

The future of creative work: implementing recommendations for diversity and inclusion

(3 March 2022)

Briefing shared with event attendees

A number of reports on diversity and inclusion have been published over the last few years.* Drawing on these reports (though not directly quoting from them), the Bridge Group has prepared a shortlist of ten recommendations. This shortlist collectively covers key aspects of working towards socio-economic diversity within individual arts organisations, but are also relevant to improving diversity and inclusion across the sector. We prioritised recommendations that lend themselves to practical steps, because that is what our event focuses on. Some of the recommendations include links to case studies of related good practice.

Prior to the event, attendees were asked to vote on the recommendations they considered most crucial. The roundtable during the event focused on the five most popular recommendations selected by attendees.

Ten selected recommendations

The whole organisation

1. Collect data about socio-economic background and related diversity characteristics, do it routinely and be transparent. Benchmark your organisation with other similar organisations.
Case study: [SMC toolkit](#)
2. Use your data about socio-economic background to reform processes - especially in relation to recruitment and progression. These should be open and transparent; ask only for strictly necessary qualifications and be framed in inclusive language. Consider the accessibility of assessment processes and whether to guarantee interviews for applicants with certain characteristics. (This applies to back office, finance, professional and administrative functions as well as performers – the diversity of the admin and structure matters too.)
3. Do not use unpaid apprenticeships, internships and work experience. Try to reduce precarious contracts: avoid zero hour or temporary contracts, with the exception of senior appointments, which you should consider making fixed term.

4. Offer flexible work, job sharing, working from home and part-time work as default for all positions, or give clear reasons why not. (Inclusive work practices help to build an inclusive culture.)
Case study: [Raising films](#)
5. Develop internal training and progression opportunities to broaden the pipeline from recruitment to senior management These could include, for example, mentoring and sponsorship programmes.

Senior management

6. Democratise the workplace, to make sure that everyone feels they have a say in the decision-making.
Case study: [RaisetheGame](#)
7. Equip middle managers with the skills to manage everyone inclusively; and to understand how personal characteristics such as socio-economic background, ethnicity, disability, faith, sexuality and more impact on people's lives. Strengthen HR policies and processes to support inclusive management.

Advocacy and wider context

8. Lobby for changes to the Equality Act. This would include for example
 - making socio-economic background a protected characteristic
 - extending section 159 of the Act to apply positive action to redundancy.
 Also lobby funding organisations to make plans for D&I and progress in achieving diversity a condition of funding.
9. Consider how workers in CCI, businesses, audiences, society more widely and policymakers can hold organisations and the sector to account. The demand for creative and cultural industries to become more diverse and inclusive needs to come from all sides. (Who is best placed to hold organisations to account, and ensure best practice?)
Case study: [Inc Arts campaign](#)
10. Create space and opportunities for an inclusive and open conversation about D&I in the creative industries and arts sector, for organisations of all sizes and geographic locations (for instance: touring town hall hosted by different individuals focused on different topics).

*Relevant reports discussed in the event included:

- > [Creative Majority](#). (2021, Review of what works by Natalie Wreyford, Tamsyn Dent and Dave O'Brien; commissioned by the All-Party Parliamentary Group (APPG) on Creative Diversity)
- > [Socio-economic diversity and inclusion](#). Toolkit for creative industries. (2021, Social Mobility Commission)
- > [Hold on. Diversity and managing in the arts](#). (2020, Inc Arts and Bridge Group)
- > [Social mobility in the Creative Economy. Rebuilding and levelling up?](#) (2021, Creative Industries Policy and Evidence Centre, by Heather Carey, Dave O'Brien and Olivia Gable)
- > [Socio-economic diversity and inclusion in the arts](#): a toolkit for employers. (2019, Bridge Group and Jerwood Arts)