

Activity catalogue for the Code of Conduct for Equal Access

The six principles of the Code of Conduct for Equal Access in Music express a common ambition and commitment. To make the work of achieving these ambitions as concrete as possible, this activity catalogue sets out a number of ideas for activities. The areas that an organisation or enterprise chooses to work with depend on its level of ambition, the measuring points established and its maturity. Small organisations or enterprises might find it advantageous to join forces on activities. They could, for example, share the costs of an annual training workshop on unconscious bias.

The Code and the supporting activities are as applicable for an organisation's or enterprise's volunteers and freelancers as for its other employees.

The activities are listed in order of priority, starting with the most expedient.

Activities for each of the six principles:

PRINCIPLE 01 BIAS-CONSCIOUS MANAGERS AND STAFF	
1	Invest in annual training or education to create insight into the prejudices, biases and blind spots of the organisation's or enterprise's decision-makers and key roles (for example, managers, gatekeepers, recruitment officers, recruitment consultants and volunteer supervisors).
2	Train recruitment officers and facilitate competency-based job interviews to avoid bias in the process. Prepare a concrete job- and competency profile as well as a questionnaire for the role. This ensures that candidates are asked the same questions and tested by the same parameters, which can minimise some forms of bias and help ensure that interviews and any job offers are based more on candidates' experience and competencies than on intuition and gut feeling.
3	Appoint ambassadors* specifically tasked with pointing out possible bias in recruitment processes, bookings, talent identification, evaluations and other decisions. This person could be a colleague with HR responsibility who advises on and assists with internal talent identification or performance evaluations.
4	Invest in annual training and education to gain insight into the prejudices, biases and blind spots of specific groups or of the organisation's or enterprise's other employees and volunteers .

* Ambassadors can be appointed among the under-represented groups if possible.

PRINCIPLE 02 BROAD REPRESENTATION IN GATEKEEPER ROLES

1	When possible, publicly advertise gatekeeper positions to attract a wider candidate list.
2	<p>To ensure greater diversity in gatekeeper roles, organisations and enterprises can consider the following initiatives:</p> <ul style="list-style-type: none"> • A diverse list of candidates: Introduce a principle requiring under-represented groups to be represented in the pre-selection group of candidates for a position, a team of external examiners or other gatekeeper roles • Get new perspectives on the gatekeeper role, eg, through delegation, rotation or training that can ensure a diverse future pipeline of candidates for the role • Appoint ambassadors* who can work with gatekeepers to challenge decisions from a diversity perspective • To ensure rotation, fixed-term employments could be considered for important gatekeeper roles • If gatekeepers are teams, install requirements for the team to be diverse on at least two parameters (gender, age, nationality, background, education) to avoid over-homogeneous teams.

* Ambassadors can be appointed among the under-represented groups if possible.

PRINCIPLE 03 ROLE MODELS AND IDOLS – primarily relevant for large organisations and enterprises

1	Use diverse role models and idols, for example, in communication and press materials, job ads, campaigns and marketing, bookings, line-ups and graphic material, as well as spokespersons and internally in the organisation or enterprise.
2	Set up an ambassador panel* to review and evaluate campaigns and other materials from a diversity perspective.
3	Implement mentor programmes for under-represented groups to improve their well-being and to retain, guide and support employees from these groups in their careers.
4	A mentor's role is very much about sharing experience and advice, and a mentor is often more experienced than the mentee. To ensure access to equal opportunities, organisations and enterprises should also appoint internal sponsors. A sponsor has a prominent role as someone who can open doors to career promotion opportunities and introduce the employee to contacts he or she does not have personal access to.
5	Set up partnerships and supplier agreements with enterprises representing diverse backgrounds.
6	Conduct focus group interviews with selected under-represented groups to understand their needs and address any barriers and blind spots.
7	Participate in campaigns focusing on diverse role models in music schools as a means of attracting children from under-represented groups to the industry, for example, from disadvantaged or minority families.

PRINCIPLE 04 A SAFE, INCLUSIVE CULTURE

1	<p>Top management's role: It is vital to reinforce a workplace's culture and behaviour at the management level, because management sets the tone for the rest of the organisation or the enterprise. Top management is responsible for defining explicit positions on issues, communicating them clearly and getting the next management level to embrace the change.</p> <p>Example: Get top management to send a clear signal about zero tolerance of offensive acts, discrimination, transgressive behaviour and the exploitation of positions of power.</p>
2	<p>Positions on issues: Formulate a clear ambition for diversity and inclusion in the organisation or enterprise and describe the culture and behaviour you want to represent as an organisation. This can be communicated internally and externally and be integrated in daily work routines.</p>
3	<p>Draw up an anti-harassment and anti-discrimination policy to be communicated and made accessible to all employees and cooperation partners.</p>
4	<p>If possible, policies and guidelines should be included as appendices to contracts with suppliers, freelancers, cooperation partners and volunteers.</p>
5	<p>Establish procedures for reporting offensive behaviour. Reporting can be made to management, HR and/or working environment officers. Consider whether these procedures should also apply to cooperation partners (for example, organisers, sound technicians, freelancers and others)</p> <p>Example: Establish a whistleblower scheme (whistleblower schemes are obligatory in organisations and enterprises with more than 250 employees. As of 17 December 2023, organisations and enterprises with more than 50 employees will be legally required to operate a whistleblower scheme; see the EU Whistleblower Directive).</p>
6	<p>To gain a better understanding of how employees experience the atmosphere in the organisation or enterprise, the entity can involve employees in focus groups, events, and events addressing a specific topic. Examples of such topics are dilemmas, personal boundaries or how colleagues can help each other when they witness bias or offensive behaviour and language – for instance, by using a code word to <i>call attention</i> to bias.</p>
7	<p>Conduct mandatory training for all employees and managers so everyone understands what offensive behaviour is and what to do about it.</p>
8	<p>Participate in existing initiatives and programmes, such as the Sunflower Programme, or collaborate with organisations like Mino Danmark. You do not have to figure everything out on your own.</p>
9	<p>Teach your organisation or enterprise about <i>allyship</i> (solidarity with a marginalised group to which one does not personally belong) through training, events and information materials.</p>

PRINCIPLE 05 PROFESSIONALISATION OF THE ORGANISATION OR ENTERPRISE

1	<p>Use the points below to think about your recruitment processes, and consider whether further professionalisation of your organisation or enterprise would promote equal access</p> <ul style="list-style-type: none"> • Advertise all positions publicly so that employees are not hired through networks, as we all typically socialise with people like ourselves • Use neutral language in the job ad: Describe the job and job requirements in neutral language to avoid unconsciously discriminating against certain genders or age groups • Use an application form: Research shows that bias also occurs with classic application letters. Instead, use an application form where candidates can fill in the information relevant for the position • Anonymise candidates' CVs: Anonymising CVs eliminates the risk of inappropriate bias at this stage of the recruitment process • Use job profiles: Using job profiles based on pre-defined, job-relevant criteria minimises the risk of unconscious bias and increases the probability of finding the right match. This also compels the organisation or enterprise to consider the future requirements for a role rather than hire clones of a former employee or manager in charge • Recruitment panel: A diverse recruitment panel can be established to increase candidates' chances of identifying with the persons representing the organisation or enterprise, and to bring more perspectives to the table • Train your recruitment panel: Research shows a higher risk of bias if recruitment staff are untrained in interview techniques • Pre-selection lists: Always prepare pre-selection lists that include under-represented groups. This ensures that you include specific target groups before the recruitment process starts.
2	<p>Find inspiration in the Recommendations on Corporate Governance of the Danish Committee on Corporate Governance.</p>
3	<p>Review management processes for bias and identify changes that can minimise such bias. Examples in point could be processes for talent and employee development, recruitment, evaluations and promotions, dismissals, salary and bonus, strategy and vision work.</p>
4	<p>Draw up bias checklists, for example, for bookers and other gatekeepers involved with festivals, concerts, publications, range of candidates, talent and development programmes, educational institutions and appointments in connection with selection processes</p> <p>Example: Before granting funds, review potential recipients of funds using a checklist based on broad diversity parameters.</p>
5	<p>In connection with publications, nominations, admissions, selections, job appointments, fund granting and booking, always prepare pre-selection lists that as far as possible reflect the representation in society at large, including of under-represented groups</p> <p>Example: Establish a new framework for the group of artists to be included in the year's programme, focusing on greater diversity in the pre-selection list you choose from.</p>
6	<p>A board sets the direction and plays a key role as a discussion partner that can challenge management. Therefore, board competency development is an important parameter for the work of creating more equal access.</p>
7	<p>Implement a clear equal pay policy/equal fee policy and check data in this area annually.</p>

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PRINCIPLE 05 PROFESSIONALISATION OF THE ORGANISATION OR ENTERPRISE

8	<p>Diversity makes us more open-minded, both in our local community and at work. Research shows that greater diversity in teams enhances mental health and well-being. Employees are more likely to feel happy, engaged and productive when they feel supported and respected.</p> <p>This is why a mental health focus is important during performance reviews, as is enquiring about employees' well-being. Examples of questions that facilitate this:</p> <ul style="list-style-type: none"> • Do you feel you make a positive contribution in your daily work? If so, how? If not, what could be done to change this? • Do you feel you realise your full potential in your role? If so, how? If not, what could be done to help you to realise your full potential? • How do you feel supported and respected by others, particularly managers? • Can you be your authentic self at work? If so, what positive examples can you mention? If not, what could be done to enable you to do this?
9	<p>Check materials and communication for biased language. Software is available to help with this.</p>

PRINCIPLE 06 DATA AND TRANSPARENCY – primarily relevant for large organisations and enterprises

1	<p>Communicate and report on the status of and progress on the organisation's or enterprise's internal efforts. To raise awareness and credibility, you can also communicate selected initiatives externally.</p>
2	<p>Regularly conduct an anonymous survey among your target groups to obtain valid data and insight into these groups' (employees/artists/students/applicants) experience of being socially excluded or included. If relevant, conduct a joint survey across all music organisations or enterprises and share the costs.</p>
3	<p>Where possible, internally measure your activities from the activity catalogue, for example:</p> <ul style="list-style-type: none"> • Candidate list, interviews, job appointments. • Employees' perception of the organisation's or enterprise's ability to hire diverse talents. • Diversity in pre-selection lists. • Retention. • On leaving: Record the numbers of those who are dismissed or voluntarily leave the organisation or enterprise. Conduct structured dismissal interviews or surveys to learn more about why people leave you. • Update job satisfaction analyses to measure key diversity parameters, and extract as many diversity markers as possible within the framework of current legislation.