

Annex 1

Survey 1.0

Duration: 14 February 2025 – 28 February 2025

Type: Online survey distributed via Typeform link

Participants Invited: 10 Finnish cultural leaders

Submissions Received: 5

This survey was conducted to gather firsthand insights from leaders in Finland's cultural sector regarding their institutions' current practices, challenges, and priorities related to diversity, equity, and inclusion (DEI). The responses informed key findings and recommendations throughout this training module, offering grounded perspectives on systemic barriers and institutional needs in the context of active inclusion.



Access, Advocacy And Active Inclusion – Pathways to Increasing Diversity in the Arts and Culture Field (AAA)

AAA is an Erasmus+ project lead by IMMART in partnership with Globe Art Point in Finland and Fresh Arts Coalition Europe in France.

The project is dedicated to empowering the European arts and culture community to reshape their approach toward artists with migration backgrounds and cultural workers.

Please note that all your answers are confidential and will be used for research purposes only. The questionnaire will take approximately 10 minutes to complete.

<https://www.aaa-pathways.eu/>

Start

press Enter +↵

● Takes X minutes

- 1 → 1.1 Artists and cultural professionals with migratory backgrounds often struggle to build connections and feel included in the Finnish art scene. I encountered this situation in my professional life...*

Description (optional)

- ☐ A All the time
- ☐ B Often
- ☐ C Sometimes
- ☐ D Seldomly
- ☐ E Never

Part 1: Inclusion & Network Building for Migratory Artists

Research shows that artists and cultural professionals with migratory backgrounds often face exclusion from networks, unrecognized qualifications, and inconsistent professional opportunities.

"My formal education from outside Finland seems to be not so valuable in Finnish eyes."

"We get to be ourselves as long as we are precisely what they expect us to be."

"Dance circle is very small and Finns who know each other would rather give a job to a Finnish friend than to a foreign stranger."

Description (optional)

Continue

press Enter +↵

- 2 → 1.2 I am interested in creating support systems to help artists and cultural professionals with migratory backgrounds integrate into the local art community.*

Description (optional)

- ☐ A Strongly Agree
- ☐ B Agree
- ☐ C Neutral
- ☐ D Disagree
- ☐ E Strongly Disagree

3 → 1.3 Artists and cultural professionals with migratory backgrounds encounter systemic barriers when trying to access opportunities in Finland's cultural sector and I see myself as someone who has the means to make a positive change.*

Description (optional)

☐ A Strongly Agree

☐ B Agree

☐ C Neutral

☐ D Disagree

☐ E Strongly Disagree

5 → 1.5 This section focused on challenges in networking and integration into the local art scene. How helpful was this section in understanding and addressing inclusion in the cultural sector?*

Description (optional)

☐ A It provided new insights I hadn't considered before

☐ B It reinforced ideas I was already aware of

☐ C It was clear and easy to understand

☐ D It was somewhat unclear or needed more explanation

☐ E It gave me practical steps I can apply in my organization

☐ F It felt too general and not specific enough to my context

☐ G I don't think this section is relevant to my work

☐ H Other

6 → 2.1 How does your organization ensure that artists and cultural professionals with migratory backgrounds have equal access to job opportunities in the cultural sector? *

Description (optional)

☐ A We provide **anonymous/blind recruitment processes** (removing identifiable information—such as name, age, gender, nationality, or photo—from job applications during the initial screening.)

☐ B We provide **inclusive recruitment processes** (using diverse hiring panels, clear and accessible job descriptions, skills-based assessments, and outreach to underrepresented groups)

☐ C We actively facilitate networks and mentorship programs

☐ D We do not specifically address this yet

☐ E Other

4 → 1.4 Many organizations host international events or exhibitions to promote diversity and inclusion. However, internationalization alone does not automatically create a diverse, equitable, and inclusive environment within an organization.

Have you taken additional steps to promote diversity within your organization? What further actions could be implemented in your opinion?*

Description (optional)

Type your answer here...

Shift + Enter to make a line break

Part 2. Economic & Professional Equity

Artists and cultural professionals with migratory backgrounds report financial struggles, difficulty obtaining grants, full-time employment and limited access to leadership roles.

Organizations must ensure that artists and cultural professionals with migratory backgrounds have equal access to job opportunities and support in building networks within the Finnish cultural scene.

"There is institutional racism in the Finnish music industry that is extremely difficult to mitigate. The first step is to acknowledge it."

"I think that in Finnish arts and culture there are certain standards and expectations I just simply do not meet. So, when my expertise is measured by those standards, it's no wonder that I don't get recognized."

Description (optional)

Continue

press Enter +>

7 → 2.2 How does your organization support artists and cultural professionals with migratory backgrounds in building networks within the Finnish cultural scene?*

Description (optional)

☐ A We organize events and workshops for networking

☐ B We partner with cultural organizations for integration efforts

☐ C We do not currently provide specific support

☐ D Other

8 → 2.3 In what ways does your organization support the integration of artists from diverse backgrounds into the local art scene?*

Description (optional)

☐ **Access to Resources:** Offering equal access to studio spaces, equipment, grants, and funding for all artists, regardless of background.

☐ **Networking and Mentorship:** Creating opportunities for local and international artists to connect and providing mentorship programs to support career growth.

☐ **Career Development:** Providing workshops, seminars, and professional development programs open to all artists.

☐ **Inclusive Hiring:** Ensuring recruitment and leadership roles reflect diversity, based on merit and inclusivity.

☐ **Recognition and Visibility:** Actively promoting the work of diverse artists through exhibitions and public art projects.

☐ **Equitable Decision-Making:** Ensuring transparent, fair decision-making for opportunities like exhibitions and grants, without bias towards background.

☐ **Anti-Discrimination Policies:** Implementing clear policies against discrimination and offering training to prevent bias in the workplace.

☐ **Diverse Representation:** Actively promoting diversity in hiring practices to ensure that artists from different ethnic or cultural backgrounds are represented in leadership, curation, and decision-making roles.

☐ Other

Part 3. Recognition of Foreign Education & Experience

Foreign qualifications are often undervalued, and hiring processes may not recognize international work experience.

"Overestimation of qualifications on paper as opposed to real experience in the field. "

"This is a tough question. I've always felt that they don't treat me [in the same way], even though I can't think of any concrete example. It's just a feeling that I don't belong in the gang."

Description (optional)

Continue

press Enter ↵

11 → 3.2 If you selected "rarely" or "don't consider" in the previous question, what would help your organization better recognize and value experience or education from outside of Europe? Otherwise, click OK to question 3.3.

Description (optional)

☐ Access to more information and resources about non-European education systems and qualifications

☐ Clearer guidelines for evaluating non-European work experience and educational credentials

☐ Training for staff on the value of non-European degrees and work experience

☐ Increased exposure to diverse international artists and their work

☐ Building stronger networks and partnerships with institutions outside of Europe

☐ Providing mentorship or advisory services to help navigate non-European qualifications

☐ Encouraging diversity and inclusivity in hiring and collaboration processes

☐ More recognition of global standards in arts and culture

☐ Other

9 → 2.4 This section covered equal access to job opportunities, financial struggles, and grant accessibility. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

☐ It provided new insights I hadn't considered before

☐ It reinforced ideas I was already aware of

☐ It was clear and easy to understand

☐ It was somewhat unclear or needed more explanation

☐ It gave me practical steps I can apply in my organization

☐ It felt too general and not specific enough to my context

☐ I don't think this section is relevant to my work

☐ Other

10 → 3.1 To what degree does your organization appreciate or consider international degrees and work experience as an advantage when making decisions about hiring or collaboration?*

Description (optional)

☐ Strongly recognize and value international degrees and work experience

☐ Treat international degrees and work experience the same as local ones

☐ Rarely recognize or value international degrees and work experience

☐ Do not recognize or value international degrees and work experience

☐ Other

12 → 3.3 This section evaluated how organizations value international qualifications and work experience. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

☐ It provided new insights I hadn't considered before

☐ It reinforced ideas I was already aware of

☐ It was clear and easy to understand

☐ It was somewhat unclear or needed more explanation

☐ It gave me practical steps I can apply in my organization

☐ It felt too general and not specific enough to my context

☐ I don't think this section is relevant to my work

☐ Other

Part 4. Bias Reduction & Fair Hiring Practices

Unconscious bias in hiring and auditions limits opportunities for diverse candidates. To combat this, it is important for organizations to adopt tools such as blind recruitment, diversity training, and inclusive job postings. These measures help ensure that all candidates have equal access to opportunities regardless of their background. Additionally, offering training to help staff understand different cultures and recognize biases will help foster a more inclusive environment.

"There is institutional racism in the Finnish music industry that is extremely difficult to mitigate. The first step is to acknowledge it."

"The actors who belonged to a minority spoke in their answers about difficulties in entering the field and working as an actor in Finland. The discrimination appears in the form of, for example, exclusion and inappropriate language, such as name calling and racist jokes."

Description (optional)

Continue press Enter ↵

4.2 If you don't use training as a tool yet, what kind of training would your organization be interested in having to help leaders and staff understand different cultures and recognize biases? Otherwise, click OK to move to 4.3.

Description (optional)

☐ **Cultural awareness training** to help staff understand the values, beliefs, and practices of different cultures.

☐ **Bias recognition workshops** to help identify and challenge unconscious biases in decision-making.

☐ **Diversity and inclusion seminars** to promote respectful and inclusive environments for people from all backgrounds.

☐ **Language and communication skills courses** to improve interaction with artists from diverse cultural backgrounds.

☐ **Mentorship programs** that pair experienced staff with those from underrepresented backgrounds to ensure support and growth.

☐ **Cultural competency in recruitment training** for better understanding of non-local qualifications and experiences.

☐ Other

Part 5. Language, Communication & Cultural Awareness

Language barriers can prevent full participation in cultural spaces and limit access to opportunities. Language remains one of the biggest barriers for foreign-born artists in participating fully in Finland's cultural sector. Without language accessibility, artists and cultural professionals are limited in their ability to engage with opportunities, apply for jobs, or participate in key discussions within the community.

"Even though I speak and read Finnish, I will probably never be asked to be part of TAIKE, because I am a foreign artist. It's a really unfair system"

"Not being able to speak is not being able to participate in everyday debate. Also, there is a national preference in every institution."

"Finnish language is an obstacle to be taken seriously. Understandably Finnish is the main working language, not mastering it excludes me from a lot of decisions/extra assignments."

Description (optional)

Continue press Enter ↵

13 → 4.1 What tools does your organization use to promote diversity?*

Description (optional)

☐ **Diversity plan:** A formal strategy outlining how your organization will promote and achieve diversity within its workforce, programs, and activities.

☐ **Safer space guidelines:** A set of rules or practices designed to ensure that all individuals feel respected, safe, and included, particularly those from marginalized or underrepresented groups.

☐ **Blind/Anonymous recruitment:** Hiding certain details from candidates' applications, to help hiring managers make less-biased decisions.

☐ **Inclusive job posting:** Welcoming and supporting people with all kind of differences.

☐ **Diversity training:** Corporate training designed to facilitate positive intergroup interaction, reduce prejudice and discrimination, and teach different individuals how to work together effectively.

☐ Other

15 → 4.3 This section addressed diversity goals, bias training, and anonymous recruitment methods. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

☐ It provided new insights I hadn't considered before

☐ It reinforced ideas I was already aware of

☐ It was clear and easy to understand

☐ It was somewhat unclear or needed more explanation

☐ It gave me practical steps I can apply in my organization

☐ It felt too general and not specific enough to my context

☐ I don't think this section is relevant to my work

☐ Other

16 → 5.1 Language barriers hinder artists and cultural professionals with migratory backgrounds from fully participating in my organization.*

Description (optional)

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

17 → 5.2 Which of the following materials does your organization provide in languages other than Finnish and Swedish?*

Description (optional)

- ☐ A Job postings
- ☐ B Funding applications
- ☐ C Policies
- ☐ D Internal communications
- ☐ E Event invitations
- ☐ F Marketing material
- ☐ G Guidelines and handbooks
- ☐ H None of the above
- ☐ I Other

Part 6. Addressing Discrimination & Structural Change

While many organizations acknowledge the presence of discrimination within the sector, they often lack concrete action plans to address these issues effectively. Discrimination can manifest in many ways, from biased hiring practices to exclusion from networks and opportunities.

It is crucial for organizations to assess and recognize instances of discrimination and take decisive actions to address them. Steps like creating clear anti-discrimination policies, providing training on inclusion, and implementing anonymous feedback systems can help create a more trustworthy and inclusive environment for all artists.

"The challenge is not just language, but how organizations engage with non-Finnish speakers. We need to focus on creating welcoming environments where all voices can be understood and respected."

"Not speaking Finnish is often seen as a limitation, but the real limitation is when an organization doesn't accommodate those who speak other languages."

Description (optional)

Continue press Enter ↵

18 → 5.3 This section focused on multilingual accessibility and how language barriers impact participation. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

- ☐ A It provided new insights I hadn't considered before
- ☐ B It reinforced ideas I was already aware of
- ☐ C It was clear and easy to understand
- ☐ D It was somewhat unclear or needed more explanation
- ☐ E It gave me practical steps I can apply in my organization
- ☐ F It felt too general and not specific enough to my context
- ☐ G I don't think this section is relevant to my work
- ☐ H Other

19 → 6.1 Has your organization recognized instances of discrimination in your workplace?*

Description (optional)

- ☐ A Yes, we have recognized instances of discrimination (due to ethnic background, gender, and/or language barriers).
- ☐ B No, we haven't identified any specific instances of discrimination, but we remain vigilant and open to feedback.
- ☐ C We are unsure, but we plan to implement more structured assessments to evaluate this.
- ☐ D Other

20 → 6.2 If you selected "yes" to the previous question, what action has your organization taken to address discrimination in the workplace or sector? Otherwise, click OK to question 6.3.

Description (optional)

- ☐ A We have implemented diversity and inclusion training for all employees and leadership.
- ☐ B We conduct regular surveys and audits to assess the work environment and take corrective action as necessary.
- ☐ C We are currently developing a clearer diversity policy to ensure everyone has equal access to opportunities.
- ☐ D We are considering establishing a formal complaint process for employees to report discrimination anonymously.
- ☐ E We are working with external consultants to review and improve our practices.
- ☐ F Other

21 → 6.3 What additional steps does your organization take to build trust and inclusion? *

Description (optional)

- ☐ A Implement an anonymous feedback system for reporting discrimination or inclusion-related issues.
- ☐ B Hold regular discussions and workshops on diversity, equity, and inclusion (DEI) to engage staff in meaningful conversations.
- ☐ C Ensure diversity representation at all levels within the organization (leadership, curation, staffing).
- ☐ D Actively implement DEI strategies and regularly assess their effectiveness.
- ☐ E Create and promote safe spaces where all employees feel respected, heard, and supported.
- ☐ F Offer mentorship or support programs specifically designed to help underrepresented groups in the organization.
- ☐ G Develop and enforce clear anti-discrimination policies to ensure a safe, inclusive work environment.
- ☐ H Other

- 22 → 6.4 This section examined organizational responses to discrimination and trust-building efforts. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

<input type="checkbox"/>	A	It provided new insights I hadn't considered before
<input type="checkbox"/>	B	It reinforced ideas I was already aware of
<input type="checkbox"/>	C	It was clear and easy to understand
<input type="checkbox"/>	D	It was somewhat unclear or needed more explanation
<input type="checkbox"/>	E	It gave me practical steps I can apply in my organization
<input type="checkbox"/>	F	It felt too general and not specific enough to my context
<input type="checkbox"/>	G	I don't think this section is relevant to my work
<input type="checkbox"/>	H	Other

- 23 → 7.1 My organization is committed to making diversity a long-term priority, not just a temporary initiative.*

Description (optional)

<input type="checkbox"/>	A	Strongly Agree
<input type="checkbox"/>	B	Agree
<input type="checkbox"/>	C	Neutral
<input type="checkbox"/>	D	Disagree
<input type="checkbox"/>	E	Strongly Disagree

- 25 → 7.3 This section assessed how organizations track and improve diversity initiatives. How helpful was this section in understanding and addressing inclusion in the cultural sector? *

Description (optional)

<input type="checkbox"/>	A	It provided new insights I hadn't considered before
<input type="checkbox"/>	B	It reinforced ideas I was already aware of
<input type="checkbox"/>	C	It was clear and easy to understand
<input type="checkbox"/>	D	It was somewhat unclear or needed more explanation
<input type="checkbox"/>	E	It gave me practical steps I can apply in my organization
<input type="checkbox"/>	F	It felt too general and not specific enough to my context
<input type="checkbox"/>	G	I don't think this section is relevant to my work
<input type="checkbox"/>	H	Other

Part 7. Commitment to Inclusion & Measuring Impact

Diversity and inclusion should be an ongoing commitment, with organizations actively measuring their progress and making adjustments where necessary. It is important to track the impact of diversity efforts and evaluate the effectiveness of policies and initiatives through regular data collection, internal reviews, and surveys.

The research emphasizes that organizations should continuously assess their progress, adjust their practices, and make improvements based on feedback. Without a robust system for measuring inclusion, organizations may find it difficult to create lasting, systemic change.

"Acknowledging the problem is the first step, but concrete actions are the only way to achieve real change."

"Without ongoing dialogue and action plans, the sector remains complicit in perpetuating inequality. Concrete steps, not just acknowledgment, will lead to true transformation."

Description (optional)

Continue press Enter ↵

- 24 → 7.2 How does your organization measure progress on diversity and inclusion?*

Description (optional)

<input type="checkbox"/>	A	We collect demographic data on staff, artists, and audiences
<input type="checkbox"/>	B	We conduct internal reviews or surveys on inclusion efforts
<input type="checkbox"/>	C	We adjust policies based on feedback and assessment
<input type="checkbox"/>	D	We do not currently measure inclusion progress
<input type="checkbox"/>	E	Other

Part 8. Final Reflections

This section invites you to reflect on the key challenges your organization faces in fostering an inclusive work environment. It encourages you to share insights on the obstacles preventing the full integration of diversity, equity, and inclusion (DEI) practices.

Additionally, you can provide suggestions on what support or resources would help your organization more effectively address discrimination and promote greater diversity within the workplace.

Your responses will help guide future improvements and inform strategies for creating a more inclusive and equitable organizational culture.

Description (optional)

Continue press Enter ↵

26 → 8.1 How helpful was this questionnaire in understanding and addressing inclusion in the cultural sector? Did it reflect the challenges you face as a cultural leader?*

Description (optional)

<input type="checkbox"/> A	It was clear and easy to understand.
<input type="checkbox"/> B	It addressed the key challenges I encounter.
<input type="checkbox"/> C	It provided relevant insights but could be more detailed.
<input type="checkbox"/> D	Some parts were unclear or difficult to relate to.
<input type="checkbox"/> E	It raised important issues but lacked practical solutions.
<input type="checkbox"/> F	It did not reflect my experiences or challenges.
<input type="checkbox"/> G	Other

27 → 8.2 What is the biggest challenge your organization faces in creating an inclusive work environment?

Description (optional)

Type your answer here...

Shift + Enter to make a line break

28 → 8.3 What additional support or resources would help your organization better address discrimination and increase diversity?

Description (optional)

Type your answer here...

Shift + Enter to make a line break



**Funded by
the European Union**

Thank you for your participation!

We sincerely appreciate the time and effort you took to complete the questionnaire. Your responses are incredibly valuable and will contribute to Inclusive Leadership Checklist.

If you have any additional comments or questions, please feel free to reach out at info@globeartpoint.fi

Thanks again for your input!

<https://www.aaa-pathways.eu/>