



EQUITY, DIVERSITY AND INCLUSION

GUIDANCE FOR IMPALA MEMBERS

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TABLE OF CONTENTS

<u>OVERVIEW</u>	<u>1</u>
<u>IF THERE'S ONE THING YOU DO – FILL OUT IMPALA'S SURVEY AND READ OUR ANNUAL REPORT</u>	<u>2</u>
<u>IF THERE'S A SECOND THING YOU DO – ATTEND IMPALA'S TRAINING</u>	<u>2</u>
<u>IF THERE'S A THIRD THING YOU DO – CHECK OUT THE BUSINESS CASE FOR DIVERSITY AND INCLUSION</u>	<u>2</u>
<u>OTHER THINGS YOU CAN DO</u> SUPPORT AND APPLY THE IMPALA CHARTER CROSS PROMOTE EVERYONE'S WORK READ (AND SHARE) OUR LATEST ANNUAL REPORT WATCH (AND SHARE) KEITH HARRIS' VIDEO	<u>3</u>
<u>PROMOTING DIVERSITY THROUGH POLICIES & HUMAN RESOURCE PRACTICES</u> DIVERSITY POLICIES HUMAN RESOURCE PRACTICES	<u>4</u>
<u>DIVERSITY STRATEGIES FOR GROWTH</u> SUPPLIER DIVERSITY SUPPORT CASE STUDIES & RESEARCH COLLABORATION GROW OUR NETWORK AUDIT & MEASURE	<u>5</u>
<u>MONITORING, GOAL SETTING & COLLABORATIVE INITIATIVES</u> MONITOR STATISTICS SMART GOALS CAMPAIGNS & INITIATIVES EXCHANGE EXPERIENCES & BEST PRACTICES	<u>6</u>
<u>MORE INFO ON IMPALA'S PROGRAMME AND CHARTER</u>	<u>7</u>

OVERVIEW

IMPALA's tips for members have been prepared by IMPALA's equity, diversity and inclusion (EDI) task force, formed in summer 2020 and including [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 representation. Our focus now is to implement a more structured approach around the provisions of the EU charter of fundamental rights.



European fundamental rights cover diversity across key areas (gender, ethnicity/religion, disability, sexual orientation, age, and other protected characteristics), so we focus on this 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 over 30 European countries and is growing every year.

IMPALA's work includes developing a [charter](#), [surveying members](#), and offering training and practical tips to members. We also manage IMPALA's EDI task force and organise association brainstorming sessions on best practices.



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.

WHAT YOU CAN DO

1

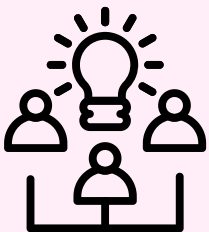
IF THERE'S ONE THING YOU DO- FILL OUT IMPALA'S SURVEY AND READ OUR ANNUAL REPORT



The report on IMPALA's first diversity survey for independent music businesses in Europe is available [here](#). We will launch a second survey in 2025, which will feature a new self-assessment tool. This is a positive exercise, to understand the situation in our sector 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". Our latest annual report is available [here](#).

2

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

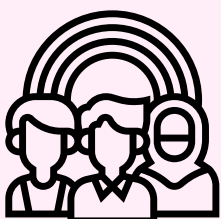


IMPALA provides free diversity and inclusion training. This helps members move quickly and understand what the options are to make change. Adapted to fit all levels, associations and companies are welcome to participate.

Email nprevost@impalamusic.org for more info. You can find the next training date when available [here](#).

3

IF THERE'S A THIRD THING YOU DO – CHECK OUT THE BUSINESS CASE FOR DIVERSITY AND INCLUSION



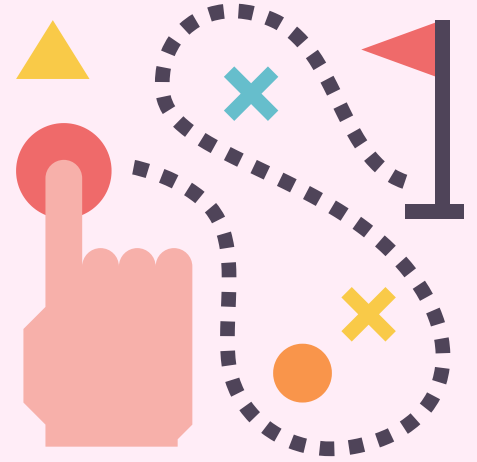
Our infographic on this is on [our website](#), feel free to share. It explains the business case and also how smaller companies have an advantage because they can make changes and see the benefits more quickly.

OTHER THINGS YOU CAN DO

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 that it is voluntary and businesses are free to decide whether to support the charter and apply the principles in their own businesses.



READ (AND SHARE) OUR LATEST ANNUAL REPORT

Read and share our most recent annual report on diversity and inclusion [here](#) and feel free to use our [one pager](#) on our work on diversity and inclusion.

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 below)

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.



PROMOTING DIVERSITY THROUGH POLICIES & HUMAN RESOURCE PRACTICES



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 employees rather than imposed and should be regularly reviewed and updated. Having a policy shows your organisation's commitment to the values of equity, 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 PRACTICES

Recruitment practices

- Have clear guidelines for recruitment.
- Make job adverts inclusive, mentioning your commitment to diversity.
- Use tools like the **Gender decoder** to ensure gender-neutral language.
- Widen recruitment sources for diversity.
- Implement the Rooney Rule (US) for diverse candidate interviews - make sure at least 1 candidate you interview is a woman and at least 1 is from another underrepresented group.
- Specify job requirements in person specifications.

Diversity in hiring

- Ensure diverse interview panels (challenging for small companies).
- Reject recruitment agencies that don't provide diverse candidates.
- Offer paid internships to promote inclusion.
- Provide support and an inclusive onboarding process.
- Appoint diversity advocates with the authority to address unfair behavior.

Career development & monitoring

- Set individualised personal goals and clear career paths for larger companies.
- Implement pay monitoring, including ethnic and gender pay monitoring.
- Review career progression for women and individuals from different ethnic backgrounds.
- Use allyship to boost employees throughout their career.

Training & awareness

- Consider a regular diversity training programme.
- Conduct exit interviews for constructive feedback.
- Explore Attitude is Everything's **Accessible Employment Guide** for inclusivity.
- Revisit the **business case** for diversity and inclusion.

Accessibility & celebrations

- Accommodate flexible working requests and part time posts where possible.
- Consider needs of neurodiverse employees and establish an **access rider**.
- Introduce a **diversity calendar** to acknowledge cultural, religious, and social events.

DIVERSITY STRATEGIES FOR GROWTH



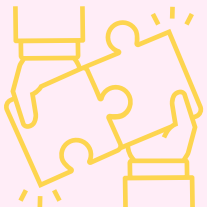
SUPPLIER DIVERSITY - Recruit diverse businesses as suppliers and freelancers as well as other external services. That will strengthen diverse businesses and increase contacts (can also help with recruitment). Share information with other companies in your sector and try and establish supplier diversity 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. “By embracing and nurturing a diverse workforce, we’re not just opening doors; we’re building bridges to undiscovered talent and untapped markets” (Horst Weidenmüller, !K7). “Adapting our company structure and improving our hiring policy, opened up new opportunities, expanded our artist roster, and made our team more creative and flexible.” (Roger Dorrestejn, Epitaph)



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.

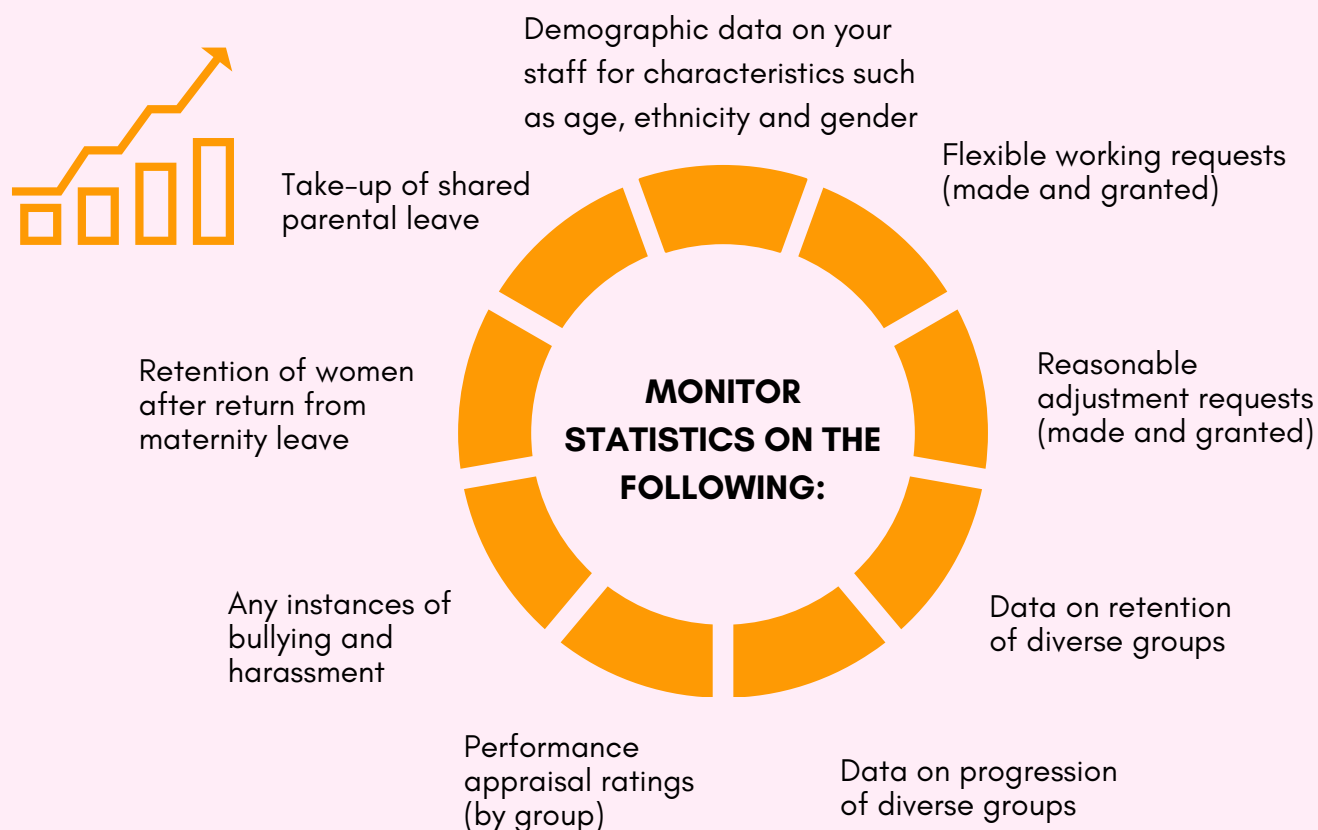


GROW OUR NETWORK - For companies this could be forming a relationship with local community groups, or schools (one IMPALA member, !K7, has decided to make an album with a local school for example). Associations could look at deals like one-year free membership and other initiatives such as open nights, 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 organisation. Count and qualify at each level. Who does what? Is there a clear company structure, matrix? How is your diversity at the various levels?

MONITORING, GOAL SETTING AND COLLABORATIVE INITIATIVES



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 years.



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 & CHARTER



You can find our diversity programme, updates, documents & news [here](#).



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



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



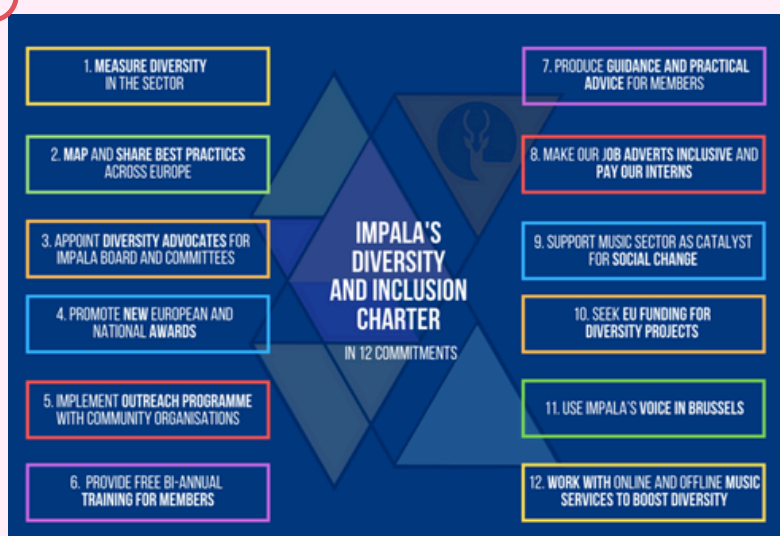
Learn more about diversity and inclusion through our limited edition podcast series **"20MinutesWith"** which ran from 2020 to 2022 with 15 episodes on different aspects (ethnicity, gender, territories, LGBTQ+ and more):



- [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](#)
- [Alexandra Hale, Alice Lambert & Sybille Polster](#)
- [Eve Horne](#)
- [Suzanne Bull MBE](#)
- [Ben Wynter, Joe Frankland & Paulette Long OBE](#)
- [Remi Harris and Tamara Gal-on](#)



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



You can also follow us on social media:

