

DUTCH NATIONAL OPERA & BALLET, OUR CORE 21-24

In 'Our Core 21-24', we set out the principles for our actions as an organisation and as employees. We do this in order to set the right priorities, seize opportunities and shape our future together.

WHAT DO WE STAND FOR? WHAT IS OUR MISSION?

We want to enrich the lives of as many people as possible with the wonder, beauty and meaning of opera and ballet.

HOW DO WE DO IT? WHAT IS OUR VISION?

We do it by bringing song, dance, music, acting, language, technique and design together in the 'live' interpretation of human emotions. In doing so, we offer our audiences an emotional, intellectual and sensory experience which transcends everyday life and can touch both the hearts and minds of people.

HOW DO WE DO IT? WHAT ARE OUR CORE VALUES?

- We are **driven and committed**: we go far in our pursuit of excellence, where the definition of 'quality' is not a given but rather an integral part of our artistic process.
- We are **polyphonic and curious**: we work with stories, creators, professionals and artists from all art forms, cultures and traditions; we challenge ourselves, love experimenting, and enjoy collaborating with young talent.
- We are **open-minded and generous**: we welcome as many people as possible in the most hospitable way possible, we exchange our knowledge and expertise with others on a national and international level, and we cooperate according to principles of equality.
- We are **efficient and sustainable**: we handle people and resources responsibly.

HOW DO WE WORK TOGETHER? WHAT ARE OUR INTERNAL CORE VALUES?

- We are **professional**: we maintain a professional attitude at all times in all work-related meetings and contacts. Our work often requires us to perform under pressure, but we make sure that we do so effectively and in an appropriate manner, even when under pressure or faced with setbacks and disappointments. Our professional behaviour is also reflected in the fact that we keep our promises and commitments.
- We are **ambitious**: we set high quality standards for our work and the work of others. We keep abreast of new developments in our field and always seek and explore new possibilities and approaches. We constantly find and adopt ways to improve ourselves, our team, our organisation and our art forms.

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- We are **open-minded**: we are proud to have people of many different nationalities and backgrounds in our team and we promote a work culture that is diverse and inclusive, where everyone treats each other equally and with respect. We do not discriminate on the basis of age, gender, skin colour, ethnicity, nationality, disability, marital status, sexual orientation, appearance, religion, political affiliation or beliefs. Our work relations are built on trust, respect and equality.
 - We are **connected**: we are passionate about our work and we care about each other and the organisation. We strive continuously to create a safe workplace for everyone, recognising the importance of each other's work and showing our appreciation. We are aware of the fact that we can only deliver high quality performance if we work together. We help each other where necessary but respect each other's privacy and (personal) boundaries.

WHAT DO WE DO? WHAT IS OUR PROGRAMMING BASED ON?

In order to realise our mission and give structure to our choices, we base our programming on five guidelines. Everything we do and every choice of repertoire is based on one or more of these guidelines, which serve as a compass for opera and ballet as well as for education. Here are our five guidelines:

1. **Icons of opera and ballet today**

We present the most beloved and popular masterpieces of opera and ballet (the so-called 'canon'), which continue to speak to us as human beings even today and which have the potential to carry their message into the future despite our rapidly changing world.

2. **Lesser-known treasures from the classical repertoire**

Works that are now iconic were not always so. Therefore, we also perform works from the repertoire which are less well-known – because we are convinced of their value in the present as well as in the future.

3. **Contemporary work**

We collaborate with established names and new creators, both on stage and behind the scenes, to tell new stories with contemporary work, to address themes or bring old stories centre stage with a different perspective or tradition, and to ensure the development of the repertoire.

4. **Experiment along with adventure**

We take responsibility to renew and enrich the art forms with broader artistic and cultural influences. We seek inspiration and cross-pollination with disciplines such as urban dance, spoken word, hip-hop and virtual arts. We explore all kinds of channels and techniques, including new media, and other formats for what 'a performance at DNO&B' means, or we seek a multidisciplinary approach with modern genres.

5. **Young Target Audience**

We seek to pass on the relevance and attractiveness of our art forms to the future generations. That is the reason why we want children and young people to experience the impact of an all-encompassing live experience. We bring such an experience to children, adolescents and families, in our own venues and in schools, in the form of educational and youth programmes as well as interactive formats that embody the power of both ballet and opera.

WHO DO WE DO IT FOR? WHO IS OUR TARGET AUDIENCE?

In order to reach as many people as possible and enrich their lives, it is important to identify target audience groups and tailor our communication accordingly.

Our target audience groups are:

- **Explorers:** people who do not know us and might consider visiting opera and ballet;
- **Culture lovers:** people who do not yet have any experience with the art forms of opera and ballet, but who are open to learning about them by participating in art and culture;
- **Enthusiasts:** people who find it fun and/or important to visit opera and/or ballet from time to time. They have become interested after a nice experience and are curious about what else opera and ballet have to offer;
- **Connoisseurs:** people who go to opera and/or ballet very often. They have seen many performances and consider themselves connoisseurs who set high standards and want to be challenged.

HOW DO WE PROMOTE DIVERSITY AND INCLUSION WITHIN DNO&B?

Our aim to reach as many people as possible also entails promoting diversity and inclusion, not only in terms of our target audience groups but also within our organisation. Only an inclusive organisation with an inclusive way of working can attract a more diverse audience. Our focus points in promoting diversity and inclusion in 2021–2024 are:

- **Stage:** we develop and give opportunities to the most diverse talent pool;
- **Creation process:** we stimulate diversity in our artistic teams;
- **History:** we raise the profile of diversity in our publications and provide a critical framework for our artistic choices;
- **Culture:** we promote a 'positive culture of diversity' through awareness-raising and training, supervising and coaching staff in the areas of discrimination, harassment, racism and identity, and expanding the Diversity and Inclusion Working Group, defining its role as a sounding board group;
- **Collaboration:** we increase diversity through active programme-based collaboration;
- **Education:** we achieve a more diverse impact and reach among (young) people with our education projects.