



Zero Emission electric Vehicles enabled by haRmonised circularity

Deliverable 7.5

Risk Management Plan (final version)

31 December 2025

Project information

Project acronym	ZEvRA
Full name of the project	Zero Emission electric Vehicles enabled by haRmonised circulaRity
Grant agreement	101138034
Coordinator	FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV
Starting date	1st January 2024
Duration in month	36
Call identifier	HORIZON-CL5-2023-D5-01-04

Document information

Document title	Project Risk management Plan (1st. version)
Deliverable number	D.7.5
Dissemination level	PU - Public
Deliverable type	R – Document, Report
Work package	WP Project management and coordination (WP7)
Work package leader	BZN
Partners involved	Bay Zoltan (leader) Fraunhofer
Authors	Arpad Horanszky (BZN)
Reviewers	Felix Digiser (TU Braunschweig)
Submission date	31st December 2025

Document history

Date	Version number	Summary of changes
01.12.2025	V0	Initial draft document
18.12.2025	V0.1	Modified, reviewed version
31.12.2025	V1	Final-/Submission version

ZEVR project abstract

ZEVR's main objective is to improve the circularity of light-duty EVs throughout their entire value chain, from materials supply and manufacturing to end-of-life (EoL) processes, which aligns with the European Union's goal of achieving zero CO₂e emissions by 2035, particularly in the EV value chain. To do so, ZEvRA will develop a Design for Circularity (DfC) methodology and a holistic circularity assessment aimed at improving the production of electric vehicles (EVs) based on the 9Rs. This methodology will be validated by developing zero emission solutions for the most important automotive materials, covering > 84% material mix: steel, three versions of aluminium (wrought, casting, and foam), thermoplastics composites (long and continuous fibre-reinforced), unfilled/short fibre plastics, glass, tyres and Rare Earth Elements (REE). These solutions will be supported by a set of digital tools to support the manufacturing of the use cases, the assessment of circularity, traceability, and the virtual integration of components into a full replicable vehicle.

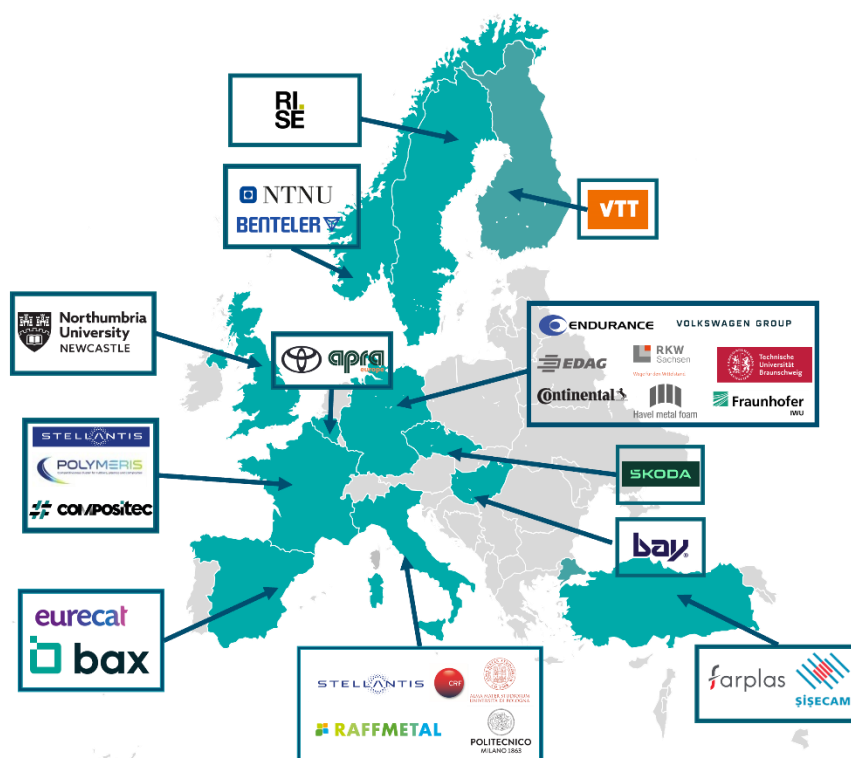


Figure 1: ZEvRA Consortium

To maximise the outreach of our methodology and zero emission solutions, ZEvRA will develop a dedicated training & upskilling programme for the automotive workforce and academia, together with activities aimed at increasing awareness & acceptability of the proposed zero emission solutions. Lastly, circular business models targeting EoL and logistics aimed at improving the economic feasibility of circularity in EVs are advanced. ZEvRA's innovations aim to improve zero emission approaches in the life cycle and value chain of at least 59% of European EVs by 2035 through the 5 OEMs and Tier 1's that are part of the consortium (Figure 1), which includes industry and academia covering the entire automotive value chain.

Table of Contents

Project information	ii
Document information	iii
Document history	iv
ZEvRA project abstract.....	v
Disclaimer	vii
Copyright	viii
Index of Figures.....	ix
Index of Tables	x
Abbreviations and Acronyms.....	xi
Executive summary	12
1 Introduction.....	13
2 Risk Management process.....	14
2.1 Risk identification.....	14
2.2 Risk Analysis.....	16
2.3 Risk Assessment	18
2.4 Risk Response Planning.....	18
2.5 Monitoring Risks of RMP.....	19
3 Quality management	20
4 Final remarks	21
4.1 Summary.....	21
5 References.....	22
6 Annex I Risk Register	23

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Index of Figures

Figure 1: ZEvRA Consortium.....V

Figure 2: Risk Management Process (RMP) 14

Index of Tables

Table 1: Abbreviations and Acronyms	xi
Table 2: Initial Critical risks for implementation.....	15
Table 3: Impact grades for Project Risks.....	16
Table 4: Probability grades for Project	17
Table 5: Impact-Probability Matrix.....	18
Table 6: Risk register.....	23
Table 7: Example of connected worksheets	31

Abbreviations and Acronyms

Table 1: *Abbreviations and Acronyms*

Abbr.	Full name
CA	Consortium Agreement
CBM	Circular Business Model
DfC	Design For Circularity
DT	Digital Twin
EC	European Commission
ELCA	European Lightweight Clusters Alliance
EoL	End of Life
ESB	External Stakeholder Board
GA	General Assembly
IB	Innovation Board
LCA	Life Cycle Assessment
LCC	Life Cycle Costing
LCT	Life Cycle Thinking
OEM	Original Equipment Manufacturer
PC	Project Coordinator
PMT	Project Management Team
QRM	Quality and Risk Identification Manager
RMP	Risk Management Plan
REE	Rare Earth Elements
RP	Reporting Period
RTO	Research and Technology Organization
SC	Steering Committee
SLCA	Social Life Cycle Assessment
SME	Small and medium-sized enterprise
STM	Scientific and Technical Manager
TB	Technical Board
WP	Work Package

Executive summary

In deliverable D7.3 (Quality and Risk Management Plan, Version 1), the project partners defined the quality and risk identification, assessment, and rating process implemented during the ZEvRA project. In the D7.3 deliverable, the first procedure was updated based on experience gained to date, which did not involve any significant changes, only the addition of the Risk Register. Based on experience gained since then, which shows an increase in the importance and effectiveness of risk management.

The necessary modifications are as follows:

1. The procedure has been supplemented with the immediate reporting of critical risks directly to the Steering Committee.
2. The Risk Register has been supplemented with separate worksheets breaking down the activities planned to mitigate each risk into phases and setting deadlines for them.

These modifications are intended to improve the response time to risks threatening the project and the traceability of the interventions to be implemented to manage them.

1 Introduction

By the Project Management Plan (D 7.1) in WP7 Task 7.3 involves periodic Risk Management activities, which aim to identify, assess, and prioritize risks to minimize, monitor, and control the probability and/or impact of unfortunate events, also known as threats. Mitigation strategies and contingency plans will be developed to lessen the impact of risks that cannot be eliminated.

The Quality and Risk Identification Manager (QRM; Árpád Horánszky - Bay Zoltan) coordinate project risk management, update RMP, collect risk-related inputs from WP leaders every 3 months and present bi-monthly updates to the Technical Board (TB). Any identified risk will be addressed, and alerts will be raised if their priority increases. The QRM will monitor all activities related to risk management in collaboration with each WP leader for specific issues relevant to each WP.

The 1st version of the risk management plan made till 30th April 2024 is in line with the deliverable D7.3 risk management plan (first version), which includes an assessment with conclusions of the monitoring process. The plan outlines the quality procedures used throughout the project.

The second version of the risk management plan was reported till 31th December 2024, in line with deliverable D7.4. It contains the modification and actualization of Risk Register. There was no need to modify the risk management methodology

The final version of the risk management plan (D7.5) must be published in month 24.

As the project progressed, more and more risks emerged, and during their assessment, several were found to seriously jeopardize the success of the project and its ability to stay within the time and financial constraints. The risk matrix became increasingly complex, and as the completion deadline approached, there was a need to escalate critical risks to the highest level as soon as possible and to monitor the implementation of activities designed to mitigate the effects of individual risks in a more transparent manner.

Therefore, the project management process and the risk register were supplemented as well.

2 Risk Management process

For managing the risks that may appear in the project, the responsible manager set up a general risk management process divided in 6 steps, see Figure 2.

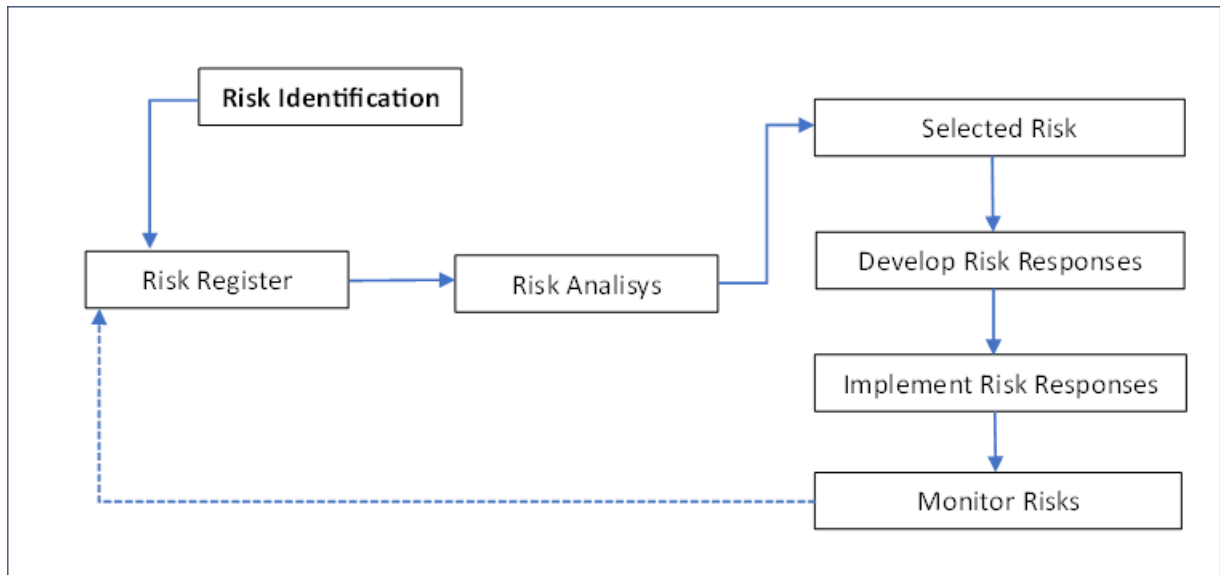


Figure 2: Risk Management Process (RMP)

Phases of RMP:

3. Risk Identification
4. Qualitative Risk Analysis
5. Risk Assessment
6. Planning Risk Responses
7. Implementing Risk Responses
8. Monitoring Risks in RMP

2.1 Risk identification

During the whole project life cycle, all key stakeholders and the WP teams coordinated by WP leaders will continuously identify potential risks. During the project planning stage the partners already identified the main foreseeable risks. (see Table 2)

Table 2: Initial Critical risks for implementation

Nr.	Description of risk, mitigating measures (likelihood/severity)	WP(s)	Proposed risk-mitigation measures
1	LCT approach (LCA, LCC, SLCA) does not show positive results consistently (i.e. LCA is positive, LCC is negative) (L/M)	1	To search and reach the best available and rational solutions. Inquire for: i) alternative sustainable materials and ii) more effective modified processing methods. The methodology will be refined to clarify impacts on different dimensions.
2	Reluctance of target groups to apply the circularity strategies (L/L)	1	Emphasize the potential of the proposed solution focusing on their gains and market advantages vs. the current practice.
3	Delays in initial CAD model of project demonstrators (H/L)	2	Similar components will be used to test new models then the geometry is swapped out when the CAD is ready
4	Models not completed in time to provide data for demonstrator manufacturing (H/L)	2	Preliminary results from the models will be obtained to provide input to the WP4, the models will be further developed with more accurate data as the demos are developed.
5	Not all components can be integrated into the demo vehicle due to restricting building spaces (L/M).	3	Design of parts and components could be adapted so they fit the building space of the demo vehicle.
6	The performance of the vehicle might be limited for the non-virgin components (M/M)	3, 4	Although this is not foreseen, there are numerous technical possibilities that would be explored to improve performance, and which will be considered in the strategy.
7	The availability of molds is critical and may lead to delay (L/L)	3, 4	We could possibly change the demonstrating parts.
8	Aluminium scrap availability is limited. Some is contaminated (M/L)	4	Partly change of sources (e.g., from auto to building). Additional cleaning steps if needed, initial selection of the sourced scrap.
9	Aluminium alloy composition not achievable. Extrudability and castability not achieved. Aluminium foam inhomogeneity. (M/M)	4	Continuous analysis of mechanical properties, composition, and monitoring. Additional additives to improve extrudability, casting, foaming. Change of casting parameters.
10	Performance mismatch due to high PCR content (L/L)	4	Substituting certain portion of PCR with PIR.
11	Difficulties in attracting relevant stakeholders (L/M)	5	All partners are already cooperating with many relevant stakeholders within their sectors and are part of several networks and clusters. The existing network of contacts will be enriched with the innovation manager.
12	Delay of awareness and educational execution and poor communication and clustering (M/M)	5	Regular meetings will be held to enhance interactions with stakeholders. The implementation plans will be prepared and evaluated. In case of failure of the expected actions, the project management procedures will be reassessed.
13	The size of the consortium makes it difficult to handle (M/M)	All	A multi-level structure (WP7) is set up for managing finances, technical and

			innovation/exploitation aspects through dedicated boards that meet regularly. If needed, this will be reinforced.
14	A partner leaves the project (L/M)	All	Partners will try to assume the partner's responsibilities, tasks and resources. If that is not possible, a substitute partner with similar profile will be searched for.
15	Progress starting too late resulting in poor delivery of outcomes (M/M))	All	Create a project with stepwise progress, realistic timeline and resource estimates.
16	Partners do not agree on the IPR of the results of the project (L/L)	All	CA will be signed prior start, establishing IPR rules/management, identifying expected results/owners.

2.2 Risk Analysis

If a risk arises during the project implementation, WP leaders would log and assess potential risks into the risk register (Annex I.) and identify probability and impact. Impact is the level of effect that risk will have on the project. Probability is a level of likelihood of occurrence of the project risk.

Table 3: *Impact grades for Project Risks*

Rating		Effect
10	High	Project failure
9		Over budget or delay by 50 %
8		Over budget or delay by 30-40 %
7		Over budget or delay by 20-30 %
6	Medium	Over budget or delay by 20-10 %
5		Slightly over budget or deadline
4		Serious reduction of reserves or buffers (time/cost)
3	Low	Serious reduction of reserves or buffers (time/cost)
2		Serious reduction of reserves or buffers (time/cost)
1		No measurable impact

Table 4: *Probability grades for Project*

Rating	Probability
10	Fact
9	High
8	
7	
6	Medium
5	
4	
3	Low
2	
1	

Role of the Risk owner:

- If a risk affects one WP, the corresponding WP leader concerned becomes the owner of the risk.
- If a risk affects more than one WP, the Technical Board selects the risk owner from the affected WPs' leaders.
- If a risk affects all WP, the Project Management Team nominates the risk owner.

As the risk management process operates continuously throughout the project, the risk register is the basic document for risk management. This document is available in the project's common TEAMS library, with appropriate access for the persons concerned.

Risk owners are required to update the relevant risks at least every two months, and the QRM will report to the TB on the current status of risk management on a bi-monthly basis.

The QRM backs up the risk register every two months in the TEAMS directory.

2.3 Risk Assessment

After project risks are identified, the risks owners prioritize them according to their likelihood and level of impact (Table 5).

Table 5: Impact-Probability Matrix

PROBABILITY	Fact	10										
	High	9										
		8										
		7										
		6										
	Med	5										
		4										
		3										
	Low	2										
		1										
			1	2	3	4	5	6	7	8	9	10
			Low			Medium			High			Fact
			IMPACT									
	risks must be escalated immediately to SC -Critical											
	risks that warrant a response - High											
	risks that require further analysis - Medium											
	potential risks that can be ignored - Low											

2.4 Risk Response Planning

A risk response plan is an action, reserve, or agreement that will help with risk mitigation. The project may plan risk responses as additional tasks, reserves of time, reserves of budget, or adjustments to processes.

To overcome systematic project risks, the WP leaders/participants may introduce additional processes and workflows. They should be appropriately documented in risk register and approved by the TB.

Each risk response plan should have a dedicated owner, the risk owner. The response plans should be broken down into phases, and a planned deadline should be set for each phase/step. (Risk Register sub worksheets)

The response plans should be reviewed at least every two months and updated as necessary. The risk owner monitors the project risk and collaborates on the risk treatment.

The owner of the risk must manage risk in all its aspects. In case of issues, the risk owner should escalate it to the TB through QRM.

If, as a result of the assessment, the risk falls into the "red zone", i.e., it is classified as a critical risk, the risk owner must immediately escalate the risk, its expected impact, and the response plan to the project steering committee.

2.5 Monitoring Risks of RMP

During the whole lifetime of the project, the QRM and risk owners will continuously monitor the existing risks.

Risk owners will estimate, at least every 2 months, the status of mitigating measures and indicate in the risk register the estimated percentage achieved with the current response as well as the aspects remaining.

3 Quality management

The quality of the project results is based on the formal and professional quality of the deliverables undertaken in the GA, as this is the basis for the eligibility of the associated costs and the recognition of the professional community.

It is in line with the job description and related tasks, ensuring that the results fully meet the objectives set at the project design stage. Not only must the requirements of the GA and CA be fully met, but the interdependency of tasks must also be such that they are completed in a form and content that ensures that subsequent tasks build on previous deliverables. The deliverables (data, descriptions, reports, etc.) should be clear, concrete and easy for users to understand.

As it set in the Project Management Handbook the persons responsible for deliverables send the deliverable to PMT.

As experts in the relevant scientific/professional field, each submitter will identify 2-3 professional indicators against which professionalism can be assessed.

The PMT will assess the outcome product against the following indicators:

- Compliance with the required format
- Clear language, specific wording
- Consistency with related outcome products
- Compliance with the specified professional indicators

4 Final remarks

This document is an updated, unified description of the project's risk management and quality assurance methodology.

The process had to be modified because, during the implementation of the project, an increasing number of unforeseen risks arose that could seriously jeopardize the successful implementation of the project and the adherence to the time and cost limits.

In addition to changes in external factors, the most significant difficulties arise from the fact that during implementation, partners have to work with data that is classified as trade secrets, which can only be handled through separate agreements concluded as a result of lengthy and complex negotiations.

Since most tasks build on each other, any obstacle that arises delays and jeopardizes the implementation of other tasks in a chain-like manner.

This is why risk owners need to develop and implement more detailed intervention plans, and project management bodies need to be able to more easily monitor their implementation and any intervention requirements.

4.1 Summary

As the project progresses and the closing date approaches, the identification and management of risks become increasingly important.

The number of risks in the records is growing, and this also applies to high or critical risks.

This requires greater commitment and participation in the risk management process from WP members.

It is of paramount importance to provide information to the boards responsible for project management and coordination (TB, SC, PM) so that they can make timely decisions on the necessary interventions. The expected delay in interdependent activities will most likely require an extension of the project implementation period in the future, and there are also minor technical content modifications that need to be made in order to adapt to changing circumstances.

It is certain that in the remaining time, greater emphasis must be placed on the task, which will be aided by the changes introduced in the rules of procedure.

5 References

- [1] IT PM School – Risk Management Plan Example from Real Project -
- [2] <https://itpmschool.com/project-risk-management-plan/>
- [3] HORIZON-CL5-2021-D2-01-05 SOLiD project D8.1 Project Quality Management Plan -
- [4] <https://thesolidproject.eu/wp-content/uploads/2022/11/D8.1.pdf>
- [5] HORIZON EUROPE SCALEC project D7.2 Quality Management Plan -
- [6] <https://ec.europa.eu/research/participants/documents/downloadPublic?documentIds=080166e5f9f3d15b&appId=PPGMS>

6 Annex I Risk Register

Availability: [Link \(Only for ZEvRA Project members\)](#)

Table 6: Risk register

Index	WP	Description	Effects	Acute period	Probability	Impact	Risk Rank	Owner	Response Plan	Status of response (%)
1	1	LCT approach (LCA, LCC, SLCA) does not show positive results consistently (i.e. LCA is positive, LCC is negative)	Could introduce uncertainty into the decision-making processes. Stakeholders may become skeptical in the application of circularity measures	2	5	3	Low	Violeta Vargas	To search and reach the best available and rational solutions. Inquire for: i) alternative sustainable materials and ii) more effective modified processing methods. The methodology will be refined to clarify impacts on different dimensions.	40%
2	1	Reluctance of target groups to apply the circularity strategies	Ambition and expected impacts may not be reached to a high degree	1	5	4	Medium	Violeta Vargas	Emphasize the potential of the proposed solution focusing on their gains and market advantages vs. the current practice.	50%
3	2	Delays in initial CAD model of project demonstrators	Delay in detailed design of the demonstrator and associated use cases	1	7	2	Low	Yvonne Aitomaki	Similar components will be used to test new models then the geometry is swapped out when the CAD is ready	
4	2	Models not completed in time to provide data for demonstrator manufacturing	Inaccuracy in property prediction and additional costs due to greater testing effort in practical investigations	1	7	3	Medium	Yvonne Aitomaki	Preliminary results from the models will be obtained to provide input to the WP4, the models will be further developed with more accurate data as the demos are developed.	

5	3	Not all components can be integrated into the demo vehicle due to restricting building spaces	Incomplete overall demonstrator and possible additional costs	2	3	5	Medium	Stefan Caba	Design of parts and components could be adapted so they fit the building space of the demo vehicle. Alternatively, additional prototypes with better integration capability are possible.	66%
6	3, 4	The performance of the vehicle might be limited for the non-virgin components	Reduction of the project result and acceptance of the solutions for exploitation	2	5	3	Medium	Stefan Caba	Although this is not foreseen, there are numerous technical possibilities that would be explored to improve performance, and which will be considered in the strategy.	50%
7	3, 4	The availability of molds is critical and may lead to delay	could cause delay or additional effort of toolmaking	2	4	5	Medium	Christian Hannemann	We could possibly change the demonstrating parts. First molds found and collaboration with owners set.	30%
8	4	Aluminium scrap availability is limited. Some is contaminated	extension of supplier range needed and drying/cleaning could be additionally needed	2	1	2	Low	Christian Hannemann	Partly change of sources (e.g., from auto to building). Additional cleaning steps if needed, initial selection of the sourced scrap. -> organized and automotive cycle is vision	30%
9	4	Aluminium alloy not composition achievable	Extrudability and castability not achieved. Aluminium foam inhomogeneity	2	4	6	Medium	Christian Hannemann	Continuous analysis of mechanical properties, composition, and monitoring. Additional additives to improve extrudability, casting, foaming. Change of casting parameters. -> in current investigation	25%
10	4	Performance mismatch due to high PCR content	requirements may not be fulfilled, source change needed	2	4	4	Medium	Christian Hannemann	Substituting certain portion of PCR with PIR. -> taken care for and tolerances defined + under current verification	25%

11	6	Difficulties in attracting relevant stakeholders and gaining knoweldge on partner activities	Dissemination KPIs might be affected if stakeholders are not reached and engaged	2	4	5	Medium	Katie Basham	All partners are already cooperating with many relevant stakeholders within their sectors and are part of several networks and clusters. The existing network of contacts will be enriched with the innovation manager.	20%
12	5	Delay of awareness and educational execution and poor communication and clustering	Participation of companies and academic stakeholders in training materials might be affected if delays are present	2	3	6	Medium	Engy Ghoniem	Regular meetings will be held to enhance interactions with stakeholders. The implementation plans will be prepared and evaluated. In case of failure of the expected actions, the project management procedures will be reassessed.	15%
13	All	The size of the consortium makes it difficult to handle	Insufficient information for the partners involved, resulting in delays in project work	2	6	5	Medium	Daniel Nebel	A multi-level structure (WP7) is set up for managing finances, technical and innovation/exploitation aspects through dedicated boards that meet regularly. If needed, this will be reinforced.	
14	All	A partner leaves the project	Delay in associated project work and related work as well as reduction in quality if taken over by a less suitable partner	2	3	4	Low	Daniel Nebel	Partners will try to assume the partner's responsibilities, tasks and resources. If that is not possible, a substitute partner with similar profile will be searched for.	
15	All	Progress starting too late	Compression of work, resulting in poor delivery of outcomes and additional costs	1	4	4	Medium	Daniel Nebel	Create a project with stepwise progress, realistic timeline and resource estimates.	

16	All	Partners do not agree on the IPR of the results of the project	Limited communication and collaboration with possible delays and/or reduced quality of deliverables	1	3	2	Low	Daniel Nebel	CA will be signed prior start, establishing IPR rules/management, identifying expected results/owners.	
17	1	Data for LCA/LCC/SLCA is not provided in time and/or not consistent, or inaccurate.	The results of the sustainability analysis may lead to a higher impacts	1	4	6	Medium	Violeta Vargas	In case of missing, measured data, industrial averages, or estimations will be applied.	40%
18	3	Data for simulation is not provided in time	Simulation activities will be delayed	1	6	6	High	Peter Chrabak	Dedicated NDA for Skoda was signed. Though, there is a significant amount of confidential data that can not be shared, inspite of the NDA. Though, Skoda has the intention to cooperate and we are still in negotiation phase to have the requisite data for dynamic simulation.	30%
19	2	Only a tool for producing a fender is available for WP4.1	Since the fender in the demo vehicle is not influenced by the head impact performance, it will not be possible to apply the AI tool developed in T2.1 to it.	1	6	2	Low	Stefan Caba	If no suitable component can be found, it is possible to carry out the head impact examination purely virtually for example at the hood of the Enyaq. The newly created material cards from WP4.1 are used for the virtual comparison. In this case, the optimised hood will be not build and not implementet into the demonstrator or validated. This deviation from the project plan	10%

									should be confirmed by the EU Commission.	
20	2	Only a tool for producing a fender is available for WP4.1	The newly developed ZEvRA structure does not show a comparison to the selected basic model, but only reflects an actual state, which can be evaluated according to generally valid target value criteria.	1	5	8	High	Stefan Caba	For training of the AI tool developed in T2.1, it is necessary to collect several real data variants from the front end area from the project partners. If such data is not available, our own reference data must be created. The project goal regarding prediction accuracy could suffer as a result and efforts increase. Discussions about a NDA between EDAG and Skoda is ongoing.	0%
21	3	Reference CAD & Joining Data not shared	A comparison or comparison between the structural design and material combinations of the basic model chosen in the project and the new circular approach to be chosen is not possible. Also no rough CAD Model of the circular car concept based on the Enyaq by EDAG in T3.2 and joining T3.3 will be possible. The risk	1	9	9	High	Stefan Caba	Negotiate additional NDAs between partners to enable data transfer. Involve legal staff of the coordinator and partners to accelerate resolution of confidentiality issues. Proceed with the development of the digital twin using the available partial datasets while negotiations continue.	80%

			presentation in T.3.5 VR Demonstrator is at risk.							
22	5,6	Workshops and events lack of participants	Our target KPIs might not be reached	2	5	5	Medium	Ricardo del Valle	In person attendance might be more difficult, so hybrid solutions should be used or full online attendance	50%
23	4	chosen alloy too hard to extrude in small scale	delay in analysis and D2.3	2	7	6	Medium	Christian Hannemann	switch of cross shape and new manufacturing of broken tools	75%
24	4	problems in feedstock delivery T4.3.2	material transfer in/out EU is problematic	2	4	8	Medium	Ugur Kaya	recycling feedstock declared as scrap/waste so transfer in/outside = problematic, specialized licenced companies can provide prototypical solutions but serial approach unrealistic	75%
25	2	Delays in Deliverable D2.6 are affecting into subsequent deliverables D2.7 and D2.8. The high experimental workload and dependency on external trials pose a risk of further schedule slippage .	If the delay cannot be absorbed, deliverables D2.7 and D2.8 may also be postponed.	2	7	5	High	Yvonne Aitomaki	Dedicated additional young researchers have been enrolled to accelerate progress; Activities have been scheduled into internal equipment booking system to avoid bottlenecks; Equipment has been renovated and a consistent stock of consumables purchased in advance; Existing prediction models from previous datasets will be tested to reduce time	

									required for new model development; Coordination with partners for trail dates is ongoing; pressure applied to confirm timely slots; Close monitoring to ensure alignment and avoid additional delays.	
26	2	D4.5 deliverables and the potential risk of not meeting the December 31 BZN deadline due to potetntial delays in receiving all required input material cards (D4.6).	If the delay cannot absorbed, deliverables D4.6 may also be postponed.	2	4	4	High	Yvonne Aitomaki	A 4-5 month extension would be sufficient to complete the task safely.	
27	6	International stakeholders are not interested in the use cases	This might affect the consolidation of business opportunities	2	5	2	Medium	Ricardo del Valle	For the targeted countries (according to the proposal), the USP of ZEVRA's use cases is reassessed and updated according to the status of the market in those countries; additional countries/international markets are identified and brought on board for the internationalisation campaign	50%
28	6	Unclear IP ownership between KER partners	Disputes or delays in protecting results; blocking exploitation or dissemination; risk of legal or reputational issues.	2	5	6	High	Angus Dobson	Define clear IP ownership and access rights in the Consortium Agreement; maintain an IP register; review at meetings	50%

29	6	Unclear exploitation roles and responsibilities across consortium partners	Risk of fragmented or delayed exploitation actions; unclear accountability; reduced sustainability of project results.	2	4	3	Medium	Angus Dobson	Appoint exploitation lead(s); define partner-specific roles in the exploitation plan; track progress; organise periodic exploitation workshops.	75%
30	4	Recycled-content PP may not meet the required material specifications	Might lead to performance issues or rejection in validation tests. Could require reformulation or supplier change, causing delays and cost increases.	2	8	8	High	İrem Düzenli, Ugur Kaya	Evaluate multiple recycled PP suppliers in parallel. Conduct iterative compounding and testing to optimize formulation (additives, filler ratio). If needed, apply hybrid blends (virgin + recycled) or adjust specification limits to ensure compliance. Glass fiber can be considered as reinforcing filler as alternative. It might lead to delay of the part/OEM validation or validation without full approval for PP case.	50%

Table 7: *Example of connected worksheets*

Description	Actions of response plan	Deadline for actions
Data for simulation is not provided in time	Finalising the bilateral (Skoda-BZN) NDA for signing (legislative negotiation is ongoing) on the data needed for the implementation of T3.4.	14th November 2025.
	Requesting data from EDAG related to the implementation of T3.4.	14th November 2025.