

# BEHIND THE STAGE

**Empowering the role and capacity  
of employers associations and  
strengthening social dialogue in the  
European live performance sector.**

## IN THIS ISSUE

Euro-talk

Report 1st capacity building meeting Tallinn

Behind the Stage project partner EETEAL

Stories

Spotlight on Spain and Scotland

Announcement: Pearle\* 2018 Awards

Get more info & become involved

## WELCOME TO THE 'BEHIND THE STAGE' WORLD

When the magic happens on the stage and while you're enjoying a concert and performance, a world of activity is taking place behind the stage.

As in other sectors, management and workers are best placed to discuss and establish the framework and methods related to working conditions and in addressing challenges of the sector influenced by changes in society.

With the precise aim of making the sector resilient for the future and increase the capacities of employers and those in management positions, at the beginning of 2018 Pearle\*-Live Performance Europe launched Behind the Stage, a project that seeks to improve industrial relations and provide a new start for social dialogue in the EU live performance sector.

The red thread throughout this project is the European Pillar of Social Rights proclaimed by the European Commission and validated by Heads of State in Gothenburg, Sweden, on 17 November 2017.

Throughout 2018 and 2019 Behind the Stage will be undertaking a series of activities that include four capacity building meetings in Estonia, Belgium, Bulgaria and Portugal and a high-profile Awards Event taking place in Brussels on 22nd November, 2018.

We'll be publishing a newsletter (this is the first one of four) every six months after each meeting to share what was experienced and learnt, and which we hope you find both informative and entertaining.

Happy Reading!

## EURO-TALK

**THE EUROPEAN PILLAR OF SOCIAL RIGHTS** is a set of 20 principles aimed at delivering new and more effective rights for its citizens, including the requirement to provide support for increased capacity of social partners to promote social dialogue.

**WHAT IS THE NEW START FOR SOCIAL DIALOGUE?** On 5 March in Brussels, a high-level conference in the presence of the President of the European Commission marked a new start for social dialogue by showing its commitment to strengthening the dialogue with social partners.

**SOCIAL DIALOGUE** at all levels is a prerequisite for the functioning of Europe's social market economy and crucial to promote both competitiveness and fairness.

**THE NEW START FOR SOCIAL DIALOGUE** includes ways to strengthen social dialogue throughout the EU with EU cross-industry social partners and their national affiliates from all Member States, as well as EU sector social partner organisations.



## BEHIND THE STAGE PROJECT PARTNER EETEAL – ESTONIA

The main goals of EETEAL are to create the necessary conditions for the development of the theatre sector in Estonia and to represent the common interests of its members.

EETEAL has 20 members, mainly non-profit making organisations (state-subsidised theatres, foundations, a public law agency, municipal theatres, private non-profit organisations), as well as one private limited company.

The interests of EETEAL are all the common activities and initiatives important to the members, for instance formulating and implementing a financing scheme for the field, organising the work field with the help of collective agreements, communication with other cultural organisations, legislative initiatives, social dialogue with the state and employers, practical questions like ticket sales systems, training or functioning of the festivals.

EETEAL joined PEARLE\* in 1998.

### STORIES

## HOW WE INVOLVED PEARLE\* MEMBERS IN THE CREATION OF THE TALLINN PROGRAMME

One of the main objectives of the Behind the Stage project is to provide a space in which the delegates have the opportunity to increase their knowledge and deepen reflection on the role and meaning of employers and on the specific issues of change which are currently impacting the live performance sector.

In order to make the project as relevant as possible, and in the context of the areas covered by the European Pillar of Social Rights, the Pearle\* office launched two surveys among its members at the beginning of the year to determine the topics that most concern them and to gather information on what they are currently doing in those areas of

concern (the detailed results of both surveys will be included in the final report on the project due to be published in the Spring of 2020).

Their replies provided the basis for the programme which covered themes that ranged from how to innovate and optimise relations with the workforce, third parties or the government; how to address the shortage of certain skills in the sector; Negotiation and the Art of Making Constructive Agreements; the latest changes in European legislation; initiatives undertaken by the sector in the context of the #metoo campaign or how to achieve genuine gender equality in live performance organisations.

The common denominator of all the sessions was the sharing of ideas, experiences and information which could lead to the implementation of fresh initiatives in members' respective countries. As a point of departure for debate several delegates were asked in advance to prepare brief presentations of examples of best practices in their countries (see "case studies" below). The general conclusion reached at the end of the two days was the need to continue exploring in more depth the subjects covered in Tallinn in future meetings, in order to find concrete solutions to the issues affecting the sector that could be applied from a united European position.



### REPORT

## BEHIND THE STAGE FIRST CAPACITY BUILDING MEETING

TALLINN, ESTONIA. FRIDAY 25TH & SATURDAY 26TH MAY, 2018

The beautiful medieval city of Tallinn, located on the Gulf of Finland on the shores of the Baltic Sea provided a unique setting for the first Behind the Stage capacity building meeting. Perfect weather and eighteen hours of daylight gave delegates ample time to attend the plenary sessions, workshops and seminars included in the programme, as well as to take the opportunity to enjoy a concert or theatre show and enjoy catching up with colleagues. The forty Pearle\* members who attended -representatives from 27 associations based in 19 countries of which 55% were women- were delighted to welcome observers from live performance organisations in Croatia, Slovenia, Latvia and Estonia itself.

The meeting took place in the majestic Estonian National Opera building and was hosted by EETEAL, the Estonian Association of Performing Arts Institutions, a non-profit association of employers established in 1991.



## SPOTLIGHT ON TWO CASE STUDIES FROM SPAIN AND SCOTLAND

Health and safety in orchestras. A clear example of successful social dialogue between employers and the workforce working closely together for a common cause is the case of the Spanish Association of Symphony Orchestras (AEOS) and the Spanish Association of Professional Symphony Orchestra Musicians (AMPOS), who are jointly undertaking the arduous task of trying to achieve governmental

recognition of many of the ailments afflicting musicians as occupational diseases. As well as joining forces to lobby the Ministry of Health the two associations organised a national congress in 2017 focused on musicians' occupational diseases which was attended by musicians, orchestra management, ample representation from the medical sector, social partners and government health officials.

Combatting abuse of power and sexual harassment. In response to the #metoo campaign and the need to urgently address the abuse of power and sexual harassment in the sector, the Federation of Scottish Theatre has been working with sector partners to

support the development of shared policies and clear, practical guidance targeted on key areas of concern to its members. Discussions held at members meetings and the organization of workshops bringing together participants to discuss the issues and share ideas about how to move forward are among some of the initiatives undertaken. A dedicated section on the FST website includes advice, helplines, information about training and reporting.

More on [www.scottishtheatre.org/research-resources/combating-abuse](http://www.scottishtheatre.org/research-resources/combating-abuse)

## STRAIGHT FROM TALLINN

### Gender equality

The European Pillar of Social Rights places great emphasis on its commitment to a Union which promotes equality between men and women as well as rights and equal opportunities for all. It was therefore very enlightening to welcome **Christian Veske**, stakeholder relations coordinator at the **European Institute for Gender Equality (EIGE)**, who gave a presentation in which he introduced the work and activities addressed by EIGE and provided key figures and findings on gender equality resulting from the data collection and research the Institute has undertaken.

EIGE is an autonomous body of the European Union, established to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all EU policies and the resulting national policies, and the fight against discrimination based on sex, as well as to raise EU citizens' awareness of gender equality. Its mission is to become the European knowledge centre on gender equality issues.

More information at [eige.europa.eu](http://eige.europa.eu)

### Negotiation; the Art of Making Constructive Agreements

Negotiation is an integral part of the daily work of people in leadership positions and takes the shape of both formal meetings about contracts and other agreements but also as a wide range of other, less formal, result-driven dialogues.

The purpose of this seminar and workshop led by the expert **Malene Rix** was to strengthen the participants' negotiation skills and also to draw attention to the many less obvious day-to-day situations, where negotiation can be used as a both constructive and efficient leadership tool.

This enlightening and entertaining session began by questioning and redefining what negotiation really is, analysing what we feel about it and the challenges it presents. It then focused on classical reactions to disagreement, how to deal with disagreement and what Rix defines as the "four phases of negotiation", that is four "tick boxes" which help guide the process in an efficient, open and positive way.

More information about Malene Rix at [malenerix.dk](http://malenerix.dk)



**"The seminar was practical and hands-on with lots of ideas I took back home with me. It showed me that negotiating is not about a logical story but about finding out about how to connect and listening to others."**

Liesbeth Dejonghe, oKo, Belgium who took part in the training on negotiating in Tallinn



**"All arts should be for all. We must start to work on equality much earlier and reach a point where somebody's gender is no longer an issue when applying for a job."**

Ana Vicente, PERFORMART, Portugal about the workshop on gender equality in Tallinn



## GET MORE INFO & BE INVOLVED

Find the Behind the stage 'in focus' feature of the month on Pearle's website homepage at [www.pearle.eu](http://www.pearle.eu)  
Be inspired, get involved, share your thoughts and experiences on the BtS Voices blog at [behindthestage.org/blog](http://behindthestage.org/blog)  
Read more on the project and activities on [behindthestage.org](http://behindthestage.org)  
Follow Pearle\* on Twitter ([@pearleurope](https://twitter.com/pearleurope)) and check out the hashtag follow [#BehindtheStage](https://twitter.com/BehindtheStage),  
and keep up to date on Facebook ([facebook.com/pearleEurope](https://facebook.com/pearleEurope))!  
Grow your professional contact network on LinkedIn group [Behind the Stage](https://www.linkedin.com/groups/Behind-the-Stage/)  
Subscribe to our newsletter: [www.pearle.eu](http://www.pearle.eu)

### SPECIAL ANNOUNCEMENT

# PEARLE\* 2018 AWARDS



**Call for Applications is now open!**  
**Submission deadline is Wednesday,**  
**12th September at 23:59 CEST**

The Pearle\* 2018 Awards are a key component of the Behind the Stage project.

Designed to highlight and celebrate the role of employers associations that normally undertake their activities 'behind the stage', the aim of these Awards is to serve as a source of inspiration for other associations as well as to increase their visibility in their own respective countries as well as internationally. On this occasion the Awards will also recognize the capacity of an individual organization in the field of Cultural Heritage.

**The Award winners will be announced at a high-profile event taking place on 22nd November, 2018 at the Bozar Centre for Fine Arts in Brussels.**

#### WHO CAN APPLY:

- European Employers Associations in the Live Performance sector, whether or not they are members of Pearle\*
- European Informal Employers Associations who have participated or have confirmed future participation in the Behind the Stage project.
- Individual organisations belonging to a Pearle\* member who would like to apply for the *Spotlight on Heritage in Culture and the Arts Award*

#### AWARD CATEGORIES (FOR EMPLOYERS ASSOCIATIONS):

- Cooperation Award
- Diversity & Equal Opportunities Award
- Skills/Training/ Lifelong Learning Award
- Social Dialogue/Collective Bargaining Award
- Sustainable Development Award

#### AWARD CATEGORY (FOR AN INDIVIDUAL ASSOCIATION):

- *Spotlight on Heritage in Culture and the Arts:*  
a special award for an individual organisation's outstanding achievement

For more detailed information about the awards and how to apply, please visit [behindthestage.org/upcoming-events/pearle-european-award](http://behindthestage.org/upcoming-events/pearle-european-award)



Square Saintelette 19, 1000 Brussels  
+32 -2-203.62.96 – [www.pearle.eu](http://www.pearle.eu)

**PEARLE\* - Live Performance Europe**, is the European employers federation of music and performing arts organisations. Pearle\* represents through its members associations the interests of more than 10,000 live performance organisations across Europe (such as theatres, theatre production companies, bands and music ensembles, orchestras, opera houses, ballet, dance companies, festivals, concert venues, producers, promoters, agents, comedy, variété, circus, event suppliers and others). List of Pearle members [www.pearle.eu/members](http://www.pearle.eu/members)

**PEARLE\*** is recognised as the only European employers association to take part in the European sectorial social dialogue committee 'live performance' with on the workers side the EAEA – European arts and entertainment alliance -, regrouping FIA, FIM and Uni-Mei. Facilitated by the European Commission-DG Employment, the European social partners meet about three times per year.

**SPECIAL THANKS TO** the Project Partners oKo (Belgium), EETEAL (Estonia) and Les Forces Musicales (France); Associate Partners BAROK (Bulgaria) and PERFORMART (Portugal) and a from Deutscher Bühnenverein (Germany) for their commitment.

**PROJECT: BEHIND THE STAGE.** A new start for social dialogue: the role and capacity of employers' associations in the live performance sector Agreement ref. no. VS/2017/0360

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