

# Annual Equity Diversity & Inclusion Report

2023  
2024

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# FOREWORD

As we enter the fifth year since the launch of the IMPALA Charter for Equity, Diversity and Inclusion (EDI), we took the opportunity to do a back to basics review of priorities. Important steps have been taken to bring about lasting change in the independent music sector, and more needs to be done.

The EDI taskforce has sought to raise awareness, integrating diversity into all aspects of the organisation and providing tools and training to its members. We reviewed this with the diversity advocates who sit on each committee to address the specific challenges faced by small businesses. Our aim is to push forward with ideas and practical solutions without claiming to have all the answers.

Looking ahead, the taskforce will increase its impact through new tools such as a new assessment tool and an online training platform, both funded by our EU network grant, designed to boost our work in priority areas such as EDI work. We are also initiating a review of our charter. In addition, IMPALA's Changemaker Award highlights the exemplary work of projects such as Black & Irish, which serve as inspiring models for other countries. In a sector facing 'diversity fatigue', the taskforce remains committed to keeping equity and inclusion at the top of its agenda.

## WITH IMPALA EDI TASK FORCE CHAIR EVA KARMAN REINHOLD

*"The business case for taking diversity action is clear. We are firmly committed to equipping our members, regardless of their size, with the tools they need to make meaningful change. We continue to emphasise this on our social media, annual reports and direct communication with our members to ensure that diversity remains a key priority.*



Eva Karman Reinhold  
Chair of SOM - Sweden

*Our Changemaker Award is one such platform where we recognise outstanding EDI initiatives in different countries across Europe. These projects, such as this year's winner Black & Irish, and others featured on our website, demonstrate the incredible impact of inclusive practices in the independent music sector.*

*In addition, it is crucial to include EDI aspects in discussions on remuneration, as outlined in our report '[Cutting the digital pie equitably](#)' and again in this report. With gatekeepers like TikTok trying to dismantle collective licensing in Europe, it speaks volumes about value and diversity.*

*Looking ahead, we are reviewing the impact of our board diversity programme. With elections coming up next year, the task force is looking at this and will be discussing new ideas for second representatives, as well as other ways to engage underrepresented groups across Europe and ensure the sector is reflective of its diversity."*

# INTRODUCTION

This is IMPALA's fourth annual Equity, Diversity, and Inclusion (EDI) report, published as part of our ongoing commitment under the IMPALA EDI charter. Like previous editions, we are releasing this report in the week of the anniversary of our charter, 21st October.

Over the past year, we focused on showcasing initiatives that inspire our members to take action and drive meaningful change within the sector. Our EDI taskforce, comprising over 20 people from 15 member organisations across 11 countries, guided by our taskforce adviser Keith Harris OBE, played a key role in this work.

We supported various EDI campaigns, reports, and panels, including during European Diversity Month in May 2024. A new addition was our online panel discussion format, featuring EDI experts, while our Changemaker Award continued to highlight diversity-advancing projects. We also launched the third edition of our "100 Artists to Watch" programme with YouTube, promoting emerging European talent.

This year, we also revisited the EDI business case to emphasise that while the financial benefits of diversity are significant, true inclusion must be underpinned by fairness, integrity, and authenticity.

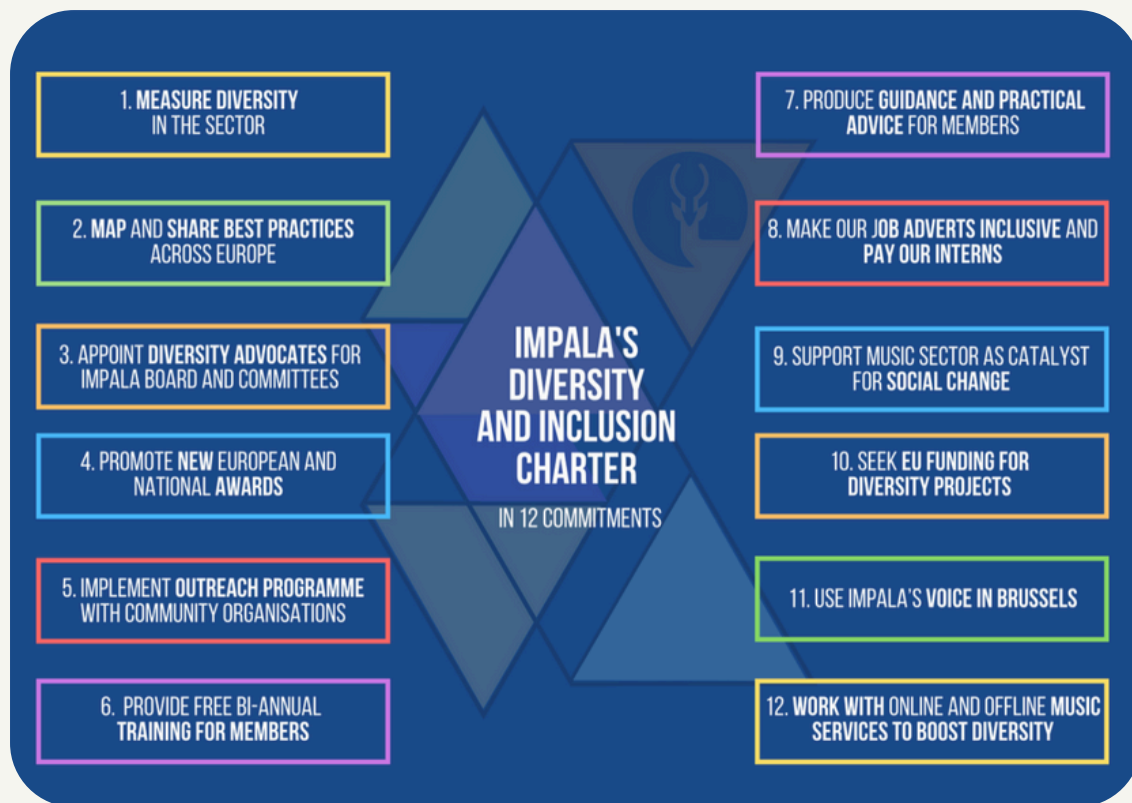
Looking ahead to next year's IMPALA executive board elections, the task force will look at our board diversity and second representatives system. We will also explore strategies with associations to engage with more underrepresented groups across Europe. Our aim is to ensure that the independent music sector reflects the full diversity of its artists and professionals.

We continue to work on equity and diversity in the digital music market by addressing value gaps, streaming reforms and TikTok's recent boycott of Merlin, focusing on fair access, revenue distribution and promoting diversity. Additionally, we are implementing a humanitarian scheme in partnership with broad-reaching aid organisations as part of our corporate social responsibility.

In 2025, we will launch two innovative tools, funded by our EU network grant: an EDI assessment tool and an online on-demand training platform, tailored to our members. We will also be doing a new survey and will be looking at how these different projects might be integrated.



# IMPLEMENTING OUR CHARTER, WHERE ARE WE?



Below is an update on what we have done to implement our diversity charter this year. IMPALA's work is driven by our [equity, diversity and inclusion task force and underpinned by our charter, adopted on 21st October 2020.](#)

## ➤ 1.

Our EDI task force is developing an assessment tool, launching in 2025, to help organisations evaluate their EDI practices and track progress.

We are reviewing our approach for the second survey planned for 2025 and in the meantime continue to promote findings from our [first survey](#).

## ➤ 2.

We highlighted best practices across Europe, showcasing successful diversity and inclusion initiatives in the music industry. Additionally, we promoted campaigns, encouraging wider engagement ([see more below](#)).

## ➤ 3.

The chair of our task force carried out a review with the diversity advocates on the IMPALA board and on each of our committees to see how equality, diversity and inclusion are considered in practice in decision-making processes ([see list below](#)).



4.

Our award programmes '[100 Artists to Watch](#)' (in partnership with YouTube) and '[Changemaker Award](#)' both took place for the third time this year. We are proud to honour, recognise and celebrate diverse artists and projects that undertake vital work to make the music sector inclusive, which will inspire us to take action and ultimately contribute to more diversity in the sector.

7.

We updated [IMPALA's business case](#) to take into account new research from Harvard regarding the need to be aware of the tension between financial aspects and authenticity of genuine diversity and inclusion work.

10.

We continued to support members' projects and kept members aware of EU funding. We also wrote to the EC asking for details on how projects are assessed and how diversity aspects are taken into account, flagging the results reported by members in Central and Eastern Europe .

5.

This year we started a review of the programme launched at our AGM in 2021 to have a second representative on our executive board and also give companies a free membership for the term of the board ([see more about our extended membership programme here](#)). We set up a new monthly meeting slot dedicated to associations. We also continued to promote EDI work to exchange best practices, as well as recirculating our [advice for associations on implementing our charter](#). Work to promote projects such as the [Music Leaders Network](#) also continued.

8.

This year we had one intern which we compensated in line with our commitment to fair and equitable employment practices within the industry. Any adverts continue to encourage for diverse applicants and we use tools such as [SheSaidSo](#).

11.

During [European Diversity Month](#) we sent letters to European commissioners and parliamentarians to share our diversity and inclusion initiatives, also underlining the importance of mapping the whole cultural sector in a structured way.

6.

IMPALA provides free equity, diversity, and inclusion (EDI) training for its members to raise awareness, share knowledge, and encourage meaningful action. We held an [online panel with experts in May 2024](#). After [concluding a three-year collaboration with EDI experts Vick Bain and Arit Eminue](#), the task force decided to revamp our approach. Based on member feedback, new initiatives include online panel discussions and a dedicated training platform.

9.

We promoted multiple projects throughout the year and used our Changemaker award to help us communicate and activate our voice in Brussels ([see list below](#)).

12.

Discussions on diversity and market access in the online market took on a new importance this year with streaming reform across key streaming services, cuts in editorial teams, and TikTok boycotting Merlin.



# TIMELINE

Here's a summary of  
key events related to  
our equity, diversity,  
and inclusion efforts  
October 2023 -  
October 2024.

**23.10.23:** We published the third EDI report [[Statement](#)].

**31.10.23:** IMPALA sent its EDI report to EU commissioners, MEP's for Culture and FEMM Committees as well as anti-racist, and LGBTI intergroups.

**07.11.23:** The EC acknowledged the value of our EDI annual report in helping them understand the sector's challenges.

**09.01.24:** IMPALA's streaming reform group Chair Mark Kitcatt was [interviewed](#) by Reeperbahn Festival on our proposals to secure streaming reform for artists, labels & users.

**19.01.24:** We announced the winners of the EU's Music Moves Europe Awards 2024, organised by ESNS and Reeperbahn Festival [[Statement](#)].

**08.03.24:** On International Women's Day, IMPALA highlighted inclusion in decision-making and the business case for action [[Statement](#)].

**14.03.24:** We opened the [call for Changemaker Award nominations](#), for which we received almost 20 nominations.

**28.03.24:** IMPALA announced the third edition of 100 Artists to Watch across Europe in collab with Youtube [[Statement](#)].

**29.04.24:** IMPALA's 10 step plan to reform streaming more accessible with its [translation BY WIN into 6 languages](#)

## EU DIVERSITY MONTH

**01/05/24:** We promoted IMPALA's [Equity, Diversity and Inclusion business case](#).

**06.05.24:** IMPALA welcomed its first Ukrainian member, independent record label Pomitni [[Statement](#)]

**13/05/24:** We highlighted active music sector stakeholders during [Mental Health Awareness week](#).

**21.05.24:** We celebrated [World Cultural Diversity Day](#) by explaining our streaming plan recommendations to grow cultural diversity.

**23.05.24:** We announced the winner of the 2024 Changemaker Award Black & Irish [[Statement](#)].

**28.05.24:** We held an [online panel](#) with key speakers on "Harmonising Diversity: Empowering Equity and Inclusion in the Music Industry" (video).

**31/05/24:** We Promoted our [EDI resources](#)

**19/07/24:** We recognised [Lucie Jacquemet](#) (former IMPALA EDI task force coordinator) with an Outstanding Contribution award.

**07/09/24:** IMPALA held its AGM with INDIERO at Mastering the Music Business in Romania, prioritising its focus on key markets in Central and Eastern Europe. [[statement](#)]



# COLLABORATION

## ON EQUITY, DIVERSITY AND INCLUSION

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

### PANELS & WORKSHOPS

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#### **European Music Managers Alliance**

"Masterclass: Mental health for music managers"

with Gill Dooley, AIM Ireland  
20th November 2023

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#### **ESNS**

"Navigating diversity and inclusion: Learning from past missteps"

with Eva Karman Reinhold, SOM  
18th January 2024

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#### **MIDEM**

"Internationalising emerging markets through diaspora"

25th January 2024

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#### **Women in Ctrl**

"Seat at the Table 2024 report launch"

31st January 2024

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#### **European Commission -**

#### **Music Moves Europe Conference**

"Helen Smith on streaming reform, the need to grow revenues, tackling dilution, increasing diversity and how IMPALA's 10-point plan is a way to achieve that."

22nd February 2024

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#### **LiveTalks**

"Trans education and inclusion in the music industry II"

with Saskhia Menendez  
4th April 2024

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#### **IMPALA - EU Diversity Month**

"Harmonising Diversity: Empowering Equity and Inclusion in the Music Industry" with:

- Gill Dooley, AIM Ireland (Moderator),
- Hélène Larroudurou, MEWEM France,
- Marit Posch, Parenthood in Music,
- Eva Karman Reinhold, SOM,
- Ben Wynter, AIM/PowerUp

28th May 2024

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#### **European Forum on Music**

"Equity in music streaming"

with Ruth Koleva, ANMIP  
7th June 2024

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#### **Future Independents (AIM)**

"How to be one of IMPALA's 100 Artists to Watch"

with Rory Brown, IMPALA and Fabienne Schmuki, Irascible Music  
10th July 2024

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#### **Mastering the Music Business**

"Celebrating differences: Spotlight on inclusion in music"

with Eva Karman Reinhold, SOM  
5th September 2024

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#### **Mastering the Music Business**

"The sound of support: Addressing mental health challenges in the music industry"

with Ruth Koleva, ANMIP and Mark Kitcatt, Everlasting Records  
5th September 2024

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#### **Nordic Music Leaders Network X**

**SheSaidSo** - "The Leadership Playlist"

with Tamara Gal-On  
10th & 22nd October 2024

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# AWARENESS RAISING

ON EQUITY, DIVERSITY AND INCLUSION

We also covered many  
campaigns and initiatives  
accelerating awareness for  
equity, diversity and inclusion  
in the music industry.

## CAMPAIGNS & REPORTS

**Why Not Her** - Gender representation on Irish radio  
2nd January 2024

**POWER UP** - Meet up in December with Black Music Coalition, Ben Wynter and Nina Radojewski  
10th January 2024

**Belem Project** - 2nd Open Call open to support labels & artists associated with AMAEI and RUNDA to boost the recording & trans-border release of translated works  
15th January 2024

**UK Music** - 2024 survey launch to track #diversity of #music industry workforce  
17th January 2024

**Why Not Her** - Seat at the Table 2024 Report Launch  
29th January 2024

**The Independent Society of Musicians** - IMPALA's EDI trainer Vick Bain reacts to the UK government Misogyny in Music Report  
1st February 2024

**Come Play With Me** - 2023 Musicians Census focusing on what the LGBTQIA+ community  
7th February 2024

**Women in CTRL** - Price of Music Podcast interview with Nadia Khan  
16th February 2024

**AIM UK** - Reaction to Misogyny in Music Report  
20th February 2024

**AIM UK x ICMP Placement Programme**  
26th February 2024

**Merlin Engage** - A mentorship programme to uplift the next generation of female leaders in music  
8th March 2024

**Music Leaders Network** - First Nordic edition  
24th April 2024

**Mental Health Awareness Week** - IMPALA highlighted several active stakeholders active in improving mental health for music professionals  
13th May 2024

**Creative Europe** - EU Work Plan for Culture study focused on discoverability  
23rd May 2024

**PMI Italia** - Take A Music Break, (professional development of young music managers and entrepreneurs) - entering the music industry  
12th June 2024

**UK Music** - Diversity Report 2024  
19th June 2024

**POWER UP** - Year 4 Participants Announcement  
20th June 2024

**Why Not Her** - Gender & Racial Disparity Data Report  
20th June 2024

**International Music Coalition Japan** - Global Diversity Standards Summit supported by WIN and Merlin  
25th June 2024

**MEWEM Germany** - Applications for the 6th edition of the mentoring programme  
8th July 2024

**Ukrainian MusicLab x Europavox** - New training programme for Ukrainian artists launched by EUROPAVOX Media with the Institut Francais, ControlClub and Ukraine Music Export  
3rd September 2024

**Epitaph** - Reeperbahn Festival fundraiser concert to support Sea Watch Crew in their mission to rescue refugees at sea  
16th September 2024

**Billboard X PMI Italia** - Billboard Women In Music awards ceremony hosted for the first time in Europe  
18th September

**Merlin** - Successful completion of its second year of Merlin Engage  
26th September 2024

# PRESS RELEASES

**WHY ‘EQUITABLE REMUNERATION’ IS NOT EQUITABLE: WIN REACTS TO THE NEW URUGUAY LAW**

29th November 2023

**SPOTIFY’S PROPOSAL TO REFORM STREAMING – THE VIEW FROM IMPALA MEMBERS AND THE QUESTIONS TO BE ASKED**

7th December 2023

**IMPALA’S LANDMARK 10-POINT PLAN TO REFORM STREAMING NOW AVAILABLE IN 6 LANGUAGES**

29th February 2024

**ON INTERNATIONAL WOMEN’S DAY, IMPALA SHINES A LIGHT ON IMPALA’S DECISION-MAKING AND THE BUSINESS CASE FOR TAKING ACTION**

8th March 2024

**SHOWCASING DIVERSITY IN THE EUROPEAN INDEPENDENT MUSIC SCENE – IMPALA’S 100 ARTISTS TO WATCH 2024 WITH YOUTUBE**

28th March 2024

**IMPALA CALLS OUT “VALUE GAP” WITH TIKTOK, URGES DSPs TO ADDRESS “UNINTENDED CONSEQUENCES” OF PROPOSED STREAMING REFORMS**

3rd April 2024

**AHEAD OF EUROPEAN ELECTIONS, ARTISTS AND LABELS URGE EC TO “GET ITS HOUSE IN ORDER” ON BROADCAST AND PERFORMANCE MONIES BEING TRANSFERRED AWAY FROM EUROPE**

4th April 2024

**IMPALA EDI PANEL 28th MAY 2024: HARMONISING DIVERSITY – EMPOWERING EQUITY AND INCLUSION IN THE MUSIC INDUSTRY**

6th May 2024

**IMPALA WELCOMES FIRST UKRAINIAN MEMBER, INDEPENDENT RECORD LABEL ‘POMITNI’**

6th May 2024

**BLACK & IRISH RECOGNISED WITH IMPALA’S CHANGEMAKER AWARD FOR THEIR INSPIRATIONAL EFFORTS PROMOTING EDI**

22nd May 2024

**INDEPENDENT MUSIC LABELS UNITE TO LAUNCH ORGANISATION FOR RECORDED CULTURE AND ARTS (ORCA), A FIRST-OF-ITS-KIND THINK TANK**

17th July 2024

**IMPALA PUSHES AHEAD WITH STRATEGIC CENTRAL AND EASTERN EUROPEAN WORK AND SETS OUT NEW PRIORITIES AT ITS ANNUAL MEETING IN BUCHAREST HOSTED BY INDIERO, MASTERING THE MUSIC BUSINESS CONFERENCE**

9th September 2024

**FOLLOWING VALUE GAP CONCERNS RAISED EARLIER THIS YEAR, IMPALA OPPOSES TIKTOK’S ATTEMPT TO BOYCOTT MERLIN, FLAGS IMPORTANCE OF COLLECTIVE DEALS FOR DIVERSITY AND CONSUMER CHOICE**

3rd October 2024

# THE BUSINESS CASE FOR EQUITY, DIVERSITY AND INCLUSION

Incorporating EDI into business practices is more than just a social responsibility. **Authentic inclusion is a key driver of fairness and equity, better decision-making, innovation and adaptability, talent attraction and retention, as well as profitability.**



## Why **authentic** EDI matters - key benefits

### Employee wellbeing, attraction & retention

Inclusive workplaces that incorporate values of fairness, equity and integrity authentically, create a sense of belonging, boost confidence, morale, and teamwork, help attract top talent, fostering higher job satisfaction and loyalty.



### Better decision-making

Diverse groups process facts more carefully, leading to more effective decision-making.



### Adaptability

Small businesses, in particular, benefit from rapid results due to their flexibility and diverse perspectives.



### Innovation & creativity

Diverse teams bring varied perspectives, boosting creativity and innovative problem-solving.



### Brand image & market reach

A positive, inclusive brand can better respond to customer needs and access new markets.



### Legal & social compliance

Embracing diversity also helps businesses stay compliant with regulations and demographic shifts.



### Profitability

Companies with diverse leadership are 39% more likely to outperform their peers in profitability, driving stronger financial results and long-term sustainability.



## Tackling diversity fatigue

Despite increased global efforts to advance equity, diversity, and inclusion (EDI) and a growing acceptance of the EDI business case, the World Economic Forum highlights a troubling rise in "diversity fatigue", particularly among those championing these initiatives. The emotional toll of dismantling barriers and implementing fair processes, especially in the face of slow progress, can be draining.

The World Economic Forum has identified waning support from leadership for EDI initiatives as a key factor contributing to this fatigue. The pandemic has exacerbated this decline, creating setbacks that have demotivated many advocates for change. Addressing EDI is not a quick fix; it demands sustained commitment, resources, and regular evaluation.

### REVAMPING OUR VIEW OF WHAT "BUSINESS CASE" SHOULD MEAN

**IMPALA has reworked the benefits and reprioritised them to underline that taking action should be authentic.**

**Recent research questions whether continuing to make the business case is a good idea. We believe it remains important for businesses to be aware of the benefits and that to be authentic, action should be based on fairness, integrity and equity.**

# BEST PRACTICE INDICATORS

Many organisations have made significant progress in the area of EDI. Below we highlight successful projects that provide both inspiration and valuable insight. By sharing these achievements, we want to promote a more inclusive industry. Here's how:



## Informed decision making

Leaders gain insights from initiatives with measurable, sustainable impact.



## Targeted efforts

Leaders can focus EDI strategies for scalable results.

While there's no one-size-fits-all solution, considering five key elements can enhance success according to this [study](#).

## Five key success factor for effective EDI initiatives

1.

Nuanced understanding of root causes

2.

Meaningful definition of success

3.

Accountable & invested business leaders

4.

Solution designed for context

5.

Rigorous tracking & course correction



## MEMBERS' JOURNEYS

### !K7's achieves B Corp Certification



This year, !K7 Music achieved a significant milestone by receiving B Corp certification, a testament to their dedication to the highest standards of social and environmental responsibility. This prestigious certification measures a company's overall impact on its employees, community, environment and customers, ensuring that profit goes hand in hand with purpose.

The journey began in 2019 when the label committed to reducing their carbon footprint and aiming for net-zero emissions. They have implemented key initiatives, including the adoption of green energy sources and sustainable vinyl pressing, to reduce their environmental impact and contribute to a healthier planet.

At the heart of the company is a strong emphasis on diversity and inclusion, which are essential to building a workplace where every individual is valued, respected and empowered. !K7's culture thrives on these principles, fostering innovation and driving their business forward.

Beyond their internal efforts, !K7 is deeply committed to supporting their local community. They have partnered with local schools and climate-focused organisations to inspire and drive meaningful change.

HORST  
WEIDENMUELLER

CEO & Owner  
!K7 Music



*"Through this certification, we aim to inspire within the music industry and beyond, continuously improving and holding ourselves accountable to these standards."*





# MEMBERS' JOURNEYS

## Advancing gender equality and diversity: ZEBRALUTION's commitment to the Keychange Initiative



This year, ZEBRALUTION proudly joined the Keychange initiative and signed the pledge to promote gender equality and diversity within the company and the music industry.

As part of this commitment, ZEBRALUTION aims to:

- Achieve a 50% representation of women and gender-diverse employees within the ZEBRALUTION Group.
- Enhance recruitment efforts to increase diversity across gender, socio-economic, disability, racial, and cultural backgrounds.
- Promote female and diverse artists, publishers, authors, and podcasters through targeted campaigns, including DSP promotions, social media ads, and networking opportunities.
- For more information about Keychange, visit [Keychange Project](#).

## Epitaph's commitment to social responsibility



On September 20th 2024, Epitaph Records hosted a special label showcase at the Molotow Club in Hamburg as part of the Reeperbahn Festival. The event featured performances by Sam Akpro, RAT BOY, and Late Night Drive Home.



Proceeds from the showcase supported Sea-Watch, an organisation dedicated to rescuing refugees at sea, aligning with Epitaph's commitment to social responsibility.

For details or to donate, visit [Sea-Watch](#).



**ROGER DORRESTEIJN**  
Managing Director,  
Epitaph

*“As our label's guideline, I always rely on Joe Strummer's Law “no input, no output. It applies to the talent and energy of the bands we are proudly staging on this Reeperbahn night, and it aligns directly with our fundraising efforts to support an organisation like Sea-Watch who are at the frontline of saving lives of refugees at sea.”*

# IN THE WIDER SECTOR



## Driving change through diversity: How Friend of IMPALA SonoSuite has built a more inclusive company culture

When Sebastián Mañana became CEO, Sonosuite faced the industry's common challenge: the underrepresentation of women. In March 2023, with the hiring of Chief People Officer Francisca Carreno, the proportion of women in the workforce was only 29%.



SEBASTIAN MAÑANA  
CEO SONOSUITE

***“Our goal was clear: build a culture that reflects the diversity needed to push our company forward.”***

Transforming the culture became a priority, focusing on diversity hiring to broaden perspectives and improve business, especially in male-dominated teams like Sales and Tech. Today, 47% of employees are women, contributing across Development, Product, Data, Sales, and IT. The female workforce is highly engaged, with a yearly churn below 7%, and they formed the Employee Resource Group (ERG) Women in Sonosuite to share knowledge, champion each other and create an equitable future for all.

Since EDI is a key concern to Sonosuite, all employees actively participated in the 2023-24 workshops on unconscious bias, allyship, and inclusive leadership. A new ERG was also established for LGBTQIA+ employees, representing 15% of the team.

Women in Sonosuite  
kick-off



**29% to 47%**  
**increase in women**  
**proportion among**  
**staff within just**  
**one year**

**Sonosuite**  
**Employee Resource Groups**  
**(ERG's):**

- Women
- LGBTQIA+

## Friends of IMPALA

IMPALA's Friend of IMPALA scheme is aimed at companies interested in collaborating with the independent sector in Europe. If you are interested in joining, please contact the IMPALA office [info@impalamusic.org](mailto:info@impalamusic.org)



# THE QUESTION OF AUTHENTICITY AND TRUE INCLUSION - IMPACT ON THE EDI BUSINESS CASE

In recent years, companies have increasingly embraced EDI initiatives. Organisations take action for multiple reasons, sometimes linking this to financial performance through a “business case.”

For IMPALA, “business case” has a broad meaning, so we wanted to flag recent research which shows that there can be tensions between the authenticity of EDI efforts and fostering a truly inclusive culture. This also led us to review how we pitch our business case.

## Tensions between business case and authenticity

The business case for diversity often ties EDI efforts to profit, which sometimes undermines the genuine intent of these initiatives. Focusing primarily on financial outcomes may suggest that underrepresented groups are valued only for their impact on business metrics, which detracts from fostering an inclusive, respectful environment.\*

Treating EDI as a tick-box exercise is also not advisable. If initiatives are implemented superficially to meet diversity quotas or legal requirements, that also further undermines long-term change. It risks reputational damage and prevents companies from fully realising the broader benefits of a truly diverse and inclusive culture.

Authentic EDI efforts require a balance between pursuing business success and fostering genuine inclusion, where people are valued for who they are, not just their contribution to the bottom line.

*\*Harvard Business Review : [Stop making the business case](#)*

## Embracing EDI and celebrating successes in an authentic way

Despite these tensions, organisations should not shy away from sharing and celebrating their EDI efforts and successes. Highlighting progress and showcasing achievements can inspire further change and motivate employees to embrace diversity and inclusion. However, it is essential to strike a balance between celebrating progress and maintaining authenticity.

Organisations should emphasise the positive social and cultural impact of EDI initiatives. Celebrating efforts that promote fairness, equity, and mutual respect can create a more sustainable and authentic culture of inclusion, one that values all employees for who they are, not just what they contribute to business outcomes.

## Conclusion

Over-reliance on the business case can lead to tensions with authenticity and true inclusion. Focusing on the economic benefits of diversity may undermine its moral and ethical importance.

Reviewing how we talk about the business case is an opportunity to underline the need for authenticity.

Organisations can foster a more inclusive and genuine culture, shifting the conversation toward fairness, integrity, and equity.

Celebrating EDI successes is crucial, as long as the focus remains on building a workplace where every employee feels valued, respected, and truly included.

# IMPALA'S EDI SURVEY

As part of our ongoing commitment to equity, diversity, and inclusion (EDI), IMPALA has been looking at options for its second survey. The first survey aimed at measuring the sector's current level of EDI. This initiative aligned with our EDI charter commitments and served two primary objectives:

## 1. Exploring best practices



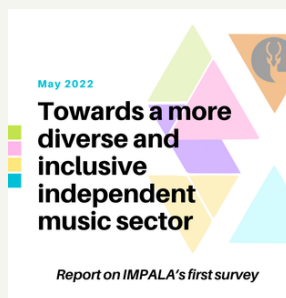
The survey mapped best practices, local initiatives, and EDI projects within the sector.

## 2. Assessing the landscape



It provided an initial overview of the diversity landscape and highlighted the key challenges faced by businesses and associations.

## Main findings of the first survey report

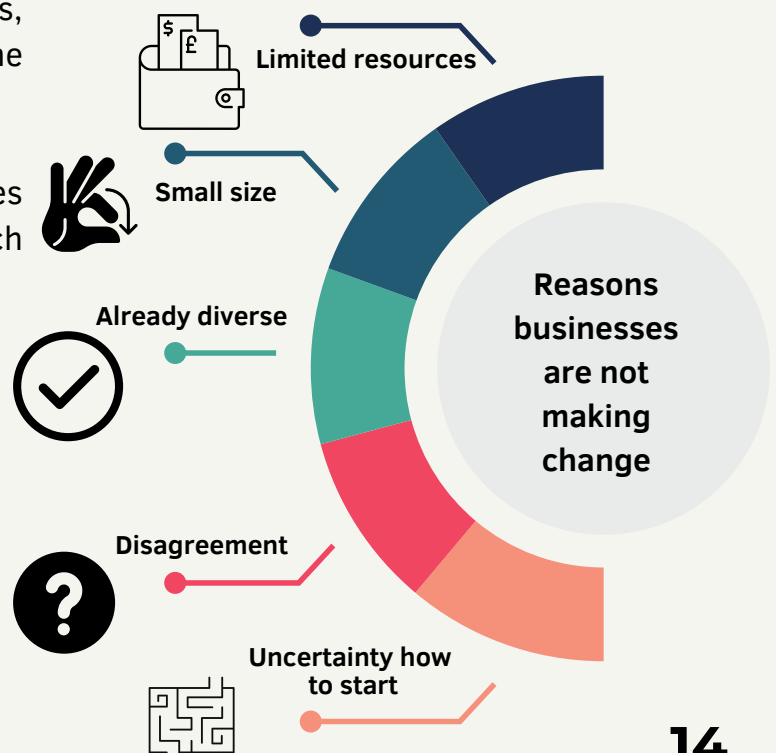


In May 2022, IMPALA released its report on the first diversity and inclusion survey of the European independent music sector.

Some members demonstrated a clear vision, implementing policies and making meaningful changes. In contrast, others reported little to no progress, citing reasons such as limited resources, small size, a belief that they were already diverse, or disagreement over the existence of an issue. Some acknowledged the problem but felt uncertain about how to initiate change.

To compile this report, IMPALA's EDI task force collected insights from companies and associations across 22 European territories, providing a comprehensive overview of the independent music sector.

The survey revealed significant disparities among businesses regarding their approach to diversity and inclusion



# HELP US REVIEW OUR SURVEY APPROACH

## Challenges & needs - Advancing best practices, securing funding, and mapping diversity in the cultural sector

### Raise awareness & share best practices

The previous report revealed that raising awareness and sharing best practices within the sector are crucial for driving meaningful change and enhancing daily operations. It emphasised that these efforts are key to increasing the effectiveness and impact of ongoing initiatives.



### Advocacy, funding & mapping

Additionally, the survey provided strong evidence for the sector to advocate for increased resources from EU and national funding programmes. As a result, IMPALA proposed to the European Commission and Eurostat to collaborate with the music industry and the broader cultural sector to map workforce diversity.

## Review of IMPALA's EDI Survey

### Next survey

To ensure that the survey process is both inclusive and efficient, the survey and the “**10 questions on diversity**” is currently under review by IMPALA's EDI task force.

1. Do you have a diversity and inclusion policy, or charter or guiding principles?
2. Have you participated in IMPALA's online training?
3. Are you currently applying or planning to introduce any EDI initiatives?
4. Do you support any particular projects or campaigns that promote diversity?
5. Have you received any national or EU funds for any diversity initiatives?
6. Which are the areas of greatest challenge for your organisation?
7. To what extent do you feel underrepresented groups or factors are among your employees?
8. To what extent do you feel underrepresented groups or factors are among your contractors/ freelancers?
9. To what extent are underrepresented groups part of your board?
10. Do you have any initiatives, info, links or other comments to add?



**We'd love to hear your feedback! If you believe there are any missing questions, please feel free to share your thoughts with us !**



# GOING A STEP FURTHER – NEW TOOLS ON THE HORIZON

## New EDI assessment tool to be developed

In addition to the survey, our EDI task force has proposed the development of an assessment tool that will be integrated into the survey. This initiative is currently under review and is being designed in collaboration with a group of industry experts, with the aim of launching it by the end of 2025, with the help of funding under our EU network grant.

This assessment tool will enable participants to evaluate their current EDI practices, pinpoint areas for improvement, and gather both quantitative and qualitative data. It will also help monitor organisational progress over time, allowing for better prioritisation of resources, more focused efforts, and informed strategic planning.

We are also considering whether this can be combined with the EDI survey to enhance engagement and make the process more relevant and actionable, offering tailored insights based on the specific context of each organisation.

## Moving forward – guidance for participants

Once a business or association has assessed itself through the tool, the next logical step will be to provide participants with clear guidance on developing their EDI capacity. The task force is also looking at how this can be provided alongside the assessment tool, with practical guidance and training that organisations can use as needed.

This work includes an online training platform (see more under training) to be funded by our EU network grant and to be delivered by the end of 2025.

**Thanks to our EU network funding, we can develop a new EDI assessment tool. This will enable organisations to evaluate their practices, identify areas for improvement and track progress over time. By combining quantitative and qualitative data, it will help prioritise resources, improve engagement and provide tailored insights to support more informed, strategic EDI planning and action.**



# CHANGEMAKER AWARD

The Changemaker Award is an annual initiative that recognises projects and organisations dedicated to driving meaningful change and fostering a more inclusive environment within the music industry. This award highlights the vital work being done to ensure that underrepresented voices are heard and supported. Each year, IMPALA members nominate outstanding initiatives, and the final selection is made by IMPALA's EDI task force.



## Winner 2024: Black & Irish

In May, IMPALA revealed Black & Irish as the third recipient of its Changemaker Award. The not-for-profit organisation advocates for the black community in Ireland, fostering connections within Irish society through educational outreach which champions an anti-racist ethos.

Black & Irish conducts awareness talks on bias and racism, engages in educational projects, and provides valuable resources to support marginalised communities. They create safe spaces for discussion, sharing personal stories and accessing initiatives and networking opportunities within the community.

## More changemakers

**2024**

- [BE THE CHANGE](#)
- [Come Play With Me](#)
- [Desenchufadas](#)
- [Fédération](#)
- [Kulturinklusive.ch](#)
- [MIM](#)
- [Minding Creative Minds](#)
- [The Partnership for Sustainable Development in Music](#)
- [Safe To Create](#)
- [Sisters of Music](#)
- [Taskforce Go](#)
- [Tuatara](#)

## Previous projects recognised

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



# Changemaker Winner 2024

Leon Diop

Co-founder of Black & Irish



*“This recognition highlights the incredible power of community outreach. Being named the third recipient of the Changemaker Award strengthens our resolve to continue amplifying Black voices and building a more inclusive, anti-racist cultural society.”*

*Our work is rooted in collaboration and community empowerment. Through initiatives like the Black & Irish Gala awards and our educational programmes, we’re fostering dialogue, celebrating achievements, and driving positive change. While there is still much work ahead, this award energises us to push further.*

*Following in the footsteps of previous winners, we hope this recognition encourages the growth of similar outreach projects across Europe, showcasing the transformative power of community-driven engagement.”*

Black & Irish was founded four years ago by Leon Diop, Femi Bakole, Pierre Yimbog and Boni Odoemene. Their mission involves working with strategic partners in the areas of advocacy, community engagement and education. Driven by their vision of a more equal society, they strive to make the voices and experiences of marginalised communities more heard.

Black & Irish has curated publications such as “Black & Irish: Legends, trailblazers and everyday heroes” for which they received the An Post Irish Book Award 2023. Their Black & Irish Podcast series delves into the lived experiences of Black and mixed-race individuals in Ireland, exploring topics ranging from music to societal challenges. The organisation also hosts the annual Black & Irish Gala awards, recognising the contributions of the Black & Irish community.





# 100 ARTISTS TO WATCH

IMPALA's 100 Artists to Watch showcase award scheme in partnership with YouTube continued in 2024 (full YouTube playlist [here](#)), showcasing Europe's rich diversity of emerging independent talent. Each Spring, members put forward artists who stand out for their diversity, artistic innovation, and commercial success, recognising those who push boundaries and make a lasting impact in the industry. Check out our dedicated webpage to read each artist card.



*"We are delighted to once again collaborate with IMPALA for the third edition of the 100 Artists to Watch award scheme. This partnership reflects our ongoing dedication to supporting independent labels and artists throughout Europe. Independent music plays a vital role in fostering authentic creativity, innovation, and diversity within the industry. Through our collaboration with IMPALA's Friends programme, we aim to highlight these emerging talents, giving them a platform to showcase their work across Europe and beyond. Together with IMPALA, we're committed to supporting the independent spirit and celebrating the diverse talents within the music community."*

**Dan Chalmers, Head of Music Youtube EMEA**



Our first 100 Artists to Watch panel at [AIM's Future Independents](#) with:

**Rory Brown** (IMPALA)

**Zhiva** (Serbia, Glitch Records),

**Malummi** (Switzerland, Irascible Music)

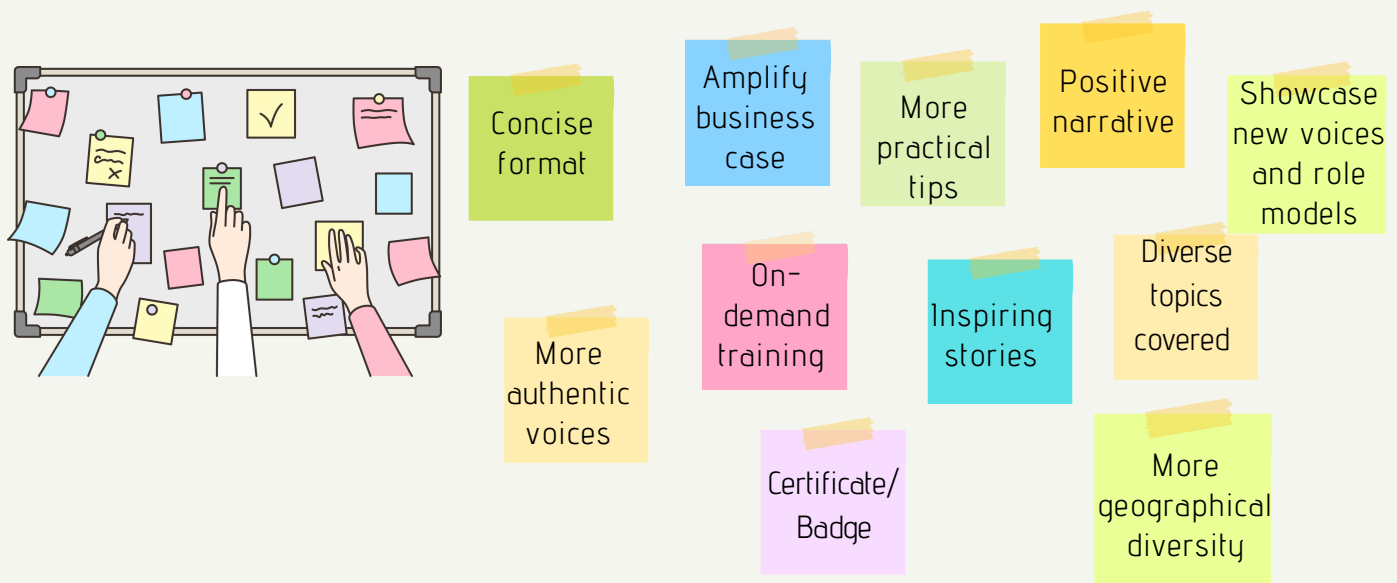
**Fabienne Schmuki** (Irascible Music/ IndieSuisse)

# TRAINING FOR MEMBERS

One of our 12 commitments under the IMPALA EDI Charter is to provide free equity, diversity, and inclusion training twice a year for all members. The purpose is to provide knowledge, raise awareness of EDI's initiatives, foster reflection, and encourage participants to take small yet meaningful actions.

**Our guiding principle is that small steps can lead to significant changes over time.**

Following the conclusion of our three-year collaboration with Vick Bain and Arit Eminue last year, we decided to revamp our training format and create a new programme. After gathering feedback from members and brainstorming within the task force, we identified the following needs for EDI training:

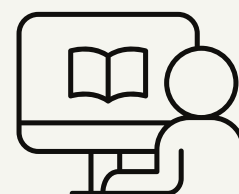


Building on these discussions, the task force has focussed on developing:



## Online panel discussion format

In this format, lasting 1 to 1.5 hours, we invite leaders of EDI initiatives from across Europe to share their inspiring stories and insights about their projects. The first panel was held this May during EU diversity month, and the second is planned for November 2024.



## Online training platform

An online training platform, to be funded by our EU network grant, will be developed by the end of 2025. It will contain practical guidance which organisations can adapt and integrate into their frameworks, as well as more detailed resources.

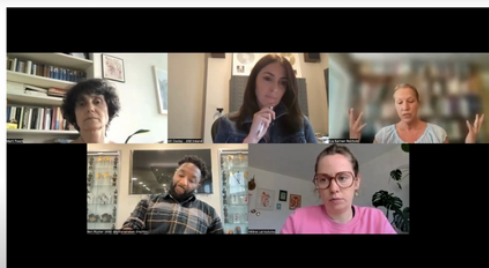
# TRAINING FOR MEMBERS



The IMPALA EDI taskforce held an online panel on 28th May 2024, chaired by Gill Dooley (AIM Ireland), where experts discussed promoting equity and inclusion in the independent music industry.

## “Harmonising Diversity: Empowering Equity and Inclusion in the music industry”

- **Inclusive collaboration:** Hélène Larrouturou (MEWEM France) shared successful cross-industry models that drive diversity.
- **Parenting and caregiving:** Marit Posch (Parenting in Music) highlighted the challenges of balancing family and work in the music industry.
- **EDI journeys:** Ben Wynter (AIM/Power Up) discussed practical steps and inspiring stories for initiating lasting change.
- **Diversity in music:** Eva Karman Reinhold (IMPALA/SOM) explored the complexity of diversity in the independent music sector.



Watch the recording of the session [here](#).



**Fabienne Schmuki,**  
Board & Founding  
Member IndieSuisse /  
CEO, Irascible Music

*“After reflecting on the past three years of EDI training, it was clear that we needed a new approach. Our new programme is more practical and accessible, with shorter sessions and on-demand options. We are also emphasising authentic voices and real stories from across Europe, as this is the best way to bring about real change. The first panel discussion in May was just the beginning, and I'm looking forward to what's next - especially the online platform we're developing to support our members on an ongoing basis.”*



**Ben Wynter,**  
Director of Business  
Development &  
Partnerships,  
AIM

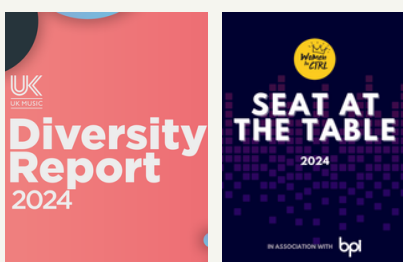
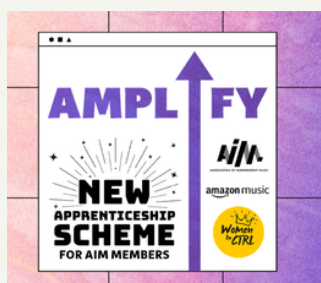
*“Clear and accessible training is vital, but what really drives meaningful change is personal conversations that focus on education, lived experiences, and genuine interaction. We need to amplify real, authentic stories that resonate and push for lasting progress in the independent music sector.”*



# IN THE SPOTLIGHT WITH ASSOCIATIONS

*In the Spotlight* highlights the inspiring efforts of our members - both associations and companies - who are driving diversity, equity, and inclusion (EDI) within the independent music sector. This section showcases standout initiatives and partnerships that promote underrepresented communities and foster a more inclusive industry. From grassroots projects to larger industry-wide collaborations, these examples reflect the ongoing commitment across our network (*amongst national trade associations, direct member companies and IMPALA Friends*) to create a fairer and more equitable music ecosystem.

## AIM UK ACTIONS



AIM remains committed to advancing diversity, equity, and inclusion (EDI) within the UK music industry. Through strategic partnerships and initiatives, AIM helps ensure the independent music community continues to foster a more equitable and inclusive environment. These efforts focus on creating meaningful change and opportunities for underrepresented groups. Key projects and collaborations include:

- **Amplify Apprenticeship Scheme**: Partnership with Amazon Music and Women In Ctrl to provide opportunities for underrepresented talent.
- **Power-Up Initiative**: Organised by PRS Foundation and supported by AIM to uplift Black musicians and professionals.
- **The Five Ps & Ten-Point Plan**: Key initiatives by UK Music and the Diversity Taskforce, with AIM actively involved in driving diversity and inclusion.
- **UK Music Diversity Workforce Survey**: AIM contributes to this annual report through UK Music's Diversity Taskforce.
- **Partnership with She.Said.So (Community Friend of AIM)**: Collaboration to unite and empower underrepresented communities in music, fostering knowledge-sharing and networking.
- **Seat at the Table Report**: Collaboration with Women In Ctrl to address gender disparities in the music industry.
- **Women in Music Awards**: In association with AIM and UK Music, celebrating achievements of women in the music industry.

# AIM IRELAND IN THE SPOTLIGHT



There's been a big step forward taken for Irish indie association, AIM Ireland, with their involvement on IMPALA's EDI taskforce impacting activity.

In 2023, AIM Ireland contributed to an essential piece of research which resulted in the 2024 report Open Up: addressing the barriers facing Black and Black-Irish artists' access to funding and opportunities.

AIM Ireland acted as a judge for the Black & Irish Awards music categories 2023 – with Female Artist of the Year going to independent artist (and IMPALA 100 Artists To Watch artist) Aby Coulibaly who supported Coldplay in summer 2024 at their 4 sold out Dublin shows - and Male Artist of the Year going to independent artist Fortune Igiebor.

AIM Ireland have supported and amplified the local activity of the Dublin chapter of SheSaidSo, with the teams working closely together to ensure independent Irish music professionals have access to all that's happening in the space.



## In The Round Series

A dynamic roundtable format, 'In The Round' aims to spotlight and amplify the voices of Irish music industry professionals with a dedicated focus on diversity and inclusion. The event takes place without an audience to encourage an open & conversational dialogue. Highlights from the event are then shared with members, for the purpose of advocacy, community building and education.

"In The Round" has attracted national press, and the two reports from the first two sessions can be found here.

In addition, AIM Ireland programmed and hosted a panel at Ireland Music Week, titled "Meet The Changemakers" – where current and former winners discussed their work and the importance of the promotion and recognition of these efforts by IMPALA.

### 2024 line up:



- March: celebrating International Womens Day - "Empowering Women In Music"
- June: celebrating Pride - "Amplifying LGBTQIA+ voices in Ireland's Independent Music Sector".

In October AIM Ireland celebrated Black History Month with a roundtable hosted in partnership with IMPALA Changemaker Award 2024 recipients Black & Irish focusing on Black or Black Irish music professionals working independently in Ireland. Black & Irish founder Leon Diop was recently appointed as Head of EDI to the Arts Council.



Irish Music Week:  
Ben Wynter (AIM)  
Gill Dooley (AIM Ireland)  
Leon Diop (Black & Irish)

© Róisín Murphy O'Sullivan  
/ Ireland Music Week

# FOCUS ON PMI, INDIESUISSE AND STOMP



## TAKE A MUSIC BREAK!

Not an usual masterclass for the Music Industry.

In 2023, PMI Italia launched Take a Music Break powered by Merlin and IMPALA, an innovative event designed to spark meaningful dialogue between music industry insiders and young enthusiasts. Unlike traditional masterclasses, it fostered a casual, barrier-free environment, encouraging genuine, unfiltered discussions. This intimate setting provided aspiring professionals with invaluable learning experiences and insights into the industry.

Participation is by invitation, with guests encouraged to bring an industry-interested friend. Pre-event registration ensured topics matched participants' interests, making discussions relevant and engaging for aspiring music professionals.



BOLOGNA, ITALY – April 2024



ROMA, ITALY – May 2024



## The journey of the IndieSuisse Album of the Year Awards and what we learned:

Since its inaugural edition in 2014, the IndieSuisse Album of the Year Awards has sought to encourage diversity. Initially, a quota system was considered, whereby bands eligible for nomination had to have key representatives in leading positions. However, this approach excluded deserving acts, so the selection process was revised. Instead, by enhancing the backend and expanding the jury to include diverse backgrounds, the awards now focus on musical talent without restrictions. This has led to winners from diverse backgrounds, maintaining high standards of artistry.



Learn more about the [IndieSuisse Album of the Year Awards](#), including the hall of fame and latest jury.



## Stomp are pleased to share key updates on the progress of Equity, Diversity, and Inclusion (EDI) initiatives in The Netherlands:

- **NVPI People & Culture Committee:** Since last year, the local IFPI branch, NVPI, has established a People & Culture committee focused on women empowerment, with representation from independent labels.
- **Taskforce GO:** NVPI also launched Taskforce GO, aimed at addressing transgressive behavior, which has since been nominated for an industry award.
- **STOMP Development Team:** STOMP introduced this team to improve diversity within the independent music sector.
- **Conference Panels:** STOMP has been active in leading panels at urban conference **New Skool Rules** and is likely to participate in the upcoming black culture conference, Soundscape.





# FELIN, VUT & INDIERO COLLABORATE ON MEWEM EUROPA



**MEWEM** is a multi-national mentoring programme promoting the development of managerial skills and tackling gender inequality for women, trans and non-binary young professionals in the music industry. **MEWEM EUROPA** project partners include IMPALA members' **FELIN** (France), **VUT** (Germany), **RAW Music** (**Indiero**, Romania).



As a pioneer in France and currently in its 7th year, MEWEM France launched its latest call for applications in October 2024, reaffirming its commitment to promoting visibility and diversity in the industry.

For VUT, its MEWEM mentoring programme is already entering its sixth round this year. The aim of the programme is to help ensure that more women, trans and non-binary people help shape the music industry in the long term – including in management positions and as founders – and to make them visible. Since 2015, VUT brings together experienced industry experts from all areas of the music industry (e.g. label, publishing, distribution, live, promotion, self-marketing artists) with young talent in order to provide them with long-term support in their professional and personal development.



The programme has now been certified by the German Mentoring Association (Deutsche Gesellschaft für Mentoring/DGM), which gives MEWEM a seal of quality. The society has developed a certification process to ensure the high-quality of mentoring programmes. The certificate is awarded by the DGM's scientific advisory board, which has put the programme through its paces.



Laureen Kornemann,  
Public Relations &  
Diversity Officer, VUT

*"We are delighted that, following the conclusion of the successful MEWEM edition in 2023, we can start the sixth round of MEWEM this year without a major break. A total of 120 applications were received for the ten mentee places in the programme this year. This huge response also proves that a programme like MEWEM is indispensable."*

# NEW INITIATIVES



IMPALA has a humanitarian scheme. This includes putting in place an arrangement with broad reach aid organisation(s) as part of our corporate social responsibility (in the same way as we compensate for our carbon emissions through Murmur). Contributing to the work of aid organisations dealing with multiple crisis situations in the world is part of helping our sector develop capacity in a sustainable and responsible way.

We will update members on our partners in due course. Members can also get in touch if they are interested in speaking out in a balanced way.

## FUNDRAISING



Epitaph Records' recent label showcase at the Molotow Club, which featured performances by Sam Akpro, RAT BOY, and Late Night Drive Home, serves as a prime example of their commitment to social responsibility. Proceeds from the event were donated to Sea-Watch, an organisation dedicated to rescuing refugees at sea. This initiative aligns with broader industry efforts, such as IMPALA's humanitarian scheme, to support social causes.



## SEND YOUR NOMINATIONS



IMPALA's PR committee is running an initiative to recognise the diversity of leaders in the independent music sector through a special edition of IMPALA's outstanding contribution award.

We will have multiple winners who contribute to this year's **International Women's' Day** theme 'Inspire Inclusion'.

Be sure to send your nominations to:  
[rbrown@impalamusic.org](mailto:rbrown@impalamusic.org).



# Reflecting on progress: in conversation with Eva, chair of IMPALA's EDI taskforce



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

As we approach the fifth anniversary of the IMPALA EDI taskforce and the launch of the EDI Charter, we sit down with Eva Karman Reinhold, Chair of the taskforce, to reflect on the journey so far. In this interview, Eva shares insights into IMPALA's achievements, her vision for the future, the challenges faced along the way, and the valuable lessons learned.

## **Looking back over the last five years, what are the main achievements of IMPALA's EDI taskforce?**

One of the main achievements of the task force includes making sure diversity and inclusion issues are mainstreamed in all of our work by having a diversity advocate in each committee and working group. The other area where I think we have made the most impact is through free training for members.

## **What challenges has the taskforce faced, and how has IMPALA overcome them?**

The main challenge is the small size of many members, making it hard to implement major changes. IMPALA addressed this by providing tailored guidance that even small businesses can follow. We also learned that it's important to highlight the business case for diversity via social media, reports, and direct communication with members.

## **How do you envisage the future of EDI within IMPALA in the fifth year of the EDI Charter and what are the next steps to achieve greater impact?**

IMPALA plans to help members track their EDI progress with a new EU-funded tool, inspired by the carbon calculator. We think it will add to the IMPALA members' toolbox. We are also working on an online platform which will help members access free training materials adapted to the music sector whenever they need them.

## **Tell us about IMPALA's Changemaker Award which spotlights EDI projects and organisations making a difference. If you could pick one or two winners, who would they be?**

The idea for this came about because we wanted to be able to tell positive stories and highlight the amazing work being done at different levels, and different countries. For me, I would pick the very first winner, Power Up. The way the project was set up and how it is run is a real example for other countries. In a recent meeting of our task force, we flagged that it would be amazing if each country could have their own equivalent.

## **What role will the taskforce play in the future, to ensure that EDI remains one of the key priorities for IMPALA and the independent music sector, particularly in the context of societal developments and diversity fatigue?**

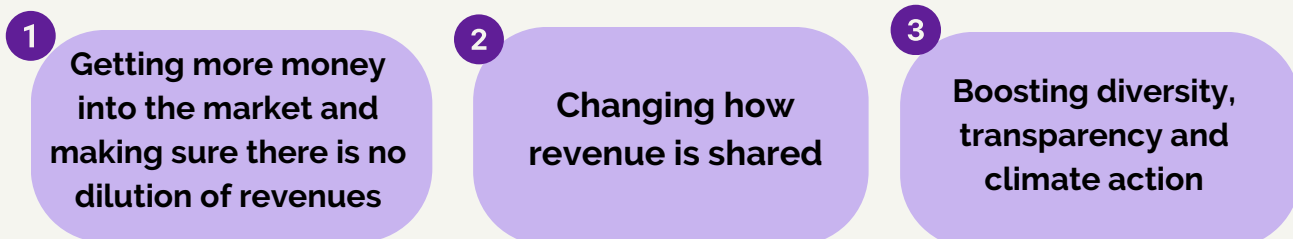
The task force will remain critical to IMPALA's work. We just had a brainstorming at our AGM in Bucharest, where we reset our priorities, and the grant we have from the EU will mean new tools to help. Diversity fatigue is one of the key issues for the task force to address. We covered that in last year's annual report and again this year.

# STREAMING ISSUES

The need to consider equity and diversity issues continues in the digital market remains a top priority. Labels and artists need access and proper remuneration, whatever country they are based in or their language or musical genres.

This means addressing all value gaps including with moment economy services like TikTok. In April we issued a [statement](#) on this, and repeated the risks of a two-tier market as a result of streaming reform proposals introduced in the past year by key streaming services. Earlier this month the shock news broke that [TikTok is boycotting Merlin and we immediately opposed this publicly](#). With collective licensing playing a vital role in levelling the playing field for all artists and labels, regardless of their origins and size, it is vital that TikTok's abuse of power is stopped.

IMPALA's work on streaming reform is also important as it is focussed on fair access and allocation of revenue as well as other proposals to grow revenues overall and create more opportunities for new creators from diverse genres. There are three key strands set out in our [revised ten steps plan](#) (see our infographic [here](#)):



Our aim is to make streaming fairer and provide a dynamic, compelling, and responsible future for creators and fans. This also involves taking a stance where we believe proposals are harmful. This is why we continue to oppose so-called “equitable remuneration” which will harm revenues for featured artists as well as labels.

We ask decision makers to bear in mind the reality of the market and the need to take on board equity aspects. For example AIM Entrepreneur and Outreach Manager & Unstoppable Music Group Founder, Ben Wynter, looked at this before and flagged that:

***“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. 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.”***



**Ben Wynter,**  
Director of  
Business  
Development &  
Partnerships,  
AIM

We repeat this equity point again this year as it underlines the complexities of this area, see more [here](#) on digital issues and of course other key points that impact revenues and diversity such as the [RAAP case](#).

# OUR EDI TASK FORCE

**These are the people that have driven our work forward this year**  
(alphabetical order - chair and adviser first):

1. Eva Karman Reinhold, SOM, Chair
2. Keith Harris OBE, Adviser to task force
3. Ben Wynter, AIM UK
4. Céleste Berta, [PIAS] (to 15 Oct)
5. Céline Lepage, FELIN
6. Dan Waite, Better Noise Music
7. Fabienne Schmucki, Indiesuisse
8. Francesca Trainini, PMI
9. Gee Davy, AIM UK
10. Gill Dooley, AIM Ireland
11. Helen Smith, IMPALA
12. Horst Weidenmüller, !K7 Music
13. Jörg Heidemann, VUT
14. Kees van Weijen, STOMP
15. Laureen Kornemann, VUT
16. Lina Burghausen, VUT
17. Mariem Saidi, [PIAS] (to 15 Oct)
18. Marine Humbert, [PIAS] (to 15 Oct)
19. Mark Kitcatt, Everlasting Records
20. Matěj Burda, Platforma
21. Nastasja Prévost, IMPALA
22. Priya Unwith, [PIAS] (to 15 Oct)
23. Roger Dorresteyjn, Epitaph
24. Sophie Netter, AIM UK
25. Talia Patel, AIM UK

## IMPALA'S DIVERSITY ADVOCATES

### List of IMPALA's diversity advocates

**Executive Board** - the chair of our task force Eva Karman Reinhold (SOM) acts as our diversity advocate and Helen Smith is the diversity advocate on IMPALA's administrative board.

### **Committees and external groups**


- Management committee – Eva Karman Reinhold, SOM
- Membership committee – Geert De Blaere, BIMA
- National association network – Eva Karman Reinhold, SOM
- Collecting societies committee – Francesca Trainini, PMI
- Digital committee – Dan Waite, Better Noise Music
- Emerging tech group – Gee Davy, AIM
- Sustainability task force – Karla Rogožar, IMPALA
- EU projects committee – Karla Rogožar, IMPALA
- Copyright committee – Mark Kitcatt, Everlasting Records/UFI
- Finance committee – Helen Smith, IMPALA
- Livestreaming committee – Gee Davy, AIM
- PR and awards committee – Roger Dorresteyjn, Epitaph
- RAAP working group – Helen Smith, IMPALA
- Streaming committee – Francesca Trainini, PMI
- Touring committee – Helen Smith, IMPALA
- Vinyl working group – Helen Smith, IMPALA
- WIN board members, European representatives – Jörg Heidemann, VUT
- Central and Eastern Europe, CEE group – Karla Rogožar, IMPALA

# RESOURCES FOR MEMBERS

On our website, please check out our [equity, diversity and inclusion resources](#) to share best practices and references. IMPALA members can access guidance, training and more.

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 

- Music Ally - [Impala publishes its latest equity, diversity and inclusion report](#)
- Complete Music Update - [Black & Irish wins IMPALA award](#)
- Headline R (Serbia) [IMPALA, in cooperation with the YouTube platform, publishes 100 artists to watch 2024.](#)

## CONCLUSION

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



*"Authentic change is most effective when it is introduced with the aim of applying basic principles of fairness, and equity. An inclusive workplace needs these principles to function. I think most businesses in the music sector have those objectives in mind when they embark on a new policy, and it is important to continue to encourage companies to take action.*

*I am impressed with how IMPALA has reworked the business case for taking action to balance all the benefits with the more financial aspects.*

*It's also important to continue talking about celebrating success as I firmly believe that is a fundamental part of this process. It was the key piece of advice that I wanted to get across to the IMPALA board the last time we did a brainstorming and discussed diversity fatigue. Looking ahead, I am excited about the new tools being introduced by IMPALA next year. I think this will be a very useful addition to the toolkit available for IMPALA members and I look forward to testing out the assessment tool in particular. It's interesting to see that the businesses who have been using IMPALA's carbon calculator are the ones requesting this. It is testament to the principle that, as soon as you start measuring, it becomes easier to identify changes that can be impactful."*