

# EAMT GENDER EQUALITY AND EQUAL TREATMENT PLAN 2026–2028



The Estonian Academy of Music and Theatre (EAMT) stands for a safe and mutually respectful study and work environment, an important condition of which is the observance of the principle of equal treatment. No person may be subjected to bullying or unfair treatment on the basis of nationality (ethnicity), race, colour, religion or belief, age, disability, gender identity or sexual orientation.

EAMT's Gender Equality and Equal Treatment Plan is based on the principle that promoting gender equality and equal treatment is a continuous process. This Gender Equality and Equal Treatment Plan has been drawn up for the years 2026–2028 and is an updated continuation of EAMT's first Gender Equality Plan, which covered the years 2023–2025.

Gender equality is an objective agreed upon both internationally and nationally: women and men, as the two largest social groups, must be provided with equal opportunities. The aim is not to make women and men the same, but to acknowledge everyone's differences, to provide equal access to benefits, and to expect equal fulfillment of responsibilities. A person's gender must not limit their opportunities to shape their own life or to have a say in matters that affect them.

Although the Gender Equality Plan is based on a binary framework, EAMT in its values and activity recognizes each individual's gender identity, understanding that gender identity can be much more diverse than just binary and that such diversity is enriching. At present, EAMT's data on gender categories follow a binary division, as the data in the Estonian Education Information System are collected according to a binary classification.

According to a study by the European Institute for Gender Equality, diverse teams are more innovative and successful, are better able to take into account the needs of different perspectives and target groups, and can create more economically competitive solutions. Therefore, promoting equality is a hallmark of every successful international organization.

Gender equality is an important aspect of research. All research and development institutions applying for European Union funding are required to have a Gender Equality Plan that includes monitoring gender-statistics, setting measurable objectives, and agreeing on actions to support gender equality.

## Gender Equality in the Creative Fields

As a leading institution in its field, EAMT advocates for gender equality and equal treatment more broadly within the creative sector. When addressing issues of gender equality, it is important to have an overview of sector-specific research. Below are two major international studies.

The global gender equality study *Be the Change (2024)*<sup>[1]</sup> highlights ongoing challenges in the music sector:

- Gender discrimination: 49% of women and 41% of gender-expansive individuals perceive the music industry as discriminatory, compared to only 16% of men.
- Sexual harassment: 60% of women have experienced sexual harassment, and 20% have faced sexual assault.
- Pay gap: Women and people with non-binary gender identities are twice as likely as men to discover that they are paid less for similar roles.
- Objectification: 79% of women and gender-expansive individuals have experienced frequent objectification.
- Mental health: Women and gender-expansive individuals report higher stress levels and worsening mental health compared to men.

As a positive development compared to the 2021 study, a decrease in sexual harassment experienced by women working in music has been reported (from 82% to 60%). Nearly half of women and respondents with non-binary gender identities mention increased self-confidence and self-motivation, and approximately one third identify improved career and promotion opportunities as a positive change. Staff diversity has also increased.

The *Gender Equality Study in European Theatres (2024)*<sup>[2]</sup>, compared with the earlier 2021 study, highlights the following findings:

- Gender distribution among theatre staff is relatively balanced: 52% men and 48% women; however, men continue to dominate leadership positions, particularly artistic director roles.
- In productions, approximately two thirds of directors and dramaturgs are men. Women account for about one quarter, while people with non-binary gender identities represent only 1–2%.
- Among actors, the distribution is more balanced: roughly one third men, one third women, and one third mixed-gender groups.
- At the level of senior management and governing boards, male dominance remains clearly evident.
- The qualitative findings indicate that progress toward gender equality is strongly influenced by national and historical specificities, patriarchal structures, societal attitudes, and generational differences.
- Women involved in theatre leadership and creative roles often experience a constant need to prove themselves, increased mental workload, and barriers to career advancement, including challenges related to motherhood.
- LGBTQIA+ issues and other forms of diversity are becoming more visible, but significant room for improvement remains, especially in backstage and technical positions.

- The study emphasizes that change is often driven by individual initiative rather than systemic policy, and that in many countries continued efforts are needed to address equal pay, workers' rights, and the creation of inclusive working environments.

As a positive development, gender equality in European theatres has improved in recent years compared to the results of the 2021 study; however, male dominance remains significant, particularly in creative and leadership roles. Progress is slow and requires both institutional support and broader societal awareness.

The studies presented merit more in-depth examination, as they provide both statistical data and recommendations on how to better support gender equality in the music and theatre sectors. To the best of current knowledge, no studies of this scale have been conducted in Estonia. In the future, it would be worth considering the need for such research in order to assess gender representation in the Estonian music and theatre sectors, working conditions, and the extent to which inappropriate behavior and attitudes toward different gender groups are experienced.

## The situation at EAMT

Equal and respectful treatment is a core value of EAMT, and a number of initiatives have been launched in line with this principle. EAMT has joined the Estonian Code of Conduct for Research Integrity; developed regulations on academic ethics and good research practice; adopted measures for equal treatment and a complaints procedure; conducted multiple training sessions to support academic staff in managing the teaching process; and joined the Diversity Charter coordinated by the Estonian Human Rights Centre, which is part of the European Diversity Platform. The initiatives are presented below on a timeline.



In analyzing EAMT's statistics and quantitative data on gender balance, the 2025 data are presented separately below, along with a summary of trends from recent years. Going forward, the data will continue to be monitored and published annually in order to track these trends and to introduce changes where necessary. Comparative information on other Estonian universities is available on the website of the Council of Rectors.

As of 31 December 2025, the total number of academy employees was 277, of whom 119 were men (43%) and 158 were women (57%). Among the 187 academic staff members, 94 were men (50%) and 93 were women (50%). Of the 90 support staff members, 25 were men (28%) and 65 were women (72%). Compared to previous years, the proportions of men and women have remained relatively stable.

#### Number of Employees and Gender Distribution by Academic Department as of 31 December 2025

Academic department	Male %	Female %
Classical Music Performance	34 (42%)	45 (58%)
Composition and Improvisational Music	26 (74%)	9 (26%)
Musicology, Music Pedagogy and Cultural Management	15 (39%)	23 (61%)
Theatre	8 (38%)	13 (62%)
Doctoral Studies	11 (79%)	3 (21%)
<b>TOTAL</b>	<b>94 (50%)</b>	<b>93 (50%)</b>

#### Number of Permanent Academic Staff with Gender Distribution as of 31 December 2025

Job title	Male %	Female %
Professor	25 (66%)	13 (34%)
Senior Lecturer, Senior Researcher	26 (47%)	29 (53%)
Lecturer, Researcher	28 (47%)	31 (53%)
Teacher	4 (19%)	17 (81%)
Junior Researcher	11 (79%)	3 (21%)
<b>TOTAL</b>	<b>94 (50%)</b>	<b>93 (50%)</b>

#### Gender Distribution of Degree Students of EAMT as of 10 November 2025

	Bachelor's Studies	Master's Studies	Doctoral Studies	TOTAL
Total number of students	302	246	25	573
including female	206 (68,2%)	159 (64,6%)	9 (36%)	374 (65,3%)
including male	96 (31,8%)	87 (35,4%)	16 (64%)	199 (34,7%)

## Areas of Satisfaction

- Based on the 40–60 approach, EAMT’s academic staff has been balanced over the past three years (2023–2025), with women comprising 50–51% and men 49–50%.
- In 2025, the gender distribution in EAMT’s management and decision-making bodies was somewhat less balanced, with women accounting for 58% and men 42%. Compared to previous years, the gender balance has shifted toward greater female representation (at the time of the previous plan, women made up 52% and men 48% of decision-making bodies).
- The Senate, as the largest decision-making body, was moderately gender-balanced in the 2025/26 academic year, with 44% women and 56% men.
- It is positive that at academic pay grades base salaries are fixed.
- Issues of equal treatment, including gender equality and workplace bullying, were included in staff and student satisfaction surveys (including course-based student feedback and graduate surveys). In course-based feedback surveys, the statement “The lecturer treated students equally and created a respectful and safe learning environment within the course” received one of the highest average ratings (4.73–4.76 on a five-point scale) compared to other statements.

## Points for Consideration

- Although there is no pay gap—meaning that all employees at the same position receive the same salary—it is notable that the lowest pay grade (teacher) is occupied predominantly by women (81%), while the highest pay grade (professor) is dominated by men (66%). The proportion of men among junior researchers has also increased (52% in 2023, 56% in 2024, and 64% in 2025).
- Looking at the gender distribution of students across all three levels of study over the past three academic years combined, EAMT’s student body includes nearly twice as many women (65%) as men (35%). Moreover, the proportion of women has increased by 1.5% over the past two years. Compared to the national average for Estonian higher education institutions as presented on Haridussilm, the proportion of female students at the Academy is slightly higher, which generally characterizes the humanities and arts fields. However, at the highest level—doctoral studies—nearly twice as many men as women are enrolled at EAMT (36% women and 64% men).

## Objectives and Activities

Equal and respectful treatment is one of EAMT’s core values and forms the basis of the Gender Equality and Equal Treatment Plan, which has three main objectives.

**Objective 1:** Gender equality and gender awareness are important across the organisation; EAMT members have educated themselves about and increased their awareness of gender equality issues.

Activities	Indicators	Persons responsible / leaders	Period of implementation
<b>1.1.</b> Organising training sessions on gender equality as part of the Evolving Academy seminar weeks	Training sessions have been held; the number of participants	Vice-Rector for Academic Affairs and Research	First half of 2027 First half of 2028
<b>1.2.</b> Publishing gender statistics in the EAMT yearbook and website	Data regarding the student body and staff, as well as statistics on salaries, have been published	Research Secretary	First half of 2026 First half of 2027 First half of 2028
<b>1.3.</b> Incorporating questions about equal treatment, including gender equality and workplace bullying, in staff and student satisfaction surveys and graduate focus interviews	The information has been analyzed, and improvement actions have been initiated where necessary.	Quality Manager, Head of the Registry and Student Affairs Department	Second half of 2026 Second half of 2027 Second half of 2028
<b>1.4.</b> Noting the International Day of Women and Girls in Science (11 February) to promote gender diversity in science and education	The International Day of Women and Girls in Science has been highlighted through internal communication.	Research Secretary, Head of Communications	First half of 2026 First half of 2027 First half of 2028
<b>1.5.</b> Addressing gender equality and equal treatment issues at EAMT Senate meetings once per academic year	The Senate has been informed and made aware of the topic; proposals have been made based on the contents of received complaints	Equal Treatment Officer	Second half of 2026 Second half of 2027 Second half of 2028

<b>1.6.</b> Communication and marketing activities are gender-sensitive with regard to the use of language and images and the choice of spokespersons	The choice of words, news images and spokespersons is gender-sensitive	Head of Communications, Rector's Office, Heads of Departments	On an ongoing basis
<b>1.7.</b> Taking gender diversity into account when appointing members to decision-making bodies (including examination committees)	The composition of decision-making bodies is diverse	Rector's Office, Heads of Departments, Academic Heads	On an ongoing basis
<b>1.8.</b> Making proposals where necessary to support gender equality when dealing with equal treatment cases	Proposals have been included in the annual review of equal treatment cases	Equal Treatment Officer	On an ongoing basis
<b>1.9.</b> Diversifying the composition of the gender equality working group.	The composition of the working group is diversified	Vice-Rector for Academic Affairs and Research	On an ongoing basis

**Objective 2:** EAMT provides a learning environment that supports diversity; students respect differences, and teaching staff are gender-aware in their management of the learning process.

Activities	Indicators	Persons responsible / leaders	Period of implementation
<b>2.1.</b> Expanding the introductory course for new students with equal treatment topics	Materials on equal treatment are available in Moodle in both Estonian and English	Equal Treatment Officer	Second half of 2026 Second half of 2027 Second half of 2028
<b>2.2.</b> Organising once-a-year peer-to-peer seminar for teaching staff to discuss ways of integrating gender equality issues into the teaching and learning process.	Seminars have been held	Centre for Lifelong Learning	Second half of 2026 Second half of 2027 Second half of 2028

<p><b>2.3.</b> Sharing equal treatment information on an ongoing basis, update guidance materials, and develop a self-assessment questionnaire for teaching staff.</p>	<p>At the beginning of the academic year, information has been shared, and practical guidance materials (on the intranet) have been updated and made accessible.</p>	<p>Equal Treatment Officer, Head of the Registry and Student Affairs Department</p>	<p>At the beginning of the new academic year</p>
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**Objective 3:** EAMT is a diverse and inclusive workplace that acknowledges difference; maintaining a healthy work-life balance for both academic staff and support staff is a core value; EAMT managers at different levels are inclusive and gender-aware.

Activities	Indicators	Persons responsible / leaders	Period of implementation
<p><b>3.1.</b> Updating guidelines on workplace bullying, unequal treatment and harassment to EAMT's website and intranet</p>	<p>Information has been updated and made available</p>	<p>Head of Communications, Quality Manager, Equal Treatment Officer, Personnel Specialist</p>	<p>On an ongoing basis</p>
<p><b>3.2.</b> Enhancing the transparency of the recruitment and salary system</p>	<p>Job advertisements and salary criteria are gender-neutral; the remuneration policy has been updated and is available on the intranet</p>	<p>Administrative and Financial Director, Personnel Specialist</p>	<p>On an ongoing basis</p>
<p><b>3.3.</b> Carrying out inclusive leadership training for managers at all levels</p>	<p>A practical training course has been delivered</p>	<p>Rector's Office, Personnel Specialist</p>	<p>2026 II pa</p>
<p><b>3.4.</b> Valuing work-life balance by offering training courses to prevent burnout; valuing trust in the employment relationship and supporting partial remote work or part-time work where necessary</p>	<p>The results of the questionnaires referred to in point 1.3 have been analysed; suggestions for improvement based on the results of the feedback have been made</p>	<p>Rector's Office, Senate, Heads of Departments, Personnel Specialist</p>	<p>On an ongoing basis</p>
<p><b>3.5.</b> Assessing the needs and expectations of staff and students in order to develop a family-friendly environment and culture.</p>	<p>The study has been conducted and the results have been analysed.</p>	<p>Work Environment Council</p>	<p>Second half of 2026</p>

## What can every EAMT member do right now to be more gender-aware?

1. Notice and reflect on how to be more gender-aware, inclusive and respectful of difference in your actions (including communication and the creation and selection of documents and study materials):

- a) include both men and women in your visual materials;
  - b) use gender-neutral expressions (e.g. s/he; they) in your English-language materials;
  - c) be aware of your language use so that it is respectful of and sensitive to people's gender identity.
2. Participate in thematic continuing education, actively seek further training opportunities related to equal treatment and gender equality, and subscribe to the Diversity Network newsletter of the Estonian Human Rights Centre (<https://humanrights.ee/teemad/mitmekesisus-ja-kaasatus/>).

### Useful links::

- EAMT's webpage on equal treatment: <https://eamt.ee/en/studies/advice-and-assistance/equal-treatment/>
- Webpage of Võrdsuskeskus (Equality Centre) <https://vordsuskeskus.ee/en>
- The Commissioner for Equal Opportunities <https://volinik.ee/en.html>
- The Estonian Human Rights Centre <https://humanrights.ee/en/>

[1] BE THE CHANGE: Gender Equality in the Music Industry, Final Report. Available at:

<https://www.midiaresearch.com/reports/be-the-change-gender-equity-in-music>

[2] Jacinthe Mazzocchetti, J., Sepulchre, S., Vanhaelen, J. (2024). Gender Equality in European Theatres and Artistic Programmes, European Theatre Convention.