



EU AUDIOVISUAL SECTORAL  
SOCIAL DIALOGUE COMMITTEE

# Framework of Actions on Diversity and Inclusion in the Audiovisual Sector

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## EU AUDIOVISUAL SECTORAL SOCIAL DIALOGUE COMMITTEE



media,  
entertainment  
& arts



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# Introduction

**The Framework of Actions (FoA) on diversity and inclusion** was produced in the autumn of 2024 by working parties composed of employers' and workers' representative organisations, who are members of the EU Audiovisual Sectoral Social Dialogue Committee. It was endorsed in December 2024 by the Association of Commercial Television and Video on Demand Services in Europe ([ACT](#)), the Association of European Radios ([AER](#)), the European Audiovisual Production Association ([CEPI](#)), European Broadcasting Union ([EBU](#)), the European Federation of Journalists ([EFJ](#)), the International Federation of Actors ([FIA](#)), the International Federation of Film Producers Association ([FIAPF](#)), the International Federation of Musicians ([FIM](#)), and the Media, Entertainment & Arts sector of UNI Europa ([EURO-MEI](#)).

In 2011 the social partners of the EU Audiovisual Sectoral Social Dialogue Committee adopted a **Framework of Actions (FoA) on gender equality**, with the objective of supporting organisations in the sector to develop their practices with a view to enhancing gender equality. The FoA on gender equality put forward joint considerations and recommendations for actions in five key areas: gender portrayal, equality of pay, equality in decision making, gender roles in the workplace, and reconciliation of work and private life.

In 2018, the social partners launched a mapping exercise to collect information on the state-of-play and to identify the actions still needed to keep pushing for gender equality in the European audiovisual sector. The research, while focusing on the representation of women in the sector and on correcting gender inequalities, also looked at the broader challenges of promoting diversity, combatting discrimination, and enhancing inclusion. The results of this mapping exercise were published in May 2020 in the form of a **Good Practice Handbook**<sup>1</sup>.

When concluding the mapping exercise, the EU social partners agreed that the Framework of Actions on gender equality remained a relevant instrument which, along with the Handbook, were *'living working tools that the European social partners will continue to use to address more issues, further develop joint policies and adapt their actions'*<sup>2</sup>. As a first step, to strengthen the impact of the FoA on gender equality, the social partners decided to add a new chapter dedicated to the elimination of bullying, harassment, and sexual harassment at work. The **updated version of the FoA on gender equality**<sup>3</sup> was adopted by the European social partners in April 2023.

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1. [Achieving gender equality and promoting diversity in the European audiovisual sector](#): Good Practice Handbook, EU Audiovisual Sectoral Social Dialogue Committee, 2020.

2. *Ibid.*, p.70

3. [Framework of Actions on gender equality](#), EU Audiovisual Sectoral Social Dialogue Committee, 2023 updated version.

As a second step, to pursue the promotion of diversity, equality, and inclusion, the social partners launched – with the financial support of the European Union – a new joint action in 2022. This initiative aimed at facilitating practical exchanges between professionals in the European audiovisual industry on the topic of diversity and inclusion, in order to deepen the understanding of the challenges at play and identify tried-and-tested solutions already implemented across Europe by sector stakeholders. These exchanges took the form of online and in-presence roundtables<sup>4</sup>. Using the information and resources shared during those events, the social partners then developed and adopted the present FoA on diversity and inclusion.

The FoA on diversity and inclusion is complementary to the FoA on gender equality. Both instruments need to be promoted simultaneously, taking advantage and building on the synergies between the two parallel tracks.

Both Framework of Actions are rooted in **equality and non-discrimination, the founding values of the European Union**, as expressed in Article 2 of the Treaty on European Union<sup>5</sup>. EU equality legislation is legally binding in all EU Member States. Countries have the obligation not only to respect and apply the EU laws themselves, but also to transpose them into their national legislation to ensure that all individuals and organisations respect and apply them as well. Title III on equality in the EU Charter of Fundamental Rights<sup>6</sup> contains general provisions on equality before the law and prohibition of any form of discrimination as well as more specific provisions concerning the rights of the child and of the elderly, integration of persons with disabilities, equality between women and men, and linguistic diversity.

In 2000, two EU Council directives elaborated on these principles of equality and non-discrimination.

The Race Equality Directive<sup>7</sup> provides protection against discrimination on grounds of race or ethnic origin in employment and vocational training, working conditions, education, social protection, social advantages, membership of organisations, and access to goods and services. It defines direct and indirect discrimination as well as harassment and positive action.

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4. [Reports](#) of European roundtables on diversity and inclusion in the European audiovisual sector organised online and in-person in 2023 and 2024.

5. [Consolidated version of the Treaty on the Functioning of the European Union](#), Official Journal C 326 , 26/10/2012.

6. [Charter of Fundamental Rights of the European Union](#) adopted in 2000 and legally binding since the entry into force of the Lisbon Treaty in 2009.

7. [COUNCIL DIRECTIVE 2000/43/EC](#) of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin.

The Employment Equality Directive<sup>8</sup> provides for the principle of equal treatment in employment and training irrespective of religion or belief, disability, age or sexual orientation. The Directive also demands that employers take appropriate measures, where needed, to accommodate and enable persons with disabilities to have access to, participate in or advance in employment or undergo training.

The FoA on diversity and inclusion, complementary to the FoA on gender equality, aims to combat discrimination in the European audiovisual industry on any grounds such as race, colour, ethnic or social origin, gender identity, language, religion or belief, political or any other opinion, membership of a national minority, disability, age, or sexual orientation.

The FoA also aims to foster a diverse and inclusive work environment, free of discrimination, where the workforce as well as the programmes and productions shown on screen are representative of our European societies.

The FoA on diversity and inclusion puts forward recommendations for actions to be taken by employers' and workers' organisations, as well as all other relevant stakeholders from the European audiovisual sector. Recommendations for actions are grouped in four thematic chapters addressing:

**Chapter 1** – Pathways into the sector : promoting diversity and inclusion in education and in recruitment processes

**Chapter 2** – Inclusive workplaces and work processes

**Chapter 3** – Diversity on screen

**Chapter 4** – Interrogating data and monitoring progress

It is understood that the list of suggested actions the FoA puts forward should not be considered exhaustive but rather as a guiding framework to be adapted and adjusted depending on the organisation, its mission, and the territories it operates in. Not all organisations have the same resources. Not all countries or regions face the same demographic reality.

Equal opportunities, protection from discrimination, and inclusive and safe workplaces are however objectives that should be pursued by all organisations whatever their size and territory. Each and every organisation is therefore invited to take some actions and to contribute at its level to a more diverse and inclusive workforce and to a more diverse representation of our societies on screen.

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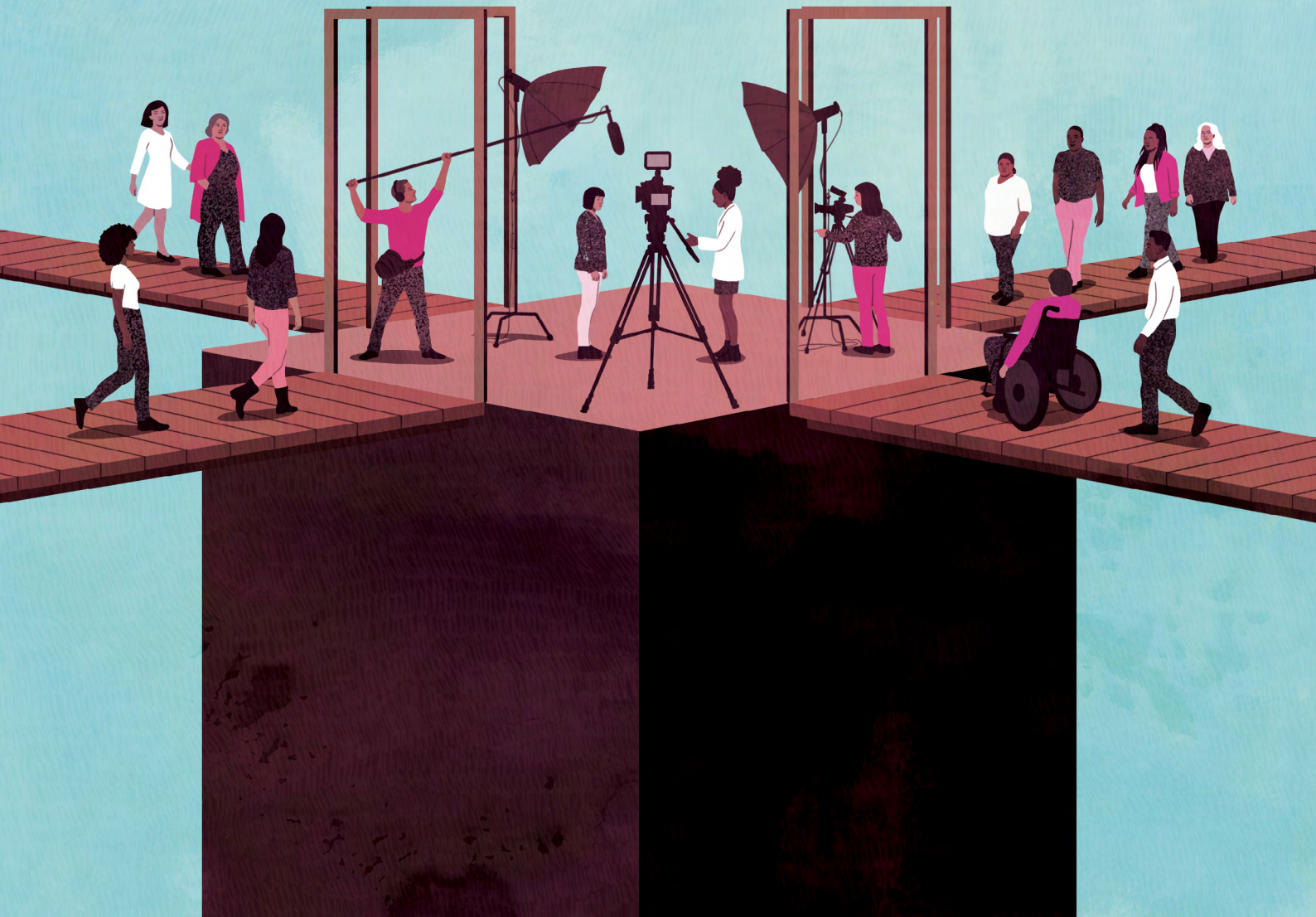
8. [COUNCIL DIRECTIVE 2000/78/EC](#) of 27 November 2000 establishing a general framework for equal treatment in employment and occupation.

When promoting diversity in a workforce or on screen, and especially when monitoring and evaluating progress, it is important to carefully consider and respect data protection regulations, as well as the principle of freedom of expression. Feature films, news media or unscripted programmes, to name but a few, will not necessarily pursue the same diversity targets. Diversity monitoring is, however, developing in many EU countries and beyond, as a tool to make visible the presence or absence of diversity on and off screen and to assess potential progress. Audiovisual stakeholders are therefore invited to engage with these monitoring processes at the level that makes sense to their own activities and objectives.

Inclusive language is another tool that can be used to promote diversity and inclusion. Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences and promotes equal opportunities. It also reduces discrimination and bias by actively discouraging exclusionary language and conduct. There are many ways to adopt a more inclusive language, while taking into account the variety of European languages. Organisations from the European audiovisual sector are invited to explore and progressively adopt more inclusive language in their internal and external communications.

A ‘Framework of Actions’ is one of the formal outcomes of the work of the European social dialogue committees. It is classified as a ‘process-oriented text’ which means it must be followed up, and progress in implementing must be regularly assessed by the signatory European social partners. Accordingly, the European social partners will promote the FoA on diversity and inclusion among their member organisations and the European audiovisual sector at large. After a period of two years from the adoption of the FoA, the European social partners will reconvene to consider commissioning an evaluation report on the implementation of the FoA in selected countries. Progress will subsequently continue to be monitored on a regular basis.

## CHAPTER 1



# Pathways into the sector

# Pathways into the sector

## Promoting diversity and inclusion in education and in recruitment processes

The audiovisual sector is enriched by the diversity of profiles, experiences and backgrounds that make up our societies. A diversity and inclusion roadmap requires ongoing efforts and attention to always improve the presence and participation of professionals from underrepresented groups in the sector's workplaces and on screen.

Education pathways and recruitment processes are crucial to addressing the success of this roadmap. Efforts involve a vast palette of stakeholders, starting with schools and training institutions. Sector organisations also have a role to play in ensuring that more diverse cohorts of students find their way into the industry.

The diversity of recruitment channels used by audiovisual employers should be reviewed on a regular basis to reach out to a broader pool of talent and skills. Communication strategies gain in being always reassessed and extended beyond traditional target groups; partnerships with organisations that represent – or work with – underrepresented groups can help reach more candidates with diverse profiles and backgrounds, as well as help identify the challenges and roadblocks that hinder their entry into the audiovisual sector.

To enhance diversity, education institutions have a key role to play. Monitoring on a regular basis the composition of their cohorts of students and teaching staff is an important first step. On the basis of this knowledge, initiatives can be taken to enhance the diversity of profiles and backgrounds when needed. Those initiatives will benefit from being closely monitored to ensure positive impact and avoid backsliding.

Promoting diversity and inclusion requires educational bodies and audiovisual companies to combat discrimination and promote equal opportunities for all students and staff. Equal access to all candidates is key, as well as spaces free from discrimination, harassment, and violence both in educational institutions and in workplaces.

Targeted actions will help educational bodies ensure equal opportunities in their selection processes and in their teaching programmes. Non-discrimination policies across the board of activities (both at administrative and teaching levels) will also help improve diversity and inclusion. Non-discrimination training to staff and students alike and expert advice will help organisations to develop guidelines and to set up protocols to offer spaces free from discrimination, harassment, and violence.

Finally, new educational pathways can also help diversify the entry channels and the types of profiles valued by the industry. Efforts should be maintained for the development and formalization of apprenticeships, traineeships, and other forms of on-the-job training with a view to offer more transparent and accessible learning and working opportunities in the audiovisual sector.



## SUGGESTED ACTIONS

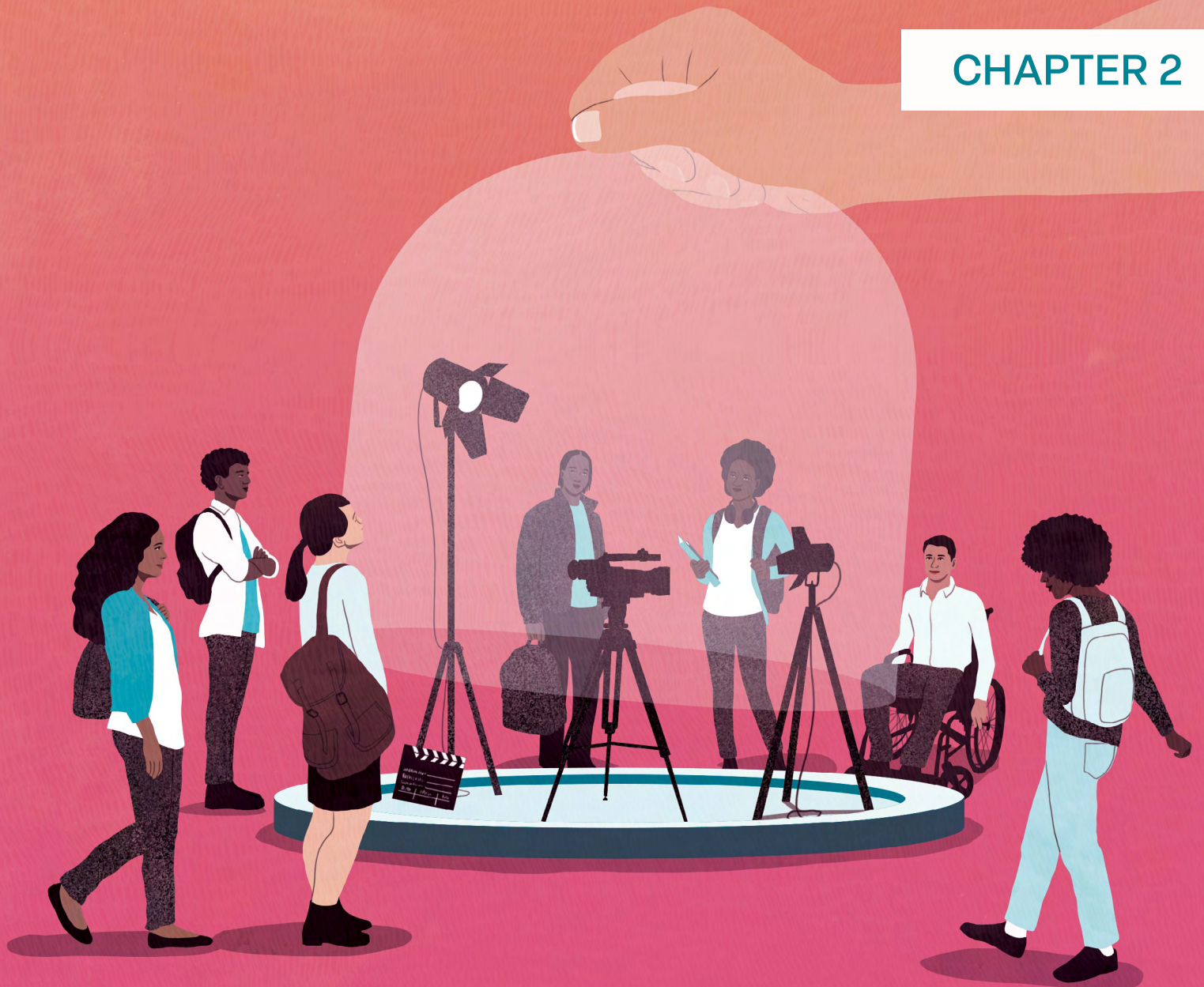
### 1. For audiovisual organisations and companies

- ▶ Maintain communication channels and develop partnerships with educational institutions in order to ensure that diverse cohorts of students have access to work opportunities and sustainable careers.
- ▶ Contribute and support the opening of more educational pathways into the industry, such as through traineeships, apprenticeships, and other on-the-job learning opportunities.
- ▶ Develop on-the-job learning programmes that offer fair remuneration and good working conditions so that it is accessible to all candidates, whatever their background or financial circumstances.
- ▶ Review and adjust recruitment communications so that they address – and feel accessible to – a diverse pool of potential candidates.
- ▶ Set up recruitment processes that are formal, fair, and transparent so that they offer equal opportunity to all candidates whatever their backgrounds.
- ▶ Do not limit the search of candidates to traditional circles. Reach out to different groups and organisations with expertise about what holds back professionals from underrepresented groups.
- ▶ Look into the many sector crew and talents databases which give visibility to professionals with diverse profiles, backgrounds, and experiences. Support mentoring programmes for professionals with diverse profiles.
- ▶ Open the doors of your organisation to new people and talents. Organise, in partnership with education bodies and/or local associations, job fairs, visits, encounters, screenings, etc. as an opportunity to listen to the guests and learn about their expectations.
- ▶ Work with seasoned professionals with diverse profiles, experiences, and backgrounds to make their careers and successes more visible, and create ‘role models’ for generations to come.

## SUGGESTED ACTIONS

### 2. For educational institutions

- ▶ Maintain communication channels and develop partnerships with the audiovisual industry in order to ensure diverse cohorts of students have access to work opportunities and sustainable careers.
- ▶ Adopt internal strategies and monitoring tools to assess and promote the diversity of the cohorts of students and of the teaching staff.
- ▶ Review fee policy, selectivity, and entrance requirements to make sure that these factors are not limiting the diversity of the profiles of the candidates. Develop targeted programmes to attract specific profiles if relevant (e.g. candidates with no university diploma but with extensive knowledge and experience, candidates with career breaks, etc.).
- ▶ Establish partnerships with local authorities to attract candidates from remote territories, and offer financial and practical support for those students.
- ▶ Review and adjust communication strategies to encourage all candidates to apply, whatever their backgrounds.
- ▶ Develop specific programmes to support the diversification of candidate profiles, including study grants, assistance with administrative formalities, with housing, linguistic classes, etc.
- ▶ Train staff and raise awareness among students about non-discrimination legislation, and about internal policies to combat discrimination, violence, and harassment.
- ▶ Open dedicated spaces to discuss and manage tensions and misunderstandings, as well as set up clear protocols to treat complaints, possibly with the assistance of external experts and legal advice.



# Inclusive workplaces and work processes

# Inclusive workplaces and work processes

Opening up new and more inclusive pathways to the sector is an important step, but inclusive workplaces and work processes are also instrumental to attract and retain professionals with diverse profiles and backgrounds, to protect them from any form of discrimination, and to allow them to contribute equally in all roles and positions – including in senior, management, and leadership roles.

Inclusive workplaces and work processes can be established through the adjustment and implementation of codes of conduct and/or other guidelines. They should also be implemented in the context of broader diversity and inclusion policies that monitor the evolution of the workforce, evaluate progress, adopt and adjust action plans, establish priority actions, ensure equal treatment, and prevent discrimination. Monitoring exercises have to be consistently and regularly implemented, even when targets are reached.

Inclusive workplaces and work processes will take shape if all managing staff are aware of their responsibilities in the context of the organisation's diversity and inclusion policy, understand the reasons and objectives behind the action plan, and value the benefit more diversity and inclusion will bring to the organisation, its on-screen productions, and the individual well-being of its staff.

Efficient diversity and inclusion strategies can initiate change that leads to a new organisational culture, a more inclusive and participative work organisation, and new ways to understand and value leadership.

An inclusive organisation is one that creates a professionally nurturing environment in which everyone has equitable access to opportunities. An inclusive organisation is also one in which all employees are viewed and respected as whole persons with identities and private lives which extend beyond the organisation. Work organisations that respect work-life balance, take into account different living conditions and places, and that accommodate for diverse profiles and experiences will contribute to more inclusive workplaces and work processes.

More inclusive workplaces and work processes can be promoted through a variety of actions and initiatives: the training of staff and awareness raising actions on the importance of diversity and inclusion; the opening up of new recruitment channels and the use of new tools to reach out to new talents; partnerships with organisations that understand the barriers faced by underrepresented groups and can recommend solutions to break them down; adaptation of workplace setups and of work organisation; zero tolerance policies for discrimination, racism, sexism, ableism, ageism, and any other form of discrimination.

Diversity and inclusion strategies will be strengthened by being rooted in clear policies and protocols to prevent and react to any form of discrimination, violence, and harassment at work. Training some employees to act as delegates and ensuring employees are familiar with the protocols to report incidents will help in the management of possible tensions and misunderstandings coming out of changes in the workforce, in the workplace, or in work processes. Formal procedures should also be in place to receive and treat complaints of discrimination, harassment, or violence.

# SUGGESTED ACTIONS

## 1. Diversity and Inclusion strategies

- ▶ Monitor the diversity of the workforce, and regularly evaluate progress in full respect of the EU GDPR.
- ▶ Adopt diversity and inclusion codes of conduct, guidelines, or action plans. Make them known to the entire staff, and establish clearly whose responsibility it is to implement the plan and to reach the set objectives.
- ▶ Ensure the appropriate financial and human resources are available to support the implementation of the diversity and inclusion action plan. Mainstream efforts across departments and at different phases in the production value chain, while piloting and coordinating the diversity action plan centrally.
- ▶ Integrate diversity and inclusion objectives in job profiles, and create new Diversity and Inclusion positions when necessary and possible.
- ▶ When working with external partners, make them aware of the diversity and inclusion objectives, and of what is expected from them in this regard, for example through 'diversity charters'. Allocate enough resources in-house to monitor the implementation of those demands towards external partners.

## 2. Training

- ▶ Communicate legal rules dealing with workplace discrimination to any individuals on set and/or in other premises used by the production/organisation. Organise mandatory training on the illegality of workplace discrimination, on the importance of diversity and inclusion in the audiovisual sector, on the positive impact of diversifying profiles, and on the targets and action plans adopted by the organisations for all staff.
- ▶ Offer specific training to senior staff and managers for them to understand their roles and responsibilities in implementing the diversity and inclusion strategy.

## SUGGESTED ACTIONS

### 3. Accessible workplaces

- ▶ Collaborate with expert organisations to explore how best to enhance the accessibility of recruitment processes, workspaces, and work processes. Implement the necessary reasonable accommodations at work to ensure accessibility (for ex. flexible work arrangements, modified work place policies, acquiring or modifying equipment or devices, assistive technology, etc.)
- ▶ Comply with obligations in terms of employment rates of professionals with disabilities, as established by national legislation. If possible, going beyond those requirements might bring more and untapped talents and skills into the audiovisual sector.

### 4. Safe workplaces

- ▶ Ensure safe workplaces. Establish, adopt, and implement clear policies and procedures in relation to discrimination, harassment, and violence.
- ▶ Pay attention to microaggressions – insensitive statements, questions, or assumptions – and offer a space and trained staff to address them. If discussions are opened early enough, individuals can better understand what is at stake and learn to change while dialogue is still possible.
- ▶ For more serious situations, establish a formal warning procedure and a platform to receive and treat complaints. Inform all members of staff of the procedure and of the steps to be taken.
- ▶ Provide contact information of internal and external contact points or hot-lines in an easily visible form for all to be able to access without having to ask for the information.

## SUGGESTED ACTIONS

### 5. Organisation of work

- ▶ Consider reviewing work organisation with a focus on diversity and inclusion, supporting work-life balance, flexible hours, and mindful of commuting times.
- ▶ Encourage collaborative work and regular feedback to allow all team members to contribute to improving workplace practices and policies.

### 6. Leadership

- ▶ Check that responsibilities are shared equally among teams. Look at the diversity of the workforce per job groups and vertically in the hierarchy. Be aware of the distribution of power, and make sure everyone is protected from potential abuse of power.
- ▶ Pay special attention to the diversity of profiles in leadership. Consider changing the leadership style of your organisation to promote shared management roles rather than the concentration of decision-making powers, for ex. through the promotion of job sharing or more horizontal decision making.



## CHAPTER 3



# Diversity on screen

# Diversity on screen

The audiovisual sector, in addition to being a work provider and a workplace for hundreds of thousands of professionals across the EU, is also a practical resource and a primary source of information, culture, and entertainment. It produces film, radio and television programmes delivered across the whole spectrum. As such, broadcasters, film and audiovisual producers, creatives, casting directors and all those involved in the production chain contribute to how the world is seen by the audience.

When reflecting upon diversity on European screens, it is important to consider the variety of content produced by European audiovisual stakeholders; spanning from news programmes to scripted featured films. Diversity on screen cannot be understood and applied in the same way to all types of audiovisual productions and the principle of freedom of expression remains central to our European democratic values. The visions of the world and of societies presented in European audiovisual productions cannot however be neglected either. Within the audiovisual sector, many stakeholders already demonstrate strong awareness and commitment to this responsibility, and good practices can serve as a reference for the entire European audiovisual sector.

On-screen portrayal of certain groups that make up our societies – from a range of different ethnic backgrounds, religions and social groups, sick or disabled people, the LGBTQI+ community, etc. – have an impact on how individuals are treated in real life. Combatting stereotypes and integrating a wide variety of views and experiences of the world in storytelling is therefore key to fighting discrimination in our societies. From a journalistic perspective, diverse newsrooms are also key to ensuring a broad range of topics are covered, as well as to counter stereotypes in portrayals.

For a rich, diverse, and nuanced representation of our societies to appear on screens, diversity needs to be integrated early on in the editorial and creative processes. Rich representations of the world also require a diverse input of talents and skills at every step of the production chain. Diverse representation on screen will flow from diverse teams off screen.

Integrating diverse perspectives at every stage will reduce the risk of superficial compliance, which can perpetuate discrimination rather than counter it.

Diverse content development and accessibility of contents need to become standard elements of diversity and inclusion strategies.

Commissioners, funders, regulators, and other bodies in many EU countries seek to monitor diversity in the audiovisual content of their country. Engaging with their processes and staying abreast of their findings is an important resource in developing an approach to ensuring diversity on screen that is meaningful.

## SUGGESTED ACTIONS

- ▶ For news media and broadcast productions, pay special attention to diversity in key elements such as topic covered by the journalist/anchor, air time of the programme, audience ratings, budget, etc.
- ▶ For film and audiovisual fiction productions, be aware of how individuals with specific characteristics are portrayed and avoid stereotyping.
- ▶ Work on diversifying the profiles of the behind-the-scenes crew, including creative and production profiles.
- ▶ Put together a diverse crew with a broad skill set to cater for a diverse cast: for example, for the provision of hair and make-up support of equal standard and quality to all cast, regardless of skin tones and hair texture.
- ▶ Offer creative teams – at each step in the development of stories and when working on characters – the space and tools to question stereotypes and automatic reflexes. These tools could take the form of questionnaires to be used at the time of writing, as well as when producing and directing: for example, putting to the test who the lead and secondary characters are, their relationships, and their main goals.
- ▶ Not limiting performers to certain roles because of their origins, identity, or characteristics. Normalising the presence of people from all walks of life in different types of roles, as well as avoiding stigmatisation and stereotypes, without prejudice to editorial and creative freedom.

## CHAPTER 4



# Interrogating data and monitoring progress

# Interrogating data and monitoring progress

As with any other strategy, diversity and inclusion strategies should be guided by objectives that are regularly monitored. Monitoring diversity is, however, a complex question that is not understood or defined in the same way across the European Union. The legal framework for the collection of personal data is not the same in different European countries and societies do not necessarily understand and experience diversity in the same way.

It is important to note that proposed action related to data and monitoring should always be carried out within the limits set by the legal requirements established by the GDPR and national data protection and privacy legislations.

Key principles related to diversity and inclusion have been agreed on at European level and are legally binding. Direct and indirect discrimination in employment as well as harassment on the grounds of racial or ethnic origin, religion or belief, age, sexual orientation, and disability are forbidden. It is therefore compulsory to ensure that individuals are protected from discrimination. Hate speech based on race, colour, descent, nationality, ethnicity, religion or belief is also punishable as a criminal offence.

Monitoring the diversity of a workforce is also recommended, even if the information collected is not the same from one country to another.

Monitoring some of the characteristics of the people appearing on screen as well as the workforce behind the scenes enables understanding of the state-of-play, roles, types of programmes, and seniority level of people with a diverse background. Monitoring also highlights where improvement is needed, where progress is being made, where set backs are occurring and where actions have a positive impact or not.

Diversity monitoring should not be limited to headcounts. On the contrary, a qualitative and nuanced analysis of the numbers is indispensable to factor in the intersectionality of identities. The purpose of the monitoring exercise should also always be clear and known to everyone involved.

Tools powered by artificial intelligence to collect on-screen diversity data are developing at a rapid pace and allow the monitoring of very large samples of programmes. These tools can be very useful if, again, there is a qualitative analysis of the results (who appears when, speaks about what, etc.). There should also be an awareness of – and pro-active efforts to correct – the potential bias of artificial intelligence.

Diversity data monitoring should in all cases and whatever the tools and technologies used, be backed with adequate human and financial resources to analyse the data and implement the necessary follow-up actions.

## SUGGESTED ACTIONS

**The following suggested actions should be carried out in full respect of EU GDPR and national legislations.**

- ▶ Collect diversity data and adopt diversity guiding objectives that make sense and are useful to each organisation (given its location, its national and local environment, its audiences, etc.).
- ▶ When they exist, diversity data from national censuses can be used as a point of reference and useful guidance. Diversity data for a specific city or region could also be taken into consideration, especially in the audiovisual industry which tends to be based in urban areas.
- ▶ In addition to head counts (how many people from different groups are represented in a workforce or appear on screen), the collection of additional data will help better understand the situation and the actions to be taken (positions of the people in the organisation, seniority levels, salary levels, types of programmes, budgets, topics covered, time slots, etc.).
- ▶ AI data collection tools should be combined with human analysis and control (ex ante and ex post) to assess data, monitor progress, and implement the most relevant action plans.



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