



CODE OF CONDUCT

PREAMBULUM

At Pro Progressione, we are aware of our social role and our responsibility towards our partners and colleagues. As one of the leading artistic and cultural organizations / artistic hubs, our work contributes to the professional development of our partners and colleagues, widening and utilising their national and international contacts to realise new joint ideas and projects. Related to our growth over the past years, based on our gained experience, we have laid down some clear principles that guide how we conduct our artistic, social, and business activities - this document, the Code of Conduct, is a summary of these principles. These principles and our set of rules help ensure that our work is based on mutual understanding, and that we work together on projects with maximum efficiency and quality while respecting each other's personal and professional lives.

The purpose of this document is not to establish a strict set of rules, but to set out an interpretative framework to be used as a point of reference. In the following, we set out our expectations and offer in the areas of general operations, namely project management, finance, documentation, and communication.

We consider this Code of Conduct to be a guideline for all our partners, commissioners, and project managers, as well as for all Pro Progressione employees.

FUNDAMENTAL VALUES

Pro Progressione considers the following core values to be the guiding principles for all projects. These fundamental values help us to make the right choices in our professional relationships, in the creation and implementation of the projects:

- **Sustainability**

When we think about sustainability, we understand it in terms of environmental, economic, social and even cultural aspects – all of which are closely linked to the way we operate. The quality of our projects and their social impact remain our top priorities, and we are committed to achieving excellence while using human, environmental, and financial resources responsibly. This requires careful consideration of how we allocate resources and when to seek out alternative options. To do so, we must first establish a clear understanding of the framework for our objectives and expectations. Proper planning and timely assessment of our options are key to balancing the different aspects of sustainability, and we are particularly mindful of choosing solutions that are mutually beneficial across all four areas. Additionally, we ensure that sustainable practices extend not only to our projects but also to the people behind them.

Measurability is achieved through comparison with alternatives – both past practices and projected future outcomes. Evaluating these options and learning from our experiences also supports sustainability in the long term.

Environmental sustainability

- How does the organization reduce its carbon footprint and manage resources responsibly to limit waste and overall environmental impact?
- What sustainable practices are integrated into partner meetings and other activities, including balancing online and in-person interactions

Economical sustainability

- How does the organization contribute to local economies through its events and procurement choices?
- What financial strategies are in place to ensure long-term economic stability without compromising sustainability goals?

Social sustainability

- How does the organization promote equity, inclusion, and fair working conditions, and job security for all employees?
- What measures are in place to support employees' well-being, work-life balance, and professional growth?

Cultural sustainability measurement

- How does the organization encourage participation in cultural activities, promote knowledge sharing, and engage with local communities to preserve and promote cultural heritage?
- What efforts are made to ensure the longevity and accessibility of cultural outputs through the use of digital tools?

- **Out-of-the-box**

We recognize the importance of evidence-based practices, research, and expertise that we can build upon, implement, and combine. We aim for meaningful impact by experimenting with both existing knowledge and emerging possibilities.

At our organization, we believe in developing innovative ways to foster collective engagement through the arts, as well as valuing curiosity, in the freedom to choose and pursue projects that align with our core values. While we provide a guiding framework for our work, we encourage critical thinking and explore unique paths that advance our mission.

To ensure that our work reflects this value, we prioritize measurable approaches that integrate evidence-based practices while encouraging creative exploration. We assess the quantity and quality of knowledge resources—such as books, articles, and expert consultations, including insights from our colleagues— that are utilized in project planning and execution. Additionally, we analyze similar ongoing initiatives to enhance our approaches and uncover new opportunities.

Our commitment to out-of-the-box thinking is demonstrated through interdisciplinary collaborations, bringing together experts from diverse fields, such as scientists, artists, tech experts, educators, and community leaders. We also adapt and transfer methodologies across different environments, such as applying cultural heritage interpretation techniques to natural heritage projects or using artistic methods in scientific communication. To track the impact of our work, we implement and evaluate assessment techniques alongside similar projects for comparison, ensuring continuous learning and meaningful outcomes.

- **Transparency**

At Pro Progressione, we uphold transparency as a fundamental value, ensuring that everyone involved in our projects—from team members to community partners—understands our actions and the outcomes they help create. This openness is key to using common resources effectively and responsibly, allowing for ongoing monitoring and accountability. By being transparent, we not only adhere to ethical standards but also build lasting trust and confidence among our partners.

To promote this value, we implement structured feedback channels that actively involve our partners in shaping the direction of the project. This process ensures that feedback is not only received but is also integral to decision-making, allowing for real-time adjustments and shared ownership of project outcomes. These feedback cycles facilitate a continuous dialogue that enhances project relevance and effectiveness, ensuring that our collaborations are adaptable and aligned with collective goals.

How do we ensure transparency in our work?

We commit to upholding transparency through open communication and regular engagement with all stakeholders throughout the project. We maintain transparency in financial dealings and closely track project milestones and deliverables. Our approach ensures that every aspect of our partnership adheres to the highest standards of accountability and openness, aligning with Pro Progressione's values.

- **Teamwork and collaboration**

Collaboration is defined as a process in which participants support and motivate each other towards shared goals. We think of our organization as a team, but it is essential to apply the same approach when working with partners. It's important for us to make decisions and define our common goals in an environment that is secure both professionally and personally. Once a common goal has been achieved, it is essential to take the time to reflect on it and evaluate the collective work at the end of the collaboration.

Synergy can be ensured through: shared knowledge and mutual understanding - when these are met, they contribute to the best results and successful implementation. Asking relevant questions at this point will help to identify alternatives.

It is important that team members individually contribute to the teamwork with their existing values and ideas and show understanding and empathy towards each other. Reinforcing positive experiences of successfully completing small processes also supports team cohesion and resilience.

How do we ensure teamwork and collaboration in our work?

We foster collaboration by actively involving both internal and external actors in planning and brainstorming, ensuring a shared vision with our partners to work towards common goals and enhanced teamwork. We promote teamwork and collaboration through regular discussions, meetings, workshops, and we provide intuitive and accessible digital platforms that ensuring transparency to our peers. To strengthen this approach, we promote joint thinking sessions and encourage cooperation across different pillars, facilitating the exchange of methodologies to foster a mutual support and continuous improvement.

- **Commitment**

Commitment is not a fixed point but an ongoing journey, it's an active and critical process that involves (self)-reflection, renewal, and rethinking. It represents a long-term dedication to common goals and values that align with both professional and personal principles. While commitment requires sustained effort, time, attention, and energy to overcome obstacles and embrace challenges, it goes far beyond mere persistence.

At its core, commitment is about sustaining ourselves and our work in meaningful ways. This also includes recognizing the need for recovery after interactions and work, ensuring we have both mental and physical spaces that allow us to recharge. This balance keeps us engaged in the creative process, which we often value even more than the final outcome. It is through this process that we form lasting relationships, generate meaningful questions, expand our knowledge, and navigate conflicts productively. By maintaining this sustained engagement, we build trust within our professional networks, foster collective learning, and create a dynamic exchange of ideas that leads to fluid knowledge and shared understanding.

Real commitment emerges in collaborative rather than competitive environments. Together, we can create new visions and develop meaningful forms of cooperation informed by diverse perspectives and lived experiences. This collaborative approach involves actively encouraging different viewpoints, maintaining transparent expectations, and ensuring opportunities for both organizational and individual growth.

We recognize that motivation is not only financial but also driven by:

- a shared sense of purpose and collectively understood goals
- the sustainability of knowledge and human connections
- meaningful professional recognition and impact
- the joy found in the creative and collaborative process
- a strong sense of belonging and the feeling of being heard

Commitment also includes creating spaces for both success and struggle, where people can share achievements and difficulties openly. Ultimately, commitment is a generator of productivity and innovation, ensuring that we remain engaged, motivated, and empowered to contribute meaningfully.



GENERAL PRINCIPLES OF COOPERATION

- For the successful implementation of cooperation, we consider it essential to hold a documented meeting at the start of the project to clarify decision-making processes, tasks, and responsibilities.
- We are also each other's representatives in the project, so we are obliged to complete the agreed tasks (it is important to take responsibility for the project budget and to treat the project tasks as our own).
- We also represent each other ethically. We must also contribute to our shared long-term success by maintaining a positive image of each other. To achieve this, it is essential that we have a mutual understanding of each other's mission, shared values, and expertise. With this in mind, we should respect the laid down guidelines and, if necessary, clarify which procedures we will follow during our cooperation. (For example, adapt to the PP values in communication.)
- We aim to create value through our partnerships, and to attract new, nationally and internationally prominent partners for the seamless and efficient implementation of projects.
- We have confidence in our staff and the rules they make and the professional materials they produce.
- The documents we produce (e.g., application materials, forms, etc.) are the intellectual property of the partnership and their sharing with third parties or use for any other purpose is strictly prohibited.

INTERNAL COMMUNICATION

- We communicate and inform each other via email. It is important that information is exchanged in writing, so we can refer back to it later.
- Try to be as precise as possible when formulating a task /question /problem to be solved:
 - in our email we define what is our exact expectation, what information we need, what we would like to know and by when;
 - we should always state the name of the project in our email (preferably in the subject line of the email).
- We respond to emails within a maximum of 3 days (with a substantive reply or a deadline for the reply, which should not be more than one week).
- If the other party does not react within 3 days, we will consider it as acknowledgement.
- We contact each other by telephone in urgent cases, taking into consideration each other's private lives, during working hours on weekdays, between 10:00 and 18:00. During an ongoing project event, project participants might contact each other outside the above-mentioned intervals for pre-arranged/pre-defined issues and



problems, but always consider whether it is really necessary to contact each other outside working hours!

- If one of the parties will be unavailable for an extended period of time (e.g., due to holidays), the other parties should be notified by e-mail at least 1 week in advance. The notification email will include information on who can provide assistance during this time.

DEADLINES, TASKS

- At the beginning of the project / during the project tasks are clarified together, and responsibilities and deadlines are clearly defined. Once agreed, avoid assigning new tasks. If any tasks arise in the meantime, we inform each other and jointly agree on their scope.
- The tasks are established in a level of detail that is clear to all parties.
- Within tasks, we give each other trust and freedom as long as there is no serious uncertainty about the quality of performance that could risk the outcome of our joint work. If any problems arise - with the intention of helping - we will make each other aware of them.
- Our common goal is to ensure that our projects have the greatest possible impact and success. That's why we all take care to complete our project tasks as efficiently as possible and within the given timeframe to ensure that the other participants in the subsequent phases of the project have enough time to complete the work to the required quality.
- In advance of the meetings, an agenda will be provided to the participants, which will include the timetable of the meeting.
- At the meetings we always present the current status of the project and the meeting objectives. We always take notes of our meetings, which we later share with all participants. (Pro Progressione follows and recommends the procedure set out in the PM² methodology)
- The dates of the meetings will be chosen by digital tools and by a certain deadline, so that the parties concerned can be informed in advance.

FINANCE

- We guarantee that we will fulfil our financial obligations (partners' invoices) on time, if the partner has done what was expected/agreed to do in the contract.
- We guarantee a predictable, reliable economic environment, including the necessary financial liquidity.
- We meet the invoicing and payment requirements accepted by the relevant tax authorities (in both parties' jurisdictions).
- Understanding the financial documentation support material facilitates cooperation. (Pro Progressione has one, which can be shared with the partners during the cooperation if required).



- Ensuring access to the necessary documents is essential for the submission of application accounts. We provide these to each other before the project starts, to avoid misunderstandings afterwards.

DOCUMENTATION

- Financial accounting and reporting requirements are consistent, and the project manager provides a clear and precise set of rules, as well as prior training and ongoing assistance in the use of the approved accounting system and related administrative tasks.
- Before starting the project, it is essential to provide a clear and transparent written description of the materials and documents required for reporting, together with all the necessary sample documents.
- The manager/accountant is responsible for checking the partners' documentation work and supporting them if necessary.
- We take responsibility for the continuous and timely preparation of documentation, which is essential for successful and efficient reporting.
- We are all responsible for the management of the documentation and the data it contains.

COMMUNICATION

- A precise, pre-defined, predictable communication strategy and a corresponding basic communication package, prepared by the organization responsible for project communication, are an essential part of any project.
- For the successful dissemination and the full implementation of the communication tasks undertaken, it is essential that the project partners are aware of and use the communication package.
- The project leader (or the agreed communication manager) is responsible for developing the project's image and communication tools. The communication strategy will also define their usage.
- The partners are required to be involved in the communication of the project (by sharing content on the official project channels, creating their own communication content, actively participating in communication and media events related to the project, etc.) and in the reporting process, according to the framework agreed at the start of the project.
- The dissemination tracker is a particularly important part of the basic communication package for projects, which collects all project-related communication. Partners' communication team members are asked to update this regularly throughout the project, preferably monthly, with their latest communication releases.



- The following questions need to be clarified for communication purposes at the kick-off meeting:
 - Who takes decisions on communication aspects (strategic and operational)?
 - If the official project leader is not responsible for project communication, to what extent does involve in the strategy? (If not at all, give your consent for the organization responsible for communication to carry out the tasks independently and inform project partners and stakeholders about the decision.)
 - Should the communication strategy fit in with the partners communication?