



EQUITY, DIVERSITY AND INCLUSION GUIDANCE

IDEAS FOR NATIONAL ASSOCIATIONS IN THE INDEPENDENT MUSIC SECTOR

EQUITY, DIVERSITY AND INCLUSION GUIDANCE FOR ASSOCIATIONS



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OVERVIEW

IMPALA's ideas for associations have been prepared by IMPALA's association network in collaboration with IMPALA's equity, diversity and inclusion (EDI) 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, building on work IMPALA has done in terms of geographic balance as well as gender and genre representation. Our focus 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. 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 associations. Please adapt and use as you see fit.

WHAT YOU CAN DO

1

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

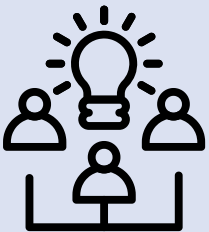


We launched a second [survey](#) as part of an EDI toolkit in 2026, which also features a new self-assessment tool. While the self-assessment provides individual organisations with results and recommendations, the responses also feed into IMPALA's regular sector-wide survey, helping to build a broader picture of EDI across the European independent music sector.

The report on IMPALA's first diversity survey for independent music businesses in Europe is available [here](#). Our latest annual report is available [here](#).

2

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

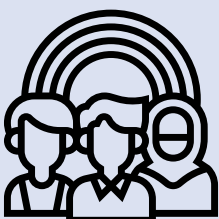


IMPALA provides free equity, diversity and inclusion training. Please encourage your members to follow the courses. This will help members move quickly and understand what the options are to contribute to positive change. Adapted to fit all levels, associations and companies are welcome to participate.

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

3

IF THERE'S A THIRD THING YOU DO - READ & SHARE THE BUSINESS CASE FOR DIVERSITY AND INCLUSION

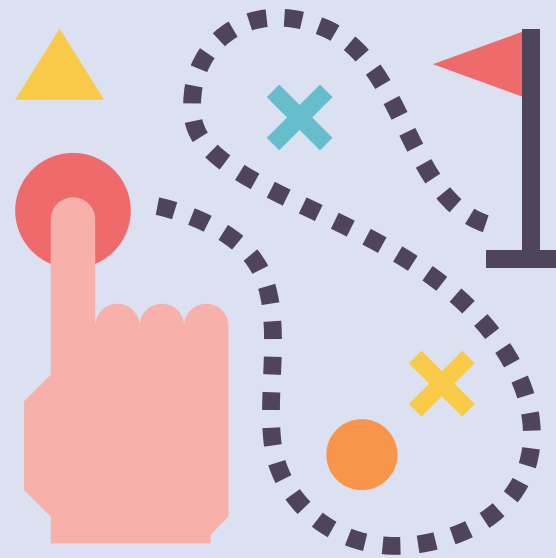


Our infographic on the business case for EDI is on [our website](#), feel free to share. It explains the business case and also how smaller companies have an advantage because they can make changes and see the benefits more quickly.

OTHER THINGS YOU CAN DO

READ (& SHARE) OUR RESOURCES

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, plus our infographic on the [business case](#) for taking action and overcoming fatigue. Check out and promote IMPALA work, such as our [EDI toolkit](#), which you can find on our [diversity resource web page](#).



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 our training and use our practical tips in their businesses.

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

IMPALA's [EDI toolkit](#) includes a survey and self-assessment tool, along with access to a [training platform](#) with EDI courses.

TELL MEMBERS ABOUT OUR GUIDANCE FOR BUSINESSES (ALSO USEFUL FOR ASSOCIATIONS!)

IMPALA has basic guidance for businesses [here](#) 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](#).

You can also apply the guidance to your association activities where applicable, e.g. hiring and supporting employees!

ADAPT YOUR OWN MEMBER SURVEY

Include diversity-related questions so it is seen as normal part of business.

LEND YOUR VOICE

Promote local and other initiatives that are relevant, create your own initiatives, promote members' work on diversity.

SUPPORT & 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.

CROSS-PROMOTE EVERYONE'S WORK & TAG IMPALA ON SOCIAL MEDIA

Find our handles here:



DIVERSITY ADVOCATES

The idea here is to have someone on every committee and the board to think about the diversity implications of different aspects of our work. We do this at IMPALA. Would you be able to do the same at national level?

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.

MAIL THE IMPALA CHARTER

Send the 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.

INSPIRATION AWARD

This would put the spotlight on projects or individuals working on inclusion (could be any aspect - gender, ethnicity, sexual orientation, disability etc), see IMPALA's [Changemaker Award](#). Would you be able to do the same at national level?

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

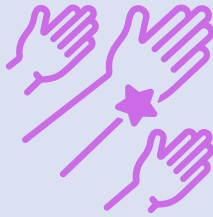
The idea is for associations to reach out to community associations to discuss ways of working together. For example, !K7 has initiated [a social project with a local school](#).

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.

POSSIBLE EUROPEAN PROJECTS

We will check what opportunities there might be for IMPALA and/or members - let us know if you are interested.

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 associate member programme, making someone responsible for outreach, creating local groups such as LGBTQI+ networks etc.

Encourage people to run for the board in an informal way (This will become easier when day to day changes on this list are implemented).

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.



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., you can find an example from Denmark [here](#), 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](#) mentioned above).



Consider needs of neurodiverse employees and establish an [access rider](#).

Introduce a **[diversity calendar](#)** to acknowledge & celebrate cultural, religious, and social events as well as awareness days.



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](#) and 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.



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 & CHARTER



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



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



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

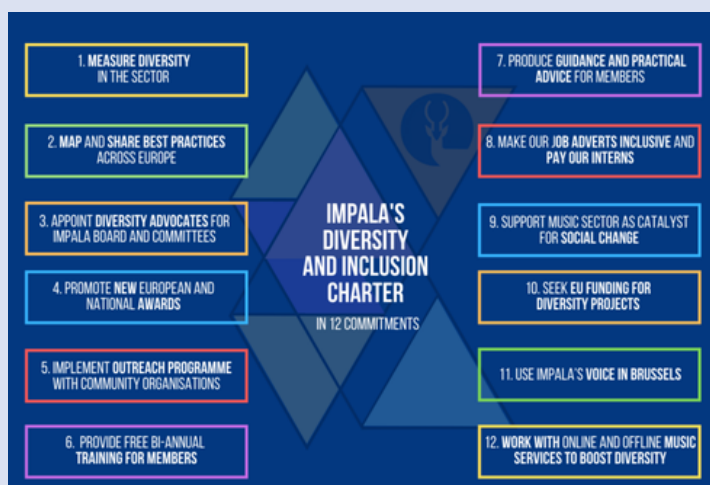
Check out our EDI toolkit, complete with:



- An independent music sector [survey and self-assessment tool](#) on EDI practices. The survey takes max. 10 minutes to complete and gives you an overview of recommended trainings and case studies based on your results.
- An [online training platform](#) with sector-specific courses such as *Why Inclusion Matters in Music*, *Barriers to Inclusion in Music*, and *Inclusive Practice & Leadership*. Each course combines factual material, case studies, videos, quizzes and assignments, with certificates awarded to participants who complete the programme. Thanks to the association's EU network grant, access to the training programme is freely available for all IMPALA members.



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:

