

**MAD
res**

Glorious 42

Expert Group

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Executive Summary

This deliverable presents the establishment and structure of the Glorious 42 Expert Group (G42), a central component of MADres designed to bring high-level expertise into the project's core activities. The G42 serves as a pan-European network of professionals and academics whose knowledge directly supports the quality, depth and relevance of MADres outputs, including the three Playbooks, training programmes, coaching activities and policy-related contributions.

The report describes the rationale behind the creation of the expert group, grounded in the MADres Grant Agreement and the project's ambition to strengthen European design capacity in four key areas: accessibility and low-barrier design, artificial intelligence and digital ethics, planetary design and sustainable futures, and strategic business case development. These thematic pillars form the foundation of the G42's structure and are the foundation for the group's expertise.

This report outlines the selection procedures that led to the appointment of the experts. The process combined eligibility checks, anonymised assessments, interviews and multi-stage voting across the MADres Core Team, the BEDA Executive Board, the BEDA Board and the MADres Advisory Board. The use of clearly defined criteria and anonymised evaluation methods ensured a transparent and balanced outcome reflective of Europe's diverse design ecosystem.

Following selection, experts were onboarded through dedicated introductory sessions, where they received an overview of the project, its expectations and the administrative steps required to finalise their engagement. This onboarding ensured that experts entered the project with a shared understanding of their role and the formats through which they will contribute.

Looking ahead, the G42 will collaborate with MADres through a series of structured mechanisms that span content creation, coaching, training and public engagement. Their contributions will be central to the development of the Playbooks, the Heart of Change coaching programme, the Deep Talk (Booking for BEDA members) events, the Train-the-Trainer sessions and the dissemination activities carried out through the BEDA and MADres network.

The expected impact of the G42 extends well beyond the immediate outputs of MADres. Their involvement strengthens the intellectual foundation of the project, supports capacity building across Europe's design community, enhances the visibility of design as a strategic driver of transformation and contributes to policy-oriented work through the Living Design Policy Framework. In the long term, the G42 also reinforces BEDA's ambition to maintain a sustainable expert pool capable of supporting future initiatives and institutional collaborations.

Overall, the G42 stands as both a resource and a legacy. It embodies the commitment of MADres to excellence, responsibility and collaboration and represents a significant investment in the future capability and cohesion of the European design ecosystem.

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Date: 30 September 2025
Text: Dimitris Kaboukos & Regina Hanke
Layout: Simon Hermann
Graphics: Simon Hermann
Proof Reading: Regina Hanke
Responsible: Regina Hanke, Mark Illi, Dimitris Kaboukos, Piotr Swiatek

BEDA

The Bureau of European Design Associations
Union des Associations Internationales
Org ID: BE 0844.127.553

Contact

Regina.hanke@beda.org
Office: Fleur.fisher@beda.org

Address

c/o Wallonie-Bruxelles Design Mode (WBDM) -AWEX,
Place Saintelette 2, 1080 Brussels
(Belgium)

Organisational Framework

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Abbreviations

AI	Artificial Intelligence
DG	Directorate-General
EC	European Commission
EU	European Union
G42	Glorious 42 Expert Group
GA	Grant Agreement
JRC	Joint Research Centre
LLM	Large Language Model
SME	Small and Medium-sized Enterprise

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Declaration of Generative AI and AI-assisted technologies in the writing process

The authors have used GenAI tools to support the research and writing process. The tools used were Dovetail and Claude AI. Every GenAI output was counterchecked, evaluated and strongly edited. These tools were selected and used supportively and did not replace core author responsibilities and activities. All authors reviewed, edited and take responsibility for all outputs of the tools used.

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1. Introduction

The Glorious 42 Expert Group (G42) is a central element of MADres, created to bring expert knowledge, critical reflection and high-quality expertise into the project's core activities. MADres aims to strengthen Europe's design capabilities by focusing on four areas that are essential for Europe's sustainability and prosperous growth: accessibility (low-barrier design), artificial intelligence and digital ethics, planetary and eco-sustainable design in combination with strategic business case development. As MADres develops Playbooks, training programmes, coaching activities and policy-related outputs, it relies on a diverse and highly competent network of experts who can help shape both the quality and relevance of these materials. The G42 has been established precisely for that purpose.

This deliverable explains how the group was conceptualised, how its members were selected, and how their work will contribute to the objectives defined in the MADres project. The report describes the added value of the expert group, outlines the selection framework that ensured a fair and transparent process, and presents the mandate under which the experts will operate. It brings together all relevant organisational, meth-

odological, and operational elements, enabling the European Commission to understand both the reasoning behind the group and the mechanisms through which it will support the project.

Within the MADres structure, the G42 operates throughout the project's Work Packages, playing an important role in the delivery of activities to BEDA members and the wider European design ecosystem. The selection of the experts was based on a rigorous, multi-stage process involving several layers of evaluation across the MADres Core Team, the BEDA Executive, the BEDA Board and the MADres Advisory Board. This process ensured expertise as main criteria as well as a balanced and representative group of professionals and academics who collectively bring strong credibility to the project.

The chapters that follow offer a detailed description of the G42's rationale, thematic composition, selection criteria, assessment process, early onboarding activities and the expected contributions of the experts over the course of MADres. The report concludes with an overview of the anticipated impact of the G42 and the group's long-term relevance for BEDA and the European design community.

2. Concept and Added Value of the Glorious 42

2.1. Origin of the Concept

The Glorious 42 Expert Group was established as a cornerstone of MADres, responding to the project's need for **high-level, field-specific expertise** capable of informing work that spans complex and rapidly evolving domains. MADres aims to strengthen the European design community by addressing four areas that are central to Europe's triple transition: accessibility and low-barrier design, artificial intelligence and digital ethics, planetary and eco-sustainable design, in combination with business case development. These areas require perspectives that combine academic depth, professional experience, and awareness of the broader European design community, innovation and policy landscape. The creation of the G42 provides MADres with a structured way to access such knowledge.

The rationale for forming the expert group is rooted in the vision of BEDA –as it is the very core of MADres–, which underscores the importance of equipping designers and institutions with new capacities to empower **Europe's triple transition**—digital, green and social—and calls for the development of targeted knowledge, a competitive edge, professional tools and policy related actions. The G42 responds to this need by assembling individuals who can help translate this ambition into concrete outputs. In this sense, the group is not only an advisory entity in a traditional institutional sense, but a **collaborative resource** that informs the project's content development, supports methodological consistency, and brings credibility to the results that MADres will deliver to the European design ecosystem.

2.2. The Glorious 42 Identity

The name “Glorious 42” is a deliberate reference to “The Hitchhiker’s Guide to the Galaxy”, where the number 42 is humorously presented as the ultimate answer to everything – yet the question is unknown. Although MADres does not claim to hold universal truths, the reference captures the spirit of curiosity, exploration and intellectual openness that the project seeks to cultivate. The G42 is presented as a group of **“keepers of the answer”**—not because they possess definitive solutions, but because they might help to answer yet unknown questions that matter most in uncertainty, disruptive and rapidly changing landscape of design and economic developments.

The narrative of the G42 emphasises its composition as a diverse community of professionals, academics, and practitioners who bring substantial experience in design and adjacent fields. The G42 network is defined as a consortium of design-driven experts able to operate at the intersection of practice, research, and policy. This position gives the G42 a unique role: its members are not only contributors to specific tasks but also carriers of insights that can shape the wider direction of MADres.

2.3. Strategic Relevance for MADres

The strategic relevance of the G42 becomes clear when considering the nature of the project's outputs. MADres will produce four major Playbooks—on (1) accessibility, (2) AI and ethics, (3) planetary design, —each of which must combine analytical insight with practical, action-oriented methods and tools. The credibility of these publications depends heavily on the **quality of expertise** underpinning them. The G42 provides this foundation by ensuring that the content is informed by established research, field practice, and emerging trends. Their involvement in the spring 2026 workation, where the conceptual frameworks and first drafts of the three pillar-based Playbooks will be developed, is central to achieving the level of relevance expected by both the European Commission and the design community. The (4) playbook around design policy is developed in a research-orientated approach in which the G42 will play an advisory role.

Beyond the Playbooks, the G42 also supports activities that extend across the project's ecosystem. Through Deep Talk events, Heart of Change coaching sessions, and Train-the-Trainer workshops, the experts contribute to the **practical diffusion** of the knowledge created by MADres. Their presence in these formats strengthens the project's reach, as they bring credibility, visibility, and a wide network of professional connections. This is particularly important for MADres, which emphasises the need to equip designers and institutions with tangible resources and opportunities for learning and exchange.

2.4. Contribution to European Added Value

A further layer of added value comes from the position of the G42 within the broader European landscape. MADres highlights the need to develop enhanced design capacities capable of supporting emerging EU policies, including the Living Design Policy Framework and national policy labs. To meaningfully contribute to these goals, MADres requires access to expert knowledge that goes beyond what a single consortium can provide. The G42 offers this reach by connecting the project with individuals who are already active across European networks, who understand scientific and professional contexts in a highly volatile environment on regional, national and European context. The G42 help to ensure that the project's outputs reflect the diversity of Europe's design ecosystems.

The connectivity in between the G42 and the nominating BEDA members organisations also strengthens BEDA's long-term strategic ambition. The G42 is not envisioned as a temporary “group of advisors” but as the first iteration of a **sustainable expert** pool that BEDA can activate beyond the lifetime of MADres. BEDA's goal is to create an expert group that may later serve as bookable advisors for European institutions, including the European Commission, the Joint Research Centre, Directorates-General & design ecosystem in a greater context. The creation of the G42 therefore supports both the immediate needs of MADres and the future positioning of BEDA as a central facilitator of European design expertise.

Through these combined dimensions—the symbolic identity, the thematic breadth, the technical depth and the long-term strategic role—the G42 represents a significant asset to MADres. It strengthens the project's capacity to produce meaningful outputs, enhances the quality of engagement offered to members, and contributes to the broader ambition of positioning design as a key enabler of Europe's sustainable future.

3. Thematic structure of the G42

The Glorious 42 Expert Group has been intentionally structured around a set of thematic pillars that reflect the core priorities of MADres. These pillars ensure that the expertise mobilised through the G42 aligns with the domains where designers, institutions and policymakers require new capacities and where innovation is expected to have the strongest impact.

3.1 The four primary pillars of MADres

The principal thematic structure of the G42 is built on four pillars that correspond directly to the focus areas of MADres. These are the domains in which the project will produce Playbooks, training material, and expert-driven content. They form the backbone of the group's composition and guide the assignment of experts to the different strands of work.

Accessibility and Low-Barrier Design

This pillar addresses the need to design for all European citizens, including those who belong to marginalised, underrepresented or vulnerable groups. It is centred on universal design principles and the commitment to change the mind-set towards in it's core democratic approach: societal participation by reducing potential barriers from physical, digital (digital divided) social or partially cognitive difficulties. The experts in this field provide essential knowledge for developing

one of the three Playbooks and for shaping guidelines that will help up to 80% of the design professionals to adopt accessibility as a proactive driver of a just society. The emphasis on accessibility also responds directly to the values outlined in the MADres objective to advance responsible and socially just design practice.

Artificial Intelligence and Digital Ethics

As artificial intelligence is an integrated tool into designerly workflows, from science to design professionals, designers must increasingly navigate questions of ethical use, fairness, transparency, trustworthiness, and accountability. This pillar includes experts who are experienced in ethical AI development, algorithmic systems, human-machine interaction, and the conceptual foundations of digital ethics. Their contribution supports the development of the AI and Ethics Playbook and ensures that MADres remains aligned with European efforts to promote trustworthy and human-centred AI.

Planetary and Eco-Sustainable Design

This pillar focuses on approaches that contribute to ecological sustainability, regenerative practices, and long-term resilience – from a perspective of environmental ethics and justice. The experts working under this topic help connect design to broader environmental agendas, including sustainable manufacturing, circularity, climate resilience and climate-focused innovation. Their

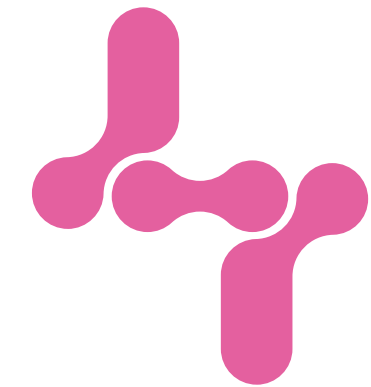
insights will shape the planetary design Playbook and contribute to the project's ambition to support the green transition. This field also aligns with the policy-oriented work envisioned by the project, which emphasises the need for design to play a central role in shaping sustainable futures.

Strategic Business Case Development

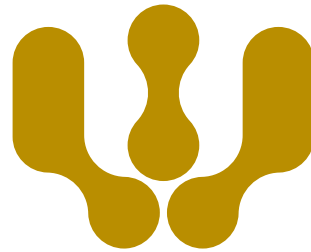
The fourth pillar concerns the economic dimension of design and the ability to articulate value, sustainability, and viability in practical terms. Experts in this area bring experience in business model development, strategic planning, value creation, and market adoption, across the other three pillars. They help ensure that each Playbook includes business case examples and potential models for implementing the recommended approaches. This dimension is essential for turning insights into action, particularly for organisations and practitioners who require guidance on how to sustain the practices promoted by MADres.

These four pillars form the core of the G42 and reflect the project's ambition to strengthen technical, ethical, environmental, and strategic capacity within Europe's design community.

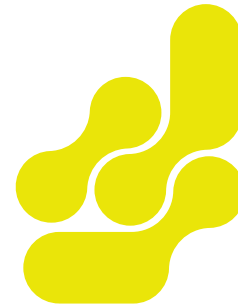
Fig. 1 Symbolism of MADres' thematic pillars



Artificial Intelligence
& Digital Ethics



Planetary Design
& Accessibility



Business Case
Development

3.2 A balanced and interdisciplinary structure

The thematic structure of the G42 ultimately supports a **balanced and interdisciplinary collective**, capable of contributing to MADres and BEDA through different functions: expert driven content development, coaching, training, public engagement and policy-oriented reflection. Each pillar hosts experts with proven experience, measurable achievements and a strong record of scientific or professional excellence. At the same time, the structure encourages collaboration across fields, acknowledging that the transitions addressed by MADres—digital, green and social—are interconnected and require coordinated approaches.

By combining clear thematic focus with interdisciplinary openness, the G42 is positioned to help MADres to develop outputs that are both coherent and reflective of the diversity within the European design ecosystem. This structure also reinforces the group's capacity to support BEDA's long-term strategic goals, ensuring that expertise is organised in a way that can respond to emerging priorities and future policy needs.

4. Selection Framework

The selection framework of the Glorious 42 Expert Group was designed to ensure that MADres brings together individuals whose expertise, professional integrity and thematic competence can support the project's ambitions at the highest possible level. The framework reflects both the strategic needs of the project and its values, which emphasise excellence, fairness, transparency and diversity. Additionally, to strengthen the European wide network of BEDA only member organisation had the right to nominate potential experts. By tapping into this quality network covering over 26 nations, a European perspective was fostered. To support this, the selection process did not rely on a single criterion but was instead built on a combination of eligibility rules, documented achievements and thematic relevance in the academic and the professional context, that ensured representation and balance across Europe.

4.1. Eligibility requirements

The first layer of the framework consisted of eligibility rules that determined whether a nominee could be considered for the Glorious 42. **All candidates had to be nominated by a BEDA member organisation.** This ensured that every potential expert originated from an established professional community capable of validating the quality and relevance of the nomination. Nominations were accompanied by a short bio and, where available, links to publications, portfolios or professional websites, forming the basis for the early verification steps.

4.1.1 Nomination-based eligibility

To maintain a European perspective, only BEDA member organisations were able to nominate potential experts. This strengthened the project's European-wide network and ensured that candidates represented the diversity of Europe's design ecosystem.

4.1.2 Professional eligibility criteria

The nomination of professional nominees relied on clear and measurable criteria that helped determine whether individuals possessed sufficient experience to contribute effectively to MADres. These criteria focused on tangible achievements and indicators of professional maturity. They included experience with significant client portfolios, the development of products, services or patents, and evidence of responsibility for

budgets above a defined threshold. The ability to manage or contribute to projects with budgets of over 200,000 euros was used as a reference point, as such responsibility is often associated with strategic decision-making and applied expertise.

Professional excellence was also assessed through the nominee's record of public engagement. Speaking at conferences, facilitating workshops or publishing non-academic materials demonstrated a capacity to communicate ideas clearly and share knowledge with broader audiences. These qualities are crucial for experts contributing to Playbooks, training sessions, and public events under MADres.

4.1.3 Academic eligibility criteria

For candidates with an academic background, the nomination framework relied on a different set of criteria that reflect scholarly achievement. The most important indicator was the presence of **at least five peer-reviewed publications**, which demonstrated a sustained contribution to research in the nominee's field. The evaluation also took into account the nominee's H-index, with an emphasis on a value above five or an equivalent measure of academic impact.

Academic nominees were hence evaluated on their involvement in disseminating research beyond academic circles. Participation in scientific or public conferences, collaboration with institutions, or experience in consulting helped ensure that selected academics were not only know-

ledgeable but also able to contribute to the more practice-oriented tasks of the project, such as developing Playbook content or facilitating workshops.

4.2. Documentation and information required

To assess the expertise of each nominee, the process relied on a set of materials that offered a clear picture of the candidate's background. These included the biography submitted by the BEDA member, information about their professional/academic work, and evidence of media presence. All information collected served two purposes: it helped evaluators establish the credibility and experience of each nominee, and it ensured that the review was based on [verifiable and comparable data](#), supporting the transparency of the selection process.

During the preparation phase, the MADres Core Team counterchecked all informations provided and transformed this information into a standardised, anonymous profile for each candidate. This step included removing gender indicators, national references where needed, and any references that could reveal the identity of the nominee. The standardisation ensured that the early stages of assessment could be conducted fairly and with strongly limited bias.

4.3. Thematic relevance and pillar alignment

As MADres relies on experts who can contribute to specific thematic outputs, the relevance of each nominee's experience to the pillar for which they were nominated was an important part of the assessment. Evaluators examined whether the candidate's background aligned with the conceptual, methodological, or practical requirements of the pillar. For example, candidates in the accessibility pillar were expected to demonstrate experience with inclusive design or universal design methodologies, while those in the AI and digital ethics pillar were evaluated on their familiarity with ethical frameworks, algorithmic systems or human-machine interaction.

This thematic alignment ensured that the final group would include individuals who could meaningfully contribute to the substance of the Playbooks, the design of training programs, and the policy-oriented components of the project.

4.4. Cross-cutting principles

In addition to the specific professional and academic criteria, the selection framework included several [cross-cutting principles](#) that helped shape a balanced and representative expert group. These principles focused on diversity, fairness, and the overall coherence of the G42, and were incorporated in the final stage of the assessment procedure.

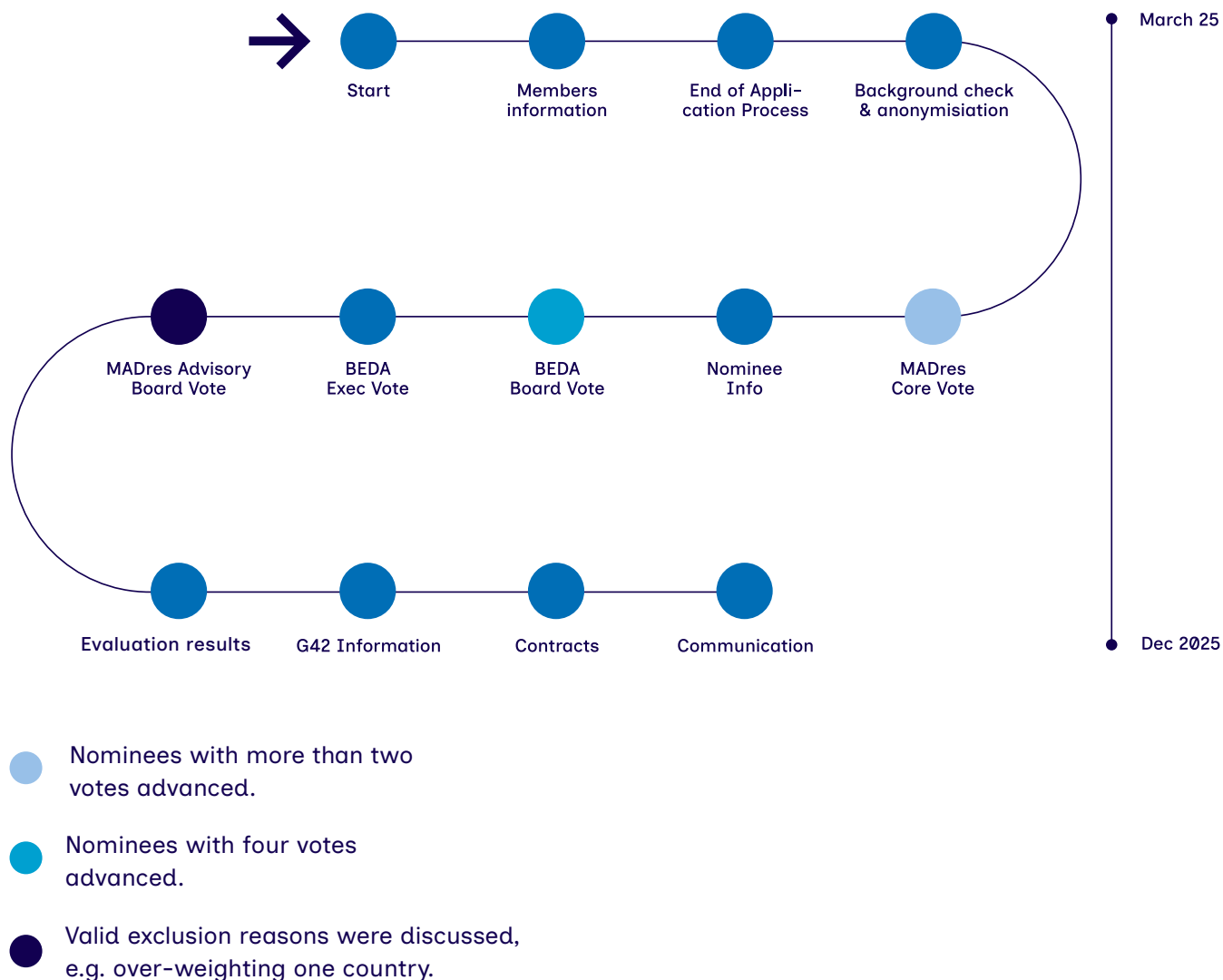
One principle concerned the [geographical distribution](#) of experts. Given that MADres operates across Europe and aims to reflect a variety of national and regional contexts, it was important that the G42 included individuals from different parts of the continent. Another principle addressed [gender representation](#), ensuring that the group did not reproduce existing inequalities and that its structure reflected the project's values of inclusion and diversity. A third principle focused on maintaining a [balanced mix of academic and professional profiles](#), since both perspectives are critical for developing tools and resources that combine conceptual rigor with practical applicability.

5. Selection Process

The selection of the Glorious 42 Expert Group (see Fig. 2) was carried out through a **multi-stage, multi-layered evaluation workflow** designed to ensure fairness, transparency, and methodological rigor. The process combined anonymous assessments, structured interviews, and final deliberations across several governance bodies within MADres and BEDA. This approach ensured that each nominee was evaluated not only on their individual merits but also in relation to the thematic needs of the project and the broader principles of balance and representation that guide MADres.

The process unfolded over several weeks and involved the MADres Core Team, the BEDA Executive Board, the BEDA Board and the MADres Advisory Board. Each of these bodies contributed at a different stage, creating a structured yet comprehensive review of every candidate. The following sections describe the process in detail.

Fig. 2 Selection Process for the G42



5.1. Preparation and background verification

The first phase of the process began well before nominations were received. In order to ensure that all BEDA members were fully informed and able to participate meaningfully, the MADres team prepared and circulated clear dissemination material explaining the purpose of the G42, its thematic pillars and the nomination procedure (see Appendix 1). Following this, the team reached out individually to all fifty-two BEDA member organisations and offered dedicated one-to-one meetings to those interested in discussing the opportunity in more depth. Thirty-two organisations declared their interest in meeting; during these conversations the project team presented the role of the expert group, clarified expectations, and responded to questions. This preparatory work not only ensured that members had a shared understanding of the criteria and the value of the G42 before submitting their nominations but also served as a mechanism to assure the greatest possible reach of this opportunity, and the related greatest possible representation across Europe.

Once nominations were received, the MADres Core Team proceeded with a structured background verification of each candidate. This included reviewing the submitted biography, verifying professional or academic achievements, and collecting additional publicly available information such as online profiles, publications, or project documentation. The purpose of this step was twofold. It ensured, first, that all information

was accurate and relevant, and second, that each nominee could be reliably assessed on the basis of a consistent and verifiable set of data. In cases where nominees had been proposed for more than one thematic pillar, the Core Team evaluated the entirety of their work to determine the pillar where their expertise would be the strongest and most relevant for the needs of MADres.

5.2. Anonymisation and standardisation of candidate Profiles

Once the background verification was completed, [standardised anonymous biographies](#) were prepared for each candidate with standardised prompting in a LLM. This was an important component of the selection process, as it ensured that the early evaluation phases would be conducted with very limited bias. These biographies removed all identifying details, such as gender, nationality, organisational affiliations, or any personal markers. Each biography was rewritten in a consistent format, presenting professional or academic achievements in a neutral, factual way and accompanied, when possible, by anonymised references to publications or project outcomes.

This step also included what the team referred to as the “[falsification check](#)”, where the consistency between the candidate’s biography, publicly available information and the initial nomination was verified. This ensured that the anonymised biography remained both accurate and representative of the candidate’s real expertise.

5.3. First voting round: MADres Core Team

The first formal stage of evaluation was an anonymous voting round conducted by the **MADres Core Team** –consisting of four people-. Evaluators reviewed each anonymised biography and assigned a score based on the criteria described in the previous chapter. The voting scale established a clear threshold:

- a score **above two votes** (three or four) resulted in direct advancement to the next stage;
- a score of **exactly two votes** placed the candidate in the interview track;
- a score **below two** resulted in dismissal.

This stage ensured that only candidates with strong thematic alignment and demonstrable experience would proceed. To ensure the fit between the different pillars for interpillar exchange, three members of the Core Team, which also belonged to the BEDA Executive Team, had a double weighted vote. Only the Project Leader was knowledgeable about the persons behind the standardized biographies. This safeguarded the evaluation and voting process. 5.4.

5.4 Interviews for borderline candidates

Candidates who received exactly two votes during the first round were invited to participate in a complimentary interview organised by the MADres Core Team. These interviews were designed to

clarify any questions arising from the anonymised biography and to allow evaluators to better understand the candidate's motivations, availability and practical experience.

The interviews were conducted in a structured and comparable manner, focusing on the candidate's understanding of the relevant thematic pillar, their professional or academic record, and their capacity to contribute to the types of activities expected within MADres. Each interview was conducted by at least two members of the MADres Core Team. Performance in the interview determined whether the candidate would proceed to the next stage.

5.5. Second voting round: BEDA Executive Board & BEDA Board

5.5.1. BEDA Executive Board

The next step in the process involved a second round of anonymous evaluation by the **BEDA Executive Team**. This round mirrored the structure of the first, using the same anonymised biographies and the same scoring system. To ensure cross-pillar alignment, a **weighting mechanism** was applied. Three members of the MADres Core Team also sat on the BEDA Executive Board and ensured cross-pillar alignment.

As in the first round, candidates with more than two votes advanced, while those with lower scores were dismissed. Candidates who had required an interview in the previous phase were evaluated based on the updated assessment after that interview.

5.5.2. BEDA Board

Following the Executive evaluation, a third anonymous voting round was conducted by the **BEDA Board**, consisting of six voters. This round served as an additional layer of validation, reflecting the Board's role in overseeing the strategic direction of BEDA and ensuring that the group of experts would represent both the operational and organisational values of the association. The thresholds for this round differed slightly. A candidate receiving **more than three votes** was approved outright; a score of exactly three triggered a discussion among the Board members in the consultation meeting; and a score **below three** resulted in dismissal. This stage ensured that the final expert pool reflected a strong consensus across the organisation.

5.7. Final assesment: MADres Advisory Board

The last stage of the selection process involved the **MADres Advisory Board**, which received non-anonymised candidate profiles. At this stage, evaluators were able to consider the full context of each candidate's identity, professional background and potential contribution to the group. The Advisory Board applied a simple threshold approach: a score **above two votes** resulted in confirmation, a score of **two votes** led to further discussion in the consultation meeting, and a score below this threshold resulted in dismissal. This final step ensured that the selected experts not only met formal criteria but also aligned with the broader vision and values of the project.

5.8. Balancing criteria and cross-cutting considerations

In the final selection phase, evaluators also considered several overarching principles that helped shape the final composition of the G42. These included maintaining **geographical diversity**, ensuring that experts represented different regions of Europe; fostering **gender balance**; and ensuring a **mix of academic and professional profiles**.

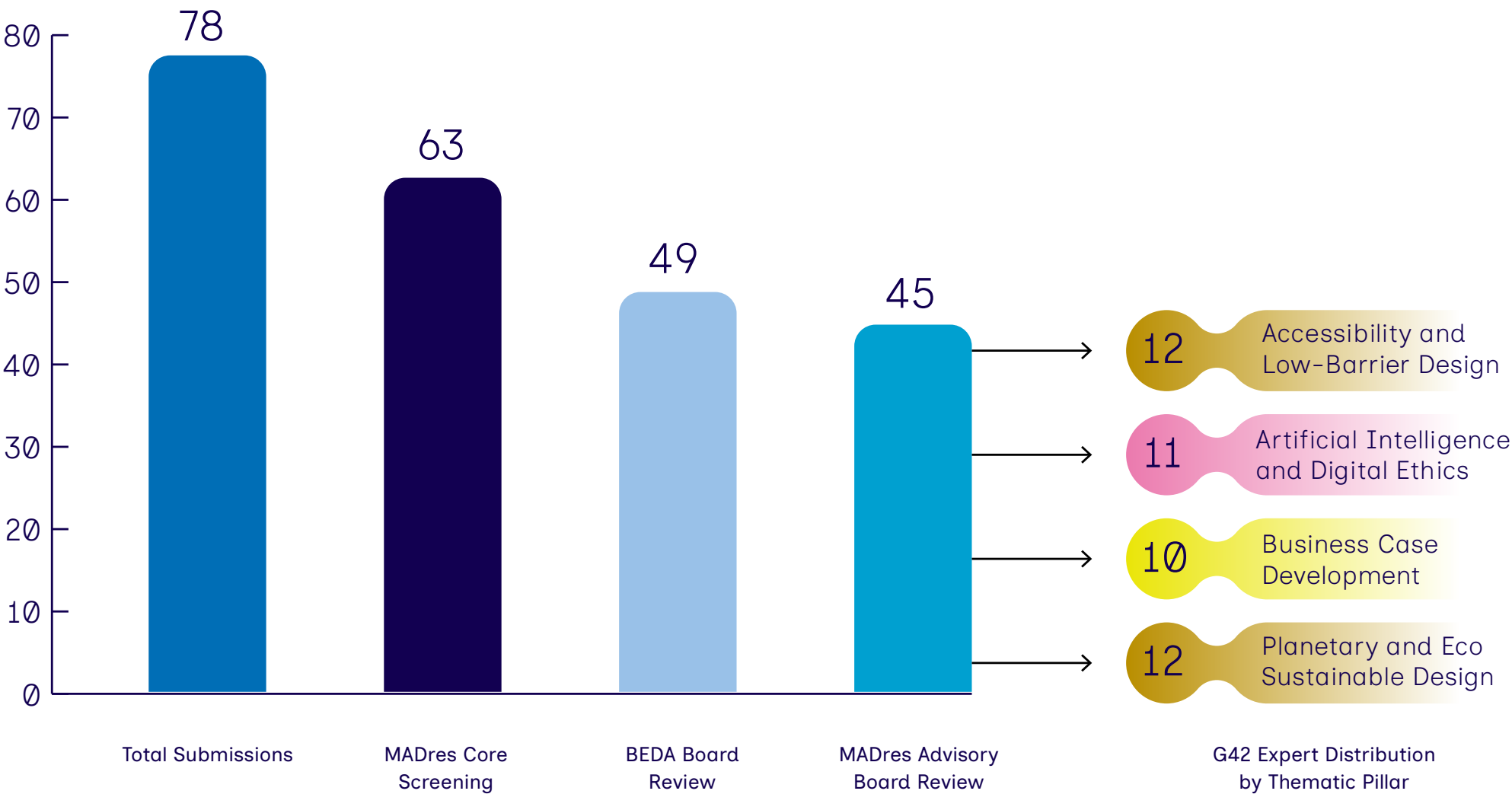
The result was a group that not only demonstrated excellence in their respective fields but also reflected the diversity of the European design ecosystem.

5.9. Finalisation and preparation for onboarding

Once the votes were consolidated and all deliberations concluded, the MADres team prepared the final list of selected experts. These names were communicated internally, and preparations began for the onboarding phase. This included developing draft contracts, preparing the expert information materials, and scheduling four introductory sessions, one for each thematic group. The onboarding step is described in a later chapter, as it represents the bridge between selection and integration into MADres activities.

6. Composition of the G42

Fig. 3 Progression of the G42 through evaluation Phases



Pool of Experts

Experts

12x

Pillar

**Accessibility and
Low-Barrier Design**

11x

**Artificial Intelligence
and Digital Ethics**

10x

**Business Case
Development**

12x

**Planetary and Eco
Sustainable Design**

Fig. 4: Geographical distribution of G42 experts
n=45

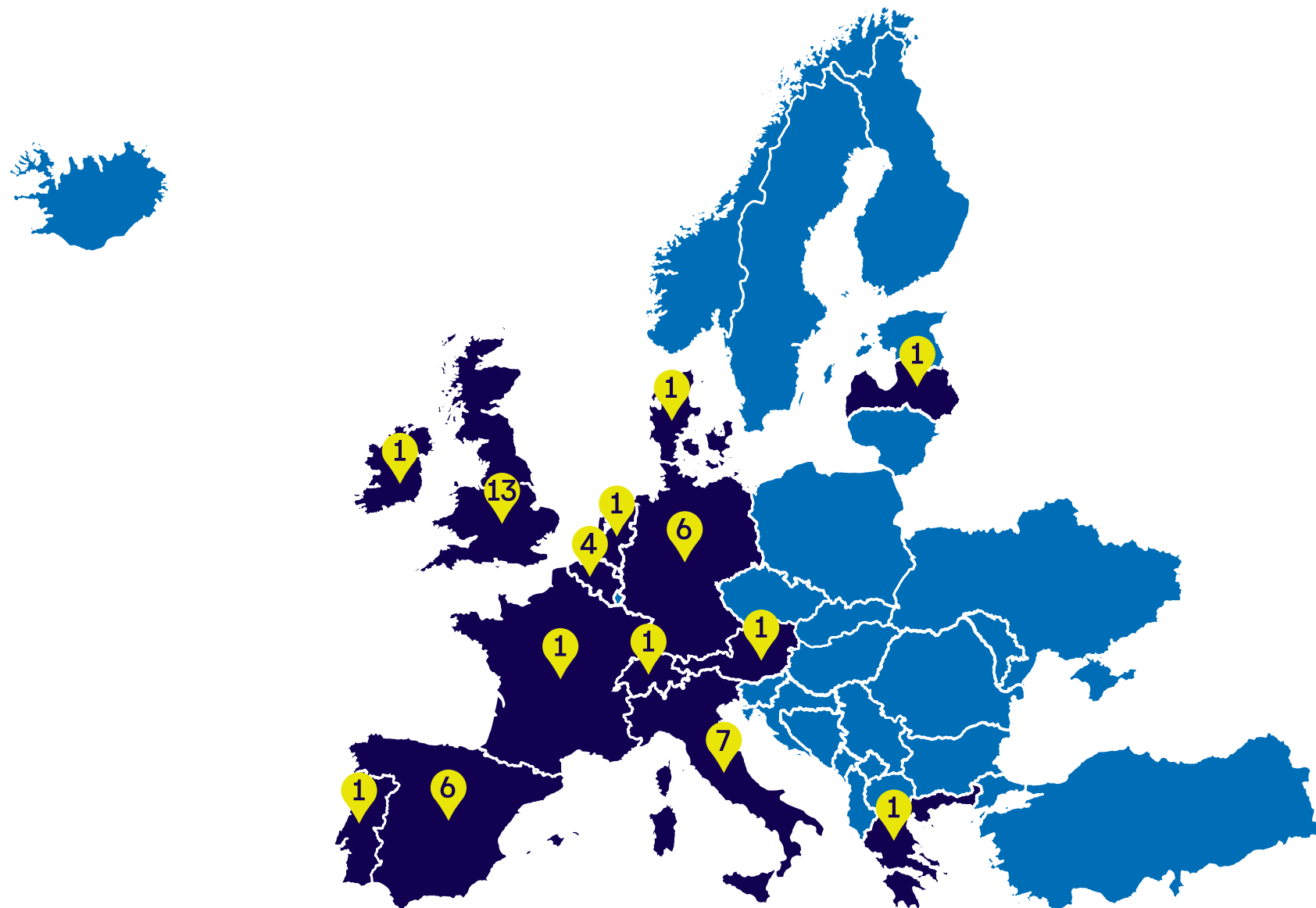
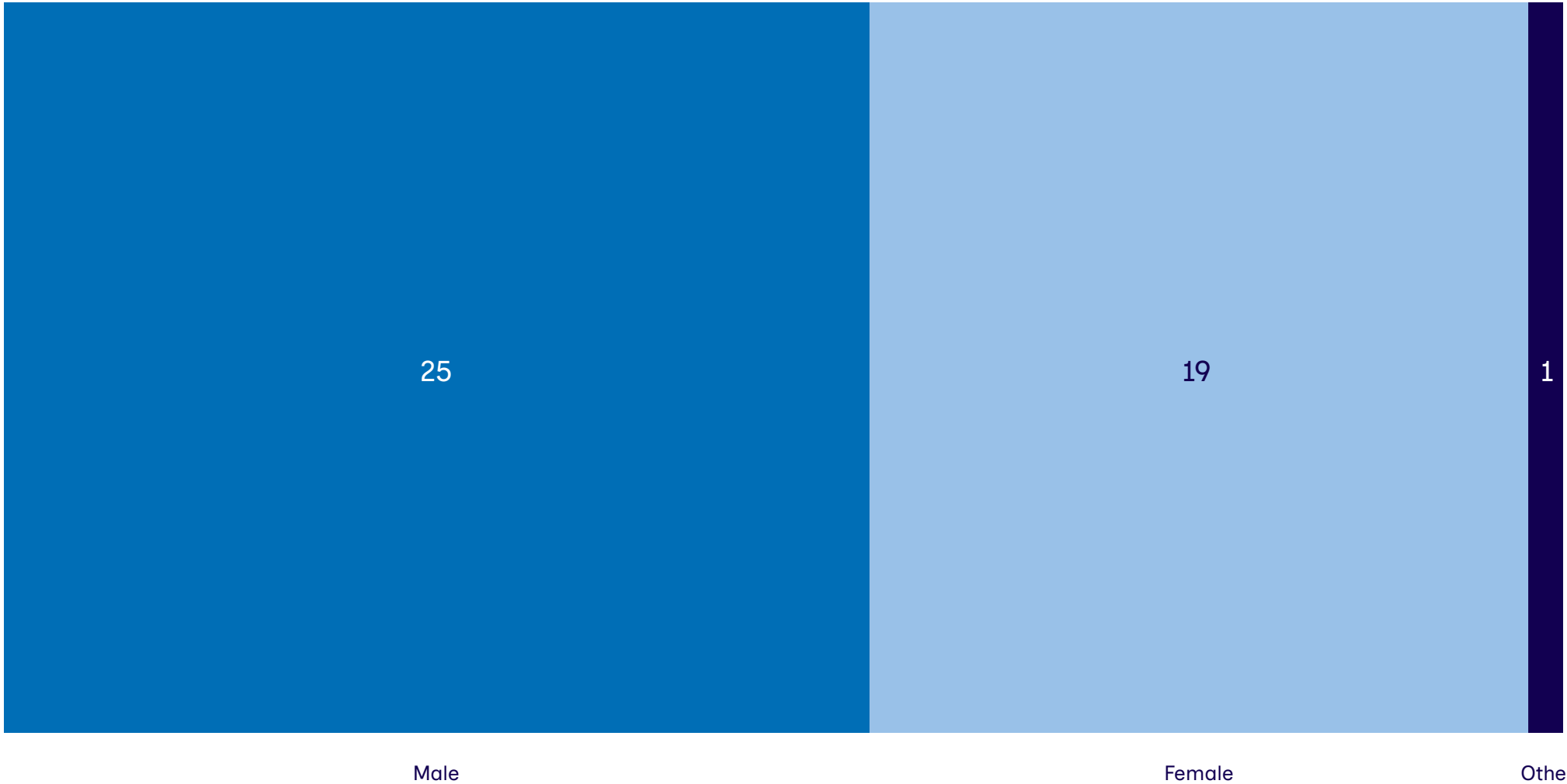


Fig. 5: Gender distribution of G42 Experts
n=45



7. Mandate and expected contributions

The mandate of the Glorious 42 Expert Group reflects the central role that expertise plays in the ambitions of MADres. As already presented, the project consists of several interrelated activities—content development, training, coaching, public engagement and policy-oriented work—that together aim to strengthen Europe’s design capacity in a practical, actionable and future-oriented way. The G42 has therefore been created not as a symbolic community but as an [active working group](#) whose insights and contributions shape the substance, quality and relevance of MADres outputs.

The following sections describe the mandate of the G42 in detail and outline how the group will contribute to the development of Playbooks, capacity-building activities, events for members, and the long-term strategic goals of the project.

7.1. Role of the G42 in MADres

The overarching role of the G42 is, as described beforehand, to act as content providers and a [high-profile experts](#) for MADres. The group brings together proven experience in the fields most relevant to the project’s thematic focus: accessibility and low-barrier design, artificial intelligence and digital ethics, planetary design, and business case development.

7.2. Contribution to Playbooks

One of the most substantial contributions of the G42 concerns the development of the three major MADres Playbooks: accessibility, AI and ethics, and planetary design. These publications combine theoretical insights, methods, tools and business models underpinned by case studies to convey “do-ability” for practitioners, institutions and communities beyond mere toolboxes. Creating such material requires a combination of deep thematic expertise and the ability to translate complex ideas into actionable guidance.

A selection of G42 experts will be invited to participate in an intensive five-day workation scheduled for spring 2026, during which they will collaborate on developing the [the initial content drafts](#) for each Playbook based on an aligned overarching framework and structural approach to ensure usability and effectiveness. Up to four

experts per thematic pillar will take part, ensuring that each publication benefits from complementary perspectives, state-of-the-art scientific and practical insights. Their work will be supported by a ghostwriter and a designer who will structure and refine the content.

Once the texts are drafted, the G42 will review content, validate exemplary cases, refining conceptual descriptions, and ensuring the accuracy of technical details. Their involvement guarantees that the Playbooks reflect state-of-the-art knowledge and remain grounded in the realities of professional practice.

7.3. Contribution to Train-the-Trainer workshops

Another important form of contribution concerns the [Train-the-Trainer](#) programme, which supports the adoption of the Playbooks in member organisations. As part of the annual BEDA Design Forum, MADres will organise five training workshops for up to seven participants each. Each workshop will be facilitated by at least one G42 expert.

In this format, the according G42 train participants to understand the structure and application of the Playbooks, offer guidance on how to deliver training in their own organisations, and provide clarifications about the underlying frameworks and methodologies. Their contribution

ensures that the Playbooks can be taken forward by trainers who feel confident, informed and equipped to support others in their professional communities.

7.4. Contribution to Deep Talk events

As part of the dissemination and engagement activities of MADres, the project will launch Deep Talk in 2026. This format enables BEDA members to book G42 experts for their events. A total of ten events will be empowered through this mechanism.

The role of the G42 in Deep Talk is twofold. First, individual experts will serve as speakers or contributors, bringing their thematic knowledge directly to member organisations. Second, their participation helps strengthen the visibility of MADres and reinforces the project's commitment to creating tangible opportunities for exchange between experts, the broader design ecosystem and hence will foster the European design community at large.

Through Deep Talk, the experts help transform the project's content into conversations and learning moments that reach designers, institutions and communities across Europe. Their contribution supports the credibility of the format and ensures that the knowledge produced within MADres is shared widely.

7.5. Contribution to Heart of Change coaching

The **Heart of Change** programme provides professional designers from across Europe –regardless if they are BEDA members / members' affiliates or not- with the opportunity to receive one-on-one coaching from G42 experts. Throughout the duration of the project, a total of thirty double coaching sessions will be offered. Given the size of the design community of Europe this is a first pilot to gain knowledge if such peer-mentoring programs are on demand. The programme is structured as a peer-to-peer engagement, where knowledge is exchanged in a focused and personalised manner.

G42 experts contribute to this activity by sharing their knowledge, experience & insights, giving feedback on professional challenges, and helping designers navigate emerging issues in their fields. The experts support the professional development of designers and help translate the ideas contained in the Playbooks into practical, real-world application. Their role in this matter is particularly important because it strengthens the relationship between MADres and the communities it serves, creating an ongoing dialogue around the project's core themes.

7.6. Contribution to BEDA Design Forums

The G42 will also play an active role in the BEDA Design Forums, where experts will be invited and will contribute to discussions on design's role in Europe's transformation. Their involvement enriches the forums with specialised insight and helps translate the work of MADres into broader conversations about policy, innovation and practice.

By presenting, discussing and engaging with participants, the G42 strengthens the connection between MADres and the networks that form the backbone of Europe's design ecosystem. Their visibility also supports BEDA's long-term ambition of establishing the G42 as a recognisable and credible expert pool beyond the lifetime of MADres.

7.7. Contribution to long-term strategic ambitions

The contribution of the G42 is not limited to specific project tasks. The group also supports the [long-term strategic ambitions](#) of both MADres and BEDA. Within MADres, the G42 provides input that will be valuable for the development of the Living Design Policy Framework, which aims to support policymakers, institutions and national stakeholders in integrating design into broader policy agendas. The expert group's broad and diverse expertise helps ensure that this framework reflects practical realities and responds to emerging challenges across Europe.

In a wider sense, the G42 represents a step toward establishing an enduring expert resource for BEDA. The group has the potential to serve as a bookable expert board for European institutions, offering advice to Directorates-General, European agencies and innovation bodies. Its existence strengthens BEDA's capacity to act as a bridge between practice, research and policy.

7.8. A mandate rooted in collaboration and impact

Across all of these activities, the mandate of the G42 is based on the principle of [collaborative knowledge](#) creation. The group contributes through its expertise, its ability to translate complex ideas into accessible materials, and its engagement with professional communities across Europe. Their involvement enriches the content of MADres, strengthens the project's visibility, and supports the dissemination of concepts and tools that will help designers navigate the future of their fields.

The G42 is therefore not a passive advisory group but an active and essential part of MADres. Its work underpins the project's main outputs, supports the strategic direction of the consortium, and contributes to shaping a stronger, more capable and more interconnected European design ecosystem.

8. Operational Framework

The operational framework of the Glorious 42 Expert Group defines how experts formally engage with MADres, how their work is organised, and how their contributions integrate into the project's processes. While selection determines who becomes part of the G42, the operational framework clarifies how these experts participate, under what terms, and through which mechanisms their work is coordinated and aligned with the broader project. This framework is grounded in the information provided to experts, the expectations communicated during the onboarding phase, the draft contract, and the governance and ethical standards reflected in the MADres Code of Conduct.

8.1. Nature of engagement

G42 experts participate in MADres as **independent professionals** rather than employees or representatives of their nominating organisations. This means that their engagement is based on tasks and deliverables, which are agreed upon and formalised through individual contracts. Each expert has the right to put an engagement down, as those sought after experts might not be available due to multitudes of reasons. This ensures, upon acceptance of the task, not only the independence of the experts, which is essential, but it also ensures that their advice, contributions and feedback are shaped by their professional judgment, professional interest and not by institutional affiliations. If a G42 consistently denies tasks, the contract has an exit clause. This independence also aligns with the project's commitment to impartiality, transparency, and academic and professional integrity.

8.2. Appointment term

The engagement of experts in the G42 is governed by individual contracts that establish a minimum **appointment term of one year**, with the possibility of continuation based on mutual agreement. This contractual structure reflects the need for a clear and manageable timeframe that allows BEDA and the expert to collaborate effectively while maintaining the flexibility required in a dynamic, multi-

annual project such as MADres.

Although MADres is a four-year initiative, the contract defines a **one-year engagement cycle**, which can be **renewed or extended** if both parties find the collaboration beneficial. This model allows the project to adapt to the expert pool over time, ensuring that expertise remains aligned with emerging needs and that experts can adjust their level of participation in line with their professional commitments.

Experts may also withdraw from the engagement, provided they give written notice within the timeframe specified in the contract. This notice period ensures that the project can maintain continuity in ongoing activities and make necessary arrangements for replacements or reassignment of responsibilities.

This combination of a clear one-year baseline, renewal options and structured withdrawal conditions creates an operationally robust yet flexible system. It enables MADres to benefit from the continuity of expert contributions, while allowing both BEDA and the experts to reassess and adjust the collaboration as the project evolves.

8.3. Principles of engagement

The operational functioning of the G42 is guided by a series of principles derived from the MADres Code of Conduct, the draft contract prepared, and the expectations communicated during onboarding. These principles frame not only the experts'

behaviour but also the project's responsibilities towards them.

The first principle concerns **professionalism**, which requires experts to contribute thoughtfully, responsibly, and in accordance with the expectations set out for each activity. The second principle is **independence**, which ensures that experts' input is unbiased and that they act in the interest of the project's goals rather than personal or organisational agendas. The third principle is **confidentiality**, as experts may be exposed to draft materials, internal discussions or pre-publication content that must be handled with care. The fourth principle is **non-discrimination**, reflecting the project's commitment to equality and respect. Finally, experts are expected to avoid any situation that might create a **conflict of interest**, and to communicate openly should such a situation arise.

These principles form the ethical and behavioural foundation of the G42 and ensure that contributions remain aligned with the standards expected by the European Commission and BEDA.

8.4. Reimbursement and financial conditions

The financial framework for expert participation follows **EU transparency and cost regulation standards**, consistent with Creative Europe requirements. As stated in the information pack shared, experts are remunerated for their participation in activities such as Deep Talk events, coaching sessions, Train-the-Trainer workshops and Play-

book development with an honorary below their regular standard rates. Remunerations are linked to the activities described; travel coverage or other eligible expenses are based on a reimbursement agreement. Specific thresholds as set out in the project, has been also clearly communicated to the selected G42 experts.

8.5. Task-based contribution model

The work of the G42 is organised through a **task-based model**. Experts are not continuously engaged; instead, they contribute at defined moments according to the needs of the project. This model gives experts the flexibility to balance their commitment to MADres with their ongoing professional or academic responsibilities and allows the project team to request input precisely when it is most valuable.

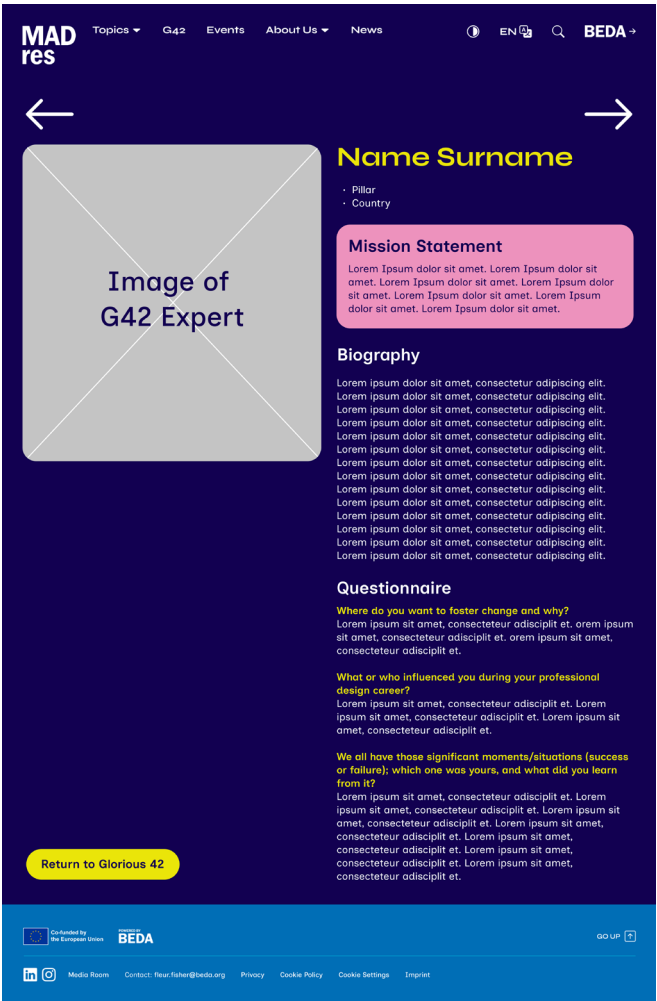
Tasks include participating in the spring 2026 workation for the creation of Playbooks, serving as coaches, participating as speakers in member events, contributing to public engagements during BEDA Design Forums, and supporting Train-the-Trainer sessions. Each task is accompanied by clear expectations and linked with predefined deliverables, as communicated during the onboarding sessions held in November 2025. This clarity helps ensure consistency and quality across activities.

8.6. Visibility and communication

An important element of the operational framework concerns how experts are represented and recognised across MADres communication channels. The project website, as described in the MADres Website Report, includes a dedicated G42 section where experts are presented in a consistent and clear format (see Fig. 6). Profiles are displayed in a card-based layout (see Appendix II.), making it easy for visitors to understand their areas of expertise and background. This visibility reinforces the credibility of the group, supports dissemination activities, and contributes to the project's public identity.

Experts may also appear in social media communications, press releases and other dissemination materials associated with MADres and BEDA. Their involvement in events, workshops, and public engagements will also be highlighted in the relevant channels to showcase the value of their contribution and to strengthen the connection between MADres and the design ecosystem.

Fig. 6: G42 Subpage on MADres Website



8.7. Coordination with the Project Team

Operational coordination between the G42 and the MADres team is handled primarily through the MADres Team, which acts as the interface for scheduling, information flow, and activity preparation. The MADres Team ensures that experts receive the materials they need, are informed of upcoming activities and deadlines, and have direct channels for asking questions or clarifying expectations. This coordination is essential for maintaining consistency and enabling efficient collaboration.

The MADres Team also maintains the link between experts and other parts of the consortium, ensuring that feedback flows in both directions and that experts have a clear understanding of how their contributions fit into the wider project structure.

9. Onboarding Process

Once the selection process was completed and the final list of experts had been approved, the MADres team proceeded with the onboarding of Glorious 42. This phase marked the transition from evaluation to collaboration and ensured that each expert entered the project with clarity regarding their role, their responsibilities, and the next steps of the engagement.

Following their acceptance, experts received an official invitation confirming their appointment and welcoming them to the G42. Along with this communication, they were informed that their individual contract would follow shortly and were asked to review it, in view of the upcoming introductory/onboarding session. The invitation also included a questionnaire to be filled in for standardized materials needed for their integration into the project's communication channels, such as short biography, mission statement, career information and a portrait for publication on the MADres website. This will allow the project to prepare their profiles and ensure a consistent and tangible presentation across public-facing platforms.

To support a smooth start, the project organised a series of introductory meetings, one for each thematic pillar. These sessions took place on 26 November 2025 and offered the newly selected experts an opportunity to meet one another and to acquaint themselves with the team responsible for coordinating their work. During these meetings, the experts were briefed on how MADres operates, how the G42 fits into the broader structure of the project, and the types of activities in which they would be invited to participate. The sessions also provided space for questions and clarifications, helping ensure that everyone began their engagement with a shared understanding of the timeline and expectations.

Following the onboarding meetings, the administrative work continued with the distribution and signing of contracts. Experts were asked to return their agreements within the planned timeline so that all formalities could be completed before the upcoming activities scheduled for 2026. Once these steps are finalised, the experts will become fully integrated into the MADres workflow and communication channels, enabling the project to move forward with the preparation of the next phases of work.

10. Expected impact

The Glorious 42 is expected to strengthen MADres primarily by enhancing the quality, credibility and uptake of its practical outputs. By contributing to the development of the Playbooks and to activities such as Train-the-Trainer workshops, Deep Talk events, Train-the-Trainer, Heart of Change coaching and BEDA Design Forums contributions, the experts help ensure that MADres offers content that is both thematically robust and usable in day-to-day practice. Their diverse backgrounds and experience create a bridge between project work and the realities faced by designers, educators, and SMEs across Europe, supporting the creation of materials that can travel beyond regional or national contexts and remain relevant after the project's end.

At the same time, the G42 reinforces the strategic position of BEDA within the European design ecosystem. Maintaining a curated expert pool enables the association to respond more effectively to member needs, to support knowledge exchange within its community and to participate with greater authority in discussions on design's role in Europe's transformations. In the longer term, the existence and operation of the G42 aims to create a concrete example of how expert communities can be engaged in a structured and meaningful way within European projects, potentially inspiring similar approaches in future initiatives and contributing to a more connected and capable design landscape.

11. Final remarks

The creation of the Glorious 42 represents one of the most strategic and forward-looking components of MADres. Through a rigorous selection process, a diverse and balanced group of experts has been brought together to support the development of the project's major outputs and to contribute to the wider mission of strengthening Europe's design capability. Their collective expertise forms a bridge between theory and practice, between specialised knowledge and concrete application, and between the project's internal work and the broader needs of the European design community.

This report has outlined the rationale behind the establishment of the G42, the criteria and processes that guided the selection of its members, and the thematic pillars that define the structure of the group. It has also described the onboarding of the experts and the collaboration mechanisms through which they will contribute to the different work packages of MADres. Together, these elements demonstrate how the G42 is positioned not only to support the immediate needs of the project but also to help ensure that MADres delivers results that are credible, relevant and aligned with Europe's future priorities.

By contributing to Playbook development, coaching activities, dissemination formats and policy-oriented work, the G42 will play an essential role in shaping the quality and reach of MADres. Their involvement will help embed the project's values—responsibility, inclusivity, sustainability and innovation—into the tools, methods and insights that MADres will offer to designers, institutions and policymakers across Europe.

As the project moves forward, the G42 will continue to provide expertise, perspective and guidance, supporting MADres in its ambition to facilitate a stronger, more capable and more connected European design ecosystem. The expert group stands as a testament to the project's commitment to excellence and its belief in the power of collaborative knowledge to shape meaningful and lasting impact.

Appendix

Appendix I. Information to members for nominations

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03/07/2025

Members Information: G42

Project Title: MADres
Grant Agreement Number: 101187001 (CREA-CULT-2024-NET)
Coordinator: Bureau of European Design Associations (BEDA)
Project Duration: 01/03/2025 – 28/02/2029 (48 months)

In case of questions please do not hesitate to contact us: flaur.fisher@beda.org

Note: This information has been developed in alignment with the governance structure and terms of engagement outlined in the MADres project Grant Agreement with the funding authority.

This is MADres

Co-funded by the European Union Creative Europe Programme and BEDA, MADres is a strategic initiative that advances design as a key enabler of Europe's transformation for sustainable growth and economic value. MADres aims to strengthen the European design community and deepen expertise in the three focus areas: AI competencies and digital ethics, planetary design and accessibility, and business cases and development. These domains are crucial for the extension of the technical skill set. By embedding values of responsibility, inclusivity, and sustainability into the pan-European design practice, MADres enables the driver for transformation and innovation, 'design,' with its professionals. MADres aims to create the assets and values necessary to foster Europe's prosperous and sustainable future. For long-term impact, MADres will develop a Living Design Policy Framework—a flexible, adaptive model that equips our governments and institutions to integrate design into national and EU-level policy agendas.

What are the Glorious 42: The Keepers of the Answer

Glorious42 (G42) is more than a group of experts—it's a consortium of design-driven professionals with deep expertise in design and the European economic and political ecosystem. Whether tackling sustainable manufacturing, disruptive innovation, or complex societal challenges, G42 sets the stage for discovering meaningful answers.

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ADDRESS	ACCOUNT DETAILS	CONTACT	REGISTRIES
c/o BEDA The Bureau of European Design Associations BNP Paribas Fortis Bruxelles Design Mode (WBDM) - AWEX, Place Sainctelette 2, 1050 Brussels, Belgium www.madres.beda.org	The Bureau of European Design Associations BNP Paribas Fortis IBAN: BE97 0019 8615 7549 BIC: GEBABEBB	office@beda.org	RPM: Bruxelles Union des Associations Internationales Org ID: BE 0844.127.553 Transparency Registry Number: 71 020 143 474-84

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Motto: Inspired by The Hitchhiker's Guide to the Galaxy by Douglas Adams, G42 believes "the answer is 42"—even for the questions we have yet to ask.

What is MADres looking for?
For MADres we are specifically seeking up to 7 experts for each of the following fields:

Accessibility and Low-Barrier Design: Universal design that addresses the needs of marginalized populations and all European citizens.
Artificial Intelligence: Focus on digital ethics, trustworthy workflows, and future-oriented development.
Planetary/Eco Design: Designing for sustainable futures.
Strategic Business Case Development: Creating value-driven business models and cases.

Role of G42 in MADres
G42 experts are central to the content and impact of MADres. Their contributions shape the program's intellectual and practical foundation. Their expertise is going to be essential in the following products and actions:

Playbooks: From Knowledge to Action
Playbooks are action-oriented publications combining insights with practical tools such as blueprints, canvases, and processes. Their goal: to foster doability.

Upcoming Playbooks:
Accessibility (Expected Spring 2026)
AI and Ethics
Planetary Design

Each playbook includes, in addition to the content related to the field:
Business case examples
Potential business models

Workflow:
5 to 7-Day Workation (Spring 2026)
→ Up to 5 G42 experts per field
→ Develop content framework and initial drafts
Ghostwriter & Designer
→ finalize the playbooks

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Approval Process
→ Round 1: Content review by authors
→ Round 2: Grammar and spelling check

Deep Talk: The Gateway to Knowledge
Launching March 2026, Deep Talk allows BEDA members to book G42 experts for conferences, symposia, or consultations via a simple booking system. Funded by MADres.
10 events with one G42
For Members: Members can book one G42 for their events – this will be financially supported by MADres (see p.5)
For G42: Reimbursed participation (see p.5)

Heart of Change: Accelerating Innovation
A peer-to-peer coaching program offering:
30 double sessions with G42 experts
For Designers: First and second 60-minute coaching by application
For G42: Reimbursed participation (see p.5)

Train-the-Trainer: Spreading the Knowledge
MADres will train trainers stemming from Members using the playbooks.
5 workshops for up to 7 participants each (during the BEDA Design Forum)
Free for member organizations
At least one G42 expert per workshop (Reimbursement details on p.5)

BEDA Design Forum Participation
G42 experts will host breakout sessions at three BEDA Design Forum.

Benefits for experts joining the G42
→ Join an exclusive, visionary network
→ Access new business opportunities
→ Potential to serve as a bookable expert board for the European Commission (DG EAC, DG Grow, DG R&T, JRC, EU Policy Lab ...)
→ Re-imbursement according to EU Standards
→ Communication on Website, Social Media and Press Releases

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Duration: G42 are appointed and serve a minimum for of a four-year term, which may be prolonged by mutual agreement, upon BEDA's invitation. G42 may withdraw from the engagement at any time by providing written notice to BEDA at least four months (before the first of the next month) in advance of the intended end of their engagement.

Selection Process

Nomination by BEDA member

Documentation needed by the potential G42: Biography, media presence

Interview: With MADres Core Team

Evaluation: Based on criteria and Code of Conduct (See below)

Decision: By MADres Core Team and BEDA Executive Teams

Onboarding:

- Signing Agreement
- Website integration
- Presentation at BEDA Design Forum

Ethical and Organisational Principles

- Gender diversity
- Regional representation across Europe
- Inclusion across age and ethnicity
- Term limits: 4 years (renewable once)
- Independence and professionalism ensured
- See annexed Code of Conduct

Selection Criteria and Proof of Excellence

Professional working history in the field of interest can include

- Client portfolio/Patents/Products
- Budget responsibility for projects above 200.000€ (multiply with PPS)
- Own or responsible for products and services created
- Acknowledged Conference Speaker
- ...

Academic excellence in the field of interest

- Peer-reviewed Publications (at least five)
- H-index above 5
- Scientific and popular Conference (Public) Speaker
- ...

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Remuneration

The remuneration follows the EU Transparency Regulations.

	Frequency (overall)	Honorary G42	Paid expenses	Process
Playbook	1 Workation, 5 working days		Cost covered	Invitation only
Deep Talk (booking for Member Events)	10 x presence	640€ per booking	Travel: 261€ Hotel 1 night: 137€ Subsistence: 102€	Reimbursement Form: G42
Heart of Change (for Designer)	60 x online coachings (2 per designer)	160€ per coaching		Reimbursement Form: G42
Train-the-Trainer Workshop (for Members)	5 workshops with one G42 in presence	640€ per workshop	Travel: 261€ Hotel 1 night: 137€ Subsistence: 102€	Reimbursement Form: G42
BEDA Connect (Public)	12 x online	160€ per BEDA Connect		Reimbursement Form: BEDA
BEDA Design Forum	3 x in presence		Travel: 261€ Hotel 1 night: 137€ Subsistence: 102€	Reimbursement Form: BEDA

Next Steps: Fill out the form and suggest a G42 for:

[Accessibility and Low Barrier Design](#)
[Artificial Intelligence and Ethics](#)
[Planetary and Eco/Sustainable Design](#)
[Business Case development for the above mentioned fields](#)

Do you have any further questions? Please contact:

fleur.fisher@beda.org

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Glorious 42 for BEDA

The same selection criteria apply.

BEDA seeks G42 in the additional fields of expertise:

- **Democracy Design:** Shaping democracy and countermeasures against mis- and disinformation
- **Design Research:** Understanding Design Research and development of Design Methods to bridge the science-implementation gap
- **Social Design:** Creation of positive social impact
- **Service & Governmental Design:** Supporting Governments in the Triple Transition
- **Smart Materials & Materiality:** In particular for Industrial and Analogue Product Design
- **Innovation by Design:** Applying Design for Strategic Development Aspects and Innovation frameworks
- **Design Leadership:** Deploying Design in CEO level Sector Insights, according to the European Industrial Ecosystem

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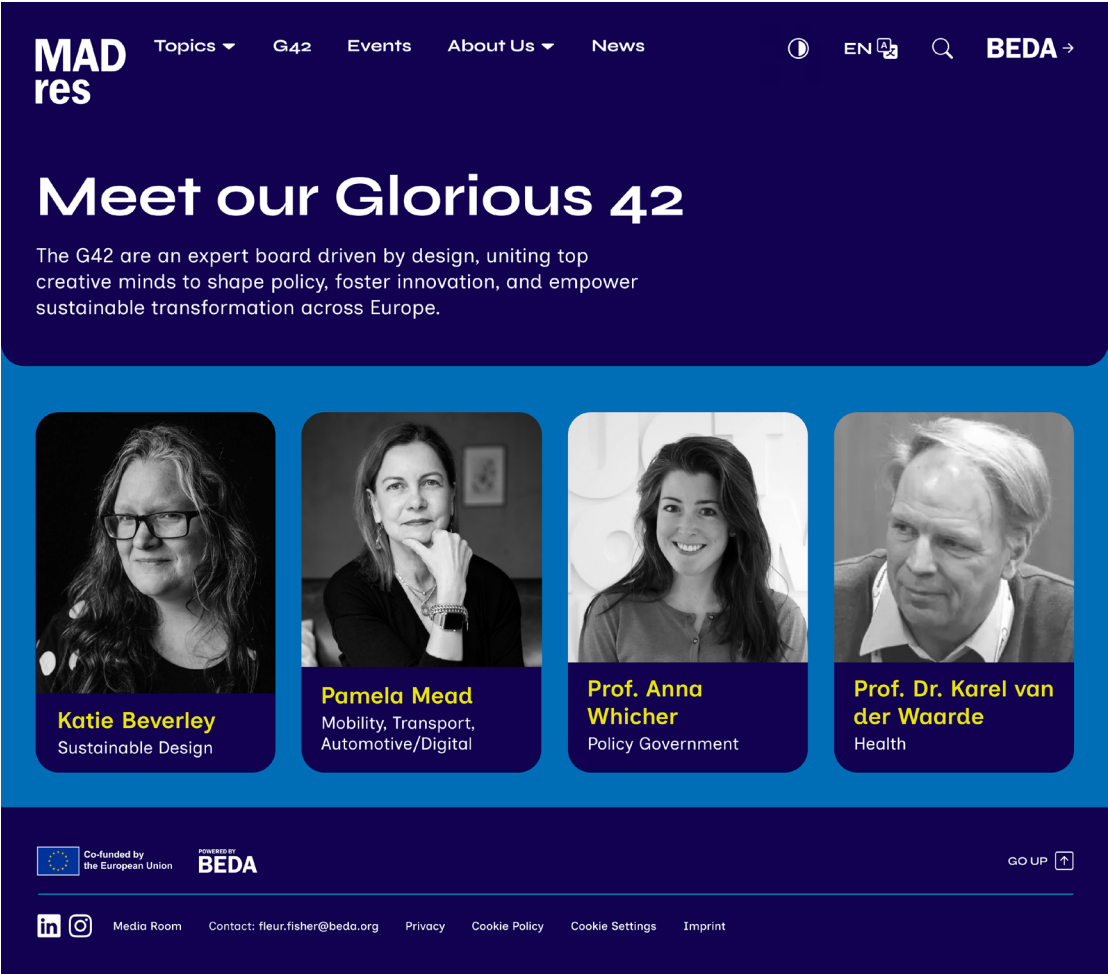
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Appendix II. G42 visibility structure on the MADres website



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