

GUIDELINES ON DIVERSITY AND INCLUSION

Version 1– 2024

Re—
Imagine
Europe

New Perspectives for Action

CONTEXT

***New Perspectives for Action* is a four-year transnational co-creation and circulation project by fourteen interdisciplinary art organisations across Europe. *New Perspectives for Action* aims to equip and empower young Europeans through artistic practices to better withstand societal challenges triggered by rapid climate change. To achieve this aim, the project responds to the needs of artists, organisations and audiences.**

The project promotes experimentation, mutual learning and innovation by bringing together a great diversity of artists and interdisciplinary organisations from all over Europe active in different cultural and creative sectors. The consortium consists of diverse organisations of different scales from all across Europe. Each brings its own specific expertise into the project and can benefit from learning from the others. Each operates in their own specific local and national context. Together, they cover the entire chain of cultural production – from artistic research and development to co-creation and circulation, and dissemination.

PURPOSE

These guidelines are a ‘living document’ that serves as a reference framework for the partners in considering, implementing and monitoring ambitions, goals and measures related to diversity and inclusion.

We acknowledge that our organisations differ in scale, financial and local contexts, and the art forms they accommodate. This is why we are developing these guidelines together, so that they can provide enough space for these very different contexts without watering down ambitions. Developing these guidelines contributes to a process of shared learning and collaborative knowledge production on matters of diversity and inclusion.

The issues concerning diversity and inclusion that each of our organisations are confronted with are quite different, and the way in which we can approach them might differ as well. First and foremost, this is because the cultural and political contexts that we find ourselves in are different, and often they are profoundly different. Also, we all come with our own aims, histories and cultural backgrounds that influence how we deal with changes and with making change.

What brings us together is that we all share the belief that it is important to foster a future generation of makers and future audiences that are diverse and that embrace inclusion as a key to engender new ideas for a resilient European society, and we are committed to learn from each other. Acknowledging that we operate in a wide field of cultural production and education in which systemic changes are required, and that our contribution to change is limited, we are committed to leading by example.

STRUCTURE AND PROCESS

The guidelines follow the structure of the standardised Dutch Code for Cultural Diversity and Inclusion,¹ because it is both comprehensive and actionable.² The code addresses four organisational levels: programme, audience, team and partners.

We take the **following steps** in the development, implementation and monitoring of the guidelines:

- Step 1: defining where we stand in regards to diversity and inclusion (defining the baseline);
- Step 2: drawing up an action plan as a reference framework and for ongoing development;
- Step 3: integrating diversity and inclusion in our vision(s);
- Step 4: increasing support within our organisations for compliance with the guidelines;
- Step 5: annual review and learning sessions, evaluation of compliance and ensuring accountability.

¹ <https://codedi.nl/>

² In our Resource and Inspiration section we will strive to include resources from various countries to ensure a wider representation of cultural contexts.

TERMINOLOGY

The terminology in the guidelines also uses the Dutch Code Diversity & Inclusion as a reference.³

Diversity

We use the term diversity to indicate that people differ from and are similar to one another with regard to a range of visible and non-visible characteristics. Diversity is a given: people are different from one another. The differences hold significance for everyone's position in society and the opportunities available to them. Even though they influence our behaviour and our thinking, not everyone is always aware of this.

Differences never occur isolated or as an absolute. They occur in unique combinations to form what we know as identities. The Code Diversity & Inclusion initially focused on cultural diversity, but has been expanded to also apply to differences in other areas, such as gender, disability, sexual orientation, religion, socio-economic status, level of education and age.

Inclusion

The term inclusion refers to how one deals with differences and similarities. The power of diversity and its benefits are harnessed when the uniqueness of each individual is acknowledged, recognised and welcomed. Achieving inclusion means learning to appreciate one another, not in spite of but because of our differences and similarities. Including everyone in decision-making processes and creating opportunities to contribute ideas is essential for this to happen. Inclusion is the extent to which artists, makers, producers, workers and audience members of all identities can be themselves, and feel safe and respected.

Accessibility

We define accessibility in a broad way, it includes physical accessibility, accessibility of facilities, accessibility of information, digital accessibility, social accessibility and financial accessibility.

³ A Dutch and English version of the Code of Diversity and Inclusion can be found here: <https://codedi.nl/>.

BASELINE THE STRATEGIC LEVEL

All Re-Imagine Europe organisations in the project embrace inclusion and diversity and strive for equity. The partners will contribute to this cross-cutting priority on two levels: firstly, by **raising awareness** through our programme among artists and audiences, and secondly through collaboratively **developing and implementing practical measures and objectives**. In the first year, the project has developed recommendations concerning practical measures and ambitions, which will be evaluated annually and developed throughout the project life span. These can be shared with the wider cultural sector as a blueprint at the end of the project.

The table below maps out where the Re-Imagine Europe organisations currently stand with regards to diversity and inclusion in their vision, policy and/or own guidelines, which priorities they have until the end of the project, and which opportunities they identify.⁴

Organisation	Baseline	Priorities until 2027	Opportunities
Paradiso			
Sonic Acts			
Elevate			
INA grm			
A4			
Borealis			
Kontejner			
BEK			
Rupert			
Disruption Network Lab			
Semibreve			
PAV			
Kontrapunkt			
Ràdio Web MACBA			

ACTION PLAN DIVERSITY & INCLUSION

Our Action Plan spans across four levels: programme, audience, team and partners. Most of our partners do not yet have a policy in place. To ensure that this document is of use for all of us, we approach each of the levels with a few keywords and questions. This is followed by a checklist comprising practical measures and objectives to keep track of the development of each organisation, and as a tool for review.

The logic of the Action Plan is that practical measures address short- and mid-term objectives on each level. We differentiate between short-term effects (first two years of the project) and mid-term effects (up to four years, i.e. until the end of the project). Throughout the lifespan of the project, we will evaluate the status of our measures and share progress and learnings within our partnership. We have a number of goals that we want to achieve throughout the project duration, and we focus on those in the annual evaluation. At the same time, we aim to continue what we put in place after this project ends, so that impact can be made through our organisations (long-term). Insights and learnings from our organisations and examples of good practices will be added to the 'living' version of this document, and the published version will be updated annually.

ACTION PLAN DIVERSITY & INCLUSION

1. Programme

Our organisations raise awareness concerning issues of diversity and inclusion through their programmes as well as in their mode of operation. Thematic programmes address issues of inclusion, diversity and equity, for instance by providing a platform for marginalised voices. Activities contribute to a raising of awareness, stimulate critical thinking, and look towards social change through their thematic focus or format.

Points to take into account

Programme Design and Inclusion

- Are programmes intentionally designed to include artists of diverse gender identities, sexual orientations, ethnicities, and socio-economic backgrounds?
- Is there a deliberate effort to include BPOC, non-binary, and/or LGBTQI+ artists?

Accessibility and Accommodation

- Are measures in place to ensure accessibility and accommodation for artists with physical and mental impairments?
- Is relevant information accessible to everyone, regardless of their background or abilities?

Equitable Opportunities

- Does the programme provide opportunities for artists at all educational levels and ages?
- Are there measures to ensure opportunities for artists with lower socio-economic status?

Fair Compensation and Working Conditions

- Is there a clear policy to ensure fair compensation for artists?
- Are guidelines established to ensure fair and ethical working conditions for artists?
- Does the organisation commit to overall fairness and equity in programme implementation?

ACTION PLAN DIVERSITY & INCLUSION

2. Audience

The partners raise awareness concerning issues of diversity, inclusion and marginalisation amongst the audience through their programmes as well as in their mode of operation, and communication. They strive to engage diverse audiences by programming activities targeted to and developed in collaboration with specific groups, by an inclusive and if needed specifically targeted communication. They also do this by trying to ensure accessibility on all levels, and working towards better accessibility when needed. This concerns aspects such as physical accessibility, language-use, forms of communication, digital accessibility, and matters of finance.

Points to take into account

Audience Mapping

- Identify all potential target groups: What do you already know, and which methods can you apply to map both current and potential target audiences based on diversity?
- What strategies are in place to ensure a balanced approach to engagement with both current and potential target groups?

Impact Assessment

- How does actively seeking to attract diverse target groups impact the organisation?
- What are the consequences and opportunities associated with diversifying the audience?

Accessibility and Inclusivity

- How accessible are programmes, services, and the organisation itself to potential target groups?
- What measures can be implemented to enhance accessibility for a more inclusive audience?

Alignment with Diverse Needs

- To what extent do programmes, services, and the organisation align with the diverse needs of potential target groups?
- How can the organisation involve people from these groups to ensure resonance with varied requirements and opportunities?

Inclusive Communication and Measurement

- How can you use appropriate language and tone of voice in marketing and communication to reach potential target groups?
- How can you use specific channels and media to reach potential target groups?
- In what ways can your organisation convey inclusivity in all communication efforts, showcasing inclusive thinking and actions?
- How can you track overall audience satisfaction and reach figures within the desired target groups as potential measures of success?

ACTION PLAN DIVERSITY & INCLUSION

3. Staff

Embracing diversity and inclusion within staff is of the greatest importance for cultural organisations. A team that reflects a rich diversity of backgrounds, experiences and perspectives will create a dynamic environment that fuels creativity and understanding. With a diverse team there might be a multitude of ideas going around in the organisation, instead of a monoculture, and there is a higher chance of a comprehensive and nuanced approach to cultural expression. An inclusive workplace usually enhances the morale and satisfaction of the team members but also resonates positively with audiences.

Points to take into account

Inclusive Hiring Practices

- Are hiring practices tailored to attract candidates from diverse cultural and socio-economic backgrounds ?
- Do job advertisements use inclusive language and reach diverse audiences effectively?

Cultural Competency Training

- Is training on inclusion and accessibility provided for staff to appreciate diverse cultural backgrounds?
- Is there ongoing education on cultural sensitivity and awareness?

Language Inclusivity

- Do you accommodate language differences within the team, providing resources and translation services as needed?
- Is there an effort to ensure that communication is clear and accessible to all staff members?

Flexible Work Arrangements

- Are there flexible work arrangements to accommodate cultural practices or religious observances, and/or mental and physical impairments?
- Do you consider individual needs when establishing work schedules?

Mentorship, Training & Development Opportunities

- Are there mentorship opportunities and support networks, particularly for team members from underrepresented backgrounds?
- Do training opportunities cater to the professional development needs of diverse staff, with initiatives to bridge skill gaps and promote continuous learning?
- Is active support provided for career growth and advancement for all staff members?

Diversity and Inclusion Procedures & Check-ins

- Do you have a protocol, guidelines and/or behavioural agreements within your organisation in which shared norms and values regarding manners are explicitly mentioned?
- Do you conduct regular check-ins to gauge the inclusivity of the workplace?
- Are staff members encouraged to provide feedback on diversity and inclusion efforts, and social safety issues?

Representation in Decision-making

- Are staff members from diverse backgrounds included in decision-making processes?
- Do you try to ensure that diverse perspectives are considered in organisational strategies and initiatives?

ACTION PLAN DIVERSITY & INCLUSION

4. Partners

Partnerships are crucial for cultural organisations that seek to enhance diversity and inclusion. Collaborating with external partners broadens perspectives, and brings in fresh insights and experiences that enrich the cultural landscape. By evaluating and engaging with partners who align with diversity goals, organisations foster a more inclusive environment. These collaborations create opportunities to share diverse narratives, celebrate varied cultural expressions, and challenge existing perspectives. Additionally, partnerships can contribute to deepening the cultural impact and relevance of the organisation within diverse communities.

Points to take into account

Assess Current Partnerships

- How do you evaluate current partners to ensure alignment with your organisation's diversity goals?
- What criteria or measures are in place to assess the compatibility of existing partnerships with diversity and inclusion objectives?

Expand Perspectives through Collaborations

- In what ways do your partnerships actively contribute to broadening organisational perspectives on diversity and inclusion?
- Can you design collaborations that invite challenges and enrich your view of the world and artistic outlook?

Proactive Collaboration for Diversity

- How actively does your organisation seek collaborations with external entities to achieve diversity and inclusion objectives?
- What steps are taken to identify and engage potential partners who align with your commitment to diversity?

Inclusivity and Impact of Networks

- How does joining new networks contribute to broadening organisational perspectives?
- In what ways can new partnerships and network affiliations deepen your cultural impact and further promote diversity and inclusion?

Organisational Growth and Enrichment

- How do you strategically utilise partnerships to challenge existing perspectives and promote growth?
- What measures are in place to ensure that collaborations bring new insights, challenges, and enrichment to your understanding of diversity and inclusion?

REFLECTION AND REVIEW

The annual reflection and review meetings of our partners will address the following points:

- Updates (did we achieve the goals and objectives we set for ourselves)
- Learnings (knowledge sharing, taking into account locality and context, and sharing of best practice examples)
- Challenges (concerns)
- Future (long-term objectives)

CHECKLIST

Measures

	<i>Measure already implemented by organisation?</i>	<i>Will the organisation work on achieving this & how?</i>	<i>What is your short-term objective (until mid 2025)?</i>	<i>What is your mid-term objective (until mid 2027)?</i>
Programme				
Programme addresses and promotes a more inclusive ecosystem – think of gender (identity), sexual orientation, ethnicity, physical and mental impairment, education, age, socio-economic status.				
Programme includes non-white, non-binary, and/or LGBTQI+ artists.				
Programme includes artists with physical and mental impairment.				
Artists receive fair compensation and fair working conditions are provided.				
Guidelines concerning fair & ethical working conditions are established and accessible.				
<i>Please add...</i>				

Audience

Mapping audiences to identify current and potential target groups (e.g. non-white, non-binary, and/or LGBTQI+ audiences).				
Increase accessibility of venues/programmes for audiences with mental or physical disabilities (e.g. wheel chair accessibility or stimulus-low or -free activities).				
Increase hospitality & safety of spaces for audiences (e.g. through house rules, complaint procedures and safe space policies).				
Take measures for inclusion of socio-economic weak audiences (e.g. via discount schemes for admission, free events).				
Use of inclusive and accessible language for communication of the programme.				
Ensuring of online accessibility (subtitling of video, transcriptions of audio, descriptions for images, contrast ratio, readable fonts that can be enlarged).				
Regular monitoring if the programme aligns with the needs of diverse audience groups.				
<i>Please add...</i>				

CHECKLIST

Measures	<i>Measure already implemented by organisation?</i>	<i>Will the organisation work on achieving this & how?</i>	<i>What is your short-term objective (until mid 2025)?</i>	<i>What is your mid-term objective (until mid 2027)?</i>
Staff				
Inclusive hiring practices are in place.				
Offering of training opportunities to team members with regards to inclusion & accessibility.				
Development opportunities for diverse needs of team members are available (e.g. mentoring, career development).				
Flexible work arrangements are in place (e.g. flexibility in holidays, working schedules).				
Protocol, guidelines or agreements are in place concerning shared values (e.g. code of conduct, complaint protocol).				
<i>Please add...</i>				
Partners				
Undertake assessment of current partners with regard to diversity goals.				
Negotiating new (or current) partnerships to broaden the organisational perspectives.				
Joining networks that promote or increase diversity & inclusion.				
<i>Please add...</i>				

INSPIRATION & RESOURCES

This list of references and resources will grow during the lifespan of the project, and is based on the input of partners and other (European) projects.

Diversity & Inclusion Code

→ <https://codedi.nl/wp-content/uploads/2021/12/Code-Diversity-and-Inclusion-EN.pdf>

Retort #23 A better art world? Diversity and inclusion alone won't get us there

→ <https://www.platformbk.nl/en/a-better-art-world-diversity-and-inclusion-alone-wont-get-us-there/>

LGBTQI+ Toolbox

→ <https://belgium.iom.int/lgbtqi-toolbox>

Incomplete Styleguide (in Dutch)

→ <https://www.womeninc.nl/wp-content/uploads/2022/10/WI-Stijlgids-2022.pdf>

Ahmed, Sara. (2007). The Language of Diversity. Ethnic and Racial Studies.

30. 235-256. 10.1080/01419870601143927.

→ https://www.researchgate.net/publication/233082181_The_Language_of_Diversity

COLOPHON

New Perspectives for Action is a project by Re-Imagine Europe. A collaboration between Paradiso and Sonic Acts (NL), Elevate Festival (AT), A4 (SK), INA grm (FR), Borealis (NO), KONTEJNER (HR), RUPERT (LT), Semibreve (PT), Parco Arte Vivente (IT), Disruption Network Lab (DE), BEK (NO) and Ràdio Web MACBA. Co-funded by the European Union.

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