



DIVERSITY AND INCLUSIVITY TASK FORCE

Report and recommendations





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Glossary of Terms

To support the reader navigating this report, below is a short glossary of key terms used. These terms are taken from the published Europeana Glossary¹.

Activities: the actual or planned actions undertaken by the organisation in order to achieve their organisational goals.

Aggregator: an organisation working with cultural institutions and collectors to gather authentic, trustworthy and robust data. They make this content available to a broader audience via their own services, Europeana and other infrastructures, for example, for education and research.

Capacity building: the process of developing and strengthening the skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt, and thrive in a fast-changing world.

Conference: an event that can last one to multiple days and consist of the different event types.

Content: a physical or digital object that is part of Europe's cultural and/or scientific heritage, typically held by a Data Provider or by a data provider of the Data Partner.

Data Partner: an organisation that contributes Metadata describing Content that it is offering online. Note: This should be used instead of Content Provider or Provider.

Digital transformation: the process and the result of using digital technology to transform how an organisation operates and delivers value. It helps an organisation to thrive, fulfil its mission and meet the needs of its stakeholders. Explore this definition.

Europeana Aggregators' Forum (EAF or Forum): a network of national, domain and thematic aggregators who support cultural institutions providing data and content to Europeana.

Europeana Foundation (EF or Foundation): an independent, non-profit organisation that operates the Europeana platform and contributes to other digital initiatives that put cultural heritage to good use in the world. Europeana Foundation is the operator and leader of the consortium that delivers the Europeana Core Service.

Europeana Initiative (El or Initiative): a term used to capture the entirety of the work that the Europeana Foundation (the operator) and partners, the Europeana Aggregators' Forum and the Europeana Network Association do to deliver the Core Service according to the Europeana strategy.

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¹ https://pro.europeana.eu/page/glossary

Europeana Network Association (ENA or Network): a strong and democratic community with a mission to expand and improve access to Europe's digital cultural heritage.

Impact: changes that occur for stakeholders or in society as a result of activities (for which the organisation is accountable).

Outcome: an actual or intended change experienced by the stakeholder through their engagement with (an organisation's) activities.

Stakeholder: a person, group, community, or organisation expected to experience a change (that is, to benefit in some way from an organisation's work). In the impact design phase, activities and impact assessments are designed around stakeholders.

Task Force: an instrument used throughout the Europeana Initiative designed to help solve specific issues and challenges affecting the digital heritage field in a short term.

Training: an activity of teaching someone a new skill, competency or knowledge with established, communicated and validated intentional learning outcomes.

Working Group: an instrument used throughout the Europeana Initiative to address ongoing activities and issues of continuing relevance within the Europeana Network Association and the Europeana Aggregators' Forum.

Acknowledgements

As members of this task force, we wish to acknowledge our privileged positions, living and working in central and western Europe. The very fact that we have the time to volunteer for a task force such as this one is indicative of that privilege.

While we are aware that the diversity of backgrounds amongst the task force members contribute to and motivate our work in this task force, we also acknowledge that there are views and knowledge that we are missing.

We recognise that there are still many other perspectives to gather before we can consider our work representative for the Europeana Initiative. We have tried to connect and engage with these perspectives, but we have not been able to address all the issues raised by the community in this report. We envisage this report to be the first of many necessary steps in order to make the Europeana Initiative a safe community with equal and equitable opportunities for all.

At the start of this task force we use the following descriptions to shape our understanding;

- Social equity is the active commitment to justice, fairness and equality, ensuring that everyone receives fair treatment, including transparency to cause and effect, as well as managing and communicating everyone's expectations in terms of consequences and rewards.
- In the context of diversity, equity, and inclusion, intersectionality is the recognition that social categories (ie. race, class, genders) are interconnected, and that the discrimination an individual faces is often compounded as a result.
- Intersectionality calls for empathy and listening skills, in order to understand a person's own experiences, and a call to recognise that generalisations are as potentially damaging as no action at all.

The Europeana Initiative Diversity & Inclusivity Task Force

This Task Force was convened in response to an Europeana Initiative (EI) wide agreement to collaboratively explore and develop our next steps towards making progress with diversity and inclusivity in our actions and operations.

The Task Force is intended to be representative of the three pillars of the Initiative (the Foundation (EF), Network Association (ENA) and Aggregator Forum (EAF)) and additionally welcomes members with diverse lived and professional experiences. The Task Force works to the remit established by a brief co-created by Initiative partners and approved by the Director and Chairs of the Foundation, Networks and Forum respectively.

Members

The Task Force is chaired by Rosa Cisneros. In support of this are Co-Vice Chairs Killian Downing and Marco Rendina. The Chair and Vice Chairs are supported by Foundation members Julia Fallon, Marijke Everts and Adina Ciocoiu.

Name	Cultural Institution	Country	Also affiliated with:
Valentina Bachi	Photoconsortium	International association, based in Italy	EAF
Adina Ciocoiu	Europeana Foundation	Netherlands	n/a
Rosemary "Rosa" Cisneros	Coventry University (C-DaRE)	UK	WEAVE
Killian Downing	Dublin City University	Ireland	ENA
Marijke Everts	Europeana Foundation	France	n/a
Julia Fallon	Europeana Foundation	Netherlands	n/a
Jose Antonio Gordillo	The Happening Studio	Switzerland/Japan/ USA	n/a
Susan Hazan	Digital Heritage Israel	Israel	ENA
Marco Rendina	European Fashion Heritage Association	Italy	EAF
Julia Welter	DFF – German Film Institute & Film Museum	Germany	EAF

Problem Statement

The Europeana Initiative (EI) does not have the understanding (data or knowledge) or expertise to develop an approach for ensuring it collectively enables diverse and inclusive actions throughout its operations. Diverse and inclusive actions refer to actions that are equal, intersectional, inclusive, diverse, including the activities and behaviours that facilitate this. As the Europeana Initiative continues to grow and diversify, we acknowledge the need to communicate clearly how the EI will function to support and encourage all of its members and collaborators.

Scope & Goal

The EI convened a task force (TF) representing partners of the EI and stakeholders from across the network, to manage the development of an approach through consultation² with professionals and peers from across the cultural heritage sector. Where the Task Force does not have the expertise in our sector, we aim to connect with and learn from others. We work with experts in the fields of social equity, intersectionality, inclusivity & diversity to support the work of the Task Force.

The goal of the TF is to provide the EI with recommendations and a roadmap that enable future planning for activities that contribute towards an intersectional, diverse and inclusive future, permeated by social equity and sustainability.

Method

The TF members explored how to approach developing a roadmap, acknowledging the process should be iterative and bring together a broad variety of perspectives. A series of brainstorming sessions, some held online and others face-to-face, using a Jamboard were held, to identify topics to explore further.

The initial method to develop the roadmap included the action of gathering input through a workshop-led consultation process. That input would in turn help to develop a roadmap of actions and recommendations. However, the TF recognised that progress towards D&I cannot be designed to complement business or strategic objectives and has identified other actions that should take place first, before a consultation was held.

These actions would enable increased awareness, understanding and learning that can be applied and embedded across our collective work and actions. As we build a greater shared awareness and understanding of the challenges and opportunities (of making progress towards D&I), we are a step closer to being in a position to engage with our networks and sector to gather input to refine and develop a roadmap of actions.

² In essence, this means welcoming, promoting and integrating people and narratives that have been subject to discrimination and minoritisation, on the basis of racial identity, religious beliefs, gender, sexual identity, class, physical abilities, or physical appearence.

The overarching question that the Task Force identified it was in a position to ask and answer was:

What actions can we identify and agree upon to be our focus to enable the EI to go beyond the normative definition of D&I sustainable actions, and move towards regenerative, equitable, and practical actions?

Identifying Regenerative and Practical Actions for Change

Working towards a future that is diverse and inclusive relies on changes in behaviour, actions and activity taking place across a wide range of stakeholders, networks and communities. In the case of the Europeana Initiative, we have a long history of successfully enabling and facilitating changes throughout our sector - we know that it takes time, and relies on the motivation, trust and participation of a wide range of stakeholders. And following the Kotter principles of leading change³ that it requires a sustained and committed effort of many, operating with low barriers to achieve some easy and practical outcomes to stimulate longer lasting change.

With this in mind, we have organised our research, ideations and discussions into three principle areas for action for the Initiative to pursue. Each action is designed to be both regenerative, in that it lays groundwork for future work to follow, and practical, in that it acknowledges the current resources, opportunities and limitations that we are working within.

These actions are summarised in the remainder of this report, examples given where they are illuminating, and supporting activities further broken down against a provisional timeline in the accompanying Roadmap spreadsheet (Annex 2).

Action 1: Encourage the proactive sharing of examples of D&I practices to raise awareness

Building awareness of diverse and inclusive practices can help to develop understanding and knowledge, as well as build confidence and the motivation for change.

The Europeana Initiative can build awareness within its own established and growing networks and communities, from across the wider cultural heritage sector, and from beyond it, in other sectors. Examples and case studies can be disseminated through

³ Kotter 8 principles for leading change https://www.kotterinc.com/methodology/8-steps/

existing communication channels such as articles, blogs, newsletters, and social media and well as through events, community and network activities.

A large number of these activities are organic, and informal, so are generally and broadly described in the accompanying roadmap. A summary of specific activities that support these actions are listed beneath each section that follows.

1.1 Encourage sharing practices from and within Europeana networks & communities

The Europeana networks and communities, both formal and informal, are connected by their common ground to support the exchange and development of knowledge to further the digital transformation of the cultural heritage sector. Diversity & inclusivity (D&I) has been a developing topic of interest and discussion within and throughout these communities. Two of the activities are described further below as examples of D&I activity being undertaken within existing Europeana Networks.

Further examples can be found in the regular tabling of D&I discussions in the programme and agendas of the Europeana Conference, Europeana Aggregator Forum and ENA Members Councils meetings.

The Task Force recognises that further work should be undertaken to systematically disseminate D&I activities that are undertaken within the existing networks and communities. Further development of this work is anticipated to take place during the remainder of 2022 and throughout 2023. For example, consideration should be made to develop a dissemination and communication strategy for D&I activities, as well as developing the community of active and engaged peers who wish to develop and exchange ideas and knowledge.

Below are summaries of two examples explored during the course of the task force, followed by a summary of activities added to the roadmap to reflect this action point.

Example: The DSI-4 Aggregators Working Group developing 'Recommendations for identifying and managing diversity in cultural heritage data'

In 2021, the Europeana DSI Aggregators⁴ established a working group (WG) to look at cultural heritage collections hosted by institutions or published via the Europeana website that can be potentially offensive by the imagery and/or terminology used. This includes for example outdated records, which would benefit from a revised approach that is more mindful of the communities affected or content that needs further contextualisation. Additionally, collections can lack diversity by omission of information and thus further contribute to the insufficient visibility of minoritised communities in these collections.

⁴ Partner organisations: European Film Gateway, Photoconsortium, MUSEU, OpenUp! Archives Portal Europe, European Fashion Heritage Association, Europeana Sounds collaborate with El under the Europeana DSI-4 project https://pro.europeana.eu/project/europeana-dsi-4

The methodology for looking at these aspects consisted of sharing a survey among the WG members and other aggregators to identify perspectives such as how diversity, inclusivity and equity are relevant for them, and what steps they would take to deal with distressing content and inappropriate or outdated language in collections' descriptions. Together with consultant Lauren Vargas⁵ the group worked to identify critical user stories to act as case studies for understanding possible corrective measures or improvements to be put in place.

From these reflections, and learning from existing resources created by relevant communities, the WG recently produced a report, *Recommendations for identifying and managing diversity in cultural heritage data*⁶ which builds on their research and provides the following recommendations for:

- 1. Raising awareness and creating knowledge for those involved in the cataloguing practices An important aspect that surfaced was the need to recognise that some traditional approaches of describing collections are inappropriate because they perpetuate offensive, racist and colonial attitudes (even unintendedly). This can be addressed by having conversations with different stakeholders consulting existing inclusive terminologies, collaborating with communities on inclusive language, or by organising training events.
- 2. Creating more inclusive catalogue records Reviewing cataloguing practices needs resources but is useful when adopting a more inclusive and diversified approach to cultural heritage data. Revision of descriptive metadata and replacement of outdated or offensive terms as well as the use of inclusive vocabularies for indexing have been pointed out by the WG. In the case of external vocabularies used by a CHI like Wikidata⁷ contact with the managing communities or institutions can be established.
- 3. Putting in place notifications, content warnings and AI supported search tools in Europeana to improve the user experience Acknowledging that certain materials are published yet viewed as harmful, a step towards informing about potentially harmful terms used would allow visitors to decide whether or not they want to see this kind of material. Similarly, asking the user to provide feedback when encountering content or terminology they consider harmful could help those that are cataloguing and publishing it online.
- 4. Collaboration and co-creation with relevant communities and communities' allies that will practically inform and guide the steps to be taken forward It was noted that there's a gap between specific communities and the content holders. The approach to bridge that gap was to define a specific topic or theme to address and have a conversation with those involved/affected. Additionally, collaboration with others (researchers, critical friends, civil society organisations, counter archives, thematic archives) in order to establish glossaries and vocabularies, to

⁵ https://yourdigitaltattoo.com/

⁶The Recommendations for identifying and managing diversity in cultural heritage data is at the time of writing (end August 2022) an internal document. To be confirmed with the authors when and if this can be publicly available

⁷ https://www.wikidata.org/wiki/Wikidata:Main Page

contextualise legacy data and co-curate virtual exhibitions, to co-write editorials etc. would greatly improve the accuracy and quality of such collections.

NB: The recommendations from this report will be considered by the EAF and once fully approved, further added to the D&I roadmap in the coming period. A placeholder for this has been added to the roadmap under section 3.1, where the actions will mostly take place.

Example: The accredited Aggregator CARARE's report on 'Diversity and inclusion in archaeology'

In 2022, CARARE⁸, an accredited Europeana Forum Aggregator who have been an active participant in the Initiative since 2010, reported on *Diversity and inclusion in archaeology*.⁹

This report acknowledges the lack of diversity in the archeology profession, the presence of conscious bias that affects how sites are studied and documented as well as the unconscious bias that generates interpretations. It recognises that the domain by nature is diverse, and can have different narratives, but currently is represented by one dominant voice, overwhelmingly white, male and able-bodied.

Following UNESCO conventions, the protection of the intangible heritage and national policies is the responsibility of each country, as well as its identification and inventorisation. Yet, this is subject again to struggles and limited view points. UNESCO has started to recognise the diversity of the cultural heritage and the need to respect other cultures and belief systems has been growing over the last decades, specifically through The Nara Document on Authenticity¹⁰. This document acknowledges 'that recognition of heritage depends on the history and perspective of the community involved; and for recognising the role of local communities especially in relation to inhabited sites. Nara promoted work with indigenous communities enabling them to identify aspects of their cultural heritage that are important.'

The report finds important what previously mentioned work has identified too, specifically the importance of involving local, specialised communities in the process of identifying archeological heritage for protection as well as providing contextual descriptions and accurate inventories.

⁸ CARARE, Archeology Aggregator to Europeana https://pro.europeana.eu/organisation/carare

⁹ Report: Diversity and Inclusion in Archaeology https://pro.carare.eu/en/resources/reports/

¹⁰ https://en.wikipedia.org/wiki/Nara Document on Authenticity

Summary of activities related to this action that are added to the roadmap v1;

Activity	Rationale
Develop approach with ENA to surface and share examples and activities relating to D&I	With D&I a strategic priority for ENA, establishing an approach to identify as well as stimulate D&I Activities among members and communities is crucial to further stimulate opportunities to learn and develop. These activities can then be shared further across the Initiative, to the wider sector and beyond.
Collaborate with Aggregators and communities to explore activities and needs	Working directly with Aggregators and their communities will gather the understanding, needs and means to express activities and requirements such as ethical considerations in the use and display of digital cultural heritage. In turn these examples, and requirements can be further disseminated to raise awareness as well as support learning through the Initiative.
Explore dissemination approach to increase sharing examples within/across EI networks communities	Working with the Europeana Foundation Marketing & Communications colleagues we can identify what a dissemination approach can be established that supports increasing awareness, as well as engagement with D&I activities.

1.2 Encourage sharing practices from and within the wider cultural heritage sector

Across the cultural heritage sector - both European and Globally - a wide and varied range of D&I activities, developments and initiatives are undertaken. From the institutions who develop approaches to sharing alternative perspectives through gallery labelling¹¹, to the EU-funded project WEAVE¹² which deployed a varied effort of events, documents and activities for engaging minoritised and marginalised communities with their heritage, there are a wide range of opportunities to learn about D&I.

A notable example is *Words Matter*, a publication and guide¹³ produced by The TropenMuseum, Afrika Museum, Museum Volkunde and Wereldmuseum on how descriptions of objects matter. The publication provides insights on terminologies that affect groups of people and is in itself an unfinished guide for how to make our way through vocabularies used in museums by providing a list of words and explanations as to why those terms may be derogatory or offensive and what alternative words can be used. It is a tool to help the cultural heritage sector to make more informed decisions about the words we use.

¹¹ https://twitter.com/magmidd/status/1498580801339940867?s=20&t=b2hHluFoLKUC1njb8yJsyw

¹² https://weave-culture.eu/

¹³ https://www.tropenmuseum.nl/sites/default/files/2021-04/words matter.pdf.pdf

Through deepening our interaction with sector peers, we also develop further opportunities to learn and develop our D&I activities such as through participation in the InDICEs¹⁴ project which has co created events¹⁵ to engage and explore the challenges of Accessibility, Diversity & Inclusion as part of its ongoing activity to create connections between the activities within the sector and EU policymakers. Two further examples of sector-led activities are explored further below.

We believe that by creating opportunities to engage with peers and professionals from across the sector we can organically stimulate the sharing of activities from the wider sector. And we continue to find opportunities to provide platforms to further share these activities such as through the Europeana Conference, and through the publication of articles on Europeana Pro - a great example is the range of on-demand videos published after the online Europeana Conference of 2020¹⁶ and 2021¹⁷ where sessions addressing D&I topics were proactively sought.

Below are summaries of two examples explored during the course of the task force, followed by a summary of activities added to the roadmap to reflect this action point.

Example: The drive to increase representation by the WEAVE project

The WEAVE¹⁸ project (2021-2022) is dedicated to promote the tangible and intangible heritage of various countries and communities, including less represented ones. Among the expected outcomes of WEAVE, a wealth of new collections is published in Europeana by different content providers. As the selected content in WEAVE project is also intended to represent the culture of minoritised communities (such as the Roma community, the Portuguese traditional dance community, the Castellers tradition in Catalonia, and the historical dance community in the UK), the project has undertaken several capacity-building activities intended to develop closer connections between cultural heritage institutions, minoritised cultural communities and Europeana.

A specific inclusive methodology, known as Communicative Methodology, underpinned a series of events to engage with different communities, including:

- LabDays with citizens, artists, curators and researchers in various countries;
- training and workshop meetings with cultural heritage institutions and organisations;
- Mentoring sessions with young people and university students within higher education;
- Cultural awareness trainings for CHI, Higher Education Institutions, the National Health Service in the UK and other educational environments;

¹⁴ https://indices-culture.eu/

¹⁵ https://indices-culture.eu/open-up-museums-workshop-trento-rovereto/

¹⁶ https://pro.europeana.eu/post/catch-up-with-europeana-2020

¹⁷ https://pro.europeana.eu/page/conference#look-back-at-europeana-2021

¹⁸ https://weave-culture.eu/

 a range of different types of capacity building actions in collaboration with other initiatives and projects for empowering cultural communities with cultural heritage and education.

As such, these actions were deployed in open or closed events, depending on the specific needs of the cultural communities participating. Outcomes and all the recordings from the events were placed online and sit on the WEAVE website¹⁹ alongside other materials produced for the LabDays.

Also, readily available on the project's website are a series of documents such as the WEAVE White Paper 'Digital Transformation of Intangible Cultural Heritage'²⁰, the 'Methodological Framework for community engagement'²¹, and various other reports on community engagement activities that further explore the tensions and questions around heritage and self-representation in relation to the cultural communities involved in the project.

The WEAVE project's various outputs and resources have also been used to influence policy. Coventry University's submission to the Education Select Committee at the UK's parliament, regarding challenges facing children and young people from Gypsy, Roma, and Traveller backgrounds, used the project as evidence of best practices. The project was recently featured at the European Roma Institute for Arts and Culture (ERIAC) ERIACNET4EU network project. The theme of the event was 'Bringing the EU close to Roma'²². The event featured MPs and EU cultural heritage organisations that are directly influencing EU policy.

Example: Leading sector wide efforts in Diversity & Inclusivity at the Digital Public Library of America (DPLA)

The Digital Public Library of America (DPLA) works with cultural heritage hubs and institutions across the United States to 'empower people to learn, grow, and contribute to a diverse and better-functioning society by maximising access to our shared history, culture, and knowledge.'²³. Europeana and DPLA enjoy a mutually beneficial relationship over the past decade, sharing practices, frameworks and co-creating new standards²⁴ to meet the global sector's needs. We continue this tradition working directly with colleagues at the DPLA to learn how they have developed and progressed with their own D&I activities to become a leader in our sector.

Colleagues at DPLA have a long history in developing D&I conversations, describing and talking about what it actually means. The Strategic Roadmap in 2019²⁵ positioned equity

¹⁹ https://weave-culture.eu/capacity-building/

²⁰ • WEAVE White Paper - Digital Transformation of ICH.pdf

²¹ Methodological framework for community engagement (public).pdf

²² https://eriac.org/bringing-the-eu-close-to-roma/

²³ https://dp.la/about

²⁴ RightsStatements.org is a co-founded international collaboration providing standardised rights information for the needs of cultural heritage institutions https://rightsstatements.org/en/

²⁵ https://pro.dp.la/about-dpla-pro/strategic-plan

& inclusion as a core part of its approach to realise its vision. Complementing this in 2019 DPLA's Network Council published a statement on Inclusion, Diversity, Equity, Access, and Social Justice (IDEAS)²⁶ that addresses diversity of materials, content, and collections and diversity of network members. Their Statement on Potentially Harmful Content²⁷ reflecting their commitment and positive intent, is actively tested and shared with their partner institutions and members.

The DPLA focus on involving impacted communities into the planning and execution of D&I actions recognizing that this work remains unfinished. Involving the stakeholders in the design of tools and of the institution's content strategy was crucial in advancing their efforts. They are open to collaborating with new communities and are also taking time to reflect on aspects that they don't have or know.

Practical actions that they are taking are revisiting metadata standards and adding more descriptive fields (ie. names, geographical references) to the Library of Congress controlled vocabularies²⁸ that they are using. Their metadata working group initiative is actively looking at the harmful data and collections, working on adjusting the ingestion process and building queries and racial equity tools (eg. https://blackwomenssuffrage.dp.la/) and encourages partners to look into the language used in cataloguing.

Summary of activities related to this action that are added to the roadmap v1;

Activity	Rationale
Collaborate on with projects as a means to cultivate better practice around D&I	Working with projects such as Open Restitution Africa, Museums Are Not Neutral, Museum Detox, WeAreMuseums, Black British Museum Project, and LGBT+ History Month can extend the opportunities to learn and share practices across the sector.
Explore dissemination approach to increase sharing examples within/across El networks communities (as part of 1.1)	Working with the Foundation Marketing & Communications colleagues we can identify what a dissemination approach can be established that supports increasing awareness, as well as engagement with D&I activities.

1.3 Encourage sharing practices from beyond the cultural heritage sector

EU funded projects such as RICHES²⁹ which developeda policy brief to advocate for the role of soil protection, nowconsidered to be an environmental and cultural heritage, show our expansion beyond the immediate cultural heritage sector. The social impact certification initiative B Lab developed the Justice, Equity, Diversity & Inclusion (JEDI)

²⁶ https://pro.dp.la/hubs/dpla-membership-ideas-statement

²⁷ https://dp.la/about/harmful-language-statement

²⁸ https://www.loc.gov/librarians/controlled-vocabularies/?loclr=blogloc

²⁹ https://www.open-heritage.eu/wp-content/uploads/2019/09/policy brief-suelos.pdf

Framework³⁰ to support the growth of leaders and businesses to continue to serve as a force for good. These examples show our landscape continues to be rich with opportunities to learn and engage with activities that stimulate change in support to diversity and inclusivity beyond our borders and to a wider cultural sector.

We recognise that operating often in close proximity to the cultural heritage sector, which traditionally refers to tangible cultural heritage, we can also seek to learn from the management of intangible cultural heritage. Through a focus on tangible and intangible cultural heritage, an opportunity is presented that provides a continuous connection of inclusivity between the past, present and the future of communities and societies. It can include practices such as oral traditions and expressions, local events, and knowledge and practices concerning nature and other environments. It sustains the livelihoods and well-being of communities and in some instances the tangible and intangible Cultural Heritage sector draws on other disciplines and areas of expertise to help further its thinking and challenge its approach.

Further, we have identified three main areas in which to gather examples from broader sectors in a way that can be meaningful to our stakeholders in the Initiative:

- 1. *D&I Research:* There is an important plethora of contributions in D&I arena from Academia that should be considered to get some well-rooted theoretical foundations for the action. A couple of good examples of this is the remarkable contribution of Ivuoma Ngozi Onyeador³¹, Assistant Professor of Management and Organizations at Kellog School of management at Northwestern University, or the output of Professor Francesca Gino³², Tandon Family Professor of Business Administration at Harvard Business School.
- 2. *D&I Tools:* Many cultural institutions are creating their own customised D&I strategic and operation tools (sometimes by themselves, sometimes in cooperation with external experts): guidelines, training programs, playbooks, canvas, roadmaps, on-place check-lists etc. An interesting example of this are Cultural Analytics³³, The communities of practice playbook³⁴ or Barriers to Open Culture³⁵ by Creative Commons.
- 3. *D&I Case studies*: As a 'mainstream' topic D&I can be sadly and easily transformed in a "D&I washing" approach. For this reason, it is important to consider true impact examples and to keep in mind challenges, difficulties and practicalities. Projects like 'The Justice Fleet'³⁶ by Dr. Amber Johnson, online cultural heritage

³⁰ https://www.bcorporation.net/en-us/movement/justice-equity-diversity-inclusion

³¹ https://insight.kellogg.northwestern.edu/author/ivuoma-ngozi-onyeador

³² https://hbswk.hbs.edu/item/what-keeps-companies-from-building-inclusive-workplaces

³³ https://www.dropbox.com/s/877x02cjtxs5vtr/Manovich.texts.Cultural_Analytics.2020.pdf?dl=0 34https://op.europa.eu/en/publication-detail/-/publication/9d18431e-1a88-11ec-b4fe-01aa75ed7 1a1/language-en

³⁵https://creativecommons.org/wp-content/uploads/2022/08/BarriersToOpenCulture2022-08-22.

³⁶ https://www.thejusticefleet.com/

tours³⁷ impacting positively in dwelling older adults, the fresh and involving campaign 'We love Kulturerbe'³⁸ organise in Switzerland by Stiftung für Kunst, Kultur und Geschichte, the Wiki Loves Museum³⁹ in India , or on the side of big companies⁴⁰ too.

Summary of activities related to this action that are added to the roadmap v1;

Activity	Rationale
Collect and communicate actively D&I best practices and initiatives from CHIs and organisations outside of Cultural heritage	Working with international D&I experts (researchers, project leaders, entrepreneurs) as Dr. Ngozi, Dr. Gino, Dr. Johnson, or programs like RICHES; Wiki Loves Museum, or We love Kulturbecan enrich the sector's perspective and practice.

Action 2: Facilitate Representation & Participation in People, Teams and Networks

Diverse and Inclusive teams and networks are a critical component in order to enable changes and build structures and systems that foster more inclusive approaches that enhance more diversity.

It enables different perspectives, experience and expertise to be shared, built upon, developed, and embedded across our operations and activities. Achieving this requires a process of self awareness and reflection, the gathering of data that informs status and progress towards change, and the space, motivation and support to develop the capacity and capabilities in our teams and networks.

A large number of activities that stem from this action are tangible and documented in the current version of the accompanying roadmap. A summary of specific activities that support these actions are listed beneath each section that follows.

2.1 Increase & consolidate data gathering efforts

A critical first step is the gathering and consolidating data in and around D&I actions and activities to enable a much more comprehensive understanding of the state and impact of progress towards D&I than is available to the Task Force at the time of this report. The Advisory Brief (annex 1) lays out the limited diversity data that is currently systematically gathered, and provides recommendations for further action, including a review by this Task Force.

³⁷ https://www.frontiersin.org/articles/10.3389/fmed.2022.969122/full

³⁸ https://www.skkg.ch/

³⁹ https://www.theheritagelab.in/wiki-loves-museums/

⁴⁰ Embracing Cultural Diversity and Inclusion at Companies

https://www.linkedin.com/video/event/urn:li:ugcPost:6932423957300068352/

Broadly, we anticipate that enhanced diversity data will facilitate greater understanding as well as increase the accountability of the Europeana Initiative governance to its stakeholders in delivering its pledge to support actions that make progress toward diversity and inclusivity. To facilitate this, we recommend that the Initiative further develops a definition and approach to D&I, so that further data collection can be connected with this. We anticipate that this report and the D&I roadmap provides the foundations of this, and following further validation the definition and approach will be clarified. This follows the good example of the iterative efforts to co-create a definition of digital transformation⁴¹.

The Task Force (TF) supports the recommendations of the Advisory Brief (Annex 1) to implement further reviews of diversity data collection practices and to identify the data we need to collect that can support our understanding and improvement of the diversity of the Europeana Initiative. Such data collection is recommended to be part of a programme for gathering data, and it would involve thorough research and consultation as advised. It notes the limitations in the data available and our approach to capturing additional required data. The analysis and reporting of the data could be supported through access to enhanced CRM⁴² capabilities. Further, actions should be taken to increase the transparency of the data held, in the form of a dashboard or regular reporting, for example.

Various activities to gather, analyse and utilise data are further broken down in the activities that follow below, such as the focus on the gathering of data of ENA and EAF members (the former follows the recommendations of the ENA New Professionals Task Force and the ENA Membership Working Group). These are in large part based on an Advisory Brief on collecting diversity data in the Initiative, prepared by and based on research undertaken by the Foundation's Impact Advisor (see Annex 1).

Summary of activities related to this action that are added to the roadmap v1;

Activity	Rationale
Develop & Implement programme for gathering diversity data	A programme for data gathering (including a thorough research and consultation component) can be developed using the impact framework, connecting the data gathered with desired insights and metrics, further complementing the activities of the El.
Develop co-created El definition of an approach to D&I	Following the successful development of the co-created definition for Digital Transformation, a similar outcome can be used to advocate for continued support and focus on D&I activities. This also reflects the experiences of DPLA, bringing our

⁴¹ https://pro.europeana.eu/post/defining-digital-transformation-for-the-cultural-heritage-sector

⁴² CRM (Customer Relations Management) System are used to store, gather and analyse data collected. Subject to Data Privacy laws and policies. Enhanced CRM capabilities are identified by the Initiative to be an area of focus and development 2022-2023.

	experience and ambition in D&I into future strategic plans will continue to ensure they remain a point of focus for activities across the Initiative
Enhance understanding of diversity of members of ENA and EAF and publish our findings	We do not currently gather data on the diversity of Network Association members so are limited in how far we understand the diversity of the membership, and not yet able to monitor and measure actions we could take to increase representations in certain areas such as new professionals. This is conditional on the successful implementation of the programme for gathering diversity data.

2.2 Build capacity, capability and a culture of compassion in people, teams and networks

Developing practices and actions that drive greater representation and engagement in and among the people we work and interact with can be supported through the development of capacity and capability. By building and offering continuous and systematic training and development opportunities, we aim to empower the leaders of change through the Initiative and sector. This can be further supported by following the recommendations of two recent peer led task forces: the New Professionals Task Force ⁴³, and this Diversity & Inclusivity Task Force⁴⁴.

Each element of the Initiative has different roles and needs when it comes to capacity building in the area of D&I and can broadly be divided into the needs of the Foundation, as an employer, and the needs of the Network and Forum as bodies for coordinating both partner and volunteer-led activities. Working together with the operational management of the Foundation, we hope to explore and develop a training programme for all staff to follow which applies from new starters to relative veterans, and covers topics such as implementing the Inclusive Guidelines to recognising bias.

Together with the Network and Forum, we hope to build on the experiences and expertise of their members to build a community led training and development programme. This complements Action 1, as through encouraging the proactive sharing of practices, this also surfaces opportunities for formal and informal knowledge exchange. The Foundation will support this ongoing activity, and align any training activities with the principles and standards established through the Capacity Building Framework⁴⁵.

^{43 &}lt;a href="https://pro.europeana.eu/project/new-professionals">https://pro.europeana.eu/project/new-professionals

⁴⁴ https://pro.europeana.eu/project/diversity-and-inclusion-task-force

⁴⁵ Note that the v2 Capacity Building Framework is due to be published in October 2022 https://pro.europeana.eu/page/building-digital-capacity

This TF recognises the recent calls and consultation for increased youth involvement across the cultural heritage sector.⁴⁶ ⁴⁷ As a result, the TF cooperated in Youth for the Future of Cultural Heritage in Europe⁴⁸ consultation because it recognises the need to listen to and support young and new professionals in and around the cultural heritage sector. Building on the work of the New Professional Task Force Report⁴⁹ which sought to identify the challenges facing new and young professionals. This consultation continues Europeana's commitment to support young and new professionals participating in and around the cultural heritage sector.

In addition to debating the overarching question of identifying and agreeing actions to focus upon, the D&I Task Force have also considered approaches to manage the legacy of the Task Force itself. Following examples from within the Network, the Task Force recommends that it evolves into a Working Group with a broader remit to provide ongoing support and guidance to the Initiative. The Working Group would oversee activities such as validation and development of the D&I roadmap, and facilitate transparency and accountability for the Initiative by supporting the production of periodic reports, for example.

Below is a summary of one example explored during the course of the Task Force, followed by a summary of activities added to the roadmap to reflect this action point.

Example: WEAVE metadata workshop to address incorrect data

The WEAVE project ran a workshop with Roma community members to 'correct' and review metadata related to the content planned for aggregation to Europeana. To provide a participatory approach in solving this problem, WEAVE carried out an exercise of co-curation jointly conducted by content partner TopFoto⁵⁰ and ERIAC.

Following standard practice of many Cultural Heritage Institutions, TopFoto added original caption information to the description field of the metadata (the field is most prominent for users of Europeana and standard metadata readers). Before publishing, TopFoto extracted the metadata into validation spreadsheets, with links to the images, allowing experts to correct or amend the text and review the corresponding images. The

⁴⁶ Museums + Heritage - Hilda Flavia Nakabuye's call for more youth involvement in museum's sustainability efforts at ICOM 2022, 23 August 2022

 $[\]underline{https://advisor.museumsandheritage.com/news/call-youth-involvement-museums-sustainability-\underline{efforts/}$

⁴⁷ Europa Nostra and its partner organisations working with youth in cultural heritage are launching a wide consultation on <u>Youth for the Future of Cultural Heritage in Europe</u> as a contribution to the <u>European Year of Youth 2022</u>. The consultation, aiming at empowering and raising the voice of Europe's young generation, is developed in collaboration with the <u>European Students' Association for Cultural Heritage (ESACH)</u>, the <u>Erasmus Student Network (ESN)</u>, the <u>European Heritage Tribune (EHT)</u>, <u>The Future is Heritage, Europeana Initiative Diversity & Inclusion Task Force, ICOMOS and the European Heritage Volunteers.</u>

⁴⁸ https://forms.gle/TxawSpTKKHu3Pty7A

⁴⁹ https://pro.europeana.eu/project/new-professionals

⁵⁰ https://www.topfoto.co.uk/

validators also had the option to reject the image based on the depicted visual subject alone. None were rejected by the validators on this basis.

The review by the experts resulted in a number of very useful comments and corrections in TopFoto's metadata, which in fact helped refresh the outdated terminology used in their database and to make the metadata appropriate, inclusive and representative of the Roma heritage. After the review, a discussion workshop was held online between partners and experts to transfer knowledge and capture the co-curation process, and eventually to derive lessons learnt on appropriate language and key terminology (metadata) about Roma heritage. This event was very important to gather further detail from the validators, and community experts, to gauge their general impression of the images. As a result, the collection did raise serious questions about objectivity and the importance of presenting historical images with a revised context for a contemporary audience even though the images were not rejected on subject matter alone.

Summary of activities related to this action that are added to the roadmap v1;

Activity	Rationale
Develop and implement a programme of training for D&I for EF staff members	To support yearly training as new staff members join to address intersectionality, privilege awareness, structural racism, unconscious bias and gender discrimination foster compassion and awareness around diversity, equity and inclusivity
Deliver continuous training and workshops to Europeana Initiative community & networks	To address intersectionality, privilege awareness, structural racism, unconscious bias and gender discrimination to foster compassion and awareness around diversity, equity and inclusivity.
Implement and develop upon the recommendations of the New Professionals Task Force	To continue the ENA-EF efforts to support the presence, engagement and representation of New Professionals through actions such as pursuing their recommendations of the New Professionals Task Force - developed by and with representatives of New Professionals.
Implement and develop upon the recommendations of the D&I Task Force	To facilitate continuous development and implementation of D&I activities, the task force recommendations focus on actions that can be taken to continue the work undertaken, and contribute to further regenerative and practical actions. (See Recommendations)

2.3 Facilitate Representation & Engagement through Policy & Process

Driving change through improved policy and process supports the embedding of D&I actions throughout operations and services provided and supported through the Europeana Initiative. From making efforts to embed D&I actions in the operational activities of the Foundation such as through exploring how to refine hiring practices, to advocating for D&I practices to be embedded in collaborations such as funded projects, and embedded in the tools and services we develop and offer to support the digital transformation of the cultural heritage sector.

Whilst most activities in this action are the responsibility of the Foundation to develop and implement, they rely on a process of collaboration, consultation and co-creation with partners and members of the wider Initiative. The co-creation of the Inclusive Engagement guidelines⁵¹ with El partners, run by consultant Lauren Vargas⁵² established an effective template for co-creating and implementing an effective role of policy and process. Where partners across the Initiative worked together to tackle a shared challenge, receiving training to build confidence and capability to contribute towards workshops which iteratively developed a set of Guidelines. This process was critical to being able to accelerate the successful acceptance, adoption and implementation of the guidelines. Further management and development of D&I led policy should therefore follow a similar path, for example if a unified Code of Conduct is developed for the Initiative. We can also look outside of the cultural heritage sector and in private sectors to see why a Code of Conduct is important for Diversity and Inclusivity as software application company Buffer has mentioned in their publication Our Code of Conduct and Why It is Important for Diversity and Inclusion⁵³ by quoting Andrea Barrica 'What is often ignored is that diversity is not only a pipeline or recruiting issue. It's an issue of making the people who do make it through the pipeline want to stay at your company'.

We can further support the embedding of D&I practices in the tools and services provided by ensuring our online tools and platforms follow Accessibility Standards, and that we continue to extend and explore the concept of accessibility in services that engage professionals. Concrete actions are The development of training courses and resources, interactive media (explainer videos and static web pages) and resources such as the rich range of content available through Europeana Pro.

Events and Conferences present many opportunities to increase diverse participation, through inclusive actions, such as offering grants in 2022 to New Professionals, we can test and build opportunities to increase engagement to those underrepresented in our current audience and network. In and after events themselves we continue to explore

⁵¹

https://pro.europeana.eu/post/help-us-to-shape-europeana-s-new-inclusive-engagement-guidelines

⁵² https://yourdigitaltattoo.com/

⁵³ https://buffer.com/resources/code-of-conduct/

technical solutions to increase accessibility and inclusives such as the provisions to offer on demand transcription or translation, both live and on demand. As well as bespoke options such as offering quiet rooms for in person events.

Below is a summary of activities added to the roadmap to reflect this action point.

Summary of activities related to this action that are added to the roadmap v1;

Activity	Rationale
Embed good practices in EF general operations	Establishing a Europeana Initiative Roadmap with strands of work from D&I training, accessibility, editorial and content aspects is a step to implementing good practices across the Initiative.
Embed good practices in EF produced or supported technical tools and services	Such as complying with WCAG AA 2.1. standards (Web Content Accessibility Guidelines), and enabling alt-text (see also 3.1 & 3.2).
Embed good practice in capacity building services supporting professionals	Where capacity building services such as events, training, and community management support the engagement with and development of professionals in our sectors, these services must embed good practices to drive outcomes and practices and behaviours which are diverse and inclusive.
Develop and implement policies that facilitate engagement	Building on the successful development of the Inclusive Engagement guidelines, these will continue to be tested, refined and implemented. We will further explore which additional policies or processes can be developed and implemented such as a Code of Conduct.

Action 3: Facilitate Diverse & Inclusive Storytelling

Within such socially and politically tense moments, arts and digital tools are an entry point and serve as an equaliser to discuss highly charged topics.

Communication scholars have been looking closely at the ways social movements and media are interconnected. Aiello and Parry describe media culture as the 'cultural artefacts that embody a series of representational choices⁶⁴ and claim that stereotyping can be rigid and exclusionary. They draw on Stuart Hall's work of othering within representation, for example his observation that 'stereotyping reduces people to a few, simple essential characteristics, which are represented as fixed.'55

⁵⁴ Giorgia Aiello and Katy Parry, *Visual Communication: Understanding Images in Media Culture* (London: SAGE, 2020), 5.

⁵⁵ Stuart Hall, "The Spectacle of the 'Other,' " in *Representation: Cultural Representations and Signifying Practices*, ed. Stuart Hall (London: SAGE, 1997), 257.

Aiello and Parry expand this, stating that stereotypes have a stickiness to them but that 'one counter strategy is to eclipse the prevailing negative stereotypes with more positive and diverse representations.' Online representation and communities having accurate portrayals of their voices and culture are essential and transformative. Visibility can redress imbalances and encourage a shift in discourse.

A number of activities that stem from this action are tangible and documented in the current version of the accompanying roadmap. A summary of specific activities that support these actions are listed beneath each section that follows.

3.1 Facilitate representation in Cultural Heritage Data

Cultural heritage is a fundamental aspect of preserving the sense of who we are as individuals. It includes the social values, beliefs, customs and traditions that connect an individual to his or her community(ies) and that contribute to instilling a sense of identity and continuity. Identities are also linked to where people work, to their leisure activities and consumption patterns.

By working directly with minoritised communities and organisations run by and dedicated to preserving minoritised communities heritages, Europeana and it's aggregators can bring in a diversity of content on Europeana. One of the benefits of this approach is that content can be shared online under, for example, a reuse framework appropriate to their own heritage and needs while also contextualising the content appropriately by those communities themselves. This kind of representation is fundamental for minoritised communities to regain control over how their heritage is viewed, reused and how their own communities learn about themselves. It also shifts the narrative from how colonial authors have previously recorded their identities.

A strong area of focus can be found through the colonial records depicting minoritised communities and their heritage made discoverable and available through the Europeana website. Some of these records contain distressing titles, descriptions and or imagery. Some cultural heritage organisations are listening and engaging in dialogue with these communities, and are at various stages of reflecting on the type of records they hold in their possessions that could be considered harmful and offensive.

In 2021 the Europeana research grant supported the National Museums of World Culture of Sweden and the University of Gothenburg's report on their decolonising cultural heritage data project. In an interview,⁵⁶ the National Museum of World Culture mentions that *'The Western idea of the archive and museological traditions that Swedish collections reflect can bring with them problems of inaccurate or problematic categorisation and the traces of racist beliefs'*.

⁵⁶https://pro.europeana.eu/post/new-project-at-the-the-national-museums-of-world-culture-swe den-explores-crowdsourcing-to-decolonialise-data

Through their project 'Digital Repatriation of Cultural Heritage in the Global South' they want to explore decolonising their museum collections 'Carlotta⁵⁷' which contains representations of objects originally from indigenous communities in the Brazilian Amazon. They have been experimenting with an open source tool called Tainacan⁵⁸ developed by the University of Brasilia allowing for an accessible and easy creation of digital collections, facilitating co-curation and re-categorisation of cultural heritage. Their work and report explores deconstructing colonial data by working with indigenous communities and developing different models of information management and cataloguing that are more closely aligned with the communities perspectives and self-representation.

Outside of starting work with minoritised communities in decolonising colonial data, cultural heritage organisations and those that provide services such as access and discoverability, such as Europeana should take steps to to acknowledge the existence of problematic data. Such as informing their audience and visitors of the type of content in their collections - a step that often replicates the in person visitor experience. Trove⁵⁹ tackled this through a content warning pop-up for website visitors⁶⁰ - informing the visitor that distressing material. This approach gives control to audience members to decide for themselves how they wish to proceed.

Steps such as a content notification must be supported with additional actions that provides further or additional information to audiences and those part of minoritised communities. See for example DPLA's Statement on Potentially Harmful Content already mentioned in Action 1, 1.2. Such as a page can be dedicated to providing explanations as to what kind of distressing material people may come across, and inform audiences and communities of the steps being taken to produce positive and supportive changes to data that affects those groups of people. Together completing the cycle of raising awareness through to taking clear and tangible actions - where each element performs a critical role towards stimulating positive change.

The approaches from the international cultural heritage community, and peers Trove and the DPLA provide examples for the Europeana Initiative, and in particular the Foundation to follow.

⁵⁷ https://collections.smvk.se/carlotta-vkm/web

⁵⁸ https://tainacan.org/en/

⁵⁹ Example of content warning pop-up at Trove digital library: *CULTURAL ADVICE: Aboriginal and Torres Strait Islander people should be aware that Trove contains images, voices or names of deceased persons in photographs, websites, film, audio recordings or printed material.*https://trove.nla.gov.au/

⁶⁰ note that the pop-up message appears only at the first visit on the webpage and no longer shows once you re-access the website

Summary of activities related to this action that are added to the roadmap v1;

Activity	Rationale
Explore actions that support user engagement with potentially harmful content	Following the example of Trove a content warning pop-up would serve to warn the audience before entering the website allowing them to opt out.
	Following the example & experiences of the DPLA, a Europeana statement is being developed and would serve to acknowledge that there are distressing materials on the Europeana website.
	Allow the audience to report distressful content. Manage how distressful materials are able to be viewed.
Engage with communities to develop a D&I led approach to managing content	For example; colonial heritage, language use, and ethical questions around reuse of these materials through crowdsourcing and online tools such as Tainacan
Explore approaches to increase the diversity of content	Through projects such as WEAVE. Exploring collaboration with new partners such as The Black Archives and other Cultural Heritage Organisations dedicated to minoritised community's heritages Working directly with minoritised communities in gathering their heritage in an ethical way and reviewing current content strategy.

3.2 Raising awareness through Europeana editorials & themes

Through the production of digital narratives as described by Europeana, the reliance on images, video, audio, voice, music recordings, and text can be used and combined to explore specific subjects and experiences related to Equity Diversity and Inclusion (EDI). As Europeana includes content from across the EU, identities become visible through digital storytelling techniques. Such stories, memories, collections and visuals become socially relevant tools that reflect on ethical and equitable practices while encouraging EDI-teaching opportunities.

Example Europeana Seasons: sharing stories of intersectional identities

Europeana has been running short campaigns called seasons which can be related to a particular international month and or a generic services project. Women's season started in 2019 as part of Women's History Month and has been an annual event since then. In the first year of the season running, there was very little representation of women of diverse backgrounds, with only one blog created on Josephine Baker⁶¹. Since

⁶¹ https://www.europeana.eu/en/blog/josephine-baker-dancer-spy-and-freedom-fighter

then, the Foundation have striven to diversify their editorial output - resulting in more stories highlighting minoritised and underrepresented communities in its Women's History feature page⁶².

In 2021 Europeana ran its first Black History Month season in October in celebration of European Black History in an effort to shed more light on parts of European history that is often left untold compared to its American counterpart. This resulted in Europeana's first exhibition on Black History called Black Lives in Europe⁶³ and a feature page dedicated to editorials on Black History⁶⁴. Alongside this were interviews on Europeana Pro with cultural heritage organisations such as Black Central Europe⁶⁵, Museum X⁶⁶ and The Black Archives⁶⁷ dedicated to raising awareness on European Black History and the importance of digitising Black heritage.

Pride Month (reoccurring) and Sports season (2021) which was part of the Europeana Sport generic services project⁶⁸ have also been fundamental in highlighting stories of underrepresented communities and their intersectional identities. Throughout the different seasons and campaigns, shedding light on intersectional identities has been important to acknowledging that representation means representing people in all ways and all their identities. Stories of notable people with disabilities can be found in the Sport⁶⁹, Black history, Women's history, Disability heritage⁷⁰ and LGBTQ+⁷¹ feature pages. Stories of notable LGBTQ+ people, underrepresented women, Black heritage etc can be found each in all those feature pages as well showing the thread of multiple identities.

Example Editorial Grants: supporting minoritised communities

In an interview with Femi Bankole⁷² co-founder of the social media platform Black and Irish on the topic of cultural heritage, Femi mentions that 'A lot of the younger generation are creating their own culture, their own heritage at the moment. But they're very far away from our heritage of the past. We need to find some way of disseminating that information down, so it doesn't die off with the older generation, because it's more important now than ever.'

The importance of highlighting and promoting minoritised groups cultural heritages and history through editorials is essential in supporting these communities' understanding of their history as well as dismantling biases about their identities and existence. It

⁶² https://www.europeana.eu/en/womens-history

⁶³ https://www.europeana.eu/en/exhibitions/black-lives-in-europe

⁶⁴ https://www.europeana.eu/en/black-history

⁶⁵ https://pro.europeana.eu/post/black-history-month-an-interview-with-black-central-europe

⁶⁶ https://pro.europeana.eu/post/black-history-month-an-interview-with-museum-x

⁶⁷ https://pro.europeana.eu/post/an-interview-with-the-black-archives-amsterdam

⁶⁸ https://pro.europeana.eu/project/europeana-sport

⁶⁹ https://www.europeana.eu/en/sport

⁷⁰ https://www.europeana.eu/en/disability-heritage

⁷¹ https://www.europeana.eu/en/lgbtq

⁷² https://pro.europeana.eu/post/how-social-media-storytellers-black-and-irish-are-exploring-hist ory-and-overcoming-stereotypes

becomes an educational tool when oftentimes history books have been completely silent in sharing these narratives. Part of working on being more diverse and inclusive is sharing these stories and histories and another aspect that goes hand in hand is create a supportive system to gratify work done by minoritised groups of people as they are often less advantaged than their counterparts.

Europeana recognises that it is limited in expertise, won't and doesn't always have the lived experiences to write editorials representing minoritised and underrepresented groups of people. The Foundation also recognises the importance to support these communities who often do not have the capacity and resources to undertakeunderytake work, for example writings editorials, participating in task forces) voluntarily, as it often requires a privileged background or status

Seeing a need to expand guest editorial output around topics related to Diversity and Inclusion, the Foundation reached out to minoritised and underrepresented communities to provide grants to enables contribution to these editorials. Europeana first tested out paid guest editorials in 2021 which resulted in an editorial piece on the enslavement of Roma people in Romania⁷³.

Starting in 2022 Europeana has made available an editorial grants programme for those of minoritised and underrepresented backgrounds and this has so far resulted in editorials on topics such as ecofeminism in the middle ages⁷⁴ and accessibility for people with low or no vision in museum exhibitions⁷⁵.

Summary of activities related to this action that are added to the roadmap v1;

Activity	Rationale
Create inclusive and diverse editorial frameworks (ongoing work on diversifying editorials)	Facilitates representation of minoritised communities in all editorial seasons, projects and guest pieces.
Develop opportunities to enable new, minoritised or under represented perspectives to be published via editorial and themes	By providing an editorial grants programme for minoritised and underrepresented communities.
Produce educational resources	Such as developing learning scenarios on topics related to diversity and inclusion to decrease biases and discrimination in education and foster representation in learning for minoritsed students
Increase visibility and alignment of editorial with other El activities about editorials and themes	Aligning Seasons on Europeana.eu with Pro articles, for example Black History Month and surfacing the stories in community newsletters.

⁷³ https://www.europeana.eu/en/blog/roma-slavery-in-romania-a-history

⁷⁴ https://www.europeana.eu/en/blog/hildegard-von-bingen-celebrating-an-early-ecofeminist

⁷⁵ https://www.europeana.eu/en/blog/the-evolution-of-the-bas-relief

Recommendations

To complement the actions identified, and support the implementation and further development of the D&I roadmap, the TaskForce make the following recommendations;

Recommendation 1: Evolve the steering of D&I to an Initiative led Working Group

Creating space for diverse perspectives is a central element of our D&I activity and it is instrumental to have it embedded in the management and development of our work. Together with the Task Force it is apparent that the work of the Foundation's D&I CrossTeam⁷⁶ greatly benefits from their insights, discussion and perspective. We recommend that the Task Force continues the momentum it has contributed by becoming a Working Group.

The primary role of the current Task Force will be to establish the remit, initial actions and priorities for the Working Group to follow.

Recommendation 2: Develop & implement a process for co-development and validation of the roadmap with stakeholders

Creating and implementing a process to support the regeneration of the roadmap will facilitate successful implementation of its activities. Overseen by the Working Group, the approach should facilitate opportunities to continuously open up avenues to include new perspectives, broaden or deepen existing perspectives and experiences. A critical element of the process is the validation of the roadmap by stakeholders at regular intervals - to both ensure the activities serve the needs of our stakeholders, as well as providing opportunities to receive further input that can contribute to future iterations.

Validation can be done through some form of periodic or continuous consultation i.e. through a survey, workshops or interviews and for the v1 roadmap should be concluded within 8 months of the publication of the report.

It is anticipated that further updates and refinements to the roadmap would then be implemented, with the support and guidance of the Working Group.

Recommendation 3: Publish regular updates on the progress and development of the roadmap activities

With a published and versioned roadmap, greater transparency and thus accountability on progress made can be expected from the Initiative. During the course of the Task Force it is apparent to members that a great deal of work is undertaken in and around the areas of Diversity and Inclusion that are not so transparent to the general

⁷⁶https://pro.europeana.eu/post/meet-the-europeana-foundation-diversity-and-inclusion-cross-t eam

stakeholder in Europeana. A more concerted effort to demonstrate the impressive efforts of the Initiative partners will in the first place complement the first action to raise awareness of D&I practices to all stakeholders.

The Task Force recommends at least quarterly updates are published and disseminated.

Annex 1: Advisory Brief - Collecting diversity data in the Europeana Initiative

January 2022, Nicole McNeilly, Impact Advisor, Europeana Foundation

This brief has been written to advise and guide the Europeana Foundation D&I Cross Team, the Europeana Initiative Diversity and Inclusion (D&I) Task Force, and other Europeana Network Association (ENA) groups (like the Governance working group) in how we might improve the collection of diversity data across the Europeana Initiative. In particular, it will guide how we monitor and act to improve the diversity of those involved in the Europeana Network Association and across the wider Europeana Initiative's activities. It will also help us to consider how we tackle the monitoring of data in other areas of our work, for example, in terms of the audiences who access our data on the Europeana website.

Background

The Europeana Foundation's work promotes democratising access to and participation in digital heritage.⁷⁷ The Foundation is working towards an D&I approach together with colleagues from across the Europeana Initiative (EI) through the D&I Task Force. This document is informed by the findings of the first event to tackle the topic of diversity data, held in November 2021⁷⁸ (see a summary of what we have learned below), and informed by the Europeana Impact Framework. In this regard, we have already begun to tackle this topic and to consider its impact with external expertise at an early stage.

Why are we interested in diversity data?

We can't address the bigger questions of representation in the heritage narratives we share and the collections we protect, preserve, nurture and grow (the quality of digital heritage data) if we don't know more about the professionals who work in heritage as well as the audiences that benefit from their work. Representation has implications for the quality and accuracy of our digital heritage data and our exhibitions; for the reuse of heritage data; as well as for the audiences whom we unconsciously exclude or include.

We are able to build on the drive from with the Europeana Foundation and wider Network to become more inclusive. With this in mind, this brief proposes actions related to the collection of diversity data relating to heritage professionals in the Europeana Initiative.

Introduction

We think of **data** in many ways in Europeana. Three are particularly important with regards to diversity data. First, the **data about the professionals** are represented in the cultural heritage sector and which aren't. This has implications for the second type of data we think about, and the quality of which is at the core of Europeana's work:

⁷⁷ Europeana Foundation Business Plan 2022

⁷⁸ <u>Collecting diversity data for audiences and professionals in the cultural heritage sector in Europe | Europeana Pro</u>

digitised cultural heritage data. In this brief we set out how we will collect data about heritage professionals and how that will create impact for the quality and diversity of our digitised cultural heritage. A third perspective is the data about the audiences who access, use and reuse the digitised cultural heritage data on Europeana. If we take an impact perspective in reviewing this category, the wider public is the ultimate beneficiary of our actions.

This brief focuses on increasing our understanding of the diversity of the professionals who are represented and involved in the Europeana Network Association and across the wider Europeana Initiative's activities.

An approach to collecting data

Based on the objectives below we propose an approach to collecting diversity data following a method that draws on the Europeana Impact Framework to help us focus on the long term changes that we want to achieve. We take an impact approach to make clear the connections between this work and the Europeana Initiative 2020 - 2025 Strategy. We explore the data we already collect, with recommendations for how we can build and improve upon that.

Principles of our plan

Whatever we do going forward, we have to do this with the participation of the whole Europeana Initiative. We have to bring people into the conversation at an early stage; test our questions and data collection approaches; and be clear and confident in what data we are collecting, why, how we will use it, and what resources we have available to make necessary changes.

Who should be involved

Directly

- Europeana Foundation D&I Cross Team
- Europeana Initiative D&I Task Force
- Europeana Network Association Members' Council/Board (TBC)
- ENA Membership Working Group
- External stakeholders (Europa Nostra; NEMO, etc)
- Other groups as necessary

Indirectly involved, or involved at a later date

- Europeana Foundation HR and SMT
- Sector actors active in this topic
- ENA members

Objectives

• Make more concrete the narrative about why diversity data collection has an impact in the cultural heritage sector (see the preliminary Theory of Change

- below) and its importance for our work.⁷⁹ This narrative must also be relevant to the wider cultural heritage sector.
- Set out what we want to measure in the professional demographics of the Europeana Network (and attendees at our events). If this is not a wholly intersectional approach, we need to set out why.
- Trial and embed data collection practice in the Europeana Initiative.
- Share our experiences and make information available to the sector (via Europeana Pro and the Europeana Network Association) to help them track professional diversity and audience diversity. Support capacity building in this area, where needed.
- Bring together heritage sector actors who can strengthen our work and create impact across the wider heritage sector.
- Set in place mechanisms and accountability to regularly reflect on progress and new opportunities, addressing any concerns or broader social change that may have implications for the work.

What data do we already collect?

We collect data to know more about who our audiences are. This is also included in the event and other registration forms. The following data are collected about participants on an ongoing basis. The table below sets out what data are being collected and why.

Data description	Rationale
Europeana Network Association membership status	We can track if our events and training offer reach a wide audience outside of our Network as well as understanding how active the Network is.
Country where they live (note, not nationality)	We have an understanding of the geography of Europeana Network Association membership. In addition, we are able to track if we are reaching a wider, global audience through our digital activities.
If there are adjustments we could make to make sure that they can participate fully in webinars	While we may not be able to commit to introducing all possible adjustments at this stage, keeping track of desired adjustments helps us to plan for more inclusive events in the future. Additionally, it gives us insight into those who might be excluded from our digital events because they are inaccessible in some way. Insights are shared with the accessibility cross-team and event organisers.
Years of experience in the heritage sector (a recommendation of the New Professionals Task Force)	Collecting these data was a recommendation of the New Professionals Task Force and, by collecting these data, we could feed into future improvements led by the Membership Working Group to address any lack of

⁷⁹ There were 46 registrations for the Diversity Data event. This was the first event of this type we are aware of in the European heritage sector. This suggests that the topic is new and that groundwork about the narrative of its importance must be done.

inclusion. This metric is now commonly collected across our data collection.

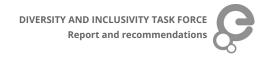
Table 1. Outline of the diversity data currently collected by Europeana Foundation.

What did we learn trialling the collection of other diversity data?

We trialled collecting other data beginning in the Spring of 2020 (e.g. gender, age). There was some discomfort around this. On reflection, we didn't clearly enough set out why we collected these data types in particular (and why not, for example, sexual orientation or other protected characteristics). One of the reasons was because these categories set out above in Table 1 were those which were deemed most important to know, and that we could do something with those data. Following in the principles of the Europeana Impact Framework (as set out in the Europeana Impact Playbook and Standardised Question Bank), we should only collect that data which we know we can use to add value to our audiences and not just for our own interest. Furthermore, we should always be clear about why we are collecting the data and what we are going to do with it.

What should we do? Recommendations for next steps

- Preliminary investigation work in this area should be a task of the Diversity and Inclusivity Task Force. It should then be taken up by a wider, cross-sector working group (i.e. involving other sector stakeholders).
- Europeana Foundation should review its diversity data collection practices to inform its next Strategic Plan 2025-2030. It should take into account the recommendations of the D&I Task Force and be inclusive of, and consult, foreseen cross-sector working groups.
- A private consultant or advisor could be contracted to lead this work or to advise in some capacity, if budget were available.
- Any guidance should be accompanied with timely training for heritage sector professionals.



Our Theory of Change for the monitoring of diversity data in the Europeana Initiative

The Theory of Change - diversity data collection

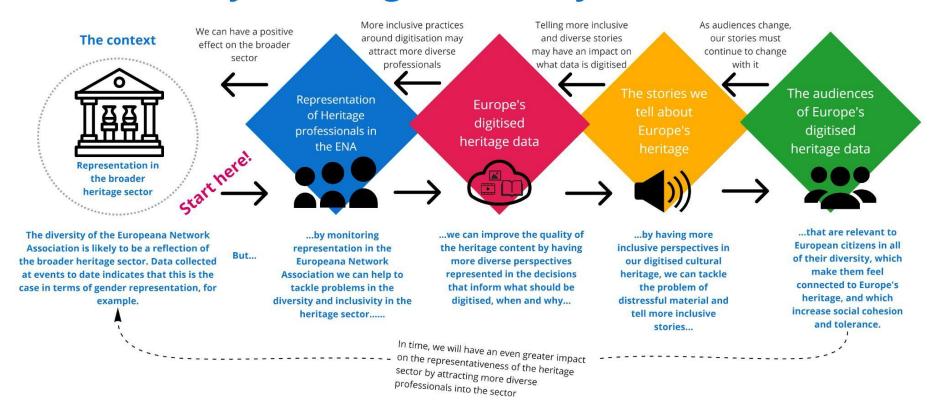


Image 1. Theory of Change developed to show the positive outcomes and desired impact created by the collection of diversity data in the Europeana initiative. This Theory of Change does not set out the actions that could inform the better conditions for the inclusion of more diverse heritage professionals, such as those described above and which may be taken forward by the working group recommended by this report.

What we already know about the context

In November 2021, we held a roundtable with external experts on collecting diversity data for professionals and heritage audiences (watch the recording on <u>Europeana Pro</u>). By asking relevant questions in the event registration form, we found out the following.

- More than half (57%) of those attending came from outside the Europeana Network Association.
- Just over one third of registered participants collected diversity data in some form. 31% were unsure, and 31% said that diversity data was not collected.
- The key topics that interested attendees to the event can be summarised as follows:
 - How and what a diversity and inclusivity policy (focussing on data) looks like in an organisation; where it sits; how it is owned, made sustainable over time
 - How to stimulate organisational change towards diversity data collection
 - Whether diversity data can be an open data set; GDPR, privacy policies; data protection, precautions for working with sensitive data; ethical concerns; the role of governments in diversity data collection (requirements, legislation)
 - The use of data how it can improve inclusivity of events, exhibitions, activities
- People are interested in this topic, but haven't necessarily done anything concrete in this area, suggesting our intervention could help them to do so.

Annex 2: Roadmap v1

The activities described in this report and further broken down into tasks and set against a timeline in a roadmap. The roadmap format supports the management of planning and delivering tasks and activities throughout the Foundation.

The roadmap can be viewed as a comment only Google sheet <u>here</u>.



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