INCLUSION

Annotated bibliography

IMPRINT

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SHIFT
CULTURE

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READING SUGGESTIONS:
We recommend that you download the guide and open it using a pdf reader. You can then click on the web links and consult the resources. Alternatively, you can also copy and paste with a right click the web links of the resources that interest you in your browser's URL field. As this guide is quite long, we advise you not to print it, especially since all resources are web-based.

LEADER ON „INCLUSION"
& EDITOR AND RESEARCH COORDINATOR
OF ANNOTATED BIBLIOGRAPHY:
European Choral Association - Europa Cantat
℅ Haus der Kultur
Weberstr. 59a
53113 Bonn – Germany
sophie.dowden@europeanchoralassociation.org
www.europeanchoralassociation.org
AUTHORS:
Sophie Dowden, Jessica Henrich

SHIFT PROJECT COORDINATOR:
European Music Council
www.emc-imc.org

TOOLS PRODUCED FOR SHIFT
FULLY AVAILABLE ONLINE:
www.shift-culture.eu

ANNOTATED BIBLIOGRAPHY FULLY AVAILABLE
ON THE CULTURAL KNOWLEDGE BASE:
www.artsmetric.com/project-resources/shift

DESIGN:
Linus Rudolph
www.linusfolio.de

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EUROPEAN CHORAL ASSOCIATION

European Music Council
A Regional Group of the International Music Council

International Music Council

FACE

IETM
International network for contemporary performing arts

ON THE MOVE

TRANS EUROPE HALLES

ELIA

emcy

THIS IS SHIFT

The 17 Sustainable Development Goals (SDGs) were adopted by all UN Member States in 2015 and are the "to-do list" for the entire world until 2030. The aims of these SDGs "are to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere". Although culture and arts have not been integrated as an explicit goal, we believe that the cultural and creative sectors have a key role in shaping the transition to more environmentally, socially and economically sustainable societies without leaving anyone behind. Culture and arts are fundamental and transversal in their capacity to support behavioural changes and mobilise collective engagement. As we still demand culture and arts to be integrated in the international agenda post 2030, its role can already be integrated by promoting knowledge to citizens as well as being a tool of the successful implementation of all the 17 SDGs and its targets.

The project SHIFT - Shared Initiatives For Training, co-funded as "Strategic Partnership" by the Erasmus+ Programme of the European Union - was initiated by 9 cultural networks:
- European Choral Association – Europa Cantat - ECA-EC
- ELIA - globally connected European network for higher arts education
- European Music Council - EMC
- European Union of Music Competitions for Youth - EMCY
- FACE
- International network for contemporary performing arts - IETM
- International Music Council - IMC
- On the move - OTM
- Trans Europe Halles - TEH

These networks recognised the need to join forces to work on the global agenda of the 17 UN Sustainable Development Goals and its leaders wished to improve their capacity for giving guidance to their teams, organisations and members. It was asked how to tackle the global challenges recognised in the SDGs such as climate change, gender equality and inclusion of minorities.

Although these challenges are not new and have been part of the work of the SHIFT partners for a long time, it was agreed by the participating organisations that these topics were not yet taken from a leadership point of view. Three SDGs have been selected as starting point to activate change and increase the cultural sectors' awareness on the sustainable goals:

- SDG 5: Gender Equality
- SDG 10: Reduced Inequalities
- SDG 13: Climate Action

Even though the partners have decided to focus on three SDGs, there is a clear connection between these SDGs. Working on achieving one goal will have a positive impact on others such as good health and well-being (3), decent work and economic growth (8), sustainable cities and communities (11), life below water and on land (14 and 15)...

At the same time, the partners are aware that there might be conflicting recommendations to achieve the different goals. To give a very simple but vivid example: One graphic style might be particularly eco-friendly because it would use a very small amount of ink and be produced with less energy, but the same style might not be barrier-free and might be difficult to read for people with visual impairments. All the recommendations therefore have to be contextualised and used with high sensitivity.

The overarching work on cultural leadership has enabled the partners to develop and discover various ways of leading and supporting change to achieve these goals. It was crucial to give tools to leaders to be able to weigh out values and find a path making sense for their organisation, at the time of taking the decision while being aware of different other paths possible.

The partners are happy to share with you the researched and developed material on the four themes of SHIFT: cultural leadership, environmental sustainability, gender and power-relations and inclusion. **Enjoy!**

This publication is part of the inclusion package.

Creating a more inclusive society lies in guaranteeing the right to access all aspects of society and the autonomy of decision-making for all - irrespective of age, sex, sexual orientation, disability, race, ethnicity, origin, religion, or economic or other status. It touches on all aspects of a diverse society: communication, accessibility, governance, leadership, and so on.

Diversity in leadership is key to bringing in different ways of working, thinking and being as a result of different experiences, characteristics, backgrounds, and ways of viewing the world. More diverse representation now can encourage a greater diversity of leaders in the future, breaking down conscious and unconscious assumptions about 'what a leader looks like'.

The SHIFT project addresses inclusion as defined in the targets of UN SDG 10 for reduced inequalities, notably:

10.2 By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies, and practices and promoting appropriate legislation, policies, and action in this regard

The partners aim to contribute to meeting these targets with the guidance put together and developed for SHIFT through an annotated bibliography and handbook.

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4 Making Communications More Inclusive

INCLUSION

The SHIFT Inclusion Annotated Bibliography is designed to support cultural networks and organisations of all kinds in navigating and engaging with the topic of diversity, equity, inclusion, and belonging. It comprises a selection of 101 resources, including toolkits, checklists, tests, articles, reports and guides. These assist the reader in understanding the different elements that combine to make an organisation more inclusive, as well as providing concrete advice on how to put advice into action.

The bibliography is divided into five sections. The first, Diversity, Equity, Inclusion and Belonging - Your Organisation and Society, aims to set the scene, including general resources and key concepts. It addresses what it means to have an inclusive organisational culture and how to lead inclusively.

The second chapter focuses on inclusive governance and aims to support the reader in developing a Diversity, Equity, Inclusion, and Belonging (DEI&B) statement, strategy, or plan, as well as in carrying out evaluation and data collection. It centres on the need for considered, written policy in all areas, including communications strategies, boards, recruitment, internships and volunteering, employment and partner and supplier diversity. It furthermore offers guidance on inclusive meetings and inclusion training, as well as on the issue of inclusion and membership.

The third chapter tackles inclusive action, namely the external actions taken by cultural networks and organisations, including advocacy and projects. The projects section includes a variety of examples of projects aiming to foster inclusion within the cultural sector and society.

The final two chapters, Making Communications More Inclusive and Holding Inclusive Events, contain a range of resources giving concrete actions that can be taken to improve the inclusivity and accessibility of communications and events respectively.

While not claiming to be exhaustive, the bibliography strives to be a useful starting point for organisations in any field, in any country and in terms of any marginalised group. Many resources selected are therefore general (dealing with no specific marginalised group) or are made up of a selection of different specific resources (dealing with particular marginalised groups).

We encourage the reader to engage with this work with a flexible mind, identifying what is transferable to their own situation, even if their specific case is not explicitly mentioned. The reader should find here a framework that empowers them to know what it is they are looking for, and to seek out further resources for themselves.

This publication has been created by the European Choral Association - Europa Cantat and the SHIFT partner networks as output for the inclusion strand of the SHIFT project (Shared Initiatives for Training), which focuses on the United Nations' Sustainable Development Goal 10: Reduced Inequalities. SHIFT looks at how cultural networks, organisations, and professionals can embed inclusion into practices and collaborations.

The bibliography includes resources available in multiple languages: Arabic, Catalan, Chinese, Dutch, English, Estonian, Finnish, French, German, Norwegian, Polish, Russian, Spanish, Swedish and Turkish. Languages included relied on the knowledge of the researchers and are therefore not equally represented throughout, with the majority of resources available in English.
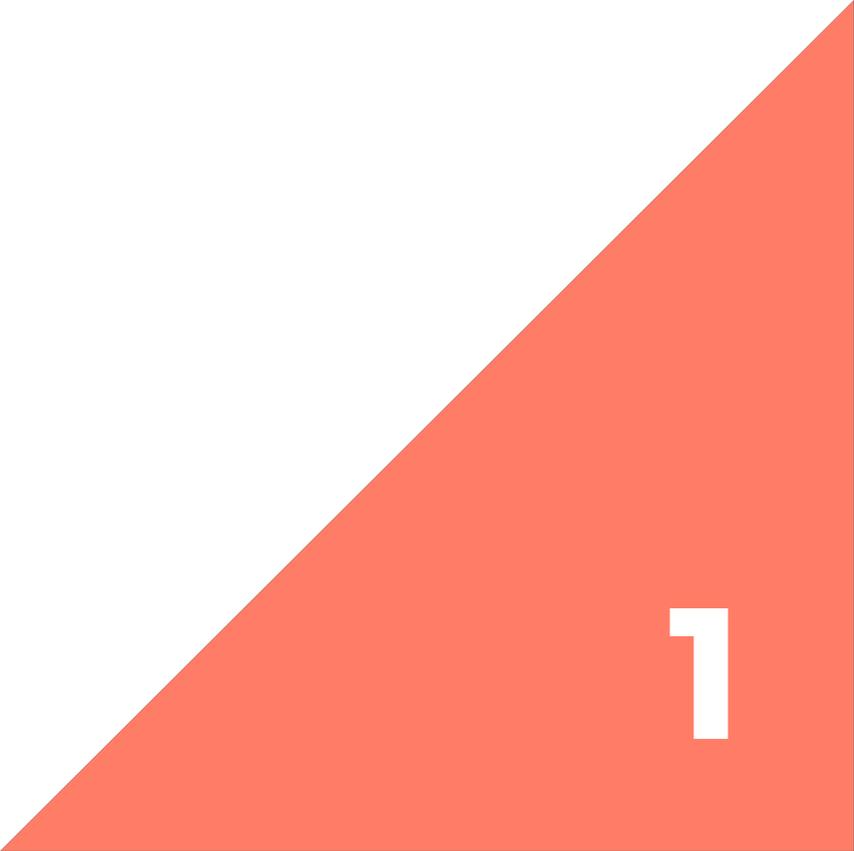
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DIVERSITY, EQUITY, INCLUSION, AND BELONGING – KEY CONCEPTS AND CULTURE

GENERAL RESOURCES

The Missing Pillar (2020)

Author(s): British Council
Type of resource: Report
Language: English
Keywords: Sustainable Development Goals, Reduced Inequalities, Context
Web link here ➜

This report highlights the links between culture and sustainable development. It explains why culture is important in the context of the sustainable development goals (SDGs) and identifies ways in which arts and cultural programmes and initiatives can (and do) contribute to the SDGs, as well as providing key themes and recommendations. SDG 10: Reduced inequalities can be found on page 28, including background on the SDG, an explanation of culture's role in relation to it, an example of best practice and the connection with other related SDGs.

Diversity in the Nonprofit and Voluntary Sector (2015)

Author(s): Weisinger, J., Borges-Mendez. R. & Milofsky, C.
Type of resource: Article
Language: English
Keywords: Diversity Models, Context, Intersectionality, Multiplexity
Web link here ➜

This essay reviews the literature on diversity and diversity management. It emphasises the importance of a values-based approach to diversity, in which diversity would be incorporated continually into all activities of nonprofit organisations. It gives a brief history of the progression in how diversity and inclusion are understood and discusses the challenges when defining 'diversity', 'diversity management', and 'representation'. It considers three diversity paradigms that seem to be persistent over time, namely the 'discrimination-and-fairness' perspective, the 'access-and-legitimacy' perspective, and the 'integration and learning' perspective.

It highlights the contextually-embedded nature of diversity issues, whether referring to situational, organisational community or national context, because these contexts, especially where historically-situated, impact organisational diversity, inclusion, and pluralism processes. Furthermore, it underscores the importance of understanding people's intersectionality, as this recognises the whole person, beyond one or two categorical concepts. Lastly, it addresses 'multiplexity', that is, the multi-stranded nature of networks of relationships, meaning that individuals or groups have several different types of relationships across different settings. These themes help us engage with a more complex and more accurate understanding of identity and diversity.

Diversity, Inclusion, Belonging and Equity (DIB&E) Toolkit

Author(s): Harvard Human Resources Center for Workplace Development
Type of resource: Toolkit
Language: English
Keywords: Belonging, Strategy, Workplace Culture, Leadership
Web link here ➜

This Diversity, Inclusion, Belonging and Equity (DIB&E) Toolkit gives a clear overview of the major points to take into consideration when implementing DIB&E in your organisational environment. It will help you understand and use common definitions and language of DIB&E, to ensure your actions are well-informed. It addresses the role of the leader in advancing DIB&E, provides guidance on developing and monitoring the impact of DIB&E practices and helps you to determine strategies and actions to nurture sustained individual and organisational growth. There is also targeted guidance to support you in leading and managing DIB&E work in times of crises, such as Covid-19.

Resource Book on Disability Inclusion (2017)

Author(s): Light for the World
Type of resource: Resource Book
Language: English
Keywords: Disability Inclusivity, Context, Inclusive Workplace, Training Resources
Web link here ➜

This resource book on disability-inclusive practices comprises four parts. Firstly, it addresses fundamental principles of disability-inclusivity. Secondly, in a series of 'how tos', it focuses on practical strategies to check how inclusive your organisation is and to develop an inclusive workplace. Thirdly, it provides a curated resource listing for you to consult for further guidance. Finally, the 'Trainer-facilitator's Guide' offers guidance on how to use the materials in the resource book for workshops and training events.

KEY CONCEPTS

The Contexts of Social Inclusion (2015)

Author(s): Department of Economic & Social Affairs
Type of resource: Report
Language: English
Keywords: Context, Complexity, History
Web link here ➡

Social exclusion and inclusion are context-dependent concepts in at least three senses. Firstly, social exclusion and inclusion are dependent on the ideal of an inclusive society which varies by country and by region. Furthermore, they are dependent on the region-specific history, culture, institutions, and social structures. Lastly, depending on where one lives access to resources and opportunities vary. This paper considers the national contextual effects on social inclusion concerning economic, social, and political dimensions. It aims to clarify and simplify 'context-dependent' understandings and manifestations of social inclusion.

IGLYO Intersectionality Toolkit (2014)

Author(s): International LGBTQ Youth and Student Organisation
Type of resource: Toolkit
Language: English
Keywords: Intersectionality, Identities, Tools, Training Resources, Checklists
Web link here ➡

This is a practical guide for both individual activists and organisations to learn more about intersectionality and its principles. It provides a selection of activities to explore practice around inclusiveness. Firstly, this practical guide focuses on different areas of identities separately such as gender, socio-economic status, (dis)abilities, racial and ethnic identities, and further identities to examine how specific identities affect people in different ways. The second part focuses on adopting an intersectional approach by providing practical tools on how to make an organisation intersectional. Also, some practical tools are provided for evaluating the status quo of an organisation concerning intersectionality with checklists, organisational-reflection tasks, and further action planning.

WORKPLACE CULTURE CHANGE

Operationalising Your Organisation's Values

Author(s): Brown, B.
Type of resource: Toolkit
Language: English
Keywords: Values, Implementation, Inclusive Culture
Web link here ➤

Values are only worthwhile if they are put into action. The resources you will find on this page explore what it means to have a 'courageous culture' that connects its values to specific behaviours so that expectations and rewards within an organisation are made clear. The website offers downloadable tools and resources to support teams in achieving this. For example, it offers a step-by-step process for groups and teams and a reference list of behaviours that will support you in creating an inclusive culture in your organisation.

Harvard Implicit Bias Test

Author(s): Project Implicit
Type of resource: Online Test
Language: English
Keywords: Implicit Bias, Awareness
Web link here ➤

This website offers you the chance to identify your implicit biases - biases you are not conscious of holding - through a range of tests taking into account different characteristics and backgrounds, such as skin tone, race, age, disability, sexuality, and gender. By better understanding our own attitudes and beliefs and any biases that we may hold, we can act with awareness to challenge and counteract them.

Seeds Model of Bias

Author(s): U.S. Department of Health & Human Services
Type of resource: Article
Language: English
Keywords: Understanding Bias, Managing Bias, Model
Web link here ➡

The SEEDS Model serves as a guide to understand and manage our biases. In order to break these biases, one has to accept them firstly and label the different types of biases. The SEEDS Model proposes a breakdown of five categories of biases, including similarity, expedience, experience, distance, and safety. It suggests strategies on how to mitigate these biases. This model explains the intrinsic nature of biases from a neurological perspective and is useful on an individual basis as well as for members of an organisation.

Encouraging a Growth Mindset (2019)

Author(s): Derler, A.
Type of resource: Article
Language: English
Keywords: Growth Mindset, Inclusive Culture, Model
Web link here ➡

This article explores the concept of the 'Organisation Growth Mindset' and demonstrates the benefits of growth mindset cultures in organisations. A growth mindset is defined as 'the belief that skills and abilities can be improved and that the development of skills and abilities is the goal of the work you do' in contrast to a fixed mindset that causes a person to perceive new situations as a threat, leading to distress and anxiety, an inability to listen and learn, and make rational decisions. Fostering a growth mindset in an organisational context empowers people to be more adaptable, able to recover from mistakes and failures, and begin again. This enhances psychological safety, inclusion, and belonging within a team and is particularly critical for helping through a reorientation of strategy, culture, purpose, and mission.

Why an Abundance Mindset will Make your Organizational Culture More Collaborative (2020)

Author(s): Balaji, V.
Type of resource: Article
Language: English
Keywords: Abundance Mindset, Scarcity Mindset, Inclusive Culture, Model
Web link here ➡

This article calls for the adoption of an abundance mindset above a scarcity mindset. Adopting an abundance mindset asks that we see people and employees as co-collaborators and creators by encouraging us to see differences in sociocultural identities, perspectives, and opinions as valuable and necessary, instead of withdrawing into a scarcity mindset, perceiving them as obstacles or threats to a team's collaboration. Developing an abundance mindset in your workplace enhances collaboration across differences, promotes authenticity and vulnerability, empowers employees to be innovative and raise their voices, helps create inclusive and equitable cultures, and reframes failures as opportunities

David Rock's SCARF Model

Author(s): Mind Tools Content
Type of resource: Article
Language: English
Keywords: Communication, Collaboration, Inclusive Culture, Giving Feedback, Model
Web link here ➡

The SCARF Model comprises five key domains (Status, Certainty, Autonomy, Relatedness, and Fairness) that influence our behaviours in social situations. The model is based on neuroscience research that has established that these five social domains activate the same threat and reward responses in our brain that we rely on for physical survival. Using the SCARF model in relation to your own workplace can help you create an open, honest, and secure culture, where even difficult issues can be addressed safely. It is particularly useful if you need to collaborate with or coach others, or when you need to provide training and feedback.

Dealing with Resistance to Diversity & Inclusion (2019)

This resource offers eight ways on how to deal with resistance to diversity and inclusion measures within an organisation. These include using a broad, inclusive definition of diversity; listening to employees of all groups and hearing their concerns, issues, and needs; including white males in all aspects of the initiative; making programmes and development opportunities open to employees of all groups; using values that appeal to all; making processes fair and transparent; keeping the focus on the organisation's success and the individual's effectiveness; and making the resistor an ally, not an enemy.

INCLUSIVE LEADERSHIP

Six Signature Traits of Inclusive Leadership (2016)

Author(s): Dillon, B. & Bourke, J.
Type of resource: Report
Language: English
Keywords: Inclusive Leadership, Inclusive Culture, Recommendations
Web link here ➡

This report defines six traits of inclusive leadership in the evolving complexity of the modern environment, namely commitment, courage, cognisance of bias, curiosity, cultural intelligence, and collaboration. These signature traits of an inclusive leader have important implications for how organisations select and develop leaders, which are addressed by way of a series of recommendations on possible actions to help organisations develop inclusive leadership capabilities and build a culture of inclusion.

Building Inclusion: An Evidence-based Model of Inclusive Leadership (2015)

Author(s): O'Leary, J., Russell, G. & Tilly, J.
Type of resource: Report
Language: English
Keywords: Inclusive Culture, Inclusive Leadership, Recommendations
Web link here ➡

This report by Diversity Council Australia (DCA) discusses the advantages gained from operating in an inclusive manner and why inclusive leadership matters. It further defines inclusive leadership and presents five mindsets of the inclusive leader, namely that they should be identity-aware, relational, open and curious, flexible and agile, and growth-focused. Furthermore, the report shares practical ways of developing inclusive leadership capabilities.
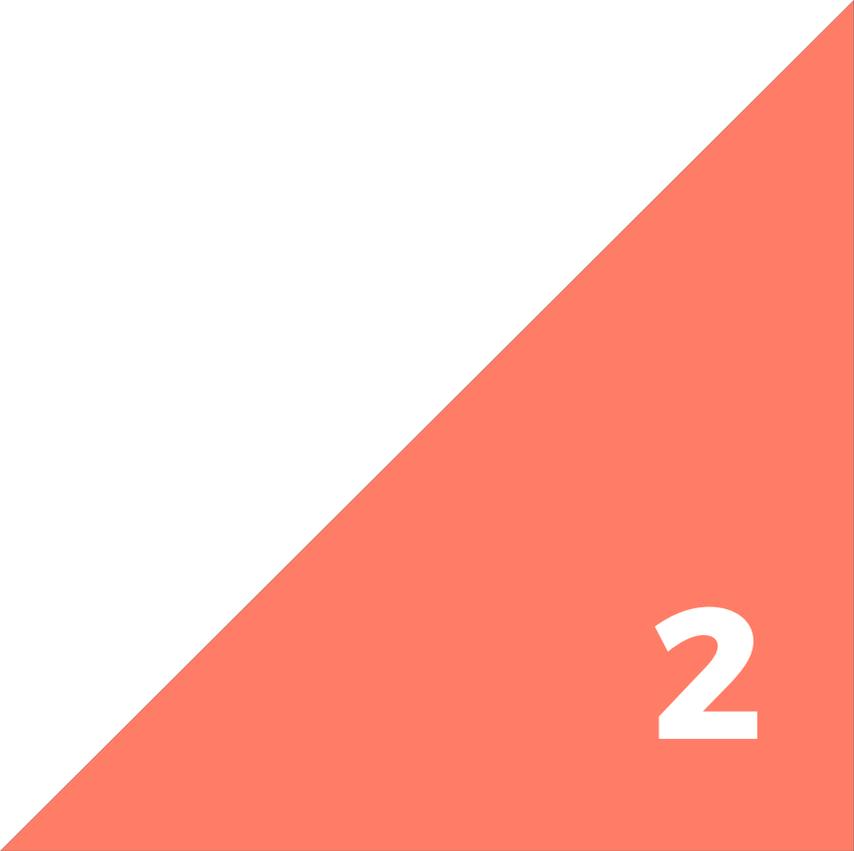
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INCLUSIVE GOVERNANCE

GENERAL RESOURCES

Culture Change Toolkit

Author(s): Arts Council England
Type of resource: Toolkit
Language: English
Keywords: Diverse Workforce, Recruitment, Implementation
Web link here ➡

This toolkit provides best practices on key issues of diversity for cultural organisations, offering guidance for your journey towards a more diverse workforce and leadership. It contains case studies and best practice examples from the arts and culture sector and beyond, with guidance on how to recruit and support diverse talent in an organisation, and how to capture and use diversity data. It provides 6 downloadable guides on:

- How to find and grow diverse talent
- How to recruit diverse talent
- How to support diverse talent
- How to develop diverse leadership
- How to create diverse boards
- How to collect and use diversity data

2019 Nonprofit Diversity Practices (2019)

Author(s): NonprofitHR
Type of resource: Report
Language: English
Keywords: Diversity Practices, Diversity Data
Web link here ➡

This report documents the results from a survey conducted in 2019 on diversity practices in not-for-profit organisations and evaluates the main findings. The report challenges the common perception of diversity success in the not-for-profit sector, and presents benchmarking data for decision-makers to incorporate into their future diversity objectives. The result of multiple discussions with diversity experts on current practices and opportunities, the report aims to provide data for the sector that has not been available in the past. It also partnered with diversity champions from nonprofit and for-profit organisations to gain further insights and tactics to move on from the status quo in the sector.

Disability Inclusive Development Toolkit (2017)

Author(s): Christian Blind Mission
Type of resource: Toolkit
Language: English
Keywords: Models of Disability, Inclusive Management, Inclusive Workplace
Web link here ➡

This toolkit is designed as a resource that can be used in a variety of ways, including to support strategic planning, project development, staff inductions, team meetings, refresher days, and training workshops. It can also be used as a tool for personal reflection and self-study. The toolkit is presented in four main chapters:

- Chapter one sets the context, looking at definitions, and models of disability, language, societal challenges, and fundamental values
- Chapter two includes inclusive management and recruitment practices and guidance on managing change processes

- Chapter three refocuses the discussion on narratives around disability and taking a human rights approach, as well as concrete guidance on implementing disability-inclusive programmes
- Chapter four considers education and training, including facilitation and design, as well as questioning whether training is always the answer.

Each chapter also includes links to other resources for further relevant information.

Beyond Diversity: An LGBT Best Practice Guide for Employers (2017)

Author(s): Great Place to Work® and Pride at Work Canada
Type of resource: Guide
Language: English
Keywords: LGBT, Inclusive Workplace, Practices
Web link here ➡

This guide is a practical tool to help organisations of all structures and sizes to develop more LGBT inclusive workplaces. A 2014 study of Canadian workplaces found that almost 30% of LGBT-identified respondents felt that they experienced discrimination in the workplace, with 4.1% of LGBT respondents reporting some type of daily discrimination. For trans-identified people, even accessing gainful employment is challenging. This guide lays out 12 actions you can take to enhance the inclusivity of your workplace for LGBT people, from policies to training, from leadership to data collection. At the end of the guide, you will find further considerations on, for example, supplier diversity and intersectionality.

Employment Resources

Author(s): European Network Against Racism
Type of resource: Website
Language: English
Keywords: Discrimination, Inclusive Workplace, Race, Intersectionality
Web link here ➲

A rich collection of resources relating to improving the employment of people of different races can be found on the European Network Against Racism website. It brings together many toolkits on diverse and intersectional aspects of the experience of people of colour in the workplace, such as women of colour, race and mental health at work.

Furthermore, it links to the Equal@work Platform, which creates an innovative and safe multi-stakeholder space to discuss common issues of concern and create new alliances to increase the employment rate of ethnic minorities and migrants in Europe.

A Guide for Employers and Businesses (2017)

Author(s): TGEU - Trans-Inclusive Workplaces
Type of resource: Toolkit
Language: English
Keywords: Discrimination, Inclusive Workplace, Trans
Web link here ➲

This guide offers advice for employers on how best to support trans employees in the workplace. It covers what makes a trans-friendly workplace, how to support a trans person at work and how to word questionnaires to ask if

someone is trans. It also provides a basic guide to what it means to be trans and the importance of providing support to trans employees.

Empowering Women at Work: Company Policies and Practices for Gender Equality (2020)

Author(s): International Labour Office
Type of resource: Guide
Language: English
Keywords: Women, Inclusive Workplace, Policies, Management
Web link here ➡

This guide provides an overview of the guiding frameworks for organisational policies to promote women's economic empowerment and gender equality at work. It has five major focuses: achievement of equal pay for work of equal value; prevention and elimination of violence and harassment; creating a harmonious work-life balance for both women and men; equal representation of women in business and management roles; and investment in a future of work that works for women. The guide provides thirty eight illustrative practices with the aim of presenting a range of measures organisations can take – from more modest to more ambitious – to inspire organisations of varying sizes, sectors, and financial situations to identify ways in which they might be able to contribute to gender equality, in both the short and medium term, based on their unique circumstances.

DEI&B STATEMENTS, STRATEGIES, AND PLANS

How to Develop a Strategic Diversity, Equity and Inclusion Plan

Author(s): ISC2
Type of resource: Toolkit
Language: English
Keywords: Strategy, Inclusion Plan, Monitoring, Evaluation
Web link here ➲

The ISC2 toolkit gives a clear and concise overview of how the process of developing a strategy on diversity, equity and inclusion should be carried out. It is divided into three progressive phases: 1) Preparation, 2) Writing the Plan and 3) Implementation and Tracking.

Each of these are broken down further into key considerations to take into account when approaching each phase of the process. This toolkit will assist you in ensuring that the strategic process of your organisation is credible, resilient and flexible.

Inclusion Health Checker Tool

Author(s): CIPD
Type of resource: Tool
Language: English
Keywords: Workplace Inclusion, Assessment
Web link here ➲

This inclusion health checker tool is a simple but solid place to begin your assessment of your organisation's current situation in relation to issues of workplace and operational inclusion. Based on seven questions, it provides

tailored recommendations to the issues that you identify, outlining the actions you can take to improve the inclusivity of your organisation.

The Diversity, Equity and Inclusion (DEI) Spectrum Tool

Author(s): Meyer Memorial Trust
Type of resource: Tool
Language: English
Keywords: Diversity, Progress, Assessment
Web link here ➡

The tool helps assess where an organisation is on its Diversity, Equity and Inclusion (DEI) journey and to identify potential areas for future work. The scale focuses on five points along the DEI continuum – 'Not Yet Started', 'Ready to Start', 'Launched', 'Well on the Way', and 'Exemplary/Leading'.

It helps to track the progress at different points along the DEI continuum for twelve different dimensions of DEI work, including DEI vision, diversity, commitment, data, leadership, community, policies, decisions, infrastructure, accountability, training, and inclusion.

Building Inclusive Workplaces: Assessing the Evidence (2019)

Author(s): CIPD
Type of resource: Report
Language: English
Keywords: Inclusive workplace, Workplace equality, Strategy, Assessment
Web link here ➡

This research report assesses the evidence on inclusion: What does inclusion look like in practice, and how can people and the organisation be more inclusive? Despite progress on diversity, organisations are falling short of tackling the systemic challenges around workplace equality, personal bias, and exclusionary culture. Whilst diversity and inclusion often go hand in hand, inclusion is fundamentally about individual experience and allowing everyone at work to contribute and feel a part of an organisation. This report will help you refocus your strategy on what can make a real difference in your workplace.

What Works: Evidence-Based Ideas to Increase Diversity, Equity, and Inclusion in the Workplace

Author(s): Center for Employment Equity
Type of resource: Report
Language: English
Keywords: Increasing Diversity, Reducing Bias, Workplace Culture, Strategy
Web link here ➡

This report provides concrete, research-based evidence about strategies that are effective for reducing discrimination and bias and increasing diversity within organisations. It comprises insights on key organisational policies and practices, evaluating their effectiveness for promoting diversity and inclusion.

Among others, the report includes contributions on collecting metrics and data and structuring discrimination and harassment complaint systems. Use this guide to build your diversity, equity, inclusion, and belonging strategy on a solid foundation of evidence.

Equality, Diversity and Inclusion Policy Template

Author(s): ACAS
Type of resource: Templates
Language: English
Keywords: Inclusion Policy, Employers, Development
Web link here ➡

This equality, diversity and inclusion policy template for employers can serve as a starting point for the development of your own policy. Focusing on aims, purpose, and commitments, the template clearly outlines many of the workplace considerations that should be taken into account in such a policy, including harassment and discrimination, rights to training and professional development, recruitment processes and monitoring, and assessment.

Inclusion Grows Toolkit on Disability Mainstreaming for the German Development Cooperation (2016)

Author(s): Seminar für Ländliche Entwicklung
Type of resource: Toolkit
Language: English
Keywords: Disability Mainstreaming, Equal Participation, Assessment, Development
Web link here ➔

This toolkit will help you to ensure equal participation of persons with disabilities in your organisation and activities. Part I gives background through definitions and concepts, with a section on approaching disability in transnational and intercultural settings. Part II comprises a tool to assess and evaluate the inclusion of persons with disabilities in your organisation and addresses six common reasons why persons with disabilities are excluded and arguments to tackle these. This is an essential resource for the mainstreaming of disability throughout your organisation's operations.

COMMUNICATIONS STRATEGIES

The Back-of-the-Envelope Guide to Communications Strategy (2017)

Author(s): Christiano, A. & Neimand, A.
Type of resource: Article
Language: English
Keywords: Communications Strategy, Context, Development
Web link here ➡

This is a four-question framework rooted in social science that can help organisations craft an effective strategy that drives real social change. This communication strategy is flexible and accessible to everyone in the team to become more strategic. It offers examples of possible answers and set goals. The questions included are:

1. What is your organisation trying to make true that isn't true now?
2. Who has to do something they're not doing now (or stop doing something) for you to achieve that goal?
3. What would they believe that would motivate them to take action?
4. How will you get that message in front of them?

Why You Need an Inclusive Communications Strategy

Author(s): CDS
Type of resource: Report
Language: English
Keywords: Communications Strategy, Inclusive Outreach, Framework
Web link here ➡

An inclusive communications strategy is invaluable in communicating your vision to others. This insight report (particularly from p.33 onwards) lays out a framework for you to follow that will help you tailor the right strategy for your organisation and your target audience. From auditing your existing outputs, digging into data, performing user research around specific needs and barriers to implementing an ongoing testing process on techniques, outputs, and channels, this report gives evidence-based advice that will guide you in producing communications that are accessible and available to all customers, stakeholders, and users.

Designing a Diversity and Inclusion (D&I) Communications Strategy (2019)

Author(s): Interact Software
Type of resource: Article
Language: English
Keywords: Communications Strategy, Inclusive Workplace, Process, Context
Web link here ➡

This article briefly discusses the value of diversity and what elements need to be considered when evolving a diversity and inclusion communications strategy to create an inclusive workplace. It offers insights on ten elements that are crucial to the process:

1. Commitment and Leadership
2. Define what diversity means to you – and the 'WHY'
3. Transparency
4. Set out standards for inclusive language in all comms
5. Promote policies and initiatives
6. Ensure diversity and inclusion are embedded in recruitment and onboarding communications
7. Check the non-verbal comms
8. Consider how comms can be relatable and authentic
9. Engage with external events and groups
10. Practice what you preach

DIVERSITY AND THE BOARD

Why Nonprofit Board Diversity Matters: A Q&A Guide (2020)

Author(s): Boardable
Type of resource: Guide
Language: English
Keywords: Board Diversity, Inclusive Organisation, Leadership, Context
Web link here ➡

This Q&A guide poses fundamental questions on what board diversity means, why it matters, what challenges nonprofits face and what solutions could look like. Starting from a definition of board diversity as including a range of ethnic, religious, economic, educational, gender, age, and professional perspectives, the guide argues that the most diverse nonprofit boards are the strongest and emphasises the importance of learning best practices for diversity and inclusion on the board of directors. A diversity of experiences and backgrounds on the board provides the foundation for a more inclusive organisation.

Equality, Diversity and Inclusion

Author(s): Charity Governance Code
Type of resource: Policy
Language: English
Keywords: Board Practice, Governance
Web link here ➡

Developed with the help of over 200 charities, individuals, and related organisations, the Charity Governance Code aims to provide a practical tool to help boards develop high standards of governance. Principle six of the Code concerns equality, diversity, and inclusion throughout an organisation and in its board practice. It recommends that boards consider their own practice, including diversity of backgrounds and perspectives, bias in recruitment, inclusion of communities served in decision-making, accessibility, inclusive meeting environments, and engagement with staff. The content of this principle will help boards establish a clear, agreed, and effective approach to supporting equality, diversity, and inclusion.

Questions to Guide a Board Discussion on Diversity (2019)

These questions are intended to support nonprofit organisations that initiate discussion on diversity within the board. With the aim of creating an effective and well-rounded board and improving governance practice, these questions direct attention to gaps in skills, experience, and background. This in turn helps board members to consider when they need assistance on key decisions and when they should plan with wider groups who may be able to offer more insight. This also allows the board to take a systematic, targeted approach to recruitment of new board members, where they feel these gaps are significant. Use this resource to enhance the effectiveness of your board's decision making.

RECRUITMENT

The Complete Guide to Building an Inclusive Recruitment Process (2020)

Author(s): JazzHR
Type of resource: Guide
Language: English
Keywords: Inclusive Recruitment, Recruitment Process, Checklists
Web link here ➡

This guide helps to put inclusivity at the core of hiring processes. It briefly outlines the benefits of an inclusive recruitment process and gives tips on crafting inclusive job descriptions. Furthermore, it emphasises the importance of advertising for the positions by using advertising efforts that reach a wider audience. It also offers guidance on effective screening and interview processes that encourage objectivity and enable inclusive interviewing. Lastly, it provides a compact inclusive recruitment process checklist.

Diversity and Inclusion, Why Are We Still Talking About It? (2020)

Author(s): Creative Careers
Type of resource: Guide
Language: English
Keywords: Recruitment Practices, Employment, Workforce Development
Web link here ➡

This guide offers guidance on best recruitment practices for creative leaders. It encourages organisations to think about their current approach and whether recruitment processes could be improved. It provides input on different training and employment routes into the workplace (e.g., apprenticeship, volunteers, etc.) and understanding the difference between each. Furthermore, it offers insights on broadening the approach for recruitment processes to reach a wider pool of talent. Lastly, it introduces a workforce development policy that can help to follow best practice approaches to recruitment.

Barriers to Diversity in Film – A Research Review (2007)

Author(s): Bhavnani, R.
Type of resource: Report
Language: English
Keywords: Barriers, Employment, Underrepresented Groups in Film, Context
Web link here ➡

This report discusses barriers to employment within workplace cultures and structures. It emphasises understanding the experiences of underrepresented groups (people with disabilities, minority ethnic individuals, women, etc.). It goes on to offer advice on how to overcome these barriers to progress through the sector. Barriers mentioned include recruitment, freelancing, later entry into the sector, job insecurity and confidence levels, working hours, careers advice and training, and qualifications.

INTERNSHIPS AND VOLUNTEERING

Inclusive Internship Programs: A How-to Guide For Employers (2019)

Author(s): Office of Disability Employment Policy
Type of resource: Guide
Language: English
Keywords: Inclusive Internship Programmes, Implementation
Web link here ➜

This guide is for employers to learn more about the benefits associated with facilitating inclusive internship programmes and the components to consider when designing, implementing, and evaluating these programmes.

The recommendations are adaptable to meet the goals of a specific programme. It also details how managing accommodations for interns with disabilities increases their overall productivity and benefits both parties.

Time Well Spent: A National Survey on the Volunteering Experience (2019)

Author(s): NVCO
Type of resource: Report
Language: English
Keywords: Inclusive Volunteering, Internship, Context
Web link here ➜

The Time Well Spent report is the result of a UK national survey on the volunteering experience carried out through a panel of 10,000+ respondents. The survey includes data on recent volunteers, but also lapsed volunteers and non-volunteers. The survey's aims were to gain a rounder view of the different ways people get involved, look at how volunteering fits into people's lives and the impact it has on them, understand people's experiences across the volunteer journey, consider what a quality volunteer experience looks like, and explore how to better engage potential volunteers. Use this report to develop your offering of inclusive volunteering and internship opportunities and experiences.

What Does the Future Hold for Virtual Internships? (2020)

Author(s): Institute of Student Employers
Type of resource: Article
Language: English
Keywords: Virtual Internships, Pandemic, Context
Web link here ➡

This article offers perspectives on the future of virtual internships based on experiences during the Covid-19 pandemic from students and employers. While some challenges arise in a virtual environment, alternative activities are often possible, and there are also many benefits. Students reported that virtual internships felt more inclusive and the environment less cliquey. One HR manager reports that 'a virtual platform allows us to offer more spaces and in terms of diversity and inclusion - we know that some people financially can't afford to relocate to London for a few weeks'. With hybrid possibilities opening up, this article may help you reconsider your approach to internships.

EMPLOYMENT: STAFF SUPPORT AND DEVELOPMENT

Culture Change Toolkit

Author(s): Arts Council England
Type of resource: Toolkit
Language: English
Keywords: Recruitment, Diverse Workplace, Diverse Leadership, Diversity Data
Web link here ➡

The Culture Change toolkit contains case studies and best practice examples from the arts and culture sector and beyond, with guidance on how to recruit and support diverse talent in an organisation, as well as how to capture and use diversity data. Turn to section four 'How to support diverse talent' for an overview of how to create a workplace where people feel valued and encouraged to develop and thrive. Section five 'How to develop diverse leadership' will help you consider diversity in terms of strategic decision-making responsibility. It is focused on a proportionate approach to consider the size of your organisation and/or collaborating with other organisations which share your goals.

How to Build a Successful Mentor Relationship (2020)

Author(s): Together Platform
Type of resource: Article
Language: English
Keywords: Mentoring, Mentor Relationship, Context
Web link here ➡

Mentoring is a critical component of developing diverse talent and relies on a strong connection between mentor and mentee. This article guides you in becoming a better mentor or in facilitating mentoring relationships for your staff, interns, and volunteers. It recommends setting SMART goals (specific, measurable, attainable, realistic, and time-sensitive), creating an agenda, staying in touch, and showing appreciation as some of the best ways to build successful mentor relationships.

How to Communicate Actionable Feedback (2019)

Author(s): How to Communicate Actionable Feedback
Type of resource: Article
Language: English
Keywords: Communication, Performance, Feedback, Context
Web link here ➡

Fewer than half of employees know if they're performing well, leaving them trying to improve with no direction. One element of this is timing - feedback should be given regularly. Another element is feedback delivery skills. This article suggests using a Nonviolent Communication (NVC) approach to make difficult conversations easier, by mentioning specific actions, describing feelings and effects, defining needs, and making requests. Also useful for managers and team members is the linked TED Talk on vulnerable honesty.

HR Policies | Fact sheets (2021)

Author(s): CIPD
Type of resource: Fact sheets
Language: English
Keywords: HR Policies, Development, Implementation
Web link here ➡

This is an overview of the purpose and benefits of Human Resources policies, and how they can be implemented and communicated effectively throughout an organisation. This fact sheet looks at how organisations can benefit from introducing HR policies, the people responsible for developing policies in different-sized organisations, and the types of policies which should be introduced. It also provides guidance on implementing HR policies, from auditing to benchmarking, consultation, and drafting of new policies, to ongoing review. Finally, the fact sheet offers advice on writing and communicating policies to different sectors of the workforce.

Templates for Employers

Author(s): ACAS
Type of resource: Templates
Language: English
Keywords: Employers, Management
Web link here ➡

This webpage offers free templates to help you manage and support your employees, including letters, forms, policies, and HR documents. For example, it contains templates for job offer letters, job descriptions, written terms of employment, appraisal forms, flexible working policies, and more. Download and adapt these resources for your own workplace.

Can Remote Work Really Improve Workplace Diversity? (2020)

Author(s): Canty, C.
Type of resource: Article
Language: English
Keywords: Remote Work, Diverse Workplace, Context
Web link here ➡

This article discusses how the potential remote work has to cut down on biases and dramatically expand on talent pools. It argues that remote work creates the opportunity to build strong thought diversity across levels, functions, and teams. It enables bringing in candidates with diverse perspectives, in different locations, and coming from diverse backgrounds. These diverse perspectives are important across not only working teams or management, but in key roles that impact company practices (for example, human resources, finance). Lastly, building these types of teams and integrating diversity across key roles are factors in the positive impact on organisational performance.

INCLUSIVE MEETINGS

To Build an Inclusive Culture, Start with Inclusive Meetings (2019)

Author(s): Heath, K. & Wensil, B.F.
Type of resource: Article
Language: English
Keywords: Inclusive Culture, Inclusive Meeting, Guide, Checklist
Web link here ➡

This article discusses how to build an inclusive culture within an organisation. It further emphasises that 'meeting matters' and that meetings are the prime venue to build a fully inclusive culture. Therefore, organisations need to create meeting cultures where diverse contributors have equal impact. Leaders should focus on three key areas: creating psychological safety before the meeting, managing conduct during the meeting, and committing to inclusion within the work culture. This article offers insights on why inclusive meetings matter and what to consider when holding inclusive meetings. Lastly, it provides a practical checklist for leading inclusive meetings.

Inclusive Scientific Meetings - Where to Start (2019)

Author(s): Pendergrass, A. et al
Type of resource: Guide
Language: English
Keywords: Inclusive Meetings, Recommendations, Principles, Context
Web link here ➡

This guide presents concrete recommendations for how to incorporate inclusion and equity practices in scientific meetings, which are also valid for the cultural sector, and can be applied to meetings, workshops, and events. It lays out general principles to take into account in order to foster awareness and facilitate more equitable participation. These include awareness of implicit bias; remembering that whoever talks has the power; recognising that participation is not only about who is in the space, but also about how they're doing in the space; designing for universal access; and more. It goes on to develop specific advice for planning the meeting, during the meeting, and assessing the meeting.

Accessible Online Meetings

This checklist on making online meetings accessible for people with disabilities covers a range of topics, providing implementable steps to follow and further resources to consult. Using this resource, you can confidently prepare for an accessible online meeting, moderate it, and follow-up afterwards. For step-by-step guidance on implementing accessible features, follow the links at the end.

INCLUSION TRAINING

Diversity Toolkit: A Guide to Discussing Identity, Power and Privilege (2020)

Author(s): MSW@USC
Type of resource: Toolkit
Language: English
Keywords: Identity, Privilege, Awareness Activity
Web link here ➡

This diversity toolkit provides training to provide context about the politics of identity and the dynamics of power and privilege and helps build greater self-awareness. It also helps participants to confront socialised and entrenched notions of privilege, identity, and social justice. It offers different activities that are applicable in small and large groups. The activities provided are:

1. Activity One: Introduction Identity
2. Activity Two: Understanding Privilege and Systems of Power
3. Activity Three: Gender and Sexuality
4. Activity Four: Race and Ethnicity
5. Activity Five: Intersectional Identity and Privilege
6. Activity Six: Recap and Closing Activity

Breaking the Prejudice Habit | Group Activities

Author(s): Pendergrass, A. et al
Type of resource: Website
Language: English and Spanish
Keywords: Group Activities, Overcoming Prejudices, Awareness Activity
Web link here ➡

This website offers useful group activities such as cross-cultural social attitudes activities, cultural awareness activity, and gender stereotypes activities. The activities can be used in diversity training sessions. The activities are designed to help participants identify prejudices they and others might have, to teach people about various types of prejudices, and to facilitate discussion on overcoming prejudice.

Training Material & Self-Study Guide

Author(s): Conflict Resolution Network
Type of resource: Guide and Training Materials
Language: English
Keywords: Conflict Resolution, Management, Training
Web link here ➜

This website offers a range of free training material and self-study guides on conflict resolution. It offers a resource on 'Gender Linked Values and Conflict' which helps wherever a clash of values is present – and especially when that clash is between more masculine vs. more feminine relating styles. It offers concrete guidance on conflict resolution and better management of the issue.

Bystander Intervention Training

Author(s): Hollaback!
Type of resource: Website
Language: English
Keywords: Anti-Harassment, Training, Bystander Intervention
Web link here ➜

This website provides anti-harassment training experiences for businesses, organisations, schools, and colleges. It offers methodologies in the areas of bystander intervention, conflict de-escalation, harassment prevention, and resilience. The bystander intervention training focuses on different areas such as 'Bystander Intervention in the Workplace'. It further offers training on 'Conflict De-Escalation in the Workplace'. It presents ways to become an effective bystander and how best to intervene when witnessing harassment.

The Gamified Workshop Toolkit: Values of Solidarity (2020)

Author(s): Reshape
Type of resource: Toolkit
Language: English
Keywords: Collaborative Communication, Values, Game
Web link here ➡

This toolkit is a tool to promote collaborative communication and attitudes relating to the solidarity paradigm. Its purpose is to give participants a chance to express what values (e.g., Courage, Teamwork, Safety) are important to them in their collaboration, to understand how others think and what is important for them to work and communicate together. It is designed to be played in a group setting. This toolkit uses gamification to highlight these situations, and to develop negotiation practices with shared understanding and consensus on how to work together.

How To Improve Emotional Intelligence Through Training (2021)

Author(s): Chowdhury, M.R.!
Type of resource: Website
Language: English
Keywords: Emotional Intelligence, Leadership, Training
Web link here ➡

This webpage brings together an array of resources on emotional intelligence training, including exercises that you can carry out with your team or board. The training aims at helping participants communicate effectively with their colleagues, motivating them to perform as a group and encouraging the development of team spirit within the organisation. It addresses the importance of being emotionally aware and mindful at work, especially for leaders.

INCLUSION AND YOUR NETWORK

IDEA: Inclusion, Diversity, Equality and Accessibility (2020)

Author(s): IETM
Type of resource: Report
Language: English
Keywords: Performing Arts, Inclusion, Ideas, Context
Web link here ➡

In 2018, amidst a rapidly changing world and the increasing awareness of their members, IETM worked on a strategy to advance Inclusion, Diversity, Equality and Accessibility (IDEA) within their network and promote those values in the performing arts at large. The strategy addresses both how IETM aims to work within the network itself and how it brings attention to the topic within the global performing arts community. Recognising that in the sector people of different backgrounds are still underrepresented, not given access and are even the subject of discrimination, this publication sheds some light on different IETM events and publications that brought attention to the topic, and gives voice to six IETM members who each describe their stance on inclusion and give us ideas to think about on where the network should be heading in the coming years.

See also Rewiring the Network (for the twenties), for the continuation of the work of IETM members, taking advantage of the start of a new decade to take part in a year-long journey to collectively envision a transition into a more sustainable future for the network and for the performing arts.

Enhancing Diversity and Inclusion in Membership Associations (2021)

Author(s): ASAE Foundation
Type of resource: Report
Language: English
Keywords: Increasing Diversity, Enhancing Inclusion, Findings, Context
Web link here ➡

This white paper presents the findings of a research project based on a focus group with staff leaders in 29 membership associations to learn about efforts in their organisations to increase diversity and enhance inclusion. Recognising that each association operates in a unique context, the paper identifies common themes and lessons from association leaders' perceptions of their experiences that can inform general practice. This includes the fact that without a long-term view, scarce organisational resources can reduce the practice of commitment to diversity and inclusion; that increasing diversity may rely on reducing resistance to change; and that even with a diversity champion, powerful individuals and groups can make or break a diversity and inclusion initiative through their control over decisions about resources and association direction.

Creability: Creative and Artistic Tools for Inclusive Cultural Work (2020)

Author(s): Almpanis, A. et al
Type of resource: Toolkit
Language: English
Keywords: Inclusive Activity, Accessible Activities
Web link here ➲

This handbook provides a toolkit to help interested artists, multipliers in youth work, social work, and services for disabled people, teachers, and other educators plan and conduct creative and artistic activities for different target groups. The project looked at the following key question throughout: How can we reshape tasks, exercises, and methods from the performing arts to make them practically accessible and applicable to all human beings? It offers materials to help plan and conduct an inclusive activity for groups, and with many transferable and adaptable ideas, can serve as a valuable resource for associations to share with members that operate in this field.

Arts & Equity Toolkit

Author(s): Neighbourhood Arts Network
Type of resource: Toolkit
Language: English
Keywords: Inclusive Community, Equity
Web link here ➲

The toolkit aims to provide a means of support to those who are working to build more inclusive and equitable communities and to act as a starting point for future dialogue about equity in the field. The toolkit includes three primary components: a reflective section that examines issues and provides a set of principles for working towards community arts equity; examples of equity in practice that zoom in on the work of a variety of local practitioners concerning six priority issues; and a set of practical resources connected to each of the six priority issues. It offers helpful worksheets and additional tools to help further reduce barriers and engage communities through the arts. Use this toolkit to support your members in developing inclusive practice in their communities.

PARTNER AND SUPPLIER DIVERSITY

How to Source Diverse Suppliers (2020)

Author(s): CIPD
Type of resource: Guide
Language: English
Keywords: Supplier Diversity, Sourcing
Web link here ➜

This guide offers practical tips on how to source diverse suppliers for your organisation, with examples of race and gender diversity that can be broadly applied to any protected characteristic, such as age, sexual orientation, disability, etc. Working from a definition of a diverse supplier as one that is majority owned (51% or more) by those from a protected characteristic such as gender, race, disability, or sexual orientation, this guide outlines the benefits of a diverse supply chain as well as steps to increase the diversity of suppliers your organisation uses, no matter on what scale.

EVALUATION AND DATA COLLECTION

Building Inclusive Workplaces (2019)

Author(s): CIPD
Type of resource: Report
Language: English
Keywords: Inclusive Practices, Assessment, Measuring Inclusion, Context
Web link here ➡

This report explores the scientific evidence on inclusion and inclusive practices and provides guidance for leaders to measure and improve inclusion in the workplace. Chapter five 'Assessing Inclusion' explores how inclusion can be assessed from individual and organisational perspectives, with both providing insightful data. It also highlights different types of measurement that have been developed in scientific literature. It reiterates that because of the multi-level nature of inclusion at work, comprehensively measuring inclusion in the workplace also needs to consider multiple aspects of the work environment.

How to Collect and Use Diversity Data (2017)

Author(s): Arts Council England
Type of resource: Guide
Language: English
Keywords: Diversity Data, Recommendations
Web link here ➡

This guide discusses how to improve the collection and use of diversity data, which barriers to overcome, and the opportunities that arise. For example, monitoring can ensure that every employee has the same access to training, promotion, and other opportunities and the information can be compared with other groups of people within the organisation, in the broader community, or against national labour market statistics. If it is available to you, you may also consider applying these recommendations in relation to your network. Lastly, it also sets out how to use and collect equality information by giving answers to five essential questions:

1. Why do I need to collect diversity information?
2. How much information do I need to collect?
3. When do I use the information?
4. What do I do if people are not comfortable sharing the information?
5. How do I know if I should be concerned with the results?

Evaluate

Author(s): Racial Equity Tools
Type of resource: Toolkit
Language: English
Keywords: Racial Equity, Assessment, Evaluation
Web link here ➡

This 'Evaluate' section of the Racial Equity Tools site is designed to help groups assess, learn from, and document their racial equity work, with special attention to issues of power and privilege in the work, and in evaluation. It offers guidance on evaluation terms and provides listed glossaries. It provides resources for helping groups prepare for an evaluation, defining the work, and designing an evaluation plan. It also offers tools, tips, and examples about data, including potential sources for the kinds of data helpful in assessing racial equity work, methods for securing quality data, and some of the challenges of using existing databases. Lastly, it provides resources on ways of analysing evaluation information and sharing the findings.

3

INCLUSIVE ACTION

POLICY AND ADVOCACY

Racial Equity Tools

Author(s): Racial Equity Tools
Type of resource: Website
Language: English
Keywords: Racial Equity, Racial Justice
Web link here ➡

Racial Equity Tools supports everyone working to achieve racial equity. It offers tools, research, tips, curricula, and ideas for people who want to increase their understanding and to help those working for racial justice at every level – in systems, organisations, communities, and the culture at large. The resources are divided into four categories: Fundamentals, Plan, Act, and Evaluate. The Act section offers resources on strategies and advocacy. It provides concrete and informed measures to achieve racial equity at every level.

Disabled Artists in the Mainstream: A New Cultural Agenda for Europe (2019)

Author(s): Europe Beyond Access
Type of resource: Report
Language: English, French, Polish
Keywords: Accessibility, Disabled People, Policy, Context
Web link here ➡

This report outlines how access to the arts for disabled people as artists, audiences, and arts professionals needs to be at the heart of EU cultural policy and initiatives. It was developed by the European Arts & Disability Cluster, which represents a group of EU arts and disability projects that have gathered to shape policy and cultural change. Intending to raise awareness of the barriers that disabled artists and audiences continue to face when accessing Europe's cultural institutions, the report gives clear and justified recommendations for policy change, calling on policymakers and funders to substantially reduce the cultural exclusion of disabled people.

Innovation Diversity: New Approaches of Cultural Encounter in Europe (2017)

Author(s): Mitter, S. & Reuter, L.
Type of resource: Guide
Language: English, German
Keywords: Equal Access, Inclusive Art, Inclusive Performing Arts, Manual
Web link here ➜

Developed in the context of the Un-Label project, this manual challenges you to address the barriers preventing disabled people from achieving fully equal access to the arts as audiences and as artists. It is an invaluable resource for cultural projects as well as for advocacy. The manual frames the context and aims of Un-label, including its political dimension in section one. By presenting ten best practice portraits in section two, it offers an insight into the varied work of European cultural professionals and encourages the development of activities with an inclusive context. In its third section, on implementing inclusive art, it sets out different challenges that artists with disability face, and categorises five fields of action for classifying cultural participation criteria (artistic programming, contextual access, architectural access, work opportunities, and communication). The booklet also provides checklists for practical planning and realisation of inclusive art programmes as well as a list of professional companies and cultural organisations working in the field of inclusive performing arts.

Gender Equality Policy in the Arts, Culture and Media Comparative Perspectives (2009)

Author(s): Anheier, H.
Type of resource: Report
Language: English
Keywords: Gender Equality, Europe, Study
Web link here ➜

This study presents a comparative view of the situation of women in the fields of the arts, culture, and the media in six European countries. Based on a previous analysis of identified critical issues in the German context, this study allows for a comparison of experiences and policies across countries and provides input for potential future action in five areas: advancement to leadership positions, access and opportunities, pay and pension, reconciliation of work and family life and monitoring tools, and evaluation schemes.

Resources

Author(s): ILGA Europe
Type of resource: Website
Language: English
Keywords: LGBTI, Advocacy, Europe
Web link here ➡

The main focuses of ILGA-Europe's work are advocacy for human rights and equality for LGBTI people at the European level and strengthening the LGBTI movement in Europe and Central Asia. The resources listed here include a wealth of information for advocacy, including the ILGA-Europe Annual Review of the Human Rights Situation of Lesbian, Gay, Bisexual, Trans, and Intersex People; editions of Rainbow Digest - a monthly electronic newsletter on LGBTI law, politics, and movement; Rainbow Europe - an annual benchmarking tool, which ranks 49 countries in Europe on their LGBTI equality laws and policies, and more.

Socio-economic Diversity And Inclusion In The Arts (2019)

Author(s): Jerwood Arts
Type of resource: Toolkit
Language: English
Keywords: Intersectionality, Socio-economic Diversity
Web link here ➡

This toolkit supports lasting change across the arts sector by sharing knowledge, providing expert support, and encouraging the take-up of an intersectional approach to equality, diversity, and inclusion. It recommends taking a strategic approach to addressing inequities due to socio-economic background rather than focusing on individual, unconnected initiatives. This entails (1) looking at the issues holistically, understanding that change is required across a range of related areas of your work; (2) monitoring, collating, and using robust evidence to inform and evaluate the change you want to make; and (3) using advocacy and your ability to bring people together to support wider systemic change.

Culture in the Implementation of the 2030 Agenda (2019)

Author(s): Culture 2030 Goal Campaign
Type of resource: Report
Language: English
Keywords: SDGs, Development, Context
Web link here ➡

This report by the Culture 2030 Goal Campaign takes stock of the first four years of the Sustainable Development Goals (SDGs) and the 2030 Agenda from the perspective of culture. It provides an analysis of the presence of culture and associated concepts in the annual progress reviews for the SDGs. It also explains the parallel developments of policy in the global conversation on culture in development and includes an analysis of local reviews. It is useful for SDG-related advocacy in general and for individual goals, including SDG 10 - Reduced Inequalities.

Union of Equality: European Commission Strategies 2021-2030 (2021)

Author(s): European Commission
Type of resource: Article
Language: English
Keywords: EU Policy, Equal Participation, Equity
Web link here ➡

This article summarises and links to the full text of the Strategy for the Rights of Persons with Disabilities 2021-2030, which aims to ensure their full participation in society on an equal basis with others in the EU and beyond. The main themes of the strategy are EU rights, independent living and autonomy, non-discrimination, and equal opportunities. Along with the other strategies contributing to the building of a 'Union of Equality' (also listed and linked to, including the LGBTIQ Equality Strategy 2020-2025; the EU Anti-racism Action Plan 2020-2025; the Gender Equality Strategy 2020-2025; and the EU Roma Strategic Framework), these are the promises made at EU level that should be upheld and built upon.

PROJECTS

Europe Beyond Access

Author(s): Europe Beyond Access
Type of resource: Project
Language: English
Keywords: Disabled Artists, Theatre, Dance
Web link here ➜

Europe Beyond Access is a Creative Europe project aimed at supporting disabled artists in the contemporary theatre and dance sectors. The project is dedicated to supporting disabled artists to internationalise their artistic innovations and their careers, through network-building, audience development, raising awareness and understanding, and facilitating collaboration. You can find out how to book one of their artists for your own programme on the *Get Involved* tab on the project website, as well as other options for collaboration, and follow the project's progress through its newsletter, Facebook @europebeyondaccess, and Twitter @disartsint.

MARS Training in Psycho-Social Music Intervention

Author(s): MARS
Type of resource: Project
Language: English
Keywords: Marginalised Communities, Music, Training
Web link here ➜

The *Music And Resilience Support* (MARS) project responded to an urgent and ever-increasing need to develop efficient and cost-effective strategies in support of deprived, marginalised communities in diaspora due to military/political/social conflict, both within Europe and farther afield. The project developed a full training course in psychosocial music intervention, for community musicians, music therapists, and health and education workers, contributing to the development of a specialised workforce trained in psychosocial intervention, as a protection against multiple risk factors emerging in under-resourced and marginalised communities, where chronic high- or low-level stress affects emotional, cognitive, and social functioning, in particular in children and adolescents, undermining the community's capacity to care for itself internally and to respond to the external environment with adaptation and flexibility.

STAMP | Shared Training Activities for Music Professionals

Author(s): STAMP
Type of resource: Project
Language: English
Keywords: Music, Disadvantaged Youth, Social Inclusion, Advocacy
Web link here ➡

The STAMP project was created to advocate for the benefits of cooperation and networking in the music sector. Output four of the STAMP project looks at different methods of social inclusion of disadvantaged youth through the means of music, serving as learning and teaching 'handbook' for music professionals or social workers presenting different methods about how music can help educators and trainers to deal with various forms of disadvantage or disaffect, through and with musical processes, forms, and structures in order to improve youth inclusion in society and in various micro-social contexts. The approaches, methods, and strategies take different perspectives: Some of them highlight therapeutic effects that music can have on young people, while others put musical expression and artistic development of children in the focus. It includes a collection of national social inclusion strategies of EU Member States, three case studies on including music in teaching programmes and further inspiration and addresses for networking possibilities.

Sing Me In

Author(s): Sing Me In
Type of resource: Project
Language: Arabic, Catalan, Dutch, English, Estonian, Finnish, French, German, Norwegian, Spanish, Turkish
Keywords: Music, Youth, Social Inclusion, Implementation
Web link here ➡

The *Sing Me In* project aimed to support those at risk of being excluded due to their socio-economic origin, the neighbourhood they live in, due to their migration background or religion. It offers four handbooks to support the design and implementation of projects by children and youth choir conductors and music teachers, looking at singing with groups of young refugees, including young people with a migrant background in existing choirs and working in a school environment.

Give Music a Future

Author(s): Give Music a Future
Type of resource: Project
Language: English
Keywords: Music, Youth, Social Inclusion
Web link here ➡

The *Give Music a Future* project promoted young European musicians through performances and skill-development to engage with different audiences all over Europe. It proposed a diverse set of activities, including outreach sessions for new audiences - young refugees, immigrants, traveller children, and other underrepresented groups. In this handbook, you can find guidelines on setting up your own project and the considerations to take into account at different stages of your project's development.

Creation and Displacement: Developing New Narratives around Migration (2016)

Author(s): IETM
Type of resource: Mapping
Language: English
Keywords: Migration, Social Inclusion, Migrant Engagement
Web link here ➡

This IETM mapping highlights a sample of projects that reflect practices from across Europe and neighbouring countries that specifically deal with a variety of issues around migration. The mapping includes case studies of creative engagement with disabled communities and non-refugee artists making work about refugee and asylum-seeking communities primarily for non-displaced audiences. Complemented by an Annex of 80+ projects and initiatives submitted by IETM members, this mapping will give you an idea of what has been happening on the ground in terms of social inclusion through the arts, while providing an introduction to some of the current discussions and artistic projects taking place with a focus on refugee and migrant engagement and support.

4

MAKING COMMUNICATIONS
MORE INCLUSIVE

INCLUSIVE LANGUAGE IN COMMUNICATIONS

Unbiased Language: Quick Guide to Bias-Free Writing

Author(s): Your Dictionary
Type of resource: Guide
Language: English
Keywords: Reducing Bias, Language, Guide
Web link here ➡

    This guide to reducing bias in writing does not take long to read, but will provide you with basic principles that will help you to include all readers and keep your writing free from gender and group stereotypes, including those relating to race, age, ethnicity, ability level, socio-economic status, and sexual orientation. It highlights common areas in which bias arises and in raising awareness of these, enables you to counteract bias in your texts.

Conscious Style Guide: Home of Conscious Language

Author(s): Conscious Style Guide
Type of resource: Guide
Language: English
Keywords: Conscious Language, Terminology, Style Guides
Web link here ➡

    The Conscious Style Guide supports you to think critically about using language, so that you can empower people instead of limiting them. In one place, you can access a collection of style guides covering terminology for various inclusion groups and find links to the main articles debating terminology use. The website includes guides relating to:

- Ability and disability
- Age
- Appearance
- Empowerment
- Ethnicity, race and nationality
- Gender, sex and sexuality
- Health
- Plain language
- Socio-economic status
- Spirituality, Religion and Atheism
- and more

Gender-Inclusive Language Guidelines

Author(s): UNITED NATIONS
Type of resource: Guidelines
Language: Arabic, Chinese, English, French, Russian, Spanish
Keywords: Gender-Inclusive Language, Communication
Web link here ➡

    Gender is regularly visible in our use of language. Given the key role of language in shaping cultural and social attitudes, using gender-inclusive language is a powerful way to promote gender equality and eradicate gender bias. This website contains guidelines that include a number of recommendations on the use of gender-inclusive language in any type of communication, as well as a toolbox of training materials on the practical application of the guidelines, information on related training courses, and other relevant resources.

Disability Language Style Guide (2018)

Author(s): National Center on Disability and Journalism
Type of resource: Guide
Language: English, Romanian, Spanish
Keywords: Terminology, Disability
Web link here ➡

    This style guide, developed by the National Center on Disability and Journalism at Arizona State University, covers almost 200 words and terms commonly used when referring to disability. Building on basic principles of relevance and sensitivity, the guide goes on to explain which words and terms are appropriate or not as well as the reasons why. It also explains the situational appropriateness of certain terms, which may be appropriate to use in a certain scenario but not in another. It includes guidance on terms relating to physical and psychological health and disability.

Readability Analyzer and Associated Tools

Author(s): data.yze
Type of resource: Tool
Language: English
Keywords: Readability, Diverse Audiences, Diverse Abilities
Web link here ➡

If you want to ensure your text is readable and that an audience of diverse abilities can understand it, there are various text analysis tools available online to support you. The data.yze website has the benefit of bringing a number of different tools together in one place to help you achieve this, including:

- Readability Analyser
- Passive Voice Detector
- Alternate Spelling Finder
- Word Analyser
- Difficult & Extraneous Word Finder
- Word Blender
- Spell Checker

DESIGNING INCLUSIVE COMMUNICATIONS

Customer Communications Toolkit for the Public Service – A Universal Design Approach (2019)

Author(s): Centre for Excellence in Universal Design
Type of resource: Toolkit
Language: English
Keywords: Inclusive Communication, Digital Communication, Checklist, Toolkit
Web link here ➡

This toolkit is based on Universal Design. Universal Design aims to create an environment that can be accessed, understood, and used to the greatest extent possible by all people, regardless of their age, ability, or disability. The toolkit includes sections on the design of written, spoken, and signed communication and a substantial section devoted to many forms of digital communication. You will find a checklist at the end of each section summarising the key points to take on board. At the very end of the document is a short series of questions that you can use to confirm whether your communications are inclusive in the design stage. You can also use this toolkit for training staff.

Inclusive and Accessible Communication Guidelines (2018)

Author(s): Bridging the Gap
Type of resource: Guidelines
Language: English
Keywords: Disability, Accessible Communication
Web link here ➡

Bridging the Gap is an EU-funded project that focuses on actions to increase the inclusion of people with disabilities at international and national level. Inspired by the concept of Universal Design, these guidelines stand out for their information on using inclusive language and tips on behaviour when speaking with people with different disabilities. Additionally, they add other resources in this bibliography, with instructions on making communications accessible (including digital documents), requirements for the organisation of inclusive meetings and events, and the accessibility of websites and social networks.

WEB ACCESSIBILITY

Access & Use (2020)

Author(s): COMPARE project
Type of resource: Guide
Language: English, French, German, Swedish
Keywords: Accessibility, Evaluation, Comparing Practices
Web link here ➡

COMPARE *(Comparing peer accessibility ratings in evaluation)* is a project that documents and compares differences in current evaluation practices of accessibility experts across Europe. *Access & Use*, created as part of the project, shows what is needed to make dynamic elements in websites accessible and usable for all. It focuses on a small number of important and often used types of content (for example, drop-down navigation menus, tab panels, or modal dialogs). For each element, the *Access & Use* explains step by step how it works, how it is used in practice, and what makes it fully accessible.

Digital Accessibility Toolkit

Author(s): Christoffel Blinden Mission (CBM)
Type of resource: Toolkit
Language: English
Keywords: Digital Accessibility, Social Inclusion
Web link here ➡

Based on international standards and a scan of available technologies, this easy-to-use toolkit aims to contribute to the social and economic inclusion of persons with disabilities in relation to information computer technology (ICT). It outlines the main international frameworks around digital accessibility and why it is important for the inclusion of people with disabilities. It furthermore provides tools and guidance for creating accessible content, examples of good practice in digital accessibility, and links to free online training in English.

Web Content Accessibility Guidelines (WCAG) 2.0 (2008)

Author(s): Web Accessibility Initiative
Type of resource: Guidelines
Language: English
Keywords: Web Content, Accessibility
Web link here ➡

The Web Content Accessibility Guidelines (WCAG) is the globally accepted benchmark for web content accessibility. They include extensive recommendations for making web content more accessible to a wider range of people. This tool provides a customisable view of WCAG 2 resources, to support implementation of WCAG 2. Although many of the guidelines are technical (WCAG 2 is primarily for web content developers), this tool contains resources that are designed to meet the needs of anyone interested in improving their websites and web content.

5

HOLDING INCLUSIVE EVENTS

MAKING EVENTS INCLUSIVE
AUDIENCE DIVERSITY

Understanding Disabled People as Audiences 2012-13 (2013)

Author(s): Shape Arts
Type of resource: Report
Language: English
Keywords: Inclusive Arts, Disability, Audience
Web link here ➡

This report provides an analysis of the behaviour of people with disabilities as audiences who engaged directly with Shape's Audiences services during 2012-13. It aims to help organisations better understand people with disabilities as audiences, the barriers they may face, and how they access the sector. It is intended to encourage organisations to think about how they can remove barriers to disabled people as audiences, to provide a more inclusive arts and cultural sector. The report analyses audiences of people with disabilities intersectionally, in terms of age, gender, ethnicity, and access requirements. It further analyses audience behaviour by evaluating bookings in different art forms (e.g., theatres, musicals, galleries) and bookings by venue type, with the most common barriers faced being transport and financial barriers.

Report on the Role of Public Arts and Cultural Institutions in the Promotion of Cultural Diversity and Intercultural Dialogue (2014)

Author(s): EU OMC Working Group of Member State Experts
Type of resource: Report
Language: English
Keywords: Cultural Diversity, Audience, Strategy
Web link here ➡

This report showcases the role of public arts and cultural institutions in the promotion of cultural diversity and intercultural dialogue. Particularly relevant is chapter 4.2.3 on Reaching out to New Audiences. This report argues that broadening audiences, and ensuring that cultural provisions benefit a larger population in the territory, is vital for the future of cultural institutions. Therefore, cultural institutions may need to develop specific strategies to draw in non-participants by addressing the root causes of their non-participation. In short, they need to develop policies for audience development. This can be done by examining key challenges:

- How can we get in contact with non-users?
- How can we understand what would draw current non-users to cultural institutions?
- How can we build a relationship of trust with them and encourage them to develop an interest for the work of cultural institutions?
- How do we decide what might be relevant to some communities without betraying the core mission of the cultural institution?
- How can we consolidate the relationship for the future?

ON-STAGE REPRESENTATION

How to Avoid Tokenism: Theatre and Dance (2018)

Author(s): British Council
Type of resource: Article
Language: English
Keywords: Avoiding Tokenism, Diversity Programming
Web link here ➜

This article shares tips on how arts organisations and programmers can improve inclusion without resorting to tick-box diversity. It explains briefly the concept of tokenism, namely, including a small number of people from under-represented groups in a limited context in order to appear diverse. It also offers several reasons why diversity is needed in programmes. Lastly, it emphasises that diversity programming does not mean tokenism. Therefore, it is important to establish why diversity should be embedded if you are concerned about avoiding tokenism.

Everybody Wants a Refugee on Stage: Conversations Around Contemporary Artistic Engagement with Migration (2019)

Author(s): IETM
Type of resource: Report
Language: English
Keywords: Intersectionality, Displacement, Representation
Web link here ➜

This IETM publication aims to look into some organisations working at the intersection between arts and migration in different contexts. It reports on best practice initiatives that engage creatively with displacement. When thinking about on-stage representation, the publication invites us to reflect on our actions and decisions, including such aspects as:

- Think about the 'Why'
- Think about the 'Who'
- Think about the 'What'
- Measure your impact
- Think about Sustainability and Long termism from the start
- Use your Influence

Starting from the 'Why': Why this project and why you as an organisation to organise it? 'Who is in the room?' 'What' topic is selected for a piece of work relating (in this case) to refugees and migration. Furthermore, arts organisations need to find the right way to evaluate their work and their impact, to best represent their achievements and reflect on their challenges. It is necessary to think about sustainability in terms of curating a long-term vision, building diverse partnerships, and engaging in networks.

Permission to Stare – Arts and Disability (2017)

Author(s): IETM
Type of resource: Report
Language: English
Keywords: Disability, Performing Arts, Perspectives
Web link here ➡

This 'Fresh Perspectives' publication from IETM presents different views on arts and disability with a focus on contemporary dance. It provides an overview of a variety of questions and possible approaches to provide the best conditions for disabled performing arts professionals. It provides us with an insight into first-hand experiences from artists with their shared vision of representation on stage.

The first part of the publication contains a chain of letters written by fellow artists. The written letters contain personal stories, poetic visions, and political speeches. They offer an insightful perspective on their experiences in the arts sector. The second part builds on contributions collected via an online open call.

Unlimited

Author(s): Unlimited
Type of resource: Programme
Language: English
Keywords: Disabled Artists, Support, Commissioning
Web link here ➡

This arts commissioning programme aims to include work by disabled artists within the UK and international cultural sectors, reach new audiences, and shift perceptions of disabled people. The programme supports creative projects by outstanding disabled artists and companies. They also offer funding for research and development to enable

small and large-scale projects in the UK and internationally. It is a prime example of supporting and advancing the inclusion of different art forms by disabled artists. See the *'Allies'* tab on the website to discover how you can partner with Unlimited to include their commissions in your programming, or partner for the development of events.

MAKING PHYSICAL EVENTS ACCESSIBLE

Events Checklist – Disability and Access (2017)

Author(s): Voluntary Arts
Type of resource: Checklist
Language: English
Keywords: Accessible Event, Planning, Accessibility Measures
Web link here ➡

This compact briefing and events checklist covers all the key topics on accessible event planning. It includes definitions and links, practical guidance, and a simple events checklist to help plan, publicise, and run an event that is open and accessible. It lists accessibility measures to consider (like wheelchair access, level access, captioning, and so on) and gives guidance on the venue and set-up, event content, publicising the event, and creating accessible publicity materials.

Accessible Events - A Guide for Event Organisers

Author(s): Meetings & Events Australia
Type of resource: Guide
Language: English
Keywords: Accessible Events, Disability, Planning
Web link here ➡

This practical guide aims to help make events more accessible for people with disabilities who may be attending as presenters, participants, or sponsors. It outlines principles which will lead to the development of best practice and increase access for people with disabilities to a range of events. This guide will be useful to anybody who is involved in organising events whatever the nature, size, or location of the event is. This guide invites you to think about access and participation when you plan an event; identify features that make it impossible or difficult for people with disabilities to access your event; understand what you can do to ensure the best possible access; and find further sources of advice, information, and assistance you might need.

Zero Project Conference Accessibility Guidelines (2019)

Author(s): Ruhm, F.
Type of resource: Guidelines
Language: English
Keywords: Inclusive Conference, Accessible Communication, Planning
Web link here ➡

These guidelines provide advice on preparing for an event, making written and video materials accessible, orientation at a conference, participatory and inclusive conference sessions, and communication after a conference. It reinforces that accessibility starts much earlier and should be part of conference planning from the beginning to ensure it is fully integrated into the conference. Also, accessible communication should be assured even after an event by, for example, making presentations available. These guidelines showcase first-hand experiences of holding an accessible event and the areas that need consideration when planning.

A Planning Guide for Accessible Conferences (2016)

Author(s): Council of Ontario Universities
Type of resource: Guide
Language: English
Keywords: Accessible Conference, Planning
Web link here ➡

This planning guide offers guidance on areas such as selecting venues, hotels, and lodges, identifying needs early, training staff and volunteers, working with outside professionals, transportation, and helping presenters communicate clearly. It helps you to ensure that all your conference participants, regardless of their abilities, get the most out of the event. Lastly, it offers a checklist under different topics to help track progress in creating an accessible conference. It offers topic-related guidance and considers all conference participants (including outside professionals, presenters, staff, and volunteers) to help create an environment that is inclusive and accessible surrounding the event.

MAKING ONLINE EVENTS ACCESSIBLE

Ensuring Virtual Events Are Accessible for All (2020)

Author(s): Appelbaum, L. & Ascher, E.
Type of resource: Toolkit
Language: English
Keywords: Virtual Events, Participation, Planning
Web link here ➡

This toolkit offers steps to take before, during, and after a virtual event to ensure it is as accessible as possible for all people. For example, before an event, it recommends and advises on creating invitations and documents for the virtual event that are accessible. During an event, you will need to ensure that everyone can participate, including those who have visual impairments, cognitive disabilities, and/or are nonverbal by providing live captioning or sign-language interpreters. After the event, it advises ensuring that videos for websites and social media are accessible.

Accessible Virtual Conferences (2020)

Author(s): Williams, M. et al
Type of resource: Guide
Language: English
Keywords: Accessible Conference, Virtual Events, Planning
Web link here ➡

This is a guide that provides a structured approach to organising and executing accessible virtual conferences inclusive for people with disabilities. It is based on the W3C's Web Content Accessibility Guidelines (WCAG) and user experiences with virtual meetings. It provides details about disability and accommodations to help organisers understand the scope of what, and more importantly, who needs to be considered in the planning and execution of a virtual event. It offers information about assistive technology, communication diversity, and invisible inclusion needs.

Accessible Virtual Meetings (2020)

Author(s): Queen's Accessibility Hub
Type of resource: Article
Language: English
Keywords: Virtual Meetings, Captioning, Online Platforms
Web link here ➡

This article comprises practical strategies, advice on captioning within specific platforms, and additional links on accessibility features of virtual meeting platforms such as Teams, Zoom, and Google Meet. It provides links to existing virtual meeting platforms and sets out ways to use them to increase accessibility.

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