



Museums in the climate crisis

Survey results and recommendations for the sustainable transition of Europe

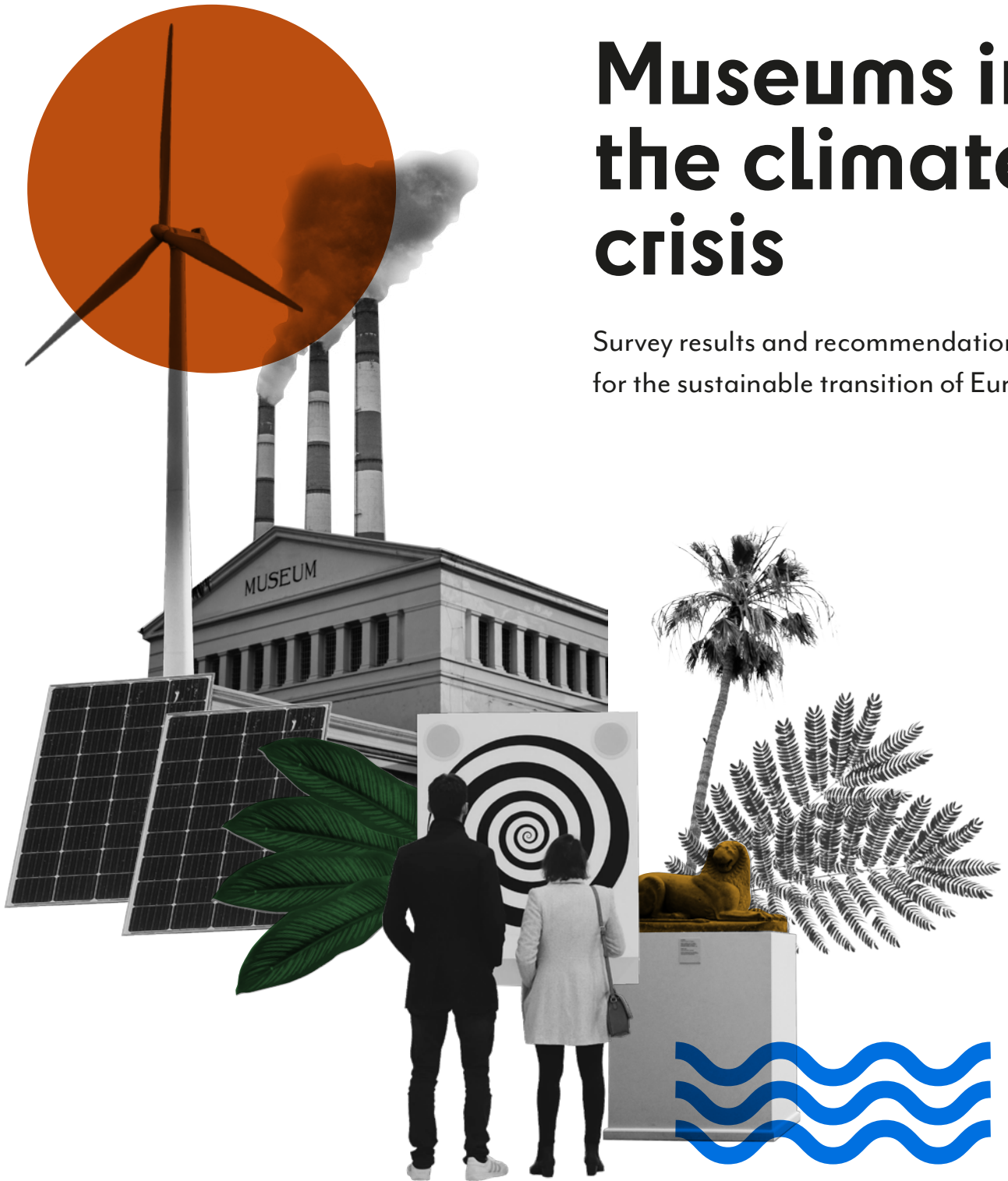


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Findings and recommendations at a glance



These recommendations are based on a survey that was answered by 578 museums from 38 European countries between April and June 2022.



RELEVANCE

✦ Recommendation

Acknowledge and support the potential of museums as allies to help the public better understand climate change and become active.

🔍 Finding

8 in 10 museums in Europe have acknowledged climate change and sustainability as important strategic topics and nearly 7 in 10 museums offer public actions and programmes around climate change and sustainability.

FRAMEWORKS AND GUIDANCE

✦ Recommendation

Ensure that guidelines, standards and reporting requirements reflect all aspects of museum work and are aligned to support sustainable goals.

🔍 Finding

Despite the climate-awareness within the sector, a minority of museums have been able to take consequential steps toward fulfilling their potential, as shown by only 4 in 10 museums having methods or criteria to measure and assess their sustainable efforts.

POLICY COHERENCE

✦ Recommendation

Increase communication between governing and funding bodies and museums, encourage cooperation and develop cohesive, comprehensive frameworks for museum work.

🔍 Finding

Only 1 in 4 museums are being consulted by public authorities when considering sustainable policies and transformations in their communities and only 1 in 10 museums are aware of local/regional or national climate policies that feature or address them.

INFRASTRUCTURE

✦ Recommendation

Facilitate funds for investments in the infrastructure of museums, so that buildings can be maintained in a more energy-efficient, ecological and sustainable manner. Financial support should be streamlined and coupled with financial relief in consideration of the current energy crisis impacting museums across Europe.

🔍 Finding

The main cause reported as impeding their museums' sustainable transition is a lack of funds. More than half of the museums reported that they do not have any climate-friendly construction, and only 2 in 10 museums claimed that they use a green energy supplier.

RISK AWARENESS

📌 Recommendation

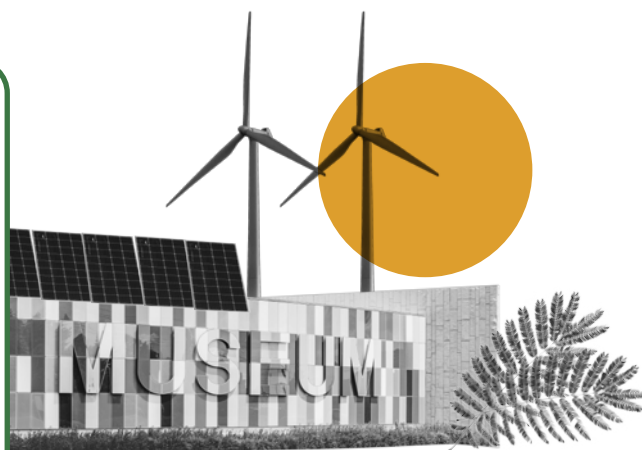
Invest in future citizens' sustained access to European shared heritage by funding and encouraging risk assessment, adaptation and mitigation for museums.

⚡ Call to action

Ensure the safety of collections, premises and functioning of museums for future generations by analysing the climate-associated risks applicable to them and their communities, and consequently preparing for those risks.

🔍 Finding

Less than 1 in 10 museums have completed an analysis about challenges associated with climate change in their region and only 3 in 10 museums have analysed the climate impacts they are likely to be challenged by.



ALLIANCES

📌 Recommendation

Fund global, cross-sector, climate-focused networks and umbrella organisations that address and enable mutual sharing of skills, knowledge, and expertise - supporting and empowering the sector to address climate change.

⚡ Call to action

Build alliances with other museums and cultural heritage organisations, open doors to external expertise and work with researchers, local communities, and stakeholders to ensure that the museum establishes an effective network to support the sustainable transition in Europe.

🔍 Finding

Only 1 in 10 museums are part of a cultural network that focuses on climate change, but professionals of those networked museums are more confident in their climate related activities: The amount of museums dedicating staff resources to climate-related issues doubles, they have more knowledge about the SDGs, and they raise or advocate climate and sustainability issues in the public discussion more often.

SKILLS AND TRAINING

📌 Recommendation

Allocate financial support to upskill and train staff to contribute to the museums' sustainable transition and to support society's just transition.

⚡ Call to action

Allow for internal and cross-departmental staff training - according to the position, task and field of action - to facilitate change across the museum departments.

🔍 Finding

2 in 3 museums report they do not have sufficient knowledge about the UN Sustainable Development Goals (SDGs) and climate action in their organisation.



**CLIMATE ACTION – IN MUSEUMS
OR ANYWHERE ELSE – MUST
MEAN ACTION, THAT IS, REDUCING
EMISSIONS, SUPPORTING OTHERS
TO REDUCE THEIRS, ADAPTING TO
CLIMATE CHANGE AND HELPING
OTHERS DO THE SAME, AND
BUILDING CLIMATE JUSTICE
LOCALLY AND GLOBALLY.**

INTRODUCTION

Mind the [climate policy and action] gaps

Henry McGhie, *Curating Tomorrow*

Climate change is arguably the largest, most complex challenge facing society, calling for radical transformation in all sectors and in all countries. As well-established cultural infrastructure, museums support - or at least they could support - a wide range of activities that can contribute to climate action. They reach huge numbers of people; they can support education, lifelong learning and participation; and collections can be a powerful tool for studying and communicating climate impacts. Museums can also convene and take part in partnerships that can contribute to climate action. Increasing numbers of museums and museum staff are working to ramp up their levels of activity, in exhibitions and events, but climate-related activity remains a rather niche activity for museums in many countries. There is also a downside: museums are consumers of huge amounts of resources, meaning that they also contribute negatively to climate

change. How to enhance the positive benefits museums can bring to climate empowerment and reduce and eliminate their negative impacts is the basis of climate action and broader sustainable development. Yet museums are not moving nearly fast enough. The measures of success of

museums (large number of visitors, large buildings, an objective to grow) are headed in the wrong direction for climate action. Rather few measures, report or communicate their greenhouse gas emissions. Why is this, and what can be done to ensure that climate action really is action, and not greenwashing?

WHAT DO WE MEAN BY CLIMATE ACTION ANYWAY?

Before talking about climate action in museums, we should be clear on what we are talking about. Climate action is generally considered as having two main 'planks': mitigation and adaptation. Mitigation actions reduce greenhouse gas emissions to the atmosphere or support their removal; typical themes include energy, waste, buildings, food, and supporting nature to remove emissions. Adaptation means actions that help people, property and nature face climate impacts.

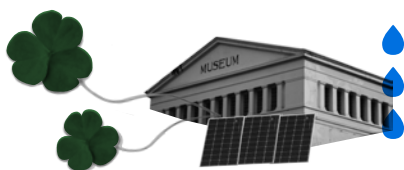
In '[Mobilising Museums for Climate Action](#)', developed as part of a project for [COP26](#), the 26th United Nations conference on climate change, I suggested a simple framework of five activities that represent museums' opportunities to take meaningful action:

1. Mitigation through museums

Museums must support all of society to reduce its



greenhouse gas emissions, rapidly, in line with [Paris Agreement](#) commitments, by encouraging and empowering people to understand the part they have to play in climate action and have the skills and motivation to play it, and to use less, waste less, and make sure anything they do use is renewable. Museums can foster support, and sharing of resources, for nature conservation efforts that strengthen nature's ability to absorb greenhouse gas emissions.



2. Mitigation in museums

Museums must aggressively reduce greenhouse gas emissions across all aspects of their activity, in line with Paris Agreement commitments. They can ensure all staff, and all people and organisations in the value chain understand the part they have to play in climate action, and are empowered to act through policies and resourcing so that every action is supporting climate action, in order to use less, waste less, and make sure anything that is used is renewable. They can direct financial and other resources towards nature conservation efforts that strengthen nature's ability to absorb greenhouse gas emissions, through their everyday decisions and procurement practices.

3. Adaptation through museums

Museums must support all of society, and nature, to face and cope with current and projected climate change impacts.

4. Adaptation in museums

Museums must understand how they will be impacted by climate change, and adapt their practices, location, programmes and collections to be fit for the future.

5. Climate action as part of sustainable development, climate justice and a just transition

Museums must ensure that all climate change activity is undertaken in ways that do not themselves disadvantage people or communities, locally or globally; and recognise that, in tackling climate change, other sustainable development challenges have to be addressed at the same time.

HOW DO MUSEUMS RELATE TO CLIMATE ACTION POLICY FRAMEWORKS – OR HOW COULD THEY CONTRIBUTE TOWARDS THEM?

The main international policy framework for climate action is the [UN Framework Convention on Climate Change \(UNFCCC\)](#), one of the three 'Rio Conventions' from the Rio Earth Summit, thirty years ago this year. All countries committed to tackle climate change. Since it was developed, the [Kyoto Protocol](#) (1997) committed to legally binding targets for countries, and the Paris Agreement (2015) made two main commitments: to keep global average temperature rise to within 2°C, and to pursue efforts to keep within 1.5 C of average warming.

One of the less well-known aspects of the UNFCCC and the Paris Agreement is what we call [Action for Climate Empowerment](#): on the need for public education, training of key staff, public awareness on climate change and actions, access to information on climate, public participation in climate-related decision making, and international co-operation to address climate change. These six elements are there for a reason, that reason being they relate to internationally recognised human rights, from the [Universal Declaration of Human Rights](#). They are also a golden opportunity for museums to contribute to this overarching agenda, drawing on their distinctive resources and opportunities.

[The new Glasgow Work Programme on Action for Climate Empowerment](#), adopted at COP26 in 2021, is a fantastic framework and opportunity for museums, the museum sector and policy makers to align their work towards the goals of the UNFCCC and Paris Agreement. The Programme even refers specifically to the key role that museums, along with other types of institutions and organisations, all of whom can help build empowerment everywhere. The Programme runs until 2031, and is a great opportunity for museums to show what they can do, and to contribute very concretely and directly to the UNFCCC and Paris Agreement.

Museums could play a key role in the Green Deal and Climate Pact, in terms of empowering people to know about them and play an active part in them.



The UNFCCC and Paris Agreement are just two of many international agreements that have not been adequately supported or achieved. All of these were brought together in 2015 as [Agenda 2030](#); a new framework to support and achieve sustainable development, which puts a focus on empowering more of society to participate in sustainable development activity. The Agenda is largely achieved through a framework of [17 Sustainable Development Goals \(SDGs\)](#), as a highly ambitious plan to address a range of social, economic and environmental challenges. While many museums and museum organisations have embraced the Goals and the Agenda to varying extents, the rate of progress needs to accelerate.

For the most part, museum policy is developed separately from the needs of international

agreements, which are signed onto by governments. This situation applies to many agreements – human rights agreements and multilateral environmental agreements – and is problematic, as it means that museums are not contributing as well as they could to these agendas, and also because it means people are denied opportunities from participating in them.

The [European Green Deal](#) is a suite of policies aiming to support the transition to a net-zero future in the EU. The Green Deal is supported by the [European Climate Pact](#), which is a platform for people, communities and organisations to participate in climate action across Europe, in terms of learning about climate change, developing and implementing climate solutions, and connecting with others to help increase the impact of climate responses. Museums could play a key role in the Green Deal and Climate Pact, in terms of empowering people to know about them and play an active part in them.

HOW ARE MUSEUMS CONTRIBUTING TO CLIMATE ACTION?

Museums can contribute to public education and awareness on climate change, and many already are doing so. A review¹ of museum activity relating to the public-facing aspects of the Paris Agreement from 2015-19, involving input from many of the most active people working on museums and climate action in many countries, revealed ten key lessons learnt:

1. The importance of acting now
2. The importance of confident and competent staff
3. The great importance of information
4. The great importance of a focus on solutions, not problems
5. The importance of making climate change and climate action personal and relevant, as well as understanding bigger pictures

¹McGhie, HA, [Information on Steps Taken by Global Museums to Implement the Doha Work Programme and in Relation to Action for Climate Empowerment, Including Activities and Results, Best Practices, Lessons Learned, and Emerging Gaps and Needs, 2020. Submission to UNFCCC Doha Review process.](#)

6. The importance of acknowledging people's emotions and feelings
7. The importance of community, and empowering people to participate fully in society
8. The importance of engaging everyone
9. The importance of coordination and collaboration between museums and partners
10. The need for support from governments, government agencies and funders

WHAT ARE THE IMPEDIMENTS TO MUSEUMS TAKING CLIMATE ACTION?

Although there are opportunities for museums and the museum sector to play a part in climate action, there are also a number of impediments that hamper progress. In the consultation on museums' public-facing work on climate action, referred to earlier, the following gaps were identified that are stopping museums from supporting climate action.

1. Many museums are more concerned with internal outcomes than current or future global issues. They are fearful of appearing to be somehow 'political' or 'not neutral'.
2. Lack of serious buy-in from museum leaders or trustees, while many other staff are more willing to engage with climate education, awareness and action.
3. Need for stronger leadership and coordination across the museum sector, notably from national governments and government departments.
4. Lack of prioritisation or support (direction, information or funding) from governments or agencies on national and international commitments regarding climate change, so the museum sector is unaware of the opportunities for it to contribute meaningfully, has no specified resource to support these, and isn't given a mandate or encouragement to direct its resources to do so.
5. Lack of budget, commitment, ambition and staff.

In addition to these challenges relating to the public-facing aspects of climate action, the operational challenges remain significant. Environmental standards that result in large quantities of emissions are hard to change, not only in the technical sense, but in the sense of who is going to drive the action to reduce them. Will it be policy makers? The museum sector? Will it be museum professionals, and if so which groups of professionals (e.g. directors, conservators, facilities managers)? The answer surely involves all of these, working towards the goal of developing practices that are in keeping with the needs of meaningful climate action, but progress to make these changes remains very slow, and there is little evidence of proactive leadership to tackle this challenge.

HOW CAN MUSEUM ACTIVITY AND RELATED POLICY CONTRIBUTE MORE CONCRETELY TO CLIMATE ACTION?

Let us look at museum climate action through the lens of [Policy Coherence for Sustainable Development](#), a planning approach that was devised to accompany the Sustainable Development Goals in 2015 by the [Organisation for Economic Co-operation and Development \(OECD\)](#). Policy coherence for sustainable development has three main pillars: governance arrangements, policy interactions, and policy effects. We can consider these in relation to individual museums, but also in terms of what museums are required to do by funders and other policymakers.

GOVERNANCE ARRANGEMENTS FOR CLIMATE ACTION

Museums are not well plugged into climate action in their countries, in terms of a smooth flow of information downwards from governments and policy makers, and upwards from institutions and sectors for reporting. For example, while governments have committed to Action for Climate

Empowerment, that commitment has not trickled down to the museum sector, although it is a clearly relevant agenda that museums can contribute to, benefit from, and create public value from.

Generally speaking, government departments' 'arm's length' principle means that many museums and museum organisations are not fully factored into the official reporting of government departments, nor would governments require museums to support their climate action agendas. This is problematic for several reasons: firstly, because a lot of climate action happens at a grass-roots level – by individuals, in communities, in organisations and so on. Secondly, this arm's length principle is cushioning funders and decision makers from taking full responsibility for the activities they fund. Third, it prevents organisations from contributing their action towards reporting. Where many museums are more or less directly funded by governments, they can be held to a higher reporting standard than museums with other governance arrangements. This difference in standards and approaches also prevents museums from operating as a collective, or with collective standards, goals or targets that are aligned with high ambition climate action, rather than as a collection of separate entities with varying levels of ambition and scrutiny.

CLIMATE ACTION AND SUSTAINABLE DEVELOPMENT AS THE MEASURE OF SUCCESS

Typically, museums have a set of strategies to achieve their objectives. Making sure that all strategies are in line with the needs of climate action, and considering climate impacts, helps them to work together and pull in the same direction. In other words, strategies and measures have to support one another. For example, if a museum had clearly set out social, environmental and economic goals, it could work more clearly towards those goals and to manage the policy interactions.

Museums are not well plugged into climate action in their countries, in terms of a smooth flow of information downwards from governments and policy makers, and upwards from institutions and sectors for reporting.

Alongside these activities, museums - like any other organisation - should be reducing their emissions, and communicating their progress openly, fully and honestly. That will require a significant change of



mindset to move from upholding standards that have negative impacts to developing new standards and approaches that are in keeping with the needs of real climate action. Currently there are too few requirements to measure and report museums' emissions and sound frameworks to help measure are hardly available. And while some museums are measuring or reporting their emissions, this does not always consider the full range of activities the museum is involved in. For example, visitor travel is certainly part of a museum's carbon footprint, as a core part of their value proposition is that they attract visitors.

In order to contribute meaningfully to climate actions, museums and those setting the framework for their activity, must commit to climate action goals, value these goals and be held to account when they don't achieve them.

CLIMATE ACTION MEANS ACTION

Climate action – in museums or anywhere else – must mean action, that is, reducing emissions, supporting others to reduce theirs, adapting to climate change and helping others do the same, and building climate justice locally and globally. If we are not achieving these goals – all of these goals - we are only talking. In order to contribute meaningfully to climate actions, museums and those setting the framework for their activity, must commit to climate action goals, value these goals and be held to account when they don't achieve them. That requires effective policies, commitments, and transparent reporting and communication, as well as supportive and empowering public-facing activities. A drive upwards in ambition, standards, reporting requirements and professional practices for real climate

action would all help museums and those they work with to play their part in meeting this, our greatest challenge. As we watch news of floods, fires, storms, heatwaves, and other extreme weather, whether in Pakistan, China, the Horn of Africa, the Caribbean, or Europe, we should ask ourselves, are we museums really doing enough; and if not enough, what else must we do?



About the report

this survey was answered by

578 museums

from museums in

38 countries



This report is based on a recent survey among museums and their professionals in Europe, illuminating the potential of museums to contribute to the sustainable transition of Europe. Results and recommendations of the survey are directed to the sector and stakeholders at all levels, recognising that the preservation of our shared cultural heritage begins with the preservation of our planet. The intention is that this data will inform support by policy makers and develop confidence in the sector to contribute to Europe's sustainable transition.

In order to develop the full potential of museums as allies to the sustainable transition of Europe, it is key to understand where museums most need support, and where their power and opportunity lies. Climate change will transform our world dramatically, and every sector, including museums, must collectively advocate and adapt to this unequalled challenge.

[The Network of European Museum Organisations \(NEMO\)](#) has been engaged in the topic of sustainability and climate action explicitly since 2019.

The network advocates for the instrumental role museums play in contributing to a fair, just and resilient society; illustrates how museums contribute to the realisation of the SDGs by providing solutions in European, national, and local contexts; provides information about the different approaches that museums in Europe and around the world are taking to help make the world more sustainable in the future; and encourages cooperation between museums and other players to form strong alliances reaching out to citizens around the globe.

The data collected by this anonymous survey of museum professionals paints the picture of a sector on the precipice of change. Museums have proven to be resilient and able to support their communities in times of need, particularly in the sudden onset of the Covid-19 pandemic, but they need help to transform when facing climate change. While NEMO has seen great examples of museums and their organisations engaging with climate change, the European museum sector still requires support to fulfil their potential as contributors to a more equitable and ecologically fit future.

This survey was answered by 578 museums from 38 European countries between April 22 and June 22, 2022. The themes included in this survey were drafted within the scope of ecological impact, relating to the thematic areas: Strategic Relevance, Infrastructure and Building, Funding, Risk Assessment, Expertise and Skills, Work Methods and Guiding Principles, Public Actions, Networking and Advocacy, and General Information.

The findings of the survey have been translated into recommendations aimed to support the sector's capacity to more effectively contribute to Europe's sustainable transition, and NEMO addresses these to stakeholders at all levels.

NEMO would like to thank all contributing museums, as well as partners and fellow networks for their valuable input toward the development and promotion and review of the survey.

Summary

Museums can be partners in the sustainable transformation of Europe, if supported adequately. While every sector faces unparalleled challenges as our society is forced to adapt and mitigate in the face of climate change, the museum and larger cultural heritage sector also bears the responsibility of the preservation of our shared cultural heritage and common threads of history and identity. Museums must unite to share knowledge, pace, and ambition by acting collectively; pursuing systemic changes and prioritising a habitable and equitable future. This summary presents the main findings and recommendations that have emerged from the analysis of the survey responses. They address stakeholders and all levels, including the museum sector.

TAKING AGENCY

Museums are assets in public discourse about the climate crisis. **8 in 10 museums state that the SDGs are reflected in their museum's strategic plans and 7 in 10 state that climate change is relevant to their organisation, yet a minority have been able to take consequential steps toward fulfilling their potential.** For museums to successfully make their sustainable transition and to contribute adaptive solutions to the climate crisis, **they must recognise their agency in this global challenge, their potential must be acknowledged and facilitated, and their actions must be driven by purpose.** Increased support and acknowledgement from stakeholders and policy makers will maximise

museums' potential contribution to a sustainable Europe. **Only 1 in 10 museums report that they are aware of local, regional, or national climate policies that feature or address them.**² Museums should be brought into the conversation and their vital work must be acknowledged to allow for culture's transformative power in our communities.

GET INSPIRED BY

[Museum Wales](#) (UK)

Climate emergency action and decarbonisation is a core strategic commitment for the Museum (a multi-disciplinary and multi-site nationwide museum with museums in rural, urban and capital locations) and also for the Welsh Government. The Government has set a collective public sector ambition of Net Zero by 2030 and a legal Net Zero target for Wales by 2050.

INFRASTRUCTURE

While more than 5 in 10 museums claim that they emphasise sustainability in the planning and management of the museums' premises and properties, in a more detailed picture, the majority of museums report not using climate-friendly energy production or construction. In the area climate-friendly or neutral constructions, including all surveyed areas of Roof Insulation, Wall Insulation, High-Efficiency Glass, and Nature-based Solutions,

² This is further demonstrated by the recent Open Method of Coordination (OMC) European Commission, DG EAC, "Stormy times : nature and humans: cultural courage for change: 11 messages for action for and from Europe", which states that "Conventional wisdom has it that most culture-related issues or messages from the cultural and creative sector and relevant ministries do not warrant the same high profile as, for example, issues and messages relating to the economy, the environment or education."

more than half of the museums reported that they do not have any climate-friendly construction, and only 2 in 10 museums claim that they use a green energy supplier. Particularly important in view of currently rising energy costs and the general expense of technical and building renovation, more than half of the responding museums have reported they have not yet estimated the costs of reaching a reduced emission status, net-zero or other sustainable goals. This result could point to a lack of harmonised, certified analysis tools at hand, or enough experts to apply the criteria framework. Funds should be made available to facilitate building maintenance in a more energy-efficient, ecological and sustainable manner. **Financial support should be streamlined and coupled with financial relief in consideration of the current energy crisis impacting museums across Europe.** It is important to note, however, that newer solutions and constructs are not always superior in terms of sustainability.

GET INSPIRED BY

[Hermitage and Hortus Botanicus in Amsterdam](#) (Netherlands)

A 425-metre-long underground connection between the Hermitage Amsterdam and the Hortus Botanicus was successfully completed. The construction of the underground link is part of the progressive sustainability project “between Art and Greenhouse”, where the Hermitage Amsterdam and the Hortus Botanicus share their surplus heat and cold, with large energy-saving results.

FUNDING

The most commonly selected cause of impediment to the sustainable transition of the museum by survey respondents was a lack of funding. Adequate financial support will heavily impact the realisation of the museum sector’s potential to support

Europe’s sustainable transition. When it comes to financial support, it is necessary to **consider funding as investing in museums’ capacity to be assets in the overall sustainable transition of Europe, rather than interpreting it as costs to protect the sector from the consequences of climate change.** Funds should not only support renovation of the building or projects, but also the development of staff capacities to support sustainability in the museum.

ADAPTATION, MITIGATION, PREPARATION

Less than 1 in 10 museums have done the analysis about possible challenges resulting from climate change to their museums.³ This result might indicate that the concrete operationalisation of indicated sustainability and climate change priorities on a strategic level is currently challenging for museums, potentially due to a lack of guiding principles and policy guidelines and concrete translation of those available. **Investments must be made in future citizens’ sustained access to European shared heritage by funding and encouraging risk assessment, adaptation and mitigation for museums. The importance of preserving knowledge and access through digitalisation should also be considered and supported.** Museums are called to ensure the safety of their collections, premises and functioning for future generations by analysing the climate-associated risks applicable not only to their house and objects, but their immediate communities, preparing for future crises.

GUIDELINES AND METRICS

Only 4 in 10 museums state that they have methods or criteria to measure and assess their sustainable efforts and only half of them are required to report to their funding organisations about their sustainable actions. This may reflect a lack of existing frame-

³ It is worth mentioning that after consulting data accessible through [Copernicus.eu](#), museums in countries most impacted by natural disasters in the past two years were not substantially more active in analysing the climate impacts they may be challenged by, according to the data collected by this survey.

works to measure sustainable efforts across the sector as well as a lack of internal expertise to apply/develop criteria that tracks the museums' sustainable efforts. **Qualified and harmonised standards, metrics and frameworks for the sustainable transition of Europe will increase transparency and accountability in the museum sector and beyond.**⁴

A SEAT AT THE TABLE

The survey showed that many museums still lack the ability and authority to make impactful decisions about their premises regarding infrastructure, energy supply, or alternative work methods. **It will be important that governing and funding bodies work cooperatively with the museums and take collective decisions to the benefit of the museum and the public.** A shift toward institutional agility should also be incorporated into the museum's operations, as recent and ongoing crises have demonstrated **the importance of being able to quickly adapt and mitigate when necessary.** A lack of autonomy or inclusion for museums in operational and/or infrastructure decision-making processes may explain the discrepancy between asserted intention and actual attempts to reach sustainable operation.

PUBLIC ACTION

Museums possess many unique opportunities, among them being able to translate complex contexts of climate change into understandable, actionable pieces of information to the general public. Systemic transitions and public actions on climate change do not necessarily result from understanding the science behind it, they can sometimes hinge on the translation of impact,

which the sector is perhaps uniquely positioned to support. **Nearly 7 in 10 museums in Europe either fully or partially raise and advocate sustainability for public discussion and debate. The question is not whether museums have the potential to impact and contribute to Europe's sustainable transition, but rather, how best to tap into it.** Creating links with the public is empowering and helps museums expand their potential. Museums are trusted institutions, worth the investment to develop their capacity as a climate resource to communities.

ACTING COLLECTIVELY

Museums and professionals that are participating and active in cultural climate-related networks showed more confidence in addressing the crisis: they have more knowledge about the SDGs, they raise more climate change-related issues for public discussion, and they dedicate more staff resources to address climate change and sustainability. These findings should offer optimism to the sector.

GET INSPIRED BY

[Museums for Future Türkiye](#) (Türkiye)

A quickly growing national chapter of the Museums for Future initiative and a great example of small-scale collaboration and opportunity to network on the individual level. Museum professionals need not wait for institutionalised settings to begin sharing knowledge and shaping the impact of their sector.

Capacity for success, visibility and impact is multiplied when museums act in partnership with one another or outside the sector;

⁴ This is also supported by the recent OMC report by the European Commission, DG EAC "Stormy times: nature and humans: cultural courage for change: 11 messages for action for and from Europe" (2022), which suggests to "Identify key projects and programmes for investment in independent evaluations and assessment reports, to be conducted from the perspective of the cultural dimension of sustainability, focusing on success indicators and criteria for measuring the impact of culture on sustainable development."

networking to share knowledge and speak with one voice. There are countless opportunities for museums to communicate and exchange, strengthen alliances, integrate different perspectives, and work cooperatively in local contexts and across borders.

CLIMATE ENGAGEMENT AT EVERY LEVEL

Survey results suggest that there is hardly any difference between small, mid-sized and large museums when it comes to prioritising sustainability, emphasising sustainability in the planning and management of the museums' premises and properties, or providing opportunities for training around climate related issues or public actions.

A positive reading of this data suggests **that every institution, regardless of its size and resources, has their opportunities to engage in sustainable operations and actions.** Museums can benefit from and nurture the existing passion of their dedicated professionals, by connecting with climate-oriented networks or movements, supporting their development and institutional impact, and integrating their gained expertise throughout the organisation.



Survey results



SURVEY RESULTS

Strategic Relevance

Select all that apply: Is your museum located within a high-risk geographical area?⁵

Total Responses: 578

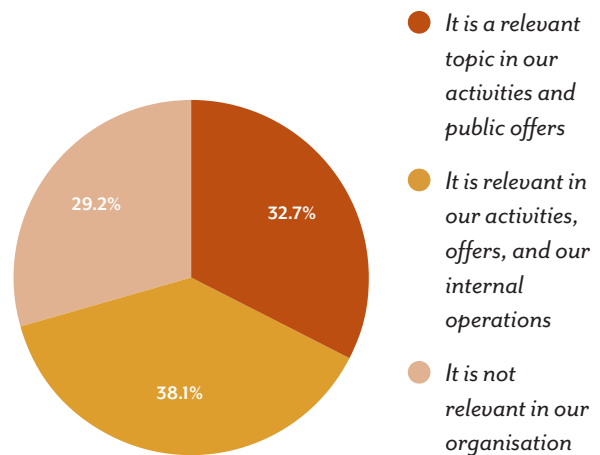
Most (44.5%) of the responding museums state that they are not located in high-risk geographical areas. This does not necessarily mean that their region is free from risks associated with climate change, rather it reflects the awareness of such risks.

The most named risks by respondents were earthquakes, floods and being located in a coastal area.

Is climate change a relevant topic in your museum?

Total Responses: 578

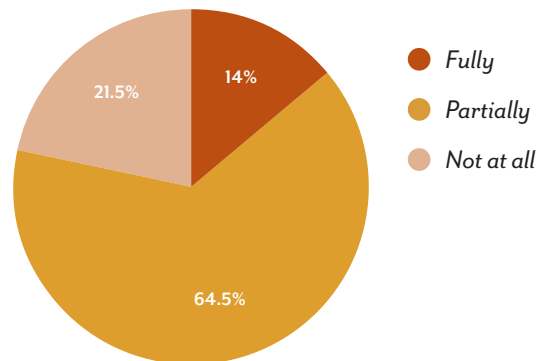
More than 70% of the responding museums report that climate change is a relevant topic in their organisation. Of those, 38.1 % of the museums report that climate change is relevant in their activities, offers, and internal operations, while 32.7% of the museums report that it is a relevant topic in their activities and public offers. 29.2% of the museums claim that climate change is not a topic in their organisation.



Rate the accuracy of this statement: "The Sustainable Development Goals are reflected in the museum's strategic plan".

Total Responses: 578

64.5% of the responding museums declare that the SDGs are at least partially reflected in their strategic plans. However, only 14% of the museums have the SDGs reflected fully in their strategic plan. More than 20% of the museums report that they do not have the SDGs reflected in their strategy at all.



⁵Options available for selection: Desertification; Earthquake; Erosion; Fire Risk; Flood risk; Major storm event area; Coastal Area; Other; None

Are the carbon footprint and digital carbon footprint known and relevant to your museum's strategy?

Total Responses: Carbon Footprint (578); Digital Carbon Footprint (548)

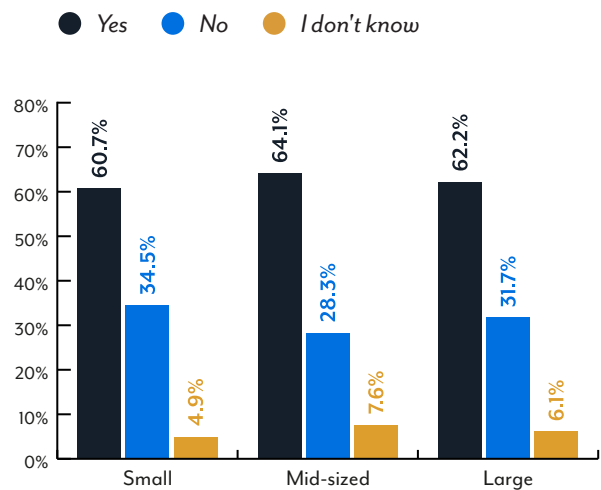
The carbon footprint is fully (12.6%) or partially (50%) known and relevant to the responding museums. However, 30% of the responding museums report the carbon footprint is not at all reflected in their museum. Only 6.9% of responding museums report the digital carbon footprint as fully known and 42.5% of the respondents state that it is partially known and relevant to their museum, 40.3% of the responding museums claim the digital carbon footprint is not at all known or relevant to their museum.

FOR CONSIDERATION

Does the size of the museum impact the awareness and relevance of carbon footprint?

Total Responses: 578

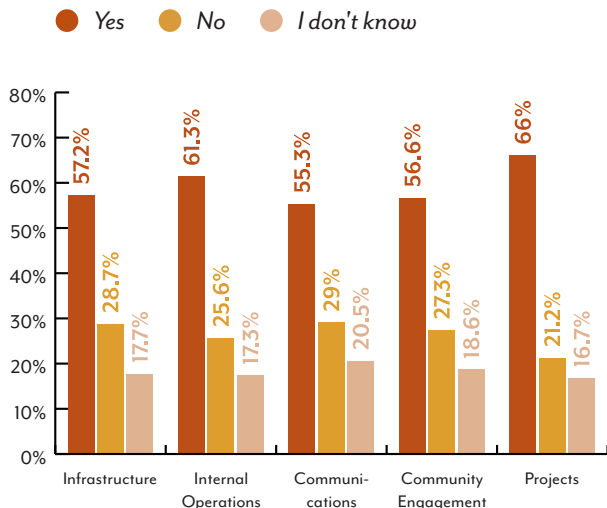
It is interesting to see that there is hardly any difference in responses between small (60.7%), mid-sized (64.1%) and big museums (62.2%) when it comes to carbon footprint being known and (partially or fully) relevant to the organisation.



Areas where the museum takes climate action/applies sustainable methods:

- Infrastructure
- Community engagement
- Internal operations
- Communications
- Projects

Infrastructure (558); Community engagement (564); Internal operations (555); Communications (552); Projects (556)

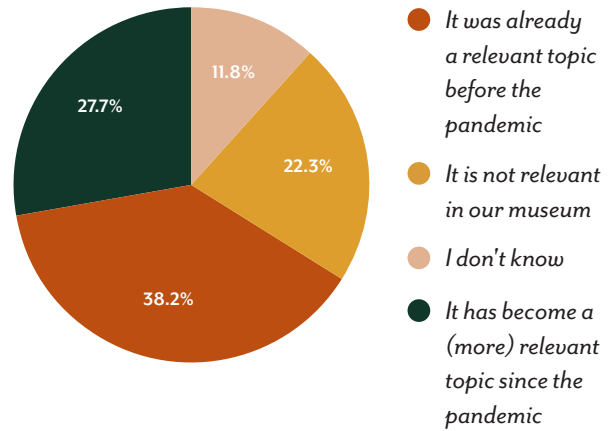


Over 50% of the responding museums reported that they participate in climate actions or apply sustainable methods to their projects. This includes all investigated areas “Infrastructure”, “Internal Operations”, “Communications” and “Community Engagement” and “Projects”. Around 25% of the responding museums report they are not taking any climate action and/or applying sustainable methods.

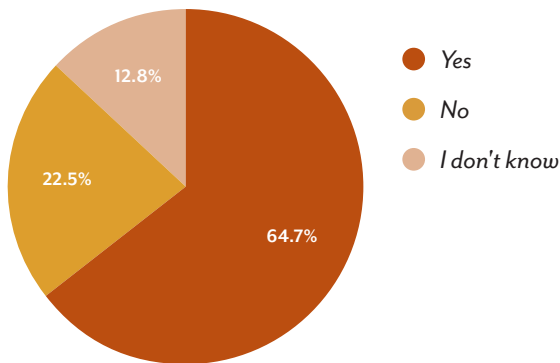
Has your museum approached the climate crisis with the same urgency since the Covid-19 pandemic?

Total responses: 578

While 38.2% of the responding museums claimed that the climate crisis has already been an important topic in their organisation, 27.7% claimed that the topic has become more important since the Covid-19 pandemic.



Infrastructure & Building



Rate the accuracy of this statement: “We emphasise sustainability in the planning and management of our premises and properties”.

Total responses: 578

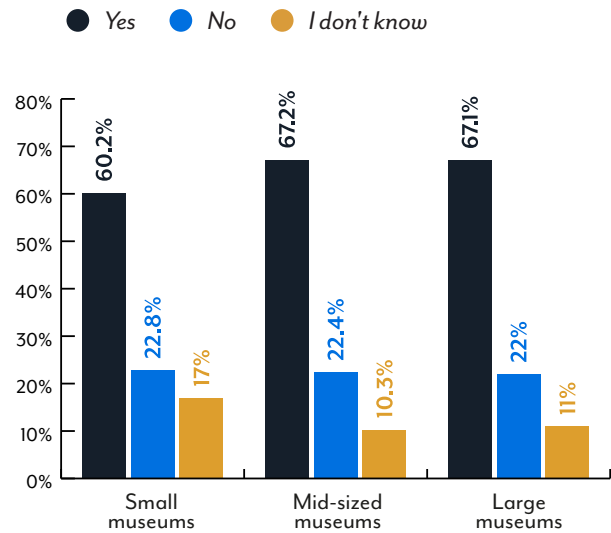
Almost 65% of the responding museums claim that they emphasise sustainability in the planning and management of the museums’ premises and properties. While 22.5% of the museums respond that they do not emphasise sustainability and 12.8% do not know.

FOR CONSIDERATION

Is there a difference between small, mid-sized, and large museums when it comes to emphasising sustainability in the planning and management of the museums' premises and properties?

Total Responses: 578

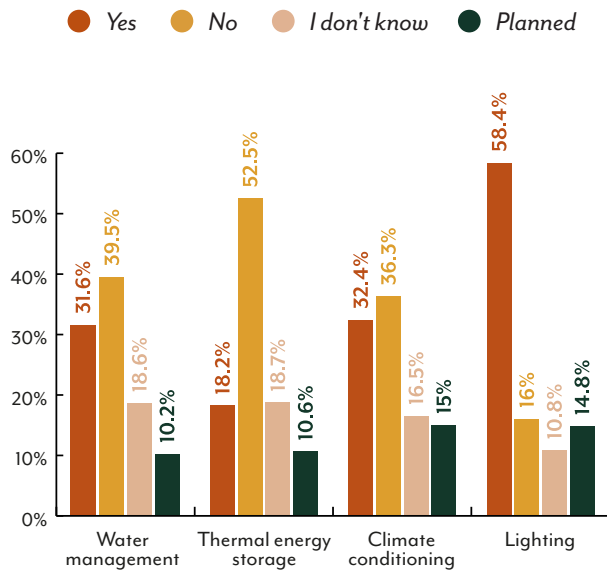
It is interesting to see that there is hardly any difference between small, medium and large museums when it comes to emphasising sustainability in the planning and management of the museums' premises and properties. 60.2% of the small museums, 67.2% of the medium and 67.1% of the large museums respond that they emphasise sustainability in planning and property management.



At the technical installation level, we have climate friendly or neutral:

- **Water management**
- **Thermal energy storage**
- **Climate conditioning**
- **Lighting**

Total Responses: Water Management (569); Thermal Energy Storage (566); Climate Conditioning (568); Lighting (574)



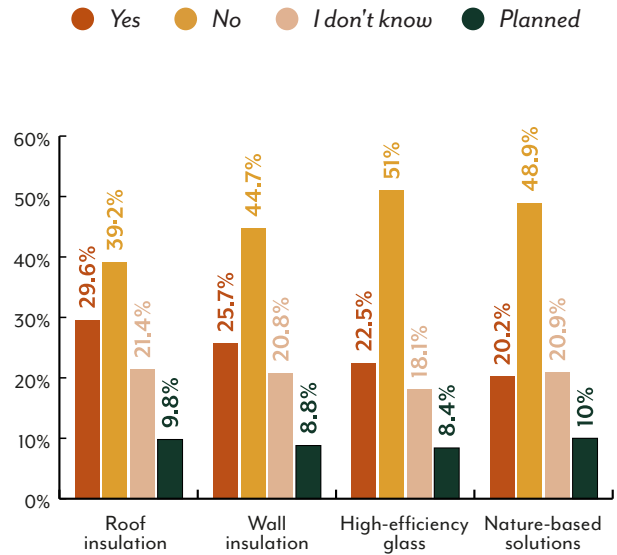
Only in the area of lighting did the majority of museums 58.4% report climate friendly or climate neutral installation. For all other installation types (water, thermal energy, climate conditioning) over 30% of the respondents stated that their museums do not employ those technical facilities. 15% of the museums responded that they have planned climate friendly or climate neutral installation for lighting and climate conditioning.

At the construction installation level, we have climate friendly or neutral:

- **Roof insulation**
- **Wall insulation**
- **High-efficiency glass**
- **Nature-based solutions**

Total Responses: Roof Insulation (571); Wall Insulation (571); High-Efficiency Glass (569); Nature-based Solutions (569)

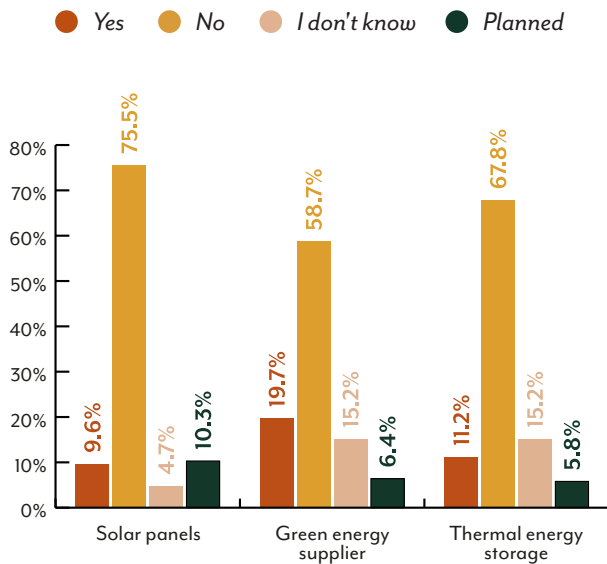
For all surveyed areas, including roof insulation (39.2%), wall insulation (44.7%), high-efficiency glass (51%), and nature-based solutions (48.9%) about half of the responding museums reported that they do not have any climate-friendly construction. Between close to 30% (for roof insulation) and 20% (for nature-based solutions) of the responding museums report they do have climate friendly constructions. Almost 20% of the responding museums do not know whether they have climate friendly constructions in the surveyed areas.



We have climate friendly or neutral energy production:

- **Solar panels**
- **Green energy supplier**
- **Thermal energy storage**

Total responses: Solar Panels (575); Green Energy Supplier (574); Thermal Energy Storage (571)



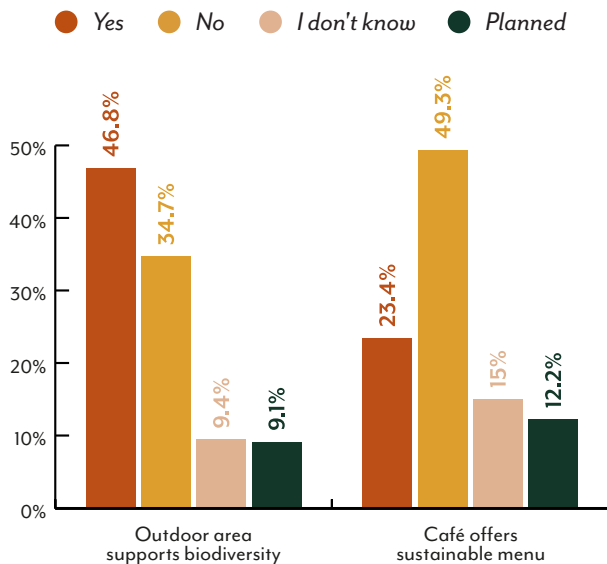
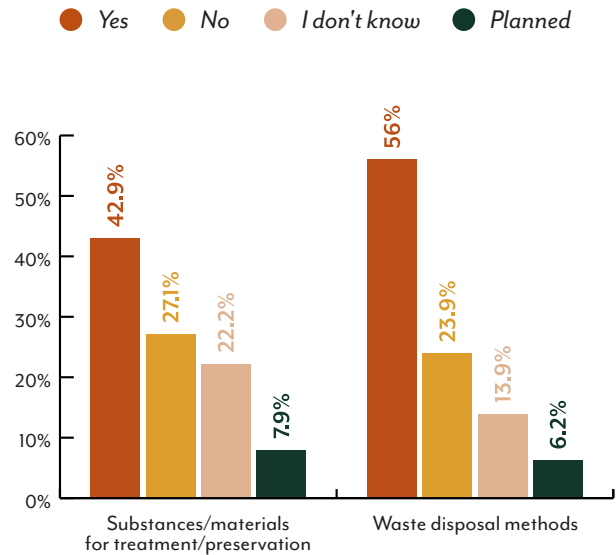
The majority of the responding museums report not using climate-friendly energy production. 75.5% of the responding museums claim they do not have solar panels, 58.7% of the museums report they do not use a green energy supplier, and 67.8% of the museums do not use thermal energy storage. 10.3% of the responding museums have planned solar panels in the future, and around 6% have reported they are planning to transition to a green energy supplier and thermal energy storage.

We use climate friendly or neutral solvents and materials:

- Substances for treatment and preservation
- Waste disposal

Total responses: Substance for treatment and preservation (573); Waste disposal (577)

42.9% of the responding museums state that they are using climate friendly substances for treatment and preservation. More than half of the responding museums (56%) report that they have climate friendly waste disposal methods in their museums. Over 20% of the responding museums do not have any climate friendly options in place in either category.



Has your museum adapted features of its property (outdoor area and/or cafe) to operate more sustainably?

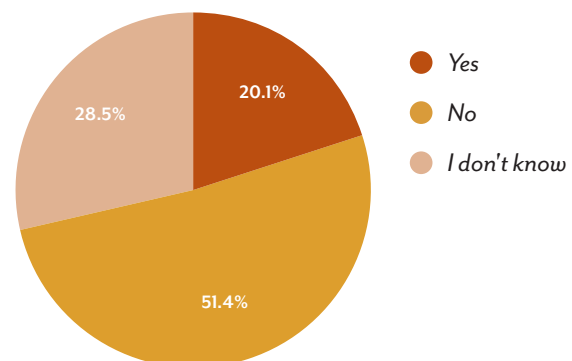
Total responses: Outdoor area (551); Cafe menu (499)

Almost half of the responding museums (46.8%) have an outdoor area supporting biodiversity, and almost 1 in 4 museums (23.4%) report that their cafe offers a sustainable menu.

Has your museum estimated the costs of reaching a reduced emission status, net-zero, or other sustainable goals?

Total responses: 578

More than half of the responding museums (51.4%) have reported they have not yet estimated the costs of reaching a reduced emission status, net-zero operation, or other sustainable goals. While 20.1% of the museums claimed they had estimated the costs, 28.5% of the museums reported they did not know.

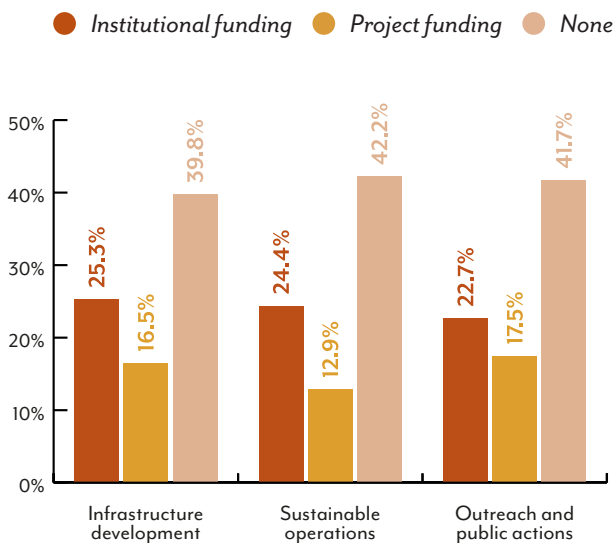


Have you seen results from climate friendly changes you have already implemented?⁶

Total responses: 577

Most of the responding museums reported that they have not seen (51.5%) or are not aware of the results (34.3%) of climate-friendly changes in the museum. 14.2% of the museums report they have seen results from such changes; most having seen costs reduced by less than 10.000 euro/year. Respondents commented that cost-savings through climate friendly changes were somewhat neutralised due to exploding energy costs.

Funding



Select all that apply: Which type of funding do you receive for climate-related activities, outreach, and sustainable infrastructure development?

Total responses: Infrastructure (538); Sustainable operations (528); Outreach and public actions (532)

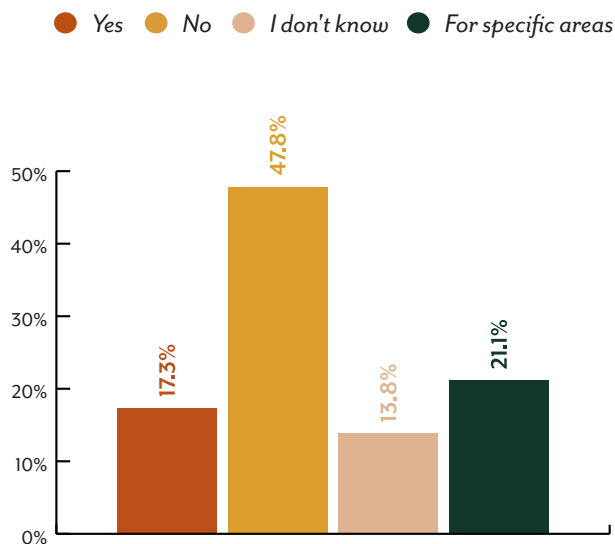
More than a third of museums do not receive any funding for climate related projects and development (39.8% for infrastructure, 42.2% for sustainable operations, 41.7% for outreach and public actions).

⁶ Options available for selection: Yes, reduced maintenance/energy costs < 10.000 euro annually; Yes, reduced maintenance/energy costs < 20.000 euro annually; Yes, reduced maintenance/energy costs > 20.000 euro annually; I don't know; No / not applicable

Are you required to report to your funding organisation about sustainable/green practices and developments in your museum?

Total responses: 544

Less than 20% of the responding museums say that they have to report about sustainable/green practices and developments to their funding organisations, another 21.1% report that they have to report about specific areas of operation. Almost half of the responding museums claim they do not have to report about sustainable/green practices and developments to their funding organisations.



Do you allocate financial resources to improving the sustainability of the museum's operations?

Total responses: 544

Almost 37.7% of the responding museums report that they allocate resources to improve the sustainability of museum operations. More than 43.4% museums report they don't, while 18.9% museums do not know whether resources of their museum are invested to improve the sustainability of museum operations.

Does your museum consider ethical and sustainable prerequisites before making purchases and offering contracts to external service providers?

Total responses: 544

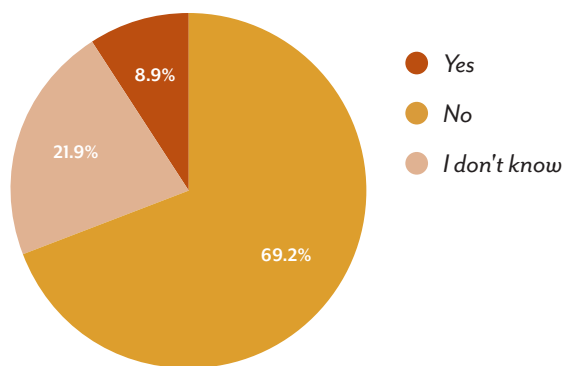
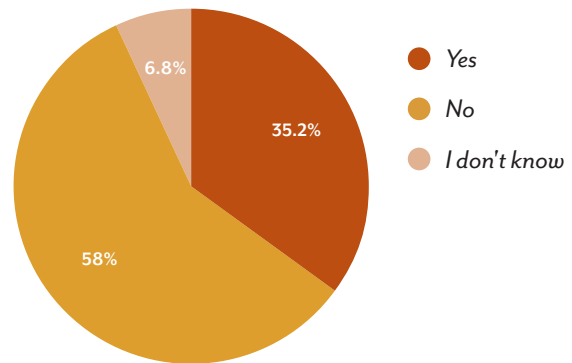
Over 70% of respondents indicated that their museums consider ethical and sustainable prerequisites (with 33.8% responding yes, and 38.4% stating that they consider those prerequisites only for certain areas) before making purchases and offering contracts. 16.4% report that they do not make those considerations.

Risk Assessment, Adaptation and Agility

Do you have a cross-departmental team or responsible person looking at climate-related or sustainable development activities?

Total responses: 531

Respondents state that in their museum, they either do not have (58%) or do not know if they have (6.8%) a cross-departmental team or responsible person for climate related and/or sustainable activities. 35.2% of the responding museums claim that they do have a team or responsible person at their museum.



Specific to your region, has your museum made an analysis of the climate impacts it may be challenged by?

Total responses: 530

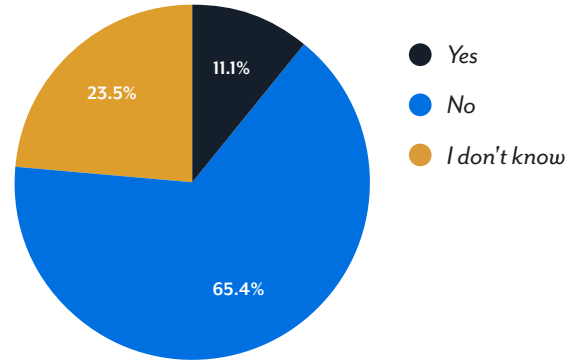
The majority of respondents either have not (69.2%) or do not know (21.9%) whether their museum has analysed the climate impacts they may be challenged by. Only 8.9% of museums state that they have made an analysis about possible challenges resulting from climate change.

FOR CONSIDERATION

Have museums prioritising sustainability and climate action made an analysis of the potential impacts of climate change to their museum?

Total responses: 379

Looking only at the portion of museums that have reported to prioritise sustainability and climate change in their museums, only a few more museums (2.2%) reported that they have made an analysis of the impacts of climate change most likely to affect their museum.

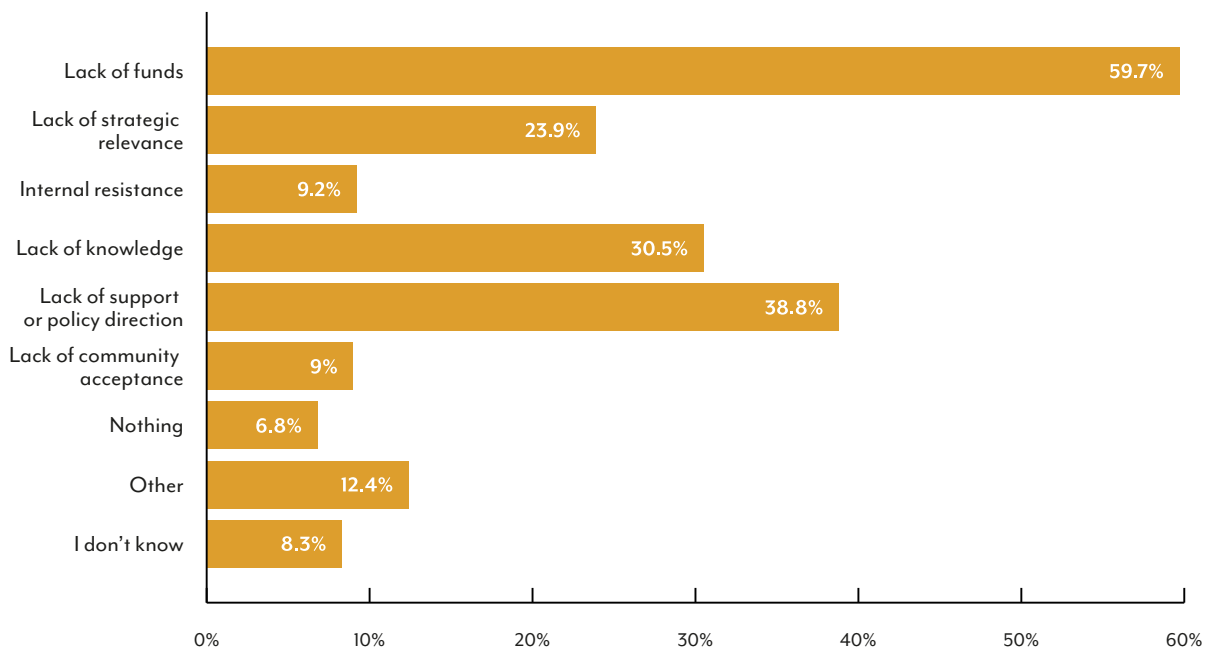


Select all that apply: What (if anything) is impeding the museum's sustainable transition?

Total responses: 531

The majority (almost 60%) of responding museums report that the main cause for impeding their museums' sustainable transition is a lack of funds. This feedback aligns with the second most reported impediment, the lack of support from public administration or policy direction (38.8%).

The third most reported impediment is the lack of knowledge (30.5%), which shows the lack of available training for staff members, which is also reflected in the lack of strategy relevance (23.9%) in the museums.

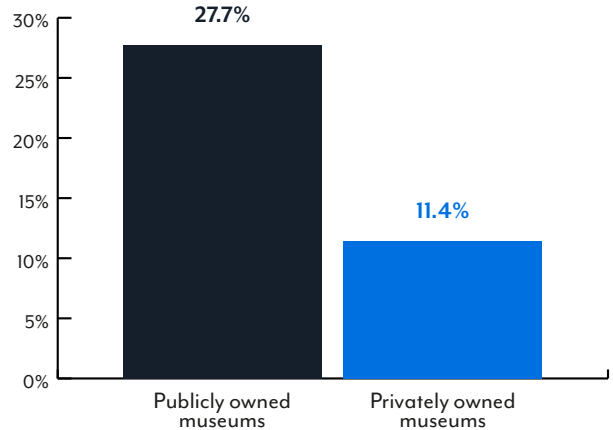


FOR CONSIDERATION

Is a lack of strategic relevance impacted by the ownership of the museum?

Total responses: Public owned museums (411); Privately owned museums (114)

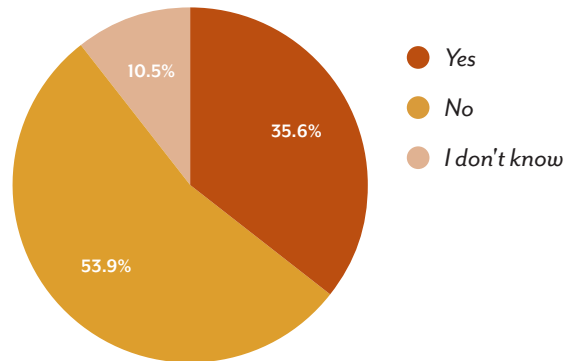
Having a more detailed look at the museums stating that a lack of strategic relevance is impeding the museums' sustainable transition⁷, publicly owned museums responded more than twice as often that a lack of strategic relevance was an impediment (publicly owned: 27.7%, privately owned: 11.4%).



Is your museum taking steps to digitally capture (e.g. 3D modelling) heritage that cannot be protected against the consequences of climate change to ensure that the public is able to access heritage?

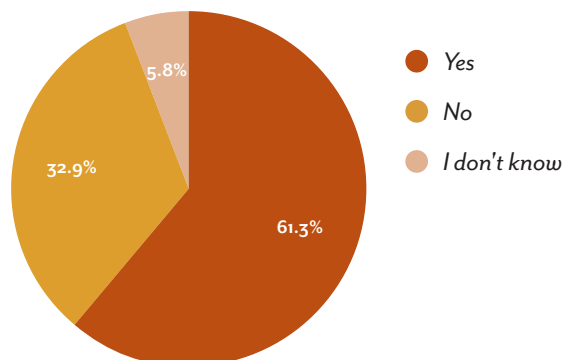
Total responses: 531

35.6% of the museums report they take measures to digitally capture heritage that cannot be protected against the consequences of climate change, while over half (53.9%) of the responding museums report they do not.



Do you have strategies, partnerships, or agreements in place that target the reduction of visitor emissions?⁸

Total responses: 531



Almost two thirds (61.3%) of the responding museums claim that they have strategies, partnerships or agreements in place that target the reduction of visitor emissions. 32.9% of the museums say they don't. Of the museums that have such strategies to reduce visitor emissions in place, nearly half of the museums report installed bike spaces, followed by 15.1% reporting a partnership with public transit authorities in place, and 11.3% of the museums have charging stations for electric vehicles at the museum.

⁷ Public ownership includes both local, regional and national level, private ownership includes both privately funded and public private partnership.

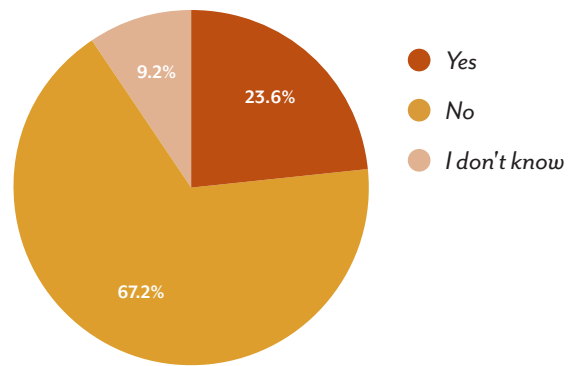
⁸ Options available for selection: Bike spaces; Charging stations for electric vehicles; Partnership with public transit authority; Other; No; I don't know

Expertise & Skills

Do you think your museum has sufficient knowledge about the Sustainable Development Goals and climate action in the context of the museum environment

Total responses: 522

67.2% of the respondents feel that there is not sufficient knowledge about the SDGs and climate action in their organisation. Only 23.6% of the responding museums claim that there is sufficient knowledge about SDGs and climate action in the organisation.

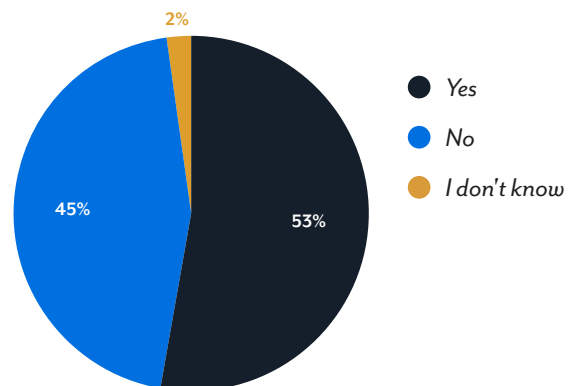


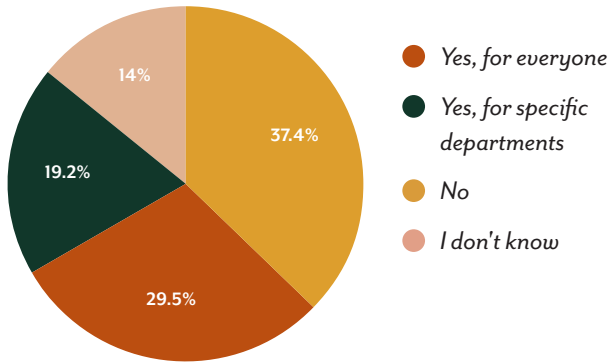
FOR CONSIDERATION

Does participation in a cultural network that focuses on climate change impact the level of knowledge about the SDGs within a museum?

Total responses: 49

It is interesting to see that, when only considering museums that are part of climate change focused networks, more than half of the responding museums (53%) assert that they have sufficient knowledge about the SDGs.





Is training available for staff to implement sustainable actions? If so, who within the team can take part in this training?⁹

Total responses: 522

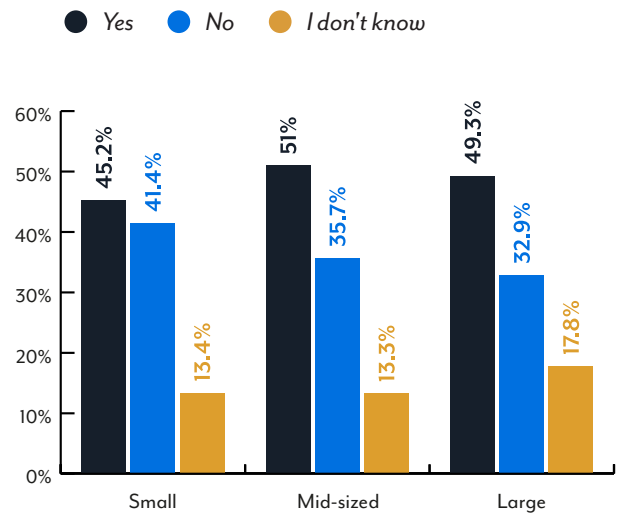
Almost half of the responding museums 48.7% report that training opportunities for sustainable actions are available in their organisations. 37.4% of the museums report there is no training on sustainable actions available for staff in their museum, while an additional 14% are uncertain whether any is available.

FOR CONSIDERATION

Does the size of the museum impact the availability of training on sustainable actions in the museum?

Total Responses: Small museums (186); Mid-sized museums (263); Large museums (73)

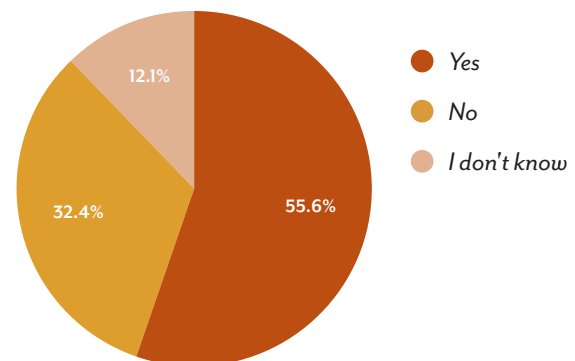
It is interesting to see that opportunities for training for sustainable actions are available almost to an equal degree to small (45.2%), middle (51.0%) and large (49.3%) museums responding.



Does your museum encourage dialogue across departments about climate action and sustainability?

Total responses: 549

More than half of the responding museums (55.6%) encourage dialogue across departments about climate action and sustainability, while 32.4% of the museums report they do not have cross-departmental dialogue about climate action in place.



⁹ Options available for selection: Yes: Everyone; Yes: Management level; Yes: Communication dept.; Yes: IT and Digital dept.; Yes: Curatorial; Yes: Research and Preservation; Yes: Educators; Yes: Technical and Maintenance; Other; I don't know; No/not applicable

Select all that apply: Does your museum contract external expertise? ¹⁰

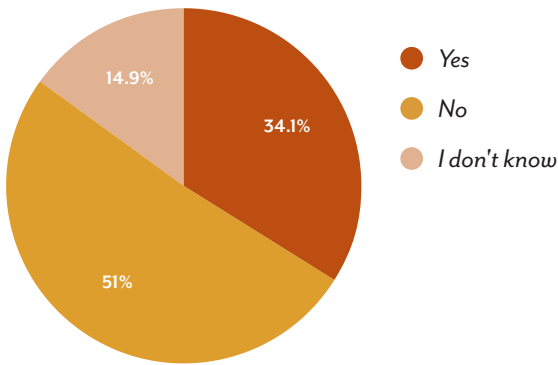
Total responses: 522

43.9% of the responding museums contract external expertise on sustainable issues. 40.2% of the museums claim they do not contract external expertise on sustainability issues.

Is your museum conducting research on climate change and its consequences? ¹¹

Total responses: 522

32% of the responding museums are conducting climate change research. The majority of museums either are not involved in climate change research (58.6%) or are not sure about their involvement (9.4%).



Does your museum use expertise from the community to become more sustainable (e.g. by inviting their input or evaluation of the museum's operation)?

Total responses: 522

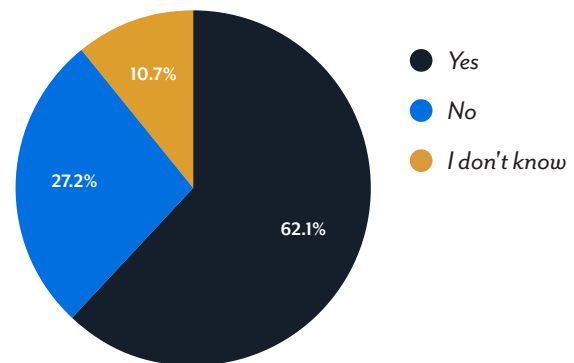
Only 34.1 % of the responding museums use expertise from their community to become more sustainable, while more than half of the responding museums (51%) don't.

FOR CONSIDERATION

Viewing only the answers from respondents who stated that their museum is seen as a resource about sustainability and climate action by their community: are those museums more likely to make use of expertise in the community to become more sustainable?

Total responses: 103

The exchange goes both ways: more than half of the museums (62.1%) of the museums that report being viewed as a resource about sustainability and climate action respond that they are, in turn, making use of the communities' expertise in order to become more sustainable.



¹⁰ Options available for selection: Sustainable infrastructure; Specific eco-friendly services; Emergency preparation consultancy; Research analysis and data related to the climate; Sustainable transition; Sustainable exhibitions; Visitor outreach services; I don't know; None

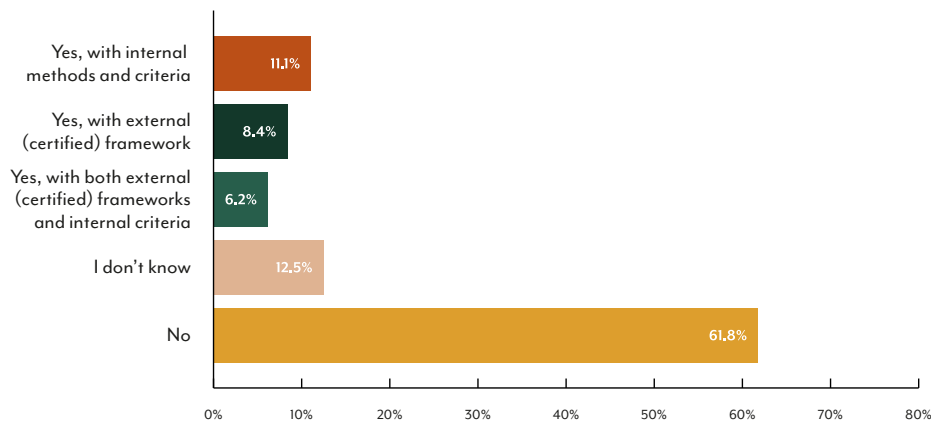
¹¹ Options available for selection: Yes; Yes, in partnership with research organisations; Yes, in partnership with public authorities; Yes, in partnership with other museums; We have conducted research on this in the past; We have a future research project planned; No; I don't know

Work Methods & Guiding Principles

Do you use methods or criteria for measuring and assessing the sustainable efforts (e.g. carbon footprint, green operations) of the museum? ¹²

Total responses: 512

The majority of museums (61.8%) report that they do not have methods or criteria for measuring and assessing their sustainable efforts. Only 25.7% of the responding museums claim that they work either with internal criteria (11.1%) or an external assessment framework (8.4%) or both (6.2%).



Is your museum prioritising methods to reduce its emissions, or compensating/offsetting them?

Total responses: 512

Almost half of the museums (47.5%) do not have any measures to reduce or offset emissions in place at all, while 12.5% of the responding museums are not aware whether they have a strategy to reduce or offset emissions.

¹² Options available for selection: Yes, with internal methods and criteria; Yes, with external (certified) framework; Yes, with both external (certified) frameworks and internal criteria; I don't know; No

Does your museum cooperate with and choose external sponsors and partners based on their ethics and sustainability?

Total responses: 512

Almost half of the responding museums (47.5%) claim that they are not prioritising external sponsors and partners based on their ethics and sustainability. More than a third (35.5%) of the museums base their choice for external partners and sponsors based on ethics and sustainability.

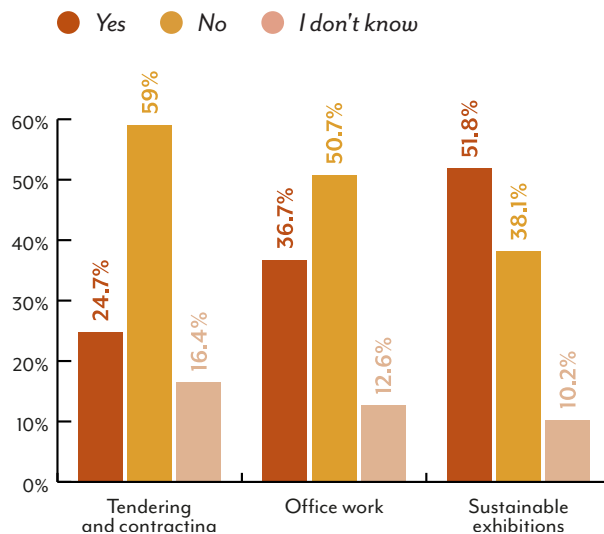
Do you have guidelines in place for:

- Sustainable tendering and contracting
- Office work
- Sustainable exhibitions¹³

Total responses: Tendering and contracting (507);

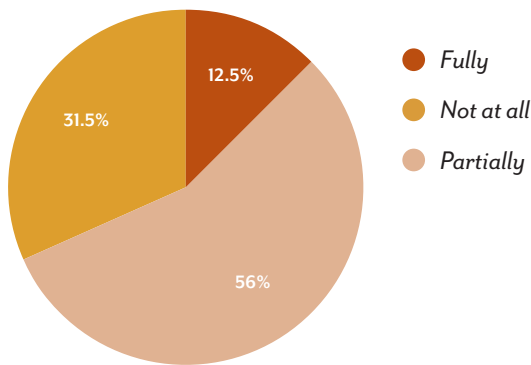
Office work (493); Sustainable exhibition (512)

The majority of the museums claimed they do not have or do not know about guidelines for sustainable tendering (66.4%) and office work (63.3%) in place. Half of the responding museums (51.8%) claim they have guidelines for more sustainable exhibitions in place. Of those museums that have guidelines in place, the majority report to reuse and recycle exhibition material (43.6%), followed by having guidelines in place for sustainable exhibition building materials (26.4%). 11.5% claimed they have guidelines for sustainable transport, and 8.4% said they were reducing international lending and borrowing. 10.2% did not know and 38.1% do not have any guidelines in place.



¹³ Options available to select for sustainable exhibitions: Yes, for reuse and recycling of exhibition material; Yes, for sustainable exhibition building materials; Yes, for sustainable transport; Yes, by reducing international lending and borrowing; No; I don't know

Public Actions



Rate the accuracy of this statement: "Our museum actively raises and advocates sustainability issues for public discussion and debate".

Total responses: 505

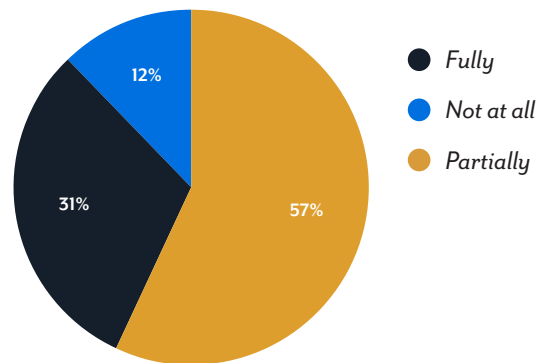
68.5% of the museums either fully or partially raise and advocate sustainability for public discussion and debate. 31.5% of the museums report they do not actively raise the topic.

FOR CONSIDERATION

Does participation in a cultural network that focuses on climate change impact the likelihood of the museum to raise or advocate climate and sustainability issues for public discussion?

Total responses: part of cultural network: 49

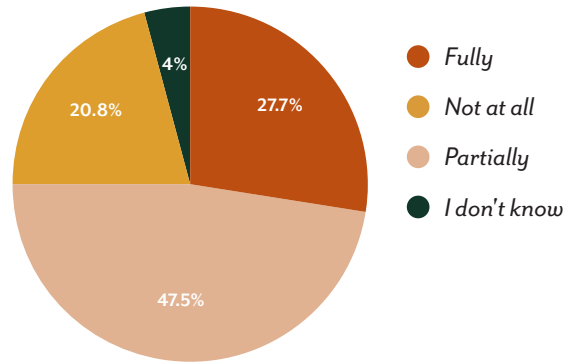
The number of museums raising or advocating for climate and sustainability issues in the public discussion increases to 88% when only looking at the feedback of the museums that are part of climate focused cultural networks.



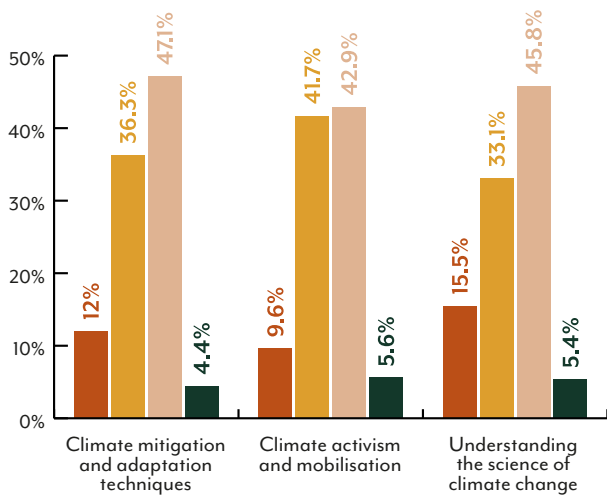
**Rate the accuracy of this statement:
"Our museum enables community action
for the safeguarding of natural and
cultural heritage by organising events,
providing opportunities for discourse,
and sharing knowledge".**

Total responses: 505

75% of museums either fully or partially enable community action around safeguarding of natural and cultural heritage.



● Fully ● Not at all ● Partially ● I don't know



**Rate the accuracy of this statement:
"Our museum incorporates the following
topics into our educational and awareness-
raising programmes using our collections
and resources (e.g. traditional crafts and
skills)"**

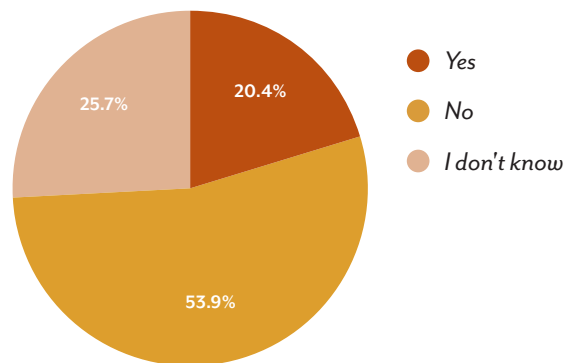
Total responses: Climate migration (501); Climate activism (499); Understanding the science (496)

Around half of responding museums incorporate a range of climate and sustainability topics into their educational and awareness-raising programmes using collections and resources.

**Does your community view your museum
as a resource for information about climate
change and sustainability?**

Total responses: 505

Only 20.4% of the responding museums believe their community views them as a resource for information about climate change and sustainability. 53.9% of the museums report their community does not view them as a resource.



If the museum has participated in events led by Museums For Future¹⁴, Fridays For Future, or other actions for climate emergency¹⁵

Total responses: 505

About a quarter of the responding museums (24%) report having participated in events focused on climate change that were organised in the museum, other public space, or through social media. While almost half have not participated (47.3%), 20% of the museums claim that they are planning to do so in the future.

Networking & Advocacy

Are you cooperating with external experts for climate/sustainability activities?

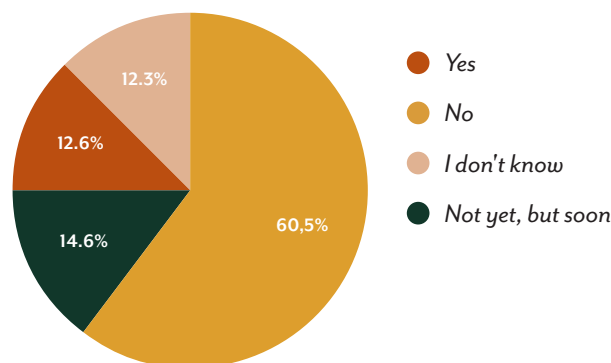
Total responses: 411

41.8% of the responding museums report that they work with external experts for climate/sustainability activities. 46.4% do not, and the remaining 11.8% do not know.

Are you part of the Museums For Future Network or a similar network of museums/heritage organisations active in sustainability and climate change?

Total responses: 390

Only 12.6% of the responding museums report that they are active in a cultural network addressing sustainability and climate change, while 60.5% are not involved in such a network. However, 14.6% of the museums state they will be joining a network in the future.



¹⁴ museumsforfuture.org

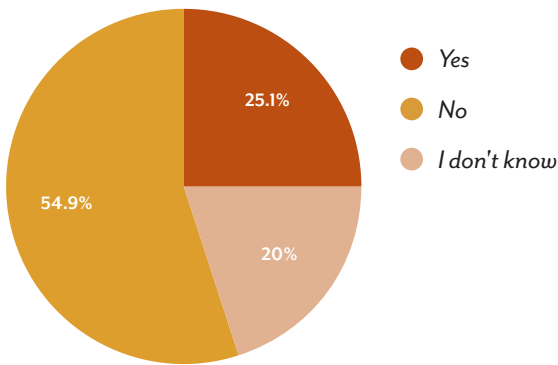
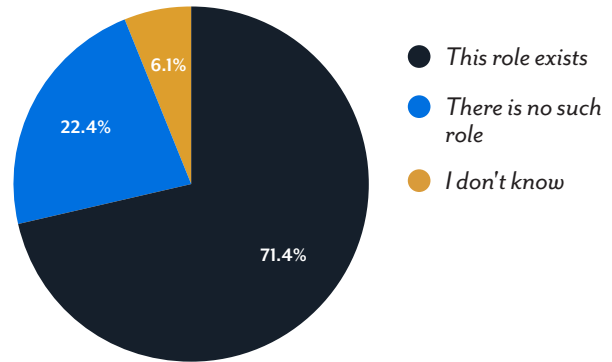
¹⁵ Options available for selection: Yes, through social media campaign; Yes, through participation at public actions; Yes, through events organised in the museum; Not yet, but we plan to participate in the future; No; I don't know

 **FOR CONSIDERATION**

Does participation in a cultural network that focuses on climate change impact the likelihood of the museum to dedicate a role or form a team to focus on climate-related action?

Total responses: 49

Looking further into the museums that are being a part of a climate related network, the amount of museums responding having a dedicated person or team in their museums for climate-related issues doubles compared to the whole set of museums. 70% of museums that are part of a climate-focused cultural network report having dedicated staff to sustainability and climate.



Is your museum consulted by local/regional/national authorities when considering sustainable policies and transformations in the community?

Total responses: 390

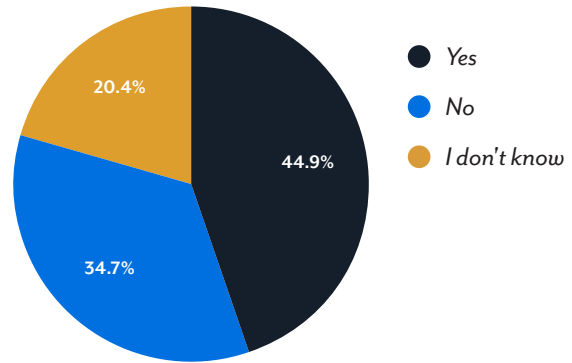
25.1% of the responding museums are being consulted by public authorities when considering sustainable policies and transformations in their communities. More than half (54.9%) respond that they are not being consulted.

FOR CONSIDERATION

Does participation in a cultural network that focuses on climate change impact the likelihood of the museum being consulted by policy makers about the sustainable transition of their community?

Total responses: 49

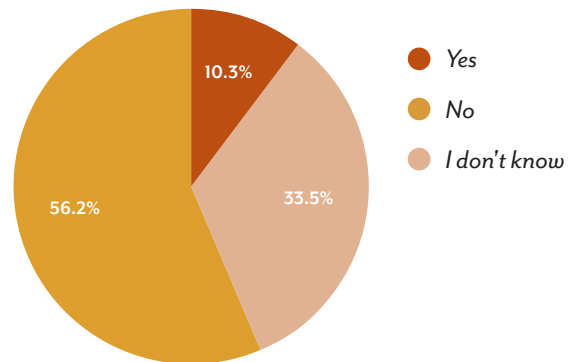
Of the museums that have reported being part of a climate change focused network, almost half (45%) state that they are being consulted by policy makers when it comes to the sustainable transition of their community.



Are you aware of any local/regional/national climate policies that feature or address your museum?¹⁶

Total responses: 388

Only 10.3% of the responding museums report that they are aware of local/regional or national climate policies that feature or address them. Of the museums being aware of such policies, various museums report being located in a local/regional area that has declared climate emergency, or that they are following public plans to implement the SDGs or other climate friendly goals by 2030.



¹⁶ Example given: your city has declared climate emergency and allocated funds to your museum's transition

General Information

Country

A total of 578 museums have completed the survey. Of those, answers came from the following countries (incl. EEA and accession countries): Albania (6); Austria (11); Belgium (34); Bosnia and Herzegovina (1); Bulgaria (16); Croatia (24); Cyprus (3); Czech Republic (11); Denmark (6); Estonia (8); Finland (11); France (12); Georgia (1); Germany (30); Greece (66); Hungary (15); Iceland (9); Ireland (18); Italy (18); Latvia (4); Lithuania (19); Luxembourg (1); Malta (7); Montenegro (1); Netherlands (9); North Macedonia (4); Norway (14); Poland (4); Portugal (62); Romania (8); Serbia (3); Slovak Republic (17); Slovenia (14); Spain (13); Sweden (46); Switzerland (5); Türkiye (7); United Kingdom (22); Responses outside Europe (18).

Size of the museums

Total responses: 578

Almost 40% of the responding museums have between 10-50 staff. Around 35% of the museums have 10 or less staff. Only around 13% have between 50-100 staff and around 14% of the responding museums have more than 100 staff members.

| | |
|---------------|-----|
| Less than 5 | 103 |
| Less than 10 | 103 |
| Less than 50 | 214 |
| Less than 100 | 76 |
| More than 100 | 82 |

Type of museums

Total responses: 578

The majority of the answers was provided by Art & Design Museums (17.1%), followed by History Museums (15.6%) and Local Museums (15.1%).

| | |
|-----------------|-----|
| Archaeology | 67 |
| Art & Design | 99 |
| Ethnographic | 27 |
| Historical Site | 20 |
| History | 90 |
| Local Museum | 87 |
| Maritime | 9 |
| Natural History | 32 |
| Open Air | 12 |
| Other | 110 |
| Science | 25 |

Locality

Total responses: 578

58% of the responding museums are located in urban areas, followed by 26% of the museums being located in capitals and 16% in rural areas.

Ownership and main source of funding

Total Responses: 578

Almost 78% of the responding museums are publicly funded (national: 37.3%, local: 24.7%, regional: 15.7%). Around 20% of the museums are either privately (16.4%) or public-private (4.3%) funded.

| | |
|---------------------------------------|-----|
| Local | 143 |
| Regional | 91 |
| National | 216 |
| Public-private partnership | 25 |
| Private (e.g. foundation, non-profit) | 95 |
| I don't know | 8 |

Roles of respondents

Total responses: 578

Of the three largest responding groups, more than 30% of the respondents are in a managerial role, almost 20% of the respondents are part of the curatorial team and almost 10% work in the education department.

| | |
|---------------------------------------|-----|
| Administration and finance | 52 |
| Communication | 34 |
| Curatorial | 109 |
| Education | 57 |
| Freelance | 8 |
| Front desk/information and ticketing | 10 |
| Human resources and representation | 2 |
| Management | 180 |
| Other | 44 |
| Preservation | 22 |
| Research | 28 |
| Special projects | 14 |
| Sustainable coordination (or similar) | 18 |



Works Cited

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Disclaimer

This report including the underlying data from the survey was gathered, analysed and interpreted by the Network of European Museum Organisations. This was a voluntary survey, without traceability or accountability for the accuracy of statements from participating individuals, nor verification of their profession. Any identifying attributes of the respondents (name of museum) shall remain private under the management of NEMO. The results are a partial view yet capture an international perspective of the current state of the museum sector.

The following describes some of the harmonising efforts undergone on the raw results of the online survey concerning museums and climate change:

- Incomprehensible responses and responses in different languages than English were not considered.
- Answers irrelevant, non-informative, or antagonistic to the subject of inquiry were excluded from the analysis.
- One empty answer was collected in our dataset and later excluded from our analysis, hence any occasional notation claiming "579" respondents, or "39" countries.
- Respondents that answered less than 15% of the survey were not considered.

- Responses clearly marked as "test" and responses wherein the respondent self-identified as a non-museum professional were not considered.

We considered museum size based on the number of employees reported. Small museums were those with 10 or less employees, mid-sized museums had between 10 and 100 employees, and museums with more than 100 employees were considered as large.

"Total responses" were taken as 100% for each question when calculating responses. In questions where every option was available to select, each option was calculated individually.

While submissions and results are not guaranteed as representative of current circumstances in their respective localities, this report nonetheless offers a view into the perceived consequences and challenges faced by museums as well as their efforts to overcome them and serve their communities in the sustainable transition of Europe.

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them.

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