ACCESS ADVOCACY & ACTIVE INCLUSION

Pathways to Increasing Diversity in the Arts and Culture Field

AAA DIVERSITY TRAINING MODULE BLUEPRINT

FOR ARTS AND CULTURE ORGANISATIONS

Specifically designed to support arts and cultural professionals in building a more diverse, equitable and inclusive sector

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AAA Diversity Training Module Blueprint

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1. Introduction

Access, Advocacy, and Active Inclusion – Pathways to Increasing Diversity in the Arts and Culture Field (AAA) aims at empowering the European arts and culture sector to better respond to the challenges that artists and cultural workers with migration backgrounds face in the societies they are living in.

The AAA Diversity Training Module Blueprint for Arts and Culture Organisations is a practical and reflective guide designed to support arts and culture professionals in building a more equitable and inclusive sector. For tips and advice on strategies for implementing actionable steps, refer to the AAA Guide to Active Inclusion.

Why do we need diversity training modules?

The AAA Diversity Training Module Blueprint was created in response to growing awareness across Europe that diversity must be more than a surface-level ambition; it must be an organisational commitment. While many cultural leaders recognize the importance of inclusion, translating intention into action remains a challenge.

Artists and cultural professionals with migration backgrounds continue to face barriers in accessing opportunities, resources, and recognition. This blueprint provides a foundation for organisations to address those barriers and provides actionable tools for dismantling them. The blueprint is

formulated as a comprehensive checklist, designed to help organisations 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 journey towards active inclusion and 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 Study Visits conducted by AAA partners in Helsinki, Paris and Copenhagen, surveys, evaluation and state of the art research, this module offers more than recommendations—it offers a roadmap to develop and implement a culture of accessibility, advocacy and active inclusion in the arts and culture ecosystem. Whether an organisation is starting from scratch or building on existing work, this is an invitation to explore, adapt, and shape long-term change.

Developed in collaboration with cultural professionals from Finland, France, and Denmark, this training module blueprint is the product of the partnership addresses the call for capacity building within the European arts and culture sector.

Methodology

The AAA partners, Globe Art Point, FACE – Fresh Arts Coalition Europe and IMMART, conducted Study Visits in Denmark, France and Finland in 2023 and 2024. The talks, focus group sessions and debates with a total of 30 institutions from civil society, local government and ministries, to galleries,

art hubs and cultural institutions allowed the partners to get first-hand insights into the current challenges and opportunities facing artists with migration backgrounds. In February 2025, Globe Art Point who led this part of the project, constructed a survey that was to provide further input on institutional challenges and priorities in the broader field of diversity, equity and inclusion within the arts and culture field. A second survey was constructed in April 2025 which aimed to test the first draft of the checklist with leaders from Finland, Denmark, and France. Considering the low response rate to the surveys (the survey was shared with 25 organisations, eight of whom responded), the blueprint was redesigned into a practical checklist that addresses essential and advanced actions to be taken.

Participant profile

The AAA Diversity Training Module Blueprint is designed for funders, cultural leaders, decision-makers, and stakeholders 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 blueprint aims to equip key stakeholders with the tools to foster inclusive environments, challenge systemic barriers, and create equitable opportunities for artists with migration backgrounds. Through reflection, practical guidance, and strategic action, participants will be empowered to implement meaningful change within their organisations and in the wider arts and culture ecosystem.

Format and structure

The checklist is designed as a practical, self-guided tool that cultural leaders in organisations of all sizes and structures can adapt and use at their own pace. It serves as both a reflection guide and an action-oriented resource, offering flexibility while promoting meaningful, ongoing progress. As a living resource, it is intended to evolve alongside organisations' journey towards active inclusion.

The checklist is divided into two parts:

- **Essentials (Foundational Actions):** These are clear, manageable steps that will help organization address the most immediate and common barriers to inclusion.

- **Advanced (Systemic Actions):** These actions require a higher level of planning, coordination, and long-term commitment. Each category is organized thematically to allow organisations to focus on specific areas relevant to their current needs or priorities.

This dual structure allows users to start with foundational actions and build toward more systemic change over time.

No formal training is required. The checklist supports leaders in reflecting, acting, and adapting strategies to suit their specific organisational realities and goals. Organisations are encouraged to begin where they are, take achievable steps, and revisit the checklist regularly as their capacity and context evolve.

2. AAA Diversity Training Module Blueprint Checklist

How to use the checklist

By following the flexible format outlined below, cultural leaders can take clear, measurable steps toward building inclusive environments, regardless of their starting point. This is a living resource, designed to evolve at pace with your organisation.

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

1. PRIORITIZE
Focus on realistic, high-impact actions based on your leadership

2. SELF ASSESS
Reflect on current practices, track progress, and identify gaps.

3. TAKE ACTION
Apply strategies at the individual, team, or organizational level.

4. MONITOR AND IMPROVE
Regularly evaluate your impact and refine your efforts.

Essentials (Foundational Actions)

First steps for organisations starting to work with active inclusion.

1. Check the areas your organisation is currently addressing.
2. Develop action plans for the areas your organisation is not addressing.
3. Revisit and update the checklist at regular intervals, tracking progress and identifying new priorities.

LEADERSHIP AND COMMITMENT

- ☐ Ensure leadership commitment to diversity and inclusion.
- ☐ Promote success stories to inspire broader inclusion.
- ☐ Foster an organisationwide culture of inclusion, ensuring all staff engage with intercultural competency.

LANGUAGE AND 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 (for instance, language training).
- ☐ Collect feedback from artists and staff on language challenges and address barriers.

INCLUSIVE HIRING AND FAIR EVALUATION

- ☐ Offer resources on how foreign qualifications are assessed to ensure fair evaluation of international credentials, recognizing international degrees, portfolio, and work experience as equal to local credentials, and

- ☐ Implement bias training for hiring committees and provide transparent guidelines to ensure unbiased hiring practices.

- ☐ Feature artists with migration backgrounds in exhibitions, public projects, and media campaigns.

- ☐ Promote job postings in diverse networks to reach artists with migration backgrounds.

WORKPLACE CULTURE AND 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.

- ☐ Ensure access to remedy through an effective grievance mechanism.

DATA, FEEDBACK AND 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 artists with migration backgrounds build connections.

- ☐ Ensure equal access to grants, studio spaces, and residencies.

- ☐ Develop partnerships with local cultural organisations to expand access and active inclusion of artists with migration backgrounds.

Advanced (Systemic Actions)

Greater steps for organisations already working with active inclusion that are ready to embed strategies more deeply into structures.

1. Check the areas your organisation is currently addressing.
2. Develop action plans for the areas your organisation is not addressing.
3. Revisit and update the checklist at regular intervals, tracking progress and identifying new priorities.

LEADERSHIP AND COMMITMENT

- ☐ Develop a formal strategy for active inclusion with clear goals, accountability, and tracking mechanisms (this may be part of a broader DEI strategy or human rights impact assessment).
- ☐ Integrate these strategies into core organisational values.
- ☐ Create pathways for candidates with protected characteristics to move into leadership roles.

LANGUAGE AND ACCESSIBILITY

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

INCLUSIVE HIRING AND FAIR EVALUATION

- ☐ Implement inclusive hiring practices with transparent selection criteria and active outreach to artists with migration backgrounds.
- ☐ Implement policies preventing bias against foreign qualifications in hiring and funding decisions.
- ☐ Establish clear criteria and develop formal guidelines for assessing foreign qualifications 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 AND AWARENESS

- ☐ Implement regular cultural awareness training for leadership and staff to enhance cross-cultural communication.
- ☐ Introduce cultural competency in recruitment, language and communication courses, and diversity/inclusion seminars.
- ☐ Implement cultural competency training for leadership and staff.
- ☐ Provide continuous learning opportunities through tailored workshops, shared resources, and role-specific training.

ORGANISATIONAL 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 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 organisations.

Evaluation and Follow-Up

To ensure lasting impact and drive a deeper shift in organisational culture from symbolic gestures to active inclusion, evaluation and follow-up must be embedded in training programmes from the start. By making space for reflection, adapting strategies, and holding themselves accountable, cultural leaders and stakeholders can ensure their efforts to improve active inclusion and better access to opportunities are sustained, evolving, and impactful.

Participants in your training programme should be encouraged to use the checklist as part of a structured, ongoing evaluation cycle rather than as a one-off tool. Institutions should revisit their progress on a regular basis (annually) using demographic data, anonymous surveys, and structured feedback loops to track meaningful change.

Effective evaluation should include both qualitative and quantitative data. Key performance indicators (KPIs), such as changes in hiring practices, that result in a more diverse workforce, higher retention of artists and cultural workers with migration backgrounds, and participation in mentorship programs offer measurable insights (quantitative data). Staff reflections and community feedback help capture lived experiences (qualitative data).

Peer review mechanisms and engagement in cross-sector learning networks are encouraged. These collaborations can help identify blank spots, benchmark progress, and share best practices. By making evaluation routine and responsive, institutions can refine their DEI strategies based on evidence, not assumption.

3. Acknowledgements

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4. About the Erasmus+ Project, AAA

AAA - Access, Advocacy, and Active Inclusion. Pathways to Increasing Diversity in the Arts and Culture Field (AAA) is an Erasmus Plus project dedicated to empowering the European arts and culture communities to reshape their approach toward artists and cultural workers with migratory backgrounds by elevating inclusive practices, equality and non-discrimination in organisational transformation.

The term migration background is used to acknowledge artists and cultural workers who are subject to exclusion due to their cultural or linguistic heritage (e.g., parents from abroad, have spent many years outside of the country, are adopted from another country, or may be recognized as a person of colour) as well as those who have moved to the country for abroad.

AAA promotes cultural diversity across the field of arts and culture and strives to co-develop a creative sector that genuinely reflects Europe's cultural richness. The goals of the project are to research and advance the conditions necessary for *all* artists to engage in all aspects of the creative industries, including management and leadership, artistic/cultural production and content creation, as well as audience engagement.

As well as the present guide to active inclusion, the project will yield two digital blueprints: one for a transnational training module and one for a mentorship program, both specifically designed to address the situation of artists and cultural workers with migration backgrounds.