



Ideas for national associations to implement the [IMPALA diversity and inclusion charter](#)

May 2022

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OVERVIEW

IMPALA’s ideas for associations have been prepared by IMPALA’s association network in collaboration with IMPALA’s diversity and inclusion task force, formed in summer 2020 with Keith Harris OBE as adviser. Promoting a diverse and inclusive European independent music sector is a key priority for IMPALA, building on 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 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, see more on our diversity programme [here](#).

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

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

Thank you for filling out IMPALA’s diversity survey - the idea was to survey associations and companies and map examples of different projects and practices that promote inclusion at national level, as well as ask for some basic diversity statistics. 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 CAN DO - ATTEND IMPALA’S TRAINING

IMPALA provides free diversity and inclusion training twice a year - these are all single 3-hour sessions. Please encourage your members to attend! 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, **so please also tell your members**. Email ljacquemet@impalamusic.org for more info. You can find the next training date when available [here](#).

OTHER THINGS YOU CAN DO

READ & SHARE OUR INFOGRAPHIC ON THE BUSINESS CASE FOR DIVERSITY AND INCLUSION

Find it [here](#) on our website and feel free to share with members. It explains the business case and also how smaller companies have an advantage because they can make changes and see the benefits more quickly.

READ & SHARE OUR FIRST ANNUAL REPORT AND OTHER MATERIAL

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](#)). Check out and promote IMPALA work such as our [podcasts](#) and other diversity focussed assets referred to in our [one pager](#) and on our [diversity resource web page](#), as well as our [IMPALA20 blog page](#)).

WATCH KEITH HARRIS’ VIDEO

Keith Harris, IMPALA’s diversity task force’s adviser recorded a 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](#) and please share with your members!

1. SPECIFIC REFERENCES IN IMPALA CHARTER:

- Start sharing best practices within IMPALA’s association network group - the idea is to exchange practical experiences and ideas on what projects everyone is working on.
- Remind your members that free training is available twice a year (these are all single 3-hour sessions).
- Support and apply the IMPALA charter - ask your board to support the charter, adapted as necessary and agree to applying its principles and participate in its dissemination amongst members, refer to it in codes of conduct, adopt your own diversity policy.
- Mail the IMPALA charter to members, saying it is voluntary and they are free to support the [charter](#) and apply and adapt the principles in their own businesses.
- Cross promote everyone’s work - tag IMPALA on social media posts (see our handles [here](#).)
- Guidance for members - IMPALA has basic guidance for [members](#) on introducing their own diversity policy, advice on conscious inclusion, recruitment, promotion etc. Making this available to members is one of the commitments under our charter. Please also share our business case infographic and also encourage your members to listen to our podcasts.
- Diversity advocates - the idea here is to have someone on every IMPALA committee and the board to think about the diversity implications of different aspects of your work. Would you be able to do the same at national level?
- Inspiration award - this would put the spotlight on projects or individuals working on inclusion (could be any aspect - gender, ethnicity, sexual orientation, disability etc). Would you be able to do the same at national level?
- IMPALA awards, IMPALA 20 programme - IMPALA20 programme - aim for balance in

terms of gender and underrepresented groups when doing playlists (20Tracks) and providing recommendations for lists of managers, artists etc (20ThingsToKnow). When contributing to shortlists for IMPALA award think of our diversity and inclusion goals.

- Deals on membership - as a trade association would you consider offering deals such as one-year free membership and/or associate membership arrangements via distributors like AIM has done, to boost diversity in your membership?
- Outreach with community and other organisations working on inclusion projects - the idea is for associations to reach out to community associations to discuss ways of working together. Is this something you could do and if so, do you think you would be able to identify possible associations to work with? This could also be done by interested members. Advice will be available on this in our training.
- Adapt your own member survey - include diversity-related questions so it is seen as normal part of business.
- Make job adverts inclusive and recruit diverse businesses as suppliers and freelancers - is this something you think you and/or your members would be able to apply in practice? Advice will be available on this in our training.
- Lend your voice - promote local and other initiatives that are relevant, create your own initiatives, promote members' work on diversity.
- Continue to tag IMPALA on social media posts.
- Possible European projects - we will check what opportunities there might be for IMPALA and/or members - let us know if you are interested (next calls expected to be in 2021).

2. ADDITIONAL IDEAS FROM ASSOCIATION NETWORK DISCUSSIONS ON IMPLEMENTING THE CHARTER AND ACHIEVING CHANGE:

- Create bridges between the association and potential members (e.g., AIM's new associate member programme, making someone responsible for outreach, creating local groups such as LGBTQI+ networks etc).
- Focus on being present and offering guidance to entrepreneurs from underrepresented groups in the early days, work with banks supporting SMEs to improve access to capital, also understand that there are wider barriers.
- Build diversity work into normal work programme, events, awards and other projects - can you make diversity a feature, include a diverse range of participants, bring diversity issues onto panels on broader issues, provide safe spaces including at conferences, network meetings, make sure award shortlists are diverse etc?
- Use ongoing normal business networking - to bring people together and promote local and international collaboration between labels, artists etc.
- Promote members who are already engaged with diversity topics - promoting their work encourages others to do the same - (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.)
- Consider co-development tools such as mentoring - (for example, MEWEM programme - see [more here](#)).
- Encourage people to run for the board in an informal way (will become easier when day to day changes on this list are implemented).
- Review statutes and other framework documents, e.g., change chairman to chairperson.
- Adopt a code of conduct if you don't have one and make sure it mentions diversity and discrimination (e.g., <https://dup.nu/index.php/da/code-of-conduct> (in Danish but Google translate should get the message across)).
- Include diversity-related questions in member surveys if you do them (see also IMPALA

survey a mentioned above).

- Create and build on local initiatives (e.g., second wave MeToo in Denmark) to create discussion groups, get local press attention etc.
- Share diversity stats with IMPALA - for website and to share with IMPALA's trainers.

MORE INFO ON IMPALA'S PROGRAMME AND DIVERSITY 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.](#)

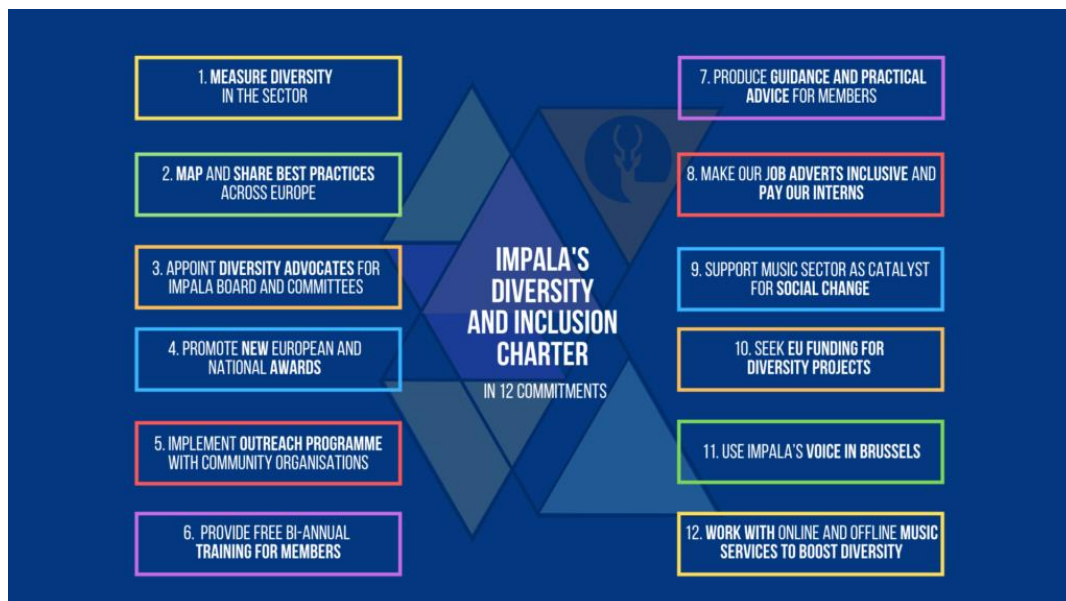
Learn more about diversity and inclusion through our [podcast series](#), with 8 episodes on different aspects (ethnicity, gender, territories, LGBTQ+ and more):

- [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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