

3F DIVERSITY INTERNSHIP SUPPORT Action Plan



YOUROPE e.V.
The European Festival Association
Breite Str. 38
53111 Bonn
Germany

www.yourope.org

YOUROPE
THE EUROPEAN FESTIVAL ASSOCIATION

3F FUTURE - FIT
FESTIVALS



Co-funded by
the European Union

Diversity Internship Support – Action Plan

The 3F Diversity Internship Support is YOUROPE's way of tackling the homogeneity that is often prominent in festival teams across Europe. The European festival association funds four internships for its member festivals each year that focus on underrepresented individuals, primarily focusing on underrepresented ethnicities and skin color.

These internships will be an opportunity to give more people access to an industry that is very network-based. It is also a chance for festivals to create more diverse teams, get new perspectives, give opportunities, and share know-how.

This action plan describes how the Diversity Internship Support (DIS) was set up and implemented for the first time. It is intended to serve as a template for other organizations wanting to set up similar programs. Feel free to copy and adapt this action plan for your own purposes.

Phase 1: Preparation

What you need to do: Form a steering group that includes experts on project management, your field of work, and DEI (diversity, equity, and inclusion). Think about where you can find money to fund internships and how many you are able to support.

When selecting the internships target groups, focus on an intersectional approach to diversity, i.e. consider different parameters of diversity like gender, skin color, and socioeconomic background. If you were only looking at and highlighting one parameter at a time, you would not only risk adding to the feeling of marginalization, you might also end up with interns that are diverse only in one parameter but homogenous in every other aspect.

For your steering committee to authentically represent the interests of the internship's target groups, it must include members of these groups. This could mean, for example, individuals of underrepresented ethnicities and skin colors, FLINTA* (female, lesbian, intersex, non-binary, transgender, and agender) individuals, people from the LGBTQIA+ community.

Set aside a budget for costs that go beyond the money you need to fund the internships, e.g. money to pay experts to help you out if your team lacks expertise.



Next, the steering group must determine the framework and requirements for your program. Think about the target group and what they need to thrive in your field of work. Once you have a frame, put it into writing to prepare the call for your program.

Create a simple way for organizations to apply, e.g. through an online form. Think about which information you need to ask for to be able to select the participating organizations. Set a deadline for applications and communicate it when going public.

Consider whether you have the capacity to host a brief preparatory online workshop for the selected organizations. This increases the chances that your selected applicants will create a welcoming culture for employees from underrepresented groups and thus the chances of the interns succeeding. The people hosting this workshop must be experts on topics like DEI, (under-)representation, and inclusive work environments, so if you don't have the expertise in your team, collaborate with an organization which does to create the workshop.

Prepare a means to collect feedback from your participants, e.g. an online form, so you can evaluate your project later on.

What YOUROPE does: YOUROPE receives funding to support four internships per year for people who are underrepresented in terms of skin color and/or ethnicity through its EU-co-funded network project 3F. Being a network project means only YOUROPE members are eligible to apply.

The steering group consisted of the two members of the YOUROPE Office, as well as a DEI manager from one of YOUROPE's member festivals and an expert on DEI from the Danish non-profit association [Another Life](#), who both have vast experience in DEI and in working with festivals and who have lived experiences on the topic. Together, they chose the name "Diversity Internship Support" (DIS) for the program.

In this program, we included the two experts after the funding was secured, but we recommend that you include the experts in the initial stages and as early as possible.

Since the festival industry in general and the YOUROPE network in particular are overwhelmingly white, the association had chosen people who are underrepresented in terms of skin color and/or ethnicity as the target group. While developing the program, the management team learned that it is more helpful to focus on an intersectional approach to diversity. To make up for the limited focus of the program, YOUROPE encourages the applicants to choose an intern that improves, e.g., the gender balance of their team, and they included a session on intersectionality in the preparatory workshop that was mandatory for the selected festivals.

The steering group created the call for applications and an online form for festivals to apply (see screenshots). The form asks for information about the festival and a contact person, whether they have already found an intern, the prospective dates of the internship, the expected roles/task for the intern, whether the festival collaborates with an organization for this internship, and a brief explanation on why they apply, and whether they would be available for a brief preparatory workshop hosted by YOUROPE.

To collect feedback from the participants, the steering group created a second online form for the interns to fill out after their internship has ended. It asks for their personal experiences at the organization / at the festival, areas they were able to take a glimpse into, challenges they encountered, things they learned, whether they want to stay in the festival industry and why, as well as photos of their work and/or them working.

YOUROPE will summarize all reports in a final document about the DIS to provide to the EU, which sponsors this program.

3F Diversity Internship Support Application

Your info

Festival *	Country *
<input type="text"/>	<input type="text"/>
Your first name *	Your last name *
<input type="text"/>	<input type="text"/>
Your email address *	Your phone number *
<input type="text"/>	<input type="text"/>
Your role at the festival *	
<input type="text"/>	
Have you already found an intern? *	Expected dates of the internship *
<input type="radio"/> Yes	<input type="text"/>
<input type="radio"/> No	
Expected areas of work / tasks / roles of the intern *	
<input type="text"/>	
Do you collaborate with an external organization for this internship? If yes, which one?	
<input type="text"/>	
URL of your partner organization	
<input type="text"/>	
Why do you apply? Please explain your motivations briefly. *	
<input type="text"/>	
0 of 300 max words	
Are you able to participate in our mandatory preparatory online workshop in February (date tbc)? We recommend joining with as many team members working with the intern as possible. *	
<input type="radio"/> Yes	
<input type="radio"/> No	
Comments	
<input type="text"/>	
<input type="checkbox"/> I have read and understood the privacy policy . I agree that my details will be stored permanently for the purpose of contacting me and for further inquiries.	
<input type="button" value="Send"/>	

Screenshot of the DIS application form for festivals.

Phase 2: Going Public

What you need to do: Decide who is eligible to apply for your program – it could be the public, or just your members/specific networks/organizations, etc. Release a call with all information on how to apply for your program and the requirements involved. This should include application requirements but also information on how to create an inclusive work environment, so the interns are more likely to succeed.

Who your target group is also determines where you will share your call. You can create a website, a press release, social media posts, etc. Adapt your communication to your target groups.

What YOUROPE does: YOUROPE created a page on their website for the Diversity Internship Support (DIS), with all necessary information. It opens by describing the goal of the DIS and introducing information on the underrepresentation of people of color in the European music industry, including reports and other resources explaining why underrepresentation and unequal access are a problem.

This is followed by information on the funding involved in the DIS. YOUROPE supports four internships per year with €1800 each until at least 2028. Funding will only be transferred after a successful internship.

Specific information for festivals interested in applying published in the call included:

- **Only YOUROPE member festivals are entitled to participate.**
- Selected festivals will receive €1800 to cover any costs related to the internship.
- The internship must last for a **minimum of three months.**
- Ideally, the internship includes the festival days, but this is not mandatory.
- Festivals can use any existing internship structures
- The condition to get the funding is that **festivals must hire an individual who is underrepresented in terms of ethnicity and/or skin color in their country.**
- The suggestion to get in touch with local organizations that are working with minoritized individuals to find a suitable candidate.

Things that hosting festivals should provide to their intern:

- a regular intern **salary**, or at least some compensation to cover their costs,
- a general **supervisor** and/or a contact person per area they will work in
- close **supervision**,
- the chance to **shadow the staff** in one area or more of event production,
- a **challenge** and actual tasks they can work on, ideally as part of a team,
- the willingness to **continue supporting the intern** after their internship has ended, for example by offering a follow-up job or helping them get in touch with other festivals or other organizations relevant to the intern,
- if the interns don't live in the area of the festival, support in finding suitable **accommodation.**

Important: YOUROPE is not involved in selecting the interns – that is up to the respective member festivals. YOUROPE only selects the festivals to receive the DIS funding.

To increase the chances of a successful internship, YOUROPE asked the festivals to consider a number of things before hiring an intern, including:

- Would the intern improve the gender balance in a team?
- Would the intern be the only person of their gender in their work groups?
- Does the company have a formalized and transparent process and point of contact to deal with cases of harassment and discrimination?
- Does the company have a safe, inclusive onboarding process?
- Does the company use inclusive language in its communication?
- Does the company create safe spaces to listen to your employees' concerns and for conversations and feedback?
- Will the intern be included in important meetings and projects?
- Does the company have the capacity to help the intern on their further way in the industry after the internship?

To help the selected festivals create a welcoming and inclusive work environment – for the intern and other employees – Another Life offers mandatory preparatory online workshops before each edition of the DIS. YOUROPE encourages the festivals to take part with as many people as possible. In the workshop, participants learn more about working in diverse teams and about advanced tools that they can use to create a more inclusive work culture.

On their website, YOUROPE also provides festivals with some basic sources that they can use to start preparing on their own: YOUROPE's [Diversity & Inclusion Toolset](#), the [glossary of the Diversity & Inclusion Toolset](#), the ['Musicians' Census – Musicians from the Global Majority Insight Report'](#), and Another Life's [Social Sustainability and Recruiting handbook](#).

As a facilitator, the YOUROPE Office acts as a main contact for the participating festivals.

Phase 3: Selection of applicants

What you need to do: Determine a jury to select the organizations who will host an intern and receive funding. The jury members must determine objective criteria to base their decision on, to limit their own personal bias influencing their decisions. Ideally, all necessary information was asked for in the application form.

Each jury member must read all applications. Afterwards, they come together in a meeting or a video call to discuss the applicants and make a final selection.

Once the participants are determined, the jury or steering group must get in touch with the chosen organizations, informing them about the decision and asking them to confirm their participation. The organizations not selected should be informed as well, ideally giving an explanation as to why they were not chosen.

What YOUROPE does: The steering group members of DIS also formed the jury selecting the festivals. After going through the applications individually, the jury members meet in a video call and select the festivals together.

Then, the YOUROPE Office informs all festivals selected and not selected about the respective decision, asking the selected festivals to confirm their willingness to participate. If a festival is not willing to participate after all, they might be replaced by the runner-ups.

The YOUROPE Office then invites each festival to a short online meeting to discuss the requirements and next steps.

Phase 4: Pre-internships

What you need to do: Once all organizations have confirmed their participation, they can be invited to a preparatory workshop on how to create an inclusive work environment. Such an environment increases the chances of succeeding for all employees, and benefits the organization in general. But it is also very important to ensure the best conditions and environments when onboarding and working with underrepresented and marginalized colleagues.

Set a date for the workshop, leaving enough time for participants to clear their schedules. If you can, set the date during the preparation phase of the call for applications, so you can already publish it together with the call. Prepare the workshop, which should be two to three hours long, either on your own, or if you lack the expertise, together with a suitable organization.

Host the workshop and answer any questions that participants might have.

In addition, prepare an agreement that contains information on the hosting organizations, the intern, the length of the internship, bank details for grant transfer, and other aspects that are relevant to you. Have it signed by all parties involved – your organization, the hosting organization and the intern. Make sure the intern is insured during their internship (health and work accident insurance), even if they work abroad, and include this information in the agreement as well.

Explain to the interns that you expect them to provide feedback for your evaluation, e.g. in the form of a report, and provide them with a simple way to supply it to you, e.g. an online form.

What YOUROPE does: To host a preparatory workshop, YOUROPE collaborates with Another Life, the Danish non-profit that also provided a member of the steering group. The Workshop is mandatory and tied to the funding to make sure the festivals realize its importance and participate.

The contents include an introduction to basic diversity, equity and inclusion (DEI) concepts like representation and discrimination, a session on intersectionality and why it matters,

aspects that are important to consider when creating a welcoming work environment, and an introduction of concrete tools that can help with this.

It is not required for the festivals to already have selected an intern when they apply or by the time of the workshop. YOUROPE stays in touch with them to make sure they choose an intern that fits the criteria of the DIS (underrepresented in terms of ethnicity/skin color).

Once an intern is selected and before the internship starts, YOUROPE asks the intern and festival to sign an agreement that provides basic information on the DIS and asks for information like the name and date of birth of the intern, a contact person working at the festival, and bank details of the festival for the grant transfer.

To collect feedback from the interns, YOUROPE has prepared an online form accessible via yourope.org that interns can easily fill out after the end of their internships. It asks which festival the interns worked at, about their experiences, which areas they were able to work in, which activities/tasks/roles they had, what they have learned, if they want to stay on in the festival industry and why. It also asks for photos/videos of their work.

Phase 5: During the internships

What you need to do: Determine at least one contact person who will be available during the internships, so the organizations can get support, should they need it. Communicate the contact information to the interns as well, so they can get in touch in case of emergency or when the internship isn't going as expected.

What YOUROPE does: YOUROPE offers the YOUROPE Office, whose two members are also part of the steering group, as a main contact, since they are in touch with the festivals often regarding other purposes anyway. They serve as a general contact for the hosting festivals, as an emergency contact during internships for festivals and interns, and are open to all questions / suggestions.

In case of serious problems that require more DEI expertise or the perspective of someone with lived experiences of discrimination, Another Life serves as a back-up emergency contact.

Phase 6: Post-internships and evaluation

What you need to do: Once the internships are over, kindly remind the interns and participating organizations to send you feedback. Use their feedback to evaluate your program and make improvements for the next round. Consider whether you need to adapt your call for applications or the selection process. You should also do short evaluations in all phases to fix smaller issues immediately.

If you offered funding, transfer the money to the receiving party. As a last step, open your network to help interns find follow-up working opportunities or connections.

What YOUROPE does: Once YOUROPE has received the signed agreements and the filled out reporting forms from an intern, the money is transferred to the hosting festival.

The YOUROPE Office offers to the interns to introduce them to festivals from their network to find useful contacts and follow-up work opportunities. The festivals they worked at are encouraged to offer them a follow-up opportunity or help them make connections beyond the festival.

The steering group takes notes throughout all phases on things that didn't work out as intended. The notes are collected and discussed in a steering group call in preparation for the next edition of the DIS.