

Annex 2

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.



Co-funded by
the European Union

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.
- ☐

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
- ☐

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
- ☐

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?rq=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@globeartpoint.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_q5QoMf4yTWypXVETix1B6RgS3V4-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!