

Diversity and Inclusion Guidance for IMPALA members

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OVERVIEW

IMPALA's tips for members have been prepared by IMPALA's diversity and inclusion task force, formed in summer 2020 and includes **Keith Harris OBE** as adviser. Promoting a diverse and inclusive European independent music sector is a key priority for IMPALA's task force, building on the work IMPALA has done in terms of geographic balance as well as gender and genre. Our focus now is to implement a more structured approach around the provisions of the EU charter of fundamental rights.

European fundamental rights which cover diversity across the key areas (gender, ethnicity/religion, disability, sexual orientation, age and other protected characteristics) - to take a comprehensive European approach. Implementation will of course vary country by country as flagged in the charter. Recognising and tackling socio-economic factors is also a vital part of the IMPALA [charter](#).

There is no "one size fits all" solution as each country is different. It is essential to recognise this as IMPALA's membership covers some 30 European countries and is growing every year.

IMPALA's work includes developing a [charter](#), [surveying members](#), offering training to members, as well as practical tips and managing IMPALA's diversity task force and association best practice brainstorming meetings. See more about our diversity programme on our web resource page [here](#) and also our [one pager](#).

This guidance is intended to be a practical guide for members. Please adapt and use as you see fit.

Below are some ideas for any company or organisation interested in becoming more diverse and inclusive.

IF THERE'S ONE THING YOU DO - LOOK OUT FOR IMPALA'S REPORT ON SURVEYS

Thank you for filling out IMPALA's diversity survey for independent music businesses in Europe. Look out for the report which will be out in May 2022. This is a positive exercise, to understand the position in different countries and what tools exist or could be useful in the future. We know that each country is different and there is no "one size fits all".

IF THERE'S A SECOND THING YOU DO - ATTEND IMPALA'S TRAINING

IMPALA provides free diversity and inclusion training twice a year. This will help members move quickly and understand what the options are to make change. Adapted to fit all levels, associations and companies are welcome to participate. Email ljacquemet@impalamusic.org for more info. You can find the next training date when available [here](#).

OTHER THINGS YOU CAN DO

READ OUR INFOGRAPHIC ON THE BUSINESS CASE FOR DIVERSITY AND INCLUSION - see [here](#) on our website and feel free to share. It explains the business case and also how smaller companies have an advantage because they can make changes and see the benefits more quickly.

SUPPORT AND APPLY THE IMPALA CHARTER - ask your board to support the IMPALA [charter](#), adapted as necessary and agree to applying its principles. For associations, you can also promote the charter amongst members, refer to it in codes of conduct, diversity

policies etc. Please underline it is voluntary and businesses are free to decide whether to support the charter and apply the principles in their own businesses.

CROSS PROMOTE EVERYONE'S WORK - this will provide profile and boost everyone's efforts. Please tag IMPALA on your social media posts (see our handles [here](#).)

READ (AND SHARE) OUR FIRST ANNUAL REPORT - read and share our first annual report on diversity and inclusion ([find it here](#)) and feel free to use our one pager on our work on diversity and inclusion ([find it here](#)).

WATCH (AND SHARE) KEITH HARRIS' VIDEO - Keith Harris, IMPALA's diversity task force's adviser recorded a two minute video talking about his work with IMPALA and encouraging members to take part in the training and use our practical tips in their businesses. See [here](#).

DIVERSITY POLICIES - All interested organisations and companies should have their own policy and publish it (for example on their website). Policies should be developed with staff rather than imposed and should be regularly reviewed and updated. Having a policy shows your organisation's commitment to the values of equality, diversity and inclusion and to ensure safe working environments for everyone by reducing discrimination and harassment. They are excellent tools to shout about your values and for your stakeholders to see how they can expect to be treated.

HUMAN RESOURCE EMPLOYMENT PRACTICES - When employing people, apply positive practices such as:

- Have clear guidelines for recruitment.
- Make sure job ads refer to equality and diversity. You can add a mention such as "Our organisation is an equal opportunities employer and welcomes applicants from under-represented groups in order to have a diverse pool of candidates."
- Use tools such as [Gender decoder](#) to make your job advert gender neutral.
- Widen recruitment sources for candidates - this is important to achieve diversity.
- Make interview panels diverse if possible (more difficult for small companies).
- Apply the Rooney Rule (US) - make sure at least 1 candidate you interview is a woman and at least 1 is from another underrepresented group. This normalises the process of having diversity in every recruitment situation.
- Write out a person specification for job adverts.
- If using a recruitment agency that doesn't provide diverse candidates - reject them all.
- Make sure internships are paid.
- When someone comes in, provide support. Develop an inclusive on-boarding process.
- Appoint diversity advocates who provide positive support and advocacy, and who have authority to call out unfair behaviour with immunity.
- Set individualised personal goals and for bigger companies, have a clear career path.
- Implement pay monitoring - to track whether pay is moving up over time or staying static - ethnic pay monitoring and gender pay monitoring for example.
- Review career progression for women and those from different ethnic minority backgrounds, as even apparently neutral career appraisals can be biased.
- If you have the budget, run a regular programme of appropriate diversity training opportunities, or participate in IMPALA's programme mentioned above).
- Always organise an exit interview. Provide constructive feedback and recommendations.

- Check out *Attitude is Everything's* [Accessible Employment guide](#) to boost inclusion of Deaf and disabled workers in the music industry

SUPPLIER DIVERSITY - Recruit diverse businesses as suppliers and freelancers as well as other external services. That will strengthen diverse businesses and increase contacts (can also help with recruitment). Share information with other companies in your sector and try and establish supplier diversity networks in your country.

SUPPORT - Make it the responsibility of someone in each structure to check if government funding is available for diversity training. Also check out government agencies, charities and companies that offer advice and support. There might also be tax breaks or incentives to offer apprenticeships for example.

CASE STUDIES & RESEARCH - Talk about the positive impact of diversity on business - use examples ideally local ones. Share information with other companies in your sector and IMPALA to help develop messaging around this.

COLLABORATION - Connect, e.g., via community organisations interested in music and practice reverse mentoring. Apply the principle of conscious inclusion as it emphasises active inclusion. Use reverse mentoring - listening and learning, from each other. For example, with community projects, think about who to send and who to meet. Ask the leaders who they suggest - listen and learn - that's reverse mentoring. Share information with other companies in your sector about community organisations.

GROW OUR NETWORK - For companies this could be forming a relationship with local community groups, or schools (one IMPALA member has decided to make an album with a local school for example). Associations could look at deals like one-year free membership and other initiatives such as open nights, making online presentations available to non-members etc. AIM's [future independents' project](#) could for example be interesting to grow membership in a more informal way than before.

AUDIT & MEASURE - Measure diversity and make sure everyone feels like they belong in an organization. Count and qualify level. Who does what? Is there a clear company structure, matrix? How is your diversity at the various levels?

Monitor statistics on the following:

- Demographic data on your staff for characteristics such as age, ethnicity and gender
- Flexible working requests (made and granted)
- Reasonable adjustment requests (made and granted)
- Data on retention of diverse groups
- Data on progression of diverse groups
- Performance appraisal ratings (by group)
- Any instances of bullying and harassment
- Retention of women after return from maternity leave
- Take-up of shared parental leave

SMART GOALS - Quantify goals to help set targets. Even if they are not met, having targets and being transparent about results will spark change (targets will vary nationally and from business to business). If you don't know where you are, how do you know where you are going? (SMART being specific, measurable, achievable, realistic and time limited).

Measure current diversity levels and then work out what is appropriate in terms of targets e.g., 1, 3, 5, 10 yrs.

CAMPAIGNS & INITIATIVES - Support relevant campaigns, use your voice. Let IMPALA and others in the sector know, so that we can all create opportunities for cross promotion and building awareness - (for example, [AIM's diversity and inclusion audit](#), [UPFI's survey on equality in the music industry](#), the [survey](#) on the well-being and health of artists and music professionals in France, in partnership with the CNM and Audiens, etc.)

EXCHANGE EXPERIENCES & BEST PRACTICES - Please send us feedback on what worked, what didn't, any projects or examples that we can share with other members, promote on social media etc. If you are an association, please participate in our brainstorming sessions.

MORE INFO ON IMPALA'S PROGRAMME AND CHARTER

You can find our diversity programme [here](#). This page will be regularly updated, follow it for more diversity news and documents.

[Our first annual report on diversity and inclusion is available here.](#)

Have a look at our [summary of the business case for diversity and inclusion.](#)

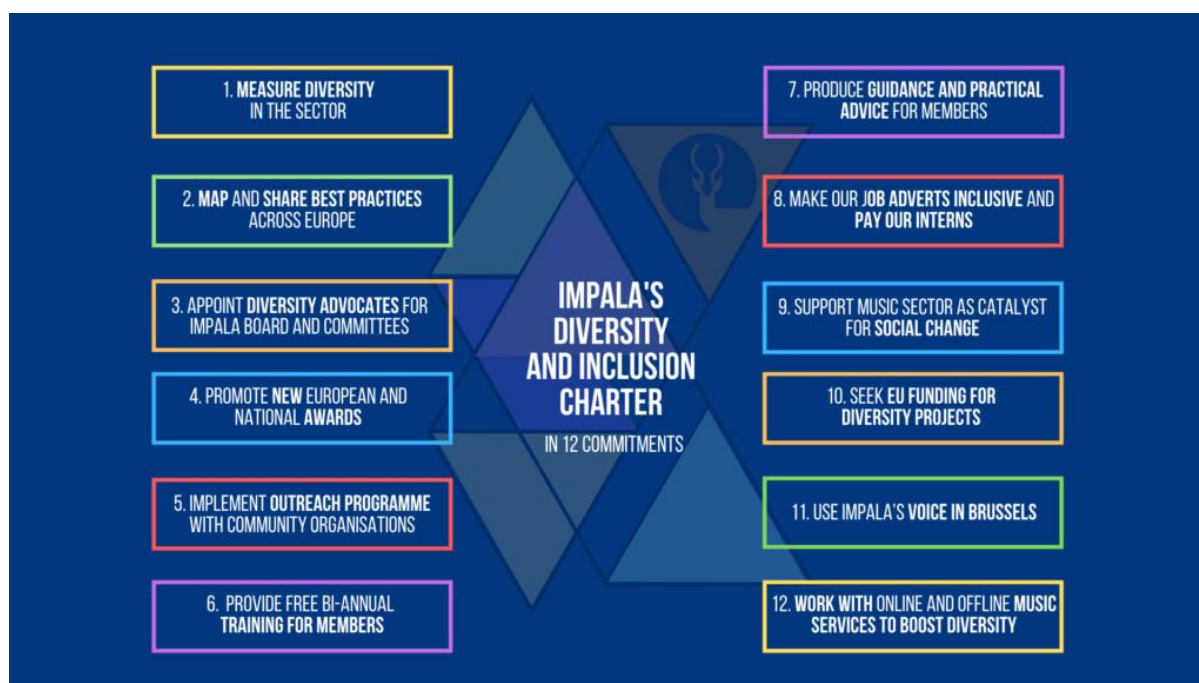
Learn more about diversity and inclusion through our [podcast series](#), with 8 episodes on different aspects (ethnicity, gender, territories, LGBTQ+ and more):

- [Brix Smith and Vick Bain](#)
- [Keith Harris OBE](#)
- [Vick Bain and Arit Eminue](#)
- [Marius Mihalache](#)
- [Eva Karman Reinhold](#)
- [Ben Wynter](#)
- [Linda Coogan Byrne](#)
- [MEWEM #1](#)
- [MEWEM #2](#)
- [Anca Lupes and Justyna Masalska](#)

You can also follow us on social media:

[Twitter](#), [Facebook](#), [LinkedIn](#), [Instagram](#)

Our diversity and inclusion charter is summarised below, and you can also see the full version [here](#).



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