



EYE  
OF  
EUROPE

# FORESIGHT AS A KEY SOCIAL INFRASTRUCTURE FOR EUROPE

A MANIFESTO OF THE RESEARCH &  
INNOVATION FORESIGHT COMMUNITY



Funded by  
the European Union



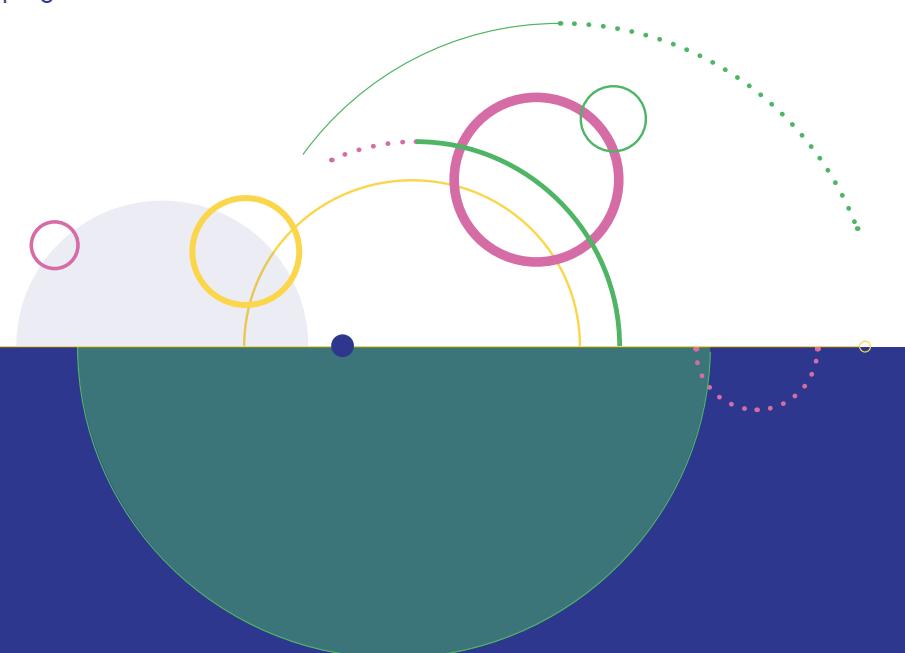
# PREAMBLE

Across Europe, the use of foresight for Research and Innovation (R&I) policy is growing, but unevenly. In many places, it still sits at the margins of policymaking, and its full potential—to inspire broader societal change—is not yet realised.

The European R&I foresight community, made up of practitioners, policymakers, researchers, and future-oriented thinkers, is becoming stronger and more connected. The **Eye of Europe project**, supported by the European Commission, helps this community grow through the online hub [futures4europe.eu](https://futures4europe.eu), as well as workshops, conferences and shared learning spaces. This manifesto stems from a “foresight on foresight” workshop held in **Mamaia, Romania (18–19 September 2025)**, coordinated by **UEFISCDI** and the **Austrian Institute of Technology**. 30 foresight practitioners and R&I policy experts from across Europe gathered to

imagine how foresight could better support R&I policy and practice. Furthermore, these contents have also been discussed and enriched during Eye of Europe’s final mutual learning event held in Chișinău, Moldova (23–24 October 2025).

This manifesto recognises the growing importance of foresight—not only within European R&I systems but also at the interface between R&I and society—repositioning the field as a **driver of inspiration and renewal** in shaping Europe’s futures.





# DRIVERS OF CHANGE IN R&I AND FORESIGHT



The R&I system is undergoing profound transformation, under the influence of internal dynamics and external pressures and uncertainties, while foresight itself is subject to change in how it is used and produced.

While Research and Innovation (R&I) remain among society's greatest hopes for addressing major global challenges, the R&I system is marked by growing tensions arising from internal dynamics and external pressures and uncertainties.

Artificial intelligence (AI) reshapes knowledge creation and validation, redefines human-machine collaboration and raises new ethical and epistemic questions.

At the same time, trust in science faces contestation through populism and misinformation. Yet, these challenges open doors to renewal through open science, transparency, and deeper and wider citizen engagement.

Global polarisation, tensions between competitiveness and mission-oriented research, and the fragmentation of knowledge ecosystems highlight the necessity of participatory and anticipatory policy approaches, even as they become more complex to design and sustain.

**Foresight** itself is under pressure to evolve, both from demand and supply.

Growing uncertainties fuel an increasingly unfulfillable promise of probabilistic predictability, sometimes at the expense of insights gained by reflexivity, imagination and plural exploration. Carefully crafted foresight processes, offering spaces for engaging stakeholders in systematic, thorough exploration and attunement, remain rare but increasingly essential.

The visual and synthetic nature of contemporary communication also shapes foresight practice, demanding outputs that are not only intellectually rigorous, but emotionally resonant and easily shareable across diverse audiences.

As AI increases the analytical power to be unfolded in foresight, it draws attention to distinctly human contributions: our capacity for meaning-making, intentionality, and responsibility.



# VISION 2030.

Research and Innovation (R&I) foresight is a shared space of imagination and inquiry, enabling Europe to live creatively with emergence and diversity. Beyond agenda-setting, it cultivates futures literacy across science, policy, and society — expanding our capacity to sense, interpret, and engage with novelty.

Embracing the open and interdependent nature of the world, foresight complements evidence with creativity and plural ways of knowing. It guides Europe's research and innovation ecosystems to act with openness, responsibility, and imagination — co-creating sustainable and just futures as a shared public good.

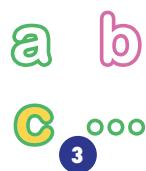
## 4 PILLARS SUPPORT THIS VISION



Extended Role of R&I Foresight



More open and inclusive foresight spaces



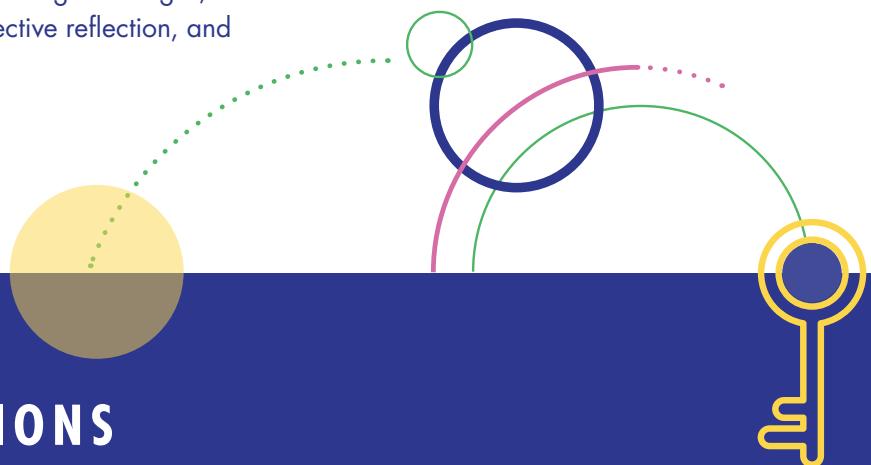
Futures Literacy as a Foundational Capacity



A mature community of practice

# EXTENDED ROLE OF R&I FORESIGHT

In 2030 R&I foresight enables boundary spanning, connecting sectoral policies, disciplines, and perspectives. Its value lies not only in generating agendas or scenarios, but in reshaping worldviews, reframing challenges, cultivating agency, enabling collective reflection, and inspiring transformative action.



## KEY ORIENTATIONS



### INTEGRATED SCOPE

Foresight connects across policy domains, serving as a bridge between sectoral policies and societal challenges.



### BEYOND AGENDA-SETTING

Its essence lies in inspiring change grounded in shared values and aspirations.



### DISRUPTION FOR RENEWAL

By challenging dominant narratives and reframing, foresight keeps R&I systems open, adaptive, and alive.



### TRANSFORMATIVE PROCESSES

Each foresight activity becomes an opportunity for learning, self-reflection and perspective-shifting.



### JOINT VISION AND ACTION

Collective visions translate into a compass for innovation policies as well as society and the economy.



### INNOVATION GENERATOR

Through speculative design and other creative approaches, foresight may also contribute to the generation of ideas for research and innovation projects.

# OPEN AND INCLUSIVE SPACES

In 2030 foresight thrives on **openness, diversity, and empathy**. It creates spaces where people engage not only as experts or institutional actors, but as **whole humans**—bringing values, worldviews, emotions, and lived experiences into the co-creation of futures.

**Trust** grows from transparency, fairness, and shared ownership of both processes and outcomes. While AI expands access to knowledge, **human judgment, engagement, creativity, and responsibility** remain essential.

## KEY ORIENTATIONS



### PROTECTED INTELLECTUAL AUTONOMY

Foresight processes remain transparent, accountable, and free from undue influence.



### SAFE AND PRE-COMPETITIVE SPACES

Participants engage as co-creators, exploring futures beyond hidden agendas.



### DIVERSITY OF VOICES

Foresight deliberately engages unconventional and marginalised actors and perspectives, supported by inclusive and accessible methods.



### BEYOND REPRESENTATION

Participants contribute as individuals with values and aspirations, not only as delegates of organisations.



### EXPERIENTIAL, INSPIRING AND IMMERSIVE APPROACHES

Storytelling, simulation, speculative design and gamification bring personal relatedness and imagination into foresight.



### RESPONSIBLE USE OF AI

AI supports analysis while preserving human reflexivity and ethical oversight.

# FUTURES LITERACY AS A FOUNDATIONAL CAPACITY

Futures literacy becomes both a foundation and a legacy of R&I foresight. It strengthens the collective ability to recognise assumptions, navigate uncertainty, and act with intention amid complexity.

Foresight processes evolve into open spaces for learning and experimentation, cultivating anticipatory competence among experts, policymakers, and citizens. Through its practices and communication, R&I foresight contributes to a societal diffusion of futures thinking, enhancing collective intelligence and agency.

## KEY ORIENTATIONS



### EMPOWERING COMPETENCE FOR ALL

Futures literacy enriches both individual and institutional capacities to anticipate, adapt, and jointly shape the future.



### LEARNING THROUGH PARTICIPATION

Foresight processes nurture curiosity, critical thinking, and creative exploration and experimentation.



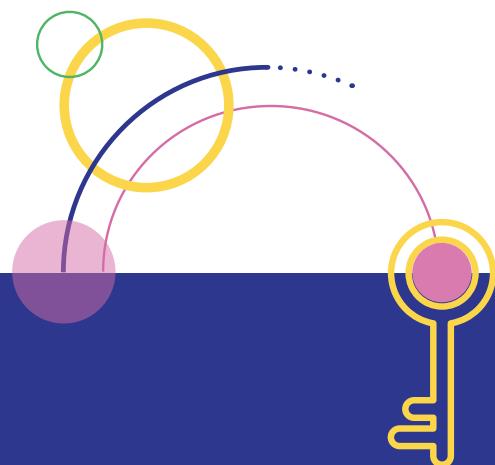
### SOCIETAL DIFFUSION

Foresight supports public understanding of uncertainty and complexity, enabling inclusive conversations and cultivating agency about the future.



# A MATURE COMMUNITY OF PRACTICE

Foresight gains professional depth through dedicated academic programmes and practitioner networks. A wide variety of organisations embed foresight cultures that encourage reflection, experimentation, and communication. Shared infrastructures such as [futures4europe.eu](http://futures4europe.eu) evolve into open, dynamic platforms for collaboration, knowledge exchange, and innovation in foresight.



## KEY ORIENTATIONS



### PROFESSIONALISATION

Foresight becomes an established field of study with strong theoretical and methodological foundations.



### INSTITUTIONAL EMBEDDING

Foresight practices are integral to strategic decision-making and institutional culture in most European R&I ecosystems.



### FUTURE ORIENTED POLICY MAKING

the R&I foresight and policy communities become highly integrated.



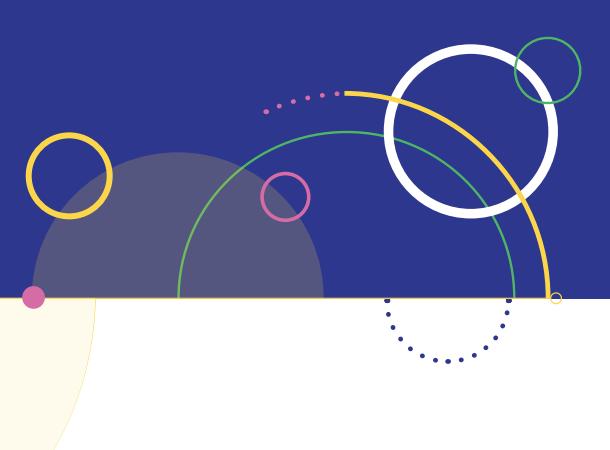
### CONTINUOUS EXPERIMENTATION

New participatory and digital tools expand the foresight repertoire.



### CONNECTED COMMUNITY

Conferences, workshops, and collaborative events strengthen shared learning and action, complemented by online hubs like [futures4europe.eu](http://futures4europe.eu) that support mutual learning and dissemination of forward-looking insights.



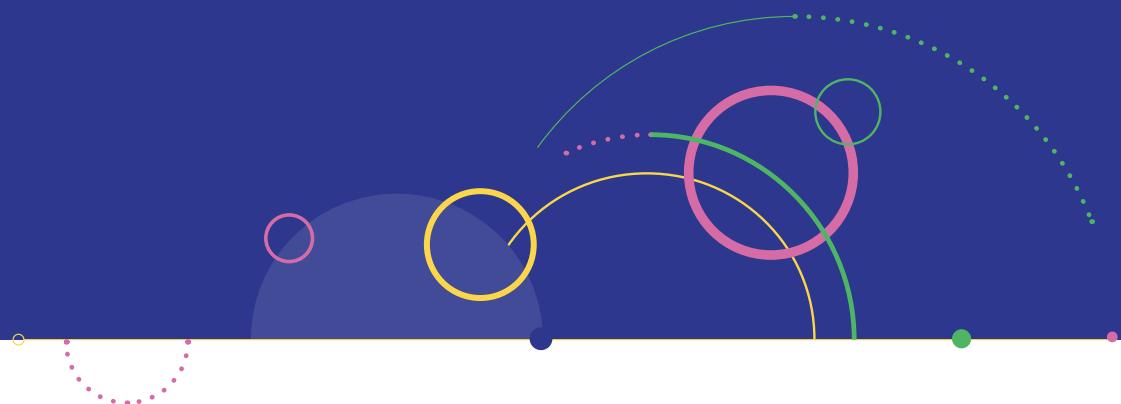


# CONCLUDING REFLECTIONS



This vision embraces uncertainty as an ally and diversity as a source of creativity. It sees foresight as a practice of collective sense-making, renewal and agency.

Through openness, attentiveness, and collaboration, the European R&I foresight community cultivates the capacity to imagine and engage with emergence. Its strength lies not in predicting the future, but in reframing and widening the space of possible and viable futures—keeping research, innovation, and society attuned to emergence, curiosity, and shared responsibility and purpose.



EYE OF EUROPE