



21ST OCTOBER 2021



IMPALA

ANNUAL REPORT ON DIVERSITY AND INCLUSION

*ONE YEAR ON FROM
IMPALA'S CHARTER*

TABLE OF CONTENTS

<u>INTRODUCTION</u>	1
<u>FOREWORD</u>	2
<u>IMPLEMENTING OUR CHARTER</u>	3
<u>TIMELINE</u>	5
<u>MEETINGS</u>	8
<u>PRESS RELEASES</u>	8
<u>IMPALA20 CELEBRATIONS</u>	9
<u>TRAINING FOR MEMBERS</u>	11
<u>IMPALA MEMBERS' COLLABORATION</u>	12
<u>CAMPAIGNS & REPORTS PROMOTED</u>	13
<u>OUR TASK FORCE MEMBERS</u>	13
<u>IMPALA'S DIVERSITY ADVOCATES</u>	14
<u>OUR DIVERSITY & INCLUSION RESOURCES</u>	15
<u>CONCLUSION</u>	15

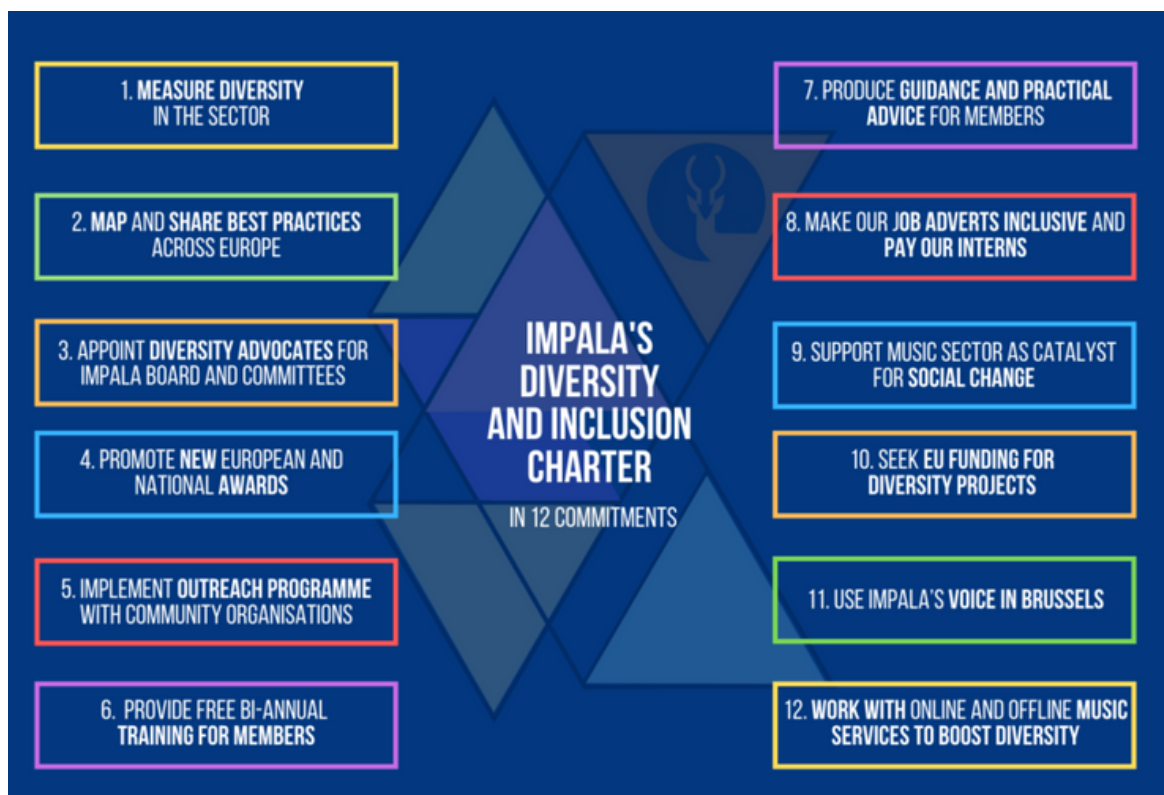


INTRODUCTION

Promoting a diverse and inclusive European independent music sector is a key priority for IMPALA. As an organisation, IMPALA has defined itself through its work to promote cultural diversity and access to market for members irrespective of size, origin or type of music. In summer 2020, the whole music sector stopped to respect #BlackoutTuesday. We decided a complete rethink was needed to drive change and step up as a responsible organisation.

We now have a task force and a more comprehensive and structured approach based on the European charter of fundamental rights. Through this work, IMPALA's task force aims to build a picture of the sector's diversity across Europe, map best practices and above all promote change. As our charter noted:

"IMPALA wants positive change in terms of our diversity. We believe that this is the right thing to do, and that diversity will grow and strengthen our sector."



[Read our charter in full here](#)

Under our charter, we committed to report annually. October 21st is the first anniversary of [IMPALA's diversity and inclusion charter](#), so IMPALA is issuing a report taking a look at the past year, what we have achieved so far and the work that still needs to be done.

FOREWORD

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

In our capacity as co-chairs of the IMPALA task force on diversity and inclusion, our first task was appointing Keith Harris OBE as our adviser and preparing IMPALA's charter as a frame for IMPALA's work.

We had training for the whole task force with Vick Bain and Arit Eminue, who have now done two sessions with members as well. Vick and Arit provide key tips for members and we thank them for making this pragmatic and accessible.

Our biggest job this year was developing practical guidance for members and setting about surveying members. This task is still ongoing, with separate surveys for members and for associations.

One of the difficulties we face is the fact that in Europe there are so many different situations. There really is no one size fits all. To help us navigate and communicate effectively, we rely on national associations to advise us on their priorities. This is essential to make sure IMPALA's advice is as useful as possible. We will further develop this as we move into the second year.



Eva Karman Reinhold
Chair of SOM - Sweden

We thank Keith Harris for all his input as adviser to our task force. This helped us advance quickly and made sure we stayed practical. Organisations and businesses can be part of a positive change just by making diversity and representation aspects a natural part of decision making. National associations have an important role to play by taking a lead and supporting our members. We look to our diversity advocates to carry our principles far and wide, across all areas of the industry. Paul's work on streaming reform is one of our key focal points on this and we look to digital services to work with us to boost diversity. We are also reviewing our overall messaging as this will dictate how effective we are in triggering change.



Paul Pacifico
CEO of AIM - UK

Making sure our whole sector is handling equity and diversity issues in a meaningful way is key to our work. We issued specific guidance for businesses and associations, including ideas on boosting diversity in membership, as well as plenty of practical tips and made sure free training is available to any member interested. Eva also mobilised association network meetings to start exchanging best practices and ideas on how to foster change in a practical way. This is the way to have as broad an impact as possible. There is still a lot of work to do and we have a motivated task force to help us make progress.

IMPLEMENTING OUR CHARTER

Let's kick off our report with a summary of what we have done to implement our [diversity and inclusion charter](#) (following the order of the points as set out in the charter):

1. Our survey (for [members](#) and for [associations](#)) was a major focus of IMPALA's work this year. Businesses and associations were surveyed with a view to mapping best practices and building a basic picture of the sector's diversity and key issues. Members were asked to assess their own businesses regarding diversity, identify their challenges, describe any current measures they take and initiatives in the pipeline. Associations were asked additional questions to try and gain a broader understanding of what's available in different countries.

We designed the surveys around the protected characteristics as 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.

Based on feedback and the level of responses, our task force has decided that we should produce a simpler version of the survey as there is a lot of survey fatigue in the sector at the moment. We are working on this, also taking on board feedback that the survey should be shorter, and that complex questions should be more simple.

2. We shared examples of [best practices across Europe and promoted campaigns](#) and initiatives that promote diversity and inclusion (see below).
3. We appointed a diversity advocate for IMPALA's board and each of our committees to make sure diversity is front of mind in our committee discussions ([see list below](#)).
4. We started a review exercise for our awards and decided to put the spotlight on a list of diversity champions each year. We will launch that next year. Our annual music prize (up to now it has been an album of the year with shortlist and winner) is also being revised this year, including with potential new partners, to bring more diversity to the scheme.

5. We started [diversity discussions through our associations network](#) to exchange best practices and develop collaboration and overcome structural barriers for our membership. We published advice for associations on implementing our charter. At our AGM in September 2021, we started a new membership scheme via national associations on our board. Each association was asked to appoint a member to the IMPALA board to share their seat and benefit from a free membership during the two year board mandate. Company members are also asked to appoint a second representative to boost diversity.
6. We initiated [a three-year collaboration with Vick Bain and Arit Eminue to provide diversity and inclusion training to our employees, board and members](#). The first diversity training for members took place in January 2021 with more than 50 participants across Europe and the second took place in September 2021 with more than 40 participants.
7. We released diversity and inclusion guidance for our [members](#) on a range of issues. It includes advice on eliminating bias and conscious inclusion and also tips on choosing diverse third party contractors and suppliers etc. We also applied this ourselves in IMPALA's hiring. In addition, we issued a summary of the business case for becoming more diverse and inclusive (one of our overarching aims as flagged in the introduction to our charter is to help make the case that diversity is good for business and creativity).
8. Our adverts encouraged diverse candidates to apply (including for internships, contractors as well as teaching and student roles in our [IMPALA campus project](#)).
9. We supported relevant initiatives in the music sector such as The Show Must Be Paused, She Said So and more ([see list below](#)).
10. We kept members aware of [EU funding](#) for diversity projects.
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 diversity and inclusion work so far

1st June 2020

IMPALA postponed its board meeting to respect #BlackoutTuesday ([statement](#) - [socials](#)).

9th June 2020

IMPALA's board set up a diversity and inclusion task force with a budget to seek external advice and training and develop policy for the organisation.

25th June 2020

IMPALA's diversity and inclusion task force held its first meeting.

2nd July 2020

Keith Harris joined IMPALA's diversity task force to provide his expertise and help the working group.

24th September 2020

Package of recommendations prepared by the task force during weekly meetings was approved by the IMPALA board. The pack includes:


- Draft diversity and inclusion charter
- Draft survey for associations
- Draft survey for companies
- Draft guidance for members
- Proposed diversity advocates
- Training proposal

21st October 2020

IMPALA published its charter to promote diversity and inclusion in the European independent music sector ([statement](#) - [socials](#)).

3rd November 2020

First association network call focussed on diversity and inclusion.

- 
- 20th November 2020 IMPALA diversity and inclusion training for the task force #1.
- 10th December 2020 IMPALA diversity and inclusion training for the task force #2.
- 13th January 2021 IMPALA appointed Vick Bain and Arit Eminue to provide diversity and inclusion training for members ([statement](#) - [socials](#)).
- 27th January 2021 Diversity and inclusion training session for IMPALA members #1.
- 15th February 2021 My Ugly Clementine won IMPALA's European Independent Album of the Year Award 2020. The winners of the album of the year award gave us an opportunity to flag gender issues in both press release and podcast ([statement](#) - [podcast](#)).
- 8 March 2021 For international women's day, IMPALA released a statement to put the spotlight on twenty women contributing to IMPALA's work in the past twelve months. ([statement](#) - [socials](#)).
- 23rd March 2021 IMPALA's [ten-point streaming plan](#) includes recommendations made by our diversity task force as well as others developed by the streaming working group designed to encourage services to boost diversity (for example sections 7, 8 and 9).
- 7th April 2021 For international Roma day 2021, IMPALA put the spotlight on Marius Mihalache, the exceptional dulcimer player from Romania and his world famous career. Find the podcast [here](#).
- 1st May 2021 IMPALA launched a month-long campaign in support of European diversity month including podcasts, surveys and more, see below.
- 11th May 2021 First diversity and inclusion survey for the European independent music sector during European Diversity Month launched. ([statement](#) - [socials](#)).

28th May 2021

IMPALA hosted a roundtable with MEWEM - mentoring programme for women in the music industry ([statement](#) - [socials](#)).

2nd June 2021

First anniversary of Blackout Tuesday - highlighted our milestones and released our guidance for [associations](#) and [members](#) ([statement](#) - [socials](#)).

7th June 2021

IMPALA's work is referred to as an example of best practice in EU member states' working group [report](#) on gender equality in the cultural sectors.

24th June 2021 &
22 September 2021

The IMPALA board approved a new approach to boost diversity on the board ahead of elections in September, including a [membership programme](#) launched at our AGM. National associations will appoint a company that is one of their members to join the IMPALA board and have free membership for the duration of the mandate. Company board members of IMPALA will also be able to include a second representative from management or employees.

8th July 2021

We released a joint call with IAO for a cultural area touring permit across Europe. The [GECAT](#) pass (for Geographical European Cultural Area Touring) is intended to have different key benefits, including the promotion of diversity and emerging artists.

9th July 2021

We emailed our members promoting the business case for being diversity and inclusive, as well as a one pager summarising our work in this area to promote awareness and action.

28th September 2021

Diversity and inclusion training session for IMPALA members #2.

MEETINGS

Meetings

In 2020-2021, IMPALA's diversity task force organised 17 online sessions:

- 13 calls for the task force
- 2 training sessions for the task force
- 2 calls - Diversity discussion through the association network
- 2 training sessions for members

PRESS RELEASES

In 2020-2021, IMPALA released 8 press releases linked to diversity and inclusion:

1. [#THESHOWMUSTBEPAUSED, IMPALA POSTPONES MEMBERS AND BOARD MEETING IN SUPPORT OF #BLACKOUTTUESDAY](#) - 2nd June 2020
2. [IMPALA ADOPTS CHARTER TO PROMOTE DIVERSITY AND INCLUSION IN THE EUROPEAN INDEPENDENT MUSIC SECTOR](#) - 21st October 2020
3. [IMPALA APPOINTS VICK BAIN AND ARIT EMINUE TO PROVIDE DIVERSITY AND INCLUSION TRAINING FOR MEMBERS](#) - 13th January 2021
4. [ON INTERNATIONAL WOMEN'S DAY, OUR SPOTLIGHT ON TWENTY WOMEN CONTRIBUTING TO IMPALA'S WORK IN THE PAST TWELVE MONTHS](#) - 8th March 2021
5. [FIRST DIVERSITY AND INCLUSION SURVEY FOR THE EUROPEAN INDEPENDENT MUSIC SECTOR LAUNCHED BY IMPALA DURING EUROPEAN DIVERSITY MONTH](#) - 11th May 2021
6. [IMPALA HOSTS ROUNDTABLE WITH MEWEM MENTORING PROGRAMME FOR WOMEN IN THE MUSIC INDUSTRY](#) - 28 May 2021
7. [FIRST ANNIVERSARY OF BLACKOUT TUESDAY - BUILDING A PICTURE OF THE INDEPENDENT MUSIC SECTOR ACROSS EUROPE AND HELPING IT EVOLVE](#) - 2nd June 2021
8. [IMPALA ELECTS NEW BOARD WITH MARK KITCATT AS PRESIDENT, LAUNCHES EXTENDED MEMBERSHIP PROGRAMME TO BOOST DIVERSITY, WITH KEYNOTE BY MERLIN'S JEREMY SIROTA](#) - 22nd September 2021

IMPALA20 CELEBRATIONS

Promoting diversity and inclusion was one of the priorities when we designed our programme to celebrate our 20th anniversary. Available on our [IMPALA20 blog](#), we set up a year-long series of posts, interviews, playlists and events.



[20ThingsToKnow](#) – discovery series to explore different aspects of the independent sector across Europe (associations, venues, labels, managers and much more...)



[20Tracks](#) – playlists to highlight the European independent sector in all its diversity (genres, languages, territories so dive in and surprise your ears...)

IMPALA20 CELEBRATIONS



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

- **Marius Mihalache**, the exceptional dulcimer player from Romania on his world famous career, why the instrument is so special, what inspires him when writing music, his view on diversity on digital services, and how his playing is influenced by energy with his audience.
- **Eva Karman Reinhold**, co-chair of IMPALA's diversity task force, CEO of Swedish SOM, music lawyer, publisher and a musician herself on celebrating EU's Diversity month, how the music sector has mobilised, what IMPALA and SOM are doing to promote diversity and inclusion, plus the first ever diversity survey in the European music sector.
- **Ben Wynter** on diversity in the music industry, his entrepreneurship and outreach role at AIM, Power Up programme at PRS Foundation.
- **Linda Coogan Byrne**, Gender Diversity & Equality Activist and CEO of Good Seed PR & Marketing on how the music sector can contribute to making sure a range of voices are heard, why Linda chose the business side over her work as an artist, her podcast series and what she discovered and achieved with the inspiring Why Not Her campaign.
- **MEWEM #1 - Céline Lepage** from the French association FELIN, **Naomi Baudy** from Sparklers Tribe and **Victoria Rousselot**, aka Vicky R talk about their careers and the MEWEM (Mentoring Programme for Women Entrepreneurs in Music Industry).
- **MEWEM#2 - Helene Larrouturou** from MEWEM, **Celine Bakond** from La Neuvième Muse and **Louise Cartier** from Rooting for Artists about their careers and experience with MEWEM (Mentoring Programme for Women Entrepreneurs in Music Industry).
- **Anca Lupes** from Indiero and **Justyna Masalska** from ANPM on opportunities for women in music in Central and Eastern Europe.
- **Vick Bain** from vbain consulting and **Arit Eminue** of DiVA Apprenticeships on their careers as equity, diversity and inclusion specialists, how they got started, as well as the projects they are currently working on. Vick and Arit give us an insight in what's it like to deliver EDI training for IMPALA's members, revealing why it's important for businesses to talk about diversity with their talent, what you can do to get started and, as always, what's on their playlists.

TRAINING FOR MEMBERS

Vick Bain ([vbain Consulting](#)) and Arit Eminue ([DiVA Apprenticeships](#)) have a three year agreement with IMPALA to provide online 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](#).



Arit Eminue
Equity, Diversity &
Inclusion Trainer



Vick Bain
Equity, Diversity &
Inclusion Trainer

Please let us know at 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.

Below is what board members Kees van Weijen and Horst Weidenmüller have to say about IMPALA's training:



“

THE IMPALA DIVERSITY TRAINING WAS A VERY IMPORTANT EXPERIENCE FOR ME. AS A WHITE MAN I NEVER FELT THE DISCRIMINATION HAPPENING TO MINORITIES IN THE MUSIC SECTOR AND THE TRAINING CHANGED MY PERSPECTIVE TO THE EXTENT THAT WE IMPLEMENTED A DIVERSITY AND INCLUSION CODE OF CONDUCT FOR MY COMPANY. FURTHERMORE, WE ENCOURAGE EVERY EMPLOYEE TO TAKE PART IN THE TRAINING AND I HOPE THAT THE ENTIRE COMPANY WILL HAVE JOINED THE TRAINING SOON.

— **HORST WEIDENMÜLLER**
CEO, IK7
BOARD MEMBER, IMPALA

”

“

TO WORK ON ADVANCING DIVERSITY, EQUITY AND INCLUSION I STRONGLY RECOMMEND OUR MEMBERS TO PARTICIPATE IN THE IMPALA TRAINING PROGRAMME. THROUGH THIS COURSE, ORGANISED BY VICK BAIN AND ARIT EMINUE, WE CAN BUILD A MORE DIVERSE MUSIC COMMUNITY IN EUROPE AND IMPALA WOULD LIKE TO TAKE THE LEAD IN HELPING OUR MEMBERS GET THE NECESSARY SKILLS TO REACH THIS GOAL.

— **KEES VAN WEIJEN**
PRESIDENT, STOMP
BOARD MEMBER, IMPALA

”



IMPALA MEMBERS' COLLABORATION

ON DIVERSITY AND INCLUSION

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

Panels

- [Linecheck 2020](#) - Co-chair of IMPALA's diversity and inclusion task force, Eva Karman Reinhold from SOM participated in the online panel "The music industry and another meaning of diversity." Linecheck - 17th November 2020
- [WAS Entertainment](#) (member of DUP - Denmark) - online event - "The music industry stands together: We do away with sexism!" - 23rd November 2020
- [RUNDA Digital Days](#) - Diversity and inclusion in the music industry/panel with IMPALA's diversity task force's co-chair Eva Karman Reinhold - 4th December 2020
- [Manifest talks](#) (by SOM - Sweden) - "Covid-relief, Diversity & inclusion, Sustainability, Brexit and Copyright" - 28th February 2021
- [MEWEM networking event](#) (by FELIN - France) - Networking event during the MaMa festival

MEWEM

- Helen Smith was chosen to be MEWEM France's godmother this year - 2nd December 2020
- Helen Smith was also appointed MEWEM Europa's godmother

IMPALA CAMPUS

- Diverse speakers and mentors
- Gender balance in the participants
- Applicants from 17 different countries
- Diversity and inclusion policy on the website and included in the whole communication campaign (video, posts etc.)



CAMPAIGNS & REPORTS PROMOTED

In 2020-2021, we promoted more than 20 campaigns and initiatives linked to diversity and inclusion in the music industry, for example:

- [The Show Must Be Paused](#) - initiative created by two Black women in music in observance of the long-standing racism and inequality that exists in the industry - 2nd June 2020
- [Black out Tuesday](#) - This initiative asked people not to conduct any business that day and observe a day of reflection and community engagement - 2nd June 2020
- [Love Music Hate Racism](#) - Launch of 'Speak Up Thursday' initiative - 11th June 2020
- [Black Music Coalition](#)'s open letter - published on 22nd June 2020
- [She said so](#) - The global independent network of women & gender minorities in music (IMPALA's chair Francesca Trainini is one of the mentor of the programme) - 16th July 2020
- [Why Not Her & Womxn in CTRL](#) - release of Gender disparity data report by Linda Coogan Byrne and Nadia Khan - 21st August 2020
- [MEWEM](#) - mentoring programme for women in the music industry - call for applications for MEWEM 2021 - 20th October 2020
- Launch of [UK Music Diversity Report](#) - 29th October 2020
- [The F-List](#) - Launch of the F-List UK a comprehensive directory of UK female and gender minority musicians - 23rd November 2020
- ["Be the change, women making music"](#) - Launch of the report by Believe and Tunecore - 26th March 2021
- ["Being Black in the UK Music Industry_pt.1"](#) - Report released by Black Lives in Music - 15th October 2021

OUR 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. Eszter Decsy, HAIL
6. Roger Dorrestein, Epitaph Europe
7. Alexandra Hale, !K7
8. Martin Goldschmidt, Cooking Vinyl
9. Lucie Jacquemet, IMPALA
10. Mark Kitcatt, Everlasting Records
11. Laureen Kornemann, VUT
12. Céline Lepage, FELIN
13. Helen Smith, IMPALA
14. Francesca Trainini, PMI
15. Dan Waite, Better Noise
16. Kees Van Weijen, STOMP

IMPALA'S DIVERSITY ADVOCATES

Diversity advocates are in place in our board and across all committees (see list below). Their job is to mainstream our charter in all areas of work. This proved useful on particular issues. For example, a meeting of the IMPALA management board was called by Jörg Heidemann to discuss issues in his role as diversity advocate. On the digital committee, Eva Karman Reinhold (SOM) and Dan Waite raised the issue of search by streaming services and having multiple language track titles, both were carried into our ten-point streaming reform. In the PR and award committee, Roger Dorresteyn raised the question of diversity for our album shortlist, which has just one nomination per country, and work is ongoing to revisit our award schemes.

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

- Management board and Covid19 task force - Paul Pacifico (AIM)
- Membership committee - Geert De Blaere (BIMA)
- Collecting societies committee - Francesca Trainini (PMI)
- Copyright committee - Mark Kitcatt (Everlasting Records/UFI)
- Digital committee - Dan Waite (Better Noise Music)
- Diversity task force - Helen Smith (IMPALA)
- EU projects committee - Lucie Jacquemet (IMPALA)
- Finance committee - Helen Smith (IMPALA)
- Live streams committee - Gee Davy (AIM)
- National association network - Eva Karman Reinhold (SOM)
- PR and awards committee - Roger Dorresteyn (Epitaph)
- RAAP working group - Helen Smith (IMPALA)
- Sustainability task force - Helen Smith (IMPALA)
- Streaming committee - Francesca Trainini (PMI)
- Touring/GECAT committee - Alexandra Hale (!K7)

External groups

- WIN board members (European representatives) - Jörg Heidemann (VUT)
- Central and Eastern Europe (CEE group) - Kees van Weijen (STOMP), Ezster Decsy (HAIL), Matej Burda (Platforma)

OUR DIVERSITY & INCLUSION RESOURCES

On our website, we created a page dedicated to [diversity and inclusion resources](#) to share best practices and references. IMPALA members have access to guidance, training, and more. We also included 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
- Business [survey](#)
- Association [survey](#)

News articles – some examples

- Billboard (US) – [IMPALA publishes 12-point Diversity and Inclusion Charter for Indie Members](#)
- Music Week (UK) – [IMPALA adopts Diversity and Inclusion Charter](#)
- Musik Woche (DE) – [IMPALA schreibt sich mehr diversität und inclusion auf die fahne](#)
- Entertainment business (NL) – [IMPALA: 'De muziekindustrie moet diverser'](#)

CONCLUSION

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



"It has been very gratifying and impressive to watch IMPALA put in place a strategy for long term change to improve its diversity and inclusion. There was always a slight worry that as the George Floyd affair faded from public consciousness, there would be a loss of impetus from many of the organisations that have promised to strive to do better.

This first annual report outlining the measures that have been undertaken over the last 15 months or so shows that there is a serious wish to make sure that the measures taken are irreversible, and that IMPALA members across the board have bought into them. If I have one small area of concern, it is that many of the measures proposed, and implemented are mainly gender focused. This is a much easier conversation to have than one about disadvantages due to ethnicity, but I am confident that IMPALA will not shy away from those difficult conversations and solutions over the coming years."