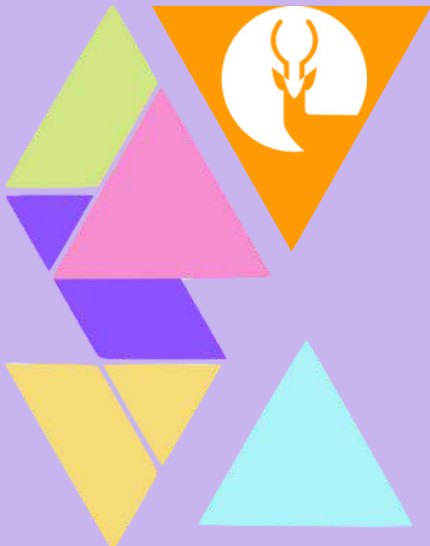


21ST OCTOBER 2022

**IMPALA**

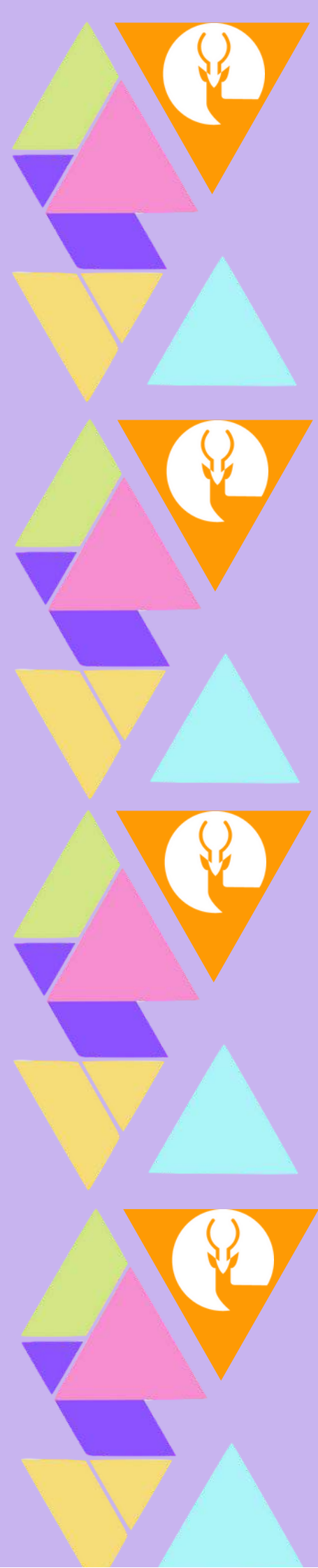
**ANNUAL REPORT  
ON EQUITY,  
DIVERSITY AND  
INCLUSION**

**2021-2022**



# TABLE OF CONTENTS

<u>FOREWORD</u>	<u>1</u>
<u>INTRODUCTION</u>	<u>2</u>
<u>IMPLEMENTING OUR CHARTER</u>	<u>3</u>
<u>TIMELINE</u>	<u>5</u>
<u>PRESS RELEASES</u>	<u>7</u>
<u>IMPALA'S SURVEY</u>	<u>8</u>
<u>SURVEY - CONCLUSIONS &amp; RECOMMENDATIONS</u>	<u>10</u>
<u>CHANGEMAKER AWARD</u>	<u>12</u>
<u>100 ARTISTS TO WATCH</u>	<u>14</u>
<u>20MINUTESWITH PODCAST SERIES</u>	<u>15</u>
<u>EDI TRAINING</u>	<u>16</u>
<u>COLLABORATIONS AND CAMPAIGNS</u>	<u>17</u>
<u>IN THE SPOTLIGHT</u>	<u>18</u>
<u>CUTTING THE DIGITAL PIE</u>	<u>19</u>
<u>EDI TASK FORCE &amp; COMMITTEE ADVOCATES</u>	<u>21</u>
<u>RESOURCES FOR MEMBERS</u>	<u>22</u>
<u>CONCLUSION BY KEITH HARRIS OBE</u>	<u>22</u>



# FOREWORD

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## BY IMPALA EDI TASK FORCE CO-CHAIRS EVA KARMAN REINHOLD AND PAUL PACIFICO

For our second year as co-chairs of the IMPALA task force on equity, diversity and inclusion, we continued to implement our charter, completing more of the commitments we set out in 2020.

We released the report on our first diversity survey, delivering a snapshot of the sector. We reviewed our award schemes bringing two new concepts to life. We continued our free training programme for members and used our platform to give a voice to special guests who advocate for diversity and inclusion on the *20MinutesWith* podcast series. We also worked hard on streaming reform and remuneration.

One of the challenges we addressed this year was the need to maintain efforts and collective commitment on change for the long-term. It will be a constant challenge for sure but we remain determined to keep the pressure on and to do the work required to deliver the progress we all want to see. We encourage all IMPALA members to join the IMPALA training programme and to participate in the new award schemes, and continue to take action collectively, as a sector.



**Eva Karman Reinhold**  
Chair of SOM -  
Sweden

*"One of the highlights this year was our two new awards. It was one of our charter's commitments. I'm really happy we launched our Changemaker Award. Real change takes time, also in the music industry, and this is not a one-off. We're still working on equity, diversity and inclusion with IMPALA's task force and this award will take place yearly. POWER UP won the first award and it is a truly great initiative. We also highlight other projects by launching a new changemakers webpage. Our new collaboration with YouTube on the 100 Artists to Watch programme is also a great way to promote change in our sector in a concrete and practical way."*



**Paul Pacifico**  
CEO of AIM - UK

*"Finding out where members actually sit on diversity and inclusion issues is key to IMPALA's task force. We want to be able to assess our starting point, so that we can properly measure progress going forward, which is why carrying out the sector's first Europe-wide survey was a core task and part of our charter. Our research has allowed us to establish an effective baseline in terms of current attitudes, policies and challenges to diversity and inclusion in our sector. This has in turn given us firm foundations on which to build actions and programmes to work towards genuine and sustainable progress. This includes training and practical guidance for members, our awards and more cross-cutting work such as streaming reform which we also address in this report with the insight of Ben Wynter."*

# INTRODUCTION

This is IMPALA's second equity, diversity and inclusion annual report. As we committed to under our charter, we report annually. This year we are again reporting on the anniversary of our charter, 21 October, as we did with our first edition.

This year was about concrete action and deliverables which we hope will have an impact in the long-term.

We used the springboard of European Diversity Month to promote a full programme of activities. This included the release of our report on our first diversity survey, gathering input from independent music actors about their needs, priorities and challenges when taking action locally and collectively.

Our Changemaker award will be a yearly spotlight for projects working on diversity and will be a recurrent source of inspiration for the sector.

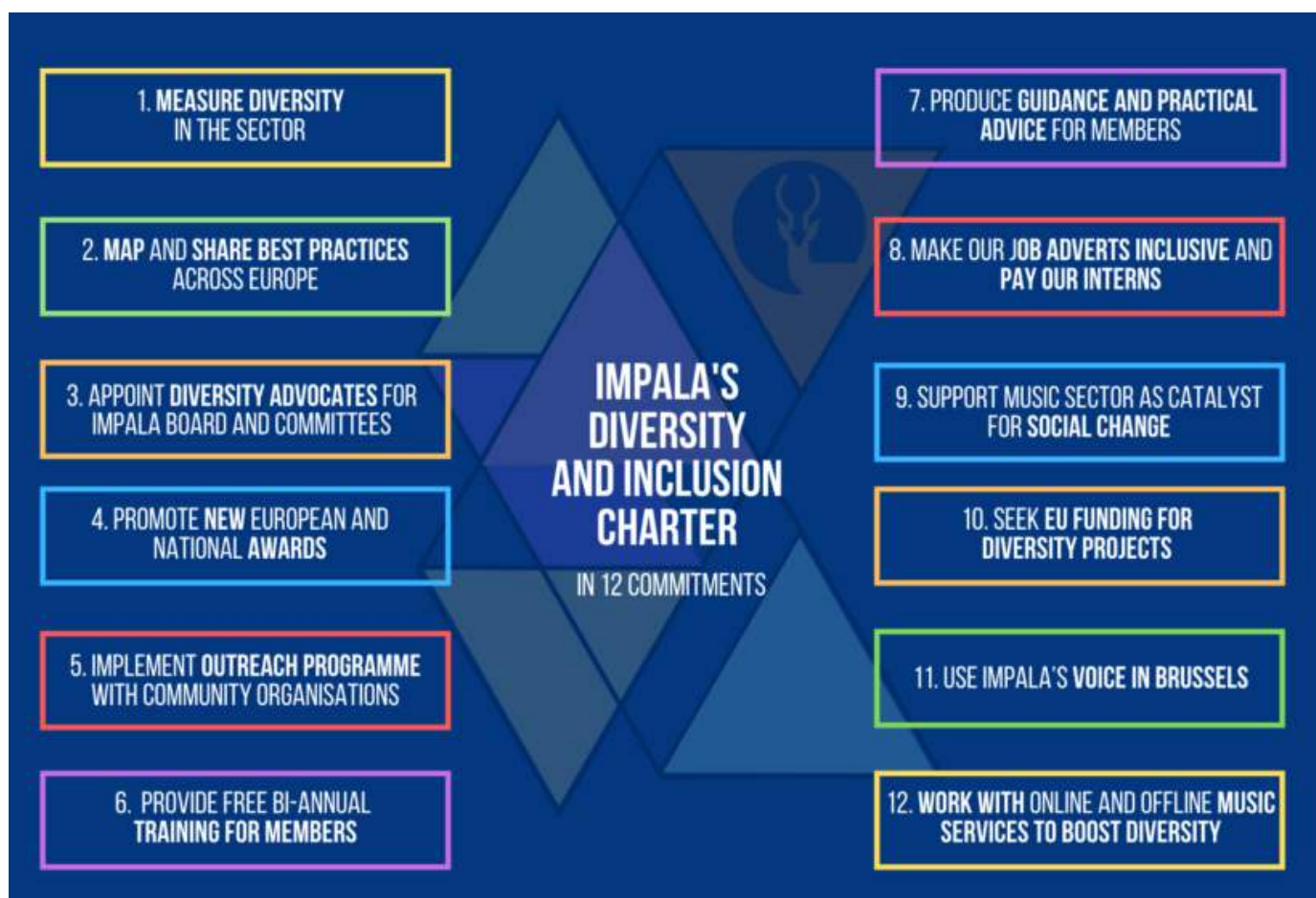
The launch of our *Artists to Watch* programme, in collaboration with YouTube promotes the incredible diversity of the European independent music sector, which is also a theme in our streaming and remuneration work. This year we have a special contribution from Ben Wynter on this question.

Since the creation of IMPALA's task force during the summer of 2020, engagement has been growing. Our task force now counts almost 20 people from 14 different members over 9 countries.

As we can see from recent reports, there is still a lot to do.

One of the key challenges we all face is commitment in the long term and our survey gives us food for thought as our task force looks at options for IMPALA's work moving forward. This was the main topic of our last meeting of the year, where we agreed that increasing awareness of the business case for taking action and providing case studies as examples will be priorities for the next year.

# IMPLEMENTING OUR CHARTER, WHERE ARE WE?



[Read our charter in full here](#)

IMPALA's work on equity, diversity and inclusion is underpinned by our charter, adopted on 21 October 2020. Our work is driven by our task force. Here is an update on what we have done to implement our diversity charter this year.

1. We released a simpler version of our survey, "[10 questions on diversity and inclusion](#)" and received a substantial participation rate during a period marked by a lot of survey fatigue in the sector. We published a report summarising key findings and needs which we identified during the whole process (See more details on our report below).
2. We shared examples of [best practices across Europe and promoted campaigns](#) and initiatives that promote diversity and inclusion (see below).
3. We made sure there is a diversity advocate for IMPALA's board and each of our committees so that equity, diversity and inclusion is front of mind in our committee discussions ([see list below](#)).

4. We reviewed our award schemes to boost diversity in the sector. We launched two new programmes: *Artists to Watch* in partnership with YouTube, and IMPALA Changemaker award (see more on our new awards schemes below).
5. We continued [diversity discussions through our associations network](#) to exchange best practices and develop collaboration and overcome structural barriers for our membership. We updated our advice for associations on implementing our charter. Following the new programme launched at our AGM in September 2021, national associations and companies took advantage of being able to have a second representative on board. At our AGM in September 2022, we reminded members about the scheme ([see more about our extended membership programme here](#)).
6. We continued our [three-year collaboration with Vick Bain and Arit Eminue to provide diversity and inclusion training to our employees, board and members](#). The third diversity training for members took place in April 2022, and the fourth in September 2022 with participants across Europe.
7. We updated diversity and inclusion guidance for our [members](#) and [associations](#).
8. Our adverts encouraged diverse candidates to apply. We published our latest job offer on [Shesaid.so](#).
9. We supported relevant initiatives in the music sector such as the F-list, POWER UP, and more ([see list below](#)).
10. We kept members aware of [EU funding](#) for diversity projects, encouraging them to take advantage of finances available and we supported our members' projects when launched.
11. We spoke out to highlight specific issues and used our voice in Brussels to encourage the EU to take the lead. We sent letters to European commissioners to share our diversity and inclusion initiatives during [European Diversity Month](#).
12. We reached out to offline and online media and music services to work with us to implement the recommendations in our [streaming plan](#) that aim to boost diversity and market access in Europe.

# TIMELINE

Below is an overview of key events in the framework of our equity, diversity and inclusion work during the year from 22 October 2021.

- 22nd October 2021 ○ IMPALA releases 10-question mini-survey on diversity and inclusion to map our sector. [[Statement](#)]
- 2nd November 2021 ○ We provided guidance for national associations wanting to implement the IMPALA diversity and inclusion charter. We also distributed our Diversity and Inclusion Guidance for our Members. Additionally, IMPALA distributed a one-pager on Diversity and Inclusion for members which provides a summary of our key milestones and professionals hired to conduct training sessions to members.
- 16th November 2021 ○ IMPALA's Outstanding Contribution Award was given to Keith Harris OBE to recognise his remarkable career in music and his work advocating for equity and change throughout the sector. [[Statement](#) + [Podcast](#)].
- 12th January 2022 ○ IMPALA welcomes Turkey's first association of independent labels as a new member. [[Statement](#)]
- 16th January 2022 ○ IMPALA's diversity and inclusion task force holds its first meeting of 2022.
- 25th January 2022 ○ Lucie Jacquemet attended Gender, Ethnic & Equal Pay Gap seminar by UK Music and Lewis Silkin.
- 2nd March 2022 ○ IMPALA reacts to the Ukrainian invasion by releasing a statement of support for cultural collaboration. [[Statement](#) + [Podcast](#)]

- 
- 8th March 2022 On International Women's Day IMPALA released a statement to put a spotlight on a range of networks, podcasts, playlists and more to boost visibility for women in the sector. [[Press Release](#)]
- 8th March 2022 Lucie Jacquemet & Karla Rogozar attended a talk in Belgium named "Black female representation in music industry".
- 17th March 2022 IMPALA calls for renewed support to Ukraine [[Press Release](#)] and sets up dedicated page to provide information for the sector. [[webpage](#)]
- 29th March 2022 IMPALA launches new *100 Artists to Watch* Award to highlight diversity in European independent music sector in partnership with YouTube. [[Press Release](#)] [[Webpage](#)]
- 27th April 2022 Diversity and inclusion training session for IMPALA members #3 - 'Unconscious bias, white privilege, and being a better ally'. [[Statement](#)]
- 5th May 2022 IMPALA updates its guidance for national associations and members as well as the one-pager to further implement its Diversity and Inclusion Charter.
- 10th May 2022 IMPALA's diversity and inclusion task force holds its second meeting of 2022.
- 18th May 2022 Launch of Changemaker Award to promote equity, diversity and inclusion in the independent sector with POWER UP as the first recipient. This included the publication of a new page on our website to highlight notable initiatives in the sector. [[Press Release](#) + [Webpage](#)]
- 20th May 2022 We nominated Linda Coogan Byrne for the IQ LGBTQI+ list 2022.
- 31st May 2022 IMPALA releases its report on the first Diversity and Inclusion Survey for the independent music sector to round up European Diversity Month. We wrote to the European Commission to share the results and flag that more funding is needed. [[Report](#) + [Press Release](#)]

- 
- 8th July 2022 We published our job offer for a new Communication and Project Assistant through Shesaid.so [[Posting](#)].
  - 21st September 2022 We released a podcast with Suzanne Bull from [Attitude is Everything](#) on fostering opportunities for people with disabilities in the live music sector. [[Podcast](#)]
  - 29th September 2022 Diversity and inclusion training session for IMPALA members #4 - 'Inclusive practices for your music business'. [[Statement](#)]
  - 14th October 2022 IMPALA statement on streaming refers to equity, diversity and inclusion aspects of remuneration questions. [[Statement](#)]
  - 18th October 2022 IMPALA's diversity and inclusion task force holds its third meeting of 2022.
  - 20th October 2022 We released a podcast episode with Changemaker award winner POWER UP. [[Podcast](#)]

## PRESS RELEASES

In 2021-2022, IMPALA released 12 press releases linked to equity, diversity and inclusion:

1. [IMPALA'S 10 QUESTIONS ON DIVERSITY AND INCLUSION TO MAP OUR SECTOR](#) - 22nd October 2021
2. [IMPALA OUTSTANDING CONTRIBUTION AWARD GOES TO KEITH HARRIS OBE](#) - 16th November 2021
3. [IMPALA WELCOMES A NEW MEMBER, TURKEY'S FIRST ASSOCIATION OF INDEPENDENT LABELS](#) - 12th January 2022
4. [INTERNATIONAL CULTURAL COLLABORATION WITH UKRAINE MUST BE SUPPORTED BY WORLD LEADERS](#) - 2nd March 2022
5. [ON INTERNATIONAL WOMEN'S DAY IMPALA HIGHLIGHTS INITIATIVES INSPIRING CHANGE](#) - 8th March 2022
6. [EUROPEAN INDEPENDENT MUSIC SECTOR CALLS FOR RENEWED SUPPORT TO UKRAINE](#) - 17th March 2022
7. [IMPALA LAUNCHES NEW "100 ARTISTS TO WATCH" AWARD TO HIGHLIGHT DIVERSITY IN EUROPEAN INDEPENDENT MUSIC SECTOR IN PARTNERSHIP WITH YOUTUBE](#) - 29th March 2022
8. [IMPALA'S DIVERSITY AND INCLUSION FREE TRAINING FOR MEMBERS - 27/04 10AM CET](#) - 19th April 2022
9. [IMPALA LAUNCHES ITS NEW CHANGEMAKER AWARD TO PROMOTE EQUITY, DIVERSITY AND INCLUSION IN THE INDEPENDENT MUSIC SECTOR WITH POWER UP AS FIRST RECIPIENT](#) - 18th May 2022
10. [IMPALA RELEASES ITS REPORT ON FIRST DIVERSITY AND INCLUSION SURVEY FOR THE INDEPENDENT MUSIC SECTOR TO ROUND UP EUROPEAN DIVERSITY MONTH](#) - 31st May 2022
11. [IMPALA'S DIVERSITY AND INCLUSION FREE TRAINING FOR MEMBERS - 29/09 10AM CET](#) - 12 September 2022
12. [IMPALA CALLS FOR RENEWED INDUSTRY COLLABORATION TO GROW THE STREAMING MARKET, ADDRESS FAIRNESS AND POWER INVESTMENT](#) - 14th October 2022

# IMPALA'S SURVEY

You can read the full report [here](#).

In May 2022, during European Diversity Month, IMPALA released its report on the first diversity and inclusion survey of the European independent sector:

## **“Towards a more diverse and inclusion independent music sector”**

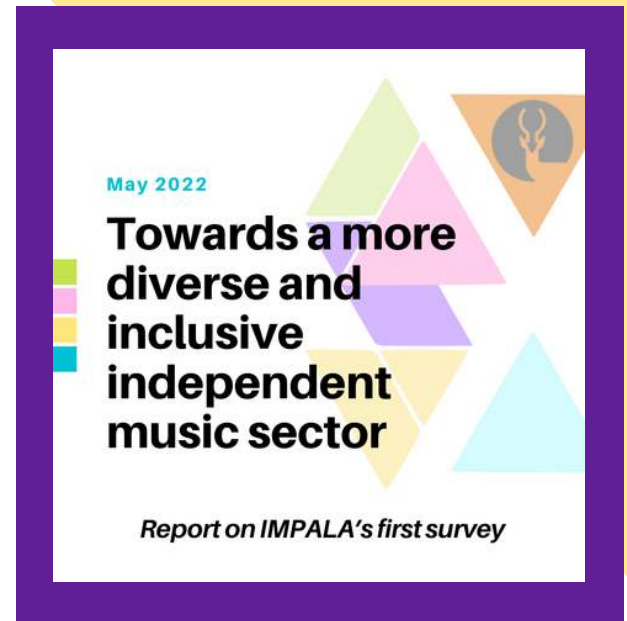
Designed by IMPALA’s equity, diversity and inclusion task force, with **Keith Harris OBE** as adviser and in consultation with national associations, the survey had two key aims. First, to map best practices, local developments and projects regarding diversity and inclusion. Second, to start building a basic picture of the sector’s diversity and key issues faced. It was directed to businesses and associations.

### **Snapshot of the sector**

IMPALA’s task force set out to capture a cross section of the independent sector, via a sample of businesses and associations from different countries. Among those participating were businesses of all sizes and at varying stages as regards issues of diversity equity and inclusion. This was accompanied by a range of association responses, also with varying approaches. The sample of participants covered 22 different countries.

### **Need for resources to address diversity and inclusion issues**

Funding and other support for projects in the sector has come out as a key need. IMPALA intends to ask the EC to develop more EU diversity related funding opportunities to allow the sector to activate change, while still being able to continue their daily work. IMPALA will also spread awareness on EU funding and make sure members know what is available. The report also asks national associations to check if there are national funds and share the news, as well as push for more support. The sharing of best practices was also highlighted as a priority.



### **What our members highlighted as key challenges**

For businesses who participated, the issues raised as the most challenging in regards to diversity and inclusion are race and ethnicity, followed by gender and socio-economic factors. Associations put gender as the first issue to tackle, followed by race and ethnicity and age. Through these surveys we also observed that some of our members already have policies in place and are making changes. Others are not, mostly due to their small size or lack of finances, or because they see themselves as already diverse, or they don’t agree there is an issue, or they do agree but don’t know where to start. Nearly two thirds of associations have diversity and inclusion policies in place or planned to with the next year.

### **Mapping the sector**

With Regards to mapping the diversity of the sector in terms of workforce, IMPALA proposes that the EC and Eurostat work with the music sector and the broader cultural field. A system is needed to map diversity in a concrete and comprehensive way, that also respects national rules about gathering data on these issues.

# SURVEY – SCOPE & RESPONDENTS

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## Scope

We wanted to find out where members sit on diversity and inclusion issues generally:

- Do they have specific diversity and inclusion policies or are they planning to do so?
- Are they taking measures as employers to be more inclusive? Are these issues a priority?
- Are they planning any new initiatives? What challenges do they face?
- Are they interested in training?
- Do they support relevant projects and campaigns?
- What support is available at national level?
- How are they doing in terms of their diversity goals?
- How do they rate themselves in terms of their own diversity?

The survey was constructed around the protected characteristics set out in the European Charter of Fundamental Rights and elaborated on specific issues. We covered neurodiversity as well as economic and social factors, on top of the areas traditionally covered such as gender, LGBTQ+, race/ethnicity, disabilities etc. We included non-binary persons when asking about gender and we also asked respondents to include transgender people identifying as men and women when asking about binary gender representation.

## Overview of respondents

### Responses and countries

In all, 125 responses were submitted covering 22 different countries. Among the businesses responding were 112 companies of different sizes and countries, and at varying stages concerning issues of diversity, equity and inclusion. This was accompanied by 13 association responses, also with varying approaches. Although not intended to be a detailed map of the sector, the results provide a useful snapshot of the range of issues the sector faces, where it is at the moment and what is needed in the future. Having said that, it is likely that those who are most active on these issues will have completed the survey, so the results won't necessarily be reflective of the whole sector. When looking at the results, this should be taken into consideration.

A significant number of business respondents said they worked with freelancers (87,5% of respondents to the long business survey and 85% of respondents to the the short survey). For associations, all respondents except one had 5 or fewer employees. Most work with freelancers, only 3 associations do not.

### Profile of the respondents

Nearly 75% of respondents to the short business survey have between 0 and 10 employees. For the longer survey, over 80% of respondents have between 0 and 10 employees. Only the long survey had responses from very big companies (more than 50 employees). Both surveys had responses from businesses in the middle categories. For the long business survey, 18% of respondents have between 21 and 50 employees, and 2% have more than 50 employees. In the short survey, 25% of respondents said they have between 21 and 51 employees.

# SURVEY - CONCLUSIONS & RECOMMENDATIONS

- This was IMPALA's first attempt to carry out a survey of this kind and we quickly learned that we need more simplicity. We issued a second version for businesses as the initial one was perceived as too detailed and complex.
- The exercise was also complicated by the timing, the pandemic, general survey fatigue, lack of resources and time within the membership, as well as the fact that the surveys were complex.
- We wanted to achieve a snapshot of the sector with a sample of different countries and varying sizes of businesses from the smallest to the biggest. We believe we achieved this. We also wanted to have respondents with different approaches, which we did.
- It is likely that those who are most active on these issues will have completed the survey, so the results won't necessarily be reflective of the whole sector. When looking at the results, this should be kept in mind.
- Some members have a clear view on what they want to do, have policies in place and are making changes.
- Others are not making changes, mostly due to their small size or lack of finances, or because they see themselves as already diverse, or they don't agree there is an issue, or they do agree but don't know where to start.
- IMPALA's training is perceived as valuable and should continue, as well as the tools we provide, such as our charter, guidance, business case etc.
- Funding and other support for projects in the sector are recognised as a key need. We will ask the EC to develop more EU diversity related projects with funding.
- We will spread more awareness on EU funding and make sure members know what is available (we send regular notes ahead of EU calls for projects, and we have an EU project committee that can also review opportunities).
- We ask national associations to check if there are national funds and share the news, as well as push for more support.
- The next survey should be two years after the first one and we would maintain a similar approach to assess what changes businesses are making and their challenges as well as the services that IMPALA provides. We should keep the surveys as simple as possible, based on the second version for businesses rather than the first.
- When mapping the diversity of the sector in terms of workforce etc, we believe a different approach is needed. We invite the EC and Eurostat to work with the music sector and the broader cultural field to help set up a system that maps diversity in a concrete and comprehensive way that also respects national rules about gathering data on these issues.
- Surveying members was the first of IMPALA's diversity and inclusion charter's twelve commitments, released in October 2021. .

# SURVEY – PERSPECTIVES

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**Keith Harris OBE, adviser to IMPALA’s equity, diversity and inclusion task force commented:** *“This is a learning process for the sector, and it’s encouraging to see the independents pushing on with their commitments. The most important thing is always to get started. One question we could add in the future would be if respondents feel whether there is a business benefit in having a diverse workforce, or if they feel it is just the right thing to do. I encourage IMPALA to continue working on this and this report provides IMPALA with useful information to move forward.”*

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**Eva Karman Reinhold, SOM’s CEO and IMPALA’s equity, diversity and inclusion task force’s co-chair added:** *“We thank all respondents who took the time to participate during the pandemic and when the whole sector was suffering from survey fatigue. We still have a lot of work to do for sure, but it is encouraging to see that change is happening as well. We hope this report will prompt more businesses to use the IMPALA resources available and also seek more help at national level in addressing these issues.”*

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**Paul Pacifico, AIM’s CEO and IMPALA’s equity, diversity and inclusion task force’s co-chair continued:** *“Finding out where members sit on diversity and inclusion issues generally is key to the task force. We asked about whether they have diversity and inclusion policies. We also wanted information on the measures they apply as employers to be more inclusive, and of course the challenges they face. We also asked how they rate themselves in terms of their own diversity. The results will serve as a good baseline to measure progress in the future as we do the work to foster a more diverse and inclusive music sector.”*

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**Helen Smith, IMPALA’s Executive Chair concluded:** *“Surveying members was the first commitment IMPALA set in our diversity and inclusion charter. The need for EU and national support for change is very clear and we will raise this finding with the EU institutions. We will also flag the need for the EU to help gather workforce data as we look at ways of mapping the EU cultural sectors further.”*

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# CHANGEMAKER AWARD



In May 2022, we launched the **Changemaker Award** to put the spotlight on projects working on equity, diversity and inclusion. The award will be run yearly, with IMPALA members nominating inspirational projects, and IMPALA's EDI task force voting the winner.

## Winner 2022: POWER UP

The first recipient of this award is **POWER UP** which addresses anti-Black racism and racial disparities in the music sector, and supports Black music creators and industry professionals and executives.

Co-founded by **PRS Foundation** and **Ben Wynter** and managed by PRS Foundation in partnership with YouTube Music, Beggars Group, Spotify and the Black Music Coalition. The initiative was launched in January 2021 and has already powered up award-winning talent and those who are dominating playlists and line-ups and are taking up senior roles and Board positions across the industry. Read the Changemaker Award statement [here](#), listen to our *20MinutesWith* podcast with Ben Wynter, Joe Frankland and Paulette Long OBE [here](#), and find out more about **POWER UP** [here](#).

**More changemaker projects we promoted: ([check our Changemakers page for more details!](#))**

- [Black Lives in Music](#)
- [Black Artist Database](#)
- [Women in CTRL](#)
- [Shesaid.so](#)
- [MEWEM EUROPA](#)
- [Key Change](#)
- [K7 x Ernst Reuter Schule](#)
- [GSBTB Open Music Lab](#)
- [Connect Her](#)
- [label 365XX Records](#)
- [VUT x BVMI](#)
- [This is Upfront](#)
- [Future Female Sounds](#)
- [Bandshe](#)
- [SISTERS OF MUSIC](#)
- [Music Women Austria](#)
- [The F-List](#)
- [Music Women\\* Germany](#)
- [MYM](#)
- [Moving the Needle](#)
- [The Cats Mother](#)
- [The F-List Playlist](#)
- [CloudKid Empowers](#)
- [Sisterhood Collection \(Flore\)](#)
- [Why Not Her Playlist](#)
- [Pep Talk \(My Bloody Valentine\)](#)
- [A Seat At The Table](#)
- [We Are Unheard](#)



**Ben Wynter, Co-Founder of POWER UP  
Founder of Unstoppable Music Group  
AIM Entrepreneur and Outreach Manager**

**"POWER UP WAS CREATED TO MOVE THE NEEDLE ON ANTI-BLACK BEHAVIOUR WITHIN THE MUSIC INDUSTRY AND TO FACILITATE BETTER DIALOGUE FOR THOSE COMPANIES WHO POSTED BLACK SQUARES, WANTED TO DO BETTER BUT DIDN'T KNOW HOW TO, WHILST BREAKING DOWN THE UNSPOKEN BARRIERS THAT OFTEN EXIST BETWEEN THEIR ORGANISATIONS AND THE BLACK MUSIC COMMUNITY.**

**YEAR ONE HAS PROVED AN OVERWHELMING SUCCESS. WE HAVE RECEIVED ALMOST 1,000 APPLICATIONS AND £10 MILLION IN SUPPORT HAS BEEN REQUESTED. IT IS IMPOSSIBLE TO DENY THE NEED FOR A FAIRER AND MORE EQUITABLE MUSIC INDUSTRY AS HAS BEEN DEMONSTRATED BY THE DEMAND FROM THOSE HITTING GLASS CEILINGS.**

**DESPITE SOME PUSHBACK FROM SOME IN THE INDUSTRY, WE'RE PROUD TO BRING TOGETHER PARTNERS TO MOVE THE DIAL AND WANT TO SEE MORE PEOPLE ACTIVELY ENGAGING AND COLLABORATING WITH POWER UP TO COMBAT ANTI-BLACK RACISM AND BRING ABOUT MUCH NEEDED CHANGE. I WOULD LIKE TO SEE MORE OF THE INDUSTRY UTILISE POWER UP TO LIGHT THEIR PATH AS THEY TAKE STEPS IN THE RIGHT DIRECTION TOWARDS AUTHENTIC ENGAGEMENT AND UNDERSTANDING OF THE BLACK MUSIC COMMUNITY AND ANTI-BLACK RACISM. THE DATA COMING OUT OF POWER UP JUSTIFY WHAT WE ALREADY KNEW THAT A GLASS CEILING DOES EXIST AND THAT EQUIPPING UNDERREPRESENTED TALENT WITH THE TOOLS TO DISMANTLE THAT CEILING WORKS.**

**AWARDS SUCH AS THESE ARE ALWAYS BITTERSWEET, AS WE WOULD ALL LIKE TO WORK IN AN INDUSTRY WHERE AN AWARD LIKE THIS WOULD NOT NEED TO EXIST.**

**THE POWER UP JOURNEY HAS BEEN MENTALLY, EMOTIONALLY AND PHYSICALLY EXHAUSTING AND THIS AWARD IS A MUCH-NEEDED SHOT IN THE ARM TO ENCOURAGE ALL ASSOCIATED WITH POWER UP TO KEEP GOING, AND TO KEEP THE CONVERSATION AROUND THE DIFFERENCES BETWEEN ANTI-BLACK RACISM AND ANTI-RACISM FIRMLY ON THE AGENDA."**



**2022  
CHANGEMAKER**

# 100 ARTISTS TO WATCH

In March 2021, IMPALA launched a new programme to boost diversity in the European independent music sector, in partnership with YouTube. *100 Artists to Watch* puts the spotlight on key independent artists across Europe. A new set of participating artists will be announced each spring. Members are free to propose artists based on various factors such as diversity and innovation, as well as commercial success.

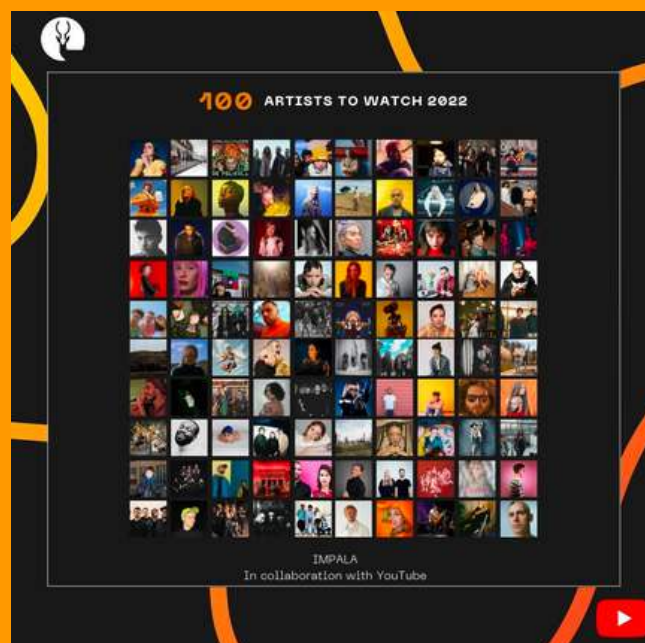
“ THE INDEPENDENT SECTOR IS A KEY PARTNER FOR YOUTUBE AND WE ARE REALLY EXCITED ABOUT OUR COLLABORATION WITH IMPALA ON "100 ARTISTS TO WATCH" IN EUROPE. YOUTUBE GIVES CREATORS AND ARTISTS A PLATFORM TO REACH THE WORLD AND ENABLES THEM TO GET NOTICED ACROSS BORDERS.

DAN CHALMERS  
HEAD OF MUSIC  
YOUTUBE EMEA



IMPALA's very first list includes artists from 30 different countries and features more than 30 music genres, from Blues-Stoner to Hip-Hop, Jazz to Dance, Hyperpop to Alternative Rock...  
100 great European independent artists to look out for this year.

Discover all the *100 Artists to Watch* on the following [YouTube](#) playlist, or check out our genre playlists and artists on our [webpage](#)



# 20MINUTESWITH PODCAST SERIES



Our *20MinutesWith* podcast series is curated from London by [Juliana Koranteng](#) and edited in Brussels by [Romuald Dagry](#). Here are some highlights:

- [Csaba Nasz](#), co-president of [HAIL](#), on developing the independent music sector in Central and Eastern Europe, how HAIL was created and what has been achieved in the past 5 years. Csaba talks about the business potential of the region and what's needed to support the local music scene, including more studies and relevant data on the industry.
- [Keith Harris](#) OBE, one of the most high-profile and respected executives in the music business, a brilliant artist manager and record label executive, talks about his career, diversity and inclusion in the music industry, his IMPALA Outstanding Contribution Award, and his current work with IMPALA's diversity task force. Keith also talks about the [open letter](#) he sent for Blackout Tuesday, and how important it is to speak out to bring change in the industry.
- Singer-songwriter and guitarist [Brix Smith](#), with equality and diversity campaigner [Vick Bain](#), on the [F-List for Music](#). They talk about the first directory of its kind to list UK-based female musicians, songwriters & composers from every genre. The new F-List president Brix and Vick discuss what this new directory is, how to use it, what the goals are behind it and why promoters should use it to achieve more equality on stage.
- [Eve Horne](#), founder of [Peak Music UK](#) and creator of [We Are the Unheard](#) podcast series, on equity, diversity and inclusion in the music industry. She is part of numerous initiatives making change including [Keychange](#), [Moving the needle](#) and [UK music](#). She talks about her career, discrimination in the sector and how to tackle it, current projects she's working on and her advice to take action.
- [Vlad Yaremchuck](#) from the [Ukrainian Association of Music Events](#) (UAME), co-organiser of the [Music Saves UA](#) initiative and [Atlas Festival](#)'s organiser, on the situation in Ukraine and how to help. He talks about how the music community can bring support and what initiatives are already in place.
- [Suzanne Bull MBE](#), founder of [Attitude is Everything](#), on improving disabled people's access to live music. Suzanne talks about the work done in the last 22 years and how Attitude is Everything has become the UK live-music industry's trusted source of expertise on inclusion and inclusiveness for disabled music fans, artists, volunteers and professionals. She shares the main challenges which need to be tackled, resources available for the industry, and her advice to start the work.
- [Ben Wynter](#) and [Joe Frankland](#), co-founders of [POWER UP](#), along with [Paulette Long OBE](#) (Executive Steering Committee Member), on the initiative's efforts to support Black British music creators, industry professionals and executives, while also addressing anti-Black racism and other racial disparities in the music sector. Launched in January 2021, POWER UP became the very first recipient of IMPALA's [Changemaker Award](#) in May 2022. The discussion revolves around POWER UP's work to break down barriers, its ambitions to build a fairer music industry and their reflections on receiving the award and next steps.

# TRAINING FOR MEMBERS

Vick Bain ([vbain Consulting](#)) and Arit Eminue ([DiVA Apprenticeships](#)) have a three-year agreement with IMPALA to provide online equity, diversity and inclusion training twice a year. Their sessions are free to all IMPALA members and national association members.

Our training sessions last half a day and cover basic concepts, as well as practical tips for members to put in place in their daily work. You can get enough ideas to make some real changes in just one session, to gain a better awareness of the issues and why they matter. It's important to start small and not feel overwhelmed.

To hear more about Vick and Arit's work, tune into our *20MinutesWith* podcast [series](#).

## Sessions

### Diversity and inclusion training session for IMPALA members #3.

'Unconscious bias and white privilege, and being a better ally'.

[\[Statement\]](#)

27th April 2022

### Diversity and inclusion training session for IMPALA members #4.

'Inclusive Practices for your Music Business' (recruitment practices & implementing an EDI policy)

[\[Statement\]](#)

29th September 2022

## Publications

As part of her professional research, Vick Bain's recent publication for Incorporated Society of Musicians' (ISM) reports considerable levels of discrimination and harassment within the UK music sector and calls for action to address this. [\[Report\]](#)

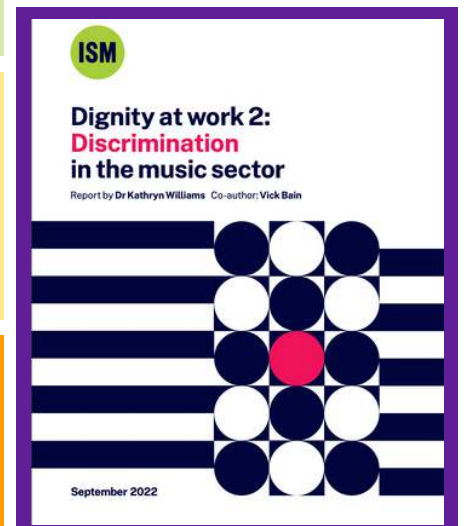
Please let us know at [info@impalamusic.org](mailto:info@impalamusic.org) if you are interested in participating in our training sessions. We hold these sessions every six months and you can have more than one person attend.



**Arit Eminue**  
Equity, Diversity & Inclusion Trainer



**Vick Bain**  
Equity, Diversity & Inclusion Trainer



“IMPALA HAVE BEEN AN ABSOLUTELY FANTASTIC ORGANISATION LEADING THE WAY IN RESEARCH INTO EQUALITY AND INCLUSION ISSUES IN THE INDEPENDENT RECORDED MUSIC SECTOR AND GIVING THEIR MEMBERS AN INCREDIBLE OPPORTUNITY TO ACCESS FREE TRAINING FOR THEMSELVES AND ALL OF THEIR STAFF.

BUT THIS IS NOT A ONE-TIME EASY FIX, IT IS, I AM AFRAID TO BE THE BEARER OF BAD NEWS, A JOURNEY WHICH WILL TAKE CONTINUOUS EFFORT ON AN ONGOING AND LONG-TERM BASIS, BUT I PROMISE YOU THE REWARDS ARE WORTH IT; GREATER DIVERSITY, INCREASED CREATIVITY, MORE FINANCIAL STABILITY AND HAPPIER WORK CULTURES. ALL THIS AND MORE ARE THE PROVEN RESULTS OF EMBEDDING THESE PRINCIPLES INTO YOUR MUSIC BUSINESSES AND I LOOK FORWARD TO SUPPORTING IMPALA'S MEMBERS ON THEIR PROGRESS FOR THE NEXT YEAR.

— Vick Bain  
Equity, Diversity & Inclusion Trainer



— Gill Dooley  
CEO AIM Ireland

“IRELAND'S MUSIC SCENE HAS NEVER BEEN AS DIVERSE - AND WE ARE SPOILT BY THE RICHES OF MULTICULTURAL CREATIVITY. AIM IRELAND ARE DEDICATED TO DEVELOPING THE RIGHT TOOLS TO BE CONFIDENT IN APPLYING EQUALITY, DIVERSITY AND INCLUSION IN THE WORKPLACE. THE TRAINING OFFERED TO US AND OUR MEMBERS THROUGH THE IMPALA PROGRAMME HAS BEEN SO VALUABLE IN THIS ENDEAVOUR. IT IS THOROUGH, EYE OPENING, CHALLENGING AND ESSENTIAL TO THOSE WHO ARE DEDICATED TO CREATING EQUAL WORKSPACES, AND CONTRIBUTING TO AN EQUAL SOCIETY.

# COLLABORATION WITH MEMBERS

## ON EQUITY, DIVERSITY AND INCLUSION

On top of IMPALA's own work, we collaborated with members on different initiatives, see more below.

### Panels

- [#BUSH showcase and conference](#) - "Indies in the new era", with ROTON Music Romania, The state51 Conspiracy, AM:PM - moderated by IMPALA's Didier Gosset - 21st September 2021
- [Midem](#) - "Challenges and Solutions of European Touring (And the GECAT pass)" with International Artist Organisation IAO - 16th November 2021
- [UK Music](#) - Music Industry Seminar On Gender & Ethnicity Pay Gap Reporting - Attended by Lucie Jacquemet - 21st January 2022
- [BHM](#) - 'Black Female Representation in the Music Industry' - Moderated by MEWEM Mentor Rokia Bambia - 8th March 2022
- [#AIMConnected2022](#) - "Black squares, who cares: can independents really deliver on good intentions?" - 10th March 2022
- [Mastering the Music Business](#) - (by RAW Music - Romania) - "Power to the Indies!" - 7th September 2022
- [Amsterdam Dance Event](#) - "State of Independence With Helen Smith of IMPALA" - 19th October 2022
- [BIME](#) - Music Equality Forum with Vick Bain - October 26th-29th 2022

## CAMPAIGNS & REPORTS PROMOTED

In 2021-2022, we promoted more than 20 campaigns and initiatives linked to equity, diversity and inclusion in the music industry, for example:

- [La GAM and Collectif CURA](#) Survey on artists and music industry workers' mental health - 19th October 2021
- [UK Music](#) Diversity Taskforce published a new report, following last year's ten-point plan to ensure more diversity & inclusion in the music industry. - 26th November 2021
- Promotion of the [Music Moves Europe Talent Awards](#) - 20th January 2022
- Promotion of [Sami National Day](#) - Collaborative playlist with Norwegian, Swedish and Finish artists - 6th February 2022
- [AIM's diversity training](#) - Equity, Diversity and Inclusion Level Up Programme - 09th February 2022
- [IK7 X Ernst-Reuter-Schule](#) - Promotion of the Community School Project - 9th May 2022 [[Podcast](#)]
- [Music Leaders Network](#) - a leadership development programme for mid-career women in music created by Remi Harris MBE and Tamara Gal-On - 13th June 2022
- [MEWEM Europa closing event in Brussels](#) - 26 September 2022
- [International Society of Musicians](#) - "Dignity at work 2: Discrimination in the music sector" Report - Co-author Vick Bain - 29th September 2022
- [DONNE | Women in Music](#) presented its new report about Diversity & Equality in Global Repertoire for orchestras - 30th September 2022

# IN THE SPOTLIGHT

## **MEWEM**

- MEWEM is a mentoring programme to promote the development of managerial skills of women, young professionals in the music industry.
- Helen Smith was chosen to be MEWEM France's godmother for 2021.
- Helen Smith is also godmother for MEWEM Europa.
- MEWEM EUROPA project partners include IMPALA members' [FELIN](#) (France), [VUT](#) (Germany), RAW Music ([Indiero](#), Romania)
- MEWEM EUROPA held its closing event on the 26th September 2022, Brussels, to summarise its achievements and direction with special attendance of Susanne Hollmann, Deputy Head of the Cultural Policy Unit at the European Commission.



MEWEM EUROPA closing event (Brussels), © Sarah Geertis



*"MEWEM Europa is an ambitious programme. This kind of programme is a great example of best practices and empowerment at EU level. The findings presented in Brussels last month are very compelling. I look forward to seeing the long-term outcomes of this and similar programmes in Europe."*

**Helen Smith, IMPALA's Executive Chair**

## **Attitude is Everything**

- Suzanne Bull MBE joined us for a [podcast](#).
- We [promoted](#) the launch of Attitude is Everything's new [website](#).



*"Attitude is Everything connects disabled people with music and live event industries to improve access together. As a disabled-led organisation, we're committed to supporting disabled people to lead the change. The lived experiences of our community drive our strategy and inform our programmes, resources and training. Since 2000, we have been supporting industry professionals and organisations to understand and improve access, with our UK-government endorsed [Live Events Access Charter](#), [training](#), [consultancy](#), resources and industry campaigns. Breaking down the barriers disabled audience members face is at the heart of our work. Our Next Stage initiative is dedicated to ensuring the UK's music and event industries recognise and include the talent of disabled artists. Our Beyond The Music initiative supports the UK's music and event industries to recognise and include the talent of disabled professionals. We believe that music and live events are for everyone, and everyone needs to work together to make this happen."* **Suzanne Bull MBE, Founder, Attitude is Everything**

# CUTTING THE DIGITAL PIE WHAT IS EQUITABLE?

The question of equity in streaming is key to IMPALA's work. Our [ten-step reform package](#) sets out a whole host of measures to grow the pie, change how revenue is allocated and boost diversity. Over the year we have had multiple meetings with streaming services to discuss our proposals.

Choice is crucial for creative entrepreneurs, who need to be visible to maximise revenues. There are lots of different business models and it's important to find the right one. Not all artists want the same. And in a market where artists with labels have a better outcome, our members have more requests than ever before from artists looking for label partners to take a risk and believe in them. Risk is the very essence of a label, providing investment, stability, scale, brand, experience, and making sure an artist stands out, maximising visibility, income and career longevity.

Because choice matters, we oppose blanket solutions such as so-called "equitable remuneration" (for performers to negotiate with services for a parallel fee). It doesn't address how the modern music market has diversified and the multiple ways creative entrepreneurs can do business. IMPALA is [increasingly vocal](#) on this because we believe what is proposed is not equitable. There are also demands from parts of the publishing sector to revisit their share. Our view is that investment across the ecosystem needs to be mapped and revenues between different parts of the sector should not be reviewed without a change in risk taking.

**All artists should receive a modern fair digital royalty rate, it's a question of social justice and is a key part of IMPALA's push to reform streaming.**

Alongside that, we seek differentiation by streaming services to reallocate revenues meaningfully, no reductions in royalties for playlisting or other benefits, and of course growing the overall pie, as well as [negotiated industry solutions like in France](#). We don't believe in one silver bullet.

In October, we issued [a call for renewed collaboration on streaming reform](#), also pointing to how this question links to IMPALA's equity, diversity and inclusion work, as further explained by Ben Wynter below.

# CUTTING THE DIGITAL PIE WHAT IS EQUITABLE?

*"**All that glitters is not gold!** In my outreach work for AIM, I meet creative entrepreneurs (across both artists and labels) who benefit massively from streaming as it is now. What streaming has done is democratise the music industry, removing the barriers to entry, even though barriers to being visible and succeeding remain high. In today's music market, creative entrepreneurs can go direct to market bypassing the industry gate keepers that existed 10-15 years ago. For people from a low socioeconomic background and particularly people of colour, streaming has been a game changer. Whilst there is no doubt that streaming reform would benefit many, my concern is that in any reform there will always be a loser. The majority of solutions that I have seen would have a detrimental impact on those from low socioeconomic backgrounds as income would be repurposed from their share elsewhere, threatening to dismantle the democratisation that exists.*



**Ben Wynter,  
AIM Entrepreneur and  
Outreach Manager &  
Unstoppable Music  
Group Founder**

*This is why I find it hard to support solutions such as equitable remuneration. When searching for a solution, it is important to take into account the wider impact on ALL creatives that changes to streaming would have.*

*We have to be honest about who the winners and losers would be and the long term impact those changes would bring. We need to ask ourselves what the long term effect will be on business, investment, creativity and innovation. For example "equitable remuneration" would inevitably lead to smaller label advances and lower royalty rates, which disproportionately affects certain groups. We need more resources for investment in new artists and projects, not less. We also need to think about artists who prefer to own their rights. Exclusive rights are essential for artists and labels and trying to pour everyone into a single mould is simply not an inclusive approach."*

**Equitable reform of streaming revenues needs collaboration** - let us know if you are interested in working with us on this!

# OUR EDI TASK FORCE MEMBERS

These are the people that drive our work forward (alphabetical order - chairs and adviser first):

1. Eva Karman Reinhold, SOM, Co-Chair
2. Paul Pacifico, AIM, Co-Chair
3. Keith Harris OBE, Adviser to task force
4. Matej Burda, PLATFORMA
5. Lina Burghausen, VUT
6. Roger Dorresteyn, Epitaph Europe
7. Martin Goldschmidt, Cooking Vinyl
8. Jörg Heidemann, VUT
9. Marine Humbert, [PIAS]
10. Lucie Jacquemet, IMPALA
11. Mark Kitcatt, Everlasting Records
12. Laureen Kornemann, VUT
13. Céline Lepage, FELIN
14. Mariem Saidi, [PIAS]
15. Helen Smith, IMPALA
16. Francesca Trainini, PMI
17. Priya Unwith, [PIAS]
18. Kees Van Weijen, STOMP
19. Dan Waite, Better Noise

## IMPALA'S DIVERSITY ADVOCATES

List of IMPALA's diversity advocates

**Board** - Two chairs of our task force act as our diversity advocates

Eva Karman Reinhold (SOM)

Paul Pacifico (AIM)

### **Committees and external groups**

- Management board - Paul Pacifico, AIM
- Membership committee - Geert De Blaere, BIMA
- Covid 19 task force - Mark Kitcatt, Everlasting Records/UFI
- Collecting societies committee - Francesca Trainini, PMI
- Copyright committee - Mark Kitcatt, Everlasting Records/UFI
- Digital committee - Dan Waite, Better Noise Music
- EU projects committee - Lucie Jacquemet, IMPALA
- Finance committee - Helen Smith, IMPALA
- Livestreaming committee - Gee Davy, AIM
- Metaverse Group - Gee Davy, AIM
- National association network - Eva Karman Reinhold, SOM
- PR and awards committee - Roger Dorresteyn, Epitaph
- RAAP working group - Helen Smith, IMPALA
- Streaming committee - Francesca Trainini, PMI
- Sustainability task force - Karla Rogozar, IMPALA
- Touring/GECAT committee - Paul Pacifico, AIM
- WIN board members, European representatives - Jörg Heidemann, VUT
- Central and Eastern Europe, CEE group - Karla Rogozar IMPALA - Kees van Weijen, STOMP - Matej Burda, Platforma

# RESOURCES FOR MEMBERS

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On our website, we continued to update a page dedicated to [equity, diversity and inclusion resources](#) to share best practices and references. IMPALA members have access to guidance, training, and more. We also updated all of the people working on IMPALA matters on our [team page](#).

## Quick links for IMPALA members

- IMPALA's [Charter](#)
- [Practical tips for members](#)
- [Guidance for associations](#)
- [Business case for being diverse and inclusive](#)
- [One pager](#) summarising our work
- "Towards a more diverse and inclusive independent music sector" - [Report](#).
- [Video message from Keith Harris](#)

## News articles - some examples

- CMU (UK) - [IMPALA publishes results of independent sector diversity survey](#)
- Billboard (US) - [IMPALA Unveils First Annual Diversity & Inclusion Report](#)
- Celebrity Access (US) - [IMPALA Launches New Changemaker Award to Promote Equity, Diversity, and Inclusion With Power Up as First Recipient](#)
- Rockol (IT) - [IMPALA lancia il "Changemaker Award"](#)

# CONCLUSION

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## **REFLECTIONS FOR FUTURE KEITH HARRIS OBE ADVISER TO IMPALA'S TASK FORCE**



*"IMPALA has shown that it was not just making a fashionable gesture when it committed to striving for long term change in terms of equality and diversity. The new report makes interesting reading and shows that the independent sector across Europe is prepared to invest significant time and effort to bring about long term and meaningful change to improve fairness and equity. The spirit of cooperation and the willingness to share best practice and learn from each other's experiences has really been commendable and little by little Equality Diversity and Inclusion is moving to centre stage, and is manifestly becoming central to the thinking of the opinion formers and decision makers across the Industry. The training sessions have been a very welcome addition to the landscape, and the introduction of the Changemaker Award is a great way to give recognition to the best efforts made to that end."*