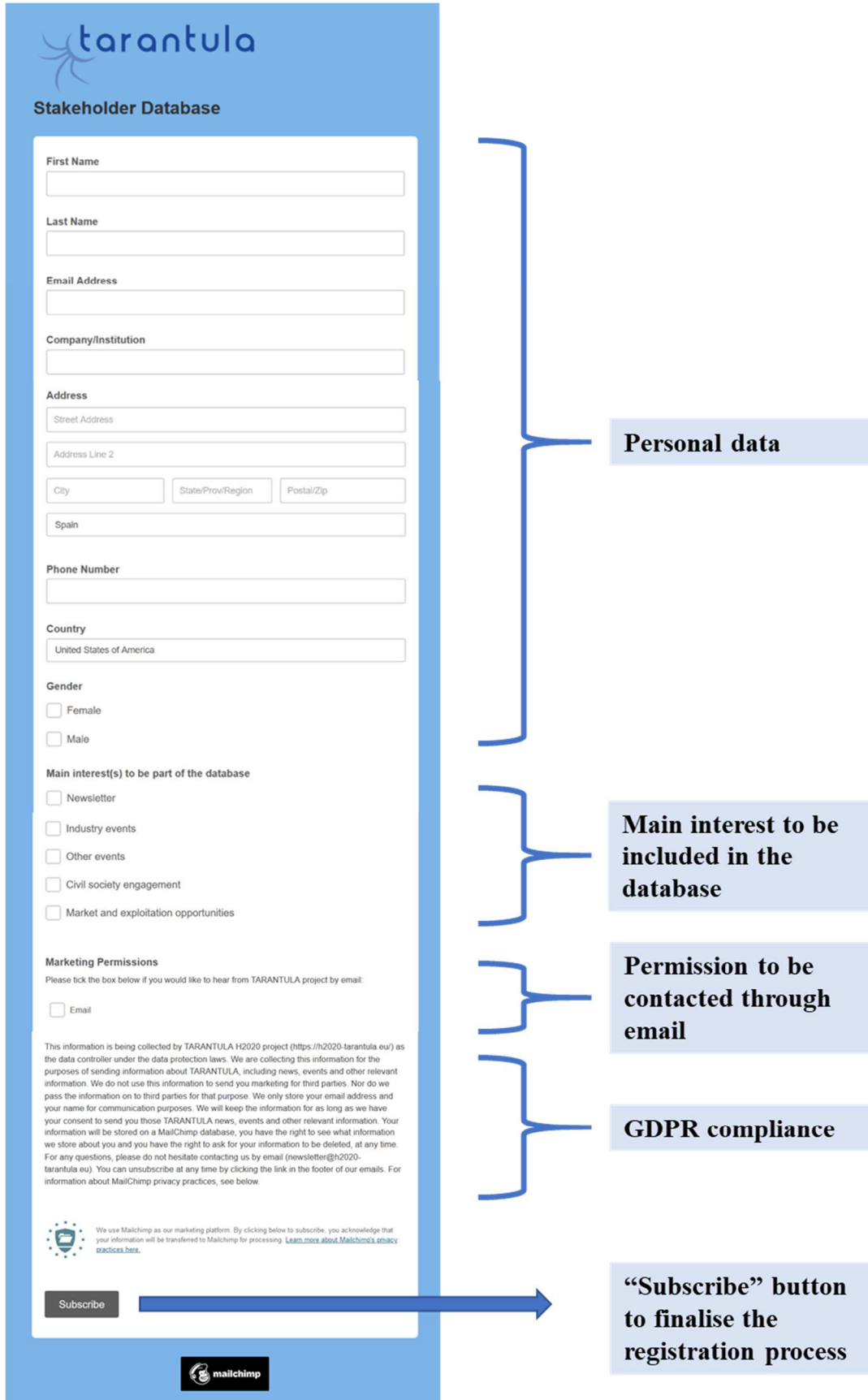
Regards,
 TARANTULA H2020 team
<https://h2020-tarantula.eu/>
 Email: newsletter@h2020-tarantula.eu

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<https://h2020-tarantula.eu/>
 2020
 Want to change how you receive these emails?
 You can update your preferences or unsubscribe from this list.

FIGURE 3 - Template and contents used for the first approach to stakeholders from the database.

Those stakeholders interested in being part of the database could then click on the link to fill the sign-up form. This sign up form and its different parts are presented in Figure 4.



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Stakeholder Database

First Name

Last Name

Email Address

Company/Institution

Address
 Street Address
 Address Line 2
 City State/Prov/Region Postal/Zip
 Spain

Phone Number

Country
 United States of America

Gender
☐ Female
☐ Male

Main interest(s) to be part of the database
☐ Newsletter
☐ Industry events
☐ Other events
☐ Civil society engagement
☐ Market and exploitation opportunities

Marketing Permissions
 Please tick the box below if you would like to hear from TARANTULA project by email:
☐ Email

This information is being collected by TARANTULA H2020 project (<https://h2020-tarantula.eu/>) as the data controller under the data protection laws. We are collecting this information for the purposes of sending information about TARANTULA, including news, events and other relevant information. We do not use this information to send you marketing for third parties. Nor do we pass the information on to third parties for that purpose. We only store your email address and your name for communication purposes. We will keep the information for as long as we have your consent to send you those TARANTULA news, events and other relevant information. Your information will be stored on a MailChimp database, you have the right to see what information we store about you and you have the right to ask for your information to be deleted, at any time. For any questions, please do not hesitate contacting us by email (newsletter@h2020-tarantula.eu). You can unsubscribe at any time by clicking the link in the footer of our emails. For information about MailChimp privacy practices, see below.

We use Mailchimp as our marketing platform. By clicking below to subscribe, you acknowledge that your information will be transferred to Mailchimp for processing. [Learn more about Mailchimp's privacy practices here.](#)

Personal data

Main interest to be included in the database

Permission to be contacted through email

GDPR compliance

“Subscribe” button to finalise the registration process




FIGURE 4 – Sign-up form for registration into the TARANTULA Stakeholder Database.

As it can be seen in Figure 4, the sign-up form contains some personal data fields followed by a selection of the main interests for stakeholders to be part of the database. This is important since the information obtained can be used later on in the project to design “ad-hoc” dissemination and/or communication campaigns to specific target groups. Finally, a box asking for permission to contact them by email and some information regarding GDPR issues was also included. A subscription button completes the sign-up form.

3.2. DATABASE AND DELIVERABLE 8.3 VERSIONS

Main changes in the different database and deliverable versions are included in Table 2. It is important to note that first draft of the database was completed on 27th July 2019 and the first complete draft of D8.3 was launched on 14th February 2020, being concluded on 27th March 2020.

TABLE 2 - Stakeholder database and D8.3 versions content and changes.

T8.1-D8.3	Date	Content	Main changes from previous version
STAKEHOLDER DATABASE			
Version 1 (v1)	Jul '19	Overall design completed including tabs for the different Stakeholder Groups (SGs)	-
Version 2 (v2)	Aug '19	Overall design of the database improved after feedback from task partners	
Version 3 (v3)	Sep '19	Updating contents of the database	W stakeholders provided by ICA for SG1 added. Stakeholders for SG3 provided by KUL added.
Version 4 (v4)	Sep '19	Updating contents of the database	Civil society stakeholders provided by SAL added
Version 5 (v5)	Oct '19	Updating contents of the database	Civil society stakeholders provided by SMS added. Stakeholders for SG2 provided by TEC added. Stakeholders for SG5 provided by PNO added.
Version 6 (v6)	Nov '19	Updating contents of the database	Nb/Ta stakeholders provided by T.I.C. for SG1 added. Stakeholders for SG3 provided by ICA added.
STAKEHOLDER DATABASE			
Version 1 (v1)	Feb '20	First draft version for D8.3 including table of contents and Section 3 (Task description) and 4 (Overview & analysis of stakeholders)	-
Version 2 (v2)	March '20	Second draft for D8.3 including final format and completion of remaining Sections 2, 5 and 6.	Sources of information and data selection, stakeholder engagement and connection with WP8 activities, summary and conclusions.

4. OVERVIEW AND ANALYSIS OF STAKEHOLDERS IDENTIFIED FOR TARANTULA

To ensure the proper suitability of the stakeholders identified to the needs established with this Task, some groups can be distinguished, and hereafter it is going to be explained the analysis made, in order to describe the potential of TARANTULA's links to SGs, outlining:

- Link with TARANTULA (SG)
- Country
- Possible main interest(s) of each stakeholder
- Main sub-group identified for each stakeholder within each SG

As previously mentioned, 555 stakeholders were selected in connection with TARANTULA. Some analytical graphics are presented below regarding different criteria. Note that the values presented in the following analysis were updated until January 2020 for the stakeholders selected. Further analysis will be carried out throughout the duration of the project in order to maintain and keep an updated version of the database.

In the course of T8.1, the extended mapping of stakeholders was divided into **five SGs**. Figure 5 shows the groups identified, associated with their percentage and number of related stakeholders for each SG.

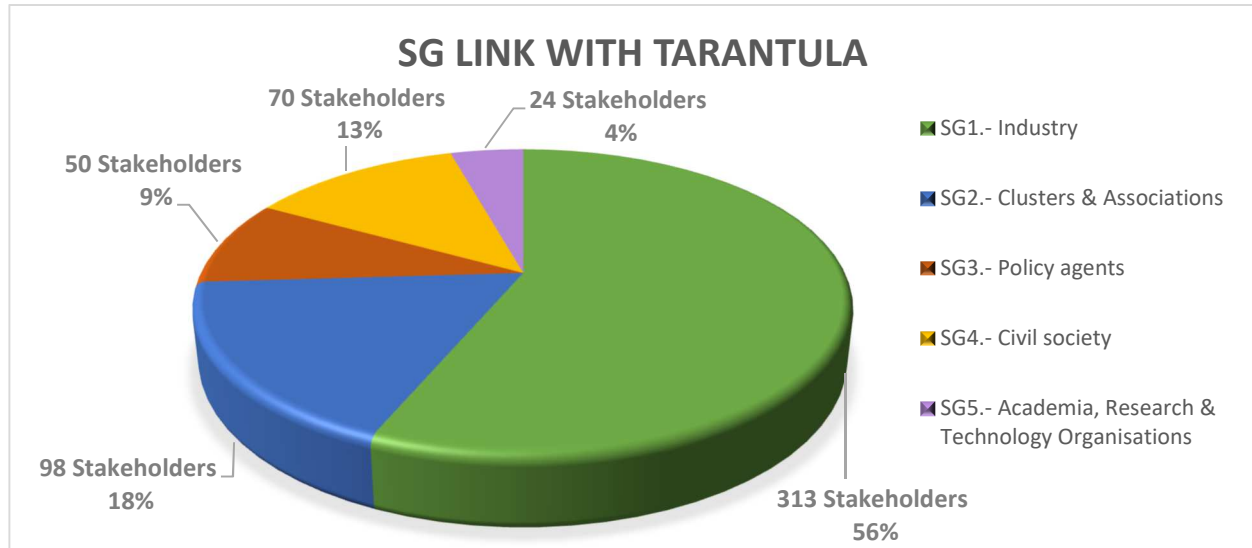


FIGURE 5 - Stakeholder Groups for TARANTULA by category.

According to Figure 5 the largest group of stakeholders is “Industry”, that includes 313 entities and means 56% of the sum, coinciding with one of the main focuses of TARANTULA, followed by “Clusters & Associations” and “Civil Society”.

Figure 6 contains a distribution of stakeholders by their main interest. 8 different possible interests have been identified for TARANTULA stakeholders, including SLO, environmental,

economic, technological, political, networking, consultation and general interest. We can highlight

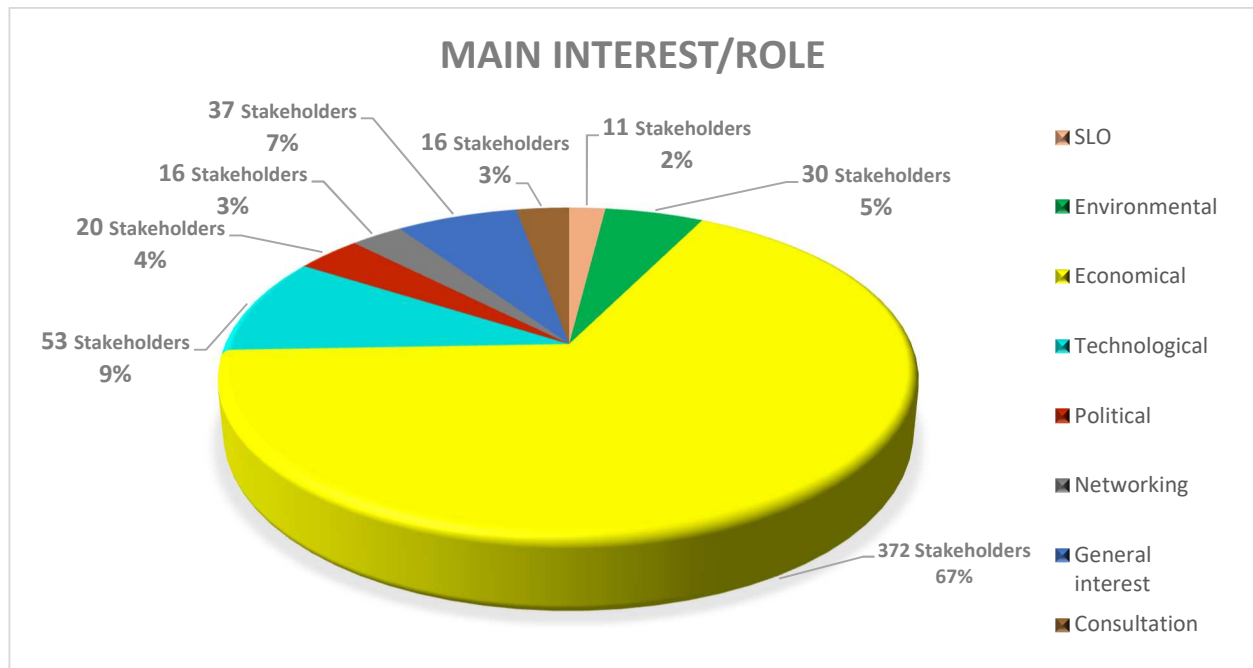


FIGURE 6 – Main interest of identified TARANTULA stakeholders (all SGs).

Figure 7 (next page) contains a worldwide map where all the possible stakeholders of interest identified in the process of database generation are included. A total of 55 countries are represented, with United Kingdom (UK), China and United States of America (USA) holding the largest shares with 10.5% of possible stakeholders each.

STAKEHOLDERS

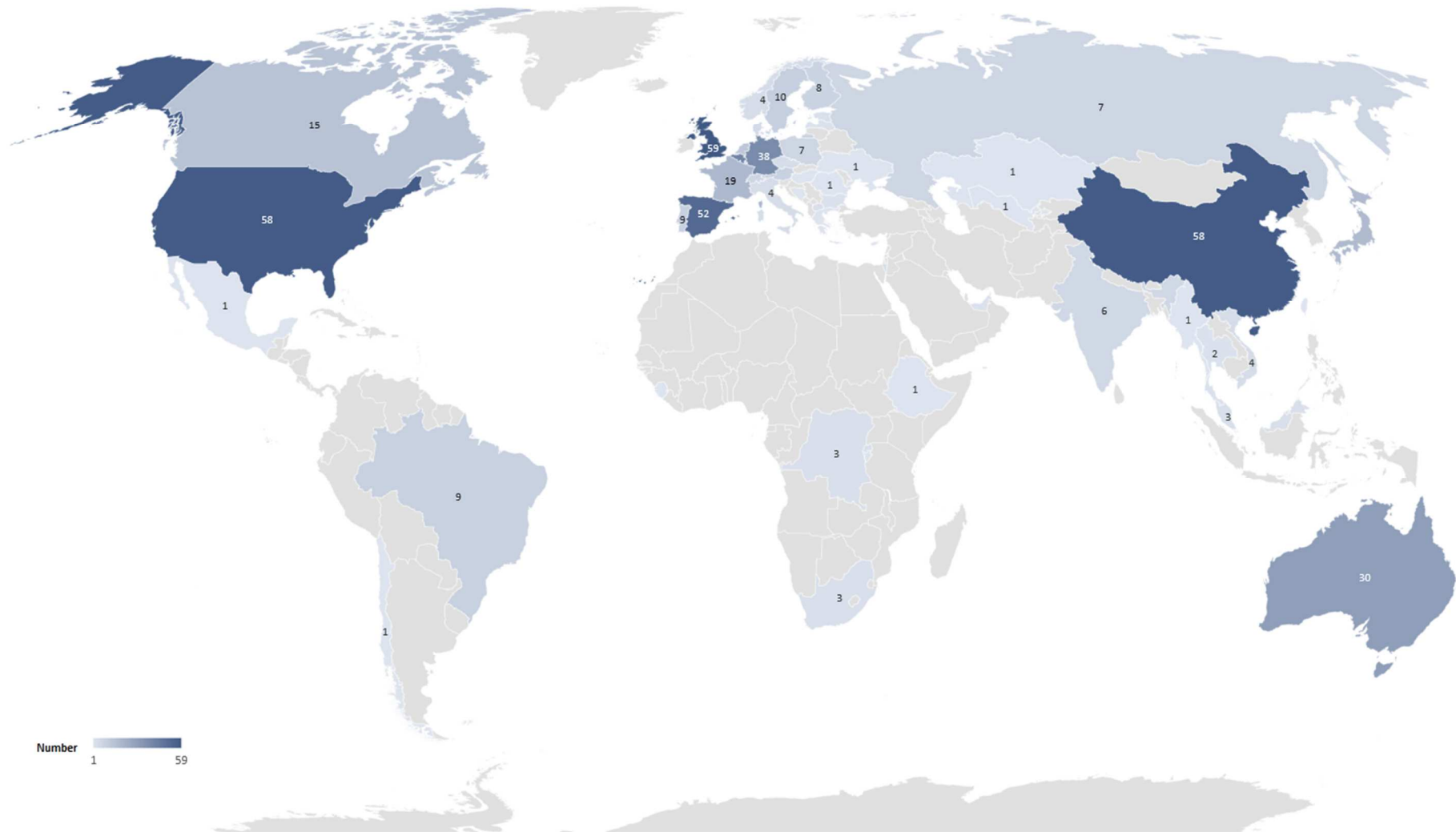


FIGURE 7 – Stakeholders identified by country (all SGs).

Table 3 includes the list of stakeholders divided by SG. Only information regarding name and logo is included here. A comprehensive and detailed explanation of all stakeholders identified is included in the .XLS file available for this deliverable; where only information available publicly through internet is included, except personal data in order to comply with GDPR issues. Each SG is presented by alphabetical order.













TABLE 3 - Stakeholders identified for TARANTULA by SG group (in alphabetical order).















































TARANTULA SG1 - INDUSTRY			
NAME	LOGO	NAME	LOGO
A&M MINERALS AND METALS Ltd		LUMA METALL	
A&R MERCHANTS		LYONDELLBASELL Industries N.V.	
A.L.M.T. Corp		MALAYSIA SMELTING CORPORATION	
A.M.P.E.R.E. ALLOYS		MASAN RESOURCES	
ABSOLUTE RESOURCES		MAYA GOLD & SILVER	
ACL METAIS EIRELI		MERSEN DEUTSCHLAND LINSINGERICHT GmbH	
ADEX MINING Inc		Metal DO Co Ltd	
ADVANCED ALLOY SERVICES Ltd		METAL EVENTS Ltd	
ADVANCED MATERIAL JAPAN Corp		METAL TIGER Plc	
ADVANCED METALLURGICAL GROUP N.V. (AMG)		METALINK INTERNATIONAL Co Ltd	
AEROJET ROCKETDYNE		METALLUM GROUP	
ALBEMARLE CATALYSTS Co BV		METALLURGICAL PRODUCTS INDIA Pvt Ltd	
ALEX STEWART INTERNATIONAL CORPORATION Ltd		METAL-TECH Ltd	
ALFRED H KNIGHT GROUP		METALYSIS Co	
ALITA RESOURCES		METHERMA KG	
ALKANE RESOURCES Ltd		METMINCO	
ALMONTY INDUSTRIES		MINERALS RESOURCES INTERNATIONAL AG	
AMALGAMATED METAL CORPORATION		MINES, MINERALS, METALS & MARKETS Ltd	-
AMR GOLD S.A. Ltd		MINING MINERAL RESOURCES Sarl	
ANDROMEDA METALS		MI-TECH TUNGSTEN METALS Llc	
ANTIPA MINERALS		MITSUBISHI MATERIALS CORP	
APOLLO MINERALS Ltd		MITSUMI MINING & SMELTING Co Ltd	
ARAFURA RESOURCES Ltd		MOLIBDENOS Y METALES S.A.	

ARCELOR-MITTAL		MOLIREN Ltd	
ARGUS MEDIA Ltd		MTU AERO ENGINES AG	
ARROWMETALS ASIA Pte Ltd		NEOMETALS Ltd	
ASAKA RIKEN Co Ltd		NEW AGE EXPLORATION Ltd	
ASIA TUNGSTEN PRODUCTS VIETNAM Ltd		NIAGARA REFINING LLC	
ATI SPECIALTY ALLOYS & COMPONENTS		NICHICON CORPORATION	
AURUM MINING PLC - SHEARWATER GROUP		NIOBEC Inc	
AVAS TRADING Ltd		NIOBRAS MINERAÇÃO Ltda	
AVON SPECIALTY METALS Ltd		NMDC Ltd	
AVRUPA MINERALS Ltd		NOBEL CLAD	
AVX CORPORATION		NOBLE GROUP	
B.W. MINERALS Pte Ltd		NORDMET AS	
BASF Se		NORTH AMERICAN TUNGSTEN	
BETEK GmbH & CO KG		NORTHCLIFF RESOURCES Ltd	
BETTER SOURCING PROGRAM (BSP)		NPM SILMET OÜ	
BLACKHEATH RESOURCES Inc		OERLIKON METCO WOKA GmbH	
BMR GROUP		ORANO MINING	
BOMET HOLDING Inc		ORION METAL TRADE Ltd	
BORESTE LIGAS Ltda		ORMONDE MINING PLC	
BREAKER RESOURCES NL		OSG USA Inc	
BUSS & BUSS SPEZIALMETALLE GmbH		OSRAM GmbH	
C&M TECHNOLOGIES GMBH Inc		PAN ASIA METALS Ltd	
C. STEINWEG GROUP Inc		PANASONIC	
CARBIDE RECYCLING COMPANY		PEELMINING	
CARBIDE-USA		PHOENIX COPPER Ltd	
CBMM		PILBARA MINERALS Limited	
CCCMC -SMT		PLANSEE SE	
CELLMARK METALS		PLAXYS Inc	
CERATIZIT SARL		PLAYFAIR MINING Ltd	
CHANGSHA MINGGUAN METAL TECHNOLOGY Co Ltd	-	POBEDIT Jsc	

CHANGSHA SOUTH TANTALUM NIOBIUM Co Ltd		POWMET Inc	
CHASE MINING Corp Ltd		PREMIER AFRICAN MINERALS	
CHEMAF Sarl		QUANTUMCLEAN	
CHEMETALS INTERNATIONAL Ltd		QUESTEK INNOVATIONS LLC	
CHEMTRADE		RAFAELLA RESOURCES	
CHEPETSKY MECHANICAL PLANT Jsc		RC INSPECTION METALS B.V.	
CHINA BAOWU STEEL GROUP Corp		READING ALLOYS	
CHINA MINMETALS Corp		RECARB Lic	
CHINA MOLYBDENUM Co, Ltd		REFRACTORY METALS MINING Co Ltd	
CHONGYI ZHANGYUAN TUNGSTEN Co Ltd		RESIND INDUSTRIA E COMERCIO Ltda	
CLEVELAND TUNGSTEN		RFH RECYCLING METALS Co Ltd	
CNMC NINGXIA ORIENT GROUP Co Ltd		RHENIUM ALLOYS Inc	
COMMERCE RESOURCE Corp		RIO TINTO Ltd	
COMMEXIM GROUP A.S.		RISING NONFERROUS METALS Co Ltd	
COMMODITY MARKET ANALYSIS		RJH TRADING Ltd	
CORIZON Ltd		ROSKILL INFORMATION SERVICES Ltd	
CRONIMET CENTRAL AFRICA AG		SALORO SL	
CUSTOM ALLOYS Inc		SAMSUNG	
D BLOCK METALS Lic		SAMWOOD NEO Inc	
DELCO Ltd		SANDVIK MACHINING SOLUTIONS AB	
DONALD MCARTHY TRADING Pte Ltd		SANHER TUNGSTEN VIETNAM Co Ltd	
DOW CORPORATE		SCMG EUROPE GmbH	
DUOLUOSHAN SAPPHIRE RARE METAL Co Ltd OF ZHAOQING		SECO TOOLS AB	
DURUM VERSCHLEISS-SCHUTZ GmbH		SEKOM RHENIUM RECYCLING	
ECOWHITE TRADING LTDA		SELECT ALLOYS & MATERIALS	
EMPRESA DE DESENVOLVIMENTO MINEIRO SA		SHAANXI HEAD-MOLY INDUSTRY Co Ltd	
ELEMENT SIX GmbH		SHALINA RESOURCES Limited	
ELEMENTAL METALS		SHAOGUAN XINHAI RENDAN TUNGSTEN INDUSTRY Co Ltd	
ELEMENTOS Ltd		SIBURAN RESOURCES Ltd	
ELG UTICA ALLOYS Ltd		SIDENOR INVESTIGACION Y DESARROLLO SA	

ELMET TECHNOLOGIES		SIEMCALSA	
ENVIRONMETALS		SIMS METAL MANAGEMENT	
ERAMET GROUP		SINOCHEM HEBEI Corp	
ESMALGLASS SA - ITACA GROUP		SOCIETE MINIERE DE BISUNZU (SMB)	
ETHIOPIAN MINERAL, PETROLEUM AND BIOFUEL CORPORATION		SOJITZ Corp	
EURECAT		SOLIKAMSK MAGNESIUM WORKS	
EUROMET S.A.		SOVEREIGN INTERNATIONAL METALS AND ALLOYS Inc (SIMA)	
EUROPEAN METALS HOLDINGS Ltd		SPAIN RARE METALS	
EVANS TECHNOLOGY		SPECIALITY METALS INTERNATIONAL Ltd	
EXOTECH, Inc		SPECIALTY METALS RESOURCES S.A.	
EXXELIA		SRP TUNGSTEN Pvt Ltd	
F&X ELECTRO MATERIALS Ltd		STANDARD DIE INTERNATIONAL	
FAIRPHONE		STAPLEFORD TRADING Limited	
FERROMET Ab		STOCKPILE SURVEYING AND PROTECTION BV	
FIR METALS & RESOURCE Ltd		STRATEGIC MINERALS SPAIN SL	
FORTIS METALS Ltd		SUMITOMO ELECTRIC INDUSTRIES Ltd	
GANZHOU HAICHUANG TUNGSTEN Co Ltd		SURFACE ENGINEERING ALLOY Co	
GANZHOU JIANGWU FERROTUNGSTEN Co Ltd		SXMINTEC Ltd	
GANZHOU YATAI TUNGSTEN Co Ltd		TABOCA MINERAÇÃO	
GEM Co Ltd		TAEGUTEC Ltd	
GESELLSCHAFT FÜR WOLFRAM INDUSTRIE GmbH		TAIKE TECHNOLOGY (SUZHOU) Co Ltd	
GGV HOLDING		TAKI CHEMICAL Co Ltd	
GIRO METAIS IND E COM Ltda		TANTALEX RESOURCES	
GLOBAL ADVANCES METALS		TANTALINE DENMARK	
GLOBAL TUNGSTEN AND POWDERS Corp		TANTEC GmbH	
GLOBE METALS & MINING		TEJING TUNGSTEN GmbH	
GMH STACHOW-METALL GmbH		TEKNA GROUP	
GRONDMET GmbH		TELEX METALS LLC	
GUANGDONG RISING RARE METALS-EO MATERIALS Ltd	-	TERRA COMMODITIES Llc	

GUANGDONG XIANGLU TUNGSTEN Co Ltd		THAILAND SMELTING & REFINING Co Ltd	
GUANGDONG ZHIYUAN NEW MATERIAL Co Ltd		THE CHEM-MET COMPANY	
GWR GROUP Ltd		THOMSON RESOURCES Ltd	
H.C. STARCK SOLUTIONS		THOR MINING Plc	
H.C. STARCK TANTALUM & NIOBIUM GmbH		THREE ARC MINING Llc	
HALCYON Inc		TINCO INVESTMENTS Llc	
HALDOR TOPSOE A/S		TITAN INTERNATIONAL Inc	
HAPPY CREEK MINERALS Ltd		TNT MINES Ltd	
HBIS GROUP Ltd		TODINI & co S.P.A.	
HC STARCK TUNGSTEN GmbH		TRANZACT Inc	
HEMPEL METALLURGICAL GmbH		TRAXYS EUROPE S.A.	
HERAEUS DEUTSCHLAND GmbH & Co KG		TREIBACHER INDUSTRIE AG	
HUDSON METALS Corp		TUNGALOY Corp	
HUNAN LITIAN TUNGSTEN INDUSTRY Co Ltd		TUNGCO Inc	
HYPERION MATERIALS AND TECHNOLOGIES		TUNGSTEN MINING NL	
ICD ALLOYS & METALS		TUNGSTEN RECYCLING S.A.	
IMERYS CERAMICS FRANCE		TVEL CORPORATION	
INGERSOLL CUTTING TOOLS Co		ULBA METALLURGICAL PLANT JSC	
INTERMETAL COMPAGNIE DES METAUX AG		UMICORE NV	
IRELAND ALLOYS		UNITED SPECTROMETER TECHNOLOGIES Pty Ltd	
ISCAR Ltd		VALORIZA MINERÍA	
JACOMIJ METALS B.V.		VARISCAN MINES Ltd	
JAPAN NEW METALS CO Ltd - MITSUBISHI GROUP		VIETNAM YOUNGSUN TUNGSTEN Co Ltd	
JAYESH INDUSTRIES Ltd		VISHAY INTERTECHNOLOGY	
JIANGXI DINGHAI TANTALUM & NIOBIUM Co Ltd		VITAL METALS	
JIANGXI MINMETALS GAO'AN NON-FERROUS METAL Co Ltd		W RESOURCES	
JIANGXI YAOSHENG TUNGSTEN Co Ltd		WESTBROOK RESOURCES Ltd	
JIUJIANG FUXING TAI TRADE Co Ltd		WN THOMAS METAL RECYCLING AND SONS Ltd	
JIUJIANG JANNY NEW MATERIAL Co Ltd		WOGEN RESOURCES Ltd	
JIUJIANG JINXIN NON-FERROUS METALS Co Ltd		WOLFRAM BERGBAU UND HÜTTEN AG	

JIUJIANG TANBRE Co Ltd		WOLFRAM COMPANY	
JIUJIANG ZHONGAO TANTALUM & NIOBIUM Co Ltd		WOLFRAM MINING AND PROCESSING Ltd	
JSC ALMALYK MMC		WOLTECH KOREA Co Ltd	
KEMET ELECTRONICS Corp		WOMET GmbH	
KENNAMETAL		XIAMEN GOLDEN EGRET SPECIAL ALLOY Co Ltd	
KEYWELL Llc		XIAMEN TUNGSTEN Manu. And Sales Corp	
KGETS Co Ltd		XI'AN SAILONG METAL MATERIALS Co Ltd	
KING ISLAND SCHEELITE		YANLING JINCHENG TANTALUM & NIOBIUM Co Ltd	
KROME COMMODITIES Limited		YANO METALS Co Ltd	
KUALA KETIL METAL Sdn Bhd	-	ZHUZHOU CEMENTED CARBIDE GROUP Corp Ltd	
LEKON GERMESS Ltd		ZHUZHOU TEYOU NEW MATERIAL CO. LTD (ASIA TUNGSTEN)	
LIANYOU METALS Co Ltd		ZIGONG CEMENTED CARBIDE Corp Ltd	
LIPMANN WALTON & Co Ltd		ZIMMER - Trabecular Metal Technology	
LONDON METALS Ltd			
TARANTULA SG2 – CLUSTERS & ASSOCIATIONS			
NAME	LOGO	NAME	LOGO
ALL IND. NON FERROUS METAL EXIM ASSOCIATION (ANMA)		INTERNATIONAL NICKEL STUDY GROUP (INSG)	
ASIAN POWDER METALLURGY ASSOCIATION (APMA)		INTERNATIONAL RAW MATERIALS OBSERVATORY (INTRAW)	
ASSOCIAÇÃO CLUSTER PORTUGAL MINERAL RESOURCES		INTERNATIONAL RESOURCE PANEL	
ASSOCIATION OF MECHANICAL ENGINEERING AND METALWORKING INDUSTRIES OF LATVIA (MASOC)		INTERNATIONAL TUNGSTEN INDUSTRY ASSOCIATION (ITIA)	
ASSOFERMET		IRON METALLICS ASSOCIATION (IIMA)	
ATERVININGS INDUSTRIERNA		ISTANBUL MINERAL AND METALS EXPORTERS' ASSOCIATION (IMMIB)	
BRITISH METALS RECYCLING ASSOCIATION (BMRA)		JAPAN TUNGSTEN & MOLYBDENUM INDUSTRIES ASSOCIATION (JTMIA)	
BUNDESVERBAND DER DEUTSCHEN ENTSORGUNGS (BDE)		KEMI DIGIPOLIS	
BUNDESVERBAND MINERALISCHE ROHSTOFFE (MIRO)		KLASTER METALA I PLASTIKE (METAL AND PLASTIC CLUSTER)	
BUNDESVERBAND SEDUNDARROHSTOFFE UND ENTSORGUNG (BVSE)		KNOWLEDGE AND INNOVATION COMMUNITY FOR	

















		RAW MATERIALS (KIC EIT RAW MATERIALS)	
BUNDESVEREINIGUNG DEUTSCHER STAHLRECYCLING-UND ENTSORGUNGSUNTERNEHMEN E. V. (BDSV)		LITHIUM VALLEY	Lithium Valley
BUREAU OF INTERNATIONAL RECYCLING		LUBUSKI KLASTER METALOWY	
CHINA NONFERROUS METALS INDUSTRY ASSOCIATION (CMRA)		MANUFACTURING TECHNOLOGIES ASSOCIATION (MTA)	
CHINA TUNGSTEN INDUSTRY ASSOCIATION (CTIA)		MANUFUTURE-EU	
CRITICAL RAW MATERIALS ALLIANCE (CRM ALLIANCE)		MATERPLAT	materplat
DANISH MATERIALS NETWORK (DMN)		METAAL RECYCLING FEDERATIE (MRF)	
ECONOMIC CHAMBER OF NON-FERROUS METALS AND RECYCLING (IGMNIR)		METAINDUSTRY4 (MI4)	
EUROGEOSURVEYS (EGS)		METAL POWDER INDUSTRIES FEDERATION (MPIF)	
EUROMINES		METAL PROCESSING CLUSTER	
EUROPEAN ASSOCIATION OF LIGHTING (EUCOLIGHT)		METALLURGY EUROPE	
EUROPEAN ASSOCIATION OF METALS (EUROMETAUX)		MINERAL PROCESSING AND EXTRACTIVE METALLURGY FOR MINING AND RECYCLING INNOVATION ASSOCIATION (PROMETIA)	
EUROPEAN COPPER INSTITUTE (COPPER ALLIANCE)		MINING ASSOCIATION OF THE UNITED KINGDOM (MAUK)	-
EUROPEAN ELECTRONICS RECYCLERS ASSOCIATION (EERA)		MINING FINLAND	+ MINING FINLAND
EUROPEAN INDUSTRIAL CLUSTER (EIC)		MINOR METALS TRADE ASSOCIATION (MMTA)	
EUROPEAN METAL TRADE AND RECYCLING FEDERATION (EUROMETREC)		NANOTECHNOLOGY INDUSTRIES ASSOCIATION (NIA)	
EUROPEAN POWDER METALLURGY ASSOCIATION (EPMA)		NICKEL INSTITUTE	
EUROPEAN REFRACTORIES PRODUCERS FEDERATION (PRE)		NON-FERROUS ALLIANCE (NFA)	
EUROPEAN TECHNOLOGY PLATFORM FOR ADVANCED ENGINEERING MATERIALS AND TECHNOLOGIES (EUMAT)		NON-FERROUS FOUNDERS' SOCIETY (NFFS)	
EUROPEAN TECHNOLOGY PLATFORM ON SUSTAINABLE MINERAL RESOURCES (ETP SMR)		POWDER METALLURGY ASSOCIATION OF INDIA	
FEDERACIÓN ESPAÑOLA DE LA RECUPERACIÓN Y EL RECICLAJE (FER)		REFRACTORY METALS ASSOCIATION (RMA)	

FEDERATION OF AUSTRIAN INDUSTRIES (UNDUSTRIELLEN VEREINIGUNG -IV)		RESPONSIBLE MINERALS INITIATIVE (RMI) (FORMERLY CFSI)	
FEDERATION OF EUROPEAN MATERIALS SOCIETIES (FEMS)		ROMANIAN NEW MATERIALS CLUSTER (RNMC)	
FEDEREC		RWANDA MINES, PETROLEUM AND GAS BOARD (RMB)	
GEOKOMPETENZZENTRUM FREIBERG EV (GKZ)		RWANDA MINING ASSOCIATION (RMA)	
GEOLOGICAL SURVEY OF FINLAND (GTK)		SEKUNDAERROHSTOLFFHANDE L (WHO DER HANDEL)	
GEOSCIENCE IRELAND		SOCIETY OF MINING PROFESSORS	
GERMAN FEDERATION OF INTERNATIONAL MINING AND MINERAL RESOURCES (FAB)		SOLVING THE E-WASTE PROBLEM (STEP)	
GLOBAL RARE EARTH INDUSTRY ASSOCIATION (REIA)		POLO DEL ACERO	
GLOBAL STRATEGIC ALLIANCE (GRI)		SUSTAINABLE PROCESS INDUSTRY THROUGH RESOURCE AND ENERGY EFFICIENCY ASSOCIATION (A.SPIRE)	
HULLADÉKGAZDÁLKODÓK ORSZÁGOS SZÖVETSÉGE (HOSZ)		THE ENERGY MATERIALS INDUSTRIAL RESEARCH INITIATIVE (EMIRI)	
IBERIAN SUSTAINABLE MINING CLUSTER (ISMC)		THE INSTITUTE OF MATERIALS, MINERALS AND MINING (IOM3)	
INDUSTRIAL MINERALS ASSOCIATION – EUROPE (IMA-EUROPE)		VDMA MINING	
INITIATIVE FOR RESPONSIBLE MINING ASSURANCE (IRMA)		VERBAND DEUTSCHER METALLHANDLER (VDM)	
INSTITUTO DE CIENCIA DE MATERIALES DE MADRID (ICMM)		VERENIGUNG ROHSTOFFE UND BERGBAU E.V. (VRB)	
INSTITUTO GEOLÓGICO Y MINERO DE ESPAÑA (IGME)		WEEE FORUM	
INTERGOVERNAMENTAL FORUM (IGF)		WORLD MATERIALS RESEARCH INSTITUTES FORUM	
INTERNATIONAL CONFERENCE ON THE GREAT LAKES REGION (ICGLR)		WORLD STEEL ASSOCIATION	
INTERNATIONAL COUNCIL ON MINING & METALS (ICMM)		ZEROWASTE CLUSTER	-
INTERNATIONAL MINERALS & MINING ASSOCIATION (IMMA)			
TARANTULA SG3 – POLICY AGENTS			
NAME	LOGO	NAME	LOGO
AGENCE DÉVELOPPEMENT ET D'INNOVATION NOUVELLE-AQUITAINE (ADI)		INNOVATION LEADERSHIP AGENCY	
AGENCE FRANÇAISE DE DÉVELOPPEMENT (AFD)		INNOVATION NORWAY	
AGENCE NATIONALE DE LA RECHERCHE (ANR)		INNOVIRIS BRUSSELS	
AGENCIA ANDALUZA DE LA ENERGÍA (AAE)		INSTITUTO ENERXÉTICO DE GALICIA (INEGA)	

AGENCIA DE INNOVACIÓN Y DESARROLLO DE ANDALUCÍA (IDEA)		INSTITUTO GALLEGO DE PROMOCIÓN ECONÓMICA (IGAPE)	
AGENCIA GALLEGA DE INNOVACIÓN (GAIN)		INSTITUTO PARA LA COMPETITIVIDAD EMPRESARIAL	
AGENCY FOR HIGHER EDUCATION AND SCIENCE DENMARK		MINISTRY OF ENVIRONMENT AND PHYSICAL PLANNING OF NORTH MACEDONIA	
ANDALUCÍA EMPRENDE		MINISTRY OF LOCAL SELF GOVERNMENT OF NORTH MACEDONIA	
AUSTRIAN RESEARCH PROMOTION AGENCY (FFT)		MINISTRY OF THE ENVIRONMENT, CLIMATE PROTECTION AND ENERGY SECTOR BADEM-WURTEMBERG	
BADEN-WURTEMBERG INTERNATIONAL (BW-I)		NATURAL ENVIRONMENT RESEARCH COUNCIL	
BUSINESS FINLAND		NORDLAND COUNTY COUNCIL	
BUSINESS REGION SKARABORG		NUNATSINNI ILISIMATUSARNERMIK SIUNNERSUISOQATIGIIT (NIS)	
CENTRO DE INNOVACIÓN Y SERVICIOS DE GALICIA (CIS Galicia)		OFICINA PARA LA INNOVACION DE EXTREMADURA	
CENTRO EUROPERO DE EMPRESAS E INNOVACIÓN DE EXTREMADURA (CEEI)		POLISH AGENCY FOR ENTERPRISE DEVELOPMENT (PARP)	
COMISSÃO DE COORDENAÇÃO E DESENVOLVIMENTO REGIONAL DO ALENTEJO (CCDR Alentejo)		REGIONAL AGENCY FOR ECONOMIC DEVELOPMENT IN NORMANDY (AD NORMANDY)	
COMISSÃO DE COORDENAÇÃO E DESENVOLVIMENTO REGIONAL DO CENTRO (CCDR-Centro)		REGIONFORBUNDET JONKOPINGS LAN	
COORDINATING BODY ON CORPORATE SOCIAL RESPONSIBILITY OF NORTH MACEDONIA		ROGALAND COUNTY COUNCIL	
CZECH INVEST		SACHSISCHER LANDTAG	
DIRECCIÓN GENERAL DE EMPRESA Y COMPETITIVIDAD (JUNTA DE EXTREMADURA)		SCIENCES AND TECHNOLOGY FACILITIES COUNCIL	
ECONOMIC AND SOCIAL RESEARCH COUNCIL		SIEMCALSA	
ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL		TECHNOLOGY AGENCY OF THE CZECH REPUBLIC (TECHNOLOGICKÁ AGENTURA CR)	
ENTE PÚBLICO REGIONAL DE LA ENERGÍA (EREN)		UK RESEARCH AND INOVATION (UKRI)	
EXTREMADURA AVANTE		VESTFOLD AND TELEMARCK COUNTY COUNCIL	
FLANDERS INNOVATION & ENTREPRENEURSHIP AGENCY		VINNOVA	

GOVERNO DO AMBIENTE E DA TRANSIÇÃO ENERGÉTICA DE PORTUGAL		WALLONIA EXPORT-INVESTMENT AGENCY (AWEX)	
TARANTULA SG4 – CIVIL SOCIETY			
NAME	LOGO	NAME	LOGO
BARRUECOPARDO PILOT SITE (SALORO)			
ASOCIACIÓN GALEGA DE ARIDOS (ARIGAL)		CONCELLO DE VIANA DO BOLO	
ASOCIACIÓN PARA EL DESARROLLO DE LA ZONA OESTE DE SALAMANCA - ADEZOS-		CONFEDERACIÓN DE EMPRESARIOS DE SALAMANCA	
ASOCIACIÓN PROFESIONAL DE PERIODISTAS DE SALAMANCA		CONFEDERACIÓN DE ORGANIZACIONES DE EMPRESARIOS SALMANTINOS (CONFAES)	
CÁMARA DE COMERCIO DE SALAMANCA		CONFEDERACION NACIONAL DE EMPRESARIOS DE LA MINERIA Y DE LA METALURGIA (CONFEDEM)	
CÁMARA OFICIAL MINEIRA DE GALICIA		CONSELLERÍA DE ECONOMÍA E INDUSTRIA, JEFATURA TERRITORIAL DE OURENSE, XUNTA DE GALICIA	
CENTRAL SINDICAL INDEPENDIENTE DE FUNCIONARIOS (CSIF)		ECOLOGISTAS EN ACCIÓN	
CENTRO DE ESTUDIOS SALAMANTINO (CES)		EQUO	
COMISIONES OBRERAS (CCOO)			
PENINSULAR PILOT SITE (STRATEGIC MINERALS SPAIN)			
FUNDACIÓN INÉS LUNA TERRERO		UNIVERSIDAD DE SALAMANCA	
INSTITUTO DE INVESTIGACIONES AGROBIOLOGICAS DE GALICIA (CSIC)		UNIVERSIDAD DE SANTIAGO DE COMPOSTELA. DEPARTAMENTO DE EDAFOLOGÍA Y QUÍMICA AGRÍCOLA	
SECRETARÍA GENERAL DE CALIDAD Y EVALUACION AMBIENTAL, DIRECCIÓN GENERAL DE CALIDAD AMBIENTAL Y CAMBIO CLIMÁTICO, XUNTA DE GALICIA		UNIVERSIDAD PONTIFICIA DE SALAMANCA	
UNIÓN GENERAL DE TRABAJADORES (UGT)			
SLO WORKSHOPS			
AGH UNIVERSITY OF SCIENCE AND TECHNOLOGY		MONTANUNIVERSITÄT LEOBEN	
ANGLO AMERICAN		NATIONAL TECHNICAL UNIVERSITY OF ATHENS (NTUA)	
ARCTIC CENTRE, UNIVERSITY OF LAPLAND		ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT (OECD)	
BROEDERLIJK DENLE		PARLIAMENTARY OFFICE OF SCIENCE AND TECHNOLOGY	
BUREAU DE RECHERCHES GÉOLOGIQUES ET MINIÈRES (BRGM)		PROSPEX INSTITUTE	

CAMBORNE SCHOOL OF MINES, UNIVERSITY OF EXETER (CSM)		REGIONAL COUNCIL OF LAPLAND	
CATAPA		SAXON MINING OFFICE	
CENTRO DE ESTUDIOS Y DOCUMENTACIÓN LATINOAMERICANOS (CEDLA)		SCHOOL OF CHEMISTRY - TRINITY COLLEGE DUBLIN	
CONFEDERACIÓN NACIONAL EMPRESARIOS DE LA MINERÍA Y METALÚRGICA (CONFEDEM)		SHINGLES PIT CONSULTANTS INC.	
DIALOGIK		TALLINN UNIVERSITY OF TECHNOLOGY (TUT)	
EIT RAWMATERIALS		TU BERGAKADEMIE FREIBERG (TUBF)	
EUROPEAN COMMISSION – EASME		UNEP - INTERNATIONAL RESOURCE PANEL	
EUROPEAN COMMISSION JOINT RESEARCH CENTRE (JRC)		UNITED NATIONS	
EUROPEAN ENVIRONMENTAL BUREAU		UNIVERSITY OF ANTWERP	
EUROPEAN METALS AND MINERALS MINING INDUSTRY (EUROMINES)		UNIVERSITY OF EASTERN FINLAND	
EUROPEAN REGIONS RESEARCH AND INNOVATION NETWORK (ERRIN)		UNIVERSITY OF EVORA	
FORMICABLU S.R.L.		UNIVERSITY OF LISBON	
GEOLOGICAL SURVEY OF FINLAND (GTK)		UNIVERSITY OF MINING AND GEOLOGY, SOFIA, BULGARIA	
GKZ FREIBERG		UPC UNIVERSITAT POLITÈCNICA DE CATALUNYA (UPC)	
GREENPEACE		VISION ON TECHNOLOGY FOR A BETTER WORLD (VITO)	
HOBBS TIGON LTD	-	WAGENINGEN UNIVERSITY AND RESEARCH	
INDUSTRIAL MINERALS ASSOCIATION (IMA-EUROPE)		WARDELL ARMSTRONG	
KU LEUVEN, UNIVERSITY OF ANTWERP		WE FALCK SCIENTIFIC ADVISORY AND EXPERT SERVICES	-
LULEÅ UNIVERSITY OF TECHNOLOGY			
TARANTULA SG5 – ACADEMIA & RTOs			
NAME	LOGO	NAME	LOGO
AKITA UNIVERSITY		KHARKIV POLYTECHNIC UNIVERSITY	
BATTELLE MEMORIAL INSTITUTE		KOREA INSTITUTE OF GEOSCIENCE & MINERAL RESOURCES	
BEIJING GENERAL RESEARCH INSTITUTE OF MINING & METALLURGY (BGRIMM)		NATIONAL INSTITUTE OF CLEAN AND LOW CARBON ENERGY	

CENTRAL SOUTH UNIVERSITY		NORTHWEST UNIVERSITY	
CHIBA UNIVERSITY		NORTHWEST INSTITUTE OF NON-FERROUS METAL RESEARCH	
FRENCH NATIONAL CENTRE FOR SCIENTIFIC RESEARCH (CNRS)		SILESIA UNIVERSITY OF TECHNOLOGY (SUT)	
ECORECYCLING	-	TSINGHUA UNIVERSITY	
ERAMET		UNIVERSITÉ SAVOIE MONT BLANC	
INSTITUTE FOR NON-FERROUS METALS (IMN)		UNIVERSITY OF LEEDS	
INSTITUTE OF GEOCHEMISTRY - CHINESE ACADEMY OF SCIENCES		UNIVERSITY OF SCIENCE & TECHNOLOGY BEIJING - SCHOOL OF METALLURGICAL AND ECOLOGICAL ENGINEERING	
INSTITUTE OF NON-FERROUS METALS (IMN)		UNIVERSITY OF SAO PAULO	
JAPAN ATOMIC RESEARCH ENERGY			

3.2.1. STAKEHOLDER GROUP SG1 – INDUSTRY

SG1 – Industry is the most representative for TARANTULA with 311 identified possible stakeholders. This SG includes:

- Physical pre-treatment companies
- Primary mining companies and traders of W/Nb/Ta-containing concentrates
- Metallurgical processing companies (both primary and secondary inputs)
- Metallurgical technology providers and commercial plan developers

Figures 8-12 show the overall analysis of SG1 by: Country of origin, Main interest, CRMs of interest, Size of the company (SME/LE) and relevant Sub-group.

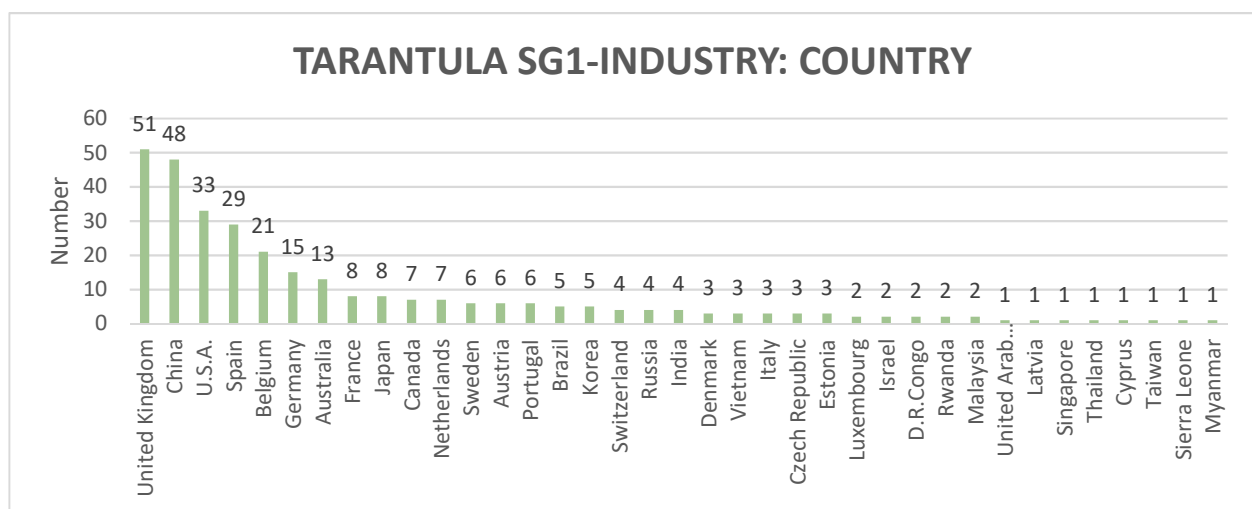


FIGURE 8 – Country of origin for identified stakeholders included in SG1 - Industry.

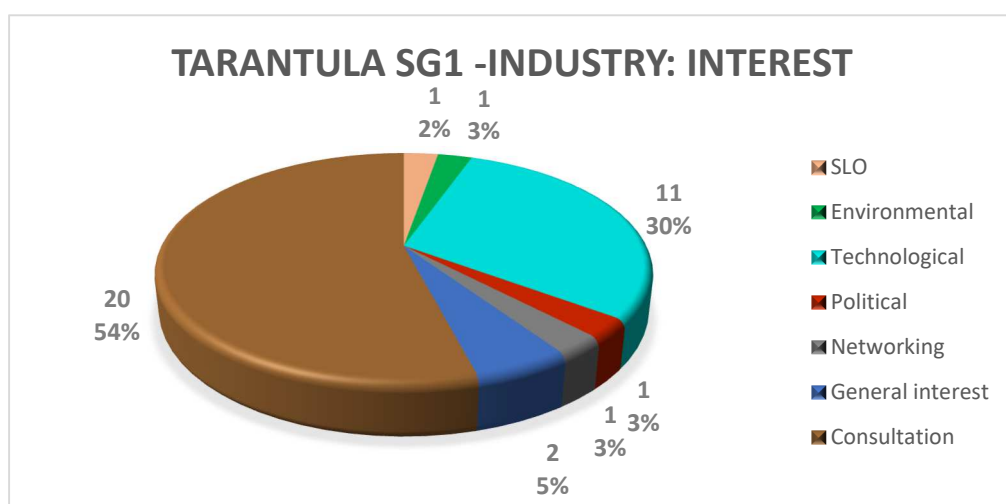


FIGURE 9 – Main possible interest for identified stakeholders included in SG1 - Industry.

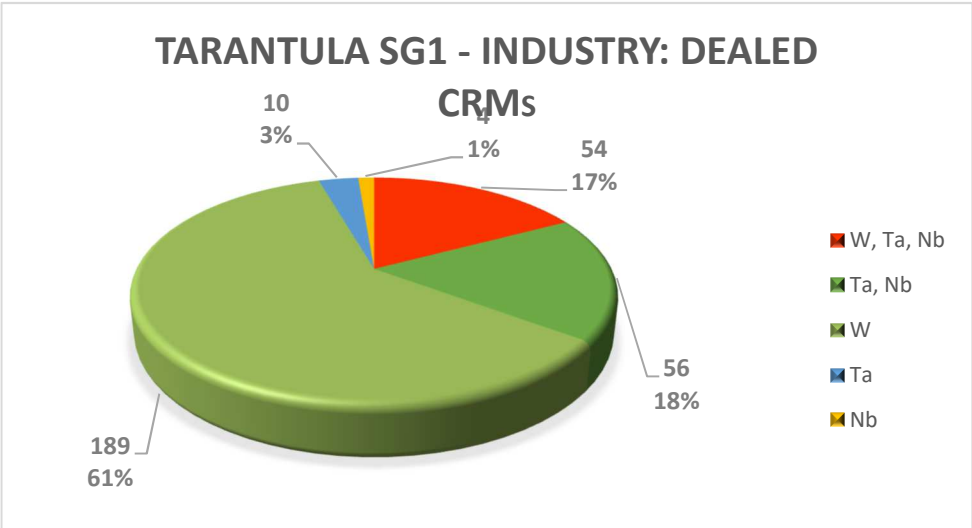


FIGURE 10 – Critical Raw Materials (CRMS) of interest for identified stakeholders included in SG1 - Industry.

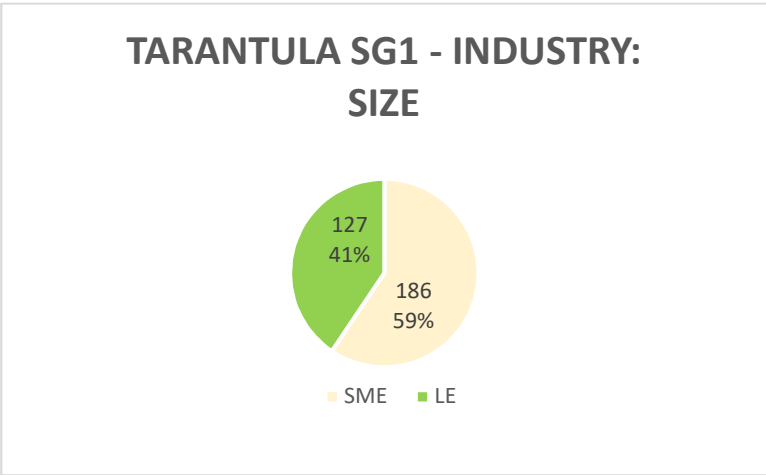


FIGURE 11 – Size of the company for identified stakeholders included in SG1 - Industry.

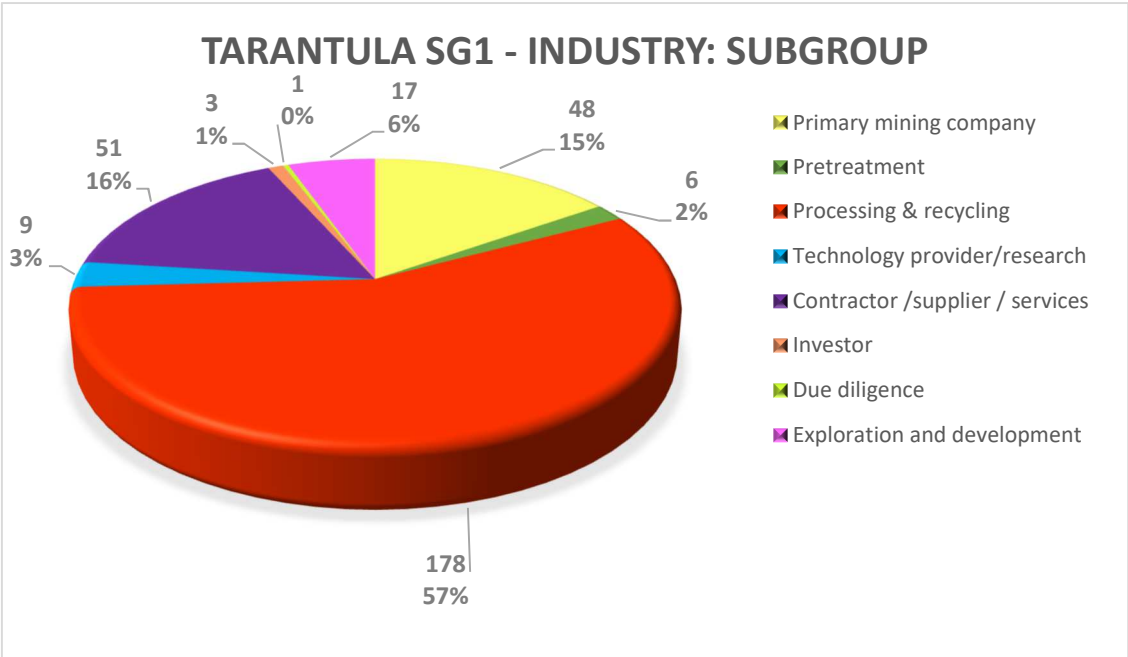


FIGURE 12 – Sub-group of interest for identified stakeholders included in SG1 - Industry.

3.2.2. STAKEHOLDER GROUP SG2 – CLUSTERS & ASSOCIATIONS

SG2 – Cluster & Associations is also a very representative group for TARANTULA with 97 identified possible stakeholders. This SG includes:

- Clusters with a relevant industrial component
- Public-Private Partnerships (PPPs)
- Technology and innovation platforms
- Industrial Associations and Organisations representing the industrial sector
- Geological Services
- State-dependant Systems and other relevant entities

Figures 13-16 show the overall analysis of SG2 by: Country of origin, Main interest, Geographical coverage of activities and Relevant Sub-groups.

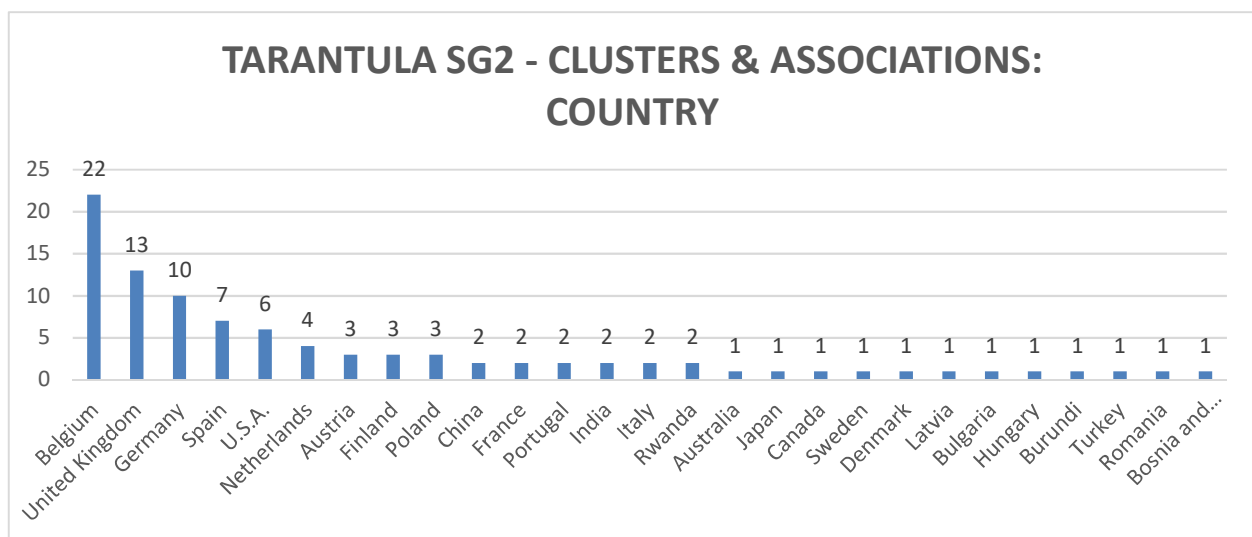


FIGURE 13 – Country of origin for identified stakeholders included in SG2 – Clusters & Associations.

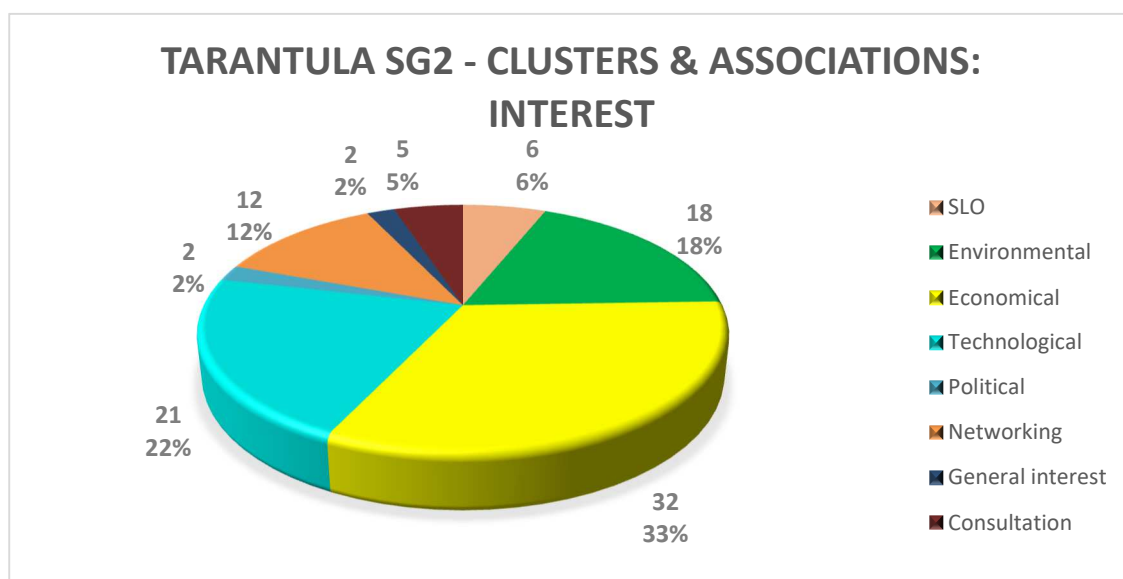


FIGURE 14 – Main possible interest for identified stakeholders included in SG2 – Clusters & Associations.

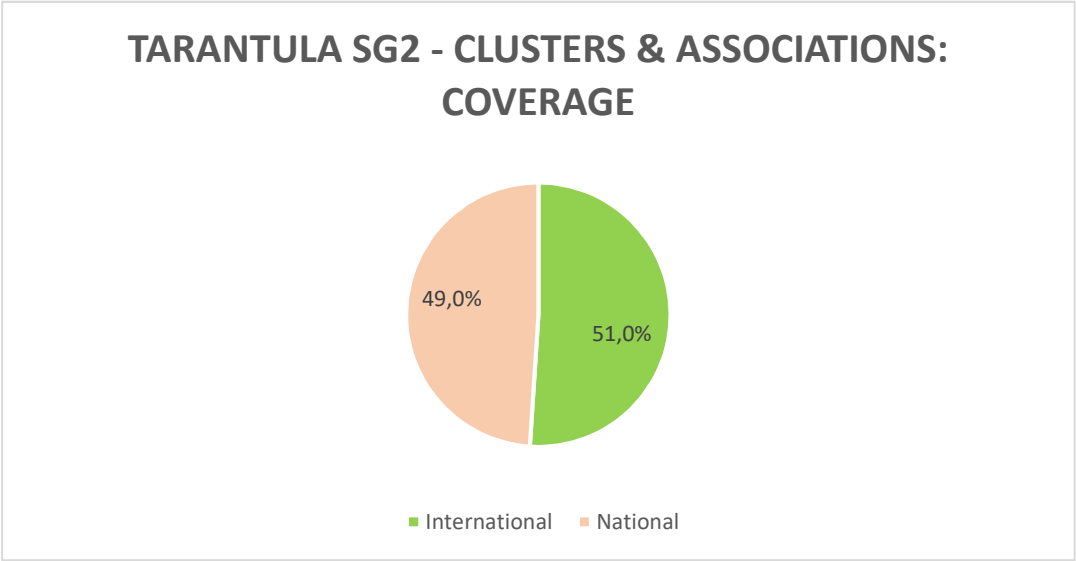


FIGURE 15 – Geographical coverage of activities for identified stakeholders included in SG2 – Clusters & Associations.

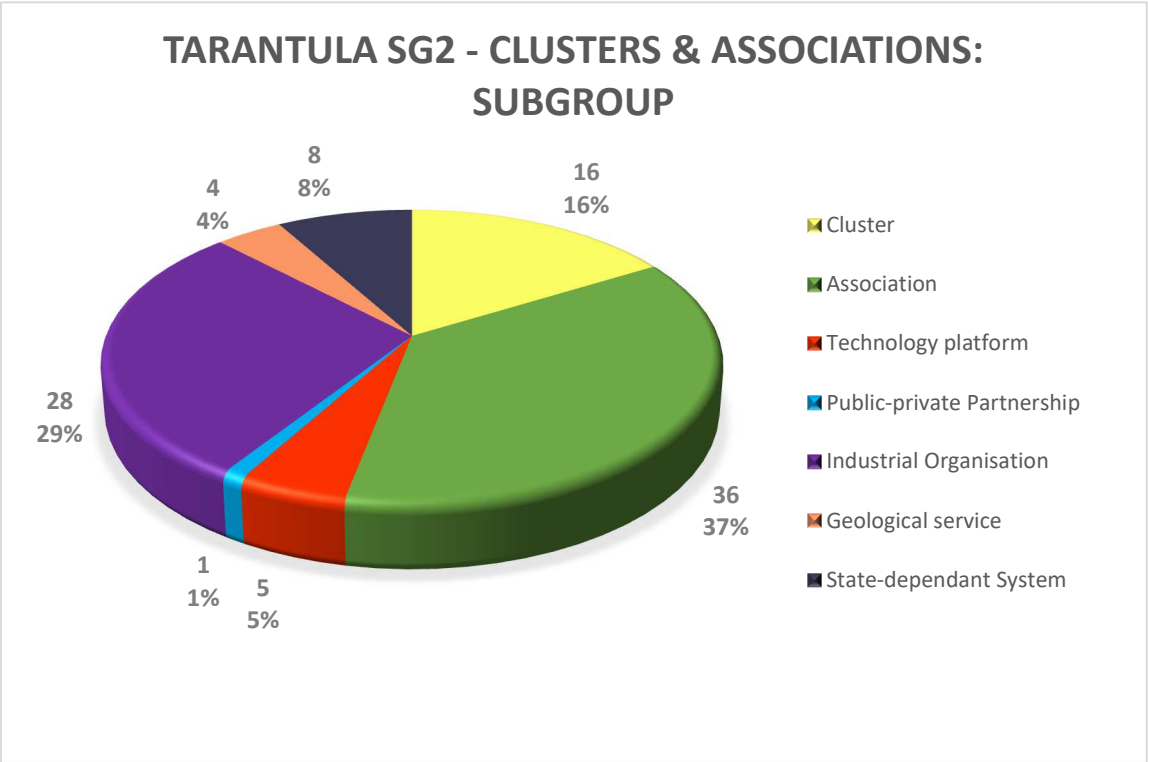


FIGURE 16 – Sub-group of interest for identified stakeholders included in SG2 – Clusters & Associations.

3.2.3. STAKEHOLDER GROUP SG3 – POLICY AGENTS

SG3 – Policy Agents is an important group for TARANTULA’s activities since it is closely related to Civil Society engagement and Social License to Operate (SLO) activities. A total of 50 possible stakeholders have been identified. This SG includes mainly regional and national government representatives from the regions/countries participating in TARANTULA project.

Figures 17-19 show the overall analysis of SG3 by: Country of origin, Main interest and geographic coverage of activities.

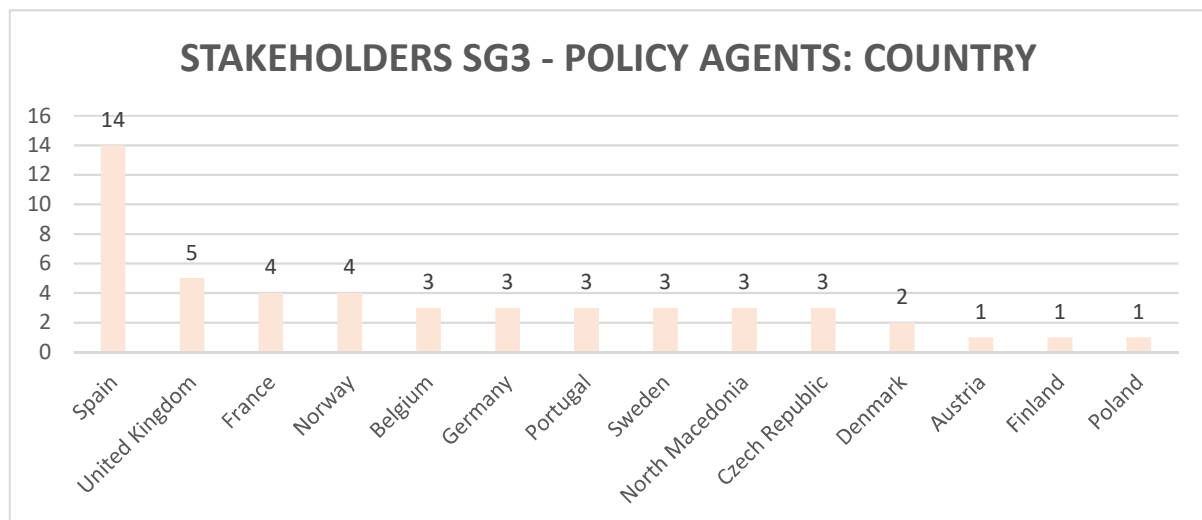


FIGURE 17 – Country of origin for identified stakeholders included in SG3 – Policy Agents.

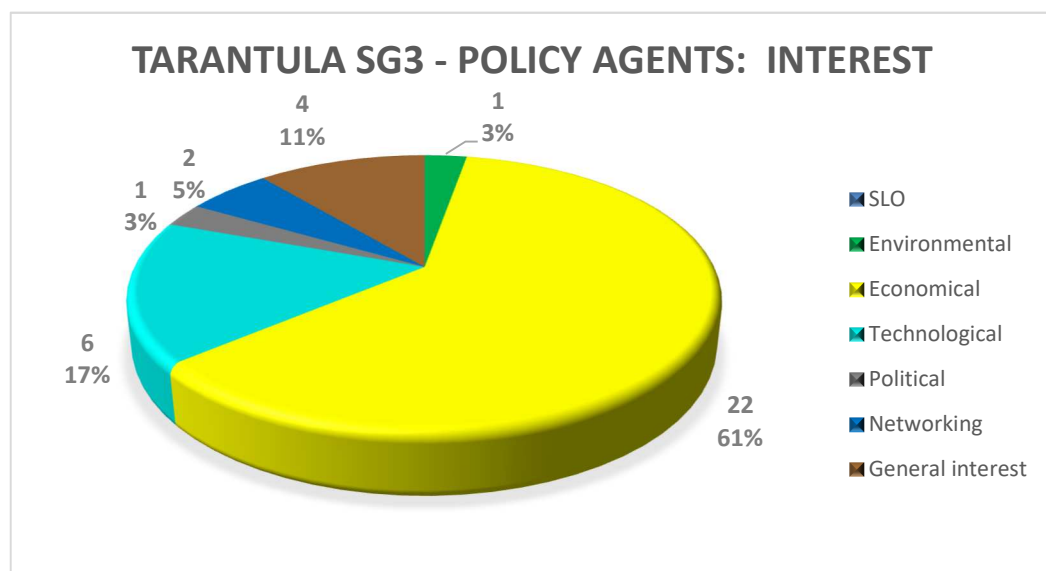


FIGURE 18 – Main possible interest for identified stakeholders included in SG3 – Policy Agents.

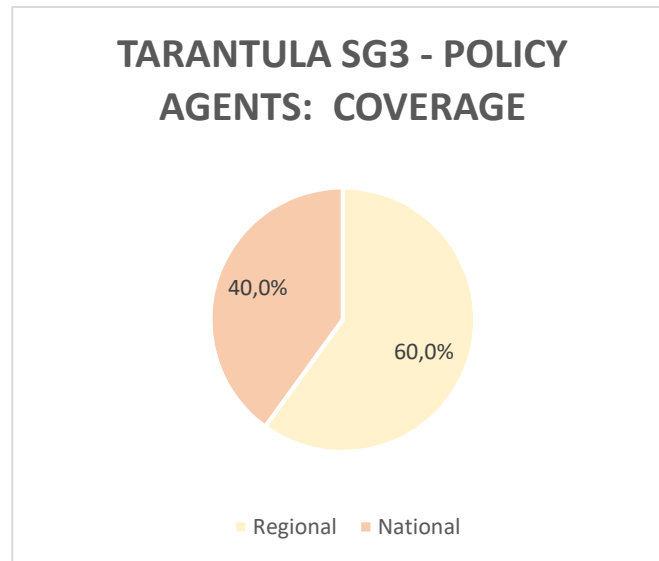


FIGURE 19 – Geographical coverage of activities for identified stakeholders included in SG3 – Policy Agents.

3.2.4. STAKEHOLDER GROUP SG4 – CIVIL SOCIETY

SG4 – Civil Society is an important group for TARANTULA since it is closely related to Civil Society engagement and Social License to Operate (SLO) activities (T8.3). It includes actors from different fields, mostly local communities living in the vicinity of mines and heavy-duty metallurgical (re)processing and recycling plants which are part of the pilot locations within TARANTULA project (SMS, SAL, EM) or other TARANTULA industrial partners of relevance (CRO). A total of 69 possible stakeholders have been identified for this SG, including Local Associations/Organisations, NGOs, Trade Unions, Academia & Research Organisations with interest in SLO and civil society engagement activities.

Figures 20-23 show the overall analysis of SG4 by: Country of origin, Main interest, Geographic coverage of activities and Relevant Sub-groups.

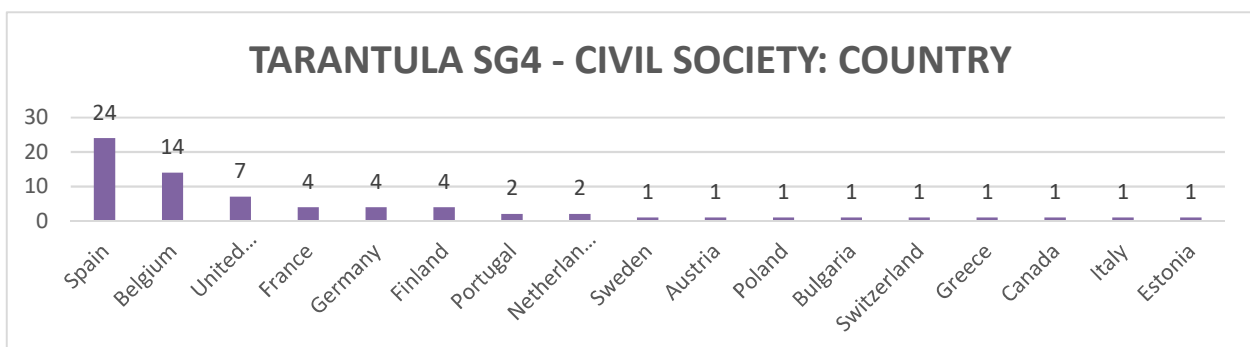


FIGURE 20 – Country of origin for identified stakeholders included in SG4 – Civil Society.

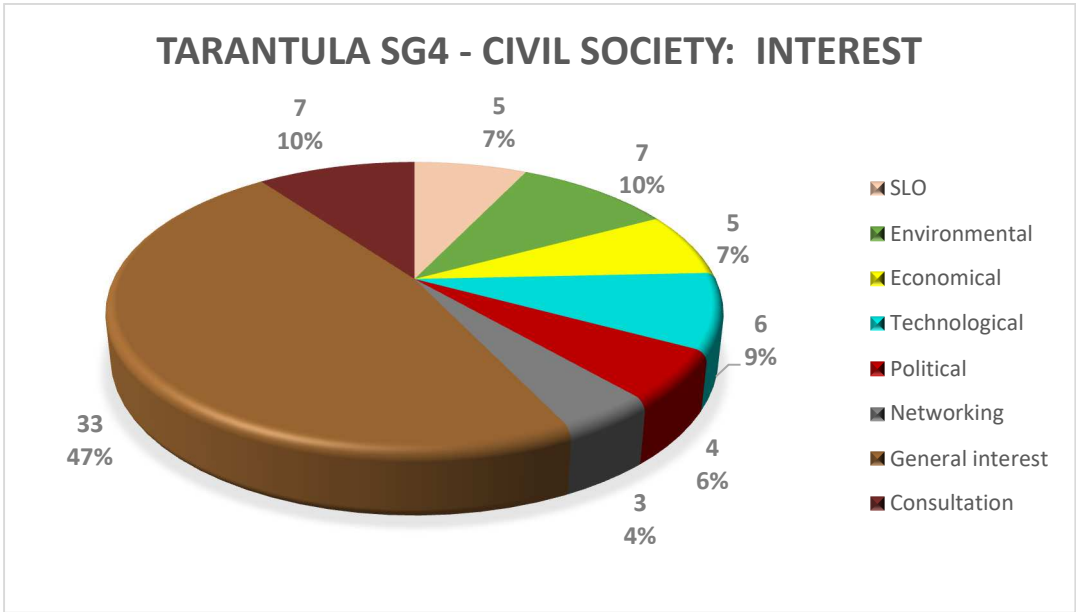


FIGURE 21 – Main possible interest for identified stakeholders included in SG4 – Civil Society.

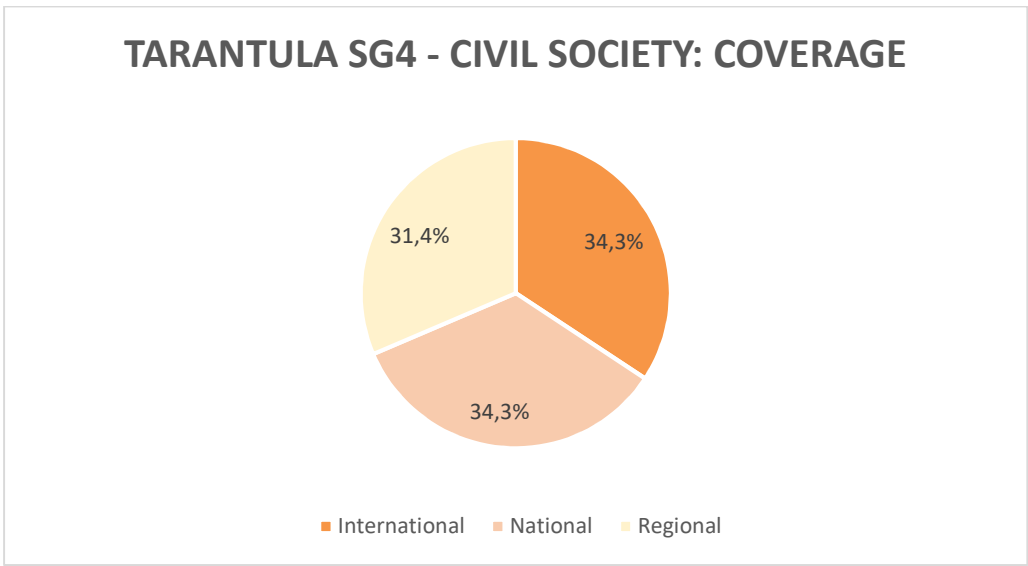


FIGURE 22 – Geographical coverage of activities for identified stakeholders included in SG4 – Civil Society.

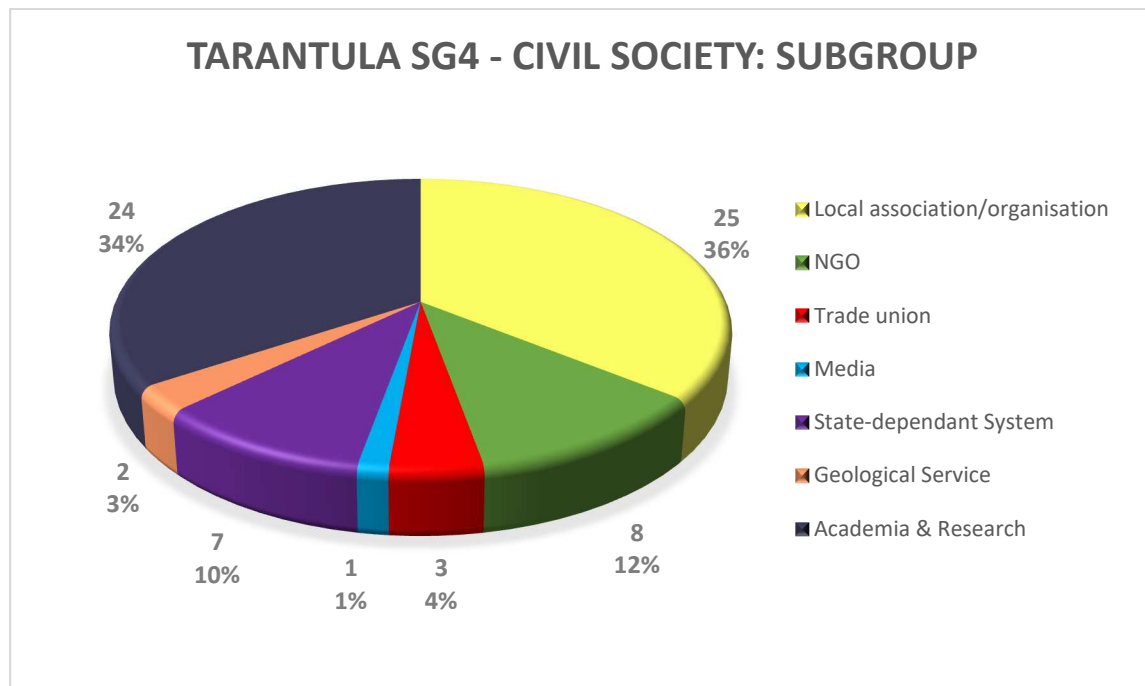


FIGURE 23 – Sub-group of interest for identified stakeholders included in SG4 – Civil Society.

3.2.5. STAKEHOLDER GROUP SG5 – ACADEMIA & RTO_s

SG5 – Academia & RTOs is the fifth and final stakeholder group for TARANTULA. A total of 23 possible stakeholders have been identified by a patent search exercise followed by selection of academia, research and technology organizations of interest (full description of the methodology in Section 2).

Figures 24-25 show the analysis of SG5 by country of origin and sub-groups.

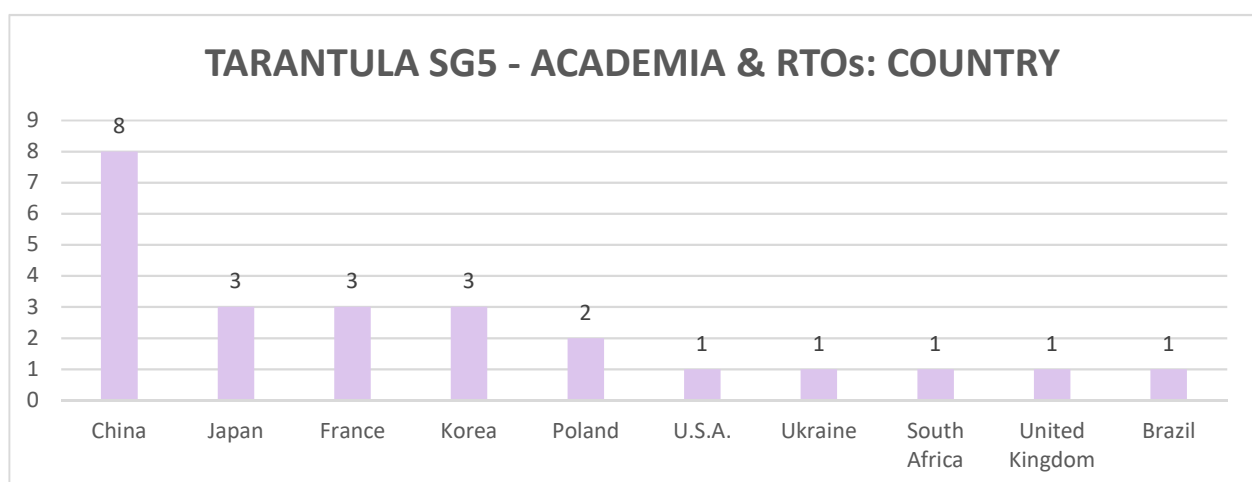


FIGURE 24 – Country of origin for identified stakeholders included in SG5 – Academia & RTO_s.

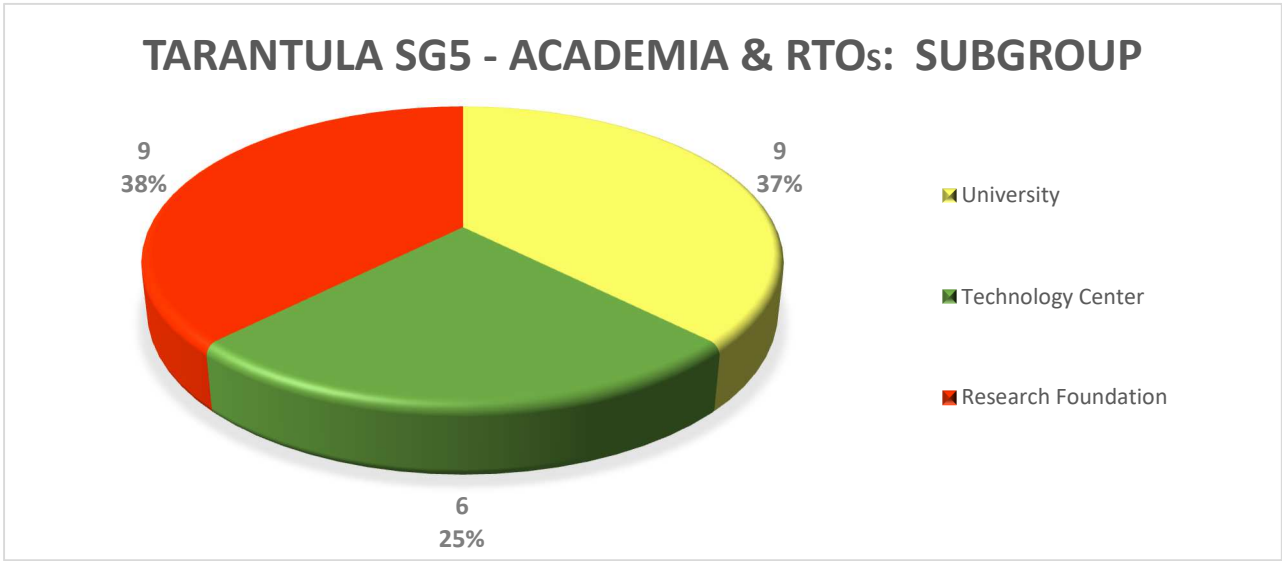


FIGURE 25 – Subgroup for identified stakeholders included in SG5 – Academia & RTOs.

5. STAKEHOLDER ENGAGEMENT AND CONNECTION WITH TARANTULA WP8 ACTIVITIES

5.1. STAKEHOLDER ENGAGEMENT

The design, preparation and feeding of the stakeholder database following the methodology and tools presented in this document is just the first part of the stakeholder engagement strategy. The overall strategy is presented in Figure 26, where a combination of the database with other direct or indirect tools will allow for a successful implementation of the proposed targets and activities.

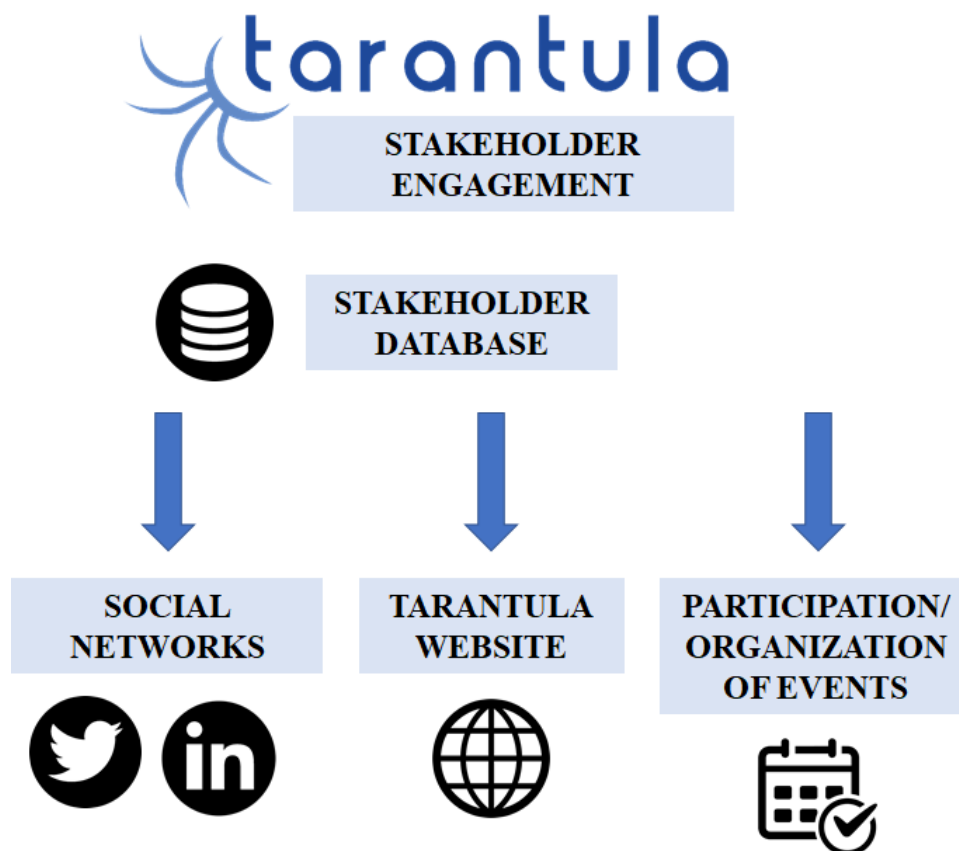









FIGURE 26 – Overall stakeholder engagement strategy for TARANTULA.

Following the population of the database and the design and implementation of the sign-up form, the final step was the collection of those stakeholders registered and therefore interested in being part of the final database and following the developments of TARANTULA project, thus providing the backbone for dissemination & communication of the activities being performed in the frame of the project.

A total of 38 stakeholders from 33 different entities have already subscribed to the final database; they are presented in Table 4. This database will be updated/upgraded throughout the project with the final aim of reaching between 50 and 100 stakeholders of interest.

TABLE 4 – Updated list of stakeholders registered to be part of the TARANTULA stakeholder database (March 2020, by alphabetical order).

TARANTULA STAKEHOLDERS (MARCH 2020)						
NAME	LOGO	ACTIVITY	GROUP	COUNTRY	WEBSITE	MAIN INTERESTS
ADVANCED ALLOYS SERVICES		Suppliers of High Purity and Superalloy Metal	SG1 (Industry)	UK	www.advancedalloys.co.uk	Industry events Market and exploitation opportunities
ASOCIACION GALLEGA DE ARIDOS (ARIGAL)		Association of aggregates from Galicia region (North-west Spain)	SG2 (Clusters & Associations)	ES	www.arigal.gal	Newsletter Industry events Other events Civil society engagement Market and exploitation opportunities
BUNDESVERBAND DER DEUTSCHEN ENTSORGUNGS-, WASSER- UND ROHSTOFFWIRTSCHAFT E.V. (BDE)		German association for recycling and resources	SG2 (Clusters & Associations)	GE	www.bde.de	Newsletter Industry events Other events Civil society engagement Market and exploitation opportunities
BUSS & BUSS SPEZIALMETALLE GMBH		Ta metal scrap recycling	SG1 (Industry)	GE	www.buss-spezialmetalle.de	Newsletter Industry events Other events Civil society engagement Market and exploitation opportunities
DIRECCION GENERAL DE ENERGIA Y MINAS, JUNTA DE CASTILLA Y LEON (DGEyM)		General directorate for Energy and Mines for Castile and Leon region (Spain)	SG3 (Policy Agents)	ES	www.jcyl.es	Newsletter Industry events Other events
European non-ferrous metals association (EUROMETAUX)		The decisive EU voice of non-ferrous metals producers and recyclers	SG2 (Clusters & Associations)	BE	www.eurometaux.eu	Newsletter Industry events
GEOLOGICAL SERVICE OF FINLAND (GTK)		Geological survey of Finland	SG4 (Civil Society)	FI	www.uusi.gtk.fi	Newsletter Industry events

			SG5 (Academia & Research Organizations)			Other events Civil society engagement Market and exploitation opportunities
GEOSCIENCE IRELAND		Business development cluster	SG2 (Clusters & Associations)	IE	www.geoscience.ie	Newsletter Industry events Civil society engagement Market and exploitation opportunities
HUDSON METALS CORPORATION		Supplier of raw materials for superalloys, stainless steels and specialty alloys	SG1 (Industry)	USA	www.hudsonmetals.com	Newsletter Industry events Other events Civil society engagement Market and exploitation opportunities
IBERIAN SUSTAINABLE MINING CLUSTER (ISMC)		Cluster gathering more than 60 more and organisations from the mining sector and associated services.	SG2 (Clusters & Associations)	ES	www.ismc-iberiamine.com	Newsletter Industry events Other events Civil society engagement Market and exploitation opportunities
INSTITUTO GEOLÓGICO Y MINERO DE ESPAÑA (IGME)		Spanish geological service	SG4 (Civil Society) SG5 (Academia & Research Organizations)	ES	www.igme.es	Newsletter Other events Civil society engagement
INDUSTRIAL MINERALS ASSOCIATION EUROPE (IMA-EUROPE)		Umbrella organisation bringing together 10 European associations specific to individual minerals	SG2 (Clusters & Associations)	BE	www.ima-europe.eu	Industry events Civil society engagement
INTERNATIONAL RAW MATERIALS OBSERVATORY (INTRAW)		Not-for-profit international association, created to support worldwide	SG2 (Clusters & Associations)	BE	www.intraw.eu	Newsletter Industry events Other events Civil society engagement

		cooperation on mineral raw materials				Market and exploitation opportunities
Spanish Technology Platform for Advanced Materials and nanomaterials (MATERPLAT)		Advanced Materials and Nanomaterials Spanish Technological Platform	SG2 (Clusters & Associations)	ES	www.materplat.org	Newsletter Industry events Other events Market and exploitation opportunities
MINES, MINERALS, METALS & MARKETS LTD.	-	Management consulting company	SG1 (Industry)	UK	.	Newsletter Industry events Other events Civil society engagement Market and exploitation opportunities
NOBLE RESOURCES INTERNATIONAL PTE. LTD.		Asia's leading independent energy products and industrial raw materials supply chain manager	SG1 (Industry)	SI	www.noblegroup Holdings.com	Newsletter Industry events Market and exploitation opportunities
POLO DEL ACERO		Steel innovation cluster promoting innovation, technological development, and research	SG2 (Clusters & Associations)	ES	www.polodelacero.com	Newsletter Industry events Other events Market and exploitation opportunities
PROSPEX INSTITUTE		Stakeholder engagement and consultation	SG2 (Clusters & Associations)	BE	www.prospex-institute.org	Newsletter Civil society engagement
RECYCLE CARBIDE (RECARB)		Tungsten carbide recycling	SG1 (Industry)	USA	www.recarbllc.com	Newsletter Industry events Market and exploitation opportunities
ROMANIAN NEW MATERIALS CLUSTER (RNMC)		Association of 18 companies to promote economic	SG2 (Clusters & Associations)	RO	www.rnmc.ro	Newsletter Industry events Other events Civil society engagement

		competitiveness of its members				Market and exploitation opportunities
SCMG EUROPE GMBH		Metals & chemicals company, exclusive distributor for W intermediates	SG1 (Industry)	GE	www.scmgeurope.de	Industry events Market and exploitation opportunities
SPECIALTY METALS RESOURCES S. A		Industrial and trading house that is active in the mining, toll converting, trading and marketing of W and Ta intermediates as well as end products.	SG1 (Industry)	BE	www.smr.hk	Industry events
STAPLEFORD MINERALS AND METALS LIMITED		Family trading company which supplies minor and base metal raw materials to industry across the globe	SG1 (Industry)	UK	www.staplefordminmet.co.uk	Newsletter Industry events Market and exploitation opportunities
THAILAND SMELTING AND REFINING CO., LTD. (THAISARCO)		Worldwide industry leader in the manufacture of Sn, Sn alloys and Sn-related, added value products.	SG1 (Industry)	TH	www.thaisarco.com	Newsletter Industry events Market and exploitation opportunities
TUNGSTEN MINING		Australian based resources company for exploration and development of W projects in Australia	SG1 (Industry)	AU	www.tungstenmining.com	Newsletter Market and exploitation opportunities
TUTKOVSKY LTD	-	International hub of natural resources	SG1 (Industry)	CY	www.tutkovsky.com	Newsletter Industry events Other events Civil society engagement Market and exploitation opportunities

UNIVERSITÉ MOHAMMED VI POLYTECHNIQUE (UM6P)		Leading research university in Africa	SG5 (Academia & Research Organizations)	MA	www.um6p.ma	Newsletter
UNIVERSIDADE DE SANTIAGO DE COMPOSTELA (USC)		Public University at Galicia region (Spain)	SG5 (Academia & Research Organizations)	ES	www.usc.gal	Newsletter Industry events Other events
UNIVERSITY OF LEEDS		Part of the Russell Group of leading UK universities and among the top 100 in the QS World University Rankings 2019	SG5 (Academia & Research Organizations)	UK	www.leeds.ac.uk	Newsletter
UNIVERSITY OF MINING AND GEOLOGY "ST. IVAN RILSKI"		Non-profit public higher education institution in Sofia (Bulgaria)	SG5 (Academia & Research Organizations)	BU	www.mgu.bg	Industry events Civil society engagement Market and exploitation opportunities
UNIVERSITY OF MODENA AND REGGIO EMILIA (UNIMORE)		One of the oldest universities in Italy with over 20.000 students	SG5 (Academia & Research Organizations)	IT	www.international.unimore.it	Newsletter Other events Civil society engagement
WOLFRAM BERGBAU & HÜTTEN AG		Integrated tungsten metal and tungsten carbide powder producer located in Austria	SG1 (Industry)	AT	www.wolfram.at	Newsletter Industry events Other events Civil society engagement Market and exploitation opportunities
WAGENINGEN UNIVERSITY & RESEARCH (WUR)		World-renowned centre for fundamental and applied research	SG5 (Academia & Research Organizations)	NL	www.wur.nl	Newsletter Civil society engagement

5.2. CONNECTION WITH TARANTULA WP8 ACTIVITIES

There is a strong connection of T8.1 and by extension D8.3 with other activities within TARANTULA. Of special relevance are the following tasks planned under WP8 (Communication, dissemination, exploitation & clustering):

T8.2 – Develop and execute dissemination and communication strategies: “ad-hoc” tailored dissemination and/or communication activities can be designed depending on the target group and the message to communicate. The availability of a stakeholder database will allow for more specific campaigns to be delivered.

T8.3 – Civil society engagement: information from this Task can feed the high-level multi-stakeholder “transition arena” and the organisation of local events thanks to the network of contacts and stakeholders where the TARANTULA pilot actions will be implemented.

T8.4 – Market analysis and exploitation routes: Needs and applications of interest for prospective stakeholders interested in market and exploitation activities can be obtained by developing a pro-active collaboration environment. This information will be also used by the partnerships to design suitable exploitation routes.

T8.5 – Workshops targeting industrial audiences: Several workshops targeting industrial audiences are expected to be organised in the frame of TARANTULA. Even if the industrial partners participating, in particular T.I.C., have a strong network of industrial contacts, the information obtained in this task will be very valuable in order to design activities on specific topics based on the possible main interest of the stakeholders registered in the database. This could be done by establishing a communication protocol to ask for their needs and expectations regarding possible industrial-related workshops.

T8.6 – Identification and updating of related projects: all the projects identified in this Task will be contacted through a separate mechanism in order to incorporate them into the database; this will allow to have access to a wide network of contacts from the different SGs which may be interested in organising common events or develop future ideas beyond the lifetime of TARANTULA.

As mentioned in this document, some of the information included in this analysis has been provided by some of the TARANTULA partners, in particular the list of possible stakeholders for SG1 “Industry” (by partner T.I.C.) and the list of possible stakeholders for SG4 “Civil Society” (by partners SMS and SAL for local communities, and KUL through the high-level multi-stakeholder “transition arena” and other SLO activities already organised in collaboration with other relevant European projects. The results obtained in this deliverable are a good example of clustering at consortium level, and this interaction is expected to greatly be enhanced through the duration of the project. An additional level of clustering will be obtained by connection with other European projects, summarised in D8.2 (ICA, M9, R, PU).

6. SUMMARY AND CONCLUSIONS

Deliverable 8.3 of TARANTULA aimed to develop a protocol to design and populate a database with an exhaustive list of possible stakeholders of interest for TARANTULA project in order to further develop engagement tools with other TARANTULA WP8 activities and tasks. Main results reached include a preliminary database filled with 555 possible stakeholders of interest, divided into 5 Stakeholder Groups (SGs). These stakeholders were initially approached by email with an invitation to take part in the final TARANTULA stakeholder database through a simple and straight-forward sign-in form. At the time of submission of this Deliverable (March 2020), a total of 38 stakeholders from 33 different entities accepted the invitation to be part of the database. This will be expanded and updated through the duration of the project.

This list of stakeholders will serve several purposes to the consortium in order to: (1) increase the scope for dissemination & exploitation activities regarding scientific and technical achievements obtained in TARANTULA; (2) set up “ad-hoc” networks of stakeholders in similar domains; and (3) invite stakeholders of interest to events organised in the frame of the project and/or promote these events through the stakeholder network. In addition, it complements the results obtained in T8.6 summarised in D8.2, a collection of related European projects of interest for TARANTULA.

All the activities developed within T8.1 and summarised in this deliverable will input future TARANTULA Tasks for the benefit of TARANTULA members and new interested partners that could also take advantage from the results obtained, in particular T8.3 – Civil society engagement, T8.4 – Market analysis and exploitation routes and T8.5 – Workshops targeting industrial audiences.

In “Sources of information and data selection”, the different sources of data and a the protocol for data selection and processed is presented, whereas “Task description” section describes the stakeholder identification process and tools used to approach them, including mapping and identification criteria for selection of stakeholders; design, preparation and population of the database; and finally stakeholder approach and registration to the final database. The different versions of both the database and this deliverable are also summarised.

The “Overview and analysis of stakeholders related to TARANTULA” section contains the exhaustive list of stakeholders identified for TARANTULA, classified into five stakeholder groups: “Industry” (SG1), “Clusters & Associations” (SG2), “Policy Agents” (SG3), “Civil Society” (SG4), and “Academia & RTOs” (SG5). Furthermore, it includes all the statistics for the different SGs (Country, Main interest, Sub-group, etc.). Finally, “Stakeholder engagement and connection with TARANTULA WP8 activities” includes a summary of how the information contained in this document can be used for to promote communication, dissemination and clustering activities, civil society engagement and the organisation of industry and other relevant events in the frame of the project.

7. ANNEX/REFERENCES

Attached in digital, XLS file associated to this deliverable. It is worth mentioning that personal data for all contacts and stakeholders have been omitted on this file to protect stakeholders' privacy. The file contains all the stakeholders identified alongside statistics for each SG and the updated list (March '20) of registered stakeholders.