



BETTER FACTORY

D3.3

Open call evaluation report

1.0

version 1.0

PUBLIC

Antonio Montalvo

FundingBox Accelerator sp z.o.o.
Jerozolimskie 136
02-305 Warsaw, Poland

Email: antonio.montalvo@fundingbox.com
Tel: +48 696 724 012



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 951813.

Project acronym Better Factory	Project title Grow your manufacturing business	Grant agreement No. 951813
Deliverable No. D3.3	Deliverable title Open call evaluation report 1.0	Version 1.0
Type REPORT	Dissemination level PUBLIC	Due date 30.10.2021
Lead beneficiary FBA		WP No. 3
Main author Antonio Montalvo	Reviewed by Anastasia Garbi	
Accepted by Project Coordinator Päivi Mikkonen	Accepted by Technical Coordinator Ali Muhammad	
Contributing author(s) Anca Marin		Pages 130
VTT archive code VTT-R-01367-20	Lead beneficiary archive code	

Abstract

This deliverable presents the outcomes of the 1st Better Factory Open Call as well as the structure of the evaluation process. The process included the eligibility check, external experts scoring, consensus meetings and finally Jury Day with project partners that allowed selecting the final 7 beneficiary consortia of the grant to begin the Knowledge Transfer Experiments.

Project Coordinator contact	Technical Coordinator contact
Päivi Mikkonen VTT Technical Research Centre of Finland Ltd Visiokatu 4, PL 1300, 33101 Tampere, Finland E-mail: paivi.mikkonen@vtt.fi Tel: +358 40 820 6139	Ali Muhammad European Dynamics SA E-mail: ali.muhammad@eurodyn.com Tel: +358 400 560 851
Notification	
The use of the name of any authors or organization in advertising or publication in part of this report is only permissible with written authorisation from the VTT Technical Research Centre of Finland Ltd.	
Acknowledgement	
This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 951813	

HISTORY OF CHANGES

Date	Version	Author	Comments
22.12.2021	1.0	FBA	Under review
31.1.2022	1.0	Anastasia Garbi	Reviewed
1.2.2022	1.0	FBA	Final version

TABLE OF CONTENT

HISTORY OF CHANGES	5
EXECUTIVE SUMMARY	9
1 INTRODUCTION TO BETTER FACTORY 1ST OPEN CALL	10
1.1 Better Factory Program and Open Calls Overview	10
1.2 Preparation of the Open Call	11
1.3 Open Call Statistics	13
1.4 Overall Summary of the Selection Process	15
1.5 Open Call Dissemination	17
1.5.1 Actions	17
1.5.2 Webinars	17
1.5.3 Helpdesk	18
2 SELECTION PROCESS	18
2.1 Eligibility check	18
2.1.1 Eligibility Criteria	19
2.1.2 Eligible Applications	20
2.2 Internal/External Experts' Evaluation	22
2.2.1 The Evaluation Process	22
2.2.2 Evaluation Criteria	23
2.2.3 Evaluation Results	24
2.3 Consensus Meeting	25
2.3.1 Communication to Applicants	26
2.3.2 Preliminary formal and legal check	26
2.3.3 Mini-grant Agreement	27
2.4 Jury Day	27
2.4.1 Voting Platform and Guidelines	27
2.4.2 Pitching Session	28
2.4.3 Jury Consensus Meeting	29
2.4.4 Communications	30
2.4.5 Final formal and legal check	31
2.4.6 Sub-grant Agreement	31
3 CONCLUSIONS AND LESSONS LEARNED – 1ST OPEN CALL	32
3.1 The Expressions of Interest	32
3.2 The Matchmaking Process and Proposal Preparation	32
3.3 The Open Call for Full Proposals	33
3.4 The Evaluation Process	33

ANNEX 1. FULL PROPOSALS – SUBMITTED APPLICATIONS.....	34
ANNEX 2. EXCLUDED PROPOSALS AFTER THE ELIGIBILITY CHECK.....	39
ANNEX 3. ELIGIBLE APPLICATIONS.....	40
ANNEX 4. RANKED LIST.....	44
ANNEX 5. CONSENSUS MEETING AGENDA.....	46
ANNEX 6. LIST OF FINALIST CONSORTIA INVITED TO JD.....	47
ANNEX 7. MINI-GRANT AGREEMENT TEMPLATE.....	48
ANNEX 8. FINAL LIST OF SELECTED PROPOSALS.....	54
ANNEX 9. FINAL LIST OF REJECTED PROPOSALS.....	55
ANNEX 10. JURY DAY SCHEDULE.....	56
ANNEX 11. SELECTION COMMITTEE POST JURY DAY MEETING MINUTES.....	58
ANNEX 12. LIST OF PROVISIONAL BENEFICIARIES SENT TO P.O.....	60
ANNEX 13. SUB-GRANT AGREEMENT TEMPLATE.....	61
ANNEX 14. GUIDE FOR EVALUATORS.....	83
ANNEX 15. CODE OF CONDUCT.....	99
ANNEX 16. EXTERNAL/INTERNAL EVALUATION FORM.....	106
ANNEX 17. EXTERNAL/INTERNAL EVALUATION RESULT – EMAIL TEMPLATE... 	110
ANNEX 18. EVALUATION FORM JURY DAY.....	112
ANNEX 19. DISTRIBUTION OF COMMENTS AND QUESTIONS JURORS.....	114
ANNEX 20. GUIDELINES FOR THE JURY DAY – JURORS.....	116
ANNEX 21. GUIDELINES FOR THE JURY DAY – FINALISTS.....	122
ANNEX 22. AFTER JURY DAY: INVITATION FORMAL CHECK.....	125
ANNEX 23. ETHICS PROCEDURE.....	126
ANNEX 24. ETHICAL INDIVIDUAL REPORT TEMPLATE.....	129

LIST OF TABLES

Table 1. 1st Better Factory Open Call Beneficiaries	9
Table 2. An overview of the 38 submitted proposals by country, per member, and source of consortium forming	14
Table 3. List of External Experts – 1 st Better Factory OC.....	23
Table 4. List of Internal Experts – 1 st Better Factory OC.....	23

LIST OF FIGURES

Figure 1. KTE Funding Instrument. Payments schedule.....	11
Figure 2. Micro-site of the 1 st Better Factory Open CallImplementation of the helpdesk services via the community space at the Better Factory Online Community in FundingBox (see Figure 3 below) and the support email address at: betterfactory.helpdesk@fundingbox.com.....	12
Figure 3. The Better Factory Community.....	13
Figure 4. Monitoring of the 1st OC – started applications by country – 1 May – 15 July.....	13
Figure 5. Monitoring of the 1 st OC – submitted applications – 1 May – 15 July.....	14
Figure 6. Overview of the Selection Process.....	15
Figure 7. Dissemination actions of the Better Factory 1 st OC	17
Figure 8. Helpdesk in the FundingBox Community Spaces.....	18
Figure 9. Eligible consortia per country/all members	21
Figure 10. Consortia matchmaking/independent through the selection process	21
Figure 11. 1st Better Factory OC – Submitted Proposals by Consortia per Sector.....	22
Figure 12. Preliminary formal check form for minigrant finalists	26
Figure 13. News on the Better factory website about the OC results	31
Figure 14. BETTER FACTORY Ethics Assessment procedure	32

EXECUTIVE SUMMARY

The 'Open Call Outcome 1.0' report (D3.2) presents the overview of the Full Proposal from Consortia of the 1st Better Factory Open Call. The report details the selection process, the evaluation structure, including the eligibility check, external evaluation, consensus meeting phase and jury day which led to the selection of the beneficiaries eligible for funding to the first Knowledge Transfer Programme.

The report gives factual data on the open call statistics, including a lessons-learned section and analysis of the whole process

The submission of the Full Proposals by Consortia, formed from one manufacturing company, one technology supplier and one artist, started on the 1st of May 2021 and ended on the 15th of July 2021.

Throughout the open call submission period, a total of 172 applications were started and 38 proposals by consortia were submitted before the deadline. 3 proposals were removed during the eligibility check. The remaining 35 proposals entered the internal/external evaluation phase. During this stage, another 3 proposals were deemed as ineligible because of the nature of the members of the consortia – not eligible entities or ineligible consortia. The 32 eligible proposals were evaluated and scored by a mix of 2 +1 external and internal experts, evaluating their excellence, impact and implementation characteristics. The proposals were ranked and the first 23, having scored more than 10 points out of 16, were discussed during the Consensus Meeting of the Selection Committee. 12 proposals with scores 12 and above were directly passed to the finalists list, 4 other proposals went on to be discussed and voted on during the consensus meeting and the remaining were rejected.

After the Consensus meeting, 16 proposals were invited to the Jury Day. As shown in *Table 1* below, 7 proposals were voted in favour by at least 2/3 of the jurors and those consortia were selected for funding.

Table 1. 1st Better Factory Open Call Beneficiaries

Project Acronym	Manufacturing SME Name	Manufacturing SME_Country	Tech Supplier Name	Tech Supplier_Country	Artist Name	Artist_Country
BCN	Fiction Factory	Netherlands	Institut d'Arquitectura Avançada De Catalunya, Fundació	Spain	Jesse Howard	Netherlands
FOLD	Europack Bulgaria M EOOD	Bulgaria	Ovisio Robotics SRL	Romania	Isaac Monté B.V.	Netherlands
ZOVOS-EKO s.r.o.	ZOVOS-EKO s.r.o.	Slovakia	ROSSUM INTEGRATION s.r.o.	Slovakia	STUDIO LIBERTINY	Netherlands
ODC 3D	Maatschap The New Raw	Netherlands	Artific Intelligence	Finland	Gareth Neal	United Kingdom
SMARTHam	CAPANNA ALBERTO S.P.A.	Italy	SIRMIUMERP D.O.O.	Serbia	STUDIO DE WILDE BV	Belgium
DSBSF	Delmac Scales P.C.	Greece	NO Solutions Development d.o.o.	Serbia	Sara made	Netherlands
Ritherdon & Co Ltd	Ritherdon & Company Ltd	United Kingdom	Digiotouch OU	Estonia	Nicola Ellis	United Kingdom

1 Introduction to BETTER FACTORY 1st Open Call

1.1 Better Factory Program and Open Calls Overview

Better Factory is an EU initiative to help Small and Medium sized (SMEs) European manufacturers to enter new markets. For SMEs to explore new markets Better Factory provides:

- Reduction of production cost by optimizing the use production resources (material, space, energy, water, machines, labour, logistics, etc.) and production planning. Better Factory will connect manufacturing SMES with companies who have proven technologies in production optimization.
- Redesigning of products so they can be easily customised or personalised for individual customers. Better Factory will connect manufacturing SMEs with experienced design artists.
- Financial and business consultancy to improve production, develop new products and create new business strategy.

The objective of the Better Factory Open Calls is to launch the Knowledge Transfer Program, where the selected consortia per open call are supported to design new product lines and deploy automation solutions in the factory. Each consortium of this trio (manufacturing SME + Technology Supplier + Artists) is referred as a Knowledge Transfer Experiment (KTE).

The 1st Better Factory Open Call for Full Proposals enables:

- **manufacturing companies** to enter new markets or become more innovative and competitive on existing markets with customisable products or service portfolios.
- **artists**, with an industrial background, to create new business models for themselves and reach new prospective clients.
- **technology suppliers** to reach out to new potential customers and test technologies in real-life situations with low financial risk.

Based on the challenges expressed by manufacturing companies, the consortium worked together to submit a joint proposal to the 1st Better Factory Open Call.

Better Factory will provide two cutting-edge tools developed and tested during the lifetime of the project:

- RAMP - the one-stop-shop where Manufacturing Companies will be able to buy services from Technology Suppliers, Artists, Competence Centres, training providers and financial brokers.
- APPS - Advanced Production Planning and Scheduling, deployed on a free and open IoT platform at 10% of the cost in 50% less time. APPS will automatically reconfigure the collaborative robots.

Up to EUR 200,000 (total lump sum) will be distributed to each one of the selected KTEs, based upon the successful delivery of technical and business reports throughout the duration of the program. This lump sum will be distributed among the KTE partners as follows:

- Manufacturing companies: up to EUR 50,000
- Artists: up to EUR 50,000
- Technology Suppliers: up to EUR 100,000.

Knowledge Transfer Experiments [KTEs]	Duration (months)	Month within support program	Deliverable		Payment Milestone	% of total grant	Scheduled Payment (in EUR)	Acumulative (in EUR)	No. payments per stage
Mini-grant					After Jury Day	0.9%	1,800.00	1,800.00	1
Stage 1: Knowledge Co-creation	1	M0	D1.1	Individual Mentoring Plan	Beginning stage1	3.0%	6,000.00	7,800.00	2
		M01	D1.2	Requirements for RAMP IoT platform	End stage1	16.0%	32,000.00	39,800.00	
Stage 2: Knowledge Transfer	12	M08	D2.1	Resource optimization requirements	Mid stage 2	30.0%	60,000.00	99,800.00	2
			D3.1	Logistics optimization requirements					
			D4.1	Collaborative robot requirements					
		M13	D5.1	Production planning requirements	End stage 2	37.1%	74,200.00	174,000.00	
			D5.2	KTE demonstration					
			D6.1	Automation Roadmap					
	D6.2	Business Plan							
Stage 3: Knowledge Scale-up	3	M17	D7.1	Technology scale-up	End stage 3	13.0%	26,000.00	200,000.00	1
			D7.2	Design scale-up					
Total							200,000.00		6

Figure 1. KTE Funding Instrument. Payments schedule

KTEs will be focussed on transforming the traditional manufacturing companies into fully connected cyber-physical systems by implementing cognitive Human-Robot Interaction (HRI) solutions which can dynamically meet the changing production demands and collaborate with workers considering their individual knowledge, physique and gender.

At a technical level, the focus is to minimise the impact on production cost and more value creation by:

- Reduction of waste, energy and other production resources;
- Optimized factory logistic;
- Use of robots to support workers;
- Production preplanning and simulation.

At a sectoral level, the sectors prioritised are:

- Plastic and Rubber;
- Furniture and Wood;
- Food and Agriculture;
- Construction;
- Metal and Machinery;
- Textile and Leather.

1.2 Preparation of the Open Call

The preparatory tasks of the open call started about two months prior to the opening date with discussions during the biweekly meetings of the Better Factory consortium. During these meetings, the following were discussed and agreed on:

- Open Call Dates: 1st May until 15th July 2021;
- Contents of the *D3.1 Call Announcement and Guide for Applicants*, comprising of the following documents:
 - Call Announcement – an overview of the open call detailing its structure, eligibility criteria, evaluation process and support to applicants;
 - Guide for Applicants – a step-by-step guide with detailed information about the application process, updated with details regarding the funds distribution;
 - Frequently Asked Questions – a list of answers to commonly-asked questions prepared to support applicants during the application process, constantly updated throughout the open call;
 - Application Form – including the questions to be answered by applicants during the application process;
 - The Full proposal template to assist the applicants in the drafting of the proposals.
- The open call management tool was the FundingBox Platform, and the open call application was accessible via the call-specific microsite available at <https://better-factory.fundingbox.com/> (see screenshots of this micro-site below).

BETTER FACTORY

Help Desk Guides&Documents

Application submission for **Full Proposals from Consortia starts on 1 May at 00:00 (CEST)**
Submission **deadline on 15 July 2021 at 17:00 (CEST)**

The application deadline for BETTER FACTORY has passed.

Powered by

BETTER FACTORY

RAMP
Robotics and Automation MarketPlace

BETTER FACTORY

Help Desk Guides&Documents

ABOUT BETTER FACTORY

BETTER FACTORY (<https://betterfactory.eu/>) is a 4-year H2020-funded project (Grant Agreement 95813) aiming to help European manufacturers to become more competitive in the global market. **Manufacturing Companies** will discover new business models and digitise their factories to match the production of new or personalised products, thanks to the collaboration with **Artists** and **Technology Suppliers** during the lifetime of the **Better Factory** project and beyond.

The **project consortium** coordinated by VTT (Finland), includes 28 partners from 18 European countries representing the arts ecosystem, technology providers, industrial clusters, technology suppliers, business developers, legal framework, and communication and dissemination.

1st OPEN CALL FOR FULL PROPOSALS

Through this Open Call, Better Factory will select **8 consortia** composed of **3 members** – one **manufacturing company**, one **artist** and one **technology supplier** - to participate in a **Knowledge Transfer Program**. The selected consortia, referred to as a **Knowledge Transfer Experiment (KTE)**, will be supported to design new product lines and deploy automation solutions in the factory.

The 1st Better Factory Open Call for Full Proposals will enable:

- **manufacturing companies** to enter new markets or become more innovative and competitive on existing markets with customisable products or service portfolios.
- **artists**, with an industrial background, to create new business models for themselves and reach new prospective clients.
- **technology suppliers** to reach out to new potential customers and test technologies in real-life situations with low financial risk.

WHAT WE OFFER

Apply now for a chance to become one of the successful consortia which will:

- Explore new markets using digital technologies
- Test & develop new Lean-Agile production technologies with RAMP
- Access training to re-skill staff
- Get business support and mentoring
- Receive up to EUR 200,000 equity-free funding.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement 951813.

Figure 2. Micro-site of the 1st Better Factory Open Call Implementation of the helpdesk services via the community space at the [Better Factory Online Community](#) in FundingBox (see Figure 3 below) and the support email address at: betterfactory.helpdesk@fundingbox.com.

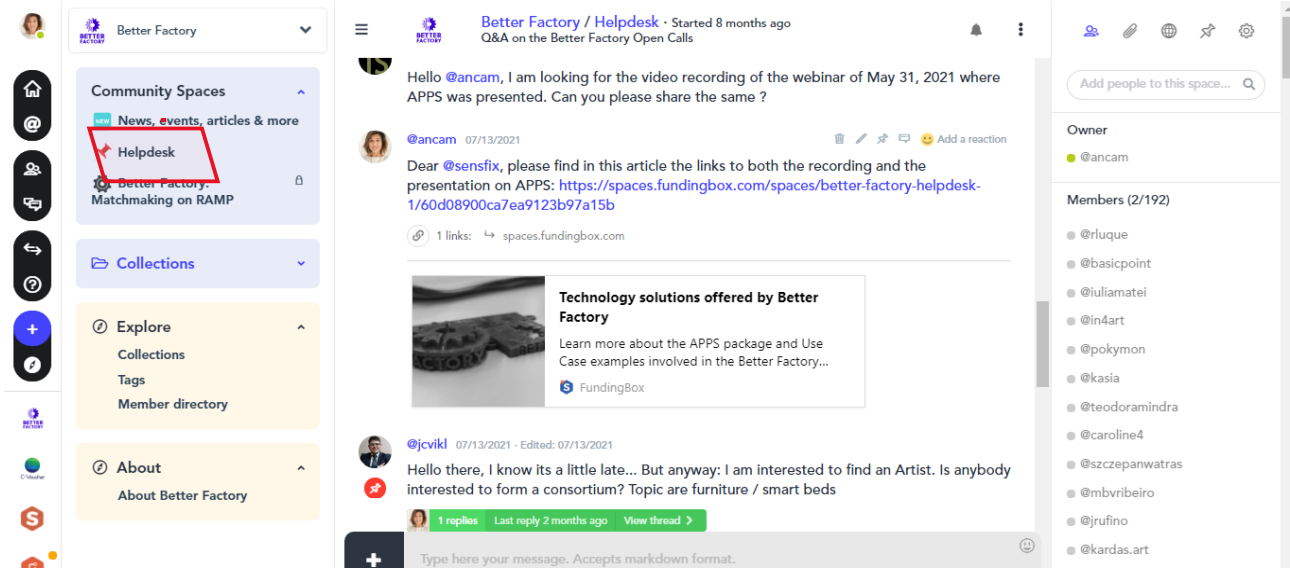


Figure 3. The Better Factory Community

The apply option became available on the first day of the launch and dissemination actions were taken: PPC campaigns on LinkedIn and Facebook, announcements through the partners, news on the website and on the community page. In addition to that, webinars for potential applicants were conducted and the participants expressed their doubts and questions in the Q&A sessions.

The Guide for Applicants (GfA) and the Frequently Asked Questions (FAQ) document, as well as the Full Proposal template, were updated according to the decisions made by the project partners and the changes were communicated to the applicants. A notification regarding the changes in the GfA and the Full Proposal template was sent to all draft applicants on June 11, 2021. At all times, the potential applicants could reach out by email or through the community and have their queries attended.

1.3 Open Call Statistics

The 1st Better Factory Open Call was managed by FundingBox and conducted through the FundingBox platform (<https://better-factory.fundingbox.com/>) where it received a total of 172 started applications from over 25 different countries.

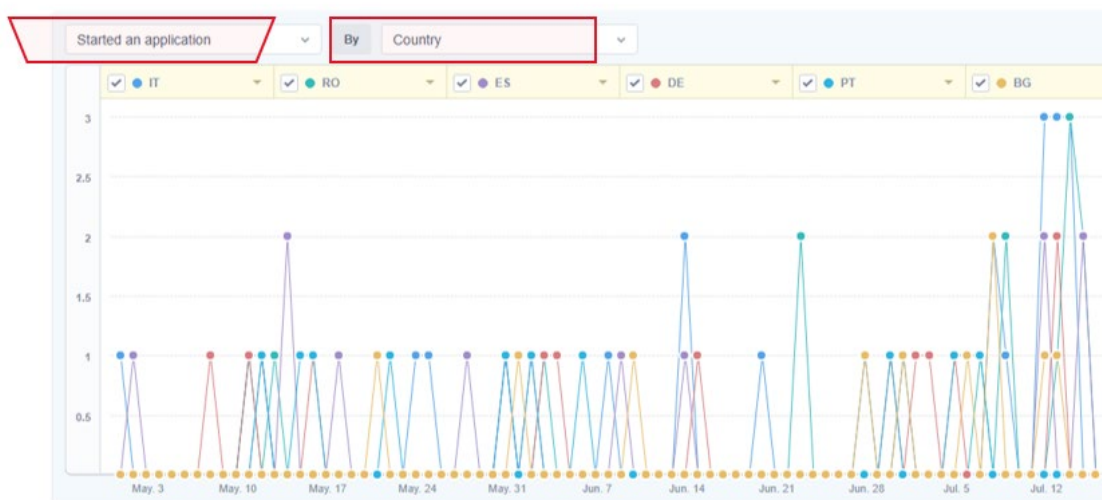


Figure 4. Monitoring of the 1st OC – started applications by country – 1 May – 15 July

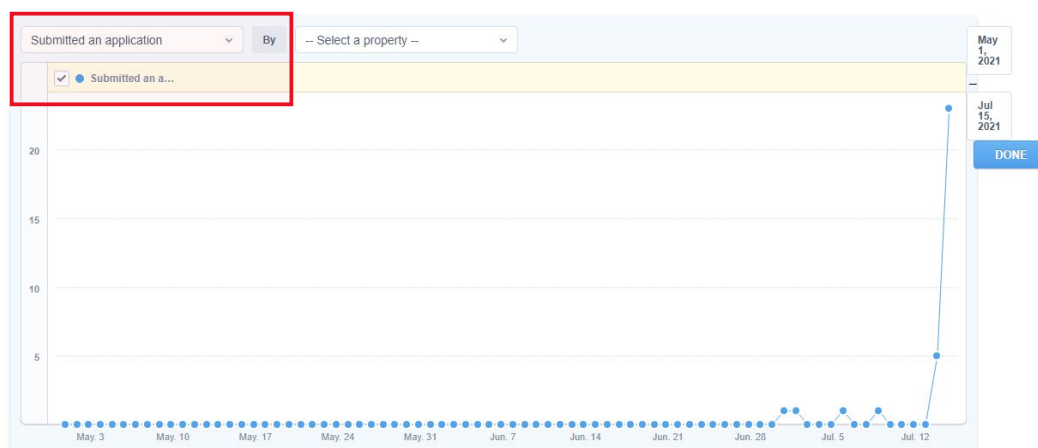


Figure 5. Monitoring of the 1st OC – submitted applications – 1 May – 15 July

During the Open Call, the status of the applications was monitored and weekly reports on the situation of the started/submitted proposals was presented to the project consortium. The monitoring considered aspects such as the country of the applicant, the type of entity starting the application and how the consortium was created, through the matchmaking process or independently.

Table 2. An overview of the 38 submitted proposals by country, per member, and source of consortium forming

Country	Entities	Matchmaking	Independent	Man co	Artist	Tech Supplier
Italy	16	10	6	6	5	5
Romania	15	9	6	6	6	3
Netherlands	12	9	3	2	4	6
Greece	7	2	5	3	3	1
Spain	7	2	5	1	3	3
United Kingdom	6	1	5	3	3	0
Bulgaria	6	5	1	4	0	2
Germany	8	3	5	1	3	4
Belgium	5	3	2	1	3	1
Portugal	5	5	0	3	1	1
Estonia	4	2	2	1	1	2
Slovakia	3	3	0	2	1	0
Finland	3	1	2	0	2	1
France	3	3	0	0	0	3
Hungary	2	2	0	1	0	1
Poland	2	2	0	0	1	1
Serbia	2	2	0	0	0	2
Czech Republic	1	0	1	1	0	0
Malta	1	1	0	1	0	0
Slovenia	1	1	0	1	0	0
Latvia	1	1	0	1	0	0
Switzerland	1	1	0	0	1	0
Turkey	1	0	1	0	1	0
Cyprus	1	0	1	0	0	1
Ireland	1	1	0	0	0	1
TOTAL	114	69	45	38	38	38

The list of all submitted applications (basic information only, excluding personal data) is attached in **Annex 1**.

1.4 Overall Summary of the Selection Process

The selection process for identifying and selecting the most promising consortia for the Better Factory Knowledge Transfer Programme comprised of four phases (see also Figure 6 below):

1. Eligibility check

Eligibility checks: Proposals were checked against the 'eligibility criteria' and those which did not comply with them were excluded from shortlisting at 'Eligible Applicants List'. Proposals that passed the eligibility check went through to the second phase, i.e., internal/external experts' evaluation.

2. Internal/External experts' evaluation

This phase consisted in the individual evaluations of submitted proposals and it resulted in the generation of the 'Ranking List'. The 32 eligible proposals were evaluated by a total of 15 internal and external evaluators.

3. Consensus meeting

The purpose of this meeting was to reach the consensus of the Selection Committee with the aim of selecting 16 finalists to be invited to the Jury Day. The consensus meeting was held online on the **3rd of August 2021** at 10:00 CEST, with the participation of the 8 members of the Selection Committee, that is 100% attendance by the Selection Committee.

4. Jury Day

The Selection Committee met again on the 1st and 2nd of September 2021 to review and vote on the 16 finalist consortia to be invited to join the Knowledge Transfer Programme.

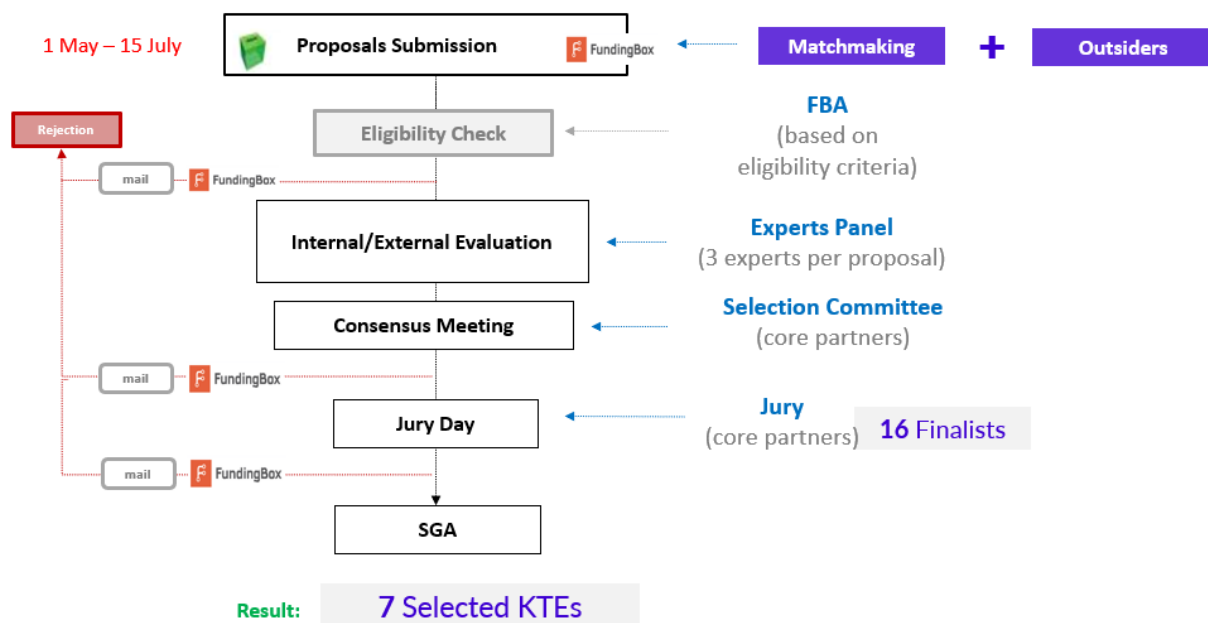


Figure 6. Overview of the Selection Process

Table 3. Summary of the selection process Better Factory 1st OC

Event/Phase	Criteria	N° Proposals	Dates	Document
1. Submitted	Proposals submitted online through the FundingBox Platform https://better-factory.fundingbox.com/	N° submitted: 38	Between 1 May 2021 and 15 July 2021	Submitted Applications – Annex 1
2. Eligibility check	<ul style="list-style-type: none"> Consortium formed of one manufacturing co, one artist and one technology supplier Eligible countries Entity Type: SME, Mid-Cap, <3000 English language Submission system Deadline Full proposal attached Other requirements: consent, GDPR, relationship with BF consortium 	N° eligible: 32 N° of non-eligible: 6 - 3 during the eligibility check + 3 more proposals declared ineligible by an independent expert	16 July 2021	Non-eligible Applications (Annex 2) Eligible Applications – (Annex 3)
3. Experts Evaluation	Criteria [Scoring; Weight] <ol style="list-style-type: none"> Excellence [0 to 5; 1.0] Impact [0 to 5; 1.0] Implementation [0 to 5; 1.0] Prioritised Sector [0 to 1; 1.0] 	N° proposals evaluated: 32	From 16 July until 30 July 2021	Ranked List (Annex 4)
4. Consensus Meeting	16 projects were selected to be invited to the Jury Day	N° proposals invited: 16	3 August 2021	Consensus meeting agenda (Annex 5) List of Finalist Consortia invited to JD (Annex 6)
5. Formal and legal check	A preliminary formal and legal check were performed on the 16 finalist consortia.	N° proposals invited: 16	April 23 rd , 2020	List of Finalist Consortia invited to JD (Annex 6)
6. Mini-grant Agreement	The 16 finalist consortia are invited to sign the mini grant agreement in order to benefit from the mini grant funding as per the GfA	N° proposals invited: 16	1 September 2021 - Ongoing	Mini-grant Agreement template (Annex 7)
7. Jury Day	7 proposals were selected by the jury following the jury day presentations.	N° of successful proposals: 7 N° of rejected proposals: 9	Pitches: 1 September 2021 Selection Committee meeting after JD: 2 September 2021	Final list of selected/rejected proposals (Annexes 8 and 9); Jury Day schedule (Annex 10); Selection Committee post JD meeting minutes (Annex 11); List of provisional beneficiaries sent to P.O. (Annex 12)
8. Sub-Grant Agreement Process	7 beneficiary consortia are still undergoing the final formal and legal check prior to the signing of the Sub-Grant Agreements	N° of SGAs to be signed: 7	From 3 September 2021 to date	Sub-Grant Agreement template (Annex 13)

1.5 Open Call Dissemination

Mobile World Capital was responsible for managing the online strategy to disseminate the Open Call. The dissemination efforts were concentrated for the 1st Better Factory Open Call, with the objective to reach a high number of applications from consortia formed by one Manufacturing SME, one Artist and one Technology Supplier. A toolkit was elaborated to support the dissemination actions and it consisted in: Briefing document, Animated social media banners and copies, explanatory video, EoI PowerPoint presentation, Stakeholders' PowerPoint presentation, Press releases

The overall dissemination activities resulted in more than 170 applications started and 38 submitted applications.

1.5.1 Actions

Dissemination actions were all listed and carried out by the FBA and MWC.

Better Factory 1st Open Call (full proposals) dissemination plan					
1st May - 15th July 2021					
Before the Open Call					
Actions	Owner	Priority	Status	Timeline - Start	Timeline - End
Include the Open Call announcement (PR) on the Better Factory website	MWC	High	Done	03/05/2021	01/05/2021
Include the Open Call information in the FBA/MWC newsletter	ALL	High	Done	27/04/2021	01/05/2021
Announcing the Open Call in the BF/I4MS/ADMA/FBox communities (2weeks/1 week before the launch)	FBA	High	Done	27/04/2021	01/05/2021
Create an Open Call communication toolkit (PR, social media copies, banners)	FBA	High	Done	27/04/2021	01/05/2021
Create an email for the partners (to be shared in the Project Place not by an email)	FBA	High	Done	02/05/2021	03/05/2021
During the Open Call					
Actions	Owner	Priority	Status	Timeline - Start	Timeline - End
Create a targeted email with the Open Call information for the Better Factory media database	FBA	High	Done	01/05/2021	10/06/2021
Create a targeted email with the Open Call information for the Better Factory contact points (Clusters)	FBA	High	Done	01/05/2021	10/06/2021
Organize and disseminate Webinar 1	FBA	High	Done	03/06/2021	03/06/2021
Organize and disseminate Webinar 2	FBA	High	Done	01/07/2021	01/07/2021
Map and reach Social media/community groups with organic posting (LinkedIn)	FBA	High	Done	01/05/2021	15/07/2021
Frequent weekly organic posting on (FBA, MWC and other 26 partners) social media	ALL	High	Done	01/05/2021	15/07/2021
Online paid ads campaigns - Twitter/LinkedIn/Adwords	FBA	High	Done	15/06/2021	15/07/2021
Organic PR: Send the PR to the FBA/MWC Media database	ALL	High	Done	10/05/2021	17/05/2021
BF website visibility: include the Open Call banner in the BF website	FF	High	Done	10/05/2021	15/07/2021
Create an email for the other IAs database/applicants explaining the Open Call benefits	FBA	High	Done	10/05/2021	10/06/2021
Co-organise webinars with the I4MS if possible	FBA	High	Done	10/05/2021	10/07/2021
After the Open Call					
Actions	Owner	Priority	Status	Timeline - Start	Timeline - End
Communicate the Open Call has ended	ALL	High	Done	10/08/2021	15/07/2021
Communicate the results of the Open Call (Natalia infographics)	FBA	High	Done	01/09/2021	01/08/2021

Figure 7. Dissemination actions of the Better Factory 1st OC

1.5.2 Webinars

There were 2 main 1st Open Call webinars, hosted online, and not onsite, due to the health emergency. Events were hosted on GoToWebinar platform. There were 155 people registered for the events altogether. First event took place on 3rd of June 2021 and the second one on 1st of July 2021. The agenda included a brief presentation of the project and detailed explanation of the Open Call requirements. Both sessions were recorded.

1.5.3 Helpdesk

As stated in the Guide for Applicants, FBA put in place a [Help Desk in an area in the FundingBox Community Spaces](#). All the applicants and potential applicants -previously registered in the FundingBox platform - were able to make all the necessary enquiries for their proposal drafting and thanks to this centralised area, the enquiries were solved in a very short time. Depending on the matter of the enquiry (administrative, technical, business, or local matters), it was replied to by FBA or another consortium partner (Inova+, In4Art, Eurodynamics).



Figure 8. Helpdesk in the FundingBox Community Spaces

2 Selection Process

The selection process for identifying and selecting the most promising consortia for the 1st Better Factory Knowledge Transfer Programme consisted in four phases.

The Better Factory selection process has been designed to be fair and easy for the Applicants. After the proposal submission, (upon submission of each proposal), the system sent an acknowledgment of receipt to the applicant.

The proposals were joint applications of Knowledge Transfer Experiments created by consortia formed either during the matchmaking process assisted by the project consortium or on their own.

The selection process is presented in the following sub-sections.

2.1 Eligibility check

All applications had to comply with all the ELIGIBILITY CRITERIA, as detailed in Section 3 of the Guide for Applicants "Eligibility criteria". They also needed to be submitted through the online form at <https://better-factory.fundingbox.com/>. Proposals submitted by any other means were not considered for evaluation.

The applications had to be submitted before the closing time and date of the call for full proposals, 15 July 2021 at 73:00 CET Brussels local time. The time recorded during the submission processed through <https://better-factory.fundingbox.com/> was taken as the official time of submission.

38 proposals submitted before the 1st Better Factory Open Call for Full Proposals from Consortia deadline were taken into account for further evaluation (Full List of submitted proposals to be seen in **Annex 1**).

2.1.1 Eligibility Criteria

The submitted proposals were verified according to the eligibility criteria established in the “Guide for Applicants” (GfA), Section 3. Below is a summary of the eligibility criteria.

- The KTEs had to be proposed by a consortium team, composed of the 3 following profiles:
 - ✓ One Manufacturing Company
 - ✓ One Artist
 - ✓ One Technology supplier
- Types of Beneficiaries: Manufacturing companies, Artists and Technology Suppliers had to be legally established as SMEs, Slightly Bigger Companies or Mid-Caps. **Manufacturing Company** referred to an SME, a Slightly Bigger Company or a Mid-Cap involved in the production of goods that convert raw materials, parts or components into finished or semi-finished products using manual labour and/or machines in a physical factory. **Technology Supplier** referred to an SME, a Slightly Bigger Company or a Mid-Cap that develops, produces and sells software applications and/or hardware to be implemented in Manufacturing Companies. **Artist** referred to either an SME, a Slightly Bigger Company or a Mid-Cap registered under NACE Code ‘9003 Artistic creation’ or a self-employed individual (freelancer) who undertakes artistic activities as a profession/job occupation, such as a performer, a designer, a composer, an architect, a writer, etc. The artist must have produced enough artwork for the jury to evaluate their artistic experience. The Artist needed to share evidence for each artwork reference as part of their portfolio. The **SME** status was assessed in accordance with the [Commission Recommendation 2003/361/EC](#), while the **Slightly Bigger Company** were considered as such if they had a Staff Headcount in Annual Work Units (AWU) less than 500 and an Annual turnover less or equal to EUR 100 million OR annual balance sheet total less or equal to EUR 86 million. **Mid-Caps** were defined companies that had a staff headcount of up to 3,000 Annual Work Units (AWU)¹.
- Eligible Countries: Only applicants legally established in any of the following countries (hereafter collectively identified as the “Eligible Countries”) were eligible. The **Member States of the European Union:** Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain and Sweden; **H2020 Associated Countries**, as identified in Article 7 of the Horizon 2020 Regulation: Iceland, Norway, Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia, Turkey, Israel, Moldova, Switzerland, Faroe Islands, Ukraine, Tunisia, Georgia and Armenia, **United Kingdom** ([GfA section 3.1](#)).

Types of activities: The Better Factory project provides support to KTEs willing to focus on transforming the traditional manufacturing companies into fully connected cyber-physical systems by implementing cognitive Human-Robot Interaction (HRI) solutions which can dynamically meet the changing production demands and collaborate with workers considering their individual knowledge, physique and gender. At a technical level, the focus is to minimise the impact on production cost and more value creation by:

- ✓ Reduction of waste, energy and other production resources;
- ✓ Optimized factory logistic;
- ✓ Use of robots to support workers;
- ✓ Production preplanning and simulation.

At a sectoral level, the sectors prioritised were:

- ✓ Plastic and Rubber;
- ✓ Furniture and Wood;
- ✓ Food and Agriculture;
- ✓ Construction;

¹ The Headcount must be calculated in Annual Work Units (AWU) and cannot exceed 2999 employees. The staff headcount is calculated in accordance with Articles 3 to 6 of the EU Recommendation 2003/361/EC.

- ✓ Metal and Machinery;
 - ✓ Textile and Leather.
- **English language:** English was the official language for the DIH² 1st Open Calls. All proposals had to be in English in all their mandatory parts in order to be eligible. If the mandatory parts of the proposal had been in any other language, the entire proposal would have been rejected. If only non-mandatory parts of a proposal were submitted in a language different from English, those parts would not have been evaluated but the proposal would still have been eligible. ([GfA section 3.4](#)).
 - **Multiple submissions:** Though consortia could submit multiple applications, team member nor any legal entity could not be funded twice by Better Factory. In the case that more than one proposal with any similar team members or from the same organisation was among the selected projects, only the one with more points would be funded. ([GfA section 3.4](#)).
 - **Submission System:** Only proposals submitted through the Open Call submission tool were accepted. Data provided should had to be actual, true and complete and should allow the assessment of the proposal ([GfA section 3.4](#)).
 - **Deadline:** Applications had to be submitted by the closing time and date published in the open call. Only proposals submitted before the deadline were accepted ([GfA section 3.4](#)).
 - **Absence of Conflict of Interest:** Applicants should not have any actual or/and potential conflict of interest with the DIH² selection process. All cases of conflict of interest would have been assessed case-by-case ([GfA section 3.4](#)).
 - **Other:** It is not under liquidation or is not an enterprise under difficulty according to the Commission Regulation No 651/2014, art. 2.18. Its project was based on the original works and going forward any foreseen developments are free from third party rights, or they are clearly stated. It was not excluded from the possibility of obtaining EU funding under the provisions of both national and EU law, or by a decision of both national and EU authority. All statements embodied in the Declaration of honour and the Information and Consent Sheets, included as annexes, considering the ethical issues that might arise concerning the gathering of personal data, during the application process. Better Factory accepted proposals from both consortia constituted through the project assisted matchmaking and consortia formed outside the matchmaking process, on their own.

2.1.2 Eligible Applications

After the eligibility check, **6 proposals** were excluded (see details in **Annex 2**) as not complying with the Better Factory Open Calls criteria, as presented in the [Guide for Applicants](#).

The images below reflect the eligible proposals submitted by country, sector and the way the consortia were formed, through the matchmaking process or independently.

Manufacturing SMEs		Artists		Tech Suppliers	
Romania	7	Netherlands	8	Romania	5
Italy	5	Italy	5	Italy	5
Bulgaria	4	Germany	4	Spain	4
Portugal	3	United Kingdom	4	Finland	3
Greece	3	Belgium	3	Estonia	3
Slovakia	3	Romania	3	Greece	2
Netherlands	2	France	2	Netherlands	2
United Kingdom	2	Greece	2	Serbia	2
Germany	2	Spain	2	Switzerland	1
Belgium	1	Bulgaria	1	Poland	1
Spain	1	Ireland	1	Portugal	1
Czech Republic	1	Poland	1	Slovakia	1
Estonia	1	Portugal	1	Belgium	1
Hungary	1	Turkey	1	France	1
Malta	1			Hungary	1
Slovenia	1			Bulgaria	1
				Cyprus	1

Figure 9. Eligible consortia per country/all members

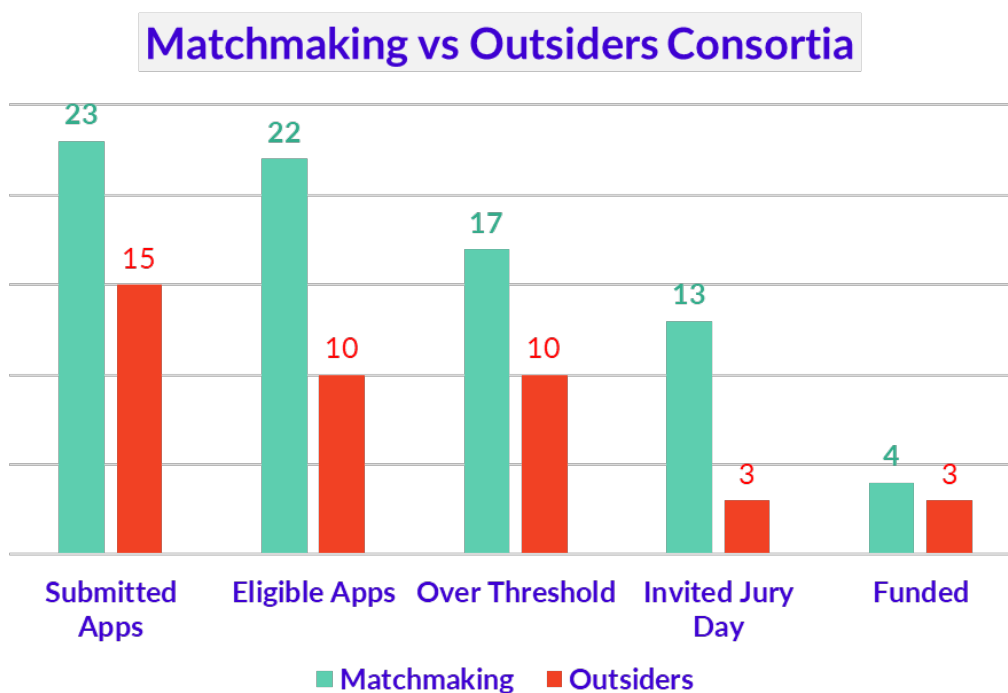


Figure 10. Consortia matchmaking/independent through the selection process

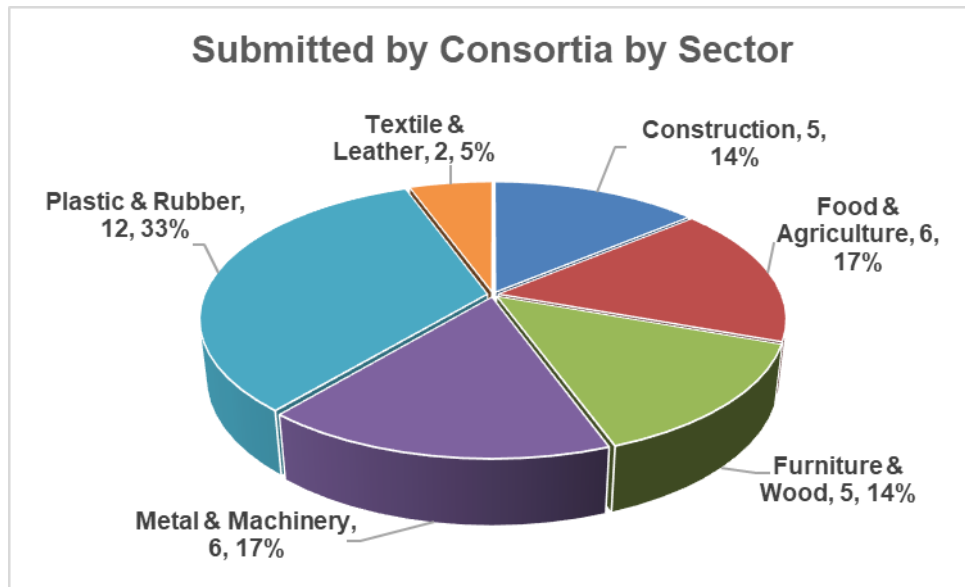


Figure 11. 1st Better Factory OC – Submitted Proposals by Consortia per Sector

2.2 Internal/External Experts' Evaluation

All applications having successfully passed the eligibility check were evaluated by a mix of 3 independent evaluators (2 +1 external/internal evaluator) with expertise in the Better Factory related manufacturing, technological and artistic fields. The experts were selected accordingly, considering the specific characteristics of the KTE, among a pool of experts provided by all the consortium partners. Specific guidelines on the [Full Proposal template](#) and RAMP were provided to the experts.

2.2.1 The Evaluation Process

The process to appoint the new evaluators was as follows:

The partners proposed the pool of experts (both internal and external) for this Open Call according to the expertise and background meeting the requirements of the programme. In order to guarantee a true alignment with the project main objectives, internal evaluators were included in the proposal.

All the external experts who confirmed their interest were sent a Guide for Evaluators and asked to sign the 'Contract and Declaration of confidentiality and no conflict of interest' (see template in **Annex 14** and the Code of Conduct in **Annex 15**). The contract had to be uploaded on the FundingBox platform.

The internal experts did not have to sign any contract. However, they needed to sign a Declaration of confidentiality and no conflict of interest and accept a clause concerning processing of the personal data, sent by email and uploaded on the FundingBox platform.

8 external evaluators and 7 internal evaluators were selected by the partners. Internal evaluators are associated with one of the Better Factory consortia. The criteria of geographical distribution, gender balance and profile expertise were considered as much as possible when selecting evaluators. Each application was reviewed by a mix of internal and external evaluators.

Table 3. List of External Experts – 1st Better Factory OC

First Name	Last Name	Gender	Country
Teresa Maria	Dias de Paiva	Female	Portugal
Jesús Pablo	González	Male	Spain
Sorina	Iuga	Female	Romania
Anne	Wolf	Female	France
Vicente	Masso	Male	Spain
Yavor	Nikolov	Male	Bulgaria
Norma	Zanetti	Female	Italy
Francisco	Meléndez	Male	Spain

Table 4. List of Internal Experts – 1st Better Factory OC

First Name	Last Name	Gender	Country	Better Factory Consortium partner
Szabolcs	Rabb	Male	Hungary	PP28 Chamber of Commerce and Industry of Pécs-Baranya
Jens	Lambrecht	Male	Germany	Gestalt Robotics
Teija	Tuhkala	Female	Finland	University of Oulu
Gianpiero	Mattei	Male	Switzerland	SUPSI
Eurico	Neves	Male	Portugal	INOVA+
Hugo	Faria	Male	Portugal	INOVA+
Lija	Groenewoud - van Vliet	Female	Netherlands	In4Art

The external/internal evaluation started on the 19th of July 2021 and ended on the 30th of July 2021. The process for all evaluators was conducted through the FundingBox platform where the evaluators got access to the application form, the Full Proposal and any other links or attachments the consortia included in their proposal.

2.2.2 Evaluation Criteria

In this Open Call, the Experts evaluation was done by experts who evaluated the Excellence, Impact and Implementation Criteria (explained in [Guide for Applicants, GfA, Section 4.2](#)).

EXCELLENCE – under this criterion, proposed projects were evaluated in terms of:

- **Ambition/Innovation:** We are looking for proposals with ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models. The ambition and innovation aspects of the proposal should highlight aspects where RAMP and APPS mentioned above should clearly contribute added value and demonstrate valuable use cases. Aspects such as diversification of portfolio / improvements / personalisation / individualisation/ artistic design/ co-design/ innovative aesthetics and digitisation of production processes and use cases of cognitive HRI are sought for.
- **The co-creation** contributions of artistic and technology providers to address the manufacturers challenges should be elaborated upon.
- **Soundness** of the technical approach and credibility of the proposed methodology. Justify how this approach will be implemented by adopting the tools provided and developed and how the co-creation process will look like at the end of the project.

IMPACT – for this criterion, the evaluators were scoring:

- **Market opportunity:** Provide convincing arguments about how addressing the proposed challenges and technological solutions will lead to new or improved market opportunities, what their expected impact is (optimisation of energy, waste, logistics and resources) and how this will be measured.
- **Competition:** Identify the key competitive advantages your project delivers to all members of the consortium.
- **Commercial Strategy and Scalability:** proved scalability of the new/improved product and contribution to RAMP Marketplace. How is this solution further commercialised? What are the characteristics of the target groups to be addressed? How can they be reached? What is the added value? What is the size of this target group? What are the barriers to overcome to achieve this scale?

IMPLEMENTATION was assessed by the evaluators considering the following:

- **Team:** demonstrate management and leadership qualities. The team should be balanced and cross-functional, with strong background and skills.
- **Art-tech congruence:** synergy between technological challenge and artistic thematic and methodological approaches.
- **Resources:** demonstrate the quality and effectiveness of the resources and underline the benefit of solutions already offered by Better Factory Project under RAMP.

The evaluation of the applications was fully done on-line using the [FundingBox platform](#). The Platform provides an evaluation panel for evaluators, where evaluators can easily and remotely evaluate the proposals. A specific evaluation form was created as shown in **Annex 16**.

The PROCESS for the expert evaluation was as follows:

- Firstly, through the FundingBox platform all the eligible proposals were distributed among the 15 evaluators, between 6 and 8 per external evaluator and between 4 and 7 proposals per internal evaluator.
- Once the allocation was done, each evaluator received an invitation to access, directly, its dashboard to evaluate their proposals.
- Experts started to evaluate the proposals. As mentioned above, the evaluation process took place between July 19th – 30th, 2021.

Regarding the scoring of the proposals: the experts scored each criterion from 0 to 5². The threshold for individual criteria was 3. The overall threshold, applying to the sum of the three individual scores, was 10. Proposals addressing challenges related to one of the prioritised sectors (Plastic and Rubber; Furniture and Wood; Food and Agriculture; Construction; Metal and Machinery; Textile and Leather) were given 1 extra point to the preliminary score.

2.2.3 Evaluation Results

The final scoring for all proposals in Excellence, Impact and Implementation Criteria was the average of the evaluators' individual scores. The total score for each proposal was calculated as the weighted sum of the above-mentioned averages, i.e.:

Total score = (Excellence score) + (Impact score) + (Implementation score) + Sector score

Maximum total score was 16 points.

² 0 = Proposal fails to address the criterion or cannot be assessed due to missing or incomplete information

1 = Poor – criterion is inadequately addressed or there are serious inherent weaknesses

2 = Fair – proposal broadly addresses the criterion, but there are significant weaknesses

3 = Good – proposal addresses the criterion well, but a number of shortcomings are present

4 = Very good – proposal addresses the criterion very well, but a small number of shortcomings are present

5 = Excellent – proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

Ties were to be solved using the following criteria, in order:

- Impact score,
- Implementation score,
- Excellence score,
- Date of submission: earlier submitted proposals go first.

An Evaluation Report was created by FBA, with a ranking of all the proposals according to their scores and highlighting the scores below the individual or overall thresholds.

As a part of the evaluation process legal and cross check, one formal nature issue was identified for one evaluator. To guarantee and safeguard the entire evaluation process, the identified evaluation was assigned to another external evaluator. The incompatibility issue was detected before the completion of the evaluation process, so the reassignment and the evaluation of the proposal was carried out within the regular deadline.

The external/internal evaluation started with 35 proposals resulted after the eligibility check. During the evaluation process, 3 other proposals were identified as ineligible by one of the evaluators. Therefore, 32 proposals were evaluated by internal and external evaluators. All the eligible proposals being evaluated by the internal and external experts with scores above the threshold for the three individual criteria and overall were included in the Evaluation Report to be discussed in the Consensus Meeting. Biases were addressed and wherever a difference of more than 3 points between two evaluators was identified, the scoring was decided by the assessment of the third one.

2.3 Consensus Meeting

The Selection Committee of the Better Factory consortium was summoned in advance to the Consensus meeting of the 1st Open Call for Full Proposals on **Tuesday, 3rd of August at 10:00 (CEST)**.

Prior to the meeting, the ranked list of proposals was elaborated and shared during the meeting. The Selection Committee was granted access on the FundingBox Platform to review the full content of proposals scored above the threshold.

The participants in the meeting were:

- **VTT** - Päivi Mikkonen
- **European Dynamics** - Ali Muhammad and Anastasia Garbi
- **Inova+** - Ana Leal
- **In4art** - Rodolfo Groenewoud van Vilet
- **GESTALT** - Thomas Stafenbiel
- **GLUON** - Ramona Van Gansbeke
- **WAAG** - Miha Tursic
- **HBD** - Petri Purmonen
- **FundingBox** (Antonio Montalvo, Anca Marin)

While the voting members were just the representatives of the partners elected to be in the Selection Committee:

- **VTT** - Päivi Mikkonen
- **European Dynamics** - Anastasia Garbi
- **Inova+** - Ana Leal
- **In4art** - Rodolfo Groenewoud van Vilet
- **GESTALT** - Thomas Stafenbiel
- **GLUON** - Ramona Van Gansbeke
- **WAAG** - Miha Tursic
- **HBD** - Petri Purmonen

The 32 proposals included in the ranking list were arranged in three groups:

- Proposals which scored 12+ points – **14 proposals**
- Proposals which scored between 10 and 12 points – **13 proposals**
- Proposals under the threshold – **5 proposals**

14 proposals with scores 12 and above were directly passed to the finalists list. The Selection Committee was given access in advance to the FundingBox platform to assess the 13 proposals scoring between 10 and 12 points. The objective was to select 2 more proposals out of the 13 above the threshold, but with less than 12 points.

The members voted in favour of 2 proposals - Digital Solutions for Better Scales Factory by the consortium Delmac Scales P.C, Sara made and NO Solutions Development d.o.o. and Modular Cobot for production of Stone Paper Innovative Products by the consortium Europack Bulgaria M EOOD, Ovisio Robotics SRL and Isaac Monté B.V. ranking highest in the 10 to 12 segment and included the proposal DATA analysis of new carbon fiber components through RAMP IoT platform of an automated 3D printing cell govern by a collaborative roBOT by the consortium INSTALO BG Ltd, Elliot Cloud SI and INDI Ingénierie et Design SAS in the reserve list.

Regarding the 14 top ranked proposals, the members of the Selection Committee reviewed the proposal Automatic Design by the consortium MOVECHO S.A., ESI - Engenharia, Soluções e Inovação, Lda.and Bebot Association, where the evaluators voted against recommending it for financing, despite of the high score in two of the evaluation criteria. After reviewing it on the Fundingbox platform, the Selection Committee expressed by email their vote against including the proposal in the finalists list.

2.3.1 Communication to Applicants

After the Consensus Meeting was closed, the following communications were carried out by FBA:

- The contact persons of the 16 pre-selected consortia were informed by email of their selection and about the next steps.
- The contact persons of the rejected proposals were informed by email of their rejection, including the comments made on the FundingBox platform by each evaluator.

2.3.2 Preliminary formal and legal check

A formal request by email was sent to the pre-selected finalist consortia to request them to provide data individually, each member of the consortium filling in their form. In order to ensure a correct fulfilment of the forms, legal check guidelines were provided. The following figure shows the application form to be fulfilled by the pre-selected finalist consortia partners:

The screenshot shows a web interface for 'Better Factory legal check'. At the top, there is a breadcrumb trail: 'Better Factory legal check > Apply > Application'. To the right, there is a 'Show history' button. Below the breadcrumb, there is a '+ Add a contributor' button. The main content is a list of 7 numbered sections, each with a red star icon and a 'Fill' button:

★ 1	General information*	Fill
★ 2	Applicant's bank account*	Fill
★ 3	Legal data of an entrepreneur*	Fill
★ 4	SME/Slightly Bigger/Midcap company check - relations with other enterprises (direct or indirect)*	Fill
5	Data of the Applicants partner enterprise (25-50% of shares/capital/votes)	Fill
6	SME/Slightly Bigger/midcap company check - Linked enterprise data (more than 50% of shares/capital/votes)	Fill
★ 7	Attachments*	Fill

Figure 12. Preliminary formal check form for minigrant finalists

The deadline for the completion of the application forms was on August 13th, 2021, before 17:00 Brussels Local Time.

The template of the email sent to the applicants is shown in **Annex 17**.

2.3.3 Mini-grant Agreement

As stated in the Guide for Applicants, the consortia invited to the Jury Day would get EUR 1,800 in the form of a mini-grant. Initially, that amount was expected to cover the costs incurred by the consortia to attend a physical event. Since the event was going to be held online, it was decided by the Better Factory consortium that to get the mini-grant, the pre-selected finalists should only attend remotely the Jury Day. Therefore, the 16 pre-selected finalists invited to the Jury Day to present their proposals were asked to sign the mini-grant agreement. All three members of the consortium needed to sign the agreement in order for the EUR 1,800 mini-grant to be transferred. The grant amount was paid upon signature and delivery of this Agreement and Beneficiary's participation in the Jury Day. The template of the mini-grant can be found in **Annex 7**. Up to this date, 14 mini-grants have been signed and 14 of the pre-selected consortia have received the transfer.

2.4 Jury Day

The Jury Day, to which the pre-selected finalists were invited to present their proposals, was organised online on 1 September 2021. After the event, the Jury met again on 2 September 2021, selected the winners and included them in the Provisional List of recipients.

The 'Selection Committee' considered the following 'Awarding criteria' when selecting the final beneficiaries:

- Relevance to the objectives of the Better Factory project.
- Level of illustration of the value of co-creation
- Complementarity of the application domains
- Contribution to expected impacts (Reduction of waste, energy, Resource consumption and Efficient logistic processes)
- Scalability potential

The 'Selection Committee' decided by consensus (or majority vote of $\frac{2}{3}$) the 'Provisional List of FSTP recipients'. Although the objective was to select 8 proposals for the KTE program, the 'Selection Committee' decided based on the overall quality of the proposals to have 7 consortia moving on to join the Knowledge Transfer Programme.

2.4.1 Voting Platform and Guidelines

The Jury Panel was composed of the members of the Selection Committee partners specifically assigned for the Jury Day. Each partner had to allocate one juror out of its representatives in the Selection Committee.

The Jurors were assigned all 16 pre-selected proposals before the Jury Day and voted during the Jury Day, using the FundingBox platform. The Jurors could edit their evaluation form as many times as they wished until the Jury Day pitches have finished. A specific form, as shown in **Annex 18**, was created based on the evaluation criteria stated in the Guide for Applicants i.e:

Excellence:

- Good representation of the challenges addressed in the use-case for the experiment, both from the technical and creativity perspectives and the technologies employed to solve these challenges.
- Sound expertise and background knowledge of the team for the project.

Impact:

- Capability: the exploitation potential of the products and automation solutions is clearly determined and accompanied by specific KPIs to measure the impact.
- Scalability: demonstrated use of RAMP to scale the business beyond the project.
- Sustainability: the social and environmental impact of the project are clearly addressed.

Implementation:

- Team expertise, credibility and resources.
- Risk assessment and management.

Each Juror examined in advance the applications assigned through the FundingBox Platform at <https://gear.fundingbox.com/>, and gave a score for each evaluation criterion.

For each proposal, the evaluation process in the FBOX platform was based on:

- a **score** between 0 and 5 for each evaluation criterion (mandatory);
- an **added value comment** for each evaluation criterion (mandatory for 2 proposals assigned as per the Excel file named "Distribution of comments and questions_BF_OC1.xlsx", **Annex 19**, optional for the rest). The comment needed to be consistent and justified, based on the evaluation criteria, since it was going to be shared with the finalist in case of rejection;
- a space to include **question(s)** to be asked during the Jury Day, for each evaluation criterion (mandatory for the 2 proposals assigned as per the Excel file named "Distribution of comments and questions_BF_OC1.xlsx", optional for the rest). For the sake of efficiency and uniformity, these questions were made right after the pitch was done by each finalist. Additional questions per finalist were made afterwards by voluntary jurors;
- a **yes/no** answer to having a conflict of interest (mandatory): 'yes' meaning there was no conflict of interest). The conflict-of-interest cases were discussed, on a case-by-case basis, before the pitches started, to determine the final role of that juror member in the evaluation process.

The scoring system was the one used in the external/internal evaluation process, and which was described in the Guide for Applicants, i.e.:

Score: from 0 to 5

0 = Fail: Proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.

1 = Poor: criterion is inadequately addressed or there are serious inherent weaknesses.

2= Fair: proposal broadly addresses the criterion, but there are significant weaknesses.

3= Good: proposal addresses the criterion well, but a number of shortcomings are present.

4= Very good: proposal addresses the criterion very well, but a small number of shortcomings are present.

5= Excellent: proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

Each evaluator ranked the application assigning a score from 0 to 5 for each criterion. The standard average of the three criteria scores will produce an Individual Jury Report.

For the **criteria validation**, the threshold for individual criteria will be **3**. The overall threshold, applying to the sum of the three individual scores, will be **10**. The 3 evaluation criteria will have the same weight.

It was very important for the purpose of the Better Factory Project that jurors included comments to justify their score (at least 2 complete comments per juror, according to the list of assignments shared with them). The comments were shared with the applicants, so that they had some valuable feedback and could improve their Project ideas independently of the final result of the selection.

Both the Jurors and the Finalists received before the pitching day complete Guidelines on the process as shown in **Annex 20 and Annex 21**.

2.4.2 Pitching Session

Prior to the Jury Day, both the 'Selection Committee' and the pre-selected finalists received a set of documents (called 'Guidelines' and instructions (called 'Practicalities') from FBA on how the pitching sessions and the voting would be performed. Additionally, in order to ensure a smooth pitch and Q&A process, a series of actions were carried out before the Jury Day took place:

- The finalists were requested to send their pitches pre-recorded to FBA. The pre-recorded pitches were used as a first option to present.

- The jurors were given a number of proposals to make comments and questions to, in order to guarantee good Q&A sessions, done online and live.
- FBA performed a series of tests with both the Jurors and the finalists prior to the Jury Day to avoid any technical or connection issue.

The 16 pre-selected finalists presented their proposals in the online session on 1 September 2021 during a 10-minute pre-recorded pitch, followed by a 10-minute Q&A session. 3 participants, one representative per each member of the consortium, were present for the pitching event. The last 10 minutes within the 30-minute slot allocated to each consortium were dedicated to debating and voting amongst the 8 members of the Selection Committee. Thanks to the observance of the times to pitch and Q&A, a first debate could be established after each pitch, giving the jurors the opportunity to express their opinions in anticipation to the consensus meeting and include proper comments that could be used as feedback for the rejected applicants.

All the sessions were recorded, and the Jury Day schedule was communicated individually to each finalist as shown in **Annex 10**.

2.4.3 Jury Consensus Meeting

The second day of the Jury Day session was dedicated to the deliberation process. Only the 8 members of the Selection Committee, the two moderators and the Technical Coordinator were present during the second day of the online Jury Consensus Meeting on 2 September 2021.

The meeting objective was to assess the 16 finalist proposals and reach a consensus among the Selection Committee members leading to the selection of 8 beneficiaries of the 1st Open Call for Full Proposals of Better Factory.

FundingBox provided on the deliberation day the list of the 16 finalist consortia with the cumulated scores and the results of the voting by the 8 members of the Selection Committee. The results were presented as a ranking list which enabled the Selection Committee to get a generic view of the voting and to express their opinion on the outcome.

The initial ranking list was shared during the deliberation session. The ranking was based on two criteria:

- the number of votes in favor of selecting the proposal for financing;
- the highest score resulting as the sum of the averages of each evaluation criteria (Excellence, Impact, Implementation) as evaluated from scratch by each of the 8 members of the Selection Committee.

According to these two criteria, 7 finalist proposals had either a majority of votes in favor or a score above the '10' threshold. During the deliberation, it was established that, since according to the Guide for Applicants there was no threshold to validate the proposals at the stage of the Jury Day, the primary criterion in selecting the winner consortia was the number of votes in favor of each proposal.

After careful consideration and counting of votes for the 6 finalists qualifying above the 66% threshold in terms of votes in favour, the Selection Committee proceeded to establishing the other 2 winners that qualified to enter the programme.

Proposals ranking from 7 to 10 were reviewed individually and votes were recounted in order to establish which two would qualify for the remaining 2 winning proposals. However, the initial voting was not altered significantly as to change their positions in the ranking. Therefore, the Selection Committee moved on to reviewing the following proposal ranking initially on the 10th position with a 50% vote shares in its favor. With 2 members of the Selection Committee changing their votes from No to Yes, this proposal was the 7th and last one to be selected to join the programme within the Better Factory 1st Open Call.

The Selection Committee could not identify an 8th winner as the remaining 9 proposals did not gather the necessary number of votes in order to enter the top 8 best KTEs. Considering the limited options for validation, the members agreed unanimously that no Reserve List needed to be produced.

All 8 members of the Selection Committee attended both days of the Jury Day process, hence 100% attendance both during the pitching and the deliberation sessions was attained.

The final decision was made based on the Ranking List containing the results of the evaluation and the voting of the Committee, delivered by FundingBox.

Two members of the Selection Committee identified and declared Conflict of Interest with two of the presented proposals. Therefore, they abstained from voting and the results were based on the votes of the 7 eligible members.

The criterion for quorum regarding both attendance and voting was 2/3, that is with 6 out of the 8 members of the Selection Committee the criterion was fully met and the proposal with 66% voting in favor could move forward.

The 7 winning consortia to move on to the Formal and Legal check stage were:

Project Acronym	First Entity	Second Entity	Third Entity	1st_Entity Country	2nd_Entity Country	3rd_Entity Country
BCN	Fiction Factory	Institut d'Arquitectura Avançada De Catalunya, Fundació	Jesse Howard	Netherlands	Spain	Netherlands
FOLD	Europack Bulgaria M EOOD	Ovisio Robotics SRL	Isaac Monté B.V.	Bulgaria	Romania	Netherlands
ZOVOS-EKO s.r.o.	ZOVOS-EKO s.r.o.	ROSSUM INTEGRATION s.r.o.	STUDIO LIBERTINY	Slovakia	Slovakia	Netherlands
ODC 3D	Gareth Neal	Maatschap The New Raw	Artific Intelligence	United Kingdom	Netherlands	Finland
SMARTHam	CAPANNA ALBERTO S.P.A.	STUDIO DE WILDE BV	SIRMIUMERP D.O.O.	Italy	Belgium	Serbia
DSBSF	Delmac Scales P.C.	Sara made	NO Solutions Development d.o.o.	Greece	Netherlands	Serbia
Ritherdon & Co Ltd	Ritherdon & Company Ltd	Nicola Ellis	Digiotouch OU	United Kingdom	United Kingdom	Estonia

2.4.4 Communications

After the Jury Day was closed, the following communications were carried out:

- The 'Provisional List of beneficiaries' was sent by the Better Factory coordinator to the European Commission Project Officer for approval (see **Annex 12**).
- The provisional beneficiaries were informed by email of their selection and about the next steps until the Sub-Grant Agreement signature.
- The rejected finalists were informed by email of their rejection, including comments made by the Jury. For that purpose, each proposal was assigned to a specific juror, who had to include those comments. **Annex 19** shows the comments sent to the rejected finalists. The email to the winning finalists included instructions on the next steps as described in **Annex 22**.

Additionally, the Better Factory marketing lead elaborated an article on the results of the open call, which was published on social media and the project website.



The Better Factory initiative selected the 7 best international teams from its 1st Open Call. During the Jury Day that took place the past 1st of September, the best proposals for experiments were selected to start the Better Factory Programme.

- The selected teams, composed by one manufacturing SME, one artist and one technology supplier, will receive €200,000 in equity-free funding to customise manufacturers products and services portfolios, and to digitise current production processes throughout the 16-month support programme.
- The experiment consortiums will also receive technical, art and business mentorship to support the solutions developed during the project. The initiatives look to innovate with new products or services on the sectors of Plastic and Rubber, Furniture and Wood, Food and Agriculture, Construction, Metal and Machinery, and Textile and Leather.

Better Factory initiative brings together key actors in the European technology, art, and innovation landscape to provide an integrated framework to deliver solutions for Manufacturing companies to create new and personalized products and innovative services around them.

Figure 13. News on the Better factory website about the OC results

2.4.5 Final formal and legal check

The provisional beneficiaries were informed by email that each member of the consortium had to fill in a number of additional data to what they had already uploaded to the FundingBox platform in the previous stage, the mini-grant signature. The email template was very similar to the one sent at the Jury Day stage.

The application form was the same as the one used previously, however the legal team completed the due diligence and verified the missing part of the online form provided by all parties. The consortia had to provide the missing data before the 8 September 2021, and the legal check was completed by 22 September 2021.

2.4.6 Sub-grant Agreement

The 7 selected consortia passed the SME legal check and signed the Sub-Grant Agreement to start the 16-month programme on 1 October 2021. All signatures were done before the welcoming online event.

The SGA included the Individual Mentoring Plan and the Ethics Summary Review as annexes. Therefore, the winning consortia were informed about and assisted in completing the Individual Mentoring Plan and received the Ethics Summary Report for their signatures.

Three amendments to the Sub-Grant Agreement were signed with 3 consortia, as follows:

- **Amendment no 1 with Ritherdon & Co consortium** regarding the maximum grant amount up to EUR 193,200,00, in order to comply with the *no double funding* rule in the case of the Technology Supplier in the consortium (Digiotouch OU).
- **Amendment and cession (transfer of rights) agreement with Digital Solutions for Better Scales Factory consortium** regarding the cession of NO Solutions development DOO NOVI SAD (Technology Supplier) to a new team member, BRIDGEWATER LABS DOO NOVI SAD.
- **Amendment no 1 with Welded metal door fabrication** with regards to the change of role within the consortium, the Manufacturing SME, ZOVOS-EKO s.r.o., ceases to be the Team Leader in favor of the Technology Provider, Rossum Integration s.r.o.

At the date of the submission of this report, all SGAs and amendments have been dully signed by all parties.

Payments for the 1st instalment in the amount of EUR 7,000.00 per consortium as provided by the Sub-Grant Agreement have been executed once the Deliverable D1.1 – the Individual Mentoring Plan – was completed and approved by the Selection Committee.

An Ethical Review of the 7 finalist proposals was carried out by the members of the Ethical Committee, composed of 3 internal evaluators, named by the project coordinator, VTT.

For the Better Factory project, no self-assessment was done by the selected beneficiaries. The ethics experts had to evaluate the 7 proposals according to the procedure provided by FundingBox, as shown in **Annex 23**.

The Ethics Summary Report is available in **Annex 24**.

		Initial Assessment	Interim Assessment	Final Assessment
WHEN		15 to 25 September 2021	By the end of November 2021	By the end of November 2022
WHAT		Assessment based on the Full Proposal submitted by the FSTP beneficiaries on the FundingBox platform	Assessment based on the Deliverable 4.1 provided by the beneficiaries	Assessment based on the Deliverable 4.2 provided by the beneficiaries
OUTCOME	If ethics issues	Initial EIR: assessment + ethics requirements	Interim EIR: assessment + ethics recommendations	Final EIR: approval
	No ethics issues	Final EIR: approval	Final EIR: approval	

Figure 14. BETTER FACTORY Ethics Assessment procedure

3 Conclusions and Lessons Learned – 1st Open Call

The Better Factory 1st Open Call for Full Proposals resulted in a challenging experience for the Better Factory consortium with 7 (seven) consortia finally selected to start their Knowledge Transfer Programme and receive support from the Better Factory support programme. The objective of this section is to capture the lessons learned and implement this practice as an on-going effort to maximize the successes of the open call process and learn from what could be implemented to improve the process for the next open call, foreseen to be launched at the beginning of 2022.

After analysing every stage of the 1st Open Call process, the following conclusions can be considered:

3.1 The Expressions of Interest

The Expressions of Interest was the initial step towards the 1st Open Call where individual applications from Manufacturing SMEs, Technology Providers and Artists were received and validated by the Better Factory consortium. The call for EoIs was opened for 2 months and although it was constantly communicated to the potential applicants through the online info sessions and social media, there was still some confusion and misinterpretation from the applicants upon submitting their individual applications. Therefore, it is of main importance that the objectives, the eligibility and evaluation criteria are improved and further detailed in the Guidelines to be provided at this stage. For this purpose, the engagement from the partners with technical knowledge as well as the artistic perspective are essential in order to correctly build the documentation and enrich every step of the process. For the 2nd Open Call, further collaboration and inputs are expected from the technical and artistic partners to correctly elaborate the open call documentation and define better the expected applications. More precisely, the measures to be implemented for better results are:

- Get more outreach impact from the different channels, in particular from the Better Factory partners.
- Industrial clusters to be involved in Expert sub-committee for Manufacturing SMEs to ensure balance between sectors.
- FBA to be actively involved in the work of the sub-committees in order to accurately homogenize the process and the communication of results.

3.2 The Matchmaking Process and Proposal Preparation

As far as the matchmaking process and the proposal preparation are concerned, the 1st Open Call has enabled to identify a couple of points that need to be considered and improved for the next call:

- Speed up the registration in RAMP process (only legal representatives can register).

- The matchmaking process needs more assistance and support to ensure more matches for the Manufacturing SME challenges and assist them in the preparation of better full proposals ⇒ more time to be devoted in 2nd Open Call for this step in the application process.

3.3 The Open Call for Full Proposals

With regards to the Open Call for Full Proposals, the conclusions extracted evolve around the inclusion of clearer technical/business criteria in the full proposal template for in/out of scope evaluation. It is equally important to identify and apply a more efficient strategy to have a higher success rate in selecting consortia recommended by the Better Factory clusters. In this 1st Open Call, we could see that no Manufacturing SMEs from BF industrial clusters were among the selected for funding, so a call to action is needed in order to improve this outcome.

3.4 The Evaluation Process

The external evaluation process was well defined, and the mix of internal and external evaluators guaranteed a correct alignment with the project overall objectives. It was confirmed of main importance that the external evaluators list is well defined and that the internal evaluators contribute to enrich this list.

For the next Open Call, a briefing from the technical partners is expected to the evaluators pool to explain the expectations and how the proposals should fit with the Better Factory project.

Annex 1. Full Proposals – Submitted Applications

createdAt	updatedAt	status	owner.username	basic_info.acronym	basic_info.title	Legal composition	Legal matching
Tue May 11 2021 08:53:08 GMT+0300 (EEST)	Thu Jul 15 2021 17:30:24 GMT+0300 (EEST)	Submitted	platonmihaiandrei	AUTOWASTE	Automation for recycling and waste valorization	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Tue May 11 2021 13:14:56 GMT+0300 (EEST)	Thu Jul 15 2021 17:49:09 GMT+0300 (EEST)	Submitted	kpeycheva	MicroBatchBot	Micro-batch business model prototype as the EU SME's new way to achieving the economy of scale	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Tue May 11 2021 22:09:47 GMT+0300 (EEST)	Thu Jul 15 2021 17:58:21 GMT+0300 (EEST)	Submitted	valentina2021	PROXIMART	Nearest art and sensors of hydraulics	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Mon May 24 2021 12:05:46 GMT+0300 (EEST)	Thu Jul 15 2021 17:02:39 GMT+0300 (EEST)	Submitted	jannkruse	STARIoT	Sustainable Transition to Automation and Robotics with the Internet of Things	["Manufacturing Company","Artist","Technology Supplier"]	No
Tue May 25 2021 05:01:47 GMT+0300 (EEST)	Thu Jul 01 2021 19:51:37 GMT+0300 (EEST)	Submitted	m.papavassiliou@live.it	MP	Mikaya Petros	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Tue May 25 2021 14:02:55 GMT+0300 (EEST)	Thu Jul 15 2021 16:35:38 GMT+0300 (EEST)	Submitted	teunhabraken	RT	Reinventing Terrazzo	["Manufacturing Company","Artist","Technology Supplier"]	No
Wed Jun 02 2021 16:58:38 GMT+0300 (EEST)	Thu Jul 15 2021 17:38:04 GMT+0300 (EEST)	Submitted	marcodias	SMART-FACT	agile SMART FACTory	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jun 03 2021 11:38:53 GMT+0300 (EEST)	Thu Jul 15 2021 14:45:59 GMT+0300 (EEST)	Submitted	joaoalmeida	Fact4.0Waste	Factory For Zero Plastic Waste	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Wed Jun 09 2021 12:35:50 GMT+0300 (EEST)	Thu Jul 15 2021 16:39:34 GMT+0300 (EEST)	Submitted	hyperionrobotics	MIRAMURA	MIRAMURA: Sustainable 3D printing cooling wall	["Manufacturing Company","Artist","Technology Supplier"]	No

createdAt	updatedAt	status	owner.username	basic_info.acronym	basic_info.title	Legal composition	Legal matching
Mon Jun 21 2021 10:30:25 GMT+0300 (EEST)	Fri Jul 09 2021 11:06:39 GMT+0300 (EEST)	Submitted	elohmus	Scalp Microbiome Analysis	Salonplus Baltic OÜ	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Wed Jun 23 2021 09:17:52 GMT+0300 (EEST)	Thu Jul 15 2021 17:39:51 GMT+0300 (EEST)	Submitted	basicpoint	Smart SME Factory	Smart SME Factory with automated planning of Logistics & Production, Process optimization and Demand-Driven Manufacturing using AR/VR	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Wed Jun 23 2021 16:43:18 GMT+0300 (EEST)	Thu Jul 15 2021 16:54:16 GMT+0300 (EEST)	Submitted	jankoa	APGSRT	Automatized Packaging of Generon Solar Roof Tile	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Fri Jun 25 2021 14:21:05 GMT+0300 (EEST)	Thu Jul 15 2021 15:39:51 GMT+0300 (EEST)	Submitted	fictionfactory	BCN	Better Cnc Factory	["Manufacturing Company","Artist","Technology Supplier"]	No
Wed Jun 30 2021 13:12:40 GMT+0300 (EEST)	Thu Jul 15 2021 14:38:43 GMT+0300 (EEST)	Submitted	saracardoso	AD	Automatic Design	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Fri Jul 02 2021 16:31:10 GMT+0300 (EEST)	Thu Jul 15 2021 15:40:59 GMT+0300 (EEST)	Submitted	susanne.perner@berlin.de	GD/LAPP	Global Design/Local and Automated Production Platform	["Manufacturing Company","Artist","Technology Supplier"]	No
Mon Jul 05 2021 23:08:52 GMT+0300 (EEST)	Tue Jul 06 2021 10:33:19 GMT+0300 (EEST)	Submitted	fred	Novel Distributed Controllers	Complete Industrial Solutions for the Automotive and Automation Industries	["Manufacturing Company","Artist","Technology Supplier"]	No
Tue Jul 06 2021 11:07:11 GMT+0300 (EEST)	Thu Jul 15 2021 12:20:27 GMT+0300 (EEST)	Submitted	dzhingarova	DATABOT3D	DATA analysis of new carbon fiber components through RAMP IoT platform of an automated 3D printing cell govern by a collaborative roBOT	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 08 2021 10:11:15 GMT+0300 (EEST)	Wed Jul 14 2021 18:07:25 GMT+0300 (EEST)	Submitted	sales@advisor	CreaTe – FutureHive	Creative Technology for Future Hive Innovation and Engineering	["Manufacturing Company","Artist","Technology Supplier"]	Yes

createdAt	updatedAt	status	owner.uname	basic_info.acronym	basic_info.title	Legal composition	Legal matchmaking
Thu Jul 08 2021 10:45:11 GMT+0300 (EEST)	Thu Jul 15 2021 17:37:46 GMT+0300 (EEST)	Submitted	danielearata	WALRUS	Warehouse Automation solution for Logistics Reconfiguration in Underwater Sports products manufacturing	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 08 2021 17:02:35 GMT+0300 (EEST)	Mon Jul 12 2021 09:36:47 GMT+0300 (EEST)	Submitted	apergoot	FOLD	Modular Cobot for production of Stone Paper Innovative Products	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Fri Jul 09 2021 11:21:01 GMT+0300 (EEST)	Thu Jul 15 2021 16:21:40 GMT+0300 (EEST)	Submitted	bsc	LYS	Your leather, your story!	["Manufacturing Company","Artist","Technology Supplier"]	No
Fri Jul 09 2021 16:01:29 GMT+0300 (EEST)	Thu Jul 15 2021 12:16:39 GMT+0300 (EEST)	Submitted	sarabmarjan	START3D	Staircase Technology by ART and 3D-Printing	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Mon Jul 12 2021 13:26:14 GMT+0300 (EEST)	Thu Jul 15 2021 14:09:28 GMT+0300 (EEST)	Submitted	roto2021	eCAT	Development and automation of 100% recycled electric catamaran	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Tue Jul 13 2021 12:00:11 GMT+0300 (EEST)	Thu Jul 15 2021 16:00:15 GMT+0300 (EEST)	Submitted	sabri	DYNAPROD	Development of the Dynaback product and the associated production line	["Manufacturing Company","Artist","Technology Supplier"]	No
Tue Jul 13 2021 13:00:53 GMT+0300 (EEST)	Wed Jul 14 2021 17:45:04 GMT+0300 (EEST)	Submitted	cesarenonnismar zano	SMARTHAm	Supervised Manufacturing And Real-time Traceability in Ham production	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Tue Jul 13 2021 13:32:03 GMT+0300 (EEST)	Thu Jul 15 2021 15:50:34 GMT+0300 (EEST)	Submitted	giulia12	ROBO-S3	aRtiStic design and ecO-compatible materialS for high-performance mobile roBotS	["Manufacturing Company","Artist","Technology Supplier"]	No
Tue Jul 13 2021 14:18:28 GMT+0300 (EEST)	Thu Jul 15 2021 17:51:34 GMT+0300 (EEST)	Submitted	ritherdon	Ritherdon & Co Ltd	Ritherdon	["Manufacturing Company","Artist","Technology Supplier"]	No

createdAt	updatedAt	status	owner.uname	basic_info.acronym	basic_info.title	Legal composition	Legal matchmaking
Wed Jul 14 2021 10:46:38 GMT+0300 (EEST)	Wed Jul 14 2021 10:59:12 GMT+0300 (EEST)	Submitted	gabrielbarta	BioMass	BioMass	["Manufacturing Company","Artist","Technology Supplier"]	No
Wed Jul 14 2021 17:59:14 GMT+0300 (EEST)	Thu Jul 15 2021 15:26:29 GMT+0300 (EEST)	Submitted	ambiflux	LED4U	Automation for efficient production of customized consumer LED lighting fixtures	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Wed Jul 14 2021 19:59:25 GMT+0300 (EEST)	Wed Jul 14 2021 23:09:01 GMT+0300 (EEST)	Submitted	stefanos.delmac	DSBSF	Digital Solutions for Better Scales Factory	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 15 2021 10:12:26 GMT+0300 (EEST)	Thu Jul 15 2021 16:34:08 GMT+0300 (EEST)	Submitted	gavdi	BetPress	Better Factory for Pressious	["Manufacturing Company","Artist","Technology Supplier"]	No
Thu Jul 15 2021 10:36:21 GMT+0300 (EEST)	Thu Jul 15 2021 11:17:33 GMT+0300 (EEST)	Submitted	antares	TESSA	Tesla Smart Eco Office Chair	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 15 2021 11:17:33 GMT+0300 (EEST)	Thu Jul 15 2021 14:01:05 GMT+0300 (EEST)	Submitted	lazar	Competitiveness through innovation	Competitiveness through innovation-developing a biosafety cabinet	["Manufacturing Company","Artist","Technology Supplier"]	No
Thu Jul 15 2021 14:48:04 GMT+0300 (EEST)	Thu Jul 15 2021 17:57:37 GMT+0300 (EEST)	Submitted	vertliner	i-MOVE	Interactive Mobile Robots for Warehouse Material Movement and Logistics	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 15 2021 15:19:11 GMT+0300 (EEST)	Thu Jul 15 2021 16:37:34 GMT+0300 (EEST)	Submitted	appliedit	HORUS	Boosting Factories Performance	["Manufacturing Company","Artist","Technology Supplier"]	No
Thu Jul 15 2021 15:45:29 GMT+0300 (EEST)	Thu Jul 15 2021 17:19:49 GMT+0300 (EEST)	Submitted	thenewraw	ODC 3D	Optimisation of Digital Craftsmanship in 3D Printing	["Manufacturing Company","Artist","Technology Supplier"]	No

createdAt	updatedAt	status	owner.username	basic_info.acronym	basic_info.title	Legal composition	Legal matching
Thu Jul 15 2021 16:30:07 GMT+0300 (EEST)	Thu Jul 15 2021 17:52:39 GMT+0300 (EEST)	Submitted	felici	B-Green	Beyond manufacturing: Green data spiral	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 15 2021 17:20:22 GMT+0300 (EEST)	Thu Jul 15 2021 17:38:43 GMT+0300 (EEST)	Submitted	bojda	ZOVOS-EKO s.r.o.	Better Factory _ Zovos+Libertiny+Rossum	["Manufacturing Company","Artist","Technology Supplier"]	Yes

Annex 2. Excluded Proposals after the Eligibility Check

createdAt	updatedAt	status	owner.username	basic_info.acronym	basic_info.title	Reason for exclusion
Mon May 24 2021 12:05:46 GMT+0300 (EEST)	Thu Jul 15 2021 17:02:39 GMT+0300 (EEST)	Submitted	jannkruse	STARIoT	Sustainable Transition to Automation and Robotics with the Internet of Things	The consortium is formed of Artist+Artist+Artist
Tue May 25 2021 05:01:47 GMT+0300 (EEST)	Thu Jul 01 2021 19:51:37 GMT+0300 (EEST)	Submitted	m.papavassiliou@live.it	MP	Mikaya Petros	The consortium is formed of 3 x manufacturing company
Wed Jun 09 2021 12:35:50 GMT+0300 (EEST)	Thu Jul 15 2021 16:39:34 GMT+0300 (EEST)	Submitted	hyperionrobotics	MIRAMURA	MIRAMURA: Sustainable 3D printing cooling wall	The consortium is formed of 3 x manufacturing company
Mon Jul 05 2021 23:08:52 GMT+0300 (EEST)	Tue Jul 06 2021 10:33:19 GMT+0300 (EEST)	Submitted	fred	Novel Distributed Controllers	Complete Industrial Solutions for the Automotive and Automation Industries	The SME is ineligible for Better Factory participation. It is a start-up company with several smart garment prototypes developed with EU funding. There is no current manufacturing process in place (no factory). There is also no product on the market (prototype stage).
Tue Jul 13 2021 12:00:11 GMT+0300 (EEST)	Thu Jul 15 2021 16:00:15 GMT+0300 (EEST)	Submitted	sabri	DYNAPROD	Development of the Dynaback product and the associated production line	In this proposal also the SME is not eligible. This start-up company was founded 2 months ago and consists of 1 person with no production facility or any products on the market.
Wed Jul 14 2021 10:46:38 GMT+0300 (EEST)	Wed Jul 14 2021 10:59:12 GMT+0300 (EEST)	Submitted	gabrielbarta	BioMass	BioMass	The artist does not comply with the NACE 9003 eligibility criterium. She is an industrial and experience designer who has been employed by a digital agency until now. She does not work as an independent artist, and she does not work on the creation of original works of art. The consortium could be advised to elaborate on their proposal for the second round with an artist.

Annex 3. Eligible Applications

createdAt	updatedAt	status	basic_info.acronym	basic_info.title	legal.composition	legal.match making
Tue May 11 2021 06:53:08 GMT+0100	Thu Jul 15 2021 15:30:24 GMT+0100	Submitted	AUTOWASTE	Automation for recycling and waste valorization	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Tue May 11 2021 11:14:56 GMT+0100	Thu Jul 15 2021 15:49:09 GMT+0100	Submitted	MicroBatchBot	Micro-batch business model prototype as the EU SME's new way to achieving the economy of scale	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Tue May 11 2021 20:09:47 GMT+0100	Thu Jul 15 2021 15:58:21 GMT+0100	Submitted	PROXIMART	Nearest art and sensors of hydraulics	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Tue May 25 2021 12:02:55 GMT+0100	Thu Jul 15 2021 14:35:38 GMT+0100	Submitted	RT	Reinventing Terrazzo	["Manufacturing Company","Artist","Technology Supplier"]	No
Wed Jun 02 2021 14:58:38 GMT+0100	Thu Jul 15 2021 15:38:04 GMT+0100	Submitted	SMART-FACT	agile SMART FACTory	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jun 03 2021 09:38:53 GMT+0100	Thu Jul 15 2021 12:45:59 GMT+0100	Submitted	Fact4.0Waste	Factory For Zero Plastic Waste	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Mon Jun 21 2021 08:30:25 GMT+0100	Fri Jul 09 2021 09:06:39 GMT+0100	Submitted	Scalp Microbiome Analysis	Salonplus Baltic OÜ	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Wed Jun 23 2021 07:17:52 GMT+0100	Thu Jul 15 2021 15:39:51 GMT+0100	Submitted	Smart SME Factory	Smart SME Factory with automated planning of Logistics & Production, Process optimization and Demand-Driven Manufacturing using AR/VR	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Wed Jun 23 2021 14:43:18 GMT+0100	Thu Jul 15 2021 14:54:16 GMT+0100	Submitted	APGSRT	Automatized Packaging of Generon Solar Roof Tile	["Manufacturing Company","Artist","Technology Supplier"]	Yes

createdAt	updatedAt	status	basic_info.acronym	basic_info.title	legal.composition	legal.match making
Fri Jun 25 2021 12:21:05 GMT+0100	Thu Jul 15 2021 13:39:51 GMT+0100	Submitted	BCN	Better Cnc Factory	["Manufacturing Company","Artist","Technology Supplier"]	No
Wed Jun 30 2021 11:12:40 GMT+0100	Thu Jul 15 2021 12:38:43 GMT+0100	Submitted	AD	Automatic Design	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Fri Jul 02 2021 14:31:10 GMT+0100	Thu Jul 15 2021 13:40:59 GMT+0100	Submitted	GD/LAPP	Global Design/Local and Automated Production Platform	["Manufacturing Company","Artist","Technology Supplier"]	No
Tue Jul 06 2021 09:07:11 GMT+0100	Thu Jul 15 2021 10:20:27 GMT+0100	Submitted	DATABOT3D	DATA analysis of new carbon fiber components through RAMP IoT platform of an automated 3D printing cell govern by a collaborative roBOT	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 08 2021 08:11:15 GMT+0100	Wed Jul 14 2021 16:07:25 GMT+0100	Submitted	CreaTe – FutureHIVE	Creative Technology for Future Hive Innovation and Engineering	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 08 2021 08:45:11 GMT+0100	Thu Jul 15 2021 15:37:46 GMT+0100	Submitted	WALRUS	Warehouse Automation solution for Logistics Reconfiguration in Underwater Sports products manufacturing	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 08 2021 15:02:35 GMT+0100	Mon Jul 12 2021 07:36:47 GMT+0100	Submitted	FOLD	Modular Cobot for production of Stone Paper Innovative Products	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Fri Jul 09 2021 09:21:01 GMT+0100	Thu Jul 15 2021 14:21:40 GMT+0100	Submitted	LYS	Your leather, your story!	["Manufacturing Company","Artist","Technology Supplier"]	No
Fri Jul 09 2021 14:01:29 GMT+0100	Thu Jul 15 2021 10:16:39 GMT+0100	Submitted	START3D	Staircase Technology by ART and 3D-Printing	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Mon Jul 12 2021 11:26:14 GMT+0100	Thu Jul 15 2021 12:09:28 GMT+0100	Submitted	eCAT	Development and automation of 100% recycled electric catamaran	["Manufacturing Company","Artist","Technology Supplier"]	Yes

createdAt	updatedAt	status	basic_info.acronym	basic_info.title	legal.composition	legal.match making
Tue Jul 13 2021 11:00:53 GMT+0100	Wed Jul 14 2021 15:45:04 GMT+0100	Submitted	SMARTHam	Supervised Manufacturing And Real-time Traceability in Ham production	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Tue Jul 13 2021 11:32:03 GMT+0100	Thu Jul 15 2021 13:50:34 GMT+0100	Submitted	ROBO-S3	aRtiStic design and ecO-compatible materialS for high-performance mobile roBotS	["Manufacturing Company","Artist","Technology Supplier"]	No
Tue Jul 13 2021 12:18:28 GMT+0100	Thu Jul 15 2021 15:51:34 GMT+0100	Submitted	Ritherdon & Co Ltd	Ritherdon	["Manufacturing Company","Artist","Technology Supplier"]	No
Wed Jul 14 2021 15:59:14 GMT+0100	Thu Jul 15 2021 13:26:29 GMT+0100	Submitted	LED4U	Automation for efficient production of customized consumer LED lighting fixtures	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Wed Jul 14 2021 17:59:25 GMT+0100	Wed Jul 14 2021 21:09:01 GMT+0100	Submitted	DSBSF	Digital Solutions for Better Scales Factory	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 15 2021 08:12:26 GMT+0100	Thu Jul 15 2021 14:34:08 GMT+0100	Submitted	BetPress	Better Factory for Pressious	["Manufacturing Company","Artist","Technology Supplier"]	No
Thu Jul 15 2021 08:36:21 GMT+0100	Thu Jul 15 2021 09:17:33 GMT+0100	Submitted	TESSA	Tesla Smart Eco Office Chair	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 15 2021 09:17:33 GMT+0100	Thu Jul 15 2021 12:01:05 GMT+0100	Submitted	Competitiveness through innovation	Competitiveness through innovation-developing a biosafety cabinet	["Manufacturing Company","Artist","Technology Supplier"]	No
Thu Jul 15 2021 12:48:04 GMT+0100	Thu Jul 15 2021 15:57:37 GMT+0100	Submitted	i-MOVE	Interactive Mobile Robots for Warehouse Material Movement and Logistics	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 15 2021 13:19:11 GMT+0100	Thu Jul 15 2021 14:37:34 GMT+0100	Submitted	HORUS	Boosting Factories Performance	["Manufacturing Company","Artist","Technology Supplier"]	No

createdAt	updatedAt	status	basic_info.accronim	basic_info.title	legal.composition	legal.match making
Thu Jul 15 2021 13:45:29 GMT+0100	Thu Jul 15 2021 15:19:49 GMT+0100	Submitted	ODC 3D	Optimisation of Digital Craftsmanship in 3D Printing	["Manufacturing Company","Artist","Technology Supplier"]	No
Thu Jul 15 2021 14:30:07 GMT+0100	Thu Jul 15 2021 15:52:39 GMT+0100	Submitted	B-Green	Beyond manufacturing: Green data spiral	["Manufacturing Company","Artist","Technology Supplier"]	Yes
Thu Jul 15 2021 15:20:22 GMT+0100	Thu Jul 15 2021 15:38:43 GMT+0100	Submitted	ZOVOS-EKO s.r.o.	Better Factory _ Zovos+Libertiny+Rossum	["Manufacturing Company","Artist","Technology Supplier"]	Yes

Annex 4. Ranked List

Username	Title	Acronym	Matchmaking	Total	Ranking	Expert Recommendation
joaalmeida	Factory For Zero Plastic Waste	Fact4.0Waste	Yes	15.33	1	Yes
fictionfactory	Better Cnc Factory	BCN	No	15.00	2	Yes
cesarenonnismarzano	Supervised Manufacturing And Real-time Traceability in Ham production	SMARTHam	Yes	15.00	3	Yes
danielearata	Warehouse Automation solution for Logistics Reconfiguration in Underwater Sports products manufacturing	WALRUS	Yes	14.33	4	Yes
sarabmarjan	Staircase Technology by ART and 3D-Printing	START3D	Yes	14.00	5	Yes
antares	Tesla Smart Eco Office Chair	TESSA	Yes	13.33	6	Yes
kpeycheva	Micro-batch business model prototype as the EU SME's new way to achieving the economy of scale	MicroBatchBot	Yes	13.00	7	Yes
roto2021	Development and automation of 100% recycled electric catamaran	eCAT	Yes	13.00	8	Yes
ritherdon	Ritherdon	Ritherdon & Co Ltd	No	13.00	9	Yes
basicpoint	Smart SME Factory with automated planning of Logistics & Production, Process optimization and Demand-Driven Manufacturing using AR/VR	Smart SME Factory	Yes	12.33	10	Yes
marcodias	agile SMART FACTORY	SMART-FACT	Yes	12.00	11	Yes
thenewraw	Optimisation of Digital Craftsmanship in 3D Printing	ODC 3D	No	12.00	12	Yes
stefanos.delmac	Digital Solutions for Better Scales Factory	DSBSF	Yes	11.33	13	Yes
apergoot	Modular Cobot for production of Stone Paper Innovative Products	FOLD	Yes	11.00	14	Yes
dzhingarova	DATA analysis of new carbon fiber components through RAMP IoT platform of an automated 3D printing cell govern by a collaborative roBOT	DATABOT3D	Yes	11.00	15	Yes
saracardoso	Automatic Design	AD	Yes	13.00	12	No
susanne.perner@berlin.de	Global Design/Local and Automated Production Platform	GD/LAPP	No	13.33	6	Yes

Username	Title	Acronym	Matchmaking	Total	Ranking	Expert Recommendation
giulia12	aRtiStic design and ecO-compatible materials for high-performance mobile roBotS	ROBO-S3	No	11.67	15	Yes
teunhabraken	Reinventing Terrazzo	RT	No	11.33	16	No
bojda	Better Factory _ Zovos+Libertiny+Rossum	ZOVOS-EKO s.r.o.	Yes	10.67	20	Yes
lazar	Competitiveness through innovation-developing a biosafety cabinet	Competitiveness through innovation	No	10.67	21	Yes
sales@advisor	Creative Technology for Future Hive Innovation and Engineering	CreaTe – FutureHlve	Yes	10.67	22	No
bsc	Your leather, your story!	LYS	No	10.67	23	No
vertliner	Interactive Mobile Robots for Warehouse Material Movement and Logistics	i-MOVE	Yes	10.67	24	Yes
gavdi	Better Factory for Pressious	BetPress	No	10.00	25	Yes
appliedit	Boosting Factories Performance	HORUS	No	10.33	26	No
felici	Beyond manufacturing: Green data spiral	B-Green	Yes	10.33	27	Yes
ambiflux	Automation for efficient production of customized consumer LED lighting fixtures	LED4U	Yes	9.67	28	Yes
elohmus	Salonplus Baltic OÜ	Scalp Microbiome Analysis	Yes	9.33	29	No
platonmihaiandrei	Automation for recycling and waste valorization	AUTOWASTE	Yes	9.00	30	No
jankoa	Automatized Packaging of Generon Solar Roof Tile	APGSRT	Yes	8.00	31	No
valentina2021	Nearest art and sensors of hydraulics	PROXIMART	Yes	6.33	32	No

Annex 5. Consensus meeting agenda

CONSENSUS MEETING of the 1st Open Call for Full Proposals Minutes, on 3rd of August 2021

The Selection Committee of the Better Factory consortium was summoned in advance to the Consensus meeting of the 1st Open Call for Full Proposals on Tuesday, 3rd of August at 10:00 (CEST).

Prior to the meeting, the ranked list of proposals was elaborated and shared during the meeting. The Selection Committee was granted access on the FundingBox Platform to review the full content of proposals scored above the threshold.

Agenda:

1. Overview of the evaluation process
2. Review of the proposals scored between 10 and 12 points and vote on them
3. Review of the proposals submitted by applicants outside the matchmaking process
4. Excluded proposals: reasons and objections

Participants:

- VTT - Päivi Mikkonen
- **European Dynamics** - Ali Muhammad and Anastasia Garbi
- **Inova+** - Ana Leal
- **In4art** - Rodolfo Groenewoud van Vilet
- **GESTALT** - Thomas Stafenbiel
- **GLUON** - Ramona Van Gansbeke
- **WAAG** - Miha Tursic
- **HBD** - Petri Purmonen
- **FundingBox** (Antonio Montalvo, Anca Marin)

Voting Members:

- VTT - Päivi Mikkonen
- **European Dynamics** - Anastasia Garbi
- **Inova+** - Ana Leal
- **In4art** - Rodolfo Groenewoud van Vilet
- **GESTALT** - Thomas Stafenbiel
- **GLUON** - Ramona Van Gansbeke
- **WAAG** - Miha Tursic
- **HBD** - Petri Purmonen

Minutes:

The meeting's purpose was to reach a consensus among the project partners leading to the selection of 16 finalists of the 1st Open Call for Full Proposals of Better Factory, who will be invited to the Jury Day. A total of 32 proposals were reviewed during the Consensus Meeting.

Annex 6. List of Finalist Consortia invited to JD

Title	Acronym	Total	Ranking	Expert Recomm	Invited to JD
Factory For Zero Plastic Waste	Fact4.0Waste	15.33	1	Yes	Yes
Better Cnc Factory	BCN	15.00	2	Yes	Yes
Supervised Manufacturing And Real-time Traceability in Ham production	SMARTHam	15.00	3	Yes	Yes
Warehouse Automation solution for Logistics Reconfiguration in Underwater Sports products manufacturing	WALRUS	14.33	4	Yes	Yes
Staircase Technology by ART and 3D-Printing	START3D	14.00	5	Yes	Yes
Tesla Smart Eco Office Chair	TESSA	13.33	6	Yes	Yes
Micro-batch business model prototype as the EU SME's new way to achieving the economy of scale	MicroBatchBot	13.00	7	Yes	Yes
Development and automation of 100% recycled electric catamaran	eCAT	13.00	8	Yes	Yes
Ritherdon	Ritherdon & Co Ltd	13.00	9	Yes	Yes
Smart SME Factory with automated planning of Logistics & Production, Process optimization and Demand-Driven Manufacturing using AR/VR	Smart SME Factory	12.33	10	Yes	Yes
agile SMART FACTory	SMART-FACT	12.00	11	Yes	Yes
Optimisation of Digital Craftsmanship in 3D Printing	ODC 3D	12.00	12	Yes	Yes
Digital Solutions for Better Scales Factory	DSBSF	11.33	13	Yes	Yes
Modular Cobot for production of Stone Paper Innovative Products	FOLD	11.00	14	Yes	Yes
DATA analysis of new carbon fiber components through RAMP IoT platform of an automated 3D printing cell govern by a collaborative roBOT	DATABOT3D	11.00	15	Yes	Yes
Better Factory _ Zovos+Libertiny+Rossum	ZOVOS-EKO s.r.o.	10.67	16	Yes	Yes

Annex 7. Mini-grant Agreement template

MINI-GRANT AGREEMENT

Better Factory

1st open call

Teknologian tutkimuskeskus VTT Oy - Project Coordinator

and

INESC TEC - INSTITUTO DE ENGENHARIADE SISTEMAS E COMPUTADORES, TECNOLOGIA E CIENCIA (INESC), SCUOLA UNIVERSITARIA PROFESSIONALE DELLA SVIZZERA ITALIANA (SUPSI), ASOCIACION DE INVESTIGACION METALURGICA DEL NOROESTE (AIMEN), TECHNOLOGIKO PANEPISTIMIO KYPROU (CUT), FRAUNHOFER GESELLSCHAFT ZUR FOERDERUNG DER ANGEWANDTEN FORSCHUNG E.V. (FHG), NARODNE CENTRUM ROBOTIKY (NCR), INOVA+ - INNOVATION SERVICES, SA (INOVA), GLUON (GLUON), STICHTING WAAG SOCIETY (WAAG), EUROPEAN DYNAMICS ADVANCED INFORMATION TECHNOLOGY AND TELECOMMUNICATION SYSTEMS SA (ED), TIME.LEX (TLX), FUNDACIO BARCELONA MOBILE WORLD CAPITAL FOUNDATION (MWCcapital), HERMIA YRITYSKEHITYS OY (HBD), HOLONIX SRL (HLX), TOP DATA SCIENCE OY (TDS), INFOTECH, S.R.O. (INFOTECH), GESTALT ROBOTICS GMBH (GESTALT), IN4ART BV (IN4ART), OULUN YLIOPISTO (UO), ASOCIATIA CLUSTER MOBILIER TRANSILVAN (CMT), RAZVOJNI CENTER ORODJARSTVA SLOVENIJE (TECOS), FOUNDATION CLUSTER INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT CLUSTER), LATVIJAS PARTIKAS UZNEMUMU FEDERACIJA (FPQC), BYDGOSZCZ INDUSTRIAL CLUSTER (BIC), CLUTEX - KLASTR TECHNICKE TEXTILIE (CLUTEX), PECS-BARANYAI KERESKEDELMI ES IPARKAMARA (CCIPB) - Consortium partners all hereinafter jointly referred as **Consortium/ Consortium partners**.

The Better Factory Consortium is represented for the purposes of signing this Agreement by **FUNDINGBOX ACCELERATOR SP. Z O. O. (FBA)**, established in Al. Jerozolimskie 136, Warszawa 02-305, Poland, VAT number: PL7010366812,- **Consortium Partner**, represented for the purposes of signing the Agreement by Anna Dymowska, - COO

(hereinafter referred to as the **Contractor**)

and

For Legal entities

[Beneficiary Name], with its registered office at [.....], [Country] ,with VAT number [.....], represented by [name, surname and position], hereinafter referred to as Manufacturing company - **Team Leader**

[Beneficiary Name], with its registered office at [.....], [Country] ,with VAT number [.....], represented by [name, surname and position],

[Beneficiary Name], with its registered office at [.....], [Country] ,with VAT number [.....], represented by [name, surname and position],

For Natural persons

[Name and surname], citizen of [country], living at [address], [tax identification number],

hereinafter separately referred to as the team member and collectively as the **BENEFICIARY**

hereinafter **CONTRACTOR** and **BENEFICIARY each** individually referred to as a **PARTY** and collectively as **Parties**,

have agreed to enter into Agreement with the terms and conditions below.

Article 1 SUBJECT OF THE AGREEMENT, GRANT

1. On the basis of this Agreement, the Contractor provides the Beneficiary with a mini-grant in the amount of EUR 1,800 (mini-grant).
2. The mini-grant covers the costs of the Beneficiary's participation in the Better Factory 1st Open Call, Jury Day.

Article 2 JURY DAY PARTICIPATION RULES

1. Jury Day will be held on-line on 1 September 2021. Event Agenda will be sent to the Beneficiary's e-mail address provided in the open call application form.
2. Beneficiaries are obliged to participate in the whole Jury Day in person.
3. Purpose of the Jury Day is selection of the best proposals submitted in the Better Factory 1st Open Call that will be invited to the full Knowledge Transfer Experiments (KTE) support program. Therefore, participation in the Jury Day does not guarantee that the Beneficiary will receive further support.
4. Beneficiaries will present their Project during the Jury Day to the Better Factory Selection Committee.
5. List of finalists invited to the Better Factory KTE support program will be announced after the Jury Day. Finalists will be invited to sign a separate agreement regarding their participation in the Better Factory KTE support program.

Article 3 ELIGIBILITY CONDITIONS, CONFLICT OF INTEREST

1. By signing the Agreement, the Beneficiary declares that it meets the eligibility conditions defined in the Better Factory 1st Open Call Guide for Applicants.
2. In particular, the Beneficiary confirms that:
 - a. it has SME, a Slightly Bigger Company, a Mid-Cap status or is a self-employed individual (freelancer);
 - b. it is not excluded from the possibility of obtaining EU funding under the provisions of either national and EU law, by a decision of national/EU authority or under the provisions of Article 19 of Regulation (EU) No 1291/2013 (ethics);
 - c. it is not bankrupt, being wound up, having its affairs administered by the courts, has not entered into an arrangement with creditors, suspended business activities or is not subject to any other similar proceedings or procedures (this applies also to persons with unlimited liability for Beneficiary's debt);
 - d. it is not in breach of social security or tax obligations.
3. The Beneficiary hereby declares lack of any conflict of interest with any of the Better Factory Consortium Members. A conflict of interest means any situation where the impartial and objective nature of the awarding of a grant for the Beneficiary's project is compromised for reasons related to economic interest, political or national affinity, family or emotional ties or any other shared interest. The Beneficiary shall formally and promptly notify the Contractor of any situation which constitutes or is likely to lead to a conflict of interests and shall immediately take all necessary steps to rectify the situation.

Article 4 MINI-GRANT, PAYMENT

1. The **mini-grant amount** is EUR 1,800 (one thousand eight hundred euros).
2. The grant amount is paid upon signature and delivery of this Agreement and Beneficiary's participation in the Jury Day (as described in details in Article 2).
3. Payments will be made to the Team Leader's bank account indicated in the Bank identification form being an Annex 1 to this Agreement.
4. Payments shall be considered to have been carried out on the date when they are debited from the **FUNDINGBOX ACCELERATOR SP. Z O. O.**, consortium partners, **Contractors** account.
5. The **Team Leader** is responsible for transferring the grant to the team members without undue delay. Each team member shall receive the same relative amount. Before payment of the next tranche, the Contractor might verify whether the payment to the team has been made.

6. Payment to the Team Leader will discharge the **Contractor** from its payment obligation. The team members signing this agreement accept it.
7. Payments will be made in euros. The Beneficiary shall provide a bank account denominated in euros; otherwise, the Beneficiary will bear the currency conversion costs.
8. The grant received by the Beneficiary is owned by the European Commission (EC) until the payment of the balance for the whole Better Factory Project. The Contractor is a mere holder and manager of the funds.

Article 5 COMMUNICATION BETWEEN THE PARTIES

1. Unless stated otherwise, communication under the Agreement (requests, formal notifications etc.) must be made in writing. For the purposes of this Agreement, the written form shall be deemed to include e-mail communication sent to the e-mail addresses indicated below.
2. The Beneficiary, signing this Agreement, appoints [team leader name, it has to be the Manufacturing Company] as the Team Leader and authorises it to represent them in relations with the Contractor during Project execution and Better Factory 1st Open Call duration. The Team Leader provides general communication with the Contractor, reporting, grant distribution etc. The arrangements made between the Team Leader and Contractor are binding for all team members.
3. Parties appoint the following persons authorised to communicate:
 - a. for the Beneficiary (Team Leader) - [authorised person – name and email]
 - b. for the Consortium: [authorised person – name and email]
4. Change of contact persons and/or their email addresses does not require an amendment to the Agreement.

Article 6 INFORMATION AND DOCUMENTATION OBLIGATIONS, CONTROL PROCEEDINGS

1. The Beneficiary must provide, during the Agreement period and 6 years after, upon request of the Contractor or EC, any information requested in order to carry out:
 - a. the verification of compliance with the Beneficiary's obligations under the Agreement;
 - b. statistical analyses and evaluation.
2. The Beneficiary shall collect whole documentation concerning Agreement and participation in the Jury Day for the needs of checks, reviews, audits or investigations.
3. EC may carry out checks/investigation reviews and/or audits concerning the subject matter of the Agreement to ensure its proper implementation and compliance with the obligations under the Agreement and applicable EU law.
4. The Beneficiary must provide, within the deadline requested, any information and data related to the Project implementation (including information on the use of resources).
5. Checks, reviews, audits or investigations may be carried out by EC, European Anti-Fraud Office (OLAF), European Court of Auditors (ECA) and by the Contractor. Above proceeding may be started up to five years after the Better Factory Project ends which is 30.09.2024.
6. The detailed rules regarding checks/reviews/audits/investigations as well as information and documentation obligations are described in art. 17, 18 and 22 of the Annotated Model Grant Agreement (hereinafter AMGA). The full text of AMGA is available [\[here\]](#).
7. The Beneficiary will be formally notified of the list of irregularities and actions taken.
8. The checks/reviews/audits/investigations may result in Beneficiary obligation to return the whole or part of the grant amount. The rules on reduction of the grant set out in art. 43 AMGA apply accordingly.
9. Under Regulations No 883/2013 and No 2185/96 (and their provisions and procedures), the European Anti-Fraud Office (OLAF) may – at any moment during the implementation of the Project and/or afterwards – carry out investigations, including on-the-spot checks and inspections, to establish whether there has been a fraud, corruption or any other illegal activity affecting the financial interests of the EU.
10. Under Article 287 of the Treaty on the Functioning of the European Union (TFEU) and Article 257 of the Financial Regulation 2018/1046, the European Court of Auditors (ECA) may – at any moment during the implementation

of the Project or afterwards – carry out audits. The ECA has the right of access for the purpose of carrying out checks and audits.

Article 7 CONFIDENTIALITY

1. Confidential Information is all information, in whatever form or mode of communication, which is disclosed by a Party (the “Disclosing Party”) to any other party (the “Recipient”) either directly or indirectly in connection with the Project during its implementation and which has been explicitly marked as “confidential” at the time of disclosure, or when orally disclosed, it was identified as confidential at the time of disclosure and was confirmed and designated in writing within 15 calendar days from oral disclosure at the latest as confidential information by the Disclosing Party.
2. The Parties hereby undertake for a period of 10 years after the end of the Agreement Period:
 - a. not to use Confidential Information otherwise than for the purpose for which it was disclosed;
 - b. to use confidential information only to implement the Agreement unless otherwise agreed between the Parties;
 - c. not to disclose Confidential Information without the prior written consent of the Disclosing Party;
 - d. to ensure that internal distribution of Confidential Information by a Recipient shall take place on a strictly need-to-know basis; and
 - e. to return to the Disclosing Party, or destroy, upon request, all Confidential Information that has been disclosed to the Recipients including all copies thereof and to delete all information stored in machine-readable form as much as practically possible. The Recipients may keep a copy to the extent it is required to keep, archive or store such Confidential Information due to compliance with applicable laws and regulations or compliance with on-going obligations provided that the Recipient complies with the confidentiality obligations herein contained with respect to such copy for as long as the copy is retained.
3. Detailed obligations regarding confidentiality and the exclusion of this obligation are described in art. 36 of AMGA.

Article 8 PROMOTING THE PROJECT – VISIBILITY OF EU FUNDING

1. The Beneficiary must promote the Better Factory Project by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.
2. In scope of promoting the Project Beneficiary shall apply the rules described in art. 35 AMGA.

Article 9 LIABILITY FOR DAMAGES

1. Liability of the Consortium or a Better Factory Consortium Partner:
 - a. The **Consortium** or any **Consortium Partner** cannot be held liable for any damage caused to the **Beneficiary** or third parties as a consequence of implementing the Agreement;
 - b. The **Consortium** or a **Consortium Partner** cannot be held liable for any damage caused by the **Beneficiary** as a consequence of implementing the Agreement.
2. Liability of the Beneficiary:
 - a. Except in case of *force majeure*, the **Beneficiary** must compensate the **Consortium** or a respective **Consortium Partner** for any damage it sustains as a result of breach the Agreement, in particular in case of false statements or information regarding Beneficiary eligibility.
3. With the exception of the duty of confidentiality, the Parties' liability for damages is limited to direct loss but does not extend to consequential loss, such as interruptions in production or other operating losses, loss of revenue or profit, or other indirect losses. The Parties' liability is limited to the amount of grant, provided such damage was not caused by a wilful act or gross negligence.
4. The terms of this Agreement shall not be construed to alter or limit the statutory liability of either Party.

- 5. The EC is not Party to this Agreement. Therefore, the EC cannot be held liable for any damage, including gross negligence, caused to the Beneficiary or to third parties as a consequence of implementing the Agreement.
- 6. The EC cannot be held liable for any damage caused by the Beneficiary or third parties involved in the Project, as a consequence of implementing the Agreement.

Article 10 TERMINATION OF THE AGREEMENT

- 1. Either Party may terminate the Agreement.
- 2. The termination will take effect on the day specified in the termination note. This date must be after the notification,

Article 11 FINAL PROVISIONS

- 1. Amendments to this Agreement and its termination shall be made in writing and signed by the duly authorised representative of the **Parties**.
- 2. The Beneficiary may not assign any of its claims for payment against the Consortium to any third party, except with the Consortium’s prior written consent; otherwise, the assignment will be null and void.
- 3. The **Beneficiary** bears sole responsibility for abidance by its national law, in particular in relation to tax and social security and labour law.
- 4. Any dispute concerning the interpretation, application or validity of the Agreement should be settled amicably. If a dispute concerning the interpretation, application or validity of the Agreement cannot be settled amicably, such dispute shall be submitted to the Court of Warsaw.
- 5. The Agreement enters into force on the day of signature by the **Consortium** or the **Beneficiary**, whichever is later, with the Agreement’s **effective date** on 1 September 2021 .
- 6. This Contract is governed by the law of Poland. EU law will not be in any case contradicted and will be applicable where necessary.

By signing the Agreement, the Beneficiary accepts the grant and agrees to assume responsibility for it and implement it in accordance with this Agreement, including all the rights, obligations and conditions it sets out. The Beneficiary confirms that all information provided is true, correct and up to date as of the date of signing the Agreement.

The individual signing below hereby represents and warrants that it is duly authorised to execute and deliver this Agreement on behalf of the named Party and that this Agreement is binding upon the named Party in accordance with its terms.

For the **Beneficiary**

For the **Contractor**

.....

.....

.....

date

.....

date

Annex 8. Final list of selected proposals

Rank	Project Title	Acronym	1st_Entity_Country	2nd_Entity_Country	3rd_Entity_Country	Total score	Voting%
1	Better Cnc Factory	BCN	Netherlands	Spain	Netherlands	13.29	100%
2	Modular Cobot for production of Stone Paper Innovative Products	FOLD	Bulgaria	Romania	Netherlands	11.43	100%
3	Better Factory _ Zovos+Libertiny+Rossum	ZOVOS-EKO s.r.o.	Slovakia	Slovakia	Netherlands	9.88	88%
4	Optimisation of Digital Craftsmanship in 3D Printing	ODC 3D	United Kingdom	Netherlands	Finland	10.88	75%
5	Supervised Manufacturing And Real-time Traceability in Ham production	SMARTHam	Italy	Belgium	Serbia	9.63	75%
6	Digital Solutions for Better Scales Factory	DSBSF	Greece	Netherlands	Serbia	9.63	75%
7	Ritherdon	Ritherdon & Co Ltd	United Kingdom	United Kingdom	Estonia	8.25	75%

Annex 9. Final list of rejected proposals

Rank	Project Title	Acronym	1st_Entity_Country	2nd_Entity_Country	3rd_Entity_Country	Total score	Voting%
8	Smart SME Factory with automated planning of Logistics & Production, Process optimization and Demand-Driven Manufacturing using AR/VR	Smart SME Factory	Romania	Poland	Netherlands	9.50	63%
9	DATA analysis of new carbon fiber components through RAMP IoT platform of an automated 3D printing cell govern by a collaborative roBOT	DATABOT3D	Bulgaria	Spain	France	8.75	63%
10	Warehouse Automation solution for Logistics Reconfiguration in Underwater Sports products manufacturing	WALRUS	Italy	Belgium	Italy	9.88	50%
11	Factory For Zero Plastic Waste	Fact4.0Waste	Portugal	Germany	France	8.50	50%
12	Staircase Technology by ART and 3D-Printing	START3D	Netherlands	Netherlands	Germany	10.38	38%
13	Tesla Smart Eco Office Chair	TESSA	Romania	Romania	Netherlands	8.25	38%
14	Micro-batch business model prototype as the EU SME's new way to achieving the economy of scale	MicroBatchBot	Bulgaria	Finland	Bulgaria	8.25	25%
15	Development and automation of 100% recycled electric catamaran	eCAT	Slovenia	Italy	Italy	7.88	25%
16	agile SMART FACTory	SMART-FACT	Portugal	Romania	Spain	7.25	25%

Annex 10. Jury Day schedule

DAY 1		1 SEPTEMBER 2021						
Block	#	Description / Proposal Acronym	Applicant Username	Start time CEST	End time CEST	Time to join the Waiting Room CEST	TIME ALLOCATED	
MORNING		Jury registration & tech fine tuning		8:30	8:45		0:15	
		Welcome and Jury guidelines review		8:45	9:00		0:15	
	1	#Pitch Fact4.0Waste	<i>joaoalmeida</i>	9:00	9:30	8:30	0:30	
	2	#Pitch BCN	<i>fictionfactory</i>	9:30	10:00	9:00	0:30	
	3	#Pitch SMARTHam	<i>cesarenonnismarzano</i>	10:00	10:30	9:30	0:30	
	4	#Pitch WALRUS	<i>danielearata</i>	10:30	11:00	10:00		
	BREAK				11:00	11:15		0:15
	5	#Pitch START3D	<i>sarabmarjan</i>	11:15	11:45	10:45	0:30	
	6	#Pitch TESSA	<i>antares</i>	11:45	12:15	11:15	0:30	
	7	#Pitch MicroBatchBot	<i>kpeycheva</i>	12:15	12:45	11:45	0:30	
	8	#Pitch eCAT	<i>roto2021</i>	12:45	13:15	12:15	0:30	
End of block				13:15				
LUNCH BREAK							0:30	
DAY 1		1 SEPTEMBER 2021						
Block	#	Description / Proposal Acronym	Applicant Username	Start time CEST	End time CEST	Time to join the Waiting Room CEST	TIME ALLOCATED	
AFTERNOON		Tech fine tuning		13:45	14:00		0:15	
	9	#Pitch Ritherdon & Co Ltd	<i>ritherdon</i>	14:00	14:30	13:45	0:30	
	10	#Pitch Smart SME Factory	<i>basicpoint</i>	14:30	15:00	14:00	0:30	
	11	#Pitch SMART-FACT	<i>marcodias</i>	15:00	15:30	14:30	0:30	
	12	#Pitch ODC 3D	<i>thenewraw</i>	15:30	16:00	15:00	0:30	
	BREAK				16:00	16:15		0:15
	13	#Pitch DSBSF	<i>stefanos.delmac</i>	16:15	16:45	15:45	0:30	
	14	#Pitch FOLD	<i>apergoot</i>	16:45	17:15	16:15	0:30	
	15	#Pitch DATABOT3D	<i>dzhingarova</i>	17:15	17:45	16:45	0:30	
	16	#Pitch ZOVOS-EKO s.r.o.	<i>bojda</i>	17:45	18:15	17:15	0:30	
	End of session				18:15			
DAY 2		2 SEPTEMBER 2021						

Block	SELECTION COMMITTEE ONLY	Description	Start time CEST	End time CEST	TIME ALLOCATED
MORNING		Final deliberation, decision on winners	10:00	11:00	1:00
		End of JURY DAY			11:00

Annex 11. Selection Committee post Jury Day meeting minutes

MINUTES OF THE SELECTION COMMITTEE

SELECTION OF FSTP BENEFICIARIES MEETING MINUTES

02.09.2021

Grant agreement number: 951813

Project title: Better Factory

Date of document: 03.09.2021

Number of the Open Call: 1st OC

Document history

VERSION	STATUS	DATE	COMMENTS	AUTHOR
1	Under Review	03.09.2021	Initial version for partners' review	FBA – Project Partner

ATTENDANTS:

On behalf of the Better Factory Consortium:

	PARTNER	ROLE in the PROJECT	NAME and SURNAME
1	VTT	Project Coordinator	Päivi Mikkonen
2	EUROPEAN DYNAMICS	Partner	Anastasia Garbi; Ali Muhammad
3	INOVA+	Partner	Ana Leal
4	IN4ART	Partner	Rodolfo Groenewoud van Vilet
5	GESTALT	Partner	Thomas Stafenbiel
6	GLUON	Partner	Ramona Van Gansbeke
7	WAAG	Partner	Miha Tursic
8	HBD	Partner	Petri Purmonen
9	FUNDINGBOX	Partner	Antonio Montalvo, Anca Marin

The Selection Committee - Voting Members:

	PARTNER	ROLE in the PROJECT	NAME and SURNAME
1	VTT	Project Coordinator	Päivi Mikkonen
2	EUROPEAN DYNAMICS	Partner	Anastasia Garbi
3	INOVA+	Partner	Ana Leal
4	IN4ART	Partner	Rodolfo Groenewoud van Vilet
5	GESTALT	Partner	Thomas Stafenbiel
6	GLUON	Partner	Ramona Van Gansbeke
7	WAAG	Partner	Miha Tursic
8	HBD	Partner	Petri Purmonen

The Pre-selected Finalists:

Proposal Acronym	Manufacturing SME	Technology Supplier	Artist
Fact4.0Waste	Neutroplast, Indústria de Embalagens Plásticas S.A.	AnotherBrain	Project: Galath3a
BCN	Fiction Factory	Institut d'Arquitectura Avançada De Catalunya, Fundació	Jesse Howard
SMARTHam	CAPANNA ALBERTO S.P.A.	SIRMIUMERP D.O.O.	STUDIO DE WILDE BV
WALRUS	SEACSUB S.p.a.	Stam S.r.l.	Studio Haseeb Ahmed
START3D	MX3D B.V.	MetallArt Treppen GmbH	Joris Laarman Lab B.V.
TESSA	Antares Romania SRL	Tesagon International SRL	Enriched Environments BV
MicroBatchBot	CMYK ingredients	Probot Oy	Borislava Lutskanova
eCAT	ROTO-Pavlinjek d.o.o.	Zerynth Srl	Sapiens Design Srls
Ritherdon & Co Ltd	Ritherdon & Company Ltd	Digiotouch OU	Nicola Ellis
Smart SME Factory	SC BASIC POINT SRL	Sensfix Sp. Z O.O.	The Girl and the Machine VOF/New industrial Order
SMART-FACT	FAMOLDE – FABRICAÇÃO E COMERCIALIZAÇÃO DE MOLDES S.A	Octavic PTS S.R.L.	NICETRAILS S.L.
ODC 3D	Maatschap The New Raw	Artific Intelligence	Gareth Neal
DSBSF	Delmac Scales P.C.	NO Solutions Development d.o.o.	Sara made
FOLD	Europack Bulgaria M EOOD	Ovisio Robotics SRL	Isaac Monté B.V.
DATABOT3D	INSTALO BG Ltd	Elliot Cloud Sl.	INDI Ingénierie et Design SAS
ZOVOS-EKO s.r.o.	ZOVOS-EKO s.r.o.	ROSSUM INTEGRATION s.r.o.	STUDIO LIBERTINY

The meeting agenda included the two days of the Jury Day session. The first day was dedicated to the pitching competition where the 16 pre-selected finalists presented their proposals during a 10-minute pre-recorded pitch, followed by a 10-minute Q&A session. The last 10 minutes within the 30-minute slot allocated to each consortium were dedicated to debating and voting amongst the **8 members** of the Selection Committee. Prior to the Jury day on the 1st of September, the Selection Committee members were given access to the 16 full proposals on the FundingBox platform and received the ppt presentations of the finalists. This way they could get a full understanding of the proposals presented during the live session and evaluate the said proposals according to criteria Excellence, Impact and Implementation. The attendees on the first day were the 16 invited finalist consortia, each represented by one person per each of the three members, the 8 members of the Selection Committee, 2 moderators from FundingBox and the Better Factory Technical Coordinator.

The second day of the Jury Day session was dedicated to the deliberation process. Only the 8 members of the Selection Committee, the two moderators and the Technical Coordinator were present during the second day of the online session.

Annex 12. List of provisional beneficiaries sent to P.0.

Project Acronym	Project Title	Man SME Name	ManSME_Country	ManSME_LumpSum	Tech Supplier Name	Tech Supplier_Country	Tech Supplier_LumpSum	Artist Name	Artists_Country	Artist_LumpSum	Total Funding
BCN	Better CNC Factory: reducing wood waste from CNC production by anticipating wasted sheet-material before production	Fiction Factory	Netherlands	50,000.00 €	Institut d'Arquitectura Avançada De Catalunya, Fundació	Spain	100,000.00 €	Jesse Howard	Netherlands	50,000.00 €	200,000.00 €
FOLD	Modular Cobot for production of Stone Paper Innovative Products	Europack Bulgaria M EOOD	Bulgaria	50,000.00 €	Ovisio Robotics SRL	Romania	100,000.00 €	Isaac Monté B.V.	Netherlands	50,000.00 €	200,000.00 €
ZOVOS-EKO s.r.o.	Better Factory _ Zovos+Libertiny+Rossum: Welded Metal Door Fabrication	ZOVOS-EKO s.r.o.	Slovakia	50,000.00 €	ROSSUM INTEGRATIO N s.r.o.	Slovakia	100,000.00 €	STUDIO LIBERTIN Y	Netherlands	50,000.00 €	200,000.00 €
ODC 3D	Optimisation of Digital Craftsmanship in 3D Printing	Maatschap The New Raw	Netherlands	50,000.00 €	Artific Intelligence	Finland	100,000.00 €	Gareth Neal	United Kingdom	50,000.00 €	200,000.00 €
SMARTHam	Supervised Manufacturing And Real-time Traceability in Ham production	CAPANNA ALBERTO S.P.A.	Italy	50,000.00 €	SIRMIUMERP D.O.O.	Serbia	100,000.00 €	STUDIO DE WILDE BV	Belgium	50,000.00 €	200,000.00 €
DSBSF	Digital Solutions for Better Scales Factory	Delmac Scales P.C.	Greece	50,000.00 €	NO Solutions Development d.o.o.	Serbia	100,000.00 €	Sara made	Netherlands	50,000.00 €	200,000.00 €
Ritherdon & Co Ltd	MiniRoboFab – Exploring Product Customisation and Robotic Fabrication in a Small Factory	Ritherdon & Company Ltd	United Kingdom	50,000.00 €	Digiotouch OU	Estonia	100,000.00 €	Nicola Ellis	United Kingdom	50,000.00 €	200,000.00 €

Annex 13. Sub-Grant Agreement template

SUB-GRANT AGREEMENT

KNOWLEDGE TRANSFER EXPERIMENT

Better Factory

1st open call

The following Parties:

Teknologian tutkimuskeskus VTT Oy - Project Coordinator

and

INESC TEC - INSTITUTO DE ENGENHARIADE SISTEMAS E COMPUTADORES, TECNOLOGIA E CIENCIA (INESC), SCUOLA UNIVERSITARIA PROFESSIONALE DELLA SVIZZERA ITALIANA (SUPSI), ASOCIACION DE INVESTIGACION METALURGICA DEL NOROESTE (AIMEN), TECHNOLOGIKO PANEPISTIMIO KYPROU (CUT), FRAUNHOFER GESELLSCHAFT ZUR FOERDERUNG DER ANGEWANDTEN FORSCHUNG E.V. (FHG), NARODNE CENTRUM ROBOTIKY (NCR), INOVA+ - INNOVATION SERVICES, SA (INOVA), GLUON (GLUON), STICHTING WAAG SOCIETY (WAAG), EUROPEAN DYNAMICS ADVANCED INFORMATION TECHNOLOGY AND TELECOMMUNICATION SYSTEMS SA (ED), TIME.LEX (TLX), FUNDACIO BARCELONA MOBILE WORLD CAPITAL FOUNDATION (MWCcapital), HERMIA YRITYSKEHITYS OY (HBD), HOLONIX SRL (HLX), TOP DATA SCIENCE OY (TDS), INFOTECH, S.R.O. (INFOTECH), GESTALT ROBOTICS GMBH (GESTALT), IN4ART BV (IN4ART), OULUN YLIOPISTO (UO), ASOCIATIA CLUSTER MOBILIER TRANSILVAN (CMT), RAZVOJNI CENTER ORODJARSTVA SLOVENIJE (TECOS), FOUNDATION CLUSTER INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT CLUSTER), LATVIJAS PARTIKAS UZNEMUMU FEDERACIJA (FPQC), BYDGOSZCZ INDUSTRIAL CLUSTER (BIC), CLUTEX - KLASTR TECHNICKE TEXTILIE (CLUTEX), PECS-BARANYAI KERESKEDELMI ES IPARKAMARA (CCIPB) - Consortium partners all hereinafter jointly referred as **Consortium/ Consortium partners.**

The Better Factory Consortium is represented for the purposes of signing this Agreement by **FUNDINGBOX ACCELERATOR SP. Z O. O. (FBA)**, established in Al. Jerozolimskie 136, Warszawa 02-305, Poland, VAT number: PL7010366812, - **Consortium Partner**, represented for the purposes of signing the Agreement by Anna Dymowska, - COO

(hereinafter referred to as the Contractor)

and

For Legal entities

[Beneficiary Name], with its registered office at [.....], [Country], with VAT number [.....], represented by [name, surname and position], hereinafter referred to as Manufacturing company - **Team Leader**

[Beneficiary Name], with its registered office at [.....], [Country], with VAT number [.....], represented by [name, surname and position],

[Beneficiary Name], with its registered office at [.....], [Country], with VAT number [.....], represented by [name, surname and position],

For Natural persons

[Name and surname], citizen of [country], living at [address], [tax identification number],

hereinafter separately referred to as the team members and collectively as the **BENEFICIARY**

hereinafter **CONTRACTOR** and **BENEFICIARY** each individually referred to as a **PARTY** and collectively as **Parties**,

have agreed to enter into Agreement with the terms and conditions below.

Article 1 SUBJECT OF THE AGREEMENT, GRANT

1. The Agreement sets out the terms and conditions of awarding and paying the grant to the Beneficiary and Beneficiary's participation in the Knowledge Transfer Experiments (KTE) support programme (also the **Programme**).
2. The grant is awarded for [beneficiary's project name] (the **Project**), selected in the Better Factory 1st Open Call and described in the Application form submitted by the **Beneficiary** in the above-mentioned Open Call.
3. The maximum grant amount including the mini-grant (EUR 1,800) already received is EUR 200,000,00 (up to 100.000,00 per third party).
4. The assistance provided by the **Contractor** to the **Beneficiary** under the Agreement will be in the form of either cash (as a lump sum) or services.

Article 2 DURATION AND STARTING DATE OF THE PROJECT

1. The duration of the whole Knowledge Transfer Experiments support programme is 16 months starting from **1 October 2021** (the **Starting Date**) to **January 2023** (the **End Date**) - the **Programme Period**.
2. The Beneficiary may apply for an extension of the Programme Period if there are objective conditions which prevent its implementation in time. The Beneficiary's request should indicate the circumstances justifying the extension and the period for which the project should be extended.
3. The circumstances of extension will be assessed by the Selection Committee.
4. The KTE course is described in detail in Annex 1.
5. Detailed Project description, approved by the Selection Committee will be included in the Individual Mentoring Plan (IMP) of the Project. IMP is an Annex 2 to this Agreement.

Article 3 ELIGIBILITY CONDITIONS, CONFLICT OF INTEREST

1. By signing the Agreement, the Beneficiary declares that it meets the eligibility conditions for participation in the Knowledge Transfer Experiments support programme as defined in the Better Factory 1st Open Call Guide for Applicants.
2. In particular the Beneficiary confirms that:
 - a. information concerning its legal status provided to the Contractor is correct, complete and up-to-date;

- b. it has not received any other EU grant for the Project and will give notice of any future EU grants related to this Project awarded to the Beneficiary;
 - c. it has stable and sufficient sources to maintain the activity throughout the action and to provide any counterpart funding necessary and has or will have the necessary resources needed to implement the Project;
 - d. it is not excluded from the possibility of obtaining EU funding under the provisions of either national and EU law, or by a decision of either national or EU authority;
 - e. the Project is not excluded under the provisions of Article 19 of Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 (ethics);
 - f. it is not bankrupt, being wound up, having its affairs administered by the courts, has not entered into an arrangement with creditors, suspended business activities or is not subject to any other similar proceedings or procedures (this applies also to persons with unlimited liability for Beneficiary's debt);
 - g. it is not in breach of social security or tax obligations;
 - h. it is not (or persons having powers of representation, decision-making or control, beneficial owners or persons who are essential for the award/implementation of the grant) in one of the following situations:
 - i. being guilty of grave professional misconduct, having committed fraud, having links to a criminal organisation, being involved in corruption, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking,
 - ii. showing significant deficiencies in complying with the main obligations under an EU procurement contract, grant agreement or grant decision,
 - iii. being guilty of irregularities within the meaning of Article 1(2) of Regulation No 2988/95,
 - iv. being established in another jurisdiction with the intent to circumvent fiscal, social or other legal obligations in the country of origin (including the establishment of another entity with this purpose);
 - i. Project developments are free from third party rights, or those third party rights are clearly stated;
 - j. the Project is based on Beneficiary's original works, or the Beneficiary may use the works constituting the basis of the Project and any foreseen developments of such works are free from third party claims, unless stated otherwise.
3. The Beneficiary hereby declares lack of any conflict of interest with any of the Better Factory Consortium Members. A conflict of interest means any situation where the impartial and objective nature of the awarding of a grant for the Beneficiary's project is compromised for reasons related to economic interest, political or national affinity, family or emotional ties or any other shared interest.

Article 4 GRANT

1. The maximum grant amount is **EUR 198,200,00** (one hundred ninety-eight thousand and two hundred euros), paid as a lump sum³ following the conditions set out in this Agreement and its Annexes.
2. Payment of the individual tranches of the grant to the Beneficiary depends on the proper implementation of the Project and completion and approval of the agreed deliverables by the Selection Committee.
3. Project budget will be included in the Individual Mentoring Plan (IMP) of the Project in Annex 2, validated by the Selection Committee.
4. Eligible costs are direct and indirect costs that correspond to the Project budget set out in the IMP and they are eligible as long as corresponding tasks or parts of the Project have been properly implemented (including personnel costs, purchase of goods and services, travel costs, licence fees).
5. Ineligible costs are:
 - a. costs that do not comply with the conditions set out above;

³ The lump sum is a simplified method of settling expenses in projects financed from Horizon 2020 funds. Under this method, the Beneficiary is not required to present strictly defined accounting documents to prove the cost incurred (e.g. invoices), but is obliged to demonstrate the implementation of the project in line with the milestones set for the Project. The lump sum does not release the Beneficiary from the obligation to collect documentation to confirm the costs under fiscal regulation.

- b. costs declared under another EU or Euratom grant (including grants awarded by a Member State and financed by the EU or Euratom budget and grants awarded by bodies other than the EC or EU Agency for the purpose of implementing the EU and Euratom budget);
 - c. costs incurred outside the Programme Period.
6. Beneficiary acknowledges that the “no double funding” rule applies to the awarded grant. “Double funding” means the situation where the same costs for the same activity are funded twice through the use of public funds. It is a fundamental principle underpinning the rules for public expenditure in the EU that no costs for the same activity can be funded twice from the EU budget. It is not allowed in any circumstances. The Beneficiary undertakes to follow this rule. The Beneficiary cannot use money received within the Better Factory to cover activities other than the ones related to the Project.
7. During the Programme, the Contractor will provide the Beneficiary also with the non-financial support in the form of:
- a. business/technical/artistic support and mentoring
 - b. two cutting-edge tools:
 - RAMP - the one-stop-shop where Manufacturing Companies will be able to buy services from Technology Suppliers, Artists, Competence Centres, training providers and financial brokers.
 - APPS - Advanced Production Planning and Scheduling, deployed on a free and open IoT platform at 10% of the cost in 50% less time. APPS will automatically reconfigure the collaborative robots.
 - c. Test & develop new Lean-Agile production technologies with RAMP
 - d. training to re-skill staff
8. The detailed scope of the above-mentioned support is described in Annex 1.

Article 5 PAYMENT SCHEDULE

1. The grant will be paid in the instalments as follows:

Knowledge Transfer Experiments [KTEs]	Duration (months)	Month within support program	Deliverable	Payment Milestone	Instalment #	Total KTE Payment (in EUR)	Funds to Manufacturing SME (in EUR)	Funds to Artist (in EUR)	Funds to Technology Supplier (in EUR)
Stage 1: Knowledge Co-creation	1	M0	D1.1 Individual Mentoring Plan	Beginning Stage1	1	7.000,00	2.500,00	2.000,00	2.500,00
		M01	D1.2 Requirements for project	End Stage1	2	7.000,00	2.500,00	2.000,00	2.500,00
Stage 2: Knowledge Transfer	12	M03	D2.1 Challenge-driven and mission-driven project requirements	Beginning Stage2	3	39.550,00	11.100,00	12.050,00	16.400,00
		M07	D2.2 KTE demonstration – new product use case (proof of concept)	Middle Stage 2	4	39.550,00	6.500,00	12.050,00	21.000,00
			D3.1 Factory IT setup						
		M13	D2.3 KTE demonstration – new product use case (prototype)	End Stage 2	5	79.100,00	14.800,00	19.300,00	45.000,00
			D2.4 KTE demonstration – strategy of ideas						
			D3.2 Automation solutions						
D4.x Deliverables will depend as per assigned task									
Stage 3: Knowledge Scale-up	3	M16	D5.1 Automation Roadmap	End Stage 3	6	26.000,00	12.000,00	2.000,00	12.000,00
			D5.2 Manufacturing SME Business plan						
			D5.3 Technology Supplier Business plan						
Total						198.200,00	49.400,00	49.400,00	99.400,00

2. The lump sum will be transferred to the **Team Leader** - Manufacturing Company and they will be responsible to distribute the funds to the Artist and to the Technology Supplier.
3. Payments will be made to the **Team Leader's** bank account indicated in the Bank identification form being an Annex 4 to this Agreement. Payments shall be considered to have been carried out on the date when they are debited from the **FUNDINGBOX ACCELERATOR SP. Z O. O., Better Factory consortium partner, the Contractors** account.

4. The grant is divided between each team member based on the above table, i.e.:
 - Stage 1
 - EUR 7,000 immediately after approval of the IMP (deliverable D1.1). The Manufacturing Company will distribute EUR 2,500 to the Technology Supplier and EUR 2,000 to the Artist.
 - EUR 7,000 at M01 after approval of the deliverable D1.2. The Manufacturing Company will distribute EUR 2,500 to the Technology Supplier and EUR 2,000 to the Artist.
 - Stage 2:
 - EUR 39,550 at M03 after approval of deliverable D2.1. The Manufacturing Company will distribute EUR 12,050 to the Artist and EUR 21,000 to the Technology Supplier.
 - EUR 39,550 at M07 after approval of deliverables D2.2 and D3.1. The Manufacturing Company will distribute EUR 12,050 to the Artist and EUR 21,000 to the Technology Supplier.
 - EUR 79,100 at M13 after approval of deliverables D2.3, D2.4, D3.2 and D4.x. The Manufacturing Company will distribute EUR 19,300 to the Artist and EUR 45,000 to the Technology Supplier.
 - Stage 3:
 - EUR 26,000 at M13 after approval of deliverables D5.1, D5.2 and D5.3. The Manufacturing Company will distribute EUR 2,000 to the Artist and EUR 12,000 to the Technology Supplier.
5. The **Team Leader** is responsible for transferring the grant to the team members without undue delay. Before payment of the next tranche, the Contractor might verify whether the payment to the team has been made, according to the budget in the IMP validated by the Selection Committee.
6. Payment to the **Team Leader** will discharge the **Contractor** from its payment obligation. The team members signing this agreement accept it.
7. Payments will be made in euros. The Beneficiary shall provide a bank account denominated in euros; otherwise, the Beneficiary will bear the currency conversion costs.
8. The grant received by the Beneficiary is owned by the European Commission (EC) until the payment of the balance for the whole Better Factory Project. The Contractor is a mere holder and manager of the funds.

Article 6 COMMUNICATION BETWEEN THE PARTIES

1. Unless stated otherwise, communication under the Agreement (requests, submissions, formal notifications etc.) must be made in writing. For the purposes of this Agreement, the written form shall be deemed to include e-mail communication sent to the e-mail addresses indicated below.
2. The Beneficiary, signing this Agreement, appoints [team leader name] as the Team Leader and authorises it to represent them in relations with the Contractor during Project execution and Knowledge Transfer Experiments support programme duration. The Team Leader provides general communication with the Contractor, reporting, grant distribution etc. The arrangements made between the Team Leader and Contractor are binding for all team members.
3. Parties appoint the following persons authorised to communicate:
 - a. for the Beneficiary(Team Leader) - [authorised person – name and email]
 - b. for the Contractor: [authorised person – name and email]
4. Change of contact persons and/or their email addresses does not constitute an amendment to the Agreement and may be made in the form of a notification sent to the email address of the other Party.
5. E-mail communication is considered to have been made once it is sent by the sending Party (i.e. on the date and time it is sent). Communication is considered to have been received on the date and time of receipt by the receiving Party. In the absence of confirmation of the receipt, communication is considered to have been received 3 days after it was sent.
6. Formal notifications on paper sent by registered post are considered to have been made on either: the delivery date registered by the postal service or the deadline for collection at the post office.
7. English is the only official language of the Programme and this Agreement. This means that all documents, deliverables, reports etc. as well as the whole communication shall be in English.

8. Formal notifications on paper addressed to the Contractor must be sent to the Contractor's official mailing address specified in the commencement.
9. Formal notifications on paper addressed to the Beneficiary must be sent to [the Beneficiary's official mailing address specified in the commencement] or [Beneficiary's FULL address for correspondence].

Article 7 BENEFICIARY'S OBLIGATIONS

1. The Beneficiary has full responsibility for implementing the Project in compliance with the provisions of the Agreement and its Annexes and all legal obligations under applicable EU, international and national law.
2. If the Beneficiary fails to properly implement the Project (or part of it), the corresponding lump sum or instalment will be rejected as ineligible and the grant will be reduced proportionally.
3. The Beneficiary shall take all measures to promote equal opportunities and gender equality during Project implementation. It must aim, to the extent possible, for gender balance at all Project levels, including at supervisory and managerial level.
4. The Beneficiary is also responsible for:
 - a. monitoring Project's proper implementation;
 - b. providing in good time any required documents or information to the Contractor;
 - c. informing the Contractor immediately of any events or circumstances likely to significantly affect or delay the implementation of the Project;
 - d. informing the Contractor immediately of any changes in its legal, financial, technical, organisational or ownership situation;
 - e. informing the Contractor immediately of any circumstances affecting the grant award decision or compliance with the Agreement.
5. If the Beneficiary breaches its obligation arising from this Agreement, the grant may be reduced and the Contractor may apply other measures described in Articles 20 to 25.

Article 8 RESOURCES TO IMPLEMENT THE PROJECT – THIRD PARTIES INVOLVED IN THE PROJECT

1. For the purposes of implementing the Project, the Beneficiary may purchase goods, works, and services and use subcontractors as covered by the Project budget lump sum. Any expenses incurred outside of the provided lump sum indicated in art. 5. will be covered directly by the beneficiary.
2. The Beneficiary must make such purchases and/or use of such subcontractors and partners so as to ensure the best value for money or, if appropriate, the lowest price. In doing so, it must avoid any conflicts of interest.
3. The Beneficiary must ensure that its obligations under Articles 10, 11 ,14,15, 17, 28, 29 also apply to its subcontractors and partners.
4. The Beneficiary must ensure that the Contractor, the EC, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) and any other authorised institutions can exercise their rights under Articles 10, 11, and 13 also towards third parties involved in the Project implementation.

Article 9 GENERAL OBLIGATION TO INFORM and KEEPING RECORDS

1. The Beneficiary must provide, during the implementation of the Project and 6 years after Better Factory project ends (30/09/2024), upon request of the Contractor or EC, any information requested in order to carry out:
 - a. the verification of proper implementation of the Project by the Beneficiary (including achievement of the agreed KPIs and milestones, lack of double funding);
 - b. the verification of compliance with the Beneficiary's obligations under the Agreement;
 - c. statistical analyses and evaluation (of e.g. project results and impact, Beneficiary's further growth and project development, for example, further investments, grants etc.);
2. The Beneficiary shall make the supporting documentation available upon request or in the context of checks, reviews, audits or investigations.

3. If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings from other grants to this grant), the Beneficiary must keep the records and other supporting documentation until such checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement are resolved.
4. The Beneficiary must keep the original documents. Digital and digitised documents can be considered originals if authorised by the applicable national law. The Contractor may accept copies of documents if it considers that they offer a comparable level of assurance.
5. The Procedure described in Articles 10 and 11 applies accordingly.

Article 10 CHECKS, REVIEWS, AUDITS, AND INVESTIGATIONS

1. EC may, during the implementation of the Project and/or afterwards, carry out checks/investigation reviews and/or audits concerning the Project to ensure its proper implementation and compliance with the obligations under the Agreement and applicable EU law.
2. Checks/reviews/audits/investigations will be formally notified to the Beneficiary and will be considered to have started on the date of the formal notification.
3. The Beneficiary must provide, within the deadline requested, any information and data related to the Project implementation (including information on the use of resources).
4. All information provided must be accurate, precise, complete and in the format requested, including electronic format. The Commission may also request additional information.
5. Checks/reviews/audits/investigations may be started up to five years after the end of the Better Factory, which is 30/09/2024.
6. EC may carry out checks/reviews/audits/investigations directly (using its own staff) or indirectly (using external persons or bodies appointed to do so). The Beneficiary has the right to object to the appointment of such external entities on grounds of commercial confidentiality.
7. The Beneficiary may be requested to participate in meetings, including with external experts.
8. For on-the-spot checks/reviews/audits/investigations, the Beneficiary must allow access to its sites and premises, including to external persons or bodies, and must ensure that the information requested is readily available.
9. Checks/reviews/audits/investigations (including review reports) are in the language of the Agreement.
10. EC may also access the Beneficiary's statutory records.
11. Under Regulations No 883/2013 and No 2185/96 (and their provisions and procedures), the European Anti-Fraud Office (OLAF) may – at any moment during the implementation of the Project and/or afterwards – carry out investigations, including on-the-spot checks and inspections, to establish whether there has been a fraud, corruption or any other illegal activity affecting the financial interests of the EU.
12. Under Article 287 of the Treaty on the Functioning of the European Union (TFEU) and Article 257 of the Financial Regulation 2018/1046, the European Court of Auditors (ECA) may – at any moment during the implementation of the Project or afterwards – carry out audits. The ECA has the right of access for the purpose of carrying out checks and audits.
13. The Beneficiary who uses third parties in the Project implementation should assure that those third parties will make it possible to conduct above-mentioned checks/reviews/audits/investigations.
14. In the case of the EC, OLAF, ECA, and any other authorised EU or national authority, their appropriate procedures might be applied.

Article 11 CHECKS, REVIEWS, AUDITS, AND INVESTIGATIONS – CONTRACTOR'S RIGHTS

1. The Contractor may, during the implementation of the Project and for five years after its completion, review the proper implementation of the Project and its compliance with the obligations under the Agreement.
2. Proceeding on behalf of the Contractor may be performed by the Consortium Coordinator.
3. Article 10 sections 10.1 – 10.13 should be applied accordingly.

4. The Contractor will formally communicate the review results to the Beneficiary. The Beneficiary may formally respond to the review report within 7 days ('contradictory review procedure').

Article 12 CONSEQUENCES OF FINDINGS IN CHECKS, REVIEWS, AUDITS, AND INVESTIGATIONS – EXTENSION OF FINDINGS

1. Findings in checks, reviews, audits or investigations carried out in the context of this Agreement may lead to the rejection of costs, reduction of the grant, recovery of undue amounts, termination of the Agreement or to any other measures described in Articles 20-26 (in particular, the suspension of payments and the suspension or termination of the Project implementation).
2. Obligation to return the amount corresponding to the grant amount should be considered as an obligation to recover undue amounts.
3. Checks, reviews, audits or investigations that find systemic or recurrent errors, irregularities, fraud or breach of obligations may lead to reviews and withdrawal, among other things, of other EU grants awarded under similar conditions ('extension of findings from this grant to other grants').
4. Moreover, findings arising from an OLAF investigation may lead to criminal prosecution under national law.
5. The EC, OLAF, ECA and any other authorised EU or national authority may extend findings from other grants to this grant ('extension of findings from other grants to this grant') if the Beneficiary is found, in other EU grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant.
6. The extension of findings may lead to the consequences described in section 1 of this Article.
7. The Beneficiary will be formally notified of the list of irregularities and actions taken (in particular, the reduction of the maximum grant amount or termination of the Agreement).

Article 13 EVALUATION OF THE IMPACT OF THE PROJECT

1. The Contractor or EC may carry out interim and final evaluations of the impact of the Project measured against the objective of the EU programme.
2. Evaluations may be started during the implementation of the Project and up to five years after the Better Factory project ends (30/09/2024). The evaluation is considered to start on the date of the formal notification to the Beneficiary.
3. The Contractor or EC may make these evaluations directly (using their own staff) or indirectly (using external bodies or persons they have authorised to do so).
4. The Beneficiary must provide any information relevant to an evaluation of the impact of the project, including information in electronic format.

Article 14 ETHICS AND RESEARCH INTEGRITY

1. The Beneficiary must carry out the Project in compliance with the EU ethical principles (including the highest standards of research integrity) and ethical recommendations indicated in the 'Ethics Summary Report' (ESR), Annex 3. If there are any ethics issues raised in the proposal, ESR specific requirements will be included as deliverable. The implementation of ethics issues will be monitored during the entire project life cycle by the 'Ethics Committee', composed by Ethics Experts from VTT, **project coordinator**.
2. Funding can not be granted for activities carried out outside the EU if they are prohibited in all Member States.
3. The Beneficiary must ensure that the activities under the Project have an exclusive focus on civil applications.
4. Before starting an activity raising an ethical issue, the Beneficiary shall obtain all documents, opinions and authorisations required under the relevant national and European laws.

Article 15 CONFLICTS OF INTEREST

1. The Beneficiary must take all measures to prevent any situation where the impartial and objective implementation of the Project is compromised for reasons involving economic interest, political or national

affinity, family or emotional ties or any other shared interest (conflict of interest). In particular, no-conflict of interest rule applies to purchases of goods and services and relations between the Beneficiary and each of the Better Factory Consortium partners.

2. The Beneficiary shall formally and promptly notify the Contractor of any situation which constitutes or is likely to lead to a conflict of interests and shall immediately take all necessary steps to rectify the situation.
3. The Contractor may verify that the measures taken are appropriate and may require additional measures within a specified deadline.

Article 16 FORCE MAJEURE

1. '*Force majeure*' means any situation or event that prevents either Party from fulfilling their obligations under the Agreement and is an unforeseeable, exceptional situation beyond the **Parties'** control and proves to be inevitable in spite of exercising all due diligence.
2. For the sake of clarity, the Parties hereby acknowledge that as of the Effective Date, there is an ongoing global event related to a coronavirus pandemic (commonly referred to as COVID-19) and that therefore related measures already implemented and further measures could be decided and implemented by the national authorities. If a Party is prevented from fulfilling its obligations under the Agreement by such related measures, it is agreed that this Party shall not be considered to be in breach of this Agreement.
3. Any default of a service, defect in equipment or material or delays in making them available unless they stem directly from a relevant case of *force majeure*, as well as labour disputes or strikes, financial difficulties or circumstances due to error or negligence attributable to either Party (or third parties involved in the Project), cannot be invoked as *force majeure*.
4. Any situation constituting *force majeure* must be formally notified to the other Party without delay, stating the nature, likely duration and foreseeable effects.
5. The Party prevented by *force majeure* from fulfilling its obligations under the Agreement cannot be considered in breach of them.

Article 17 CONFIDENTIALITY

1. Confidential Information is all information, in whatever form or mode of communication, which is disclosed by a Party (the "Disclosing Party") to any other party (the "Recipient") either directly or indirectly in connection with the Project during its implementation and which has been explicitly marked as "confidential" at the time of disclosure, or when orally disclosed, it was identified as confidential at the time of disclosure and was confirmed and designated in writing within 15 calendar days from oral disclosure at the latest as confidential information by the Disclosing Party.
2. The Parties hereby undertake for a period of 10 years after the end of the Programme Period:
 - a. not to use Confidential Information otherwise than for the purpose for which it was disclosed;
 - b. to use confidential information only to implement the Agreement unless otherwise agreed between the Parties;
 - c. not to disclose Confidential Information without the prior written consent of the Disclosing Party;
 - d. to ensure that internal distribution of Confidential Information by a Recipient shall take place on a strictly need-to-know basis; and
 - e. to return to the Disclosing Party, or destroy, upon request, all Confidential Information that has been disclosed to the Recipients including all copies thereof and to delete all information stored in machine-readable form as much as practically possible. The Recipients may keep a copy to the extent it is required to keep, archive or store such Confidential Information due to compliance with applicable laws and regulations or compliance with on-going obligations provided that the Recipient complies with the confidentiality obligations herein contained with respect to such copy for as long as the copy is retained.

3. The Recipients shall be responsible for the fulfilment of the above obligations on behalf of their employees or third parties involved in the Project and shall ensure that they remain so obliged, as far as legally possible, during and after the end of the Programme Period as well as after the termination of the contractual relationship with the relevant employee or third party.
4. The Contractor may disclose Confidential Information to its staff, other EU institutions and bodies. It may disclose Confidential Information to third parties, if:
 - a. this is necessary to implement the Agreement or safeguard the EU's financial interests and
 - b. the recipients of the information are bound by an obligation of confidentiality.
5. Under the conditions set out in Article 4 of the Rules for Participation Regulation No 1290/2013⁴, the Commission must moreover make available information on the results to other EU institutions, bodies, offices or agencies as well as Member States or associated countries.
6. The above shall not apply to the disclosure or use of Confidential Information, if and insofar as the Recipient can show that:
 - a. the Confidential Information has become or becomes publicly available by means other than a breach of the Recipient's confidentiality obligations;
 - b. the Disclosing Party subsequently informs the Recipient that the Confidential Information is no longer confidential;
 - c. the Recipient is required to disclose the Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order. If any Party realises that it will or may be required to disclose Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order, it shall, to the extent it is lawfully able to do so, prior to any such disclosure:
 - i. notify the Disclosing Party, and
 - ii. comply with the Disclosing Party's reasonable instructions to protect the confidentiality of the information.
 - d. the Disclosing Party agrees to release the information to another party;
 - e. the information was already known by the Recipient or has been given to him without obligation of confidentiality by a third party that is not bound by any obligation of confidentiality;
 - f. the Recipient proves that the information was developed without the use of confidential information;
7. The Recipient shall apply the same degree of reasonable care with regard to the Confidential Information disclosed within the scope of the Project as with its own confidential and/or proprietary information.
8. Each Beneficiary shall promptly advise the Disclosing Party in writing of any unauthorised disclosure, misappropriation or misuse of Confidential Information after it becomes aware of such unauthorised disclosure, misappropriation or misuse.
9. In addition to the confidentiality obligations of this Article, and if it is considered that the confidentiality obligations above do not provide sufficient protection, either Party may request the Beneficiary/Consortium Partner to enter into a specific NDA to safeguard the requesting Party's confidential and proprietary information disclosed for the purposes of the Project.

Article 18 PROMOTING THE PROJECT – VISIBILITY OF EU FUNDING

1. The Beneficiary must promote the Project and its results, by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.
2. Before engaging in a communication activity expected to have a major media impact, the Beneficiary must inform the Contractor about it .

⁴ Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 laying down the rules for the participation and dissemination in "Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020)" (OJ L 347, 20.12.2013 p.81).

3. Any infrastructure, equipment and major results funded by the grant must display the EU emblem and Better Factory Project logo:



and include the following text:

- a. For communication activities:

"This project has received funding from the European Union's Horizon 2020 research and innovation programme within the framework of the Better Factory Project funded under grant agreement No 951813".

- b. For infrastructure, equipment and major results:

"This [infrastructure][equipment][insert type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 951813".

4. When displayed together with another logo, the EU emblem must have appropriate prominence.
5. Any communication activity related to the Project must indicate that it reflects only the author's view and that the EC is not responsible for any use that may be made of the information it contains.
6. The EC may use, for its communication and publicity activities, information relating to the Project, documents, notably abstracts for publication, as well as any other materials, such as pictures or audio-visual material related to the Beneficiary and received through the Contractor (including in electronic form).
7. If the EC's use of these materials, documents or information would risk compromising the Beneficiary's legitimate interests, the Beneficiary concerned may request the EC not to use them.
8. The EC's right to use the Beneficiary's materials, documents and information includes:
 - a. use for its own purposes (in particular, making them available to persons working for the EC or any other EU institution, body, office or agency or body or institutions in EU Member States; and copying or reproducing them in whole or in part, in unlimited numbers);
 - b. distribution to the public (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes);
 - c. editing or redrafting for communication and publicity activities (including shortening, summarising, inserting other elements (such as meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, using in a compilation),
 - d. translation,
 - e. giving access in response to individual requests under Regulation No 1049/200152, without the right to reproduce or exploit;
 - f. storage in paper, electronic or other form;
 - g. archiving, in line with applicable document-management rules, and
 - h. the right to authorise third parties to act on its behalf or sub-license the modes of use set out in Points (b), (c), (d) and (f) to third parties if needed for the communication and publicity activities of the EC.
9. If the right of use is subject to rights of a third party (including personnel of the Beneficiary), the Beneficiary must ensure that it complies with its obligations under this Agreement (in particular, by obtaining the necessary approval from the third parties concerned).
10. Where applicable (and if provided by the Beneficiary), the EC will insert the following information: "© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the [[name of the Agency] and the] [European Union (EU)][Euratom] under conditions."

Article 19 LIABILITY FOR DAMAGES

1. Liability of the Contractor or a Better Factory Consortium Partner:
 - a. The **Contractor** or any **Consortium Partner** cannot be held liable for any damage caused to the **Beneficiary** or third parties as a consequence of implementing the Agreement;
 - b. The **Contractor** or a **Consortium Partner** cannot be held liable for any damage caused by the **Beneficiary** or third parties involved in the Project, as a consequence of implementing the Agreement.
2. Liability of the Beneficiary:
 - a. except in case of *force majeure*, the team members bear joint and several liability and must compensate the Contractor or a respective Consortium Partner for any damage it sustains as a result of the implementation or lack of implementation of the Project in compliance with the Agreement, in particular in case of false statements or information regarding team members eligibility,
 - b. joint and several liability of the team members means that the Contractor or Consortium Partner may seek compensation from all or some of the team members indicated in the Contract and the satisfaction of their claim by any team member releases the others from the obligation.
3. With the exception of the duty of confidentiality, the Parties' liability for damages is limited to direct loss but does not extend to consequential loss, such as interruptions in production or other operating losses, loss of revenue or profit, or other indirect losses. The Parties' liability is limited to the amount of grant, provided such damage was not caused by a wilful act or gross negligence.
4. The terms of this Agreement shall not be construed to alter or limit the statutory liability of either Party.
5. The EC is not a Party to this Agreement. Therefore, the EC cannot be held liable for any damage, including gross negligence, caused to the Beneficiary or to third parties as a consequence of implementing the Agreement.
6. The EC cannot be held liable for any damage caused by the Beneficiary or third parties involved in the Project, as a consequence of implementing the Agreement.

Article 20 TERMINATION OF THE AGREEMENT

1. Either Party may terminate the Agreement.
2. The Beneficiary must formally notify the Contractor of such termination, stating its reasons.
3. The termination will take effect on the day specified in the notification. This date must be after the notification.
4. The Contractor may terminate the Agreement if:
 - a. a change to the Beneficiary's legal, financial, technical, organisational or ownership situation is likely to substantially affect or delay the implementation of the Project or calls into question the decision to award the grant;
 - b. implementation of the Project is prevented by *force majeure* or suspended by the Beneficiary and either:
 - i. resumption is impossible, or
 - ii. the necessary changes to the Agreement would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.
 - c. the Beneficiary is declared bankrupt, being wound up, having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, or is subject to any other similar proceedings or procedures under national law;
 - d. the Beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has been found guilty of professional misconduct, proven by any means;
 - e. the Beneficiary does not comply with the applicable national law on taxes and social security;
 - f. the Project has lost scientific or technological relevance;
 - g. the Beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed fraud, corruption, or is involved in a criminal organisation, money laundering or any other illegal activity;
 - h. the Beneficiary (or a natural person who has power to represent or take decisions on its behalf) has committed:

- i. substantial errors, irregularities or fraud; or
 - ii. a serious breach of obligations under the Agreement or during the award procedure (including improper implementation of the Project, submission of false information, failure to provide the required information, breach of ethical principles);
 - iii. in other EU grant awarded to it under similar conditions – systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings from other grants);
 - i. the Beneficiary is in a conflict of interest position;
 - j. the Contractor assesses any continuation of the Project by the Beneficiary as being unfounded because of the dismissive attitude of the Beneficiary or lack of engagement by the Beneficiary in the Project (such decision should be made by the Selection Committee upon the recommendation of the Mentoring Committee and it is final);
 - k. the Beneficiary failed to achieve its milestones or KPIs or implement ethical recommendations within agreed deadlines;
 - l. the grant is used by the Beneficiary in violation of the Better Factory and Horizon2020 fundamentals (for example the resources are transferred outside of the eligible countries).
5. Before terminating the Agreement, the Contractor will formally notify the Beneficiary:
 - a. informing it of its intention to terminate and the reasons why; and
 - b. inviting him, within 7 days of receiving notification, to submit observations and if applicable, to inform the Contractor of the measures to ensure compliance with the obligations under the Agreement.
 6. If the Contractor does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify the Beneficiary of the termination and the date it will take effect. Otherwise, it will formally notify that the procedure is not continued.
 7. The termination will take effect on the day specified in the termination notice.
 8. The Contractor will calculate the final grant amount and the balance on the basis of the deliverables submitted, the eligible costs and compliance with other obligations under the Agreement.
 9. The Beneficiary may not claim damages due to termination by the Contractor.
 10. Termination has no effect on the provisions that normally continue to apply after the end of the Project, in particular: keeping records and other supporting documentation, submitting itself to checks, reviews, audits, and investigations, complying with the rules on the management of intellectual property, background, and results, maintaining confidentiality, promoting the Project and publicly display references to the EU funding, not assigning claims for payment, calculation of the grant, recovery of payments already made, consequences of non-compliance, payments (if there is any payment due only), claims, recovery of the grant, liability for damages, applicable law.

Article 21 SUSPENSION OF PAYMENTS

1. The Contractor may suspend payments, in whole or in part, if:
 - a. the **Beneficiary** (or a natural person who has the power to represent or take decisions on its behalf) has been found liable for or is suspected of:
 - i. having committed substantial errors, irregularities or fraud or
 - ii. being in serious breach of its obligations under the Agreement or during the award procedure (including improper implementation of the Project, submission of false information, failure to provide requested information, breach of ethical principles) or
 - b. the **Beneficiary** (or a natural person who has the power to represent or take decisions on its behalf) has committed – in other EU grants awarded to it under similar conditions – systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings from other grants to this grant) or
 - c. the Contractor has justified doubts regarding the implementation of the Project .
2. The Contractor notifies the Beneficiary of the suspension and its reasons.

3. If the conditions for resuming payments are met, the suspension will be lifted. The Contractor will formally notify the Beneficiary of this fact.

Article 22 SUSPENSION OF THE PROJECT IMPLEMENTATION

1. The Contractor may, at any time, suspend the Project's implementation if the Beneficiary (or a natural person who has the power to represent or take decisions on its behalf) is liable for or suspected of:
 - a. having committed substantial errors, irregularities or fraud; or
 - b. being in serious breach of obligations under the Agreement or during the award procedure (including improper implementation of the Project, submission of false information, failure to provide requested information, breach of ethical principles);
 - c. the Beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed – in other EU grants awarded to it under similar conditions – systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings from other grants to this grant), or
 - d. the Project is suspected of having lost its scientific or technological relevance;
 - e. the Beneficiary has significantly delayed the implementation of the Project;
 - f. the Beneficiary fails to fulfill its obligations regarding ethics described in the IMP;
 - g. the Beneficiary fails to comply with its obligations regarding double funding prohibition rule.
2. The suspension will take effect three days after notification received by the Beneficiary (or at a later date specified in the notification).
3. It will be lifted if the conditions for resuming implementation of the Project are met.
4. The Beneficiary will be formally notified of the lifting, and the Agreement will be amended to set the date on which the Project will be resumed, to extend the duration of the Project and make other changes necessary to adapt the Project to the new situation unless the Agreement has already been terminated.
5. The Beneficiary may not claim damages due to suspension by the Contractor.
6. Suspension of the Project implementation does not affect the Contractor's right to terminate the Agreement, reduce the grant or recover amounts unduly paid.

Article 23 REJECTION OF INELIGIBLE COSTS

1. The Contractor will reject any costs which are ineligible (i.e., if the Project is not properly implemented), in particular following checks, reviews, audits or investigations.
2. If irregularities are related to the purchase of goods or services, the costs of such purchase are also ineligible.
3. The rejection may also be based on the extension of findings from other grants.
4. Ineligible costs will be rejected proportionally to the tasks or parts of the Project not implemented.
5. If the rejection of costs does not lead to a recovery, the Contractor will formally notify the Beneficiary of the rejection of costs, the amounts and the reasons why (if applicable, together with the notification of amounts due). The Beneficiary may – within 7 days of receiving notification – formally notify the Contractor of its disagreement and the reasons why.

Article 24 REDUCTION OF THE GRANT

1. The Contractor may, reduce the grant amount, if:
 - a. the **Beneficiary** (or a natural person who has the power to represent or take decisions on its behalf):
 - i. has made substantial errors or irregularities or committed fraud; or
 - ii. is in serious breach of its obligations under the Agreement or during the award procedure (including submission of false information, failure to provide requested information, breach of ethical principles); or
 - b. the **Beneficiary** (or a natural person who has the power to represent or take a decision on its behalf) has committed – in other EU grants awarded to it under similar conditions – systemic or recurrent errors,

- irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings from other grants to this grant); or
- c. the Project is improperly implemented or not implemented.
2. The amount of the reduction will be proportionate to the seriousness of the breach and to the tasks or parts of the tasks not implemented.
 3. Before the reduction of the grant, the Contractor will formally notify the Beneficiary of its intention to reduce the grant, the amount it intends to reduce and the reasons why, and will invite it to submit observations within 7 days of receiving such notification.
 4. If the Contractor does not receive any observations or decides to pursue the reduction despite the observations it has received, it will formally provide notice of the confirmation of the reduction (if applicable, together with the notification of amounts due).
 5. If the Contractor reduces the grant after the payment of the grant, it will calculate the revised final grant amount. If the revised final grant amount for the Beneficiary is lower than the grant paid, the Contractor will recover the difference.

Article 25 RECOVERY OF UNDUE AMOUNTS

1. The Contractor will claim back any amount that was unduly paid (it might happen also after the completion of the Project).
2. The Contractor will formally notify the Beneficiary of its intention to recover the amount due and the reasons why and will invite it to submit observations within 7 days of receiving such notification.
3. If no observations are submitted or the Contractor decides to pursue recovery despite the observations it has received, it will formally provide notice of the confirmation of the recovery (together with the notification of amounts due) and the payment deadline.
4. If the payment is not made by the date specified in the debit note, the Contractor will recover the amount by taking legal action in accordance with the relevant national law.
5. The **Contractor** may offset the due amount, without the Beneficiary's consent, against any amounts owed to the Beneficiary by the Contractor.
6. If the payment is not made by the date specified in the debit note, the amount to be recovered will be increased by late-payment interest at the rate set out below.
7. Interest is due at the rate applied by the European Central Bank (ECB) for its main refinancing operations in euros ('reference rate'). The reference rate is the rate in force on the first day of the month in which the payment deadline expires, as published in the C series of the Official Journal of the European Union.
8. Interest covers the period running from the day following the due date for payment up to and including the date of payment.
9. Partial payments will be first credited against expenses, charges, and late-payment interest and then against the principal.
10. The Beneficiary bears all costs incurred in the recovery process by the Contractor.

Article 26 ADMINISTRATIVE SANCTIONS

In addition to contractual measures, the Commission may also adopt towards the Beneficiary administrative sanctions under Articles 136 and 137(3) of the Financial Regulation No 2018/1046 (i.e. exclusion from future procurement contracts, grants, prizes, and expert contracts and/or financial penalties).

Article 27 PROCESSING OF PERSONAL DATA

1. Any personal data under the Agreement will be processed in accordance with applicable EU and national data protection law. Such data will be processed by the Contractor for the purposes of implementing, managing and monitoring the Agreement or protecting the financial interests of the EU (including checks, reviews, audits, and investigations).
2. The persons whose personal data are processed have the right to access and amend their own personal data.

3. The Beneficiary must process personal data under the Agreement in compliance with applicable EU and national law on data protection (including authorisations or notification requirements).

Article 28 BACKGROUND and OWNERSHIP OF RESULTS

1. Background means any data, know-how, software or information of whatever form or nature (tangible or intangible), including any rights such as intellectual property rights, that:
 - a. are held by the Party no later than at the date of this Agreement; and
 - b. are needed to implement the Project or exploit the results together with any data, know-how, software, or information that is developed or acquired by a Party independently from the work in the Project even if in parallel with the performance of the Project.
2. Results mean any (tangible or intangible) output of the Project such as data, knowledge or information of whatever form or nature, whether protected or not – that is generated in the Project, as well as any rights attached to them, including intellectual property rights.
3. Results and intellectual property rights are owned by the Party that generates them.
4. Unless agreed otherwise, where Results are generated from work carried out jointly by the Beneficiary and one or more Better Factory Consortium Partner(s) and it is not possible to:
 - a. establish the respective contribution of each Party; or
 - b. separate such joint invention, design or work for the purpose of applying for, obtaining and/or maintaining the relevant patent protection or any other intellectual property right,the Parties have joint ownership of this work. The joint owners shall, within six (6) months after the participation of the Beneficiary in the Knowledge Transfer Experiments Support Programme (whichever is later), establish a separate written joint ownership agreement regarding the allocation of ownership and terms of exercising, protecting and dividing related costs and exploiting such jointly owned Results on a case by case basis.
5. However, until a joint ownership agreement has been concluded and as long as such rights are in force, such Results will be jointly owned in shares according to the share of contribution to the Results by the joint owners concerned (such share to be determined by taking into account in particular, but not limited to, the contribution of a joint owner to an inventive step, the person months or costs spent on the respective work, etc.). For the avoidance of doubt, the Parties should document their contribution to the Project.
6. Arrangements other than in this Article should be included in writing by the Parties concerned.
7. Unless otherwise agreed in the joint ownership agreement:
 - a. each of the joint owners shall be entitled to use their jointly owned Results for non-commercial research activities on a royalty-free basis and without the prior consent of the other joint owner(s), if the non-commercial research activities imply the use for academic/teaching/scientific purposes (subject to compliance with confidentiality requirements), or mere internal use;
 - b. the provisions of this Article exclude the use of the Results in contract research (rendering a research service against payment to a customer), even when the charge is mere cost reimbursement without profit;
 - c. the provisions of this Article exclude the use of the Results for royalty-bearing activities (such as licensing) or other activities leading to monetary benefits (e.g. use in developing, creating or marketing a product or process or creating and providing a service or use in standardisation activities);
 - d. the provisions of this Article include use in further (funded or unfunded) cooperative research projects. However, where such use leads to a grant of further user rights to others (e.g. project partners) for royalty-bearing or other activities leading to monetary benefits, such further user rights shall not be included in the category of non-commercial research activities under this bullet point;
 - e. each of the joint owners shall be entitled to otherwise exploit the jointly owned Results and to grant non-exclusive licenses to third parties (without any right to sub-license) if the other joint owners are given:
 - i. at least 45 calendar days advance notice; and
 - ii. compensation under fair and reasonable conditions.

8. Joint owners may apply another regime than joint ownership (such as, for instance, transfer to a single owner with access rights for the others).
9. Rights of third parties. If third parties (including personnel) may claim rights to the Results, the Beneficiary concerned must ensure that it complies with its obligations under the Agreement.
10. In the case of the Results that might be protected by intellectual property laws (like patentable invention, know-how, copyrights, industrial designs, rights to computer programs), joint owners are obliged to take all necessary measures to obtain such rights unless agreed otherwise in writing. In particular, the Parties are obliged to keep confidentiality and use measures to prevent any infringement or act that may affect the protection of the Results under intellectual property laws (for example because of losing the condition of novelty).
11. When deciding on protection, a Party must consider its own legitimate interests as well as the legitimate interests (especially commercial) of the joint owner.
12. Each of the joint owners must examine the possibility of protecting its results and must adequately protect the Results for an appropriate period and with appropriate territorial coverage if:
 - a. the Results can reasonably be expected to be commercially or industrially exploited; and
 - b. protecting them is possible, reasonable and justified (given the circumstances).
13. Each Party may transfer ownership of its joint results. It must, however, ensure that its obligations under this Article apply to the new owner and that this owner has the obligation to pass them on in any subsequent transfer.
14. Unless impossible under applicable EU and national laws on mergers and acquisitions or intellectual property laws, the Party that intends to transfer ownership of the Results must:
 - a. give at least 60 days advance notice to other Parties that still have (or still may request) access rights to the Results. This notification must include sufficient information on the new owner to enable any Party concerned to assess the effects on its access rights; and
 - b. give priority to the other joint owner to acquire a share in the Results.
15. Each joint owner may object to such transfer within 60 days of receiving notification, if it can show that the transfer would adversely affect its access rights. In this case, the transfer may not take place until an agreement has been reached between the Parties concerned.
16. EU RIGHTS - below-mentioned regulations of this Article (28.16 – 28.20) apply only to the Results jointly owned by the Beneficiary with the Consortium Partner and only to the share owned by the Consortium Partner and only if Beneficiary did not obtain Consortium Partner shares in the joint-owned results in accordance to the provisions above.
17. The EU may, with the consent of the Beneficiary, assume ownership of the part of the Results owned by the Consortium Partner, to protect them, if the joint owners intend – up to four years after the period set out in Article 10.5 – to disseminate its results without protecting them, except in any of the following cases:
 - a. the lack of protection is because protecting the Results is not possible, reasonable or justified (given the circumstances); or
 - b. the lack of protection is because there is a lack of potential for commercial or industrial exploitation; or
 - c. the joint-owners intend to transfer the Results to a third party established in an EU Member State or associated country, which will protect them.
18. Before the Results are disseminated and unless any of the cases above under Article 28.17 (a), (b) or (c) applies, the Consortium Partner who is a joint owner shall formally notify the Commission and at the same time inform it of any reasons for refusing consent. The Beneficiary may refuse consent only if it can show that its legitimate interests would suffer significant harm.
19. If the Commission decides to assume ownership, it will formally notify the Party within 45 days of receiving notification.
20. No dissemination of these Results may take place until the Commission has taken the necessary steps to protect the Results.

Article 29 PROTECTION AND EXPLOITATION OF RESULTS, OPEN ACCESS

1. The Beneficiary must examine the possibility of protecting its own Results and must adequately protect the results, for an appropriate period and with appropriate territorial coverage, if:
 - a. the Results can reasonably be expected to be commercially or industrially exploited; and
 - b. protecting them is possible, reasonable and justified (given the circumstances).
2. The Beneficiary's responsibilities in this regard are listed in particular in the Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 and Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013.
3. The Beneficiary must, up to four years after the Better Factory Project end date (30/09/2024), take measures aiming to ensure exploitation of its Results (either directly or indirectly, in particular through transfer or licensing) through:
 - a. using them in further research activities (outside the Project);
 - b. developing, creating or marketing a product or process;
 - c. creating and providing a service;
 - d. using them in standardisation activities.
4. Unless it goes against its legitimate interests, the Beneficiary must, as soon as possible, disseminate its Results by disclosing them to the public by appropriate means, including in scientific publications (in any medium) and inform the Contractor about it
5. The Beneficiary must ensure open access (free of charge, online access for any user) to all peer-reviewed scientific publications relating to its Results.
6. The Parties are aware that the Beneficiary's Project is a small project funded within a framework of the Better Factory Knowledge Transfer Experiments Support Programme. The Better Factory Consortium Partners, shall be enabled to perform their obligations as stated in the underlying legal framework, which comes directly from the Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 and Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013.
7. The Beneficiary agrees to grant the Better Factory Consortium Partner(s), upon written request, Access to its Background and Results generated within the Beneficiary's Project, to the extent necessary to perform their own (Partner's) tasks within the Better Factory Project and/or to exploit their own Results developed within the Better Factory Project. The above rule applies vice versa to the Beneficiary if he requests Access to perform its tasks under the Project and/or to exploit its own Results.
8. The Parties agree on the following process:
 - a. the above-mentioned request may be made within 1 year after the Knowledge Transfer Experiments Support Programme End date or after the termination of the Beneficiary's participation in the Knowledge Transfer Experiments Support Programme;
 - b. Access Rights shall be negotiated between the Access-requesting and Access-giving Party on a non-exclusive non-sublicensable basis;
 - c. The Coordinator shall, however, ensure that the Access-requesting Party will be directed to such Access-providing Party in the event that the contact details are unknown.
9. Access rights to the Results necessary for the performance of a Party's work under this Agreement will be granted on a royalty-free basis unless otherwise agreed in advance.
10. Access rights to the Results necessary for the exploitation of a Party's own Results shall be granted on fair and reasonable conditions.

Article 30 CHANGE OF BENEFICIARY

1. A change in the composition of the Beneficiary, may take place only in the exceptional circumstances and when:
 - a. the Beneficiary presents objective reasons for this change;
 - b. this change is formally agreed by Better Factory Consortium;

- c. a new team member is formally assessed by Better Factory Selection Committee to verify if it meets the requirements described in the Better Factory 1st Open Call Guide for Applicants and whether the change in the Beneficiary composition does not call into question the decision awarding the grant or breach the principle of the equal treatment of applicants.
2. The Beneficiary shall apply for a change to FSTP Manager, indicating the circumstances of the change, the data of the outgoing and new Project participant, the planned date of making the change, not less than one month from the date of submission of the request for change.

Article 31 FINAL PROVISIONS

1. Annexes to the Agreement form an integral part of it.
2. Amendments to this Agreement and its termination shall be made in writing and signed by the duly authorised representative of the **Parties**.
3. Any modification of the bank account shall be communicated to the Contractor in written form and duly signed by an authorised person.
4. The Beneficiary may not assign any of its claims for payment against the Contractor to any third party, except with the Contractor's prior written consent; otherwise, the assignment will be null and void.
5. In accordance with Regulation, No 1182/71, periods expressed in days, months or years are calculated from the moment the triggering event occurs. The day during which that event occurs is not considered as falling within the period.
6. The Agreement is governed by the applicable EU law, in particular:
 - a. Regulation (Eu) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 laying down the rules for participation and dissemination in "Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)" and repealing Regulation (EC) No 1906/2006;
 - b. Regulation (Eu) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decision No 1982/2006/EC;
 - c. Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union;
supplemented if necessary by the law of Poland and, where appropriate, by the rules of general international law.
7. The **Beneficiary** bears sole responsibility for abidance by its national law, in particular in relation to tax and social security and labour law.
8. Any dispute concerning the interpretation, application or validity of the Agreement should be settled amicably.
9. If a dispute concerning the interpretation, application or validity of the Agreement cannot be settled amicably, such dispute shall be submitted to the Court of Warsaw.
10. By signing the Agreement, the **Beneficiary** confirms that it has read and understood these conditions and accepts them.

Article 32 ANNEXES OF THE AGREEMENT AND ORDER OF PRIORITY

The following annexes form an integral part of this Agreement:

Annex 1	Knowledge Transfer Experiments Support Programme description
Annex 2	Individual Mentoring Plan
Annex 3	Ethics Summary Report (ESR)
Annex 4	Bank Identification Form

Article 33 ENTRY INTO FORCE OF THE AGREEMENT

The Agreement enters into force on the day of signature by the **Contractor** or the **Beneficiary**, whichever is later, with the Agreement’s **effective date** on 1 October 2021.

By signing the Agreement, the Beneficiary accepts the grant and agrees to assume responsibility for it and implement it in accordance with this Agreement, including all the rights, obligations and conditions it sets out. The Beneficiary confirms that all information provided is true, correct and up to date as of the date of signing the Agreement.

The individual signing below hereby represents and warrants that it is duly authorised to execute and deliver this Agreement on behalf of the named Party and that this Agreement is binding upon the named Party in accordance with its terms.

For the **Beneficiary**

For the **Contractor**

.....
Beneficiary Name, represented by
[name, surname and position]

.....
date

For the **Beneficiary**

.....
Beneficiary Name, represented by
[name, surname and position]

.....
date

For the **Beneficiary**

.....
Beneficiary Name, represented by
[name, surname and position]

date

Annex 1. Knowledge Transfer Experiments Support Programme description

1. The KTE course

The duration of each KTE Support Programme will be 16 months and includes three stages of development:

- Stage 1 (M1, 1 month): Knowledge Co-creation
- Stage 2 (M2-M13, 12 months): Knowledge transfer
- Stage 3 (M14-M16, 3 months): Knowledge Scale-up.

The detailed tasks, deliverables and milestones to be achieved by the each KTE consortium are described in the Individual Mentoring Plan (Annex 2).

2. Detailed scope of the support

The criteria used for calculating the exact amount of the financial support is as follows:

Firstly, we estimate the total eligible cost of the type of experiment to be supported based on the partner experience in previous projects, combined with the application of the standard rates foreseen in the H2020 Horizon - Marie Skłodowska-Curie Actions (MSCA) Programme. The specific rates for each type of cost are explained hereafter and included in Figure 4.3-4 below:

For personnel cost: we use as monthly cost the average of the Marie Curie Actions standards rates (i.e. 4.880 EUR per month).

For Mobility we apply the Marie Curie Actions standards rates.

For the other categories, such as Consumables or Subcontracting, we are considering a lump sum per month based on partners' experience.

Finally, we apply a 25% for overheads as it is the standard flat rate in MSCA and Horizon 2020 programme in general.

Costs references	€ per Month
Monthly Average Personnel Cost Rate (based on MSCA 2018-20 ≈ €4.880)	4.880,00 €
Mobility (based on MSCA 2018-20 ≈ €600)	600,00 €
Consumables/depreciation (based on techn. partners references)	500,00 €
Subcontracting (based on techn. partners references)	500,00 €
Overheads (based on MSCA 2018-20 ref.)	25%

Figure 4.3-4. KTE Funding Instrument. Cost references for calculating financial support

The calculation of the eligible cost per Type of Action and Stage is as follows:

For personnel cost: We estimate (based on partners' experience) the Full time Equivalent [FTE] Persons that each third party participating in the KTEs have to allocate (See detail in Figure 4.3.-5.). The total cost foreseen for personnel in each stage is, therefore, the FTE persons needed per the number of months per stage and using as monthly cost the Marie Curie Actions standards rates indicated in Figure 4.3-4.

For the rest of Type of Costs, we directly apply the rates specified in Figure 4.3-4 per the No of months and partners estimated per stage.

Once we have the estimate total eligible cost for the KTE, the exact amount of financial support to be granted as a lump sum is calculated as 70% of the eligible cost as beneficiaries are for-profit organisations.

In the case of for-profit legal entities, even in a situation of a lump sum, beneficiaries will need to specify in their budget that the grant obtained will be equal to the 70% of the costs estimated for the execution of the project.

See the detailed calculation of the payment schedule is set in Article 5 of this agreement.

In short, the exact amount of financial support per KTE is a fixed lump sum of 198,200 EUR distributed as follows:

- Stage 1. Knowledge Co-creation: fixed lump sum of € 14,000 per KTE

- Stage 2. Knowledge Transfer: fixed lump sum of € 158,200 per KTE
- Stage 3. Knowledge Scale-up: fixed lump sum of € 26,000 per KTE

The maximum amount of financial support to be granted to each third party is as follows:

- Tech supplier: fixed lump sum of € 100,000 per Tech supplier and KTE
- Manufacturing Company (end users): fixed lump sum of € 50,000 per Manufacturing company and KTE
- Artist: fixed lump sum of € 50,000 per Artist and KTE

Once the deliverable milestones and payments to each KTE are approved by the 'Selection Committee', according to the Milestone Review Process described in bullet (3), VTT, as Coordinator, will transfer the relevant part of the FSTP budget to FBA and FBA will pay to the 3rd parties on behalf of the Consortium.

Each Beneficiary that completed a given payment milestone will receive the grant corresponding to that milestone.

3. Milestone review process:

Each KTE will define at the beginning of the support programme, together with the mentors allocated, their 'Individual Mentoring Plan'. The 'Mentoring Committee' will evaluate the KTEs performance at the Milestone Review (established every time a payment is due), according to the following criteria:

- **Deliverables quality.** To be scored by the Mentors based on the Deliverables established in the 'Individual Mentoring Plan'.
- **Business performance indicators.** To be scored by the Business Mentors based on the KPIs established in the 'Individual Mentoring Plan'
- **Technical performance indicators.** To be scored by the Technical Mentor based on the KPIs established in the 'Individual Mentoring Plan'
- **Deadline Compliance.** To be scored by the Mentors.

Each criterion will be scored from 0 to 10 and the weight of each one of these criteria, in the final score, will be following:

- Deliverable quality (30%).
- Technical performance indicators (30%).
- Business performance indicators (30%).
- Deadline Compliance (10%).

According with this final score:

- **Beneficiaries over threshold** (7 points) will successfully receive the next payment and be candidates to continue in the programme.
- **Beneficiaries under threshold.** The beneficiaries which have not reached the threshold will be proposed, by the 'Mentoring Committee', as candidates to leave the programme. And, if this decision is finally ratified by the 'Selection Committee', they will have to leave the programme and will not receive the next payment.

The 'Selection Committee' will review and validate the 'Mentoring Committee' proposal, putting special attention to the 'under threshold' cases, if any, by taking into consideration all possible objective reasons for underperformance (i.e. external factors which might have influenced the beneficiaries' performance). The Selection Committee will make the final decision and approve/deny the payments accordingly.

Annex 2. Individual Mentoring Plan

Annex 3: Ethics Summary Report (ESR)

Annex 4: Bank Identification form

Annex 14. Guide for Evaluators

Guide for Evaluators (GfE) Better Factory First Open Call Full Proposals from Consortia

Application submission starts on: 1 May 2021 00:00 CEST
Submission deadline is: 15 July 2021 17:00 CEST

PUBLIC

HISTORY OF CHANGES

Date	Version	Author	Comments
28.05.2021	1.0	FundingBox	All sections

1. Introduction

The purpose of this guide is to give evaluators some key references to facilitate the evaluations within the **1st Open Call for Full Proposals from Consortia** of the Better Factory project, launched on the **1st of May 2021 with a closing deadline on the 15th of July 2021 at 17:00 CEST**.

Each proposal will be evaluated by 3 (three) independent evaluators with complementary profiles and backgrounds, appointed according to the specific characteristics of the project. The independent evaluators have been selected according to their expertise in technical, artistic and/or business mentoring.

This document provides guidance to evaluators on the scoring process and includes the instructions for the payment procedure.

2. About Better Factory

Better Factory is an EU initiative to help European manufacturing companies to become more competitive in the global market. For these manufacturing companies Better Factory provides:

- **Reduction of production cost** by optimising the use production resources (material, space, energy, water, machines, labour, logistics, etc.) and production planning. Better Factory will connect manufacturing companies with Technology suppliers who have proven technologies in production optimisation.
- **Redesigning of products** so they can be easily customised or personalised for individual customers. Better Factory will connect manufacturing companies with experienced design artists.
- **Financial and business consultancy** to improve production, develop new products and create a new business strategy.

The Better Factory consortium, coordinated by VTT Technical Research Centre (Finland), includes 28 partners from 18 European countries representing arts ecosystems, technology competence centres, industrial clusters, tech suppliers, artist suppliers, business developers, legal framework and communication and dissemination.

2.1 The objective of this Call

1st Better Factory Open Call for Full Proposals will enable:

- **manufacturing companies** to enter new markets or become more innovative and competitive on existing markets with customisable products or service portfolios.
- **artists**, with an industrial background, to create new business models for themselves and reach new prospective clients.
- **technology suppliers** to reach out to new potential customers and test technologies in real-life situations with low financial risk.

Up to **EUR 200,000 (total lump sum)** will be distributed to each one of the selected KTEs, based upon the successful delivery of technical and business reports throughout the duration of the program. This lump sum will be distributed among the KTE partners as follows:

- Manufacturing companies: up to EUR 50,000
- Artists: up to EUR 50,000
- Technology Suppliers: up to EUR 100,000

The manufacturing company will be given access to Robotics and Automation MarketPlace (RAMP – www.RAMP.eu). RAMP is a Business-to-Business (B2B) internet marketplace for manufacturing companies. Through RAMP, manufacturing companies can buy production automation technologies, purchase product design services, and hire financial and business consultants.



To test and validate the transfer of technology and services on the RAMP, Better Factory is launching a Knowledge Transfer Program. In the Knowledge Transfer Program, Better Factory will select 8 consortia composed of 1 manufacturing company, 1 technology supplier and 1 Artist. Each consortium of this trio (Manufacturing Company + Technology Supplier + Artist) is referred to as a Knowledge Transfer Experiment (KTE). KTEs will be supported to design new product lines and deploy automation solutions at the manufacturer's assets.

The duration of each KTE Program will be 16 months and includes three stages of development:

- Stage 1 (M1, 1 month): Knowledge Co-creation
- Stage 2 (M2-M13, 12 months): Knowledge transfer
- Stage 3 (M14-M16, 3 months): Knowledge Scale-up.

2.2 Who can apply

The KTEs have to be proposed by a consortium team, composed of the 3 following profiles:

- One Manufacturing Company
- One Artist
- One Technology supplier

All consortia must abide by the general requirements described in the Guide for Applicants in order to be considered eligible for the Better Factory Open Call.

At a technical level, the focus will be to minimise the impact on production cost and more value creation by:

- Reduction of waste, energy and other production resources;
- Optimized factory logistic;
- Use of robots to support workers;
- Production preplanning and simulation.

At a sectoral level, the sectors prioritised are:

- Plastic and Rubber;
- Furniture and Wood;
- Food and Agriculture;
- Construction;
- Metal and Machinery;
- Textile and Leather.

2.3 Good fit for the project (examples)

Collaborations between Manufacturing Companies, Artists and Tech Suppliers can take on many forms and deliver a wide variety of (successful) outcomes. To give applicants an idea of the types of projects we are looking for, we have included a short list of potential ideal project formats. Please note that this list is not complete and serves only as a source of inspiration for applicants:

- **Plastic and Rubber**

A manufacturer of composite articles for different markets has the ambition to reuse the waste streams from their production process through new product development and current product design optimisation. Their factory employs a lot of floor workers, their challenge for the tech supplier revolves around ergonomic improvements to improve the health of their team and implementing a prediction system to optimize the flow of materials through the process. In collaboration with an artist who is an expert in additive manufacturing and circular design they developed a range of potential new products from their inhouse waste streams. The technology supplier has used these waste streams to implement a resource planning optimisation solution allowing the SME to optimise their raw material purchasing planning.

- **Furniture and Wood**

A specialised manufacturer of office furniture has the ambition to integrate IoT applications into their products with the goal to expand their portfolio offering. In order to do this, changes in the design and production are required, as well as staff training. The collaboration with a furniture designer with a background in digital art has led to the development of a new product that integrates ergonomics, data gathering and advice to the user of the furniture. The new design requirements have led to a set of production process adaptation requirements where the technology supplier has contributed to.

- **Food and Agriculture**

A producer of edible products and a range of other products based on the farm activities has the ambition to introduce precision farming principles into their process with the purpose of expanding their envelope of possibilities in terms of land use, harvesting and production of products with a short shelf life and a long shelf life. They have collaborated with a food design artist to develop new products they can add to their portfolio and the technology supplier has helped them with a series of interventions aimed at gathering data from their resources

which helped them to create a dashboard overview of their performance and a prediction module to simulate alternatives.

- **Construction**

A manufacturer of building components active in different European markets has the ambition to become more sustainable and innovative in their product portfolio as well as their factory processes. They intend to experiment with new materials and technologies in an effort to expand their production portfolio with new product propositions and optimize their factory processes through automation and prediction. In collaboration with an artist who is experienced in material innovation and renewable technologies they developed a new, multifunctional product as an outcome of the KTE. The technology supplier has implemented a set of automation processes that led to a decrease of waste and water usage in their production line.

- **Metal & Machinery**

A manufacturer of specialised steel products has been faced with changing demands over the last years. Clients demand a higher degree of specialisation / customisation while maintaining short lead times. This poses a challenge: how can they design products that allow for small batch, fast paced production. They seek their solution both in redesign and automation of their processes. In collaboration with an installation artist who has a lot of experience with complex steel structures they looked at their current design process and implemented a number of changes that allowed for customisation of a larger number of elements in the design. In collaboration with the tech supplier, an assessment of their current processes led to a set of possible improvements to increase the flexibility and allow for small batch production.

- **Textile and Leather**

A producer of textile products mainly focused on the B2B market wants to venture into B2C markets through product customisation and production automation. Their challenge revolves around material experimentation and replacing humans by robotic solutions in different parts of the production chain. In collaboration with a smart textile designer, they tested a new material that combines textiles with printable elements. This development allowed them to create modular products with a high degree of customisation and extend the degree of digital fabrication in their production processes. This was used by the tech supplier to implement robotic solutions in the production chain.

3. Evaluation Basics

The final objective of the External Evaluation Phase is to **give a score and a recommendation to all applications assigned.**

After the eligibility check, each eligible proposal will be evaluated by 3 internal⁵ and external, independent experts, appointed according to the specific characteristics of the KTEs. The best 16 proposals will be invited to the Jury Day, where the candidates will pitch in front of the Selection Committee composed of the core partners of the Better Factory consortium.

The scores will enable Better Factory to **build a ranking of applications and identify the best proposals** that will pass to the following evaluation phase. The scores must be based on a qualitative assessment, considering weaknesses and strengths related to the different aspects considered within each criterion. Therefore, **a score and a relevant comment should be indicated for each of the evaluation criteria.**

Each evaluator will give scores for each evaluation criteria and the final score of each proposal will be calculated as an average of the individual assessments. All scores will then be reported in the Individual Evaluation Report (IER) of each Applicant.

⁵ *Internal experts* means experts having a labour or shareholding relationships with the Better Factory consortium partners, provided they are not involved in the Better Factory project.

IMPORTANT! The final recommendation given on the overall application will be used as feedback for all applicants participating in the Open Call.

The evaluation will be carried out on the FundingBox Platform. Each evaluator will have to register in the platform, and sign the contract as explained in *Annex 1: FundingBox Registration instructions for evaluators*. Once the evaluators have registered and signed the contract online, they will be granted access to the **Evaluation Dashboard** where they will have a form to fill in for each application assigned to them (instructions regarding the use of platform are available in Annex 2).

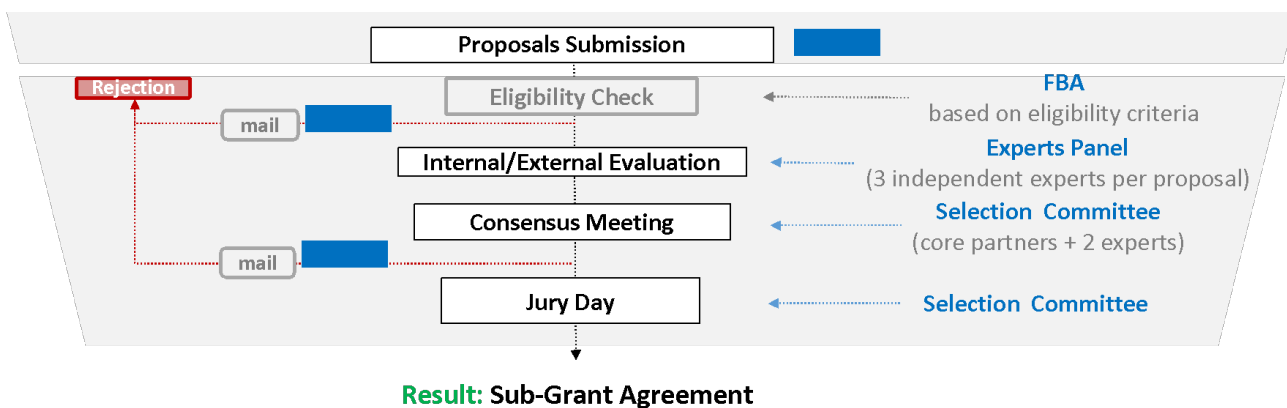
IMPORTANT! Please read carefully the annexes before starting any evaluation.

The evaluation of the proposals will be done in the following steps:

- Proposals submission
- Eligibility checks: Proposals which do not comply with the 'eligibility criteria' will be excluded from shortlisting at 'Eligible Applicants List'.
- Internal/External evaluation: individual evaluations of submitted proposals, resulting in the 'Ranking List'
- Consensus meeting: The 'Selection Committee' will check the proposals with the best score in the previous phase.
- Jury Day: to which finalists will be invited to present their projects.

After the Jury Day, once formal checks and validations have been successfully completed each selected consortium will sign a Sub-Grant Agreement.

The complete evaluation process is illustrated in the following figure:



3.1 Criteria

The evaluators will take into account at least the following evaluation criteria:

1. **EXCELLENCE** - under this criterion, proposed projects will be evaluated in terms of:

- **Ambition/Innovation:** We are looking for proposals with ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models. The ambition and innovation aspects of the proposal should highlight aspects where RAMP and APPS mentioned above should clearly contribute added value and demonstrate valuable use cases. Aspects such as diversification of portfolio / improvements / personalisation / individualisation/ artistic design/ co-design/ innovative aesthetics and digitisation of production processes and use cases of cognitive HRI are sought for. The ambition of all parties should be clearly documented.
- **The co-creation** contributions of artistic and technology providers to address the manufacturers challenges should be elaborated upon.
- **Soundness** of the technical approach and credibility of the proposed methodology. Justifying how this approach will be implemented by adopting the tools provided and developed and how the co-creation process will look like at the end of the project.

2. IMPACT will analyse:

- **Market opportunity:** Providing convincing arguments about how addressing the proposed challenges and technological solutions will lead to new or improved market opportunities, what their expected impact is (optimisation of energy, waste, logistics and resources) and how this will be measured.
- **Competition:** Identifying the key competitive advantages the project delivers to all members of the consortium.
- **Commercial Strategy and Scalability:** proved scalability of the new/improved product and contribution to RAMP Marketplace. How will this solution be further commercialised? What are the characteristics of the target groups to be addressed? How can they be reached? What is the added value? What is the size of this target group? What are the barriers to overcome to achieve this scale?

3. IMPLEMENTATION will consider:

- **Team:** demonstrated management, technical and artistic qualities. The team should be balanced and cross-functional, with strong background and skills.
- **Art-tech congruence:** synergy between technological challenge and artistic thematic and methodological approaches.
- **Resources:** demonstrated availability, quality and effectiveness of human and other resources and underlined benefit of solutions already offered by Better Factory Project under RAMP.

Transversal criteria such as 'Environment and low carbon economy contribution', 'Equal Opportunities & Gender balance' and 'Social Impact' will also be considered by evaluators when scoring the proposals.

3.2 Scoring

All applications will be assigned a score from 0 to 5 for each criterion which will be reflected by the evaluators in an Individual Evaluation Report.

- **0 = Proposal fails** to address the criterion or cannot be assessed due to missing or incomplete information
- **1 = Poor** – criterion is inadequately addressed or there are serious inherent weaknesses
- **2 = Fair** – proposal broadly addresses the criterion, but there are significant weaknesses
- **3 = Good** – proposal addresses the criterion well, but a number of shortcomings are present
- **4 = Very good** – proposal addresses the criterion very well, but a small number of shortcomings are present
- **5 = Excellent** – proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

3.3 The importance of Comments and Feedback

For the purpose of reaching the objectives of the project and supporting the consortium in selecting the right candidates, it is very important that **evaluators include comments to justify their scores**.

A value-added comment should be included for each of the evaluation criteria. Evaluators' **comments will be shared with the applicants anonymously**, in order to pass on valuable feedback which can help them improve their business ideas independently of the final result of the selection. **Comments are therefore mandatory and cannot be omitted**.

Please read these 5 tips to provide valuable feedback:

- **Use direct wording:** Try to avoid writing in the third person. The feedback provided is meant for applicants, not for other evaluators or experts.
- Make sure your message is **clear**: Express your comments in clear and diplomatic language. Avoid categorical statements which can be defensive for the applicant.
- Make sure your feedback is **helpful** to the recipient: The purpose of giving feedback is to improve the applicant's proposal. They might be more receptive when your approach is positive and focused on improvement.
- Convey your opinion in good intentions: Provide more positive than negative feedback.
- **Be specific:** Try to give examples whenever it is possible.

At the end of the evaluation process, the Better Factory team will organize a Consensus Meeting where evaluators' comments on the evaluations performed will be considered.

4. Evaluation Process

The evaluation of all applications will be carried out on the FundingBox platform at <https://gear.fundingbox.com/>. The evaluation form template which you will find online is shown in **Annex 1**, as well as the details of the registration procedure. Each evaluator will be granted access to the Evaluation Dashboard and will be assigned up to 20 applications. Each evaluation should take approximately 2 (two) hours to assess. More information about how to use the FundingBox platform for evaluation included in Annex 2 to this Guide for Evaluators.

4.1 Evaluation Calendar

The evaluation briefing session will take place online on **12 July 2021**.

The evaluation of the assigned applications will begin on **19 July 2021**.

The expected deadline for the external evaluation phase is **30 July 2021**.

Consensus Meeting to discuss scores and feedback provided: **3 August 2021**.

Please note the dates are estimated and the calendar may be further adjusted as the dates approach.

4.2. Evaluator's Obligations

The following specific conditions, related to the "Code of Conduct for Independent Experts" are shared with the experts appointed as Evaluators, to be sure that they will be aligned with the Better Factory project principles in terms of expert's evaluation:

The task of an evaluator is to participate in a **confidential, fair, and equitable evaluation** of each assigned proposal according to the procedures described in this guide and in any programme-specific evaluation document. He/she must use his/her best endeavours to achieve this, follow any instructions given by the Better Factory team to this end and deliver a constant and high-quality piece of **work**.

The evaluator works as an **independent person**. He/she is deemed to work in a personal capacity and, in performing the work, does not represent any organisation.

The evaluator has the obligation to participate in the evaluation briefing session organized by the Better Factory team.

The evaluator signing the contract confirms to adhere to the **no conflict of interest and confidentiality** principles and he/she accepts the Code of Conduct.

In doing so, the evaluator commits him/herself to strict **confidentiality** and **impartiality** concerning his/her tasks.

If an evaluator has a **conflict of interest** with a proposal, he/she must **declare such facts** to the responsible contact person designated by the evaluation organisers as soon as he/she becomes aware of this.

Evaluators may **not discuss any proposal with others**, including other evaluators or personnel of the evaluation organisers not directly involved in the evaluation of the proposal, except during the formal discussion at the meetings moderated by or with the knowledge and agreement of the responsible contact person from the Better Factory team.

Evaluators may **not communicate with applicants**. No proposal may be amended during the evaluation session. Evaluators' advice to the Better Factory team on any proposal may not be communicated by them to the applicants or to any other person. It is strictly forbidden for evaluators to contact applicants.

Evaluators are **not allowed to disclose the names of other evaluators** participating in the evaluation.

As the proposals are to be available electronically to evaluators, who will work from their own or other suitable premises, the evaluator will be **held personally responsible for maintaining the confidentiality of any documents** or electronic files sent and returning, erasing or destroying all confidential documents or files upon completing the evaluation as instructed. In such instances, evaluators may seek further information (for example through the internet, specialised databases, etc.) in order to allow them to complete their examination of the proposals, provided that the obtaining of such information respects the overall rules for confidentiality and impartiality. Evaluators may not show the contents of proposals or information on applicants to third parties (e.g. colleagues, students, etc.) without the express written approval of the Better Factory team.

Evaluators are required at all times to **comply strictly with any rules** defined by the Better Factory team for ensuring the confidentiality of the evaluation process and its outcomes. Failure to comply with these rules may result in exclusion from the immediate and future evaluation processes.

5. Processing of personal data

To the extent that the activities of the evaluators or the services provided by them involve the processing of personal data held by FundingBox, FundingBox authorizes the experts to process that data.

The evaluator should comply with the following obligations:

1. to process personal data in accordance with the instructions provided by FundingBox;
2. to use personal data included in the application forms only to evaluate those proposals;
3. do not apply or use personal data for any purpose other than evaluation of the assigned proposals;
4. do not transmit personal data, not even for its preservation, to any third party;
5. do not copy any of the data included in the proposal;
6. not to store or perform any other operations on personal data on private computers or servers (processing of personal data should take place only on FBOX Platform (fundingbox.com));
7. stop processing personal data at the termination of the contractual relationship;
8. do not give access to the applications to any other person and/or institution
9. to apply all technical and organisational security measures to secure personal data, among others:
 - a. do not pass own password to the fundingbox.com platform to anyone;
 - b. do not use public networks, use only secured Internet connections;
 - c. do not use computer that might be accessed by other persons;
 - d. log out after each session;
 - e. do not let the internet browser remember the password to the assessment platform.

Authorisation to process personal data is valid until completion of the Contractor's tasks.

Annex 1: FundingBox Registration instructions for Evaluators

I. Signing up or signing in

Step 1: Access the FundingBox Platform at <https://spaces.fundingbox.com/> and click on the “**Signup**” button in the top right corner of the page in order to be redirected to the registration page. Alternatively, access <https://spaces.fundingbox.com/signup> to proceed with the registration.

Click on the “**Sign in**” button if you already have an account.

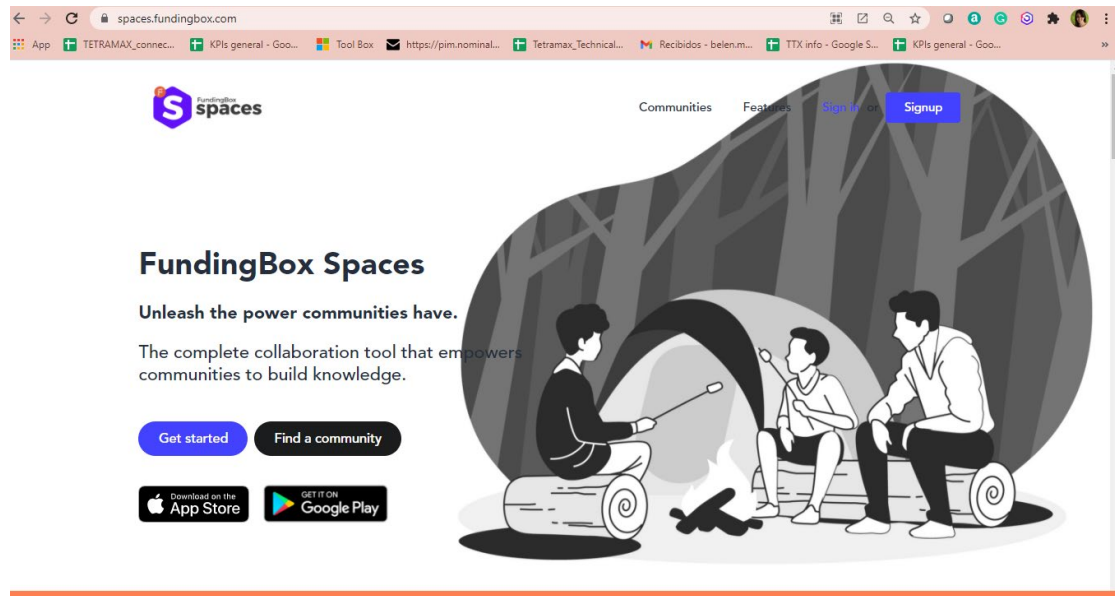


Figure 1 - Sign up or sign in at <https://fundingbox.com>

Step 2: Fill in the “Sign up for a Fundingbox ID” form, as indicated in Figure 2 below.

Figure 2 - Fill in the registration form

Now you are ready to start the contract application!

II. Filling in the application form

Once your profile is created/verified, you can now submit your application at <https://contracts.fundingbox.com/>

Application submission consists of the following parts:

- Part 1:** Fill in all the required fields in Sections 1-3 of the online form and submit the application. Based on the provided data, FundingBox will send you a contract to be signed.
- Part 2:** Sign the contract and upload it to Section 4.
- Part 3:** Finally, when your service is delivered, fill in Section 5.

Part 1 - Sections 1-3 (filling in and submitting)

First, click on the “Apply now” button on <https://contracts.fundingbox.com/>, see Figure 3a and 3b. Then fill in **Sections 1-3** as indicated in **Figure 4**, and finally **submit** the application. Please see below instructions for Part 1-3.

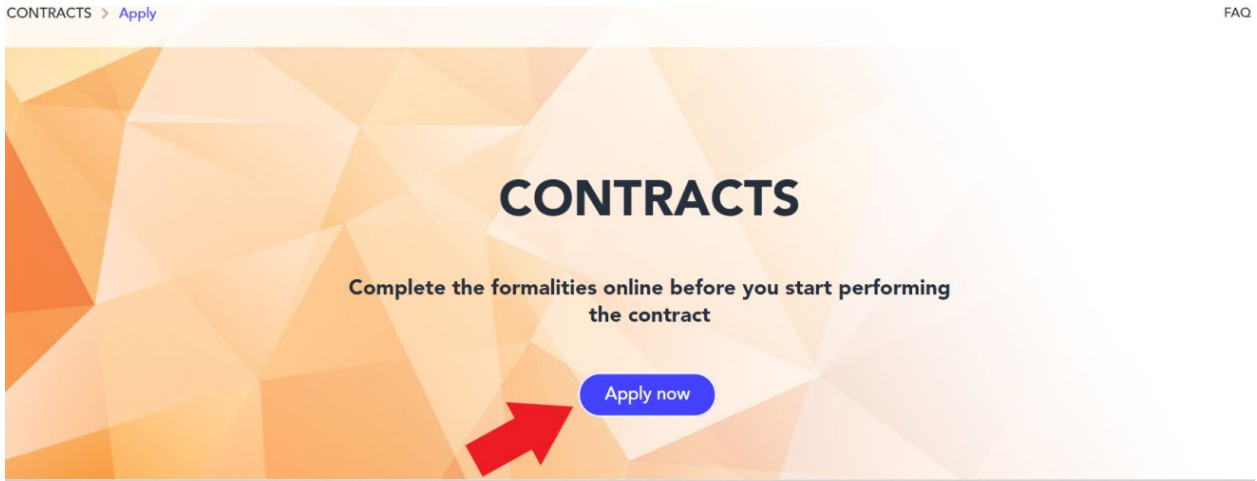


Figure 3a – Start the application on <https://contracts.fundingbox.com/>

You will then be redirected to the next page where you should click on the “Start a new application” button, see below.

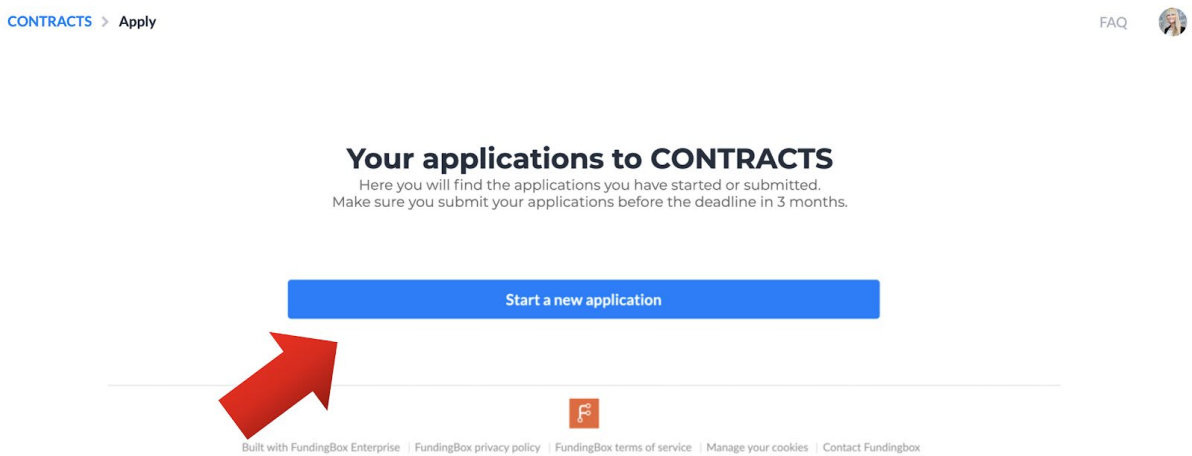


Figure 3b – Start an application on <https://contracts.fundingbox.com/>

Afterwards, you will be required to fill in Sections 1-3. After you have filled in these sections, **submit your application** by clicking on the “Submit now” button. You will be able to edit the application later, if necessary.

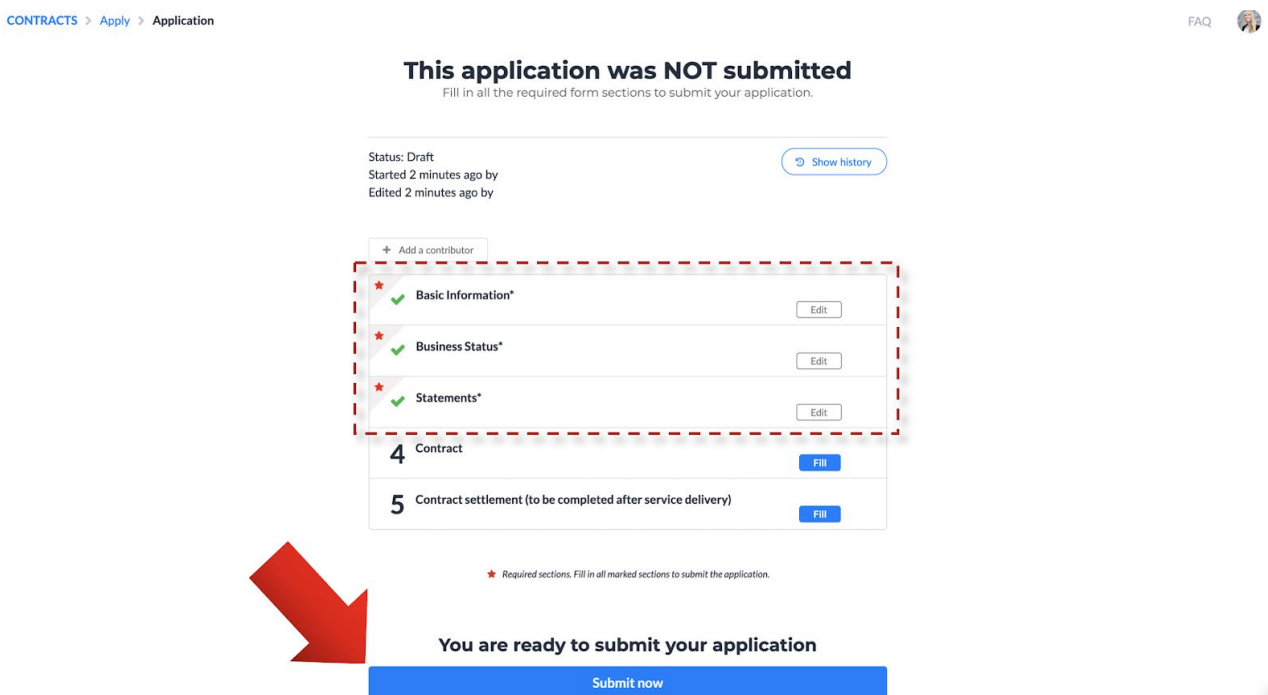


Figure 4 - Sections 1-3 to be filled in

Sections 1-3 are required in order to submit the application and to receive your contract. We will provide you with the contract based on the data that you include in Sections 1-2. Please read the following instructions carefully.

Section 1 “Basic information”:

- Indicate the “Project title”, see Figure 5 below.
- **IMPORTANT!** “Company name” is the name of the company that will issue the invoice to FundingBox. The field must be left empty if you provide the service as a natural person not running a business.

Figure 5 - Section 1

Section 2:

In Section 2 you have to choose how you will perform the contract (see Figure 6):

- **“Within my business activity - I run a business/company/I am self-employed”.** Fill in the data of the company that will issue the invoice.
- **“As a natural person not running a business”.** This option is only for a natural person **not** running a business. Fill in your personal data.

Business Status

Figure 6 – Section 2

IMPORTANT! Please be aware that, in the case of natural persons, we are required to gather a lot of personal data, which is necessary for preparing tax statements.

Remember to indicate your **TAX ID number (TIN)** if you are a natural person not running a business. **Remember** to indicate a company **TAX ID number** and **EU-VAT number** in the application form if you perform the contract within business activity.

Please refer to the following link if you are unsure of your TAX ID number <https://www.oecd.org/tax/automatic-exchange/crs-implementation-and-assistance/tax-identification-numbers/>

Please note that EU-VAT must be active to invoice us. Use the link below to verify it

Section 3:

Please read all the statements in Section 3 carefully and choose option YES or NO for each of them.

Statements

By ticking the box I confirm that I will ensure compliance with any and all obligations arising out of my national law, including but not limited to tax, labor and social security matters, I will be solely responsible for paying all national due contributions and taxes. *

Yes
 No

By ticking the box I confirm that I am not employed by any of the Consortium Partners nor do I regularly cooperate with any of them. *

Yes
 No

By ticking the box I confirm that I am aware that if I fail to provide the certificate of fiscal residence, FBOX may be obliged to deduct 20% withdrawal tax from my remuneration. As a result, I will receive 80% of the remuneration indicated in the Contract, and 20% deduction will be duly paid to tax authorities. *

Yes
 No

Required fields

Save and continue

Figure 7 - Tick the right box for each statement

When Sections 1-3 are filled in, please click "Submit now" as indicated in Figure 8 below.

This application was NOT submitted

Fill in all the required form sections to submit your application.

Status: Draft
Started 2 months ago by @izabellacegiolka
Edited a few seconds ago by @izabellacegiolka

Show history

+ Add a contributor

★ ✓	Basic Information*	Edit
★ ✓	Business Status*	Edit
★ ✓	Statements*	Edit
4	Contract	Fill
5	Contract settlement (to be completed after service delivery)	Fill

★ Required sections. Fill in all marked sections to submit the application.

You are ready to submit your application

Submit now



Figure 8 - Submit the application form by clicking "Submit now"

As a result, you should see the following status of your application:

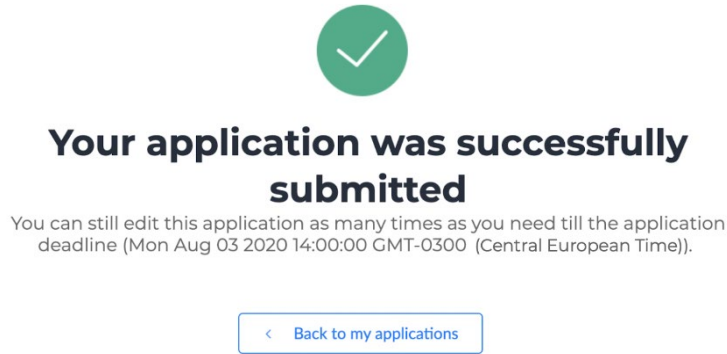


Figure 9 - Application was successfully submitted

Part 2 - Submission of the contract

Section 4 is dedicated to uploading the contract signed by both parties, see Figure 10 and 11.

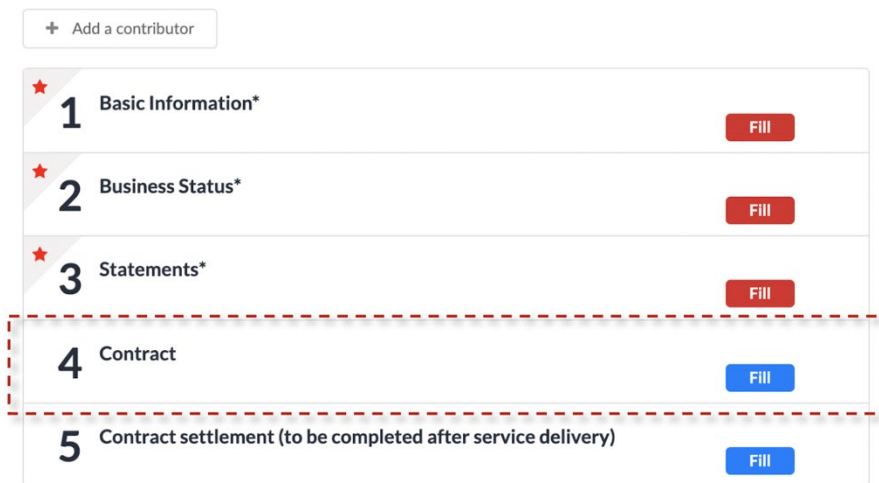


Figure 10 – Click on the "Fill" button under Section 4 to upload the contract

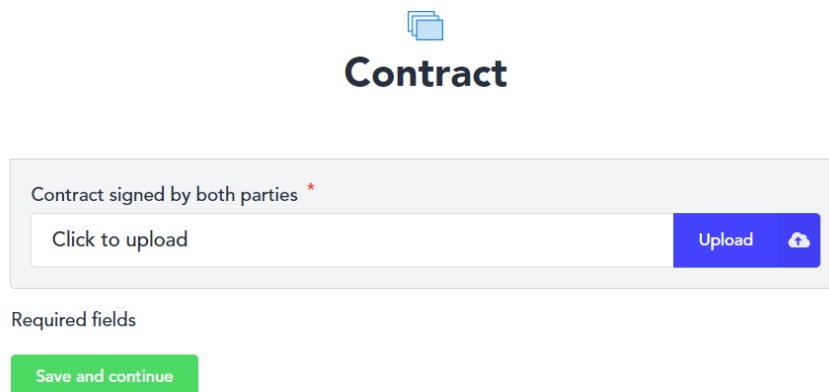


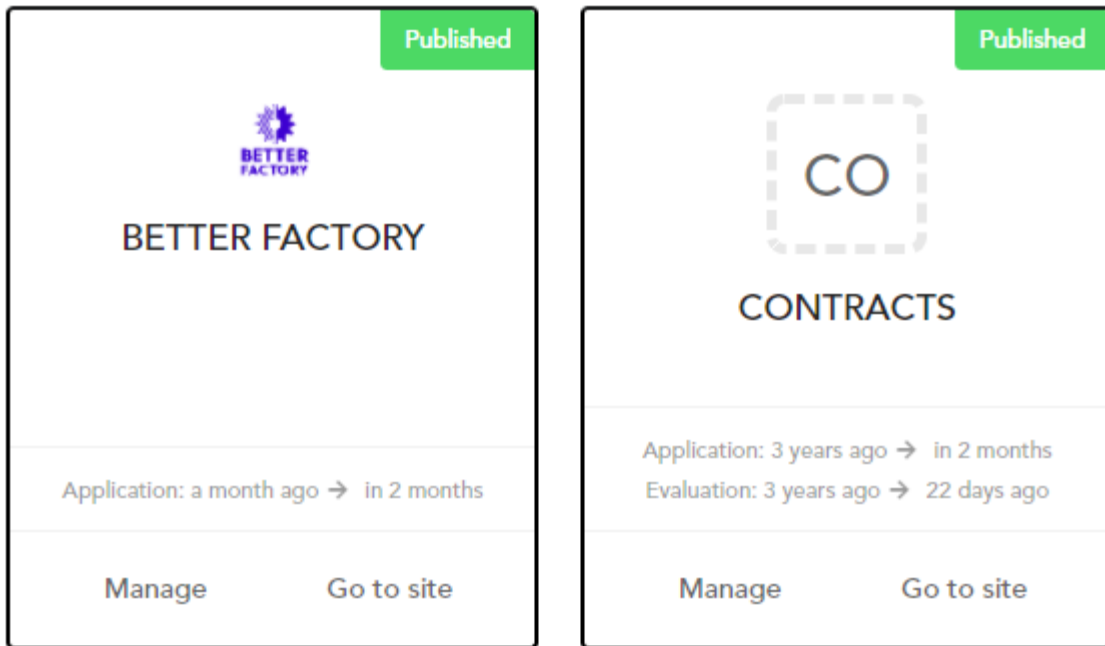
Figure 11 – Example of a successfully uploaded contract

If you experience any kind of technical problems related to the Fundingbox platform, please inform our Team by sending an email directly to Kasia Goj at katarzyna.goj@fundingbox.com.

Annex 2: Evaluation instructions

After registration and upload of the signed contract, the evaluation process will take place. Evaluations will be done on the FundingBox Platform. Only evaluators registered will have granted access to the Evaluation Dashboard.

1. **FundingBox Login:** Access FundingBox Platform at <https://gear.fundingbox.com/>, click on “Login” and use with your FundingBox user. Once you are in you will see the Better Factory project to which you were invited.



1. **Click the Open Call** to see the list of applications assigned to you. You can also access the list in the Menu (at the top left corner of the screen) -> Data -> Evaluations.
1. Each Expert should **review the applications assigned** in order to check if there is no **conflict of interest** between the evaluator and the applicant. If any conflict arises it should be immediately communicated to the open call manager: antonio.montalvo@fundingbox.com until **16 August 2021**. After this date there will be no possibility to change the assigned applications.
2. Next to each application you will see a button to **fill in the evaluation form** assigned to you.
3. Fill in **all required fields** (including comments).
4. You can **edit your evaluations** as many times as you need before the deadline. Once the deadline has passed you cannot edit them.

Annex 3: Payment Procedure

Part 3 - Filling in Section 5

The payment procedure starts after completion of your contractual obligations, i.e. evaluation(s) completed on time. Once the evaluation period is finished, we will ask you (via e-mail) to fill in **Section 5**, see Figure 12, in the previously submitted application available on the platform at <https://contracts.fundingbox.com/>.



Figure 12 – Fill in Section 5 by clicking on the “Fill” button

Subsequently, complete the form of Section 5, as depicted on Figure 13. Please turn to the next page for a detailed description of Section 5.

Contract settlement (to be completed after service delivery)

Figure 13 – Section 5

DETAILED EXPLANATION TO SECTION 5

1. BANK ACCOUNT DETAILS

All payments will be made in EURO; therefore, you have to provide an **EURO bank account**. Otherwise, you will bear all currency conversion costs. The bank account details should include the following:

- Bank name;
- Bank account owner;
- Account number/IBAN;
- SWIFT/BIC.

Please be aware that the bank account details indicated in the application must be the same as those on the invoice/receipt (if included there). Otherwise, the payment might be delayed, and you will bear the cost of the payment.

The cost of the bank transfers is borne as follows:

- FundingBox bears the cost of transfers charged by its bank;
- You bear the cost of transfers charged by your bank;
- The party causing a repetition of a transfer bears all costs of the repeated transfer.

Payments will be made within 30 calendar days after the completion of contractual obligations and the submission of all additional required documents (completed application form, signed contract, properly issued invoice/receipt, CFR). Please note that your EU-VAT number must be active (if applicable).

2. INVOICE/ RECEIPT

All invoices/receipts need to be issued in line with your national law and contain as a minimum:

- the date of issue;
- your company/personal data including TAX ID/VAT NO/EU-VAT NO (**it should be active**);
- the total amount in EUR coherent with the contract;
- the description **provided by us via e-mail**;
- FundingBox legal data **provided by us via e-mail (please don't forget to indicate our VAT no)**

FundingBox Accelerator Sp. z o. o.
VAT number PL7010366812
Al. Jerozolimskie 136
02-305 Warszawa, Poland

- your bank account details.

3. CERTIFICATE OF FISCAL RESIDENCE (CFR)

The purpose of this certificate is to help you avoid double taxation.

For more information you could either ask your national tax authority, or have a look here:

https://europa.eu/youreurope/citizens/work/taxes/income-taxes-abroad/index_en.htm

National tax websites:

https://ec.europa.eu/taxation_customs/national-tax-websites_en

Please note that in case of non-residents, in order to release the payment, FBOX must be provided with a valid Certificate of fiscal residence (CFR). The validity date is indicated directly in the document or in the absence of such information, CFR is valid no more than 12 months from the date of its issuance. CFR must be valid at the moment of releasing the payment.

In case the Expert is **not a resident of Poland** and:

- does not perform an economic activity, he/she is obliged to deliver a valid CFR issued in his/her name;
- performs an economic activity or represents a company, he/she is obliged to deliver a valid CFR issued in the company's name.

In case that the Expert fails to deliver this certificate, the payment may be reduced by the additional tax that FBOX must pay due to the lack of the CFR (around 20%).

When possible, **the CFR**, issued by your national tax authorities, **must mention the treaty between Poland and your country of fiscal residence for the avoidance of double taxation.**

In some countries receiving the CFR takes a lot of time, so it's better to apply for it at the beginning of the process. You need to submit the CFR once the service has been delivered and before the payment is released by us. Please note that the CFR may not be replaced by any alternative document! In case of doubt, please check with your tax authorities.

Please upload the online version of the CFR or the scanned copy of the original. **Note that copies are acceptable only up to 10 000 PLN/fiscal year (around 2 200 EUR/fiscal year).** It means that if you earn more than 10 000 PLN through FundingBox per fiscal year, we will request an original version to be sent by post (or the online version uploaded onto the platform if you have previously uploaded only a scanned copy).

Payment is considered to be carried out on the date on which the FundingBox account is debited.

Please note that as the contract is concluded under the Project that is funded by the European Commission under H2020, you are obliged to deliver any additional documentation requested by FundingBox after the contract is completed, if that request results from the audit run by the EC or another authorised body.

Annex 15. Code of Conduct

Better Factory

rules for

**ensuring IMPARTIALITY, avoiding CONFLICT
OF INTEREST**

&

**CODE OF CONDUCT for all involved parties, including
experts, evaluators, advisors, Committees members and Consortium
members**



H2020 Innovation Action – This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No. 951813.

I. WHY WE IMPLEMENT THIS DOCUMENT

FundingBox is Better Factory Partner responsible for organising open calls and management of the financial support to third parties (FSTP).

In order to ensure the proper management and distribution of public funds, we implement this document to ensure the impartiality and transparency of the whole process of organising open calls.

We would like you to know how to:

- keep impartiality during Better Factory open call and evaluation,
- recognise a conflict of interest and what to do to avoid it,
- react if you recognise a conflict of interest.

II. WHO SHOULD USE THIS DOCUMENT

This document is addressed to all persons having a direct or indirect impact on who will be provided with the financial support or/and in what amount. You should read and follow this document if:

- you participate in evaluation process (for example - as an evaluator or member of the Selection Committee);
- your opinion might affect decisions on granting FSTP (for example, if you act in the capacity of an advisor or ethical evaluator) or you are involved in such decisions;
- your opinion might affect decisions on payment of the grant (for example, you assess the progress of the FSTP recipient, evaluate KPIs) or you are involved in such decision making process;
- you decide on the progress of the FSTP recipient within the project stage or about termination of its participation.

So, it is addressed to evaluators, experts, employees, managers, members of the managing bodies, engaged in the project at an individual level - hereinafter referred to as **the persons involved**, but also to the consortium Partners as Legal Entities.

III. WHAT YOU WILL FIND IN THE DOCUMENT

In this document you will find:

- **definition of conflict of interest (COI),**
- kind of relationships that can cause **COI,**
- main factors to assess the risk of **COI,**
- information on how to react if you identify or suspect **COI.**

IV. CONFLICT OF INTEREST - DEFINITION

A conflict of interest generally refers to a situation where **impartial and objective** exercise of the functions by a person involved in the evaluation, selection or decision process **is compromised** for reasons involving:

- **family, emotional life or**
- **political or national affinity or**
- **economic interest or**
- **any other direct or indirect personal interest.**

Relevant personal interest may be **of the financial or non-financial nature** and it may concern a **personal or family relationship, or professional affiliations** (including additional employment or "outside" appointments or former employment or appointments). Not only actual independence but also the **perception of independence** shall be considered (for example, you are asked to evaluate your supervisor's life partner, or you are involved in a different project together, but your cooperation is not of the economic or personal nature).

Conflicts of interest should be considered at all levels of the evaluation and selection of applications as well as throughout the evaluation of the project during its implementation.

V. CONFLICT OF INTEREST - EXAMPLES

Following relations are recognised as a conflict of interest:

- **any ownership relations** (such as: ownership of shares, joint venture, holding, joint participation, silent partner) between the Applicant/Beneficiary and the person involved;
- **employment or collaboration ratio or existing civil contract** between the person involved and the Applicant/Beneficiary;
- **managerial or supervisory functions**, position in managing or supervising bodies (also a possibility of establishing such a relationship);
- **economic interest** in case of positive decision on giving a grant (both direct and indirect);
- existence of **material, especially financial, relationships** (such as the person involved receiving from the Applicant/Beneficiary any benefits - significant gifts, donations, future employment or contract etc.);
- **family and personal relationships**, i.e. marriage, kinship, affinity to the second degree in a straight line or lateral line, adoption, care or guardianship or actual life and other close personal ties binding the Applicant/Beneficiary (or its employee, shareholder, member of the managing and supervising bodies, member of the board, manager, subcontractor etc.) with the person involved (a conflict of interest also **persists after cessation** of justifying exclusion of the above mentioned relationship);
- remaining in a legal or factual relationship that may give rise to justified doubts about your impartiality;
- at the entity level, a conflict of interest is basically but not only related to **ownership of shares, financial links and economic connections** (such as for example exclusive license or sale agreements, as far as they concern product or solution covered by the application).

Examples:

You are asked to evaluate application submitted by your close friend. There are two similar projects. Majority of the factors impacting final result are similar. Which one will you choose ?

You are asked to evaluate project submitted by your business ex-partner. Your business collapsed because of his/her unfair action, you lost a lot of money and nerves. Is your assessment 100% objective?

You work for the company that was involved in the proposal evaluation - in case that they progress to the next stage the company you work for will get some extra remuneration

Company that you represent has a licence agreement with the Applicant. Royalties paid to your company depends on the value of their sale - in case that company will grow royalties will be higher.

You should assess an application submitted by the applicant working with you in the same cathedral at the university. You might be competitors or cooperators. Will it impact your assessment?

Applicant is part of the capital group of the company that you represent.

You represent University and applicant is University's spin-off or spin-off of the University's specialised body

The above relationships may result in a conflict of interest if they occur **at the time of an action or have occurred in the past** (usually within 2 years before the action starts) or are likely to occur in the future - if they influence the decision-making process in this matter. **Time limits do not apply to the family and personal relationships.**

VI. CONFLICT OF INTEREST - IDENTIFIED - NEXT STEPS

You identified an existing or potential COI. What should you do?

If COI exists or its risk exists, you should refrain from further action and refer the matter to the Open Call Manager without delay.

If you represent a Better Factory Consortium partner you should also inform your hierarchical superior.

COI should be assessed case by case as the risk related to such conflict is not always the same.

To determine the level of COI risk we take into account the following factors:

- the powers entrusted to the individual (ex. employee vs. a member of the board or member of the committee vs. chairman of the committee);
- areas of responsibility of the persons concerned (ex. whether the persons are directly involved in or having an influence on a decision-making process);
- the scope of possible infringements;
- the actual impact on the actions and decisions - level of commitment should be taken to account.

Example:

You assess only formal requirements - your assessment might be easily verified as formal criteria are objective

You only give your opinion but you don't score a proposal, it still might be verified by others.

You participate in all different stages of evaluation and have voting right.

You represent a Coordinator and your vote decides in case of ties.

In case of any doubts when determining whether COI occurs, the final decision is made by the Coordinator of the Consortium, as long as the conflict does not concern the Coordinator itself. In case that COI concerns the Coordinator of the Consortium, the decision should be made by partners responsible for the choice of FSTP recipients. In case of doubt, the Coordinator of the Consortium might ask the EC Project Officer for resolution.

Below we describe in detail our approach to COI for different categories of persons involved.

Please take into account that it does not cover all possible situations.

1. **CODE OF CONDUCT** – experts, evaluators, members of the bodies responsible for the selection of FSTP recipients and their assessment during the project execution.

Following situations are automatically considered as a conflict of interest:

- a. you were **involved in the preparation** of any application under the given open call;
- b. you **submitted an application** in the given open call or you are the Applicant's team member,
- c. you are a **director, trustee or partner** or in any way **involved in the management** of the Applicant (or third party linked to the Applicant or involved in the submitted project);
- d. you are the Applicant's **co-owner**, or you **co-own their IP rights**;
- e. you are **employed or contracted by one of the Applicants** (or third party linked to the Applicant or involved in the submitted project);
- f. you **employ or contract one of the Applicants**;
- g. you have close **family ties** or other **close personal relationship** with the Applicant;
- h. have (or have had during the last two years) a scientific collaboration with the Applicant;
- i. has (or have had) a relationship of scientific rivalry or professional hostility with the Applicant;
- j. you will **benefit** in the case that the Applicant is selected in the given open call;
- k. the Applicant and company that you represent are linked third parties in different H2020 Project

Points a-j apply accordingly to the company that you represent in the evaluation process.

At the institutional level, the following situations will automatically be considered as COI if a Consortium partner:

1. owns shares in the sharecapital of the participant (also through affiliated entities);
2. has financial links and economic connections with the participant (such as for example exclusive license or sale agreements, as far as they concern product or solution covered by the application);
3. sitting on the participant's management or supervisory bodies;
4. have any other legal/contractual relationship with them(ex. choosing a participant will increase the Partner's income in connection with the separate agreement concluded with the participant).

Points a-j should be applied according to the evaluation of the projects invited to the programme and decision on payment of the grant.

In any of the above cases, depending on the stage of evaluation, you will be excluded from the further evaluation and selection of applications submitted within the given open call or from the evaluation of the progress performance of projects taking part in the Better Factory.

We will void any evaluation you already participated in. Comments and scores already given will be discounted. Another person will replace you, and this part of evaluation will be repeated.

Following situations will be individually assessed:

- l. you were employed by one of the Applicants (or linked third parties or other third parties involved in the application) more than 2 years ago;
- m. you were involved in the preparation of the application as an external advisor within your tasks in the Better Factory free of charge;
- n. you are involved in a contract, grant, prize or membership of management structures (e.g. member of management or advisory board, etc.) or research collaboration with the Applicant;
- o. you participated with the Applicant in the Consortium in a different H2020 project;
- p. you and the Applicant are members of the same association, cluster, or DIH;
- q. **any other situation that could cast doubt on your ability to participate in the evaluation impartially or that could reasonably appear to do so in the eyes of an outside third party.**

Example:

You, and applicant are members of the same association.

Association has 100 members and there is no further link among its members - **we will rather not treat it as a COI**

You are a head of the association, fees paid by the association members depends on their incomes - **it might be treated as a COI**

You worked for the applicant 4 years ago.

You decided to leave the company and are successful in different field - **we will treat is a conflict but we will not exclude you from the whole evaluation** but we will re-assign this application.

You decided to leave the company and started own business that competes with the applicant - **we will probably exclude you from evaluation**

You and applicant are parties to the same project

You carry out different tasks and met each other during consortium meetings - **we will treat is as a conflict and but you would rather be excluded from evaluation of this particular proposal**

You and applicant are Linked third parties - **we will exclude you form the whole evaluation. If that will not be possible - we will exclude applicant**

In this case, the Consortium may decide to exclude you from the whole evaluation or part of it (i.e., only the part relating to the application concerned or also for competing applications, or the entire call) and, if necessary, to replace you and organise a re-evaluation.

You will have to submit a statement about the absence of any COI before starting your duties within the selection and evaluation process. You will be also asked to confirm the absence of any COI towards each application you

assess. If you are (or become) aware of a conflict of interest, you must immediately inform the Open Call Manager or/and Project Coordinator and stop working until further instructions.

If exclusion of an evaluator is impossible, the Applicant given might be excluded.

2. CODE OF CONDUCT – Member of the Committee and Consortium Partners represented in the Committee

This part applies to Members of the Committee who participate in choosing the final list of FSTP recipients or in evaluating the performance progress of projects, and supplies the rules included in the section 1 above. In the case COI (understood as all the cases indicated above) involving any of the members of the committee or committee member's superiors, the following steps should be taken:

- a. in the case that COI is at the personal level (it is related to the person, not the Company he/she represents), the Committee member should be replaced, and the application concerned must be re-evaluated, scores already given will be discounted;
- b. in the case that COI is at the institutional level, Coordinator or Committee responsible for evaluation should decide whether:
 - a. the Partner in question should be excluded from the evaluation of the given application and should not take part in the consensus group, panel review or hearings when the application is being discussed, and may not take part in any discussion or scoring of the proposal and must leave the room or the electronic forum when it is discussed;

or

 - b. the Partner in question should be excluded from the evaluation of all the applications in order to guarantee total impartiality of the corresponding selection and evaluation process; the Partner involved may not evaluate any proposal at any level in the call concerned. In such a case, the Consortium Partner accepts that it will have no impact on the selection procedure;

or

 - c. the Applicant should be excluded from the selection process.

Annex 16. External/Internal Evaluation Form

EVALUATION FORM							
Evaluation criteria	Question	Further details to be taken into account when evaluating	Individual comments and recommendations (mandatory)	Scoring options	Total	Weight	Threshold
1 EXCELLENCE	E1) Ambition/Innovation	<ul style="list-style-type: none"> The objectives of the experiment are clearly defined and ground-breaking (include novel concepts and approaches, new products, services or business and organisational models); The proposal considers the contribution of RAMP and APPS The proposal addresses aspects regarding diversification of portfolio / improvements / personalisation / individualisation/ artistic design/ co-design/ innovative aesthetics and digitisation of production processes and use cases of cognitive HRI 	<i>to be filled in individually</i>	<p>0 Fail: The proposal fails to address the criterion under examination or cannot be judged due to missing or incomplete information.</p> <p>1 Poor: The criterion is addressed in an inadequate manner, or there are serious inherent weaknesses.</p> <p>2 Fair: While the proposal broadly addresses the criterion, there are significant weaknesses.</p> <p>3 Good: The proposal addresses the criterion well, although improvements would be necessary.</p> <p>4 Very good: The proposal addresses the criterion very well, although certain improvements are still possible.</p> <p>5 Excellent: The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor.</p>	5	5	3
	E2) Co-creation	<ul style="list-style-type: none"> The proposed experiment highlights the contributions of artistic and technology providers to address the manufacturer's challenges The consortium demonstrates they provide a co-created solution. 	<i>to be filled in individually</i>				
	E3) Soundness	<ul style="list-style-type: none"> The technical approach and the proposed methodology are sound and credible. 	<i>to be filled in individually</i>				

EVALUATION FORM							
Evaluation criteria	Question	Further details to be taken into account when evaluating	Individual comments and recommendations (mandatory)	Scoring options	Total	Weight	Threshold
		<ul style="list-style-type: none"> The proposal show the tools provided by Better Factory (APPS, RAMP) are adopted in this approach and methodology. 					
2	IMPACT	M1) Market Opportunity <ul style="list-style-type: none"> The new/improved product/process has a market potential, e.g. because it has an impact on optimisation of energy, waste, logistics and resources. The proposal includes a metod to measure this impact. Clear description of the targeted market/groups as well as the strategy to reach customers. 	<i>to be filled in individually</i>	0 Fail: The proposal fails to address the criterion under examination or cannot be judged due to missing or incomplete information. 1 Poor: The criterion is addressed in an inadequate manner, or there are serious inherent weaknesses. 2 Fair: While the proposal broadly addresses the criterion, there are significant weaknesses. 3 Good: The proposal addresses the criterion well, although improvements would be necessary. 4 Very good: The proposal addresses the criterion very well, although certain improvements are still possible. 5 Excellent: The proposal successfully addresses all relevant aspects of the	5	5	3
		M2) Competition <ul style="list-style-type: none"> The competition has been well analysed. Key competitive advantages compared to competitors are well described. 	<i>to be filled in individually</i>				
		M3) Commercial Strategy and Scalability <ul style="list-style-type: none"> The commercial strategy presents proved scalability and replicability of the new/improved product and its contribution to RAMP Marketplace. The proposal demonstrates how the solution can be commercialised and applied to 	<i>to be filled in individually</i>				

EVALUATION FORM							
Evaluation criteria	Question	Further details to be taken into account when evaluating	Individual comments and recommendations (mandatory)	Scoring options	Total	Weight	Threshold
		address the characteristics of the target groups.		criterion in question. Any shortcomings are minor.			
3	IMPLEMENTATION	I1) Team <ul style="list-style-type: none"> · The consortium members have strong management and leadership qualities; · The consortium members are able to take a concept from idea to market, and are able to carry through their ideas and understand the dynamics of the market they are trying to tap into; · The consortium is well-balanced, cross-functional and fully dedicated to the project and with a strong background skill base; · The role of each consortium partner is clearly identified. 	<i>to be filled in individually</i>	0 Fail: The proposal fails to address the criterion under examination or cannot be judged due to missing or incomplete information. 1 Poor: The criterion is addressed in an inadequate manner, or there are serious inherent weaknesses. 2 Fair: While the proposal broadly addresses the criterion, there are significant weaknesses. 3 Good: The proposal addresses the criterion well, although improvements would be necessary. 4 Very good: The proposal addresses the criterion very well, although certain improvements are still possible. 5 Excellent: The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor.	5	5	3
		I2) Art-tech congruence <ul style="list-style-type: none"> · The proposal demonstrates clear synergy between technological challenge and artistic thematic and methodological approaches 					
		I3) Resources <ul style="list-style-type: none"> · The quality and effectiveness of the resources assigned are good enough to achieve the objectives proposed; · The proposal can be implemented by the consortium in line with the 	<i>to be filled in individually</i>				

EVALUATION FORM							
Evaluation criteria	Question	Further details to be taken into account when evaluating	Individual comments and recommendations (mandatory)	Scoring options	Total	Weight	Threshold
		solutions offered by the Better Factory project under RAMP					
4	Transversal criteria	Environment and low carbon economy contribution	Does the proposal meet the transversal criteria?		Yes/No. Please, include a comment explaining your answer.		
		Equal Opportunities & Gender balance					
		Social Impact					
5	Recommendation	Do you suggest the proposal to get selected for funding?		<i>to be filled in individually</i>	Yes/No. Please, include a comment explaining your answer.		
6	Prioritised Sectors	Plastic and Rubber; Furniture and Wood; Food and Agriculture; Construction; Metal and Machinery; Textile and Leather	Does the proposal address any of the prioritised sectors?	<i>to be filled in individually</i>			1
7	Declaration of No Conflict of Interest	Please, check the Code of Conduct previously provided to you for a detailed explanation of a conflict of interest.	I declare and confirm that, to the best of my knowledge, I have no direct or indirect conflict of interest in evaluation of this proposal.	<i>Yes//No checkbox</i>	<i>Yes//No checkbox</i>		
8	Ethical Issues	Evaluators should check if the proposal might face any potential ethical issues (e.g. involve the use of human embryos, human participants, personal data, animals, third countries from outside of the EU, military applications etc.).	Have you identified any potential ethical issues that may arise from the proposals at this stage?	<i>Yes//No checkbox</i>	Please, include a comment explaining your answer if you found any issues. (Enter 'N/A' in case you haven't found issues).		

Annex 17. External/Internal Evaluation Result – Email template

AFTER External Evaluation: under threshold

Subject: Better Factory Open Call for Full Proposals. Feedback on the external evaluation results.

Dear {{Name}},

We regret to inform you that, after going through the external/internal evaluation process described in the [Guide for Applicants](#), **your proposal has not been selected** to take part in the Better Factory Knowledge Transfer Program.

Your proposal has been evaluated by 3 external/internal independent experts, who assessed the potential of your idea, and it was scored below the overall threshold of 10 points.

Find below the final overall score of your proposal and the comments provided by the evaluators, which could help you to improve your project if you consider applying to future Better Factory calls.

Individual Evaluation Report

Total score of your proposal {{evaluation_score}} out of {{XX}} points.

Criteria	Evaluators' feedback
Excellence	Evaluator 1: {{excellenceev1}} Evaluator 2: {{excellenceev2}} Evaluator 3: {{excellenceev3}}
Impact	Evaluator 1: {{impacteev1}} Evaluator 2: {{impacteev2}} Evaluator 3: {{impacteev3}}
Implementation	Evaluator 1: {{implementationev1}} Evaluator 2: {{implementationev2}} Evaluator 3: {{implementationev3}}

Thank you for your participation in the 1st Better Factory Open Call for Full Proposals and wish you every future success for your business.

We hope that you will stay in touch with us and stay tuned for further Better Factory open calls via [the Better Factory community in spaces](#).

Best Regards,

The Better Factory Team



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 951813.

AFTER External Evaluation: over threshold

Subject: Better Factory Open Call for Full Proposals. Feedback on the external evaluation results.

Dear **Name**,

Thank you again for your participation in the **First Open Call for Full Proposals of Better Factory**.

We are happy to inform you that your proposal "**title of proposal**" has scored over the threshold during the external/internal evaluation phase of the Better Factory Open Call for Full Proposals. This means that it is now among the shortlisted proposals that will be considered during the Consensus Meeting of the "Selection Committee" of Better Factory.

As explained in [section 4 of the Guide for Applicants](#), during that meeting, only up to 16 proposals among those shortlisted will be selected and invited to join the Jury Day.

Your proposal has been evaluated by 3 external/internal independent experts. You can find below the final score and comments provided by those evaluators, as feedback.

Individual Evaluation Report

Your proposal scored a total of **evaluation_score** out of **XX** points, as follows:

Criteria	Evaluators feedback
Excellence	Evaluator 1: excellenceev1 Evaluator 2: excellenceev2 Evaluator 3: excellenceev3
Impact	Evaluator 1: impactev1 Evaluator 2: impactev2 Evaluator 3: impactev3
Implementation	Evaluator 1: implementationev1 Evaluator 2: implementationev2 Evaluator 3: implementationev3

We expect to provide further information about the final results during the next week.

Meanwhile, you can stay in touch with us and follow the news through [the Better Factory community in spaces](#).

Best Regards,

The Better Factory Team



Annex 18. Evaluation Form Jury Day

EVALUATION FORM					
Evaluation criteria	Question	Individual comments and recommendations (mandatory)	Question for the Finalist	Total score	
1	EXCELLENCE	Good representation of the challenges addressed in the use-case for the experiment, both technical and creativity challenges. Demonstration of the use of the technologies and the artistic support from RAMP to solve these challenges.	<i>to be filled in individually</i>	<i>to be filled in individually</i>	
	Scoring options	0 Fail: The proposal fails to address the criterion under examination or cannot be judged due to missing or incomplete information. 1 Poor: The criterion is addressed in an inadequate manner, or there are serious inherent weaknesses. 2 Fair: While the proposal broadly addresses the criterion, there are significant weaknesses. 3 Good: The proposal addresses the criterion well, although improvements would be necessary. 4 Very good: The proposal addresses the criterion very well, although certain improvements are still possible. 5 Excellent: The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor.			
2	IMPACT	Capability: the exploitation potential of the products and automation solutions is clearly determined and accompanied by specific KPIs to measure the impact. Scalability: demonstrated use of RAMP to scale the business beyond the project. Sustainability: the social and environmental impact of the project are clearly addressed.	<i>to be filled in individually</i>	<i>to be filled in individually</i>	
	Scoring options	0 Fail: The proposal fails to address the criterion under examination or cannot be judged due to missing or incomplete information. 1 Poor: The criterion is addressed in an inadequate manner, or there are serious inherent weaknesses. 2 Fair: While the proposal broadly addresses the criterion, there are significant weaknesses. 3 Good: The proposal addresses the criterion well, although improvements would be necessary. 4 Very good: The proposal addresses the criterion very well, although certain improvements are still possible. 5 Excellent: The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor.			
3	IMPLEMENTATION	Team: the expertise and background knowledge of the team for the project.	<i>to be filled in individually</i>	<i>to be filled in individually</i>	

EVALUATION FORM				
Evaluation criteria	Question	Individual comments and recommendations (mandatory)	Question for the Finalist	Total score
	Clear approach of the identified risks.			
Scoring options	<p>0 Fail: The proposal fails to address the criterion under examination or cannot be judged due to missing or incomplete information.</p> <p>1 Poor: The criterion is addressed in an inadequate manner, or there are serious inherent weaknesses.</p> <p>2 Fair: While the proposal broadly addresses the criterion, there are significant weaknesses.</p> <p>3 Good: The proposal addresses the criterion well, although improvements would be necessary.</p> <p>4 Very good: The proposal addresses the criterion very well, although certain improvements are still possible.</p> <p>5 Excellent: The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor.</p>			
JUROR OVERALL COMMENTS	Do you propose this Better Factory proposal for funding?	Yes/No	Please add your own comment here (maximum 500 characters)	0
Declaration of No Conflict of Interest	Please, check the Code of Conduct previously provided to you for a detailed explanation of a conflict of interest.	I declare and confirm that, to the best of my knowledge, I have no direct or indirect conflict of interest in evaluation of this proposal.	Yes//No	If your answer is No, please explain what the nature of your conflict of interest is.

Annex 19. Distribution of comments and questions

Jurors

Username	Project Title	Acronym	Comments	BY
joaalmeida	Factory For Zero Plastic Waste	Fact4.0Waste	The project Factory For Zero Waste handles quality inspection of plastic bottles. There are ready competitive solutions on the market for this purpose and the proposal does not sufficiently elaborate its competitive advantage. This means also that the market potential stays unconvincing. In addition to this, the artistic capabilities are not fully utilized in the project. The proposal shows limited ambition for customization and personalization of the end product or production.	Päivi Mikkonen
danielearata	Warehouse Automation solution for Logistics Reconfiguration in Underwater Sports products manufacturing	WALRUS	WALRUS expresses a sound plan with a clear potential benefit for the warehouse operations of SEAC through warehouse product tracking and management automation. However, the proposed solutions do not fully align with this program. Moreover, the involvement of the artist and his work is not fully integrated in the concept and is isolated from the personalised production. However, the jury does acknowledge the potential of the proposed ideas and the good fit of the partners with the Better Factory goals, therefore we advise the WALRUS project to apply for the second open call of Better Factory.	Rodolfo Groenewoud van Vilet
sarabmarjan	Staircase Technology by ART and 3D-Printing	START3D	The proposal is very innovative and clearly describes the steps to follow for the implementation of its objectives. The potential in the market for this kind of stairs is not fully justified. The manufacturer did not present convincing arguments of the market willingness to pay.	Anastasia Garbi
antares	Tesla Smart Eco Office Chair	TESSA	The project "Tesla Smart Eco Office Chair" is an innovative approach to upgrade the capabilities of the existing product line. Nevertheless, the focus of the proposal is set to an IoT approach on the product itself, whereas robotic manufacturing applications and the integration of the RAMP marketplace play a minor role. Since these aspects are not addressed adequately a selection is not recommended.	Thomas Staufenbiel
kpeycheva	Micro-batch business model prototype as the EU SME's new way to achieving the economy of scale	MicroBatchBot	The MicroBatchBot proposal follows an ambition to become more competitive on the market with a flexible customizable portfolio. Furthermore, with prototyping two bots the company would automate part of the production and embed consumer group data into a culinary e-books. In the context of the creative challenge, the jury would appreciate if the artist's work would contribute to the manufacturing process, and not only to the education about company products. On such basis, the jury finds a lack of integration of art innovation in the proposal.	Miha Tursic

Username	Project Title	Acronym	Comments	BY
roto2021	Development and automation of 100% recycled electric catamaran	eCAT	There is a broad scope and relevant to BF including some artistic need and the environmental improvements of the production. The process is vague and not fully detailed. The role of the artist is not fully detailed in the new production process.	Anastasia Garbi
basicpoint	Smart SME Factory with automated planning of Logistics & Production, Process optimization and Demand-Driven Manufacturing using AR/VR	Smart SME Factory	Overall, jury found the proposal good and the ideas presented interesting. However, the artistic challenge was not seen to fit the aims of the Better Factory KTEs. The proposition for the artist challenge was seen more as an industrial design and content UI challenge, which don't fall under the Better Factory KTEs artistic scope. Also, from the business impact perspective, the proposal does not describe what might the economic benefits in terms of e.g. turnover and profit be for the manufacturing SME if all the proposed solutions would be implemented in their organization. Therefore, the project was unfortunately not selected as a Better Factory KTE.	Petri Purmonen
marcodias	agile SMART FACTory	SMART-FACT	The SMART-FACT project proposal aims at empowering human operators in what comes across as already a highly automated and digitized production facility of Famolde. The jury finds this approach interesting and uncommon. However, the project proposal and the consortium pitch during the Jury day did not make clear what the SMART-FACT project will actually be doing, nor did it clearly argue the need for the action. Because of this lack of understanding and clarity of the proposed project the jury decided to not select SMART-FACT for the Better Factory KTEs in this first round. However, the jury encourages the SMART-FACT consortium to improve their proposal and align their proposed action better with the Better Factory project ambitions and re-apply for the second open call in 2022.	Rodolfo Groenewoud van Vilet
dzhingarova	DATA analysis of new carbon fiber components through RAMP IoT platform of an automated 3D printing cell govern by a collaborative roBOT	DATABOT3D	The DATABOT3D proposal aims to develop a new and innovative products, creating a new flexible manufacturing system based on 3D printing technology and collaborative robots, while focusing on high-impact and market-oriented attitude. With a further focus on stainless-steel basket for EDARs and water facilities, the team also addresses an impact on the environment. However, the jury finds poor integration of art innovation in the proposal as such. Even through the pitch at the jury day, the answers didn't add to the creative challenge of the Better Factory.	Miha Tursic

Annex 20. Guidelines for the Jury Day - Jurors

Jurors of the Better Factory First Open Call

Full Proposals from Consortia

Jury Day happening on 1 September between 08:30 and 18:15 CEST and 2 September between 10:00 and 11:00 CEST

HISTORY OF CHANGES

Date	Version	Author	Comments
10.08.2021	1.0	FundingBox	All sections

1. Introduction

The purpose of this Guide is to give the **Jury Panel**⁶ some references to facilitate their evaluation and voting to select the final beneficiaries of the **1st Open Call for Full Proposals from Consortia** of the Better Factory project, launched on the **1May 2021 with a closing deadline on the 15 July 2021 at 17:00 CEST**.

As a result of the internal and external evaluation done in July 2021, the Selection Committee selected, by consensus, 16 finalists to prepare and do a pitch of their proposal in front of the Jury Panel on **1 September 2021**, according to the calendar shown in Section 4 of this document.

Each pitch will be evaluated by the Jury Panel following the criteria of the evaluation for the Jury Day. Additionally, every Juror will have to make full comments and pose one question in a minimum of 2 proposals, which will be allocated in due time.

In any way the purpose of this document is to help the Jurors on the final selection process and make a final decision of the proposals which will be funded. It is extremely important that the proposals selected enable to demonstrate the efficiency of Better Factory and its capacity to reach its main objectives. The final 8 consortia will be supported in the Knowledge Transfer Experiment so they can improve their processes and address identified challenges, as well as employ the technologies offered by Better Factory.

2. Jury Day Selection Process

The Selection Committee is responsible for selecting the proposals to be funded for the First KTE Program. The day after the Jury Day, the Selection Committee (i.e. the Jury Panel, together with FundingBox as moderator and VTT as coordinator), will meet in order to deliberate and choose the best 8 proposals for funding. The goal of the meeting is to reach the consensus, meaning all partners agreeing on the projects to be funded. If this is not possible 2/3 of votes from the Selection Committee will be considered as consensus. The Selection Committee will decide by consensus or the majority vote (2/3 from all members) a '**Provisional List of Beneficiaries**' and a '**Reserve List**'.

For that purpose, each member of the Jury Panel (Juror) will be requested to give a score to the finalist proposals. The scores will enable **building a ranking** of those proposals and **be the reference for reaching a final consensus**

⁶ The Jury Panel is composed of the members of the Selection Committee partners specifically assigned for the Jury Day. Each partner has to allocate one juror out of its representatives in the Selection Committee.

on the best 8 consortia to be funded. Score has to be **based on a qualitative assessment**, considering weaknesses and strengths related to the different aspects considered within each Evaluation criteria.

The evaluation criteria meet what is specified in the Guide for Applicants, i.e.:

Excellence:

- Good representation of the challenges addressed in the use-case for the experiment, both from the technical and creativity perspectives and the technologies employed to solve these challenges.
- Sound expertise and background knowledge of the team for the project.

Impact:

- **Capability:** the exploitation potential of the products and automation solutions is clearly determined and accompanied by specific KPIs to measure the impact.
- **Scalability:** demonstrated use of RAMP to scale the business beyond the project.
- **Sustainability:** the social and environmental impact of the project are clearly addressed.

Implementation:

- Team expertise, credibility and resources.
- Risk assessment and management.

Each Juror will examine in advance the applications assigned through the FundingBox Platform at <https://gear.fundingbox.com/>, giving a score for each evaluation criterion and. Each Juror will have to access the FundingBox platform using his/her credentials, and there they will find all the proposals assigned in an ad-hoc "Jury Day" panel.

For each proposal, the evaluation process in the FBOX platform is based on:

- a **score** between 0 and 5 for each evaluation criterion (mandatory);
- an **added value comment** for each evaluation criterion (mandatory for 2 proposals assigned as per the Excel file named "Distribution of comments and questions_BF_OC1.xlsx", optional for the rest). This comment needs to be consistent and justified, based on the evaluation criteria, since it will be shared with the finalist in case of rejection;
- a space to include **question(s)** to be asked during the Jury Day, for each evaluation criterion (mandatory for the 2 proposals assigned as per the Excel file named "Distribution of comments and questions_BF_OC1.xlsx", optional for the rest). These questions will be made right after the pitch is done by each finalist, in order not to waste time. A third question per finalist will be made afterwards by a voluntary juror;
- a **yes/no** answer to having a conflict of interest⁷ (mandatory): 'yes' meaning there is no conflict of interest). In case of a 'no' answer, a box will open for the Juror to explain the concrete reasons for the conflict. These cases will be discussed, on a case-by-case basis, before the pitches start, to determine which will be the final role of that juror member in the evaluation process. For that purpose, it is extremely important that each member of the Committee reads applications and prepare in advance for the Jury Day.

The scoring system is the one which was used in the external/internal evaluation process, and which was described in the Guide for Applicants, i.e.:

Score: from 0 to 5

0 = Fail: Proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.

1 = Poor: criterion is inadequately addressed or there are serious inherent weaknesses.

2= Fair: proposal broadly addresses the criterion, but there are significant weaknesses.

⁷ Check code of conduct available here: <https://service.projectplace.com/pp/pp.cgi/r1403047230>

3= Good: proposal addresses the criterion well, but a number of shortcomings are present.

4= Very good: proposal addresses the criterion very well, but a small number of shortcomings are present.

5= Excellent: proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

Each evaluator will rank the application assigning a score from 0 to 5 for each criterion. The standard average of the three criteria scores will produce an Individual Jury Report.

For the **criteria validation**, the threshold for individual criteria will be **3**. The overall threshold, applying to the sum of the three individual scores, will be **10**. The 3 evaluation criteria will have the same weight.

It is very important for the purpose of the Better Factory Project that **jurors include comments to justify their score (at least 2 complete comments per juror, according to a list of assignments shared with them in due time)**. These **comments will be shared with the applicants**, so that they receive valuable feedback and can improve their Project ideas independently of the final result of the selection.

3. Voting and Consensus/Majority

The Jurors will be able to pre-vote before the Jury Day and then confirm/modify their votes after listening to the pitchers or vote just during the Jury Day. The Jurors will be allowed to edit their evaluation form as many times as they wish until the Jury Day pitches have finished.

Then, FundingBox will elaborate a **Jury Voting Report**, establishing a preliminary ranking based on:

- The standard average of Individual Jury Reports received by each proposal.

Ties will be solved using the following criteria, in order:

- Impact score,
- Implementation score,
- Excellence score, A slot of one hour is scheduled to reach a consensus on the 8 proposals to be selected for funding. If not, majority of 2/3 will apply, taking into account, for each proposal, the number of the Selection Committee members represented in the Jury Day (delegation is allowed) and in case members are excluded due to a conflict of interest.

The consensus meeting will be split into two parts:

- The list of the highest ranked proposals based on the scores provided by the Jurors from the Selection Committee will be prepared by FundingBox;
- The Committee will discuss the proposals, each member will be able to provide his/her comments;
- This process will be held until the Selection Committee will reach consensus;
- If consensus is reached the Committee will nominate the 8 winning proposals and 3 additional ones for the Reserve list.

If, and only if, consensus will not be met, the second part of the meeting will be launched to reach consensus with majority votes: 2/3 of votes will be considered as consensus.

- Starting from the highest ranked ones, the Committee Members will discuss the proposals.
- Proposals that will reach 2/3 votes will be the winning ones until 8 is reached. The following 3 ones reaching 2/3 votes will be added to the reserve list;
- In case of bias, Project Coordinator vote will be counted as privilege one.

If, and only if, the consensus will not be met after second part of the meeting the Committee Members will be asked to nominate the winners using the evaluation feature at FundingBox platform. Each member will be asked to include 8 YES. All YES summed up, the proposals with the highest number of YES will be selected for funding.

Independently from how the consensus will be reached the members of the Selection Committee will be asked to validate the minutes of the meeting. This will be a remote signature – meaning that in current situation, the answer on the e-mail with the minutes will be considered as a signature and validation of the Jury Day results.

4. Jury Day Calendar

DAY 1		1 SEPTEMBER 2021						
Block	#	Description / Proposal Acronym	Applicant Username	Start time	End time	Time to join Waiting Room	TIME ALLOCATED	
M O R N I N G		Jury registration & tech fine tuning		8:30	8:45		0:15	
		Welcome and Jury guidelines review		8:45	9:00		0:15	
	1	#Pitch Fact4.0Waste	<i>joaoalmeida</i>	9:00	9:30	8:30	0:30	
	2	#Pitch BCN	<i>fictionfactory</i>	9:30	10:00	9:00	0:30	
	3	#Pitch SMARTHam	<i>cesarenonnismarzano</i>	10:00	10:30	9:30	0:30	
	4	#Pitch WALRUS	<i>danielearata</i>	10:30	11:00	10:00		
		BREAK			11:00	11:15		0:15
	5	#Pitch START3D	<i>sarabmarjan</i>	11:15	11:45	10:45	0:30	
	6	#Pitch TESSA	<i>antares</i>	11:45	12:15	11:15	0:30	
	7	#Pitch MicroBatchBot	<i>kpeycheva</i>	12:15	12:45	11:45	0:30	
8	#Pitch eCAT	<i>roto2021</i>	12:45	13:15	12:15	0:30		
	End of block						13:15	
	LUNCH BREAK							0:30

DAY 1		1 SEPTEMBER 2021						
Block	#	Description / Proposal Acronym	Applicant Username	Start time	End time	Time to join Waiting Room	TIME ALLOCATED	
A F T E R N O O N		Tech fine tuning		13:45	14:00		0:15	
	9	#Pitch Ritherdon & Co Ltd	<i>ritherdon</i>	14:00	14:30	13:45	0:30	
	10	#Pitch Smart SME Factory	<i>basicpoint</i>	14:30	15:00	14:00	0:30	
	11	#Pitch SMART-FACT	<i>marcodias</i>	15:00	15:30	14:30	0:30	
	12	#Pitch ODC 3D	<i>thenewraw</i>	15:30	16:00	15:00	0:30	
		BREAK			16:00	16:15		0:10
	13	#Pitch DSBSF	<i>stefanos.delmac</i>	16:15	16:45	15:45	0:30	
	14	#Pitch FOLD	<i>apergoot</i>	16:45	17:15	16:15	0:30	
	15	#Pitch DATABOT3D	<i>dzhingarova</i>	17:15	17:45	16:45	0:30	
	16	#Pitch ZOVOS-EKO s.r.o.	<i>bojda</i>	17:45	18:15	17:15	0:30	
	End of session						18:15	

DAY 2		2 SEPTEMBER 2021						
Block	SELECTION COMMITTEE ONLY	Description	Start time	End time		TIME ALLOCATED		
MORNING		Final deliberation, decision on winners	10:00	11:00		1:00		
		End of JURY DAY				11:00		

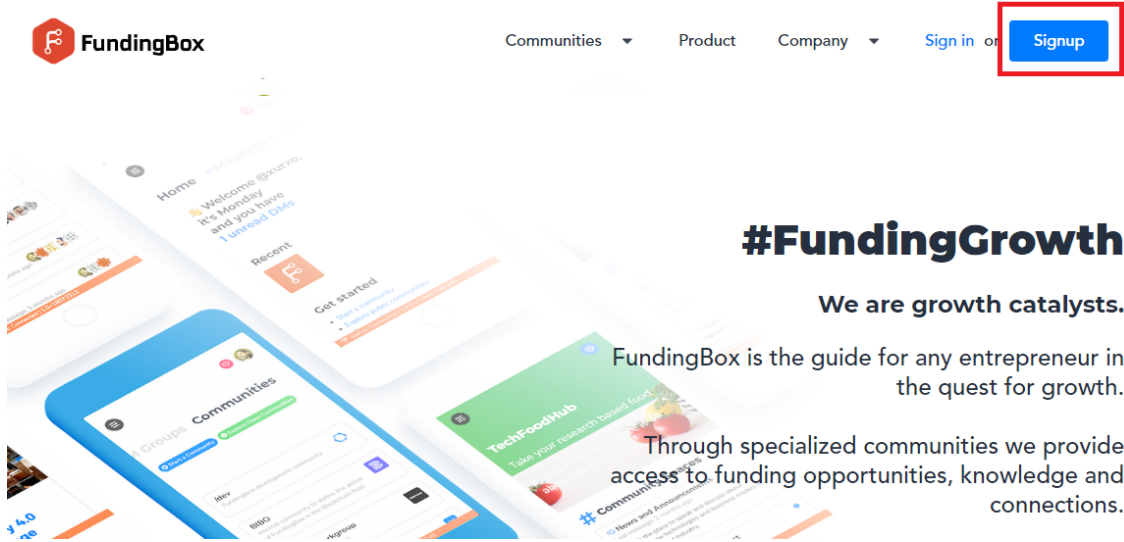
Annex 1: FBox Voting Instructions

The procedure will be following:

Step 1: All Jurors will need first to Login in the FBOX platform.

If you don't have an account at FBOX Platform please access <https://fundingbox.com/> and click on "Login or signup" button on the top right corner of the page to be redirected to the Registration process or click here <https://fundingbox.com/signup>.

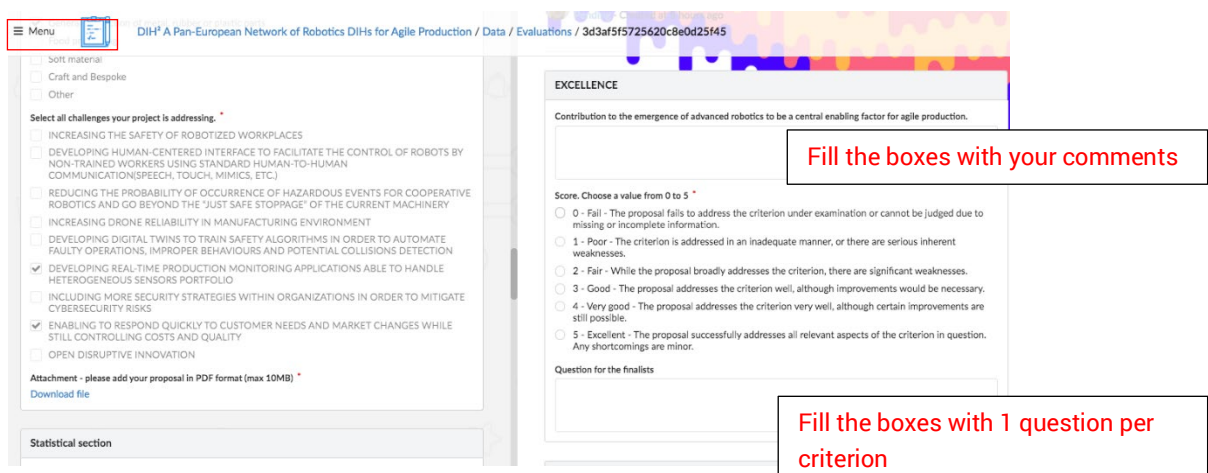
If you already have an account – please log in.



Step 2: Evaluate all the proposals assigned in the panel "Jury Day"

Evaluation process will be made on the **FBOX Platform**. Once a FBOX user is registered he/she will have granted access to the Evaluation Dashboard.

1. **FBOX Login:** Access FBOX Platform at <https://gear.fundingbox.com/> and Click on "Log in" with your **FBOX user**. Once you are in you will see the Better Factory Open Call to which you were invited.
2. Click the Open Call to see the list of applications assigned to you. You can also access the list in the Menu (at the top left corner of the screen) -> Data -> Evaluations.
3. Each Juror should review the applications assigned in order to check if there is no conflict of interest between the evaluator and the applicant.
4. Next to each application you will see a button to fill in the evaluation form assigned to you. Click the 'Evaluate' button.
5. You then can download the proposals, clicking "download file" on your right-hand side, as shown in the figure below.
6. And fill in all required fields (including comments).
7. You can edit your evaluations as many times as you need before the deadline. Once the deadline has passed you cannot edit them.



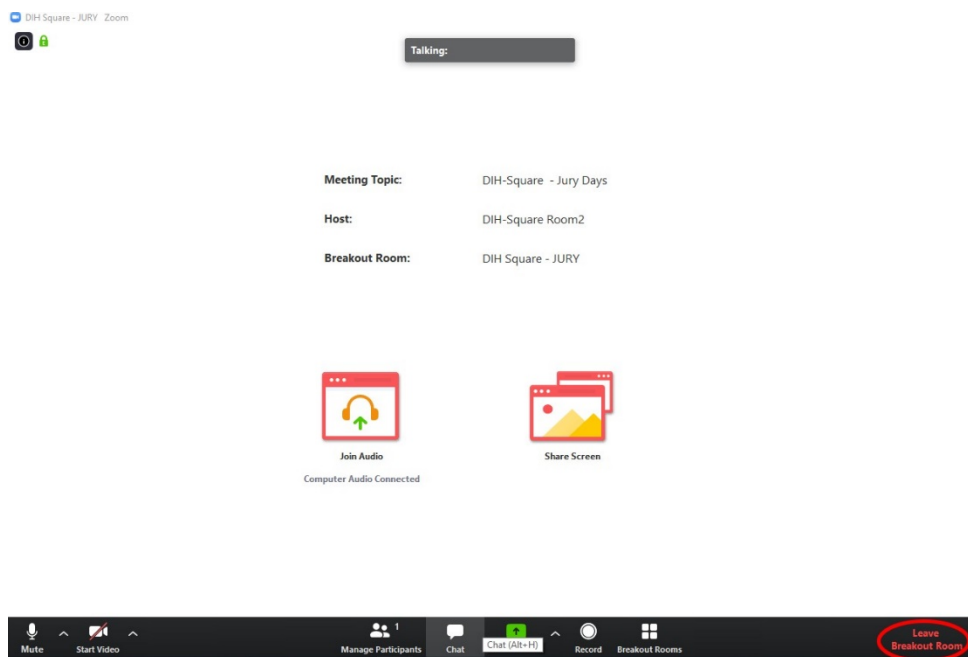
Annex 2: Pitching Procedure

The pitch will take place in a different room (a breakout room call Jury Room) where all the Jury Members will be attending. A technical administrator from the organisation will transfer you to the Jury Room. While being transferred, you will see a message:

“The host is inviting you to join Breakout Rooms: Better Factory – Jury”

You should click please, click on it to JOIN

- a. Jurors will be transferred to the Jury breakout room from the beginning, after quick registration, by an administrator from the Jury Day organization entity.
 - b. Finalist consortia will be transferred to the Jury room at their allocated time by the administrator.
- Procedure:
 1. Once inside the Jury Room, a Chairperson will **welcome** you and give you the last instructions.
 2. The **pre-recorded pitch** will be broadcasted by the Chairperson by sharing his screen. 10 minutes are allocated for this stage.
 3. After the recorded pitch, another 10 minutes time slot is allocated for **Questions & Answers** from the Jurors. Only 3 questions are scheduled for that time.
 - In case the elevator pitch lasted longer than 10 minutes, the **overlapped** time would be discounted from the Q&A.
 - A **timer** will be shown by the Chairman so that everyone keeps track of the time.
 4. Once finished, the Finalists will be kindly requested to leave the room by clicking at the bottom “Leave Breakout room” at the right bottom side.
 5. Finalists will be automatically redirected to the **Waiting Room** (i.e., the main room). The organisers will share some farewell words before Finalists eventually select the “Leave Meeting” button. Finalists may also comment any issues with the organisers:



Annex 21. Guidelines for the Jury Day – Finalists

Better Factory First Open Call Full Proposals from Consortia

Jury Day happening on 1 September between 09:00 CEST and 18:15 CEST

PUBLIC

HISTORY OF CHANGES

Date	Version	Author	Comments
09.08.2021	1.0	FundingBox	All sections

1. Introduction

The purpose of this Guide is to give to the Finalists a full overview on the Selection Process within the **1st Open Call for Full Proposals from Consortia** of the Better Factory project, launched on the **1st of May 2021 with a closing deadline on the 15th of July 2021 at 17:00 CEST**.

In any way the purpose of this document is to help the Finalists understand the timing of Jury Day Pitch and the Evaluation Criteria used on the evaluation process to make a final decision of the proposals which will be funded.

Please be aware that **one representative per each member of the consortium** needs to attend the online session. Any of the three representative members of the consortium can address the questions asked during the Q&A.

Additionally, you will need to **prepare and pre-record the presentation of your pitch before the Jury Day** on 1 September 2021. This way, in the recorded pitch, all three members can present their corresponding parts, respecting the 10 minutes limit. No live presentations will be done then, only Q&A.

Note that presentations are to be received in **before Friday, 27 August 2021 at 17:00 CEST**:

- In ppt format, so that the members of the Jury can take a look at it and prepare their questions.
- In pptx or mp4 format, as an audio/video pre-recording of your ppt presentation, as explained in section 2.

2. Time Planning during the Jury Day

Please, look up the time that your consortium is asked to join the virtual Waiting Room. Typically, you should join 30 minutes before scheduled official pitch time, that is, one time slot before.

- Each applicant team will get assigned a time slot of exactly 30 min divided as follows:
 - Pitch 10'
 - Q&A 10'
 - 10 extra minutes margin for Applicants' access into and exit from the virtual Pitch Room.

- Pitch presentations will be pre-recorded (ppt+audio/video) and sent to FundingBox (betterfactory.helpdesk@fundingbox.com) before **Friday, 27 August 2021 at 17:00 CEST**.
- A timer system will be used for a strict control of the allocated time for Q&A (10', maximum 3 Q's).
- Connection details on Zoom are provided by email. A separate document with the practicalities of Zoom is provided additionally.

3. Jury Day Calendar

DAY 1		1 SEPTEMBER 2021						
Block	#	Description / Proposal Acronym	Applicant Username	Start time	End time	Time to join Waiting Room	TIME ALLOCATED	
M O R N I N G		Jury registration & tech fine tuning		8:30	8:45		0:15	
		Welcome and Jury guidelines review		8:45	9:00		0:15	
	1	#Pitch Fact4.0Waste	<i>joaoalmeida</i>	9:00	9:30	8:30	0:30	
	2	#Pitch BCN	<i>fictionfactory</i>	9:30	10:00	9:00	0:30	
	3	#Pitch SMARTHam	<i>cesarenonnismarzano</i>	10:00	10:30	9:30	0:30	
	4	#Pitch WALRUS	<i>danielearata</i>	10:30	11:00	10:00		
	BREAK				11:00	11:15		0:15
	5	#Pitch START3D	<i>sarabmarjan</i>	11:15	11:45	10:45	0:30	
	6	#Pitch TESSA	<i>antares</i>	11:45	12:15	11:15	0:30	
	7	#Pitch MicroBatchBot	<i>kpeycheva</i>	12:15	12:45	11:45	0:30	
8	#Pitch eCAT	<i>roto2021</i>	12:45	13:15	12:15	0:30		
End of block							13:15	
LUNCH BREAK							0:30	

DAY 1		1 SEPTEMBER 2021						
Block	#	Description / Proposal Acronym	Applicant Username	Start time	End time	Time to join Waiting Room	TIME ALLOCATED	
A F T E R N O O N		Tech fine tuning		13:45	14:00		0:15	
	9	#Pitch Ritherdon & Co Ltd	<i>ritherdon</i>	14:00	14:30	13:45	0:30	
	10	#Pitch Smart SME Factory	<i>basicpoint</i>	14:30	15:00	14:00	0:30	
	11	SMART-FACT	<i>marcodias</i>	15:00	15:30	14:30	0:30	
	12	ODC 3D	<i>thenewraw</i>	15:30	16:00	15:00	0:30	
	BREAK				16:00	16:15		0:10
	13	#Pitch DSBSF	<i>stefanos.delmac</i>	16:15	16:45	15:45	0:30	
	14	#Pitch FOLD	<i>apergoot</i>	16:45	17:15	16:15	0:30	
	15	#Pitch DATABOT3D	<i>dzhingarova</i>	17:15	17:45	16:45	0:30	
	16	#Pitch ZOVOS-EKO s.r.o.	<i>bojda</i>	17:45	18:15	17:15	0:30	
End of session							18:15	

DAY 2		2 SEPTEMBER 2021						
Block	SELECTION COMMITTEE ONLY	Description	Start time	End time		TIME ALLOCATED		
MORNING		Final deliberation, decision on winners	10:00	11:00		1:00		
		End of JURY DAY				11:00		

4. Jury Day Pitch Content

1. EXCELLENCE

Challenges: Describe the use-case for the experiment. Highlight both technical and creativity challenges.

Solutions: Describe how the technologies and the artistic support from RAMP will be used to solve these challenges.

2. IMPACT

Business potential: Describe the exploitation potential of the products and automation solutions you will develop during the project. Propose specific KPIs to measure this impact.

Scalability: Describe how you plan to use RAMP to scale the business beyond the project: Manufacturing SME, Technology Supplier and Artist.

Sustainability: Describe the social and environmental impact of the project.

3. IMPLEMENTATION

Team: Describe the expertise and background knowledge of the team for project. Present exact persons.

Risks: Describe involved risks.

5. Jury Day Evaluation Criteria

As stated in the Guide for Applicants, the Jurors will analyse your full proposals, your pitches and your answers to the Q&A and will evaluate that according to the following criteria:

- **Excellence:**
 - Good representation of the challenges addressed in the use-case for the experiment, both from the technical and creativity perspectives and the technologies employed to solve these challenges.
 - Sound expertise and background knowledge of the team for the project.

- **Impact:**
 - **Capability:** the exploitation potential of the products and automation solutions is clearly determined and accompanied by specific KPIs to measure the impact.
 - **Scalability:** demonstrated use of RAMP to scale the business beyond the project:
 - **Sustainability:** the social and environmental impact of the project are clearly addressed.

- **Implementation:**
 - Team expertise, credibility and resources.
 - Risk assessment and management.

Each criterion will be scored from 0 to 5.

The 8 best proposals, agreed by consensus or majority of 2/3, will be selected for funding.

Annex 22. After Jury Day: Invitation Formal Check

Subject: Better Factory open call. Start of Subgrant agreement preparation!

Dear **Name**,

Congratulations!

Better Factory Team is very happy to inform you that your proposal "**title of proposal**" has been selected during the Jury Day to join the Knowledge Transfer Program.

You are now just one step from signing the Sub Grant Agreement.

Below you will find the instructions on how to provide additional information and data required for the preparation of your Subgrant agreement.

During this phase, we will check the information provided in your application form and also your legal status, to confirm your eligibility to join the Better Factory program!

What is the Formal Check schedule?

- Until **dd/mm/2021** : fill the online form with your legal data.
- From **dd/mm/2021**: FundingBox's legal team might ask you some additional questions
- By **dd/mm/2021** : You will receive the final confirmation about the Legal Check results.
- From **dd/mm/2021** to **dd/mm/2021**: you will be requested to sign the SubGrant Agreement with the eSSIF-Lab consortium, represented by FundingBox,

What should I do now?

Sing up on FundingBox Platform, if you haven't yet done so, and provide all the requested data, **before dd/mm/2021 at 17:00 (Brussels Local Time)**, in the on-line form available at: **ADD LINK**

To complete the application form you will need your **winner ID:**

Before you start, carefully read the **Legal Check Guidelines** attached to this email, to find a detailed description about the formal check procedure, the required documents, and a FAQs section

Please make sure that the provided documents have **English translations**. We do not need a certified translation - a simple one should be enough - and it does not have to refer to the whole document - just to the most important parts that confirm the data requested in the application form.

In the formal check form, you also must provide data of your bank account. The bank account must belong to the beneficiary. Bank accounts should be denominated in EURO to avoid currency conversion fees and its data should be confirmed on the Bank Identification form – the template is attached to this email. Please read the legal check guidelines, for more info.

Please consider that if you do not provide the requested documents within the given deadline or do not comply with the legal requirements of the Programme, we will not be able to process the Subgrant agreement and we might, therefore, reject your proposal.

After dd/mm/2021, FundingBox's legal team will review the documents and will contact you, if necessary. In case you have any questions or doubts regarding the formal legal check, contact karolina.stokrocka@fundingbox.com. If you have any technical issues with the FundingBox's platform, please contact us katarzyna.goj@fundingbox.com.

Best Regards,

The Better Factory Team



Annex 23. Ethics Procedure

Ethics Committee for FSTP projects assessment general procedure

Introduction:

The Ethics Committee is meant to evaluate the beneficiaries that have been selected to receive funding from BETTER FACTORY project, for better clarity further called the “programme”. The Ethics Committee is not meant to evaluate the general ethicality of the particular company/institution as it does not have any power or capabilities thereof.

The Ethics Committee evaluates each project selected for funding for compliance with the H2020 standards on Ethics and according to the Ethics Appraisal rules set up by the European Commission in the standard Ethics assessments conducted in all H2020 calls and programmes.

As a result of the ethics assessment performed by the Ethics Committee, the Ethics Individual Report (EIR) is produced for each selected project, that contains the following elements:

1. Summarised opinion of the evaluators agreed by consensus on the ethics issues tackled by the project and how should the beneficiaries address or resolve them and to which extent.
2. Decision on the potential need to conduct an ethics check of the project at later stages of the programme and/or request for additional information (if relevant).
3. Set of Ethics Requirements that should be address by the participant, that will result either in an additional deliverable to be submitted by the participant and/or any other relevant recommendations by the Ethical Committee to accomplish with the H2020 ethical requirement.

In this context, the ethics assessment procedure will be done in the following phases, including the described tasks and outcomes:

		Initial Assessment	Interim Assessment	Final Assessment
WHEN		15 to 25 September 2021	By the end of November 2021	By the end of November 2022
WHAT		Assessment based on the Full Proposal submitted by the FSTP beneficiaries on the FundingBox platform	Assessment based on the Deliverable 4.1 provided by the beneficiaries	Assessment based on the Deliverable 4.2 provided by the beneficiaries
OUTCOME	If ethics issues	Initial EIR: assessment + ethics requirements	Interim EIR: assessment + ethics recommendations	Final EIR: approval
	No ethics issues	Final EIR: approval	Final EIR: approval	

Figure 1. BETTER FACTORY ethic Assessment procedure

- **1st stage Initial Assessment:** this initial assessment will be based on the full proposal submitted by the 7 winning consortia through the FundingBox platform. Outcome: Ethics Individual Report (EIR) Initial Report.
- **2nd stage EIR Interim assessment:** Ethics Check consisting of the checking of ethics deliverables or requests in the initial assessment and **approval** of such deliverables, if any, OR additional comments to them. Outcome: EIR Interim Report.
- **3rd stage EIR Final assessment:** this final stage aims at checking the implementation of additional comments or requirements established in the previous phase (if any) and at validating Final Approval. Outcome: EIR Final Report.

In those cases where it is not possible to fully assess the ethics issues presence in the project and formulate the corresponding set of requirements based on the information available at the 1st stage, the EIR will cover points 1-3 of the EIR as mentioned above, with the clear indication on what information or documents should be provided for further assessment and at what stage of the project execution. The project will pass to the last stage of the process for final approval through the Ethical Committee Minutes If no ethical issue arises during the first stage of the assessment

The list of potentially relevant requirements can be provided for communication to the beneficiaries as a suggestion on what they will need to address when providing this information.

If the quality/completeness of the information provided at any stage of the programme/project execution is not sufficient, the respective EIR will contain requirements or recommendations for necessary corrective actions to be undertaken by the participant.

The EIRs are communicated to the beneficiaries by the programme coordinator.

Procedure:

The following procedure shall apply in the ethics assessments performed for the FSTP projects under various H2020 programmes:

The beneficiaries (consortia) are being instructed to read general notes on Ethics in H2020 available at the [Participant Portal](#).

Information collected based in mentioned standards and through described means, will be examined during the different stages of the procedure in the following way:

During 1st stage, the Ethics Committee assesses the 7 winning proposals, based on the following document: Full proposal submitted by the FSTP projects through the FundingBox platform.

Each expert will produce an Ethics Individual Report for each BETTER FACTORY beneficiary. Afterwards a Consensus Meeting will be held between the experts and the Chair of the Committee must consolidate the opinion of the three individual EIR in one joint report to share it with the BETTER FACTORY beneficiaries. This report will include the Ethics recommendations and the deliverables that the beneficiaries have to share with the Ethics Committee in the next phases of the assessment.

In the 2nd stage, EIR Interim Assessment, the Ethics Committee evaluates the ethics deliverables resulting from 1st stage, if any, and provide their recommendations or comments or just approve them if all ethics requirements are addressed by the participant.

In the 3rd phase the Final Assessment is done and the final EIR is delivered. Once the ethics deliverables or additional documentation is provided, the Ethics Committee performs the final ethics assessment and produces the final EIRs for each project, that cover the overall assessment of the ethics related actions taken in the project, if any.

At the end of this process the chairman of the Ethics Committee will elaborate the Ethical Assessment minutes, which must be agreed by the Ethical Expert Committee, and which will close the Ethical Assessment procedure.

Practicalities and remuneration

The contract and remuneration for the ethics experts are the following:

- The contracts for the work to be performed are signed by the evaluators and the programme coordinator before starting of the work requested and they include clear indication on the results that will have to be provided by the evaluators (e.g., 1st stage EIRs).
- The ethics expert work is remunerated with 130 Euro per proposal evaluated (This will be split into 50 Euro for the 1st stage, 50 Euro for 2nd stage and 30 Euro for the final check). Only if the expert is not part of the consortium.

The Chair's work is remunerated with additional 50 Euro per proposal (that includes organisation of the consensus and producing all the joint EIRs). Again, only if the expert is not part of the consortium.

Technical notes about the Ethics Assessment:

- FundingBox will provide the documentation needed for the Ethics assessment through a shared folder on Google Drive.
- Each Individual Ethics Report (individual opinions and the opinion of the committee) must be in accordance with the following template.
- All documentation generated throughout the ethical assessment process must be available to the entire Committee in the established deadlines. The Ethics Individual Report (the compendium of the individual opinions of each expert) prepared by the Chair must be agreed by the entire committee before being shared.
- FundingBox will guarantee access to the aforementioned information to all committee members.

Annex 24. Ethical Individual Report Template

Ethical Expert Committee:

Name (chair of the Committee)

Name (individual ethics expert 1)

Name (individual ethics expert 2)

Company name	<i>Company name</i>
Project title	
Document provided and reviewed in the ethics check	<i>Full proposal submitted by the FSTP projects through the FundingBox platform</i>
1.- Does the project involve any ethics issues?	YES/NO
2.- Comments:	<ul style="list-style-type: none"> • <i>Opinion of the evaluators on the ethics issues tackled by the project (including a list) and how should the beneficiaries address or resolve them and to which extent.</i> • <i>Decision on the potential need to conduct an ethics check/follow-up of the project at the later stages of the programme and/or request for additional information (if needed)</i>
3.- Requirements:	<i>Set of Ethics Requirements that need to be addressed and that will result either in an additional deliverable to be submitted by the participant and/or any other relevant recommendations for the proposal to comply with the H2020 ethical requirement.</i>



H2020 Innovation Action – This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 951813.