

The background of the entire image is a solid orange color. Overlaid on this background is a repeating pattern of the Impala logo. The logo consists of a stylized impala head in profile, facing left, with its characteristic long, spiraling horns. The logo is rendered in a lighter shade of orange than the background. It is contained within a circular frame, and these circular frames are arranged in a grid-like pattern across the entire surface.

IMPALA ANNUAL REPORT 2021-2022

INTRODUCTION

Being on the move again is a great feeling. Covid is still around but travelling is back. This year IMPALA had its first IRL board meeting since the start of the pandemic. It was the ideal opportunity to confirm our ongoing priorities. IMPALA's work to maximise artist revenue is critical, including our 10 step streaming package and opposing proposals like so called "equitable remuneration". Our other work on digital was also key during the year and it's an area that continues to grow. Alongside this, we are proud to continue to lead on issues such as sustainability (sector's first carbon calculator, highest rated project for EU funding), diversity (first sector survey in Europe), collecting societies, Ukraine, and much more. This report is an overview of IMPALA's main work over the past fiscal year, to the end of June 2022.



"Maximising artist revenue remains a driving feature, including speaking out on proposals we believe are damaging like so-called "equitable remuneration". Of course, our streaming reform package is crucial here as we want to see changes that really boost revenues."

HELEN SMITH, IMPALA EXECUTIVE CHAIR

"Thanks to all of our members for their support this year including our task forces, working groups and of course the board. A special thanks to all of our members who contributed to our carbon calculator. I am super proud to see IMPALA lead on making practical tools available for our members."

FRANCESCA TRAININI, IMPALA CHAIR



NEW BOARD — NEW FACES

As every two years, our members elected a new board for a two-year term – but this time, with a twist. In line with our work on [diversity and inclusion](#), IMPALA launched a new programme with free membership combined with board tenures for local labels. Check out our new board [here](#).



... AS WELL AS NEW OFFICE, NEW BUDGET AND NEW TEAM MEMBERS

The year also saw IMPALA move to a new office and adopt a new budget plan for the next five years. We also made some secretariat changes with Karla Rogozar becoming a permanent employee and Didier Gosset announcing that he will leave us soon after fourteen years to run a music venue in Charleroi. We thank Didier for all his input over the years and look forward to welcoming Rory Brown who starts in September.

EXPANDING FURTHER

The IMPALA board was delighted to see an association formed in Turkey joining us after a couple years of preparatory discussions. Let's wish [BMYD](#) a very warm welcome! With AIM Ireland in 2021, that's two new associations in two years. Who will be next?



BAĞIMSIZ MÜZİK YAPIMCILARI DERNEĞİ

THIS YEAR WE FOCUSSED ON

COPYRIGHT AND NOT SO EQUITABLE REMUNERATION

There are still 10+ countries which need to fully implement the 2019 copyright directive. We fully support the value gap rules and of course the new provisions for performers, in line with our mission to maximise artist revenues. However, Belgium went against this by introducing new equitable remuneration rights for performers despite local labels flagging the danger of going down this road. France showed the way by reaching an industry wide agreement on performer remuneration without equitable remuneration (see our [statement](#) and [op-ed](#)). Meanwhile, in Luxembourg the [EU court ruled](#) that article 17 contained all the necessary safeguards which helps us encourage the remaining countries to get on with the implementation while sticking to the text of the directive.



STREAMING

YES TO REFORM, BUT NO SILVER BULLET

A lot happened on streaming this year, in the UK in particular. The UK DCMS Committee undertook an enquiry into streaming, which IMPALA fed into with our ten point plan to reform streaming released last year. IMPALA worked on this with AIM (see our statements [here](#) and [here](#)). The Intellectual Property Office then issued a report on artist remuneration, with some helpful facts such as how much remuneration has grown over the years. IMPALA also contributed to the UK competition authority's probe into the streaming [market](#), which was still ongoing when our annual report was being finalised (see more below).



MOVING TOWARDS A MORE DIVERSE AND INCLUSIVE INDEPENDENT MUSIC SECTOR

IMPALA's Equity, Diversity and Inclusion task force and advisers were busy this year again, releasing their first annual **report** one year on from the publication of IMPALA's diversity and inclusion **charter**. We highlighted initiatives inspiring change, for **International Women's day** and through the creation of our brand new "**Changemaker award**" launched during European Diversity Month with **POWER UP** as first winner (check our **Changemakers page** to get inspired!). We also had a chat with **IK7** and Ernst Reuter School on their community music project with students. Vick Bain and Arit Eminue hosted the third training session for **IMPALA members**, and the task force released its **report** on our diversity survey to round up EU Diversity Month. For Pride Month, we released a **podcast with Eve Horne**, talking about inclusion in the music industry.

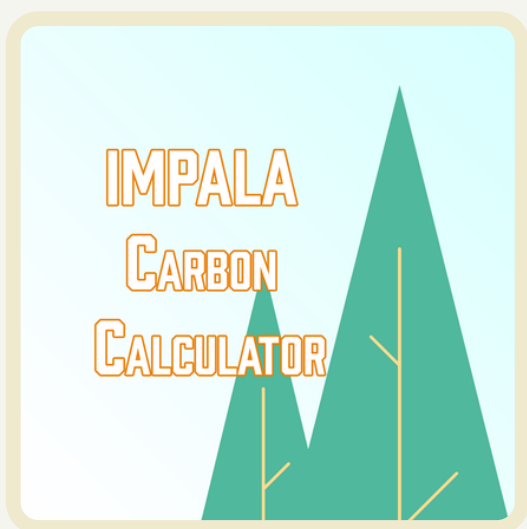
SPOTLIGHT ON DIVERSITY AND CHANGE WITH OUR AWARDS

Keith Harris was awarded with IMPALA's outstanding award at our 2021 AGM to recognise his remarkable career in music and his work advocating for equity and change throughout the sector (listen to his 20MinutesWith podcast [here](#)). A few months later, born from the collaboration with YouTube, we launched our new programme to boost diversity, the "**100 Artists to Watch**" Award to put the spotlight on key independent artists across Europe, replacing our album award after 10 years. At our latest board meeting in Barcelona, **Kees van Weijen** was awarded for his outstanding contribution to the European independent music sector. We continue our partnership with the Music Moves Europe Awards which unveiled their **nominees** in November 2021 and the winners at Eurosonic in January this year.



SUSTAINABILITY - THE ROAD TO MEASURING

Over the past year, we've been focussed on getting our [**carbon calculator**](#) off the ground (check out our introductory [**webinar for members**](#)). The calculator is fully funded by our members (thanks to all [**contributors**](#)) and was developed with Julie's Bicycle. We also made sure to share our message ahead of important political meetings, such as [**COP-26**](#), and to promote important sector work (e.g [**Music Climate Pact**](#) and [**Sustainable Music Manifesto**](#)). For Earth Day 2022, we released a [**podcast**](#) with two of our task force members, Will Hutton and Jude McArdle. We also secured the top spot for EU funding for our sustainability training project IMPACTS. Last but not least, our task force lifted the very first Innovation in Sustainability Award at the prestigious Libera Awards, held in New York every June.



CONTINUING TO BE ONE STEP AHEAD IN DIGITAL

Our work on digital continued full steam ahead with monthly discussions, notes released (on [**APIs**](#) and streaming manipulation – coming soon), access to Amazon Music for Artists data and of course, our One Step Ahead project, which has been renewed for another year thanks to Merlin sponsorship! All reports and webinars can be found [**here**](#) and on our [**One Step Ahead platform**](#).



INTO THE METAVERSE

IMPALA has a new working group dedicated to Web3, Metaverse, NFT and related issues. Tasked with providing guidance on these topics to IMPALA members, the group already organised a very informative meeting with experts (recording available [**here**](#)). More meetings are being organised both for our group and all IMPALA members. The group also contributed to the next One Step Ahead report dedicated to these issues. It should be released soon, so watch this space!

JOINING FORCES TO FIX TOURING

Our joint work with IAO on touring (dubbed **GECAT pass** and released last year) took a new turn this year after the EC said they couldn't take that specific proposal further. The group has been busy reframing the proposal more generally around the question of mobility and has met with several European organisations representing other parts of the sector to garner their support and discuss the way forward.



BROADCAST AND PERFORMANCE – RAISING THE LEVEL OF RIGHTS WORLDWIDE, PROTECTING EUROPEAN PERFORMERS AND LABELS



Work to address the anomaly created by the EC ruling is progressing slowly but surely. IMPALA has secured the support of a group of European parliamentarians and welcomed the **first positive steps** from the EC. We also actively contributed to a study carried out on behalf of the EC. Next steps are a public consultation and then we expect a legislative proposal. We seek confirmation of reciprocal treatment so that the EU and member states can continue to encourage third countries to raise their level of protection. At the same time, we are also seeking an accommodation for countries like Germany and Spain who pay all performers. For more on IMPALA's views, check out our **[dedicated page](#)** and **[resources](#)**.

BOLSTERING OUR DIGITAL AND COPYRIGHT STRATEGIES WITHIN EU DIGITAL FRAMEWORK

The EU was super quick in getting its new digital framework rules adopted (compared to the copyright directive at least...). The Digital Markets Act (DMA) focuses on online gatekeepers, while the Digital Services Act (DSA) is a horizontal regulation applying to the online world. We coordinated with the broader cultural and creative sector and raised our concerns at various stages of the process (see [here](#), [here](#), [here](#) and [here](#)).

REVIEWING HOW THE INDUSTRY ADAPTED TO AN EXTRA 20 YEARS OF COPYRIGHT PROTECTION FOR SOUND RECORDINGS

With the EU looking into the implementation on the extension of term on sound recordings (from 50 years to 70), IMPALA's copyright group and members liaised with the EU commission. This includes of course reviewing how the extra provisions for performers during the additional 20 years have been applied. It is important for all rightsholders' interests to be represented in this debate.

ANOTHER BUSY YEAR FOR REGULATORS

Our work on streaming reform and remuneration was discussed with the UK's regulator (CMA) when they carried out a [market study](#) and invited IMPALA to contribute. It was also the opportunity to flag our views on issues such as consolidation, vertical integration, etc. See our full response to their statement of scope [here](#). The CMA now published their first findings and recommendations, which we also commented on. In other competition work, we also contributed to the CMA's investigation into the Sony/AWAL merger, which was in the end cleared despite concerns raised from different sections of the market. You can find our statement on the provisional findings [here](#) and our full contribution [here](#).



FINANCE - CULTURE'S STRATEGIC STATUS GROWS

IMPALA's work has paid off again this year. We have secured a key position on the creative industry advisory board of a new EC knowledge and innovation community in the cultural industry sector (known as KIC). There are only 8 other sectors seen as strategic enough to have a KIC, so it's great to see culture recognised in this way, also because it means significant funding to boost innovation. IMPALA also runs an EU projects committee which provides key advice for members. We continue the push for a stronger focus on music within various EU programmes, for further guarantees regarding the EU's Covid recovery plan, as well as access to finance on reasonable terms and tax breaks.



NEW VINYL MANUFACTURING WORKING GROUP

A new working group has been set up to look into the problems faced by the sector regarding vinyl manufacturing. Our sector faces multiple problems: access to manufacturing, longer lead times, paper shortage, oil, delivery, energy costs, pre-orders, smaller pressings and the list goes on... Our working group will see if it can come up with recommendations for members.



RAISING OUR VOICE OVER UKRAINE

In what was one of the most concerning events of 2022, IMPALA made vocal its opposition to the invasion of Ukraine by Russia and called for support to the cultural sector in the country (see our statements [here](#) and [here](#)). We also collected a list of initiatives across Europe for members to consider and we welcome all moves by members to support national programmes already launched in different countries (see our dedicated [webpage](#)). Please let us know about any examples you would like us to promote and listen to our podcast with Vlad Yaremchuck, from Music Saves UA initiative [here](#).

FULL STEAM AHEAD ON COLLECTING SOCIETY WORK

During the year, completed a review of our own code for societies and over the summer we [launched](#) a [survey](#) for members to rate their societies in key performance areas. At the same time, we monitor the situation in different countries regarding any follow up to the Atresmedia case and continue to participate in VPL's distribution committee discussing the MTV agreement distribution for independent videos played on MTV channels in Europe. IMPALA also fed into the EC's review of the 2014 collective management directive and our committee reviewed the main conclusions. IMPALA wrote to the EC again to confirm our main comments on the directive and its application.

LINKING UP INTERNATIONALLY

For the first time in three years, Helen was able to deliver her *"postcard from Europe"* in person in New York during A2IM's IndieWeek, to a USA and international audience. Our work with WIN is super important as our link to other regions and we have a great team in place to feed into WIN's work empowering the international independent sector. Helen was at WINCON to talk about various developments in Europe, as well as advocacy in the independent sector. WIN welcomed former IMPALA board member Noemi Planas as its new General Manager. We had a [chat with her](#) for our podcast series 20MinutesWith. Earlier in the year we also welcomed Maria Amato, from the Australian association AIR, as the new chair of the WIN board. Please also check out [WINTRENDS](#), a great resource for the independent sector with useful survey results and super useful reviews on key topics such as remuneration.



COLLABORATING WITH MERLIN

IMPALA's collaboration with Merlin is as strong as ever, with Jeremy Sirota keynoting our 2021 AGM and Jim Mahoney participating in frequent discussions with our digital committee. Thanks to Merlin sponsorship, we can continue our digital reports and webinars under our One Step Ahead project with CMU. Jeremy Sirota also participated in our 20MinutesWith podcast series, listen [here](#).

LAST BUT NOT LEAST, COVID AND MOVING ON

As recovery measures were still being implemented at EU and national levels, IMPALA [joined forces](#) with other music organisations to ensure that the music sector was included. At the end of 2021 our Chair Francesca Trainini took part in the high level conference ["Rebuilding Europe with Culture"](#). We stopped updating our [covid website](#) in November last year though - a good sign that we are no longer in disaster mode, but our task force is ready to spring back into action if needed!

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