



Large-scale skills partnership for the Cultural and Creative Industries Ecosystem

The Creative Pact for Skills (C-P4S) Manifesto

The challenge

Culture, creativity, and innovation are the core of the Cultural and Creative Industries (CCIs) Ecosystem, one of the 14 industrial ecosystems identified by the 2020 New EU Industrial Strategy¹. The ecosystem concept covers both the commercial (industry) and non-commercial cultural and creative sectors, as well as cultural and creative areas of other sectors (e.g. education). The ecosystem is composed of over 8 million talented people across Europe, who work with great passion in 1,2 million enterprises. They enhance the quality of the lives of European citizens and contribute to their well-being. This added value is unquantifiable but essential for society, whilst in economic terms these sectors represent over €477 billion in turnover annually, which translates to almost 4% of EU's GDP².

The CCIs ecosystem presents a great diversity. It covers a wide range of value chains and sectors from architecture, archives, libraries, museums, artistic crafts, audio-visual (including film, television, and multimedia), videogames and immersive experiences, tangible and intangible cultural heritage, design (including fashion design), festivals, music, literature, performing arts, books and publishing, to radio and visual arts³.

The CCIs ecosystem is made up of 99% SMEs or micro-enterprises who are struggling to attract new talents or meet the demands of new challenges. It also counts very high shares of self-employment, of people working part-time or on non-permanent contracts, which means that workers in this ecosystem face a very high level of job insecurity and a lack of re- and upskilling opportunities.

The CCIs ecosystem is facing the challenge of a fundamental transformation, not only because of the recent COVID-19 pandemic, but also because of digitalisation and the necessary green transformation. In the last years, however, it has demonstrated incredible resilience in situations such as the global financial crisis, and now even more with COVID. Upskilling is key to support this resilience, as well as to activate cross-sectoral innovations, which also benefit the larger economy and society as a whole in their ambitions of transformation towards a zero-carbon world. Lifelong learning opportunities are also key to supporting the development of individual careers and the well-being of the professionals in the sector.

¹ COMMISSION STAFF WORKING DOCUMENT Annual Single Market Report 2021, accompanying the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions 'Updating the 2020 New Industrial Strategy: Building a Stronger Single Market for Europe's Recovery', May 2021

² Idem

³ Cultural and creative sectors as defined by article 2 of the Regulation (EU) 2021/818 of the European Parliament and of the Council of 20 May 2021 establishing the Creative Europe Program (2021 to 2027). For the purpose of this document, one sub-sector has been added to the list: videogames and immersive experiences.

In order to remain competitive on local and international level, the CCIs ecosystem as a whole must meet the economic and social challenges ahead and therefore must invest and develop new ways to attract new talents, and to re- and upskill its workforce.

This large-scale partnership identifies upskilling and re-skilling needs at different levels. First, it looks at all the skills related to specific occupations. It also considers the needs of specific parts of the ecosystem and their respective professionals to develop activities that support the acquisition of transversal skills. Transversal skills, defined by UNESCO, such as: networking, entrepreneurship or research methods, are not related to a specific job, but enable learners to successfully adapt to change in order to lead meaningful and productive professional lives. Finally, this partnership recognises the need to build transformative competencies such as critical thinking, conflict resolution and communication or systems thinking for students and professionals, as defined by the OECD for “creating new value, reconciling tensions and dilemmas, and taking responsibility” to thrive in our ever-changing world and shape a better future.

The Creative Pact for Skills (C-P4S) proposes to adopt and implement an EU-level roadmap in order to act upon the most urgent horizontal skills needs across the different parts of the CCIs ecosystem and identify opportunities of joint actions to better promote synergies among them and among different levels (local, regional, national, European).

The ambition

The Creative Pact for Skills (C-P4S) presents a roadmap for skills transformation by use of ideas and good practices for the CCIs ecosystem. In addition, the C-P4S makes commitments and establishes key performance indicators to measure progress.

The C-P4S not only supports the development and resilience of the CCIs ecosystem, but also aims to find efficient and innovative ways to support all education and training activities, which requires good and continuous collaboration between education, training and the sectors.

The C-P4S builds on an open and inclusive process for all interested parties, existing and future stakeholders, initiatives or projects, including regions and their networks, to jointly cooperate under one European umbrella. It aims to be developed in close partnership by the industry, with a key role for social partners, sector bodies and education providers, and be based on sector-level data and qualitative analyses.

The ambition is to promote a life-long learning ecosystem that is relevant, accessible, and affordable for all sector professionals – including self-employed - throughout their careers, while reinforcing synergies and the pooling of resources between existing sector skills initiatives across Europe.

The ambition is also to promote new learning models and more qualitative learning opportunities with a priority focus on digital, green, entrepreneurial skills, and with a special attention to on-the-job learning - in order to equip Cultural and Creative sectors’ professionals with key skills needed to address the current and future challenges faced by the ecosystem and secure individual career paths.

Priority skills needs to be addressed

The Creative Pact for Skills (C-P4S) is focusing on addressing the most urgent horizontal skills needs, relevant for the Cultural and Creative Industries ecosystem:

- 1) **Skills and competences for the digital environment** are a priority across the board of Cultural and Creative Sectors' occupations, both for the further acquisition of indispensable skills to operate in the digital environment (copyrights protection, engagement with audiences, online marketing and social media communications, etc.) and for an increased capacity of the CCIs ecosystem to engage in more technological intensive development trends (use of artificial intelligence, of extended reality, data analytics, etc.).
- 2) **Management, funding, business, and entrepreneurial skills** for the resilient recovery postCOVID-19 and for future sustainable and competitive growth are fundamental. Supporting cultural and creative start-ups, incubators, accelerators, social enterprises, as well as cooperation and partnerships between stakeholders - big and small, public and private, permanent and freelancers - is a way to strengthen the CCI ecosystem's development, skills acquisition, and to promote the quality of work in contemporary workplaces.
- 3) Skills to support and integrate the **green transformation** in day-to-day activity and the green transition of organisations themselves, as well as to reinforce the capacity of the cultural and creative sectors to creatively impact our societies through artistic interventions, innovation, or the reinforcement of citizenship, democratic processes and social cohesion both at sub-sector and cross-sector levels are also fundamental.
- 4) One of the key characteristics of the cultural and creative industries is undoubtedly the ability to build their work and actions on well-established **transversal and transformative skills** that lead to **cross-sectoral innovations** that benefit not only the creative professionals themselves, but also the economy and society at large. To strengthen these skills across the whole CCIs ecosystem, new pathways and methodologies for re-and upskilling activities and initiatives need to be developed, next to the ones already at play in the traditional education systems. More tools, assessments and guidelines should be developed for informal skills acquisition and lifelong learning.
- 5) Europe is known for its **cultural and creative heritage**, especially in the field of arts and crafts. There is a long and well-established tradition of knowledge transfer between dedicated teachers and master craftsmen and the younger generations. However, there is also a worrying trend that shows an increasing shortage of talent and skilled workers in arts and crafts. Supporting vocational training initiatives and other projects that serve the preservation and the further development of **technical skills, arts and crafts** should therefore be one of the key priorities as well.
- 6) Finally, to secure career paths, enhance diversity and respond to emerging shortages, especially in technical occupations, **hands-on and 'on the job' skills solutions** should be privileged (such as through apprenticeships, or the assessment and validation of competences in work environments). **Creativity** should also be promoted across CCIs sectors and professions, and beyond the CCIs ecosystem, in order to create spill-over effects of more creativity and innovation in other parts of the EU economy.

The proposal and objectives

To achieve this ambition and address the skills needs, all partners jointly commit to:

- Establish a **large-scale skills partnership** and a shared model for skills development in Europe for the Cultural and Creative Industries ecosystem.
- **Establish a culture of life-long learning for all** (including for self-employed, on short and longer-term contracts, on the payroll of SMEs and of bigger-size companies etc.), and pool resources across the ecosystem to develop more opportunities for up- and reskilling for all types of occupations in the value chain (artists, creators, technicians, administrators, managers, etc.).
- **Work against discrimination and for gender equality, equal opportunities and promote social mobility** through and thanks to life-long learning opportunities. For example, through the promotion of even more diverse entry paths into the cultural and creative sectors (apprenticeships, paid internships, etc.) and by up- and reskilling opportunities that are relevant and accessible to all (online and blended, aimed at creative, technical and management roles, etc.).
- **Promote learning models and share learning tools** both among sectors within the CCIs and on a cross-sectoral level beyond the CCIs with other industrial ecosystems.
- **Share data and information** on skills needs' trends in the CCIs ecosystem, also according to skills blueprint projects and other relevant initiatives, and exchange with education and training providers in order to address the identified skills gaps.
- Take advantage as much as possible of available funding opportunities (among others: EU funds, public funding opportunities at national and regional levels as well as private investments) by **working together in support of cross-sectoral and pan-European initiatives** on skills.
- **Support, promote and communicate** the aims and ambition of this large-scale partnership.

The LSP has committed to promoting the aim of involving 25% of the workforce in upskilling and reskilling across the ecosystem each year by 2030. For more information on this commitment, see Annex 1.

Action points: the Roadmap for Creative Skills Acquisitions

To give life to the ambition and achieve the objectives, concrete actions are put forward:

- Stimulating and encouraging the **mapping and mutualisation of resources and experiences** across the CCIs ecosystem and beyond - to support the take up of new learning models and tools, and offer more training opportunities to the cultural and creative professionals.
- **Promoting the collection of existing data** on labour market intelligence, and employment trends and skills needs in the different EU countries and sectors. Supporting the collection of such data in a more systematic way and in more countries across the EU. **Open Data and Open Science** approaches should be privileged in this process, especially when receiving public funding but not only, to make sure the data collected and the methodology developed, is documented well, and can continue to be accessible and used beyond the project lifetime for the benefit of all.
- **Promoting the mutual recognition of training paths** (and related skills) across EU countries, in order to facilitate professional mobility in the Cultural and Creative Sectors and allow a more operational deployment of EU initiatives based on ESCO and EQF.

- Engaging and **joining forces with other European initiatives and projects** active in the Cultural and Creative Sectors which are not part of the large-scale skills partnership (yet) to disseminate the goals and raise awareness of the Creative Pact For Skills Manifesto in order to increase upskilling opportunities for all professionals.
- Implementing an annual joint **Creative Skills Week**, possibly linked to other existing European initiatives, during which all partners and their members/networks present and report on their own or joint activities to promote re-skilling and up-skilling of the European CCI ecosystem workforce.
- As a sign of support and participation in the Creative Pact for Skills (C-P4S), partners are encouraged to use a **Pact for Skills visual identity** that illustrates their participation and involvement in re/upskilling activities.

Key Performance Indicators

Defining and setting KPIs for this large-scale skills partnership for the CCI ecosystem allows to measure the impact of the partnership on skills improvement, and on reducing skills gaps, and for all stakeholders to evaluate the actions and direction of this partnership and make smarter decisions about future activities.

- **Coverage of the partnership:** number of organisations involved in the partnership. Sectoral or geographical coverage of the partnership.
- **Skills intelligence:** number of skills needs assessments produced at European, national and/or sectoral levels by stakeholders of the partnership and shared within the partnership.
- **New training models and tools** (focus on cross-sectoral within CCIs ecosystem or cross-sectoral beyond CCIs ecosystem), pilot projects created and tested by the stakeholders in the partnership: number of new training initiatives, programs, material, tools, etc.
- **Upskilling and reskilling actions** run by the stakeholders in the partnership: number of people who took part in training actions.
- **Communication/dissemination events:** number of events promoting the Creative Pact for Skills carried out within the framework of the partnership and beyond.

Closing Statement

All the organisations that support the Creative Pact for Skills (C-P4S) Manifesto recognise the importance of thriving talents and skilled workers in the European Cultural and Creative Industries ecosystem and all its sectors. Therefore, they decide to establish a large-scale partnership to promote and facilitate the re-skilling and up-skilling of the creative workforce, to support the aims of this manifesto, to mutualise and pool resources, and to engage in the concrete initiatives and actions it promotes.

These organisations endorse and support the Large-scale skills partnership for the Cultural and Creative Industries Ecosystem

The Creative Pact for Skills (C-P4S) Manifesto (Date: March 28th 2024)

Contact for further informations: p4s@ecbnetwork.eu

Large-scale partnership co-leaders:



European social partners



European and International Networks, Organisations and Projects:



National and Regional Networks and Organisations:



Educational and Vocational Training providers:



KİMLİK

CCI professionals, Research and Companies



Endorsement list of supporters of the large-scale partnership for the Creative Pact For Skills (C-PS4)

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Co-leaders

Bureau of European Design Associations
Creative Skills Europe – European Platform for Employment and Training in the Audiovisual and Live Performance Sectors
European Creative Business Network

European Social Partners

European Broadcasting Union
European Federation of Journalists
International Federation of Actors
International Federation of Musicians
Pearle*-Live Performance Europe
UNI Europa – Media, Entertainment & Arts

European and International Networks, Organisations and Projects

All Digital
Art Directors Club of Europe
BEDA
CICAE - Confédération Int. des Cinémas d'Art et d'Essai
Climat Kic
Creative FLIP
EIT Culture & Creativity
ELIA (European League of Institutes of the Arts)
ENCATC, the European network on cultural mngt and policy
European Creative Hubs Network Association
European Cultural Heritage Skills Alliance, Charter Project, Barcelona University
European Digital Learning Network – DLEARN
European Festivals Association (EFA)
European Network of Cultural Centres
European Music Council
Europeana Foundation
FACE, Fresh Arts Coalition Europe
FEST Federation for European Storytelling
Finnova
Future for Religious Heritage (FRH)
Games for Health Europe
IMZ International Music + Media Centre
Julies Bicycle EU
Live DMA
LivingLab MDnet (Mediterranean Diet network)
NEMO, the Network of European Museum Organisations
On the Move
Pro Progressione
Red Arrayan de Cultura, Patrimonio y Medio Ambiente
RICC Network - Regional Initiative for Culture and Creativity
Stichting FUTURES
West University of Timisoara Faculty of Arts And Design
Young Professional Development Society Swedent (YPDSS)

National and Regional Networks and Organisations

APCI - Promotion du design
cdi.mk Community Development Institute Macedonia
Creative Prahue (Kreativní Praha)
Creative Region Linz & Upper Austria
Creative Spark CLG
Creative Valley
Cultural Center "Nikola Djurkovic" Kotor
DID - TECHNOLOGICAL CLUSTER INTERIORS & DESIGN
Distretto Produttivo Puglia Creativa
Dutch Design Foundation
EUSkampus
Estonian Association of Designers
Federatie Creatieve Industrie
Fondazione Fitzcarraldo
Fondazione Polo del 900
Foundation Matera-Basilicata 2019
FUNDACION UXIO NOVONEYRA
Fundación UCEIF - CISE
GECON.es Foundation
German Theatre Technical Association (Deutsche Theater-technische Gesellschaft / DTHG)
Hangar Piemonte
Impact Hub Ankara
Innovation Centre of the Olomouc Region
Institute of Entrepreneurship Development
JOIST Innovation Park
Know and Can Association
KSIGune, the Basque Cultural and Creative Industries Cluster
Kulturakademin
Materahub
MediarTE
Ministry of Economic Development and Technology, Rep. of Slovenia
MTÜ Loov Eesti /Creative Estonia
Northern Dimension Partnership on Culture
Platform ACCT (Platform Labour Market Cultural and Creative Future)
READ (Spanish Network of Designers Associations)
Regione Lombardia
Research Institutes of Sweden
Sociaal Fonds Podiumkunsten
Tartu Centre for Creative Industries
University of Applied Arts Vienna
Workshop Foundation
YRKESNÄMNDEN För Film och TV, SAVIS - Swedish AudioVisual Industry Skills

Educational and Vocational Training providers

Aalto University
Aarhus University
Accademia Teatro alla Scala
ADI - ART & DESIGN INSTITUT
berlin university of the arts, Universität der Künste
Berlin - Career & Transfer Service Center Centre of
Expertise for Creative Innovation Cumulus - Global
Association of Art & Design
Education and Research /Aalto University European Grants
International Academy - EGINA
Faculty of design, independent higher education
institution
HKU University of the Arts Utrecht
ICHEC Brussels Management school, project C-
SHIP
Kimitisik
Malta College of Arts, Science and Technology Organisation
for European Programmes and Cultural
Relations
ReSkills Training
School of Arts, Universidade Católica Portuguesa,
Porto
Tomas Bata University faculty of multimedia
communications
Universität der Künste Berlin
University of Applied Sciences Baltazar Zaprešić
University of Applied Arts Vienna,
zentrumkunstdidaktik

CCI professionals, Research and Companies

AITEX Textile Industry Research Association
ARC Research & Consultancy Ltd
Architempo
Archangel Digital Studios
Ars Electronica Linz
Association Européenne des Conservatoires,
Académies de Musique et Musikhochschulen (AEC)
Aurea Agency
C4F - Competences for Future by Roscioli
Development srl
Center for Social Innovation Cyprus
CFW- Culture Funding Watch
Chamber of Commerce and Industry of Pécs-
Baranya
CREATE Social
CreativeTech
DEMETRA FORMAZIONE s.r.l.
Design With Isabelle
Economia Creativa
EOOS NEXT GmbH
Europe Analytica
La Cultora
Media Dizajn
MOSAIC // CULTURE & CREATIVITY
new art school
OGUL Law & Consultancy
Quatenaire Portugal, Consultoria para o
Desenvolvimento, SA
SHINE 2Europe
Trànsit Projectes
UPSIDE DOWN VR

Annex 1. Commitment for the CCI ecosystem

PACT FOR
SKILLS

The Pact for Skills Large-Scale Partnerships commitment to supporting the upskilling and reskilling of their workforce.

In support of the objectives of the **European Year of Skills** and of the **European Pillar of Social Rights Action Plan**, the Cultural and Creative Industries Large-Scale Partnership of the Pact for Skills supports the objective that by 2030 25% of the Cultural and Creative Industries ecosystem's workforce will participate in upskilling or reskilling actions each year. To bear fruits, the objective will have to continue to go hand-in-hand with the pooling of resources at company and sector level to offer more training opportunities to sector stakeholders, including the very high number of SMEs and self-employed professionals that make up the ecosystem. Efforts to collect data on the share of workers participating in upskilling and reskilling actions at regional, national and European levels will also need to be pursued and enhanced in the years to come.

Headline commitment

25% of workers participating in upskilling or reskilling actions annually by 2030.

*This is estimated to mean approximately **2,000,000** workers each year by 2030.*

The estimations in this commitment in terms of the workforce share are based on the estimated Cultural and Creative Industries sector size of workforce at 8 million. For this purpose, actions of the LSP and their members are expected to influence the share of the workforce participating in up- and reskilling at sector level, even if their actual remit of activity doesn't reach the whole ecosystem. Additional commitments can be found in the LSP's Partnership Agreement hosted on the [Pact for Skills website](#).

The [European Pillar of Social Rights](#) sets out 20 key principles and rights essential for fair and well-functioning labour markets and social protection systems. The [European Pillar of Social Rights Action Plan](#) turns the principles into concrete actions to benefit citizens and create a more Social Europe. It also proposes three headline targets for the EU to reach by 2030. One of them is that at least 60% of all adults should be participating in training every year by 2030. Delivering the Pillar of Social Rights is a shared responsibility for the EU institutions, national, regional and local authorities, social partners and civil society. Upskilling or reskilling actions may include any formal or non-formal education or training supported by employers or associated training organisations in line with the definition of the European Labour Force Survey. Further, underrepresented groups can be understood as groups that make up a lower proportion of the workforce than they do in the general population.