# Equality and discrimination in the music industry

Summary report, March 2024





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# Objectives and implementation of the survey

- The purpose of the survey was to assess the state of equality and discrimination in the music industry. The survey collected information about discrimination experiences among different groups and their impact on the development and future of the music industry.
- The survey was aimed at professionals working with music, such as composers, lyricists, musicians and producers, but also employees of record companies, publishers and other actors in the field, as well as students.
- The survey was conducted n Finnish and English in February-March 2024. The survey link was sent to Teosto's members via email. In addition, it was distributed through music partner networks and social media.
- The survey was carried out on behalf of Teosto by Tutkimustoimisto Vastakaiku Oy.



### Survey respondents

### A total of 914 respondents participated in the survey

Gender	n
Woman	303
Man	522
Other (e.g. non-binary)	29
I do not want to answer	60

Belonging to minority groups	n	%
Sexual minority (e.g. homosexual, bisexual, pansexual or asexual)	99	11%
Language minority (not a native speaker of Finnish)	74	8%
A person with a psychological disability (e.g. a long-term mental health disorder)	64	7%
A person with another disability (e.g. a cognitive disorder, autism spectrum disorder, intellectual disability)	48	5%
Ethnic minority	41	4%
Gender minority (e.g. a trans person)	31	3%
A person with a physical disability or reduced mobility	22	2%
A person with a sensory disability (a disability related to hearing or vision)	16	2%
Belonging to other minority groups (e.g. references to age, religion or living outside the Helsinki capital region, obesity)	105	11%



### Other background information

Position	n	%
Executive	42	5%
Employee	197	22%
Entrepreneur	148	16%
Freelancer/private trader	407	45%
Other	120	13%

Age distribution	n
Under 18 years old	3
18-24 years	32
25-34 years	162
35-49 years	347
50-64 years	267
65 years or older	103

Role in the music industry	<b>a</b>
Performer/musician	691
Composer or lyricist	656
Producer	296
Music enthusiast	176
Other music business representative	115
Representative of a record label	72
Representative of a music industry organisation	72
Music student	58
Representative of a publisher	43
Other	91

NB: Respondents were able to select multiple roles





1. Current state of equality 2024

#### How equal do you find the Finnish music industry?



How equal do you find the Finnish music industry from the perspective of a music creator? A scale of 1 to 4, where 1 is not at all equal and 4 is completely equal



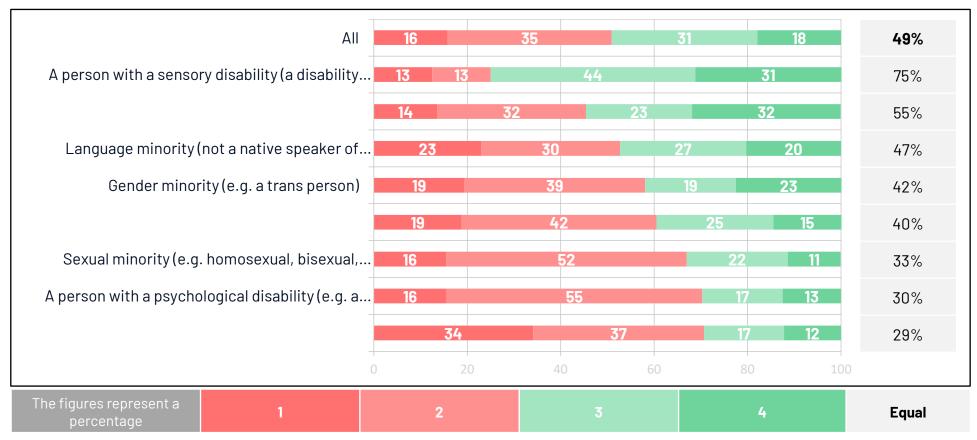
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#### Reasons why the industry is not perceived as equal

- 1. **Gender inequality**: In the music industry, gender inequality manifests itself in many ways, from gender stereotypes that define "appropriate" roles for men and women, to sexual harassment. Women and gender minorities often feel that they need to prove their skills and abilities more than their male colleagues. As a result, many talented creators feel that they struggle to gain the recognition and equal opportunities they deserve.
- **2. Age discrimination**: Age discrimination prevents experienced music authors from gaining the recognition and visibility they deserve. On the other hand, young people face prejudices regarding their experience and maturity.
- **3.** The importance of networks and connections: Success in the music industry often seems to depend on the "right" connections and networks. Many find networking critical.
- 4. The dominance of mainstream music: Large record companies and production companies dominate the market, often overshadowing more marginal music genres and independent artists. This concentrated power is seen to limit musical diversity and prevent new, innovative professionals from surfacing.
- **5. Uneven distribution of funding**: Funding and support are not evenly distributed between different music genres and creators, which directly affects the opportunities available for those working in the music industry.
- **Discrimination and prejudices**: Discrimination and prejudices burden the music industry, hindering diversity and equality. Discrimination, especially among ethnic minorities, gender minorities and other marginal groups, is a problem that requires industry-wide recognition and concrete countermeasures.





#### Reasons why the industry is perceived as equal

- 1. Improved gender equality: Some respondents feel that gender equality in the music industry has improved and that women have gained a better position both as performers and music creators. Younger generations in particular were seen as more open-minded about gender.
- **2. Diversity and inclusion**: Many respondents believed that different ethnic backgrounds, sexual orientations or disabilities are not an obstacle to success in the music industry due to its diversity. Diversity was seen as a richness that broadens the spectrum of music and expands its dimensions.
- **The importance of competence and creativity**: Many responses highlighted that what matters most in the music industry is the individual's competence, creativity and skill, rather than gender, ethnicity or other personal characteristics. Many emphasised that good music speaks for itself and that everyone can contribute to their own success in the industry, for example, through the quality and popularity of their work.
- 4. Structural challenges in the industry and identifying shortcomings: Although the music industry was mainly considered to be equal, structural challenges were also identified. These included limiting genre classifications and stereotypes, which can particularly hamper the success of artists and musicians representing more marginal genres or backgrounds. Discrimination based on gender, age and ethnicity was also brought up.
- **Societal changes and their impact on the industry**: Some respondents pointed out that the music industry reflects general societal changes and attitudes. Gender equality, the visibility of sexual minorities and multicultural appreciation are examples of things that have improved over time in society as a whole. They are also seen to have an impact on the music industry.
- **6. Individual experiences vary greatly**: The responses also included a significant number of individual experiences, ranging from very positive ones to personal experiences of discrimination and inequality. Equality is perceived to vary greatly, depending on factors such as music genre, as well as personal networks and qualities.

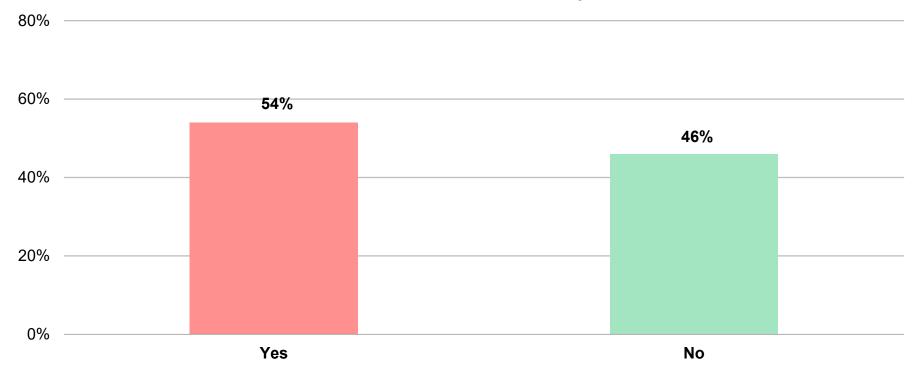




# 2. Extent of discrimination and inappropriate treatment

# More than half of those working in the music industry have experienced some form of discrimination or inappropriate treatment

#### Discrimination and inappropriate treatment in the music industry



"Yes" describes respondents who have experienced discrimination or inappropriate treatment in the industry due to their gender, age or other reasons



### Women and young people experience discrimination significantly more often than other groups

Gender	Yes: %	Yes: N	All
Woman	77%	232	303
Man	40%	210	522
Other (e.g. non-binary)	62%	18	29
I do not want to answer	48%	29	60
All	54%	489	914

Age distribution	Yes: %	Yes: N	All
Under 24 years old	60%	21	35
25-34 years	67%	108	162
35-49 years	56%	194	347
50-64 years	46%	123	267
65 years or older	42%	43	103
All	54%	489	914

"Yes" describes respondents who have experienced discrimination or inappropriate treatment in the industry due to their gender, age or other reasons



#### Discrimination occurs in all music industry roles

Role in the music industry*	Yes: %	Yes: N	All
Music student	76%	44	58
Other music business representative	63%	73	115
Representative of a music industry organisation	56%	40	72
Performer/musician	55%	377	691
Representative of a record label	54%	39	72
Composer or lyricist	53%	347	656
Producer	52%	153	296
Representative of a publisher	49%	21	43
Music enthusiast	47%	82	176
Other	55%	50	91
All	54%	489	914

Position	Yes: %	Yes: N	All
Freelancer/private trader	63%	257	407
Executive	50%	21	42
Entrepreneur	47%	69	148
Employee	44%	86	197
All	54%	489	914

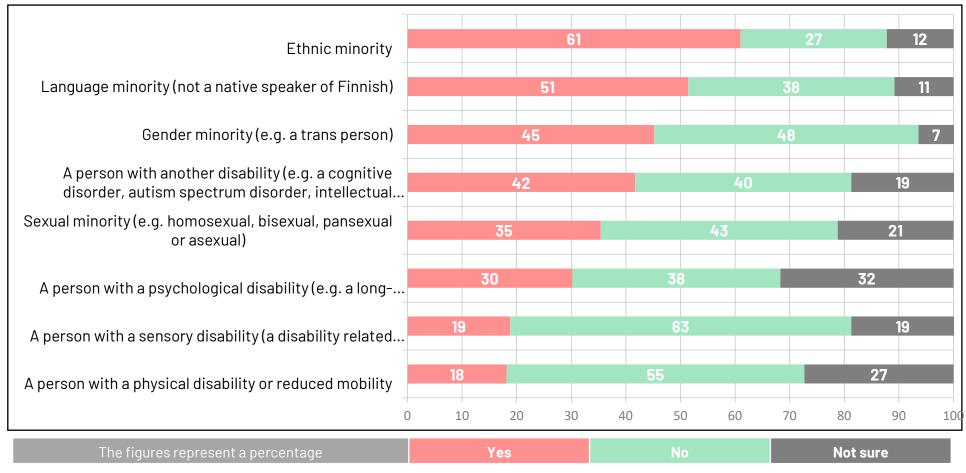
"Yes" describes respondents who have experienced discrimination or inappropriate treatment in the industry due to their gender, age or other reasons





### Ethnic and linguistic minorities experience the most discrimination

Have you experienced discrimination or unfair treatment as a result of belonging to any of these groups?



#### Gender discrimination is very common among women

#### Have you experienced discrimination or unfair treatment because of your gender?







VASTAKAIKU III

### Gender discrimination is most prevalent in the youngest age group

#### Have you experienced discrimination or unfair treatment because of your gender?





### Over a third have experienced age discrimination in the music industry

#### Have you experienced discrimination or unfair treatment because of your age?



#### Age discrimination is experienced in all age groups

#### Have you experienced discrimination or unfair treatment because of your age?



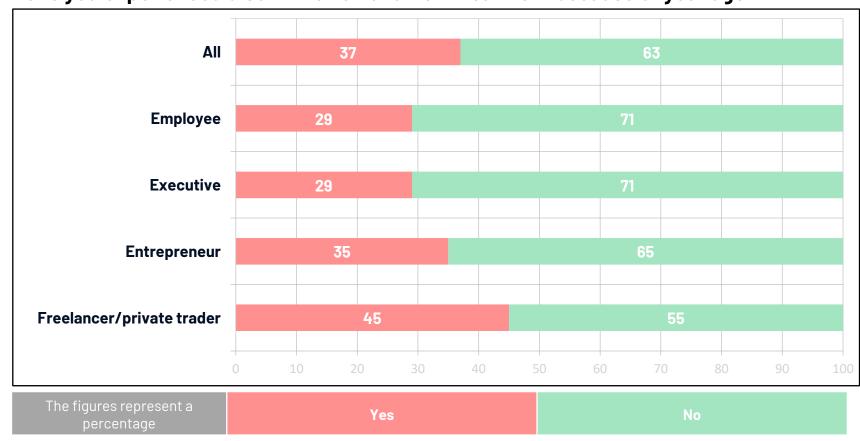






### Age discrimination is most prevalent among freelancers in the music industry

#### Have you experienced discrimination or unfair treatment because of your age?



# Open responses show the differentiation between different groups in the music industry

"Certain roles in the music industry are monopolised by specific demographic groups. For example, decision-making positions are often held by white men, and marketing and PR teams are predominantly composed of women. People of colour are hardly seen in roles other than that of an artist."

"There are hardly any POC artists on the playlists of big radio stations, even if they are very popular on platforms such as Spotify." "All other ethnic backgrounds have never been nominated no matter how hard we work."

"Have to havea Finnish name to get into the project."

"It's difficult to work in such a
Finnish-centric industry if you don't
speak Finnish. Especially since
most of the music is in Finnish.
People from different ethnic
backgrounds (immigrants) have
also been differentiated into their
own 'group'."

"Because there are so few brown women in positions of power in the industry, for example, it is difficult for a brown woman to progress in the music industry when their music and/or life experience is not relatable to the predominantly white, older men in decision-making positions."

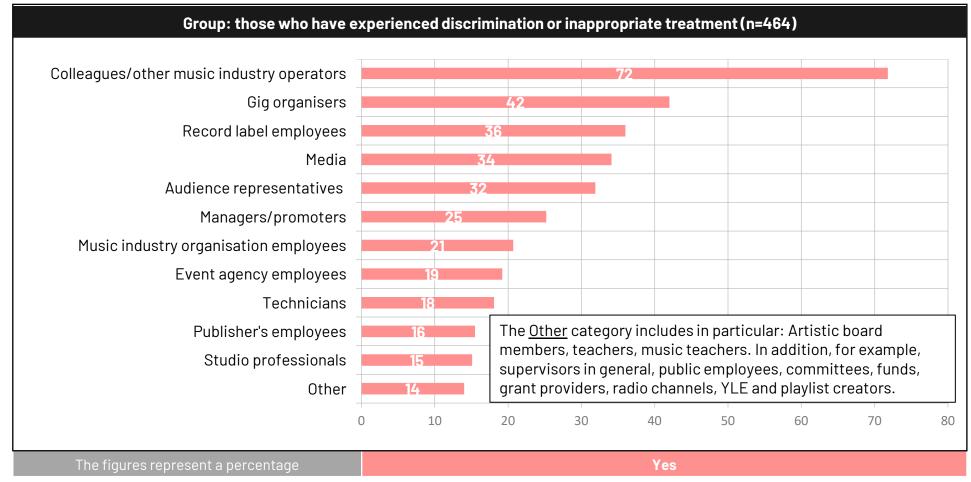
"Many music companies show exactly who they want to be on the outside: a company of non-disabled white men or women. People are afraid to apply to companies that don't seem like a safe working environment for them."



# 3. Occurrence of discrimination and inappropriate treatment

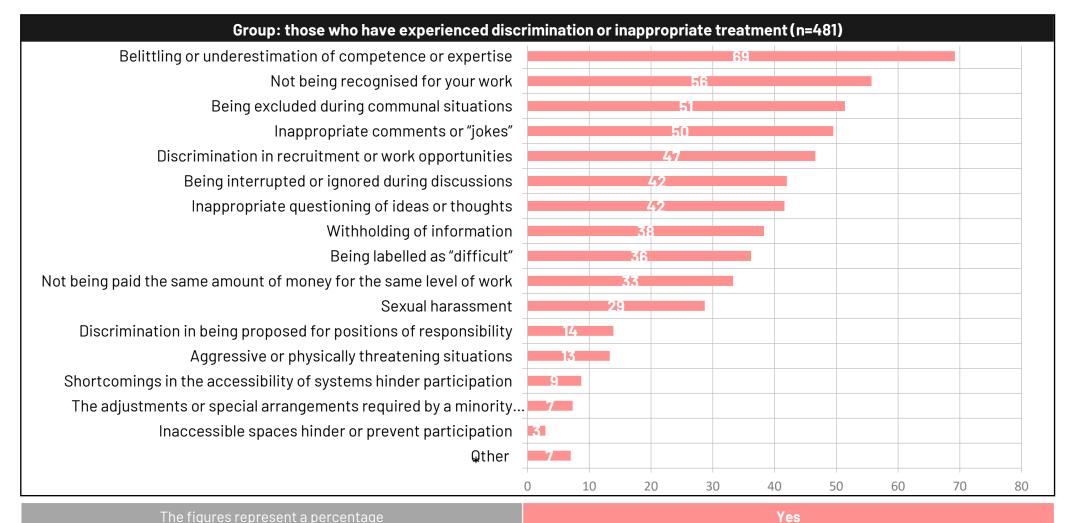
## Discrimination is most commonly experienced from colleagues

Have you experienced discrimination or unfair treatment from any of the following parties?

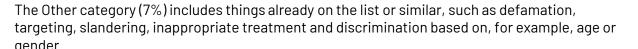




### What kind of discrimination have you experienced?









### What kind of discrimination have you experienced?

Group: those who have expering inappropriate treatment	ienced discrimination or	Woman (n=231)	Man (n=204)	Other (n=18)	All (n=481)
Belittling or underestimation of c	ompetence or expertise	82%	56%	56%	69%
Not being recognised for your wo	rk	58%	53%	50%	56%
Being excluded during communal	situations	58%	44%	56%	51%
Inappropriate comments or "joke	s"	65%	31%	67%	50%
Discrimination in recruitment or v	work opportunities	48%	46%	28%	47%
Being interrupted or ignored duri	ng discussions	61%	24%	33%	42%
Inappropriate questioning of idea	as or thoughts	52%	29%	39%	42%
Withholding of information		46%	30%	33%	38%
Being labelled as "difficult"		46%	26%	39%	36%
Not being paid the same amount work	of money for the same level of	42%	24%	39%	33%
Sexual harassment		49%	7%	33%	29%
Discrimination in being proposed	for positions of responsibility	15%	13%	11%	14%
Aggressive or physically threaten	ing situations	16%	11%	17%	13%
Shortcomings in the accessibility of systems hinder participation		8%	8%	11%	9%
The adjustments or special arrangements required by a minority group have not been implemented		7%	5%	33%	7%
Inaccessible spaces hinder or prevent participation		2%	3%	11%	3%
0–10%		31-50%	5	1-70%	71-100%

### What kind of discrimination have you experienced?

Group: those who have experience inappropriate treatment	ed discrimination or	Under 35 years old (n=129)	35-49 years (n=191)	50-64 years (n=121)	Over 65 years (n=40)	All (n=481)
Belittling or underestimation of co	mpetence or expertise	81%	72%	58%	53%	69%
Not being recognised for your wor	k	54%	57%	55%	58%	56%
Being excluded during communal s	situations	64%	52%	46%	25%	51%
Inappropriate comments or "jokes"	II	55%	61%	38%	13%	50%
Discrimination in recruitment or w	ork opportunities	41%	46%	56%	38%	47%
Being interrupted or ignored durin	g discussions	55%	47%	32%	8%	42%
Inappropriate questioning of ideas	s or thoughts	52%	46%	31%	18%	42%
Withholding of information		43%	42%	37%	10%	38%
Being labelled as "difficult"		43%	44%	29%	3%	36%
Not being paid the same amount o of work	f money for the same level	47%	34%	24%	15%	33%
Sexual harassment		36%	37%	17%	5%	29%
Discrimination in being proposed f responsibility	for positions of	12%	17%	13%	8%	14%
Aggressive or physically threatening	ng situations	15%	16%	12%	3%	13%
Shortcomings in the accessibility of systems hinder participation		9%	9%	8%	10%	9%
The adjustments or special arrangements required by a minority group have not been implemented		10%	9%	3%	0%	7%
Inaccessible spaces hinder or prev	vent participation	3%	3%	2%	3%	3%
0-10%	11-30%		31-50%	51-70%		71-100%



# 4. Effects of discrimination and inappropriate treatment

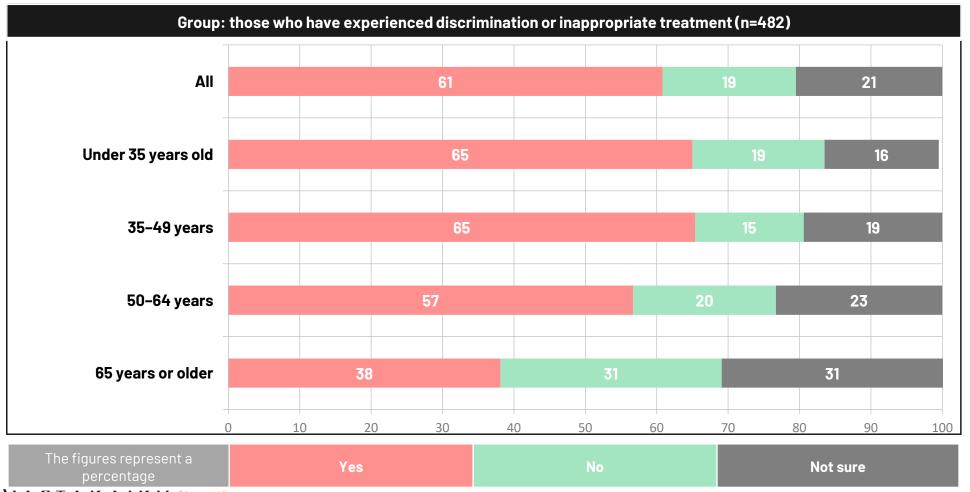
### Discrimination and inappropriate treatment have a negative effect on work

Has the discrimination or unfair treatment you have experienced had a negative effect on your



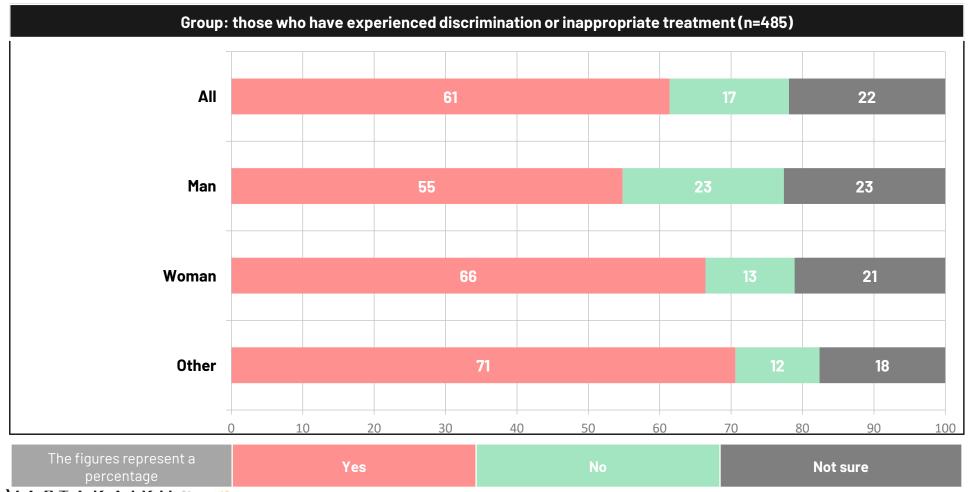


Has the discrimination or unfair treatment you have experienced had a negative effect on your work with music?



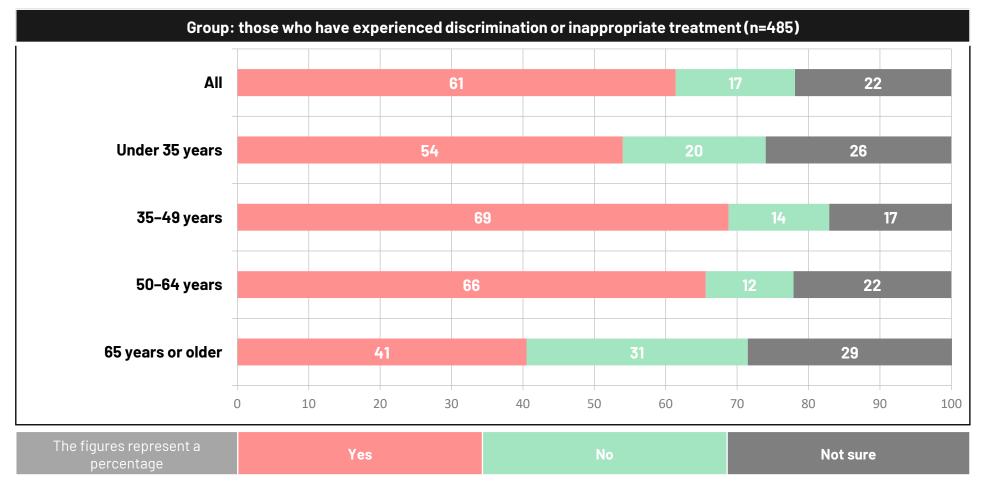


Has the discrimination or unfair treatment you have experienced had a negative effect on your career development in the music industry?





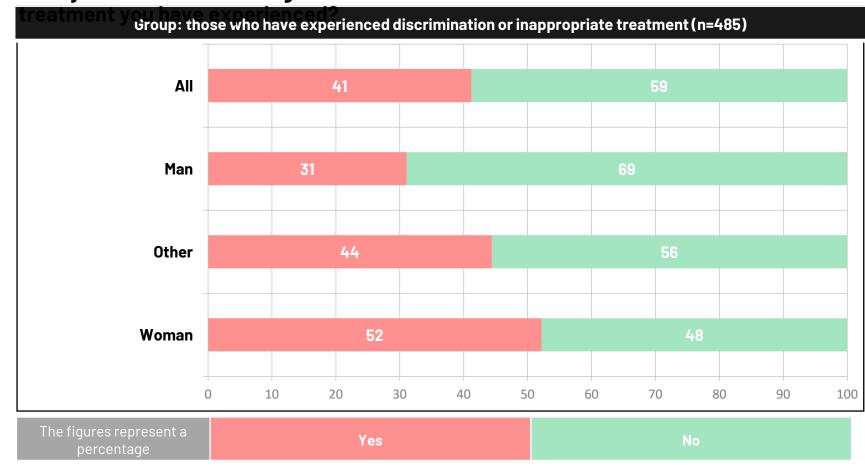
Has the discrimination or unfair treatment you have experienced had a negative effect on your career development in the music industry?





### Over a third have considered changing careers due to discrimination or inappropriate treatment

#### Have you considered a change of career because of the discrimination or unfair

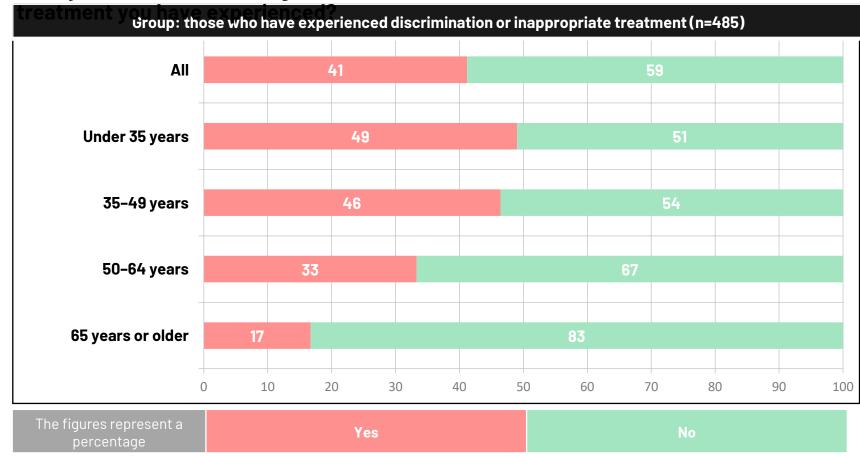






### Young people in particular question the meaningfulness of working in the music industry

Have you considered a change of career because of the discrimination or unfair



## What kinds of negative consequences has discrimination or unfair treatment had for you?

- 1. Mental health, psychological symptoms, fear, anxiety and depression: More than a third of those who have experienced discrimination or inappropriate treatment reported that it resulted in various mental health and well-being problems. Many of the harsh and difficult experiences caused distress, anxiety and fear, or fatigue, depression and reduced work ability.
- 2. Decreased self-esteem, reduced self-confidence and reluctance to continue working in the industry: About a third reported decreased professional self-esteem, loss of self-confidence and reluctance to continue working, studying or developing in the industry. Many have also left the industry altogether or at least considered leaving. A large share of respondents stated that repeated negative experiences led to a lack of faith and caused uncertainty about their own skills and ability to find success in the industry.
- **3.** Loss of opportunities, income and career stagnation: Nearly one-quarter reported losing job opportunities and experiencing inequality, dismissal, exclusion and loss of income. Some have been deliberately excluded, and some have excluded themselves due to discrimination or inappropriate treatment.



# Discrimination and inappropriate treatment have a wide range of negative effects

"Frustration and feelings of desperation. I feel that I need to prove myself and be more productive, better and flawless in order for my contribution to be seen as good or significant. In the long run, it's also tiring to have yourself or your opinions dismissed (even if you are more competent to provide feedback in certain situations) or ignored."

"A person who acts as a gatekeeper in the music industry once told me directly that they see me as 'sensitive' and that I wouldn't be able to work with a major record company because of it. If it is necessary to be insensitive or extremely tolerant to stress in order to work with a record company or be successful in the industry, it obviously excludes a large number of people with different health-related challenges, such as those with ADHD or autism."

"The beginning of my career was difficult. In psychotherapy, I worked on the workplace bullying I experienced, which had led to fear and stress."

"Discrimination has made me uncertain about how I dress and what I post on social media, to maintain a certain impression of myself that is suitable for this job. In work situations, I also find myself constantly expecting and preparing for inappropriate comments or harassment."

"I lost my self-confidence both in my personal life and in my playing/performing skills, and I filed as an anxiety patient. I started to have stage fright."

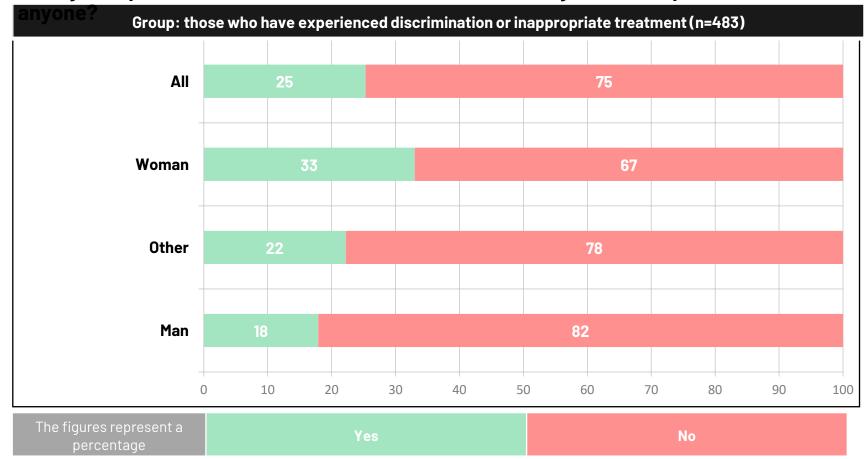
"Inappropriate comments related to clothing and looks, exploiting the work done without compensation."



# 5. Reporting discrimination and inappropriate treatment

### Only a quarter have reported discrimination to anyone

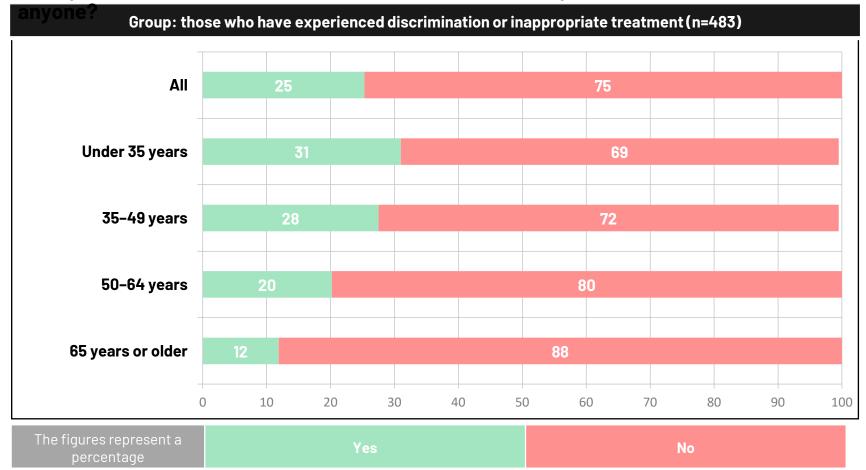
#### Have you reported the discrimination or unfair treatment you have experienced to





### Young people are more likely to report their experiences

#### Have you reported the discrimination or unfair treatment you have experienced to





### Why did you not report the discrimination or inappropriate treatment you experienced?

- Most respondents believe that reporting would be a waste of time. The general perception is that the report would not be taken seriously or make a difference – at least not a positive one. Many respondents were concerned about presenting evidence because discrimination is easy to deny. Reporting is often perceived as a word-against-word situation. Many laconically stated that it is part of the music business and has become normalised in the industry and that there is nothing that can be done about it.
- Almost as many respondents felt that they did not know the appropriate authority to report to or influence the matter. This was especially common among freelancers and sole entrepreneurs. Some also stated that the same people who they would be reporting to are the ones who also uphold these issues in the industry.
- The third reason cited by respondents is that they feel that complaining or reporting would only inevitably lead to negative consequences and harm their careers. They fear getting a bad reputation, jeopardising their own livelihoods and reducing their job opportunities. The respondents were concerned that those who report discrimination or inappropriate treatment will receive a certain stigma. Many felt that it is much easier to just stay silent.
- Other reasons that were brought up included lack of courage, uncertainty about whether the experienced discrimination or treatment is "serious" enough, and only realising inappropriate treatment afterwards. Some also stated that these things were not talked about much before.
- Family, friends and colleagues are an important support network with whom discrimination and inappropriate treatment are often discussed and dismantled.



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## If you report: To whom and what would it result in?

- Supervisors are the largest single group to whom discrimination or inappropriate treatment has been reported.
   Discrimination and inappropriate treatment have also been reported to many other parties, such as the management of an industry organisation, harassment officers, teachers or educational institution boards, security guards, publishers, record company representatives, clients and occupational health.
- The majority of the responses from these parties end with "no further action", "no wrongdoing occurred". A few respondents felt that reporting only made the situation worse or that they stopped getting more work. Individual responses highlight consequences such as discussions, reprimands or warnings.
- Many people shared the discrimination or inappropriate treatment they experienced with **their family, their own network, and friends and colleagues working in the industry**. These discussions mainly focused on peer support and overcoming the situations. Only a few had directly contacted the person in question.
- A small share of respondents had tried to spark a broader general discussion. A few had raised the issue on social media.
- The respondents generally feel that speaking up about discrimination or inappropriate treatment usually leads to nothing.



5. Developing equality in the future

## Actions highlighted in responses to improve equality in the music industry

- 1. Conscious promotion of diversity and equality: Diversity can be increased in recruitment, music production and distribution, as well as in the distribution of various awards and acknowledgements. The music industry needs to take action and see diversity as a richness.
- 2. Eliminating discrimination in the music industry: It is important to be able to speak openly about discrimination and bring up situations where it occurs. Commonly agreed-upon practices are needed to prevent discriminatory behaviour. There must be zero tolerance for sexual harassment and a clear procedure for harassment situations.
- **3. Education and awareness-raising**: Many suggest that education and raising awareness of different cultures, backgrounds and experiences could promote understanding and respect in the music industry. The matter should be taken into account when teaching music from a young age. It is also important to increase awareness of different music genres and styles, as well as the opportunities offered by the industry.
- **4.** Equal opportunities and access to the industry: Everyone should have equal opportunities to enter the music industry, get their music heard and advance in their careers. This is something that music industry operators and different networks can influence. Equality should also be taken into account when allocating grants and funding.
- **5.** Positive special treatment and quotas: Some respondents see positive special treatment and quotas as a way to promote equality in the music industry. Quotas are a way to ensure balanced representation so that, at some point, quotas will no longer be needed. Quotas are proposed for, among other things, various decision-making bodies and performer choices at festivals.
- **6.** Anonymous recruitment and assessment: Anonymous recruitment and assessment processes are needed in the industry, to reduce prejudice and promote equal opportunities.



### 1. Conscious promotion of diversity and equality

Promoting diversity and equality is a complex and broad theme that requires both concrete action and a profound change of attitude across the music industry. Many people expect the music industry to take a more vocal stance in the social debate in order to increase equality and non-discrimination in Finland. This requires active participation and commitment from all operators in the music industry, as well as ongoing dialogue and cooperation on related issues. **Promoting diversity and equality was not only seen as a matter of fairness, but also as a key factor in the music industry's sustainable development, creativity and renewal.** 

The theme covers a wide range of perspectives related to gender, sexual orientation, age, ethnicity, disability and other personal characteristics. Many wrote in-depth reflections on the current challenges in the music industry and hoped for more active discussion on the subject, as well as long-term work and commitment from all operators in the music industry. **Many emphasise the individual's role in promoting diversity and equality through their own operations.** Music authors, producers and other people working in the industry were **encouraged to reflect on their own prejudices and behaviour and to make conscious choices that promote equality.** Examples of this include a conscious effort to work with more diverse teams, favouring diversity-promoting partners and actively seeking out new, currently underrepresented operators and musicians.

One key finding was that the operating principles and selection criteria of music industry operators, such as record companies, festival organisers and music education organisations, have a significant impact on the realisation of diversity. Many of the responses highlighted the need to increase openness and transparency in decision-making, reduce the impact of personal preference and old-boy networks, and introduce more equal recruitment and selection methods. The introduction of different quotas, such as gender and minority quotas, was also proposed.





### 2. Eliminating discrimination in the music industry

The change required in the music industry to reduce and eliminate discrimination is both cultural and structural.

Cultural change requires open discussion, changing attitudes and active cooperation to promote equality. The forms of discrimination in the music industry are diverse and relate to factors such as gender, sexual orientation, ethnic background, age and language. The respondents stressed the need for a more open discussion about discrimination and its impact, in order to identify and address discriminatory structures and attitudes. This goal requires extensive cooperation, training and a change of attitude from all parties involved in the industry, including individuals, organisations, educational institutions and companies.

Structural change, on the other hand, requires systems, operating models and practices that support and promote equality and diversity. Concrete measures were proposed to reduce discrimination, such as anonymous recruitment so that decisions would be based solely on the candidate's skills, as well as increasing diversity and representation in decision-making.

The need to create clear practices and sanctions against discrimination, inappropriate treatment and sexual harassment was highlighted in order to create a safer and more equal working environment for all. Reducing discrimination in the music industry is a process that requires continuous commitment and work from all parties involved. Putting things on paper is not enough. The measures need to be incorporated into everyday life.





### 3. Education and awareness-raising

Many saw the need to increase education and raise awareness of equality and diversity both within and outside the music industry. Increasing education and awareness is seen as a key factor in reducing discrimination and promoting diversity. Education helps shape and change attitudes and structures that prevent the realisation of equality. It also raises awareness of different cultures, genders and sexual orientations.

Increasing education and awareness requires a complex approach that includes both **formal education and continuous educational work in the music industry**. This includes the need to develop and implement curricula that support equality and diversity, organise equality-focused training and workshops, and promote openness and understanding of diversity in the music industry.

The proposals emphasised that music education programmes should offer even better opportunities for different genders, age groups and other minority groups. **Equality and non-discrimination training, safe space principles, and harassment reporting processes were also popular suggestions**. These should cover all levels and operators in the music industry, including societies, educational institutions, record companies and other music industry organisations.

In addition, the responses highlighted the need to make creative and music production networks more accessible, as well as to increase training opportunities and events for new creators, such as music camps and workshops.





### 4. Equal opportunities and access to the industry

The respondents stressed the need to create more accessible and inclusive paths to the music industry, to allow for a richer music culture in Finland. Societal measures were emphasised: work should be done to change attitudes in, for example, the music education system, companies and the media sector. This includes improving the accessibility of music education, appreciating musical diversity and raising awareness of equality-related themes. The need for the music industry to question and change its existing gatekeeper mechanisms was also brought up.

Many also emphasised the need for a more equal and diverse distribution of financial support. This involves the allocation of grants and other funding and resources in a way that identifies and corrects current unequal practices and provides equal opportunities for all music creators, including those who belong to underrepresented groups.

The respondents also hope for more active support and promotion of minorities and marginalised groups, including both music creators and other people working in the industry. This can include concrete measures such as mentoring programmes, networking opportunities and an active effort to create space and visibility.

Structural changes were also brought up in this theme, including anonymous recruitment, quotas, and education and support especially aimed at representatives of minority groups.





### 5. Positive special treatment and quotas

The theme "Positive special treatment and quotas" raises conflicting opinions in the music industry's equality debate. The survey shows that while some see positive special treatment and the introduction of quotas as a beneficial and necessary means to promote diversity and equality, others see them as artificial solutions that can lead to new kinds of problems and inequality.

Those who are in favour of positive special treatment see it as a means of balancing the historical and structural disparities that have prevented minority representatives from progressing in the music industry. In their view, quotas and other similar measures are necessary to create concrete opportunities and ways to access the industry for those who have traditionally been underrepresented.

On the other hand, those who are opposed to these measures fear that positive special treatment and quotas may distort assessment processes and lead to selections being made on a non-merit basis. In their view, this can reduce the value of artistic and professional skills and create unhealthy competition where identity factors take precedence over skills. Another concern surrounds the idea that such measures may lead to increased differentiation between those working in the music industry.

Proposals that come up in the responses are related to promoting diversity and equality in education, recruitment and job opportunities, as well as increasing transparency and dialogue on these topics. The responses place emphasis on the need to create more open and inclusive structures in the music industry that enable all talents to be identified and put to use.





### 6. Anonymous recruitment and assessment

Anonymous recruitment and assessment is seen as an effective way to reduce prejudices and discrimination that may arise on the basis of gender, age, ethnic background, sexual orientation or other personal characteristics. This ensures that the recruitment process focuses on the competence, skills and merits of applicants and candidates, without external factors influencing decision-making.

Anonymous recruitment and assessment practices were popular among the respondents. Methods that minimise subjective assessment and promote equality and non-discrimination can be used in, for example, anonymous job searches, distribution of grants and awards, and the organisation of auditions.

Anonymous methods can also increase confidence in recruitment and assessment processes, as they emphasise transparency and fairness. As a result, **people looking to enter the music industry can feel that they have equal opportunities to be chosen regardless of their background**.

Implementing a well-functioning anonymous recruitment and assessment process requires careful planning and industry-wide commitment. It is important to develop clear guidelines and practices to ensure a fair and consistent application of the methods. In addition, it is essential to educate music industry operators so that they understand the importance and benefits of anonymous recruitment and assessment.





Study commissioner and coordinator
Teosto
Vappu Aura,
Director of Communications, Marketing and
Public Affairs
Tel. +358 (0)50 560 4450, vappu.aura@teosto.fi

Survey conducted by:
Research company Vastakaiku Oy
Katariina Tenhunen, CEO
Panu Erola, Strategic Research Consultant

