



DIVERSITY, EQUITY AND INCLUSION PLAN FOR THE IBEROAMERICAN FOUNDATION OF FINLAND AND THE FINNISH INSTITUTE IN MADRID

1. Introduction

The purpose of this plan is to promote Diversity, Equity, and Inclusion (DEI) in the work of the Iberoamerican Foundation of Finland (*Iberialais-amerikkalainen säätiö*, from now on referred to as the Foundation) and the Finnish Cultural Institute in Madrid (*Instituto Iberoamericano de Finlandia*, from now on referred to as the Institute), and further develop a culture that drives change in mindsets, behaviors, and practices.

The plan thoroughly benefits the work of the Foundation/Institute at various levels, including strategy, leadership, staff, recruitment and training, programming, and audience. It makes the Foundation's/Institute's work more accessible to and representative of diverse audiences and stakeholders.

DEI reinforces the existing values described in the Strategy of the Foundation for the years 2024-2030 (dated 26/10/2023) and in the action plan for the year 2025. The central values are: Reciprocity, plurality, comprehensive sustainability and impactfulness. In addition, the Institute stands firmly against all kinds of discrimination, prejudice, and racism, and promotes diversity, equity and inclusion. Furthermore, the purpose is to adhere to a more comprehensive DEI approach in a more concrete, systematic and effective manner.

Diversity, equity and inclusion are practiced and used by the Foundation/Institute to recognize and value differences, to ensure participation, diversity of experiences, knowledges, and perspectives and to enable fair opportunities for everyone as well as foster a work environment where all feel welcome and respected.

The DEI plan will be annexed to the next annual plan (Fall 2025) of the Institute and to the Institute's existing strategy for the years 2024–2030 and onwards.

The DEI plan was drafted in English, as it followed the Nordic Diversity Trainers' guidelines and workshops, which were conducted in English during spring 2025. In the future, the plan will be translated into the main working languages: Finnish, Swedish, Spanish, and Portuguese.

This is a living document that will be updated and improved as needed.

2. Situation analysis

The *Instituto Iberoamericano de Finlandia* is located in Madrid, Spain, and covers countries in the Iberian Peninsula, Latin America and Caribbean. The purpose of the Institute is to promote knowledge and interaction between these regions and Finland, in the fields of culture, science, and economy. The Foundation and the Institute operate in a geopolitically broad, multicultural, multilingual, and heterogeneous area with a large population, emphasizing the importance of DEI work in their activities.

The Institute's mandate and broad area of activities covering both culture and science, in a vast geographical area, are strengths that enable it to bring a diversity of perspectives to the cultural, artistic, scientific and economic fields.

The significance of DEI principles within the Institute's broad area of activity, and Foundation/Institute's central values have already been incorporated as basic principles into the Institute's strategy and action plan. The DEI plan will reinforce their implementation.

The central values are:

- **Reciprocity:** The Foundation and the Institute's core focus areas (culture and science) provide an interdisciplinary and cross artistic foundation for reciprocal interaction, as well as an in-depth dimension for cultural and economic engagements between Finland, the Iberian Peninsula, Latin America and Caribbean. The Foundation and the Institute are accessible, well-known and responsible partners for collaboration.
- **Plurality:** The Foundation and the Institute enable a multicultural, multilingual, and polyphonic world, which supports the inclusion of diverse perspectives, knowledges, and emergence of new innovations through collaborations and operational structures. The aim is to listen, learn, and engage in a dialogue across the fields of science, arts, and economy. Finland's own multiculturalism is also reflected in their activities. The Foundation and the Institute adhere to a safe space policy in their actions, events, and operations.
- **Comprehensive sustainability:** The Foundation and the Institute aim to enhance environmental, cultural, and social responsibility through their activities for both current and future generations. Their operations promote sustainability and ethical practices, and they strive towards carbon neutrality. Sustainability is understood in a holistic and critical view, which includes moderation, considering diverse actors' perspectives to sustainability and cultural diversity.
- **Impactfulness:** The Foundation and the institute strive to increase the effectiveness of all its activities, supporting overall objectives and purpose of the foundation. Transparency and inclusiveness of operations and administration will contribute to effectiveness.

The DEI survey conducted by the Nordic Diversity Trainers in 2025 highlights the Institute's strong commitment to DEI objectives and principles in general. However, due to the lack of explicit DEI strategy or action plan, gaps and weaknesses especially in planning, communication, representation, and training were identified in the survey.

There is a need to emphasize various forms of cultural and language diversity more strongly and systematically, particularly those related to Indigenous, ethnic, and minority backgrounds, as well as environmental, and social sustainability. A sufficiently broad yet flexible set of guidelines should be created to ensure integration of DEI principles in the strategic planning and its implementation and across different countries.

It is essential to ensure equality and equal opportunities across the Institute's strategic work and activities, taking into account various forms and levels of diversity, such as gender, sexual orientation, age, ethnicity, minorities, cultures, languages, religions, disabilities, and socioeconomic background.

3. Commitments and actions

The Foundation and the Institute are strongly committed to enhancing diversity, equity and inclusion. The principles of transparent and fair practices are embedded in the work of both the Institute and the Foundation.

The Institute commits to transparent and fair practices for promoting DEI practices towards a more diverse and equal program planning and implementation, including the inclusion of different groups and knowledges.

Additionally, the goal is to promote fair and equal treatment of staff and stakeholders.

The following specific action points will promote the above mentioned goals:

- **Securing more diverse program contents, planning and implementation**

The Foundation and the Institute build bridges between Finland and the Iberian Peninsula, Latin America and Caribbean taking into consideration various levels of diversity. Through continuous self-reflection, critical thinking and evaluation, the Institute and the Foundation take into account the wide range of DEI perspectives when making program planning and choices related to the use of the gallery space as well as when establishing collaboration with other institutions and actors. These are taken into account in the joint strategy and annual planning of activities of the Foundation and the Institute.

- **Inclusion and participation of different groups**

The Foundation and the Institute strive for an inclusive and participatory approach in all their activities and at every level of operation, which include for example the planning, the execution of projects and the use of the gallery space.

The goal is to ensure equal participation for everyone by taking different conditions into account and minimizing potential barriers whenever feasible. The conditions include for example: family situation, socio-economic circumstances, language and disabilities.

- **Staff wellbeing, and addressing harassment and inappropriate behaviour**

The Foundation and the Institute are committed to promote staff wellbeing and job satisfaction. They are strongly committed to supporting the fair and equal treatment of people in the workplace and in other work related activities.

The Foundation and the Institute do not accept any kind of bullying, harassment or any other kind of inappropriate behaviour. The Foundation and the Institute have developed an internal process to address such cases (Procedure for addressing harassment and inappropriate behaviour in Chapter 6).

Whenever possible, and taking into consideration the limits in recruitment, the recruitment processes aim to promote diversity within the staff of the Institute and the Foundation.

The Foundation and the Institute will enable flexible working arrangements for all employees. This includes but is not limited to remote work and flexible working hours. They encourage a culture for continuous learning and self growth.

4. Communication and stakeholder engagement

- **Communication strategy for the plan**

Through transparent and accessible communication, the Institute and the Foundation will ensure that DEI principles are integrated into their work, both internally and externally. The DEI plan will be available for all the staff internally as well as to the public on the website of the Institute. A dedicated section for DEI work will be created on the Institute's website to ensure accessibility of information and to make the values publicly visible. The DEI plan has been drafted in English, but will be translated to the main working languages: Finnish, Swedish, Spanish, and Portuguese.

In addition to communication in the main working languages mentioned above, the Institute and Foundation could consider including Sámi languages, captions, and photo descriptions for instance through the recruitment of interns of these groups when feasible.

- **Mechanisms for collecting and incorporating feedback**

To ensure that the goals of enhancing diversity, equity and inclusion are met on a broader level and applied systematically, the DEI processes are monitored at regular intervals through surveys, development discussions and job satisfaction surveys at different levels: with staff, and when feasible, with stakeholders and project partners. Social media channels serve as an additional source of feedback and reflection. Feedback collection mechanisms—which are already part of the Institute's work—will continue to be developed and integrated into the DEI process.

The DEI work is a continuing process. To ensure the continuity for the DEI process, there will be updates, if considered necessary.

5. Implementation strategy

The values and goals of the joint DEI process will be respected and followed on a daily basis within the work of the Institute and the Foundation.

The DEI plan will be taken into account in the drafting of the action plan for the year 2026 and thereafter. The aim is to include Madrid specific DEI training and mentoring for the staff of the Institute and the Foundation.

Regarding the EU-projects, the Institute and the Foundation will follow the EU project timetable, and plan, report and implement the DEI practices in accordance with the EU instructions and requirements.

6. Procedure for addressing harassment and inappropriate behaviour

In case of encountering with harassment or inappropriate behaviour follow the action points below:

- If you are being treated inappropriately or notice inappropriate behaviour at the workplace, address and speak to the harasser and ask them to stop. It may be that they do not realize that they are being offensive.
- If the inappropriate behaviour continues, contact the chairperson of the Foundation or the director of the Institute.
- When addressing inappropriate behavior, it is important to ask how the person experiencing discrimination or harassment would like outsiders to intervene. It is important to respect the person and their experience by first clarifying their wishes.
- The party contacted (chairperson or director) must clarify the situation by asking both parties about their understanding of the events and taking notes of the views expressed. They must hear the parties impartially and clarify the course of events. They invite the parties to meetings, in which the relevant facts can be recorded. In the meetings, measures and follow-up are agreed upon. It is important to ensure that the agreed measures and within a reasonable timetable are taken and followed up on.
- If the meetings do not produce satisfactory results, a hearing with the involved parties and members of the board of the Foundation is organized in order to decide on the next step. The involved parties can bring a person of support to the meeting.
- The Foundation and Institute aim at being consistent in addressing harassment and using positive reinforcement and encouragement.