



TOWARDS SYSTEMIC CHANGE: DIVERSITY TRAINING MODULE FOR CULTURAL LEADERS



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**A Checklist-Based Guide for Cultural Leaders to
Embed Equity and Inclusion of Artists and
Cultural Professionals with Migratory Backgrounds**



Welcome Words

Welcome to **Towards Systemic Change: Diversity Training Module for Cultural Leaders**—a practical and reflective guide designed to support arts and culture professionals committed to building a more equitable and inclusive sector.

This module was created in response to growing awareness across Europe that diversity must be more than a surface-level ambition—it must be a systemic practice. While many cultural leaders recognize the importance of inclusion, translating intention into action remains a challenge. Artists and cultural professionals with migratory backgrounds continue to face barriers in accessing opportunities, resources, and recognition. This document addresses those barriers and provides actionable tools for dismantling them.

At the heart of this training is a comprehensive checklist, designed to help organizations assess their current practices and identify concrete steps for progress. Divided into foundational and advanced actions, the checklist allows institutions of all sizes and capacities to begin their inclusion journey or deepen their commitment to equity. It is not a one-time tool but a living resource to guide reflection, track impact, and foster accountability.

Developed through cross-border collaboration and informed by research, surveys, and lived experiences, this module offers more than recommendations—it offers a roadmap. Whether you're starting from scratch or building on existing work, you are invited to explore, adapt, and use this guide to shape long-term change in your organization and community.

Diversity is not just about representation. Inclusion is not just about policy. This guide invites cultural leaders to lead with intention, listen deeply, and act boldly.

Let's begin.

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Introduction

The arts and culture sector has the power to shape societies, challenge norms, and foster meaningful dialogue. However, artists with migratory backgrounds continue to face systemic barriers that limit their access to opportunities, funding, and professional networks. These challenges are often reinforced by institutional structures, ingrained habits, and decision-making processes that fail to recognize the value of diverse artistic contributions. According to the first AAA survey, cultural leaders acknowledge these issues: 40% report that they frequently encounter artists struggling with inclusion and all the respondents strongly support building systems to help them integrate into the local art community and committed to making diversity a long-term priority, not just a temporary initiative. Furthermore, all of them agree that they have a role to play as agents of positive change in addressing these systemic barriers.

These systemic barriers manifest in many ways throughout the artistic and professional journey of artists. For instance, limited proficiency in the local language can hinder career advancement, and foreign qualifications are often undervalued or found to be difficult to assess, leading to a preference for locally obtained credentials. Economic hardship exacerbates these challenges—grants are difficult to obtain due to complex application processes, with key criteria often only available in the local language(s). Most of the time, grants are insufficient to cover basic living expenses, and a lack of transparency in decision-making further discourages applicants. Additionally, stable employment opportunities remain scarce. According to research conducted by Cupore (Center for Cultural Policy Research), the lack of diverse applicants to job openings is frequently linked to the limited use of multilingual communication, poor outreach strategies, few targeted recruitment initiatives, and the absence of institutional training on inclusive hiring practices—all of which further limit representation in the sector. Additionally, many artists with a migratory background hesitate to apply due to perceived implicit biases in hiring, often assuming they won't be selected because of their language skills or cultural background. Name-based discrimination also plays a role.

Artists with a migration background navigate precarious working conditions, including short-term contracts that offer limited opportunities for professional development. Without access to protective structures such as occupational healthcare or social security, they are more vulnerable to exploitation and burnout. Unpaid work is common, contributing to financial instability. These difficulties are further compounded by persistent gender inequalities, with income disparities between male and female artists being notably high in many European countries. In addition, workplace discrimination and harassment continue to be widespread concerns, with foreign-born professionals reporting inappropriate behavior, sexual harassment, and structural discrimination. These challenges are often intensified by intersectionality, where factors such as ethnicity, gender, and language barriers intersect to increase vulnerability and exclusion. As a result, many artists struggle to afford basic living costs, and prolonged exclusion or marginalization can lead to significant health issues, including stress-related conditions.

Another key issue within the sector is the tendency to confuse diversity with inclusion. Many organizations strive for internationalization by showcasing artists from diverse backgrounds but struggle to create environments where these artists can fully participate in decision-making, career development, and institutional leadership. Diversity refers to representation—the presence of individuals from different backgrounds—while inclusion ensures that they have equitable access to opportunities, decision-making, and resources within the sector. Without inclusive structures, diversity remains superficial, often resulting in tokenistic representation rather than meaningful engagement.

The Access, Advocacy, and Active Inclusion - Pathways to increasing Diversity in the Arts and Culture Field (AAA) project was launched to address those systemic barriers and to create lasting change by equipping cultural organizations with tools to foster inclusion, advocate for policy reforms, and recognize the value of diverse artistic contributions. As part of this initiative, a diversity training module was developed to serve as a practical guide for cultural organizations, policymakers, and arts professionals committed to creating a more inclusive and equitable sector. The diversity training module highlights gaps in current structures, identifies key challen-

ges faced by artists with migratory backgrounds, and provides concrete strategies to address discrimination, bias, and exclusion.

Developed in collaboration with cultural professionals from Finland, France, and Denmark, this training module brings together insights from surveys, existing research, and by firsthand experiences which aims to support leaders in implementing sustainable change. Survey 1.0, conducted in February 2025, informed the development and structure of this guide and is referenced throughout. However, Survey 2.0, conducted in April 2025 to test the checklist, received limited responses and is therefore not analyzed in detail.

At its core, this diversity training module asks: **How can we create a cultural sector where artists and cultural workers of all backgrounds have equal opportunities to thrive?** The following sections will explore this question by offering:

- A research-based overview of the barriers faced by artists with migratory backgrounds
- Practical steps organizations can take to build inclusive structures
- Strategies for advocating systemic change at local, national, and international levels
- Tools for self-assessment, reflection, and policy implementation

Why Is This Training Module Needed

Findings from cultural leaders highlight both the urgency and complexity of building more inclusive environments in the arts. Despite growing awareness, many institutions face significant barriers—from limited resources and fear around addressing diversity issues to a lack of data, clear frameworks, and strategic guidance. According to the first survey results, while there is a strong commitment to equity, efforts often remain fragmented and under-resourced:

- 60% of organizations report having taken no concrete steps to ensure equal access to job opportunities for artists with migratory backgrounds. Some have begun individual initiatives such as anonymous or blind recruitment, inclusive hiring practices, mentorship programs, inclusive events, job practice opportunities, and reforms toward more transparent decision-making processes. Additionally, all respondents report partnering with cultural organizations to support integration and networking within the local cultural scene. Other emerging efforts include peer review reform, cultural safety training, positive discrimination, and embedding inclusion into internal policy and data systems. While promising, these initiatives are largely isolated and lack sector-wide coordination.
- 80% of cultural leaders acknowledge that inclusion remains a significant challenge, yet most lack structured frameworks to measure and monitor progress. This hinders the transition from intent to action.
- All the respondents expressed desire to support for integrating artists with migratory backgrounds into the local art community, yet many lack clarity on how to ensure genuine inclusion beyond symbolic gestures.
- Although most cultural professionals stated that they treat international qualifications and experience on par with local credentials, some expressed uncertainty. This inconsistency underscores the need for clearer policies and institutional processes to recognize and integrate qualifications earned abroad—especially within hiring and funding structures.

These findings reveal a persistent gap between awareness and implementation. While there is evident goodwill and a willingness to act, the absence of strategic direction, expert support, and long-term planning has made it difficult for institutions to move beyond isolated initiatives. Without coordinated, systemic approaches, inclusion risks remain as such—rather than a transformative shift toward equity across the cultural sector.

Moving from Recognition to Action

The diversity training module incorporates these insights, urging cultural leaders to move beyond symbolic diversity efforts and adopt systemic strategies for inclusion. The need for leadership in developing policies that foster transparency, accountability, and better evaluation of diversity initiatives is clear. The findings show a need for stronger commitments in the following areas:

- **Leadership Representation:** People from diverse backgrounds remain significantly underrepresented in leadership and decision-making roles.
- **Equitable Hiring Practices:** While some organizations implement blind recruitment, widespread structural changes are still lacking. Institutions must develop and implement concrete non-discrimination and equity plans. This includes providing mandatory diversity and anti-racism training for staff, encouraging anonymous recruitment, and exploring targeted strategies to actively increase representation where disparities persist.
- **Accessibility and Cultural Belonging:** Culture belongs to everyone, yet many still face barriers to access. Organizations must improve multilingual communication and services, offer cultural programming in minority and non-dominant languages, and foster a sense of cultural belonging through inclusive practices.
- **Career Development Support:** Many migrant artists struggle to access funding, find stable employment, and professional networks. The recognition of international qualifications and skills is essential for inclusion. Expanding language learning opportunities within arts institutions and workplaces, providing mentorship, and building networking platforms can help support career advancement for migrant artists and professionals. Cultural organizations must prioritize diversity, equity, and inclusion and integrate these goals into their policies, funding criteria, and evaluation frameworks.

- **Anti-Racism and Safer Spaces:** Cultural institutions must establish safer space guidelines and actively challenge racialization and harmful stereotypes in cultural narratives. This includes addressing discriminatory practices when they arise and curating programs that reflect and respect the full diversity of society.
- **Peer Review and Recognition of Cultural Backgrounds:** Peer review systems must be designed to fairly evaluate the work of artists from different cultural and migratory backgrounds. This means recognizing diverse artistic expressions, practices, and career paths that may not align with traditional or mainstream standards.
- **Tracking Diversity Progress:** Guidance is needed on how to measure and evaluate inclusion efforts while complying with the European data privacy laws.
- **Structural Reforms:** Information on policy development, transparent complaint mechanisms, and accountability frameworks would help organizations create lasting structural change.

In many European countries, while the population is becoming increasingly diverse, cultural policies, funding structures, and recruitment practices have not kept pace. By fostering long-term intercultural exchange, revising institutional practices, and advocating for structural change, cultural leaders can help build a dynamic, resilient, and truly inclusive arts ecosystem.

This diversity training module serves as a roadmap, offering cultural professionals the guidance, tools, and concrete steps needed to move from good intentions to meaningful action.

Profile of Participants

This training module is designed for funders, cultural leaders, decision-makers, and gatekeepers in the arts and cultural sector who have the power to shape policies, allocate resources, and influence industry practices. Participants may include directors of cultural institutions, arts managers, program officers, curators, policymakers, and funding bodies responsible for supporting artists and artistic initiatives.

By engaging those in leadership positions, the training aims to equip key stakeholders with the knowledge and tools to foster inclusive environments, challenge systemic barriers, and create equitable opportunities for artists with migratory backgrounds. Through reflection, practical guidance, and strategic action, participants will be empowered to implement meaningful change within their organizations and the wider arts ecosystem.

Format & Structure

The following checklist is designed as a practical, self-guided tool that cultural leaders can use at their own pace, regardless of organization size or structure. It serves as both a reflection guide and an action-oriented resource, offering flexibility while promoting meaningful, ongoing progress.

The checklist is divided into two categories:

Essentials (Foundational Actions): For organizations beginning their DEI journey. These are clear, manageable steps that address the most immediate and common barriers to inclusion.

Advanced (Systemic Actions): For organizations ready to embed DEI more deeply into their structures and strategy. These actions require a higher level of planning, coordination, and long-term commitment.

Each category is organized thematically (e.g., Leadership & Commitment, Language & Accessibility, Inclusive Hiring), making it easy to focus on specific areas based on your organization's current needs or gaps.

This structure allows users to begin with foundational actions and build toward more systemic change over time. Leaders are encouraged to start where they are, take achievable steps, and revisit the checklist regularly as their capacity and context evolve. The checklist is delivered as a downloadable, self-guided PDF. Users can read through the guide at their own pace, digitally mark progress using tools like Adobe, or print it out to track progress manually.

No formal training is required. Instead, the checklist supports leaders in reflecting, acting, and adapting strategies to suit their specific organizational realities and DEI goals.

How To Use This Checklist

Self-Assess: Reflect on current practices, track progress, and identify gaps.

Prioritize: Focus on realistic, high-impact actions based on your leadership capacity.

Take Action: Apply strategies at the individual, team, or organizational level.

Monitor and Improve: Regularly evaluate your impact and refine your DEI efforts.

Tips Based on Organizational Size

Solo Leaders: Begin with self-education, set small and achievable goals, and integrate inclusive practices into everyday decisions.

Small Teams: Assign roles, encourage peer-learning, and incorporate diversity goals into regular team check-ins.

Larger Organizations: Develop formal DEI policies, embed inclusion metrics into performance reviews, and build systems for accountability at every level.

By following this flexible format, cultural leaders can take clear, measurable steps toward building inclusive environments—regardless of their starting point. This is a living resource, designed to evolve alongside your organization’s DEI journey.

Practical Checklist

Essentials (Foundational Actions)

For organizations starting out—clear, simple actions that address key DEI challenges.

✓ *Check the areas your organization is currently addressing.*

Leadership & Commitment

- Ensure leadership commitment to diversity and inclusion.
- Designate a specific anti-harassment person in your organization.
- Promote success stories to inspire broader inclusion.
- Foster an organization-wide DEI culture, ensuring all staff engage with cultural competency.

Language & Accessibility

- Translate event invitations, policies, and key materials into multiple languages.
- Use inclusive language in job postings, grant calls, and communications.
- Create a language-inclusive work environment where non-native speakers feel supported in both their career growth and language-learning journey.
- Collect feedback from artists and staff on language challenges and address barriers.

Inclusive Hiring & Fair Evaluation

- Recognize international degrees and work experience as equal to local credentials.

- Implement bias training for hiring committees and ensure fair evaluation of international credentials.
- Feature migrant artists in exhibitions, public projects, and media campaigns.
- Promote job postings in diverse networks to reach migrant artists.
- Offer resources on how foreign qualifications are assessed.
- Ensure diverse hiring practices with transparent guidelines.

Workplace Culture & Safety

- Introduce safer space guidelines to create an inclusive work environment.
- Encourage open dialogue about discrimination to foster awareness and trust.
- Conduct an initial assessment of workplace discrimination and DEI challenges.
- Develop clear guidelines for addressing cultural misunderstandings.

Data, Feedback & Inclusion Support

- Begin collecting diversity and inclusion data using anonymous surveys.
- Establish mentorship programs and workshops on job market navigation, grants, and professional development.
- Organize networking events to help migrant artists build connections.
- Ensure equal access to grants, studio spaces, and residencies.
- Develop partnerships with local cultural organizations to expand access for migrant artists.

Advanced (Systemic Actions)

For organizations ready to embed DEI more deeply into structures and strategy.

✓ *Check the areas your organization is currently addressing.*

Leadership & Commitment

- Develop a formal DEI strategy with clear goals, accountability, and tracking mechanisms.
- Create pathways for diverse candidates to move into leadership roles.
- Integrate DEI principles into core organizational values.

Language & Accessibility

- Regularly update multilingual materials to maintain accessibility.
- Ensure funding applications and opportunities remain accessible, including multilingual resources.

Inclusive Hiring & Fair Evaluation

- Implement inclusive hiring practices with transparent selection criteria and active outreach to migrant artists.
- Implement policies preventing bias against foreign qualifications in hiring and funding decisions.
- Establish clear criteria for assessing foreign qualifications and provide accessible resources.
- Develop formal guidelines for evaluating foreign education and experience.
- Collaborate with educational institutions to support credential validation.

- Regularly assess and improve bias reduction efforts in hiring and promotions.
- Embed cultural competency in recruitment training permanently.

Training & Awareness

- Implement cultural awareness training for leadership and staff.
- Implement cultural competency training for leadership and staff.
- Introduce cultural competency in recruitment, language and communication courses, and diversity/inclusion seminars.
- Offer ongoing cultural awareness workshops once or twice a year to enhance cross-cultural communication.
- Provide continuous DEI learning opportunities through tailored workshops, shared resources, and role-specific training.

Organizational Accountability

- Define key performance indicators (KPIs) for measuring diversity progress.
- Use demographic data, feedback mechanisms, and structured evaluations to assess progress.
- Develop long-term systems to track and adjust DEI strategies based on collected data.
- Establish regular reporting on inclusion efforts.
- Establish benchmarks and annual reviews for tracking improvements.
- Maintain continuous monitoring and improvement of DEI efforts.
- Foster collaboration and knowledge-sharing with other cultural organizations.

- Establish permanent advisory groups representing migrant artists.
- Secure long-term funding mechanisms for migrant artists.

Evaluation & Follow-Up

To ensure lasting impact, evaluation and follow-up must be embedded into the diversity and inclusion (DEI) journey right from the start. Participants are encouraged to use the self-assessment checklist not as a one-time tool but as part of a structured, ongoing evaluation cycle. Institutions should revisit their progress regularly—every six months and annually—using demographic data, anonymous surveys, and structured feedback loops to track meaningful change.

Effective evaluation should include both qualitative and quantitative methods. Key performance indicators (KPIs), such as changes in hiring diversity, retention of migrant artists, or participation in mentorship programs, offer measurable insights, while staff reflections and community feedback help capture lived experiences.

Organizations are also encouraged to establish peer review mechanisms and engage in cross-sector learning networks. These collaborations can help identify blind spots, benchmark progress, and share best practices. By making evaluation routine and responsive, institutions can refine their DEI strategies based on evidence, not assumption.

Ultimately, evaluation should not be about checking boxes. It should drive a deeper cultural shift: from symbolic gestures to embedded inclusion. By making space for reflection, adapting strategies, and holding themselves accountable, cultural leaders and gatekeepers can ensure their DEI efforts are sustained, evolving, and impactful.

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Annexes

Annex 1 Glossary

Accountability: Taking responsibility for progress and outcomes. In DEI work, it means setting goals, tracking them, and being transparent about successes and areas for growth.

Anti-Discrimination Policies: Formal rules that prohibit unfair treatment based on race, ethnicity, gender, age, disability, religion, sexual orientation, or other identities. These policies help ensure everyone is treated fairly and with respect.

Bias (Unconscious/Implicit Bias): Judgments we make automatically based on stereotypes, often without realizing it. These can influence decisions and behavior in ways that disadvantage some groups.

Bias Training: Training that helps people identify and reduce unconscious bias in decision-making. In hiring, for example, it promotes fair evaluation of all candidates, including those with international or nontraditional backgrounds.

Cultural Awareness: Understanding that people have different cultural backgrounds, beliefs, and communication styles. It's about noticing those differences and being respectful of them.

Cultural Competency: The ability to interact respectfully and effectively with people from different cultures. It includes communication, empathy, and sensitivity in cross-cultural situations.

Cultural Competency in Recruitment: Using cultural understanding to make fair hiring decisions—for example, recognizing international experience, valuing multilingual skills, and avoiding bias.

Cultural Competency Training: Workshops or programs that teach staff how to navigate cultural differences and work inclusively with people from various backgrounds.

DEI (Diversity, Equity, and Inclusion): An umbrella term for creating environments that are representative of a variety of backgrounds and identities (diversity), fair (equity), and welcoming (inclusion).

Diversity: All the ways people differ—such as race, gender, age, disability, culture, language, sexual orientation, or socio-economic background. Diversity in teams brings broader perspectives and innovation.

Equity: Providing people with what they need to succeed—which might mean different kinds of support depending on each person’s situation or barriers.

Foreign Qualifications/International Credentials: Degrees or work experience earned outside the local country. These are often undervalued, so recognizing them fairly helps expand access to opportunities.

Inclusive Hiring Practices: Recruitment methods that actively remove barriers for underrepresented groups—for example, using clear job criteria, valuing diverse experience, and advertising in multiple networks.

Inclusion: Creating a culture where everyone feels they belong, is respected, and can fully contribute—not just being invited in, but feeling welcome and supported.

Intersectionality: A concept that recognizes how different aspects of identity (like gender, race, disability, migration status, etc.) overlap and affect people’s experiences—especially when it comes to discrimination.

KPI (Key Performance Indicators): Specific metrics used to track progress in DEI work—such as the diversity of new hires, participation in training, or employee feedback on inclusion.

Language Inclusivity: Making sure people who don't speak the main local language fluently can still participate—by using translations, simple language, or offering language support.

Safer Spaces: Workplaces or communities that actively try to be respectful, inclusive, and free from harassment or discrimination—and where people can speak up without fear.

Transparent Selection Criteria: Clear, objective requirements for jobs, grants, or residencies. This helps reduce bias and ensures fair evaluation—especially for people from diverse or international backgrounds.

A Formal DEI Strategy: A structured plan that outlines how an organization will promote diversity, equity, and inclusion. It includes clear goals, timelines, and ways to measure success—and is integrated into daily work and values.

Annex 2

Research Background

In this annex, we focus on the findings of research and survey data gathered primarily in Finland between 2020 and 2025. These insights are drawn from national surveys, institutional evaluations, and policy reports. They are further enriched by firsthand observations from study visits conducted in 2023 and 2024 by delegations from IMMART, Globe Art Point, and Fresh Arts Coalition Europe to a wide variety of arts and cultural institutions in Copenhagen, Paris, and Helsinki. These visits provided valuable perspective on both the good practices and persistent gaps in the active inclusion of artists and cultural professionals with migratory backgrounds—across the full value chain from access to information and employment to participation and representation.

Key themes include language access, recognition of international qualifications, institutional hiring practices, cultural safety, and the role of leadership in driving systemic change. The material also draws on the first AAA Blueprint Survey (February 2025), which is referenced throughout the document. A second follow-up survey, conducted in April 2025 to test the checklist prototype, received limited responses and is therefore not discussed in depth.

Emmi Lahtinen, Marjo Mäenpää, Sirene Karri, and Ari Kurlin Niiniaho, in their 2020 study *Opening: The Status of Foreign-Born Arts and Culture Professionals in Finland* (Cupore Webpublications 63), highlight that artists with migratory backgrounds continue to face systemic barriers in the arts and culture sector, including limited access to funding, employment, career development, and professional networks. These challenges are rooted in language barriers, unrecognized foreign qualifications, and exclusion from established artistic circles (Lahtinen et al., 2023, p. 28–29; Ministry of Education and Culture (MINEDU), 2021, p. 15). Institutions frequently rely on familiar networks and ingrained hiring practices, which often exclude migrant artists, particularly when international education or experience is undervalued (Lahtinen et al., 2020, pp. 10–11, 113, 59–61, 109–110; AAA Guide, forthcoming, p. 13). According to the Ministry of Education and Culture in

Finland (MINEDU) (2021, p. 15), language proficiency—especially in the local languages—is another key barrier, affecting access to long-term employment and leadership roles (Lahtinen et al., 2020, pp. 4–5, 59–60, 109, 112, 114–116). These systemic obstacles, when unaddressed, become embedded in institutional structures, reinforcing inequities and limiting artistic diversity. Long-term change requires sustained commitment to anti-racist policies, intercultural learning, and the dismantling of exclusionary practices (AAA Guide, forthcoming, p. 9; Lahtinen et al., 2020, pp. 44, 83, 109–110).

Cultural leaders have a critical role in driving systemic change. By advocating for structural change—whether through policy reforms, equitable funding programs, or international collaboration—they can create lasting impact beyond their own organizations (AAA Guide, forthcoming, p. 30). One emerging approach that supports this transformative role is inclusive leadership—a leadership style that embraces the uniqueness of individuals while fostering a collective sense of belonging. Inclusive leaders demonstrate key behaviors such as openness, empathy, and active engagement, which have been shown to boost morale, performance, and trust within organizations (Hughes-Rease, 2020). This leadership style is particularly impactful in the arts and culture sector, where embracing diverse perspectives is fundamental to innovation and equity. Engaging in political advocacy, such as lobbying for funding programs specifically aimed at artists with migratory backgrounds or pushing for policy reforms that recognize foreign artistic credentials, is essential to achieving meaningful change.

True inclusivity goes beyond token representation; it requires valuing diverse perspectives, fostering open dialogue, and building an environment where all artists can thrive. Simply hiring individuals based on a single characteristic can lead to tokenism rather than real inclusion. Instead, leaders must commit to flexibility, compassion, and openness to self-assessment, recognizing that progress happens at different paces (AAA Guide, forthcoming, p. 16-17; MINEDU, 2021, p. 15). Encouraging open discussions about discrimination and bias within organizations fosters trust and collaboration, both internally and across the broader arts sector.

To move toward true inclusion, organizations must begin by assessing who in

their communities is not being served and why. In their 2013 Diversity Toolkit, the Mississippi Arts Commission emphasized that such reflection requires organizations to examine their internal attitudes and practices and engage in community-informed planning and outreach (Mississippi Arts Commission, 2013, p. 2). Furthermore, multilingualism and diverse cultural competencies should be recognized as assets—not deficits—within the cultural workforce. These qualities are vital for fostering innovation and responsiveness in creative communities and should be systematically integrated into leadership, programming, and communications practices (MINEDU, 2021, p. 7–8).

Diversity encompasses more than migration status—its dimensions include race, ethnicity, language, gender, religion, class, and disability, among others (Mississippi Arts Commission, 2013, p. 2). The way institutions respond to this diversity is shaped by internal values and beliefs, making intentional reflection essential. Cultural diversity should not only be reflected in the demographic makeup of institutions but also in how they support diverse forms of artistic expression, production, and dissemination (MINEDU, 2021, p. 12). This includes recognizing that cultural diversity is shaped both by broader societal structures and by the actions of individuals and communities.

True inclusion cannot exist without safety. The next section explores how institutions can translate their diversity commitments into everyday practices that actively challenge discrimination and promote a culture of equity.

Cultural Safety & Anti- Discrimination Practices

Ensuring that diversity efforts translate into real, everyday inclusion requires us to look closely at how safety, equity, and accountability are built—or missing—within institutions. Many artists with migratory backgrounds report subtle exclusionary behaviors, such as being overlooked

for leadership roles, or experiencing cultural stereotyping (Lahtinen, E. et al., 2020, p. 5-6, 10 and 88-91). Creating a safe cultural environment goes beyond policy changes; it requires ongoing efforts to educate staff, address discriminatory behavior effectively, and integrate anti-discrimination measures into everyday practices. However, many institutions continue to struggle with fully embedding these principles across their organizations (Lahtinen, E. et al., 2020, p. 5-6, 88-91, 114-115; The First AAA Blueprint Survey, 2025).

Continuing with Lahtinen, E. et al. (2020, pp. 88–91), effective anti-discrimination practices demand more than internal policies—they require continuous external feedback from diverse communities to identify blind spots and inform improvements. Strong communication networks within and beyond the organization ensure transparency, support accountability, and foster a culture of openness. Cultural leaders must actively foster an environment that prioritizes diversity, inclusion, and the creation of safer spaces at all levels of the organization.

To achieve meaningful cultural safety, organizations must implement comprehensive anti-discrimination policies, grievance mechanisms, and training programs that go beyond surface-level diversity initiatives. Although many institutions acknowledge the importance of equity, only about 25% have actually created formal equality plans. Even among those that are legally required to do so, less than half have complied. This reveals a major implementation gap and limits the capacity for sustained anti-discrimination work (MINEDU, 2021, p. 8; Lahtinen et al., 2020, p. 6, 35, 59-60, 74, 117–118, and 122). Key components of these efforts should include:

- Training on bias awareness, intercultural communication, and power dynamics in decision-making.
- Establish formal reporting structures for discrimination and discriminatory behaviors.
- Ensuring diverse voices are involved in leadership and programming decisions.

Survey data highlights a significant implementation gap. While all of the respondents acknowledge the importance of anti-discrimination and inclusion

measures, only 20% have implemented anonymous feedback systems or inclusive hiring practices, none have formal diversity plans in place and many institutions are still considering actions like DEI training or formal complaint processes (The First AAA Blueprint Survey, 2025). These findings reveal that basic anti-discrimination structures are often missing and underscore the need for both policy development and a cultural shift. Lasting change will require not just policies but a commitment to deep cultural and linguistic transformation.

Overall, research underscores the importance of self-assessment and adaptability. And according to Lahtinen et al. (2023, p. 39), organizations that engage in regular reflection, implement anti-discrimination policies, and provide ongoing cultural competency training are better equipped to support diverse artistic communities.

Ultimately, fostering cultural safety is not only about recognizing discrimination—it is about committing to lasting structural change. When organizations embed anti-discrimination practices into their daily operations and take responsibility for honest reflection, they lay the groundwork for a truly inclusive cultural environment. Yet principles alone are not enough. Inclusion also depends on access: to resources, opportunities, and support systems that enable all artists to thrive. This brings us to the next key area—Capacity-Building & Resource Development.

Capacity- Building & Resource Development

Supporting inclusion in the arts means more than opening doors—it requires actively strengthening the conditions that allow diverse artists to grow, connect, and thrive.

The first AAA Blueprint Survey (2025) shows that while many cultural institutions recognize the need for more

inclusive practices, a lack of expertise and resources remains a major obstacle to implementation. To enhance capacity-building and support long-term inclusion, organizations must invest in measures that strengthen both institutional infrastructure and the professional development of migrant artists. These include access to studio spaces, grants, equipment, and targeted networking opportunities. Encouragingly, 60% of surveyed organizations have already begun developing mentorship and networking programs to help migrant artists build essential connections within the local art scene

However, many institutions still struggle with embedding diversity, equity, and inclusion (DEI) principles across the organization. The First AAA Blueprint Survey (2025) highlights that more resources are needed to increase visibility for migrant artists and to improve communication around these efforts. It also emphasizes that institutions must adopt a more proactive approach, with decisions on DEI practices made at higher organizational levels and monitored for effectiveness.

To support migrant artists effectively, organizations should implement strategies such as:

- Mentorship programs that connect artists with industry leaders and provide guidance on professional development.
- Workshops on funding applications and grant writing to ensure artists with migratory backgrounds can access financial resources equitably.
- Collaborative training initiatives with international organizations to exchange best practices on inclusion and diversity in the arts.

Building institutional capacity is key to sustaining inclusion efforts. Instead of relying on short-term diversity projects, organizations must invest in long-term strategies that integrate equity into their core organizational frameworks. Importantly, research highlights a disconnect between how institutions perceive cultural diversity and the experiences of foreign-born professionals. While many museum and theatre directors in Finland report receiving very few applications from migrant artists, these artists describe

needing to work “twice as hard” to gain recognition and access opportunities. This disparity suggests deeper systemic issues that go beyond recruitment outreach (Lahtinen et al., 2020, p. 117–118).

Ultimately, inclusive infrastructure alone is not enough—lasting impact depends on how institutions collaborate, share responsibility, and co-create solutions beyond their own walls. This brings us to the next critical pillar: strengthening partnerships across sectors to ensure that diversity efforts are not siloed, but part of a broader, connected ecosystem of change.

Cross-Sector Collaboration & Networking

Systemic change cannot happen in isolation. The survey results emphasized the importance of partnerships between cultural institutions, policymakers, and community organizations in supporting artists with migratory backgrounds (The First AAA Blueprint Survey, 2025).

Strengthening cross-sector collaboration is essential for fostering an ecosystem where inclusion is actively practiced rather than treated as an afterthought. Key areas for strengthening collaboration include:

- Facilitating networking opportunities that bring together artists, institutions, and funding bodies to create stronger professional connections. However, research shows gender disparities in the use of professional networks: 84% of men report using their networks actively, compared to only 48% of women. This suggests unequal access to informal opportunities and calls for intentional efforts to ensure all artists can build social capital (Lahtinen et al., 2020, p. 57).
- Developing cross-sector alliances that integrate cultural organizations, education institutions, and municipal decision-makers into the inclusion process.
- Promoting knowledge-sharing initiatives that allow organizations to learn

from successful inclusion models in other sectors (Lahtinen et al., 2020, p. 6).

Collaboration between cultural institutions, government bodies, and artist-led initiatives can amplify impact and lead to lasting policy change. By strengthening peer-learning networks and cross-sector partnerships, organizations can collectively dismantle exclusionary structures and create sustainable pathways for diverse artists.

This diversity training module draws from multiple sources, including research reports, case studies, and firsthand experiences shared through surveys. It aims to provide cultural professionals with the knowledge and tools needed to build a more equitable arts ecosystem—one that reflects demographic realities, strengthens community connections, and amplifies the voices of underrepresented artists.

The first survey conducted in February 2025 highlights both the challenges and the commitment of leaders in Finland’s cultural sector to fostering diversity, equity, and inclusion. Many recognize the systemic barriers that artists and cultural professionals with migratory backgrounds face, including difficulties in networking, lack of recognition, and challenges in accessing opportunities. There is a strong willingness to create support systems, improve representation, and implement policy changes to promote meaningful inclusion. However, respondents also acknowledge the need for further action in areas such as creating an equality plan, peer review processes, institutional policies, cultural safety training, and data collection to track progress effectively (The First AAA Blueprint Survey, 2025; Lahtinen et al., 2020, p. 4–6; 32; 34).

Moving forward, a long-term commitment to cultural safety, capacity-building, and cross-sector collaboration will be essential in transforming the European arts sector into an inclusive space where all artists can thrive.

Barriers Faced by Artists with Migratory Backgrounds

In this section, we explore in more detail the structural barriers that artists and cultural professionals with migratory backgrounds face in pursuing sustainable careers in the arts and culture sector.

Artists with migratory backgrounds face structural barriers that limit their professional opportunities, artistic development, and access to funding. Studies show that exclusion from professional networks is a recurring challenge, often preventing artists from securing grants, exhibitions, and employment opportunities (Lahtinen et al., 2020, p. 10–11, 60-61, 113-114; Lahtinen et. al, 2023, p. 28–29; MINEDU, 2021, p. 15).

Many institutions rely on informal networks and established gatekeepers, intentionally or unintentionally sidelining artists who do not have existing local connections (Karhunen, 2013, Lahtinen et al., 2020, p. 10-11, 39, 60-61; MINEDU, 2021, p. 13).

Language barriers further deepen exclusion, making it difficult to navigate application processes and institutional structures (Roiha, 2016, Lahtinen et al., 2020, p.4-5, 59–60, 62, 63, 73–74,122; MINEDU, 2021, p. 13). Additionally, qualifications and experience gained outside Finland are frequently unrecognized, forcing artists to restart their careers or accept work below their skill level. One significant challenge is that the process of inclusion in grant schemes remains too dependent on the commitment of individual people, rather than being embedded within the structures of cultural institutions. As a result, this leads to inconsistencies in inclusion practices. For example, language barriers, particularly the requirement for fluency in the local language(s), can create additional obstacles for both cultural professionals and artists with migratory backgrounds who may not speak the language proficiently (Lahtinen et al., 2020, p. 60–61, 74; The First AAA Blueprint Survey, 2025; MINEDU, 2021, p. 6, 8).

Many artists also report feeling that they must “prove themselves” constantly, describing the experience as exhausting and demoralizing. This emotional labor is compounded by cultural gatekeeping and inconsistent institutional support, which can make career sustainability difficult even for highly skilled practitioners (Lahtinen et al., 2020, p. 28–29, 57, 60, 62, 114–115,122; MINEDU, 2021, p. 6).

These challenges persist across different artistic fields, although the specific obstacles vary depending on the discipline. Without intentional intervention, these barriers reinforce systemic inequalities and limit the diversity of voices in Finland’s cultural landscape. The first survey results further illustrate these barriers, with 60% of Finnish cultural leaders acknowledging that their organizations have not taken specific steps to ensure equal access to job opportunities for artists and cultural professionals with migratory backgrounds. While 40% have implemented measures such as blind recruitment, inclusive hiring practices, and mentorship programs, a majority recognize that structured efforts are still needed (The First AAA Blueprint Survey, 2025). These findings suggest that while some progress is being made, there is a clear need for more consistent and comprehensive strategies to overcome these entrenched barriers.

These barriers are not isolated incidents—they reflect broader systemic patterns that must be actively addressed. Artists with migratory backgrounds are often required to navigate additional layers of scrutiny, exclusion, and emotional labor, which can erode both professional and personal resilience over time. Recognizing these challenges is only the first step. The next, and more urgent task, is to transform institutional structures so that equity and inclusion are not exceptions but the norm.

With that in mind, the following chapter turns to actionable strategies and structural changes that organizations can implement to build a more inclusive and equitable arts sector.

Building Inclusive Structures

Inclusive structures require intentional, ongoing effort across all levels of an organization. According to MINEDU (2021, p. 8), to create a more inclusive arts sector, organizations must take proactive steps to improve accessibility, equity, and representation. And, the first blueprint survey (2025) results highlight how cultural institutions can enhance inclusion by providing equal access to resources, such as studio spaces, equipment, grants, and funding for all artists, regardless of their background (60% of respondents). Other actions include implementing anti-discrimination policies, providing transparent decision-making for opportunities like exhibitions and grants, and ensuring equitable access (60%). Additionally, networking and mentorship opportunities are essential for connecting local and international artists and supporting career growth (60%) (The First AAA Blueprint Survey, 2025; MiINEDU, 2021, p. 15)

Moreover, the survey showed that 40% of respondents are offering career development workshops and professional seminars to ensure artists, especially those from diverse backgrounds, have equal opportunities for growth and skill-building. Further, diverse representation in hiring and decision-making processes, with a focus on inclusive leadership roles and actively promoting recognition and visibility of diverse artists through exhibitions and public art projects, is a priority for 40% of organizations (The First AAA Blueprint Survey, 2025).

Implementing transparent recruitment and selection processes, such as blind evaluations for funding and job applications, can reduce biases that disadvantage artists from migratory backgrounds. Providing key institutional information—such as funding applications, policies, and job postings – in multiple languages ensures that language is not a barrier to participation. Survey results support this need: while 100% of organizations provide event invitations and policies in local languages, only 60% do so for funding applications and job postings. Additionally, 80% offer translations for internal communications, marketing materials, and handbooks. However, institutions

also reported that their use of multiple languages is not always consistent—some events and materials are occasionally made available in English, but this varies across departments or projects. This inconsistency can create confusion and unintentionally exclude artists who rely on English or other languages to access opportunities and information (The First AAA Blueprint Survey, 2025).

Training staff and leadership in cultural awareness and bias reduction helps shift institutional culture toward greater inclusivity. In particular, staff members in leadership positions often set the tone for inclusion; without personal commitment and accountability at the top, institutional policies may fail to be fully implemented or maintained over time (Lahtinen et al., 2020, p. 6, 118, 122; MINEDU, 2021, p. 8, 15). Moreover, organizations should actively diversify leadership and decision-making roles, ensuring that artists and professionals from different backgrounds have a voice in shaping the sector (Lahtinen et al., 2020, p. 6; Lahtinen et. al, 2023, p. 39). Long-term commitment, rather than temporary diversity projects, is necessary for meaningful change (Lahtinen et al., 2020, p. 6, 118).

The first AAA blueprint survey reinforces these findings, with cultural leaders supporting partnerships with cultural organizations for integration efforts (100%), organizing networking events (60%), and implementing anti-discrimination policies (60%). However, career development initiatives (40%) and leadership representation (40%) remain areas for improvement (The First AAA Blueprint Survey, 2025). These results underscore the importance of taking comprehensive and sustained action to improve career pathways and leadership diversity, which remain critical areas for growth.

Ultimately, building inclusive structures means embedding equity into every aspect of an institution's operations—from programming and recruitment to leadership and evaluation. But lasting change cannot be achieved through internal measures alone. To fully realize inclusion, institutions must also look outward and engage with the broader systems and policies that shape the sector. The next chapter turns to the role of cultural leaders in advocating for systemic change at both national and international levels.

Advocating for Systemic Change

True inclusion cannot be achieved through institutional change alone—it must be reinforced by broader policy shifts that address structural inequities in the arts and culture sector. Beyond internal policies, ach-

ieving lasting inclusivity in the arts requires broader structural change (MINEDU, 2021, p. 6). Organizations and cultural leaders can advocate for policy reforms that recognize international qualifications, secure dedicated funding for artists with migratory backgrounds, and ensure equitable access to professional opportunities. Engagement at local, national, and international levels is crucial—whether through lobbying for inclusive funding programs, influencing governmental policies, or participating in European-wide initiatives that amplify underrepresented voices (AAA Guide, forthcoming, p. 30). Advocating for broader systemic change requires not only reforms at the institutional level but also at the policy level. Changing internal attitudes about language requirements and the assumptions that everyone should be fluent in local languages remains a barrier. Cultural institutions should also advocate for policies that accommodate the diverse linguistic and cultural backgrounds of artists, which would help dismantle barriers to participation and professional advancement (MINEDU, 2021, p.13; The First AAA Blueprint Survey, 2025).

A broader challenge in pushing for systemic change is the disconnect between how institutions view their outreach efforts and how artists with migratory backgrounds experience access. While many institutions report that few diverse applicants apply for positions or grants, research shows that these same artists often feel they must work “twice as hard” to be seen, due to existing biases and limited visibility within established networks (Lahtinen et al., 2020, p. 5, 57,117–118; MINEDU, 2021, p.15). This misalignment underscores the need for organizations to critically assess not only their policies but also their assumptions and outreach practices.

Findings from the first AAA blueprint survey show that while some organizations are beginning to address these issues, there is still significant

room for growth. Only 30% of respondents reported engaging in advocacy for policy changes that support artists with migratory backgrounds, while 50% expressed interest but lacked concrete strategies. Respondents highlighted the need for stronger cross-sector collaborations and clearer national policies to promote diversity in the arts sector (The First AAA Blueprint Survey, 2025). This indicates a clear gap in policy engagement, and a call for increased advocacy efforts to create lasting institutional and societal change.

Relevant Finnish Legislation Supporting Cultural Inclusion

Lastly, inclusion and equity in the arts are supported by several national laws in Finland. These include:

- **Act on the Promotion of Immigrant Integration (2010/1386):** Establishes integration as a reciprocal process supporting immigrants' participation in society while preserving their cultural identity.
- **Act on Cultural Activities in Local Government (166/2019):** Requires municipalities to promote equal access to culture, support diversity, and involve residents in cultural decision-making.
- **Museums Act (314/2019):** Mandates museums to strengthen participation, cultural diversity, and equality in cultural life.
- **Theatres and Orchestras Act (730/1992):** Aims to make artistic services accessible to all population groups, reinforcing regional equality.
- **Act on the Arts Promotion Centre (657/2012) and Artist Grants Act (734/1969):** Support national and international artistic work while encouraging linguistic, regional, and cultural diversity in grant decisions.

These laws provide a foundation for systemic reforms and support cultural institutions in implementing inclusive and equitable practices.

Self-Assessment & Implementation Tools

To move from intention to sustained impact, cultural institutions must build in mechanisms for accountability. One of the most effective ways to do this is through regular self-assessment and structured ref-

lection. It has been noted by the MINEDU (2021, p. 8), achieving diversity and inclusion in the arts is not a one-time effort but an ongoing process that demands continuous reflection, adaptation, and action. Central to this process is the consistent use of self-assessment tools, which allow organizations to evaluate their practices, track progress, and make necessary adjustments. These tools provide the framework for organizations to assess where they stand in terms of diversity and inclusion, identify areas of improvement, and implement actionable steps for long-term change. However, many organizations face challenges in effectively implementing these tools due to the lack of a standardized approach and adequate resources (The First AAA Blueprint Survey, 2025; MINEDU, 2021, p. 9).

A key issue is that many cultural institutions still lack an overarching framework for diversity and inclusion, making it difficult to measure and monitor progress in a structured way. Self-assessment tools—such as diversity audits, inclusion surveys, and feedback systems—are essential for organizations to track their efforts, but without proper support from external experts and networks, institutions often struggle to fully utilize them (MINEDU, 2021, p. 8). This gap underscores the importance of shared knowledge platforms and peer-learning spaces to facilitate better communication and ensure that organizations are on the right path. By establishing these networks, cultural institutions can collectively evolve their practices and create a more sustainable, inclusive arts ecosystem (MINEDU, 2021, p. 9; The First AAA Blueprint Survey, 2025; Lahtinen et al., 2023, p. 39).

This highlights that real progress depends not just on intention, but on the ability to implement and measure change. Where supportive structures exist,

some institutions are making meaningful strides. The next chapter explores how current practices are being applied and progress tracked across the sector.

Current Practices and Progress Measurement

To understand how cultural institutions are moving from commitment to action, it is essential to examine the concrete steps they are taking to foster diversity and inclusion. Even th-

ough many organizations are making efforts, the depth and consistency of these practices vary widely. This section looks at how institutions are currently implementing inclusion initiatives and the ways in which they track –or fail to track–their progress. While 60% of cultural institutions are actively creating clear anti-discrimination policies, ensuring inclusive decision-making processes, and developing systems for networking and mentorship, many of these institutions face significant uncertainty regarding the implementation and evaluation of these tools. This highlights a critical need for more structured and consistent self-assessment efforts. It is not enough to create inclusive policies or mentorship systems; organizations must continuously measure the effectiveness of these initiatives to ensure they are achieving meaningful change (The First AAA Blueprint Survey, 2025; MINEDU, 2021, p. 8).

However, measuring progress remains inconsistent. According to the survey data, 60% of institutions report that they do not measure their progress on diversity and inclusion. Only 40% are actively collecting demographic data on staff, artists, and audiences, while a smaller percentage (20%) adjust their policies based on internal feedback or assessments. This lack of systematic evaluation limits the ability to make data-driven decisions about how to improve and adjust inclusion efforts over time. Without consistent monitoring and review, organizations risk stagnating in their diversity initiatives, undermining the long-term impact of their actions (The First AAA Blueprint Survey, 2025).

These findings reveal a gap between intention and execution. Without regular evaluation, even well-meaning efforts risk falling short. Strengthening data collection and self-assessment is key to driving lasting change. To turn insight into action, institutions need practical tools. The next chapter, *Practical Tools for Implementing Change*, looks at how self-assessment can help identify gaps and guide meaningful improvements in diversity and inclusion.

Practical Tools for Implementing Change

In addition to tracking progress, self-assessment tools can help organizations identify gaps in their diversity practices and make concrete changes. For example,

the use of checklists for inclusive recruitment, anonymous feedback systems, and guidelines for developing anti-discrimination policies can drive immediate, tangible action (MINEDU, 2021, p. 8). When integrated into daily operations, these tools enable organizations to go beyond superficial diversity measures and build genuinely inclusive spaces. Encouraging open dialogue within organizations through these tools fosters a culture of learning, allowing mistakes to be addressed and corrected in real time, which ultimately contributes to the long-term sustainability of diversity efforts (AAA Guide, forthcoming, p. 16-17).

Despite the recognition of these tools' importance, the first blueprint survey (2025) results indicate a significant gap between awareness and implementation. While 100% of organizations are aware of diversity tools, only 60% have implemented diversity training or safer space guidelines. Furthermore, blind recruitment practices are used by just 20% of organizations, and only 40% include inclusive job postings. Even though some institutions have piloted these practices, they have not become standard procedures. This inconsistency demonstrates that while awareness is high, the institutionalization of these tools is still lacking. Without regular and structured application, these tools cannot lead to the sustained, long-term change that is needed.

The Path Forward: Structured and Regular Use of Self-Assessment Tools

The journey toward greater equity in the arts begins by acknowledging the Barriers Faced by Artists with Migratory Backgrounds, where systemic obstacles—such as language proficiency requirements, unrecognized foreign qualifications, and exclusion from

professional networks—limit access to opportunities and reinforce institutional biases. In the Building Inclusive Structures section, we delved into the practical steps organizations can take to address these inequities, including implementing transparent recruitment processes, offering multilingual support, and promoting inclusive leadership. However, as explored in Cultural Safety and Anti-Discrimination Practices, many institutions fall short in fully embedding these values, often lacking the internal accountability mechanisms and cultural awareness training needed to sustain change. The Capacity-Building and Resource Development chapter highlighted the persistent gap in resources and expertise, noting that while many institutions support mentorship and development programs, these efforts remain fragmented and under-resourced. Recognizing that isolated efforts are insufficient, the Cross-Sector Collaboration and Networking section emphasized the importance of partnerships with community organizations, policymakers, and educational institutions to amplify impact and share knowledge. In Advocating for Systemic Change, we turned to the broader policy landscape, calling attention to the need for cultural leaders to push for reforms that recognize diverse qualifications, reduce language barriers, and promote inclusive funding models. Finally, in Current Practices and Progress Measurement, we examined how institutions are currently implementing and evaluating their inclusion strategies, revealing a significant gap between intention and execution. Despite growing awareness, many organizations lack the tools and systems to measure impact, highlighting the need for structured, ongoing self-assessment to drive lasting transformation.

To achieve lasting diversity and inclusion, institutions must adopt structured self-assessment methods and ensure their regular, institutionalized use. These tools, such as diversity audits, demographic tracking, structured feedback loops, and internal reviews, are critical for monitoring progress and driving sustained change. However, the application of these methods often stalls due to a lack of resources and expertise, leading to sporadic implementation that undermines their effectiveness (The First AAA Blueprint Survey, 2025; MINEDU, 2021, p. 8). To overcome this, organizations should not only commit to using self-assessment tools consistently but also embed them into their core operations, ensuring they are not seen as optional or temporary.

Additionally, peer learning and cross-sector collaborations can help institutions learn from each other, share best practices, and develop common approaches to diversity and inclusion (Lahtinen et al., 2020, p. 5–6; MINEDU, 2021, p. 9). These collaborations promote the steady integration of self-assessment tools, linking individual efforts to a broader movement for cultural inclusivity. For diversity and inclusion to become more than a short-term initiative, organizations must adopt a comprehensive, data-driven approach, continually assessing and adjusting strategies based on feedback. The findings from the AAA Blueprint Survey underscore the importance of formalized diversity plans, including the consistent use of anonymous recruitment, inclusive job postings, and diversity audits, to create meaningful, long-term change.

In conclusion, for cultural organizations to transition from symbolic actions to sustainable practices, the ongoing use and integration of self-assessment tools are essential. These tools must become part of the institutional fabric, ensuring a long-term strategy for equity and inclusion. By embedding these practices into everyday operations, organizations can move beyond superficial diversity efforts and create a genuinely inclusive, innovative, and sustainable arts ecosystem. The key to lasting change lies in a continuous commitment to assessing, adapting, and embedding diversity practices into organizational structures.

Annex 3 Survey 1.0

Duration: 14 February 2025 – 28 February 2025

Type: Online survey distributed via Typeform link

Participants Invited: 10 Finnish cultural leaders

Submissions Received: 5

This survey was conducted to gather firsthand insights from leaders in Finland's cultural sector regarding their institutions' current practices, challenges, and priorities related to diversity, equity, and inclusion (DEI). The responses informed key findings and recommendations throughout this training module, offering grounded perspectives on systemic barriers and institutional needs in the context of active inclusion.



Access, Advocacy And Active Inclusion – Pathways to Increasing Diversity in the Arts and Culture Field (AAA)

AAA is an Erasmus+ project lead by IMMART in partnership with Globe Art Point in Finland and Fresh Arts Coalition Europe in France.

The project is dedicated to empowering the European arts and culture community to reshape their approach toward artists with migration backgrounds and cultural workers.

Please note that all your answers are confidential and will be used for research purposes only. The questionnaire will take approximately 10 minutes to complete.

<https://www.aaa-pathways.eu/>

Start press Enter ↵
● Takes X minutes

Part 1: Inclusion & Network Building for Migratory Artists

Research shows that artists and cultural professionals with migratory backgrounds often face exclusion from networks, unrecognized qualifications, and inconsistent professional opportunities.

"My formal education from outside Finland seems to be not so valuable in Finnish eyes."

"We get to be ourselves as long as we are precisely what they expect us to be."

"Dance circle is very small and Finns who know each other would rather give a job to a Finnish friend than to a foreign stranger."

Description (optional)

Continue press Enter ↵

1 → 1.1 Artists and cultural professionals with migratory backgrounds often struggle to build connections and feel included in the Finnish art scene. I encountered this situation in my professional life...*

Description (optional)

- A All the time
- B Often
- C Sometimes
- D Seldomly
- E Never

2 → 1.2 I am interested in creating support systems to help artists and cultural professionals with migratory backgrounds integrate into the local art community.*

Description (optional)

- A Strongly Agree
- B Agree
- C Neutral
- D Disagree
- E Strongly Disagree

3 → 1.3 Artists and cultural professionals with migratory backgrounds encounter systemic barriers when trying to access opportunities in Finland's cultural sector and I see myself as someone who has the means to make a positive change.*

Description (optional)

- A Strongly Agree
- B Agree
- C Neutral
- D Disagree
- E Strongly Disagree

5 → 1.5 This section focused on challenges in networking and integration into the local art scene. How helpful was this section in understanding and addressing inclusion in the cultural sector?*

Description (optional)

- A It provided new insights I hadn't considered before
- B It reinforced ideas I was already aware of
- C It was clear and easy to understand
- D It was somewhat unclear or needed more explanation
- E It gave me practical steps I can apply in my organization
- F It felt too general and not specific enough to my context
- G I don't think this section is relevant to my work
- H Other

6 → 2.1 How does your organization ensure that artists and cultural professionals with migratory backgrounds have equal access to job opportunities in the cultural sector? *

Description (optional)

- A We provide **anonymous/blind recruitment processes** (removing identifiable information—such as name, age, gender, nationality, or photo—from job applications during the initial screening.)
- B We provide **inclusive recruitment processes** (using diverse hiring panels, clear and accessible job descriptions, skills-based assessments, and outreach to underrepresented groups)
- C We actively facilitate networks and mentorship programs
- D We do not specifically address this yet
- E Other

4 → 1.4 Many organizations host international events or exhibitions to promote diversity and inclusion. However, internationalization alone does not automatically create a diverse, equitable, and inclusive environment within an organization.

Have you taken additional steps to promote diversity within your organization? What further actions could be implemented in your opinion?*

Description (optional)

Type your answer here...

Shift + Enter to make a line break

Part 2. Economic & Professional Equity

Artists and cultural professionals with migratory backgrounds report financial struggles, difficulty obtaining grants, full-time employment and limited access to leadership roles.

Organizations must ensure that artists and cultural professionals with migratory backgrounds have equal access to job opportunities and support in building networks within the Finnish cultural scene.

"There is institutional racism in the Finnish music industry that is extremely difficult to mitigate. The first step is to acknowledge it."

"I think that in Finnish arts and culture there are certain standards and expectations I just simply do not meet. So, when my expertise is measured by those standards, it's no wonder that I don't get recognized."

Description (optional)

Continue press Enter +

7 → 2.2 How does your organization support artists and cultural professionals with migratory backgrounds in building networks within the Finnish cultural scene?*

Description (optional)

- A We organize events and workshops for networking
- B We partner with cultural organizations for integration efforts
- C We do not currently provide specific support
- D Other

8 → 2.3 In what ways does your organization support the integration of artists from diverse backgrounds into the local art scene?*

Description (optional)

- A Access to Resources:** Offering equal access to studio spaces, equipment, grants, and funding for all artists, regardless of background.
- B Networking and Mentorship:** Creating opportunities for local and international artists to connect and providing mentorship programs to support career growth.
- C Career Development:** Providing workshops, seminars, and professional development programs open to all artists.
- D Inclusive Hiring:** Ensuring recruitment and leadership roles reflect diversity, based on merit and inclusivity.
- E Recognition and Visibility:** Actively promoting the work of diverse artists through exhibitions and public art projects.
- F Equitable Decision-Making:** Ensuring transparent, fair decision-making for opportunities like exhibitions and grants, without bias towards background.
- G Anti-Discrimination Policies:** Implementing clear policies against discrimination and offering training to prevent bias in the workplace.
- H Diverse Representation:** Actively promoting diversity in hiring practices to ensure that artists from different ethnic or cultural backgrounds are represented in leadership, curation, and decision-making roles.
- I Other**

Part 3. Recognition of Foreign Education & Experience

Foreign qualifications are often undervalued, and hiring processes may not recognize international work experience.

"Overestimation of qualifications on paper as opposed to real experience in the field. "

"This is a tough question. I've always felt that they don't treat me [in the same way], even though I can't think of any concrete example. It's just a feeling that I don't belong in the gang."

Description (optional)

[Continue](#) press Enter ↵

11 → 3.2 If you selected "rarely" or "don't consider" in the previous question, what would help your organization better recognize and value experience or education from outside of Europe? Otherwise, click OK to question 3.3.

Description (optional)

- A Access to more information and resources about non-European education systems and qualifications**
- B Clearer guidelines for evaluating non-European work experience and educational credentials**
- C Training for staff on the value of non-European degrees and work experience**
- D Increased exposure to diverse international artists and their work**
- E Building stronger networks and partnerships with institutions outside of Europe**
- F Providing mentorship or advisory services to help navigate non-European qualifications**
- G Encouraging diversity and inclusivity in hiring and collaboration processes**
- H More recognition of global standards in arts and culture**
- I Other**

9 → 2.4 This section covered equal access to job opportunities, financial struggles, and grant accessibility. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

- A It provided new insights I hadn't considered before**
- B It reinforced ideas I was already aware of**
- C It was clear and easy to understand**
- D It was somewhat unclear or needed more explanation**
- E It gave me practical steps I can apply in my organization**
- F It felt too general and not specific enough to my context**
- G I don't think this section is relevant to my work**
- H Other**

10 → 3.1 To what degree does your organization appreciate or consider international degrees and work experience as an advantage when making decisions about hiring or collaboration?*

Description (optional)

- A Strongly recognize and value international degrees and work experience**
- B Treat international degrees and work experience the same as local ones**
- C Rarely recognize or value international degrees and work experience**
- D Do not recognize or value international degrees and work experience**
- E Other**

12 → 3.3 This section evaluated how organizations value international qualifications and work experience. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

- A It provided new insights I hadn't considered before**
- B It reinforced ideas I was already aware of**
- C It was clear and easy to understand**
- D It was somewhat unclear or needed more explanation**
- E It gave me practical steps I can apply in my organization**
- F It felt too general and not specific enough to my context**
- G I don't think this section is relevant to my work**
- H Other**

Part 4. Bias Reduction & Fair Hiring Practices

Unconscious bias in hiring and auditions limits opportunities for diverse candidates. To combat this, it is important for organizations to adopt tools such as blind recruitment, diversity training, and inclusive job postings. These measures help ensure that all candidates have equal access to opportunities regardless of their background. Additionally, offering training to help staff understand different cultures and recognize biases will help foster a more inclusive environment.

"There is institutional racism in the Finnish music industry that is extremely difficult to mitigate. The first step is to acknowledge it."

"The actors who belonged to a minority spoke in their answers about difficulties in entering the field and working as an actor in Finland. The discrimination appears in the form of, for example, exclusion and inappropriate language, such as name calling and racist jokes."

Description (optional)

Continue press Enter ↵

14 → 4.2 If you don't use training as a tool yet, what kind of training would your organization be interested in having to help leaders and staff understand different cultures and recognize biases? Otherwise, click OK to move to 4.3.

Description (optional)

- Cultural awareness training** to help staff understand the values, beliefs, and practices of different cultures.
- Bias recognition workshops** to help identify and challenge unconscious biases in decision-making.
- Diversity and inclusion seminars** to promote respectful and inclusive environments for people from all backgrounds.
- Language and communication skills courses** to improve interaction with artists from diverse cultural backgrounds.
- Mentorship programs** that pair experienced staff with those from underrepresented backgrounds to ensure support and growth.
- Cultural competency in recruitment training** for better understanding of non-local qualifications and experiences.
- Other

Part 5. Language, Communication & Cultural Awareness

Language barriers can prevent full participation in cultural spaces and limit access to opportunities. Language remains one of the biggest barriers for foreign-born artists in participating fully in Finland's cultural sector. Without language accessibility, artists and cultural professionals are limited in their ability to engage with opportunities, apply for jobs, or participate in key discussions within the community.

"Even though I speak and read Finnish, I will probably never be asked to be part of TAIKE, because I am a foreign artist. It's a really unfair system"

"Not being able to speak is not being able to participate in everyday debate. Also, there is a national preference in every institution."

"Finnish language is an obstacle to be taken seriously. Understandably Finnish is the main working language, not mastering it excludes me from a lot of decisions/extra assignments."

Description (optional)

Continue press Enter ↵

13 → 4.1 What tools does your organization use to promote diversity?*

Description (optional)

- Diversity plan:** A formal strategy outlining how your organization will promote and achieve diversity within its workforce, programs, and activities.
- Safer space guidelines:** A set of rules or practices designed to ensure that all individuals feel respected, safe, and included, particularly those from marginalized or underrepresented groups.
- Blind/Anonymous recruitment:** Hiding certain details from candidates' applications, to help hiring managers make less-biased decisions.
- Inclusive job posting:** Welcoming and supporting people with all kind of differences.
- Diversity training:** Corporate training designed to facilitate positive intergroup interaction, reduce prejudice and discrimination, and teach different individuals how to work together effectively.
- Other

15 → 4.3 This section addressed diversity goals, bias training, and anonymous recruitment methods. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

- It provided new insights I hadn't considered before
- It reinforced ideas I was already aware of
- It was clear and easy to understand
- It was somewhat unclear or needed more explanation
- It gave me practical steps I can apply in my organization
- It felt too general and not specific enough to my context
- I don't think this section is relevant to my work
- Other

16 → 5.1 Language barriers hinder artists and cultural professionals with migratory backgrounds from fully participating in my organization.*

Description (optional)

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17 → 5.2 Which of the following materials does your organization provide in languages other than Finnish and Swedish?*

Description (optional)

- A Job postings
- B Funding applications
- C Policies
- D Internal communications
- E Event invitations
- F Marketing material
- G Guidelines and handbooks
- H None of the above
- I Other

Part 6. Addressing Discrimination & Structural Change

While many organizations acknowledge the presence of discrimination within the sector, they often lack concrete action plans to address these issues effectively. Discrimination can manifest in many ways, from biased hiring practices to exclusion from networks and opportunities.

It is crucial for organizations to assess and recognize instances of discrimination and take decisive actions to address them. Steps like creating clear anti-discrimination policies, providing training on inclusion, and implementing anonymous feedback systems can help create a more trustworthy and inclusive environment for all artists.

"The challenge is not just language, but how organizations engage with non-Finnish speakers. We need to focus on creating welcoming environments where all voices can be understood and respected."

"Not speaking Finnish is often seen as a limitation, but the real limitation is when an organization doesn't accommodate those who speak other languages."

Description (optional)

Continue press Enter ↵

20 → 6.2 If you selected "yes" to the previous question, what action has your organization taken to address discrimination in the workplace or sector? Otherwise, click OK to question 6.3.

Description (optional)

- A We have implemented diversity and inclusion training for all employees and leadership.
- B We conduct regular surveys and audits to assess the work environment and take corrective action as necessary.
- C We are currently developing a clearer diversity policy to ensure everyone has equal access to opportunities.
- D We are considering establishing a formal complaint process for employees to report discrimination anonymously.
- E We are working with external consultants to review and improve our practices.
- F Other

18 → 5.3 This section focused on multilingual accessibility and how language barriers impact participation. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

- A It provided new insights I hadn't considered before
- B It reinforced ideas I was already aware of
- C It was clear and easy to understand
- D It was somewhat unclear or needed more explanation
- E It gave me practical steps I can apply in my organization
- F It felt too general and not specific enough to my context
- G I don't think this section is relevant to my work
- H Other

19 → 6.1 Has your organization recognized instances of discrimination in your workplace?*

Description (optional)

- A Yes, we have recognized instances of discrimination (due to ethnic background, gender, and/or language barriers).
- B No, we haven't identified any specific instances of discrimination, but we remain vigilant and open to feedback.
- C We are unsure, but we plan to implement more structured assessments to evaluate this.
- D Other

21 → 6.3 What additional steps does your organization take to build trust and inclusion? *

Description (optional)

- A Implement an anonymous feedback system for reporting discrimination or inclusion-related issues.
- B Hold regular discussions and workshops on diversity, equity, and inclusion (DEI) to engage staff in meaningful conversations.
- C Ensure diversity representation at all levels within the organization (leadership, curation, staffing).
- D Actively implement DEI strategies and regularly assess their effectiveness.
- E Create and promote safe spaces where all employees feel respected, heard, and supported.
- F Offer mentorship or support programs specifically designed to help underrepresented groups in the organization.
- G Develop and enforce clear anti-discrimination policies to ensure a safe, inclusive work environment.
- H Other

22 → 6.4 This section examined organizational responses to discrimination and trust-building efforts. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

- A It provided new insights I hadn't considered before
- B It reinforced ideas I was already aware of
- C It was clear and easy to understand
- D It was somewhat unclear or needed more explanation
- E It gave me practical steps I can apply in my organization
- F It felt too general and not specific enough to my context
- G I don't think this section is relevant to my work
- H Other

23 → 7.1 My organization is committed to making diversity a long-term priority, not just a temporary initiative.*

Description (optional)

- A Strongly Agree
- B Agree
- C Neutral
- D Disagree
- E Strongly Disagree

25 → 7.3 This section assessed how organizations track and improve diversity initiatives. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

- A It provided new insights I hadn't considered before
- B It reinforced ideas I was already aware of
- C It was clear and easy to understand
- D It was somewhat unclear or needed more explanation
- E It gave me practical steps I can apply in my organization
- F It felt too general and not specific enough to my context
- G I don't think this section is relevant to my work
- H Other

Part 7. Commitment to Inclusion & Measuring Impact

Diversity and inclusion should be an ongoing commitment, with organizations actively measuring their progress and making adjustments where necessary. It is important to track the impact of diversity efforts and evaluate the effectiveness of policies and initiatives through regular data collection, internal reviews, and surveys.

The research emphasizes that organizations should continuously assess their progress, adjust their practices, and make improvements based on feedback. Without a robust system for measuring inclusion, organizations may find it difficult to create lasting, systemic change.

"Acknowledging the problem is the first step, but concrete actions are the only way to achieve real change."

"Without ongoing dialogue and action plans, the sector remains complicit in perpetuating inequality. Concrete steps, not just acknowledgment, will lead to true transformation."

Description (optional)

Continue press Enter →

24 → 7.2 How does your organization measure progress on diversity and inclusion?*

Description (optional)

- A We collect demographic data on staff, artists, and audiences
- B We conduct internal reviews or surveys on inclusion efforts
- C We adjust policies based on feedback and assessment
- D We do not currently measure inclusion progress
- E Other

Part 8. Final Reflections

This section invites you to reflect on the key challenges your organization faces in fostering an inclusive work environment. It encourages you to share insights on the obstacles preventing the full integration of diversity, equity, and inclusion (DEI) practices.

Additionally, you can provide suggestions on what support or resources would help your organization more effectively address discrimination and promote greater diversity within the workplace.

Your responses will help guide future improvements and inform strategies for creating a more inclusive and equitable organizational culture.

Description (optional)

Continue press Enter →

26 → 8.1 How helpful was this questionnaire in understanding and addressing inclusion in the cultural sector? Did it reflect the challenges you face as a cultural leader?*

Description (optional)

- A It was clear and easy to understand.
- B It addressed the key challenges I encounter.
- C It provided relevant insights but could be more detailed.
- D Some parts were unclear or difficult to relate to.
- E It raised important issues but lacked practical solutions.
- F It did not reflect my experiences or challenges.
- G Other

27 → 8.2 What is the biggest challenge your organization faces in creating an inclusive work environment?

Description (optional)

Type your answer here...

Shift + Enter to make a line break

28 → 8.3 What additional support or resources would help your organization better address discrimination and increase diversity?

Description (optional)

Type your answer here...

Shift + Enter to make a line break



**Funded by
the European Union**

Thank you for your participation!

We sincerely appreciate the time and effort you took to complete the questionnaire. Your responses are incredibly valuable and will contribute to Inclusive Leadership Checklist.

If you have any additional comments or questions, please feel free to reach out at info@globeartpoint.fi

Thanks again for your input!

<https://www.aaa-pathways.eu/>

Annex 4 Survey 2.0

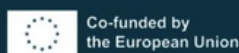
Duration: 2 April 2025 – 25 April 2025

Type: Online survey distributed via Microsoft Forms link

Participants Invited: 6 cultural leaders from Finland, 3 from Denmark, and 4 from France.

Submissions Received: 2

This follow-up survey was conducted to test the functionality and relevance of the draft of the checklist. It aimed to gather initial feedback from cultural leaders on the clarity, usefulness, and applicability of the proposed tools for assessing inclusion within their institutions. However, Survey 2.0 received a limited number of responses—likely due to timing and workload constraints among participants. While the results are not analyzed in depth, the low engagement itself prompted a valuable redesign: shifting the checklist from a three-phase “Theory of Change” model to a more practical, user-friendly format grouped into Essentials and Advanced actions. This new structure is aimed at increasing clarity, usability, and accessibility for cultural leaders at different stages of implementing DEI strategies.



The Second Draft of the Inclusive Leadership Checklist

<https://www.aaa-pathways.eu/>

AAA is an Erasmus+ project lead by IMMART in partnership with Globe Art Point in Finland and Fresh Arts Coalition Europe in France. Please note that all your answers are confidential and will be used for research purposes only. The questionnaire will take approximately 10 minutes to complete.

1

Introduction to the Diversity, Equity, and Inclusion (DEI) Checklist

Creating a more diverse, equitable, and inclusive cultural sector requires intentional actions, clear policies, and ongoing commitment.

This checklist is designed to help cultural leaders implement effective DEI strategies at different stages—short-term, intermediate, and long-term. By following this structured approach, organizations can take meaningful steps to support migrant artists, foster inclusive workplaces, and integrate DEI principles into their core values.

How to Use This Checklist

- Review Each Section:** The checklist starts with a broad perspective and gradually narrows down to more detailed points. It is divided into **short-term** (immediate to 6 months), **intermediate** (6 months to 1 year), and **long-term** (1 year and beyond) actions. Start with the short-term goals and work towards longer-term commitments.
- Assess Your Organization:** Identify which areas your organization is currently addressing and where improvements are needed.
- Implement Changes:** Begin with the action items that align with your organization's capacity and resources.
- Track Your Progress:** Use this checklist as a working document to monitor progress and adjust strategies as needed.

Are you ready to start?

Checklist Based on Theory of Change

Short-Term (Immediate to 6 months)

✓ Check the areas your organization is currently addressing.

Feel free to add the other initiatives that your organization has done in the 'Other' section.

- Ensure leadership commitment to diversity and inclusion.

Develop a formal **DEI strategy** with clear goals and accountability and tracking mechanisms. *A formal Diversity, Equity, and Inclusion (DEI) strategy is a structured plan that outlines an organization's commitment to fostering a diverse and inclusive workplace. It sets clear objectives, assigns accountability, and establishes mechanisms to track progress. An effective DEI strategy is comprehensive, actionable, and integrated into the organization's core values and operations.*

- Establish mentorship programs and workshops on job market navigation, grants, and professional development.
- Organize networking events to help migrant artists build connections.

Implement **inclusive hiring practices** with transparent selection criteria and active outreach to migrant artists. *To build a more diverse and equitable workforce, organizations must implement hiring practices that actively remove barriers for migrant artists. This includes transparent selection criteria, outreach to diverse talent pools, fair recognition of international experience, and training to reduce bias in recruitment. By adopting these strategies, cultural institutions can ensure equal access to opportunities and foster a more inclusive creative sector.*

- Ensure equal access to grants, studio spaces, and residencies.
- Use inclusive language in job postings, grant calls, and communications.
- Recognize international degrees and work experience as equal to local credentials.
- Establish clear criteria for assessing foreign qualifications and provide accessible resources on how foreign credentials are evaluated.

Implement **bias training** for hiring committees and ensure fair evaluation of international credentials. *Bias training helps hiring committees recognize and address unconscious prejudices that may influence decision-making. It equips recruiters with strategies to evaluate candidates fairly, ensuring that international credentials and diverse experiences are assessed without bias. By fostering awareness and promoting objective selection criteria, bias training supports equitable hiring practices and strengthens workplace diversity.*

- Implement **cultural awareness training** for leadership and staff. *Cultural Awareness is about recognizing and understanding differences. It helps leaders and staff understand, appreciate, and navigate cultural differences in the workplace. It promotes inclusivity by educating teams on diverse perspectives, communication styles, and potential cultural biases. This training enhances collaboration, reduces misunderstandings, and fosters a more welcoming environment for employees and artists from different backgrounds.*

Implement **cultural competency training** for leadership and staff. *Cultural Competency is about effectively applying that understanding in real-world, practical interactions. It refers to the ability to interact effectively with people from diverse cultural backgrounds. It involves understanding, respecting, and valuing differences in cultural norms, practices, and perspectives. Cultural competency goes beyond awareness, focusing on developing the skills to communicate, collaborate, and work in ways that are inclusive and respectful of cultural diversity. It empowers individuals and organizations to navigate cross-cultural interactions with sensitivity and effectiveness, fostering an inclusive environment that supports diverse communities.*

- Introduce **cultural competency in recruitment, language and communication** courses, and diversity/inclusion seminars. *Cultural competency in recruitment means ensuring fair hiring practices by recognizing diverse experiences, avoiding biases, and valuing multilingual skills. Language and communication courses help staff navigate cross-cultural interactions, while diversity and inclusion seminars provide education on creating an equitable workplace. These initiatives help organizations build more inclusive teams and create an environment where everyone feels valued and understood.*
- Offer resources on how foreign qualifications are assessed.
- Promote job postings in diverse networks to reach migrant artists.
- Translate event invitations, policies, and key materials into multiple languages.
- Develop clear guidelines for addressing cultural misunderstandings.
- Introduce **safer space guidelines** to create an inclusive work environment.
- Conduct an initial assessment of workplace discrimination and DEI challenges.
- Encourage open dialogue about discrimination to foster awareness and trust.
- Begin collecting diversity and inclusion data using anonymous surveys.
- Designate a specific anti-harassment person in your organisation.
- We have not implemented any of these yet.
- Other

Intermediate (6 months to 1 year)

✓ Check the areas your organization is currently addressing.

Feel free to add the other initiatives that your organization has done in the 'Other' section.

*

- Foster an organization-wide DEI culture, ensuring all staff engage with cultural competency.
- Develop partnerships with local cultural organizations to expand access for migrant artists.
- Encourage ongoing learning through DEI workshops and shared resources.
- Develop formal guidelines for evaluating foreign education and experience.
- Collaborate with educational institutions to support credential validation.
- Implement policies preventing bias against foreign qualifications in hiring and funding decisions.

Define **key performance indicators (KPIs)** for measuring diversity progress. *Key Performance Indicators (KPIs) for measuring diversity progress help organizations track the effectiveness of their diversity and inclusion efforts. Some examples of relevant KPIs include; Hiring and Recruitment Diversity, Training and Education Participation, Inclusion and Belonging Assessments, Equitable Opportunities for Advancement, Feedback from Diverse Stakeholders, Implementation of Inclusive Policies and so on.*

- Establish regular reporting on inclusion efforts.
- Use demographic data, feedback mechanisms, and structured evaluations to assess progress.
- Develop a clear language policy ensuring key information is accessible in multiple languages.
- Collect feedback from artists and staff on language challenges and address barriers.
- Create pathways for diverse candidates to move into leadership roles.
- Feature migrant artists in exhibitions, public projects, and media campaigns.
- Promote success stories to inspire broader inclusion.
- Implement an **anonymous feedback system** for reporting discrimination.

Ensure clear **anti-discrimination policies** are enforced. *Anti-discrimination policies are formal guidelines that prohibit unfair treatment based on characteristics such as race, ethnicity, gender, age, disability, religion, sexual orientation, or other protected identities. These policies are designed to ensure that all individuals are treated with respect and dignity, promoting equal opportunities for everyone within the organization.*

We have not implemented any of these yet.

Other

Long-Term (1 year and beyond)

✓ Check the areas your organization is currently addressing.

Feel free to add the other initiatives that your organization has done in the 'Other' section.

*

- Develop long-term systems to track and adjust DEI strategies based on collected data.
- Establish benchmarks and annual reviews for tracking improvements.
- Regularly assess and improve bias reduction efforts in hiring and promotions. *To assess bias reduction efforts in hiring and promotions, regularly review demographic data, conduct bias audits, gather feedback from diverse employees, use external reviews, track progress over time, and evaluate the impact of bias training.*
- Secure long-term funding mechanisms for migrant artists.
- Ensure funding applications and opportunities remain accessible, including multilingual resources.
- Create a language-inclusive work environment where non-native speakers feel supported in both their career growth and language-learning journey.
- Offer ongoing **cultural awareness workshops** once or twice a year to enhance cross-cultural communication, ensuring continuous learning and engagement.

- Regularly update multilingual materials to maintain accessibility.
- Establish permanent advisory groups representing migrant artists.
- Provide continuous DEI training for all staff, recognizing that some may need additional sessions over time based on their roles and progress in implementation and impact measurement.
- Ensure diverse hiring practices with transparent guidelines.
- Embed **cultural competency** in recruitment training permanently.
- Integrate DEI principles into core organizational values.
- Maintain continuous monitoring and improvement of DEI efforts. To ensure the effectiveness of your Diversity, Equity, and Inclusion (DEI) initiatives, it's crucial to implement a structured and ongoing monitoring process. Regular assessments allow for timely identification of areas needing improvement and help maintain accountability.
- Foster collaboration and knowledge-sharing with other cultural organizations.
- We have not implemented any of these yet.
- Other

Feedback

After completing the checklist, we would love to hear your thoughts. Your feedback will help us improve this resource and ensure it remains relevant and actionable for cultural leaders.

5

Which country do you currently reside in?

Your response will be used for statistical purposes only and will remain confidential.

*

- Finland
- Denmark
- France
- Other

6

How helpful was this checklist in assessing and improving DEI in your organization?

(Optional: Please explain your rating.) *

- Very helpful
- Somewhat helpful
- Neither helpful nor unhelpful
- Somewhat unhelpful
- Very unhelpful
- Other

7

Were there any points that were unclear or difficult to implement? *(Select all that apply.)* *

Implement inclusive hiring practices

Establish mentorship programs

Recognize international degrees

Implement bias training

Collect diversity data

Other

8

Are there specific areas of DEI that you think should be added to the checklist? *

Enter your answer

9

What challenges do you anticipate in implementing these actions? *(Select all that apply.)* *

Lack of funding

Resistance to change

Lack of training resources

Difficulty in tracking progress

Other

10

What additional support or resources would help your organization advance DEI efforts? *

Enter your answer

11

Can you share any successful DEI initiatives your organization has already implemented? *

Enter your answer

DEI Resource Library

The final training model developed by AAA will include a guide and a checklist. Once completed, it will be published on <https://www.aaa-pathways.eu/> - stay tuned!

Until it's ready, here is the **DEI Resource Library** with direct links with helpful articles and resources:

1. Diversity in Workplaces

- **European Commission: Diversity and Inclusion Initiatives**
https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-and-inclusion-initiatives_en
- **European Diversity Month**
https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-and-inclusion-initiatives/european-diversity-month_en
- **Guide to Inclusive Hiring Practices** – Culture Ally
<https://www.cultureally.com/blog/essential-dei-resources-for-every-workplace?rg=Essential%20DEI%20Resources%20for%20Every%20Workplace>
- **Implicit Bias Training Resources** – Nonprofit Learning Lab
<https://www.nonprofitlearninglab.org/dei>
- **Case Studies: Successful DEI Initiatives in Cultural Organizations** – Advisory Board for the Arts
<https://www.advisoryboardarts.com/dei-resource-list>

2. Accessibility

- **European Accessibility Act**
<https://ec.europa.eu/social/main.jsp?catId=1202>
- **Inclusion Europe**
<https://www.inclusion-europe.eu/>
- **Best Practices for Creating Accessible Events and Venues** – TREC
<https://www.trec.org/guides/diversity-equity-inclusion-culture/>
- **Language Access: Translation and Interpretation Services** – American Association of Tissue Banks
<https://www.aatb.org/dei-resources>
- **Inclusive Communication Guidelines** – Nonprofit Learning Lab
<https://www.nonprofitlearninglab.org/dei>

3. Integration & Support for Migrant Artists

- **Culture of Solidarity Fund**
<https://culturalfoundation.eu/open-calls/culture-of-solidarity-fund/>
- **Navigating Foreign Credential Recognition** – Triangle ArtWorks
<https://www.triangleartworks.org/directories/equity-resources-for-arts-nonprofits>
- **Funding and Grant Opportunities for Migrant Artists** – Western Museums Association
<https://westmuse.org/deai-resources>
- **European Network of Cultural Centres (ENCC)**
<https://www.encc.eu/>

4. Leadership & Policy Development

- **How to Develop a DEI Strategy with Measurable Outcomes** – TREC
<https://www.trec.org/guides/diversity-equity-inclusion-culture/>
- **Policy Templates for Anti-Discrimination and Safer Spaces** – American Association of Tissue Banks
<https://www.aatb.org/dei-resources>
- **Data Collection Methods for Tracking Diversity Metrics** – POD Network
<https://podnetwork.org/resources/diversity-equity-and-inclusion/>
- **European Commission: Diversity and Inclusion**
https://commission.europa.eu/about/service-standards-and-principles/modernising-european-commission/diversity-and-inclusion_en
- **Science Europe: Practical Guide to Supporting Diversity in Research Environments**
<https://scienceeurope.org/our-priorities/equality-diversity-inclusion/>

5. Community Engagement & Partnerships

- **Building Collaborative Relationships with Cultural Organizations** – Western Museums Association
<https://westmuse.org/deai-resources>
- **Strategies for Inclusive Audience Outreach** – Nonprofit Learning Lab
<https://www.nonprofitlearninglab.org/dei>
- **Hosting Equitable and Representative Public Events** – Advisory Board for the Arts
<https://www.advisoryboardarts.com/dei-resource-list>
- **European Union National Institutes for Culture (EUNIC)**
<https://www.eunicglobal.eu/>
- **European Capitals of Inclusion and Diversity Award**
https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/combating-discrimination/tackling-discrimination/diversity-and-inclusion-initiatives/european-capitals-inclusion-and-diversity-award_en

This **DEI Resource Library** offers cultural leaders practical tools and research-backed strategies to advance diversity, equity, and inclusion in their organizations. From inclusive hiring practices to accessibility guidelines and leadership development, these resources provide actionable steps to foster meaningful change.

We encourage you to explore these materials and share your experiences to contribute to a growing body of collective learning and collaboration.

Thank You!

Thank you for your participation!

We sincerely appreciate the time and effort you took to complete the questionnaire. Your responses are incredibly valuable and will contribute to Towards Systemic Change: Diversity Training Module for Cultural Leaders. If you have any additional comments or questions, please feel free to reach out at info@globearthpoint.fi

The Upcoming Events:

#StopHatredNow Festival 2025

The session will feature a group testing of the module followed by a reflective discussion, creating an interactive space for participants to share insights and deepen their understanding.

Date: 12 May, 2025

Time: 14:00 - 15:00

Place: Hakaniemenranta 6, 00530 Helsinki

Registration: https://docs.google.com/forms/d/e/1FAIpQLSflhQnT8wHqrciq_g5QoMf4yTWypXVETix1B6RgS3V4-cBQoQ/viewform

Save the Date - Launch of a New Training Module for Cultural Leaders

Date: 23 May 2025

Time onsite: 9:00-11:00 EEST

Time online: 9:30-10:30 EEST // 8:30-9:30 CEST

Location: Botta Events, The Topelius Cabinet (Museokatu 10, Helsinki)

Accessibility: Botta Events

Remote Participation: Available via Teams

RSVP by 30.4. : <https://forms.office.com/e/3KCSyQ3G0u>

Thanks again for your input!

Practical Checklist

Essentials (Foundational Actions)

For organizations starting out—clear, simple actions that address key DEI challenges.

✓ *Check the areas your organization is currently addressing.*

Leadership & Commitment

- Ensure leadership commitment to diversity and inclusion.
- Designate a specific anti-harassment person in your organization.
- Promote success stories to inspire broader inclusion.
- Foster an organization-wide DEI culture, ensuring all staff engage with cultural competency.

Language & Accessibility

- Translate event invitations, policies, and key materials into multiple languages.
- Use inclusive language in job postings, grant calls, and communications.
- Create a language-inclusive work environment where non-native speakers feel supported in both their career growth and language-learning journey.
- Collect feedback from artists and staff on language challenges and address barriers.

Inclusive Hiring & Fair Evaluation

- Recognize international degrees and work experience as equal to local credentials.
- Implement bias training for hiring committees and ensure fair evaluation of international credentials.
- Feature migrant artists in exhibitions, public projects, and media campaigns.
- Promote job postings in diverse networks to reach migrant artists.
- Offer resources on how foreign qualifications are assessed.
- Ensure diverse hiring practices with transparent guidelines.

Workplace Culture & Safety

- Introduce safer space guidelines to create an inclusive work environment.
- Encourage open dialogue about discrimination to foster awareness and trust.
- Conduct an initial assessment of workplace discrimination and DEI challenges.
- Develop clear guidelines for addressing cultural misunderstandings.

Data, Feedback & Inclusion Support

- Begin collecting diversity and inclusion data using anonymous surveys.
- Establish mentorship programs and workshops on job market navigation, grants, and professional development.
- Organize networking events to help migrant artists build connections.
- Ensure equal access to grants, studio spaces, and residencies.
- Develop partnerships with local cultural organizations to expand access for migrant artists.

Advanced (Systemic Actions)

For organizations ready to embed DEI more deeply into structures and strategy.

✓ Check the areas your organization is currently addressing.

Leadership & Commitment

- Develop a formal DEI strategy with clear goals, accountability, and tracking mechanisms.
- Create pathways for diverse candidates to move into leadership roles.
- Integrate DEI principles into core organizational values.

Language & Accessibility

- Regularly update multilingual materials to maintain accessibility.
- Ensure funding applications and opportunities remain accessible, including multilingual resources.

Inclusive Hiring & Fair Evaluation

- Implement inclusive hiring practices with transparent selection criteria and active outreach to migrant artists.
- Implement policies preventing bias against foreign qualifications in hiring and funding decisions.
- Establish clear criteria for assessing foreign qualifications and provide accessible resources.
- Develop formal guidelines for evaluating foreign education and experience.
- Collaborate with educational institutions to support credential validation.
- Regularly assess and improve bias reduction efforts in hiring and promotions.
- Embed cultural competency in recruitment training permanently.

Training & Awareness

- Implement cultural awareness training for leadership and staff.
- Implement cultural competency training for leadership and staff.
- Introduce cultural competency in recruitment, language and communication courses, and diversity/inclusion seminars.
- Offer ongoing cultural awareness workshops once or twice a year to enhance cross-cultural communication.
- Provide continuous DEI learning opportunities through tailored workshops, shared resources, and role-specific training.

Organizational Accountability

- Define key performance indicators (KPIs) for measuring diversity progress.
- Use demographic data, feedback mechanisms, and structured evaluations to assess progress.
- Develop long-term systems to track and adjust DEI strategies based on collected data.
- Establish regular reporting on inclusion efforts.
- Establish benchmarks and annual reviews for tracking improvements.
- Maintain continuous monitoring and improvement of DEI efforts.

- Foster collaboration and knowledge-sharing with other cultural organizations.
- Establish permanent advisory groups representing migrant artists.
- Secure long-term funding mechanisms for migrant artists.



Access, Advocacy And Active Inclusion – Pathways to Increasing Diversity in the Arts and Culture Field (AAA)

AAA is an Erasmus+ project lead by **IMMART** in partnership with **Globe Art Point** in Finland and **Fresh Arts Coalition Europe** in France.

The project is dedicated to empowering the European arts and culture community to reshape their approach toward artists with migration backgrounds and cultural workers.

Learn More:

<https://www.aaa-pathways.eu/>