

**2022/2023**



# **ANNUAL EQUITY DIVERSITY AND INCLUSION REPORT**

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# FOREWORD

IMPALA's work for the year was agreed with the board during a special dedicated brainstorming session in November 2022 with Keith Harris OBE. One of the challenges is addressing the issue of diversity fatigue, as also flagged by Keith in this report's conclusion.

To help keep momentum going, it was agreed that we should focus on communicating the work done by our members. We also organised a training session on communications to help members.

Our awards continue to gain traction, and our free training programme for members dealt with new pressing topics and provided members with additional materials to take action. Our work covers a wide range of topics including reform of streaming. We expect to go further in 2024 in mapping trends in the independent sector with our upcoming survey and will continue communicating and raising visibility for work that makes an impact.

In the meantime, we take this opportunity to thank Paul Pacifico for his two-year stint as our task force co-chair. We also thank Lucie Jacquemet who led our EDI work at the secretariat before leaving to travel and concentrate on her own music career. Nastasja Prevost took over this role in the summer and brings new ideas about how to structure our work – welcome Nastasja!

## BY IMPALA EDI TASK FORCE CHAIR EVA KARMAN REINHOLD

***“We have made great strides in highlighting the business case for diversity and inclusion, but I’m especially proud of IMPALA’s long term commitment, as real change takes time. The importance of effective communication strategies was also underscored at our recent free training session for members, and our annual reports will help us measure development.”***



**Eva Karman Reinhold**  
Chair of SOM -  
Sweden

***With the Changemaker Award we get to put the spotlight on some of all the amazing initiatives for change in the music sector, and this year’s winner Women in Ctrl do some really inspiring work on gender equality. Another highlight was the 100 Artists to Watch programme, created in collaboration with our Friend of IMPALA, YouTube, which showcases Europe’s diverse musical landscape. Last but not least, I would like to pay tribute to our #20MinutesWith podcast curator and host Juliana Koranteng, an amazing person whose work to promote a more diverse music landscape will be remembered.”***

# INTRODUCTION

This is IMPALA's third equity, diversity and inclusion annual report. We publish a report annually, as required by our charter. As we did with our first and second editions, we are once again reporting on the anniversary of our charter on the 21st October.

After establishing our priorities during our board meeting in November 2022 with the help of a brainstorming session with our advisor Keith Harris OBE, our mission was centred around communicating on examples of different initiatives and projects in the sector, with the aim of encouraging members to do similar work.

Throughout the year, we monitored and promoted different campaigns, reports and panels related to equity, diversity and inclusion. During European Diversity Month in May 2023, we spread awareness of members' work to accelerate change within the sector.

Our Changemaker award returned in 2023 as an ongoing platform to showcase initiatives promoting diversity annually. We also released the second edition of our 100 Artists to Watch programme, in collaboration with Youtube. This scheme helps provide visibility to emerging artists from across the European region.

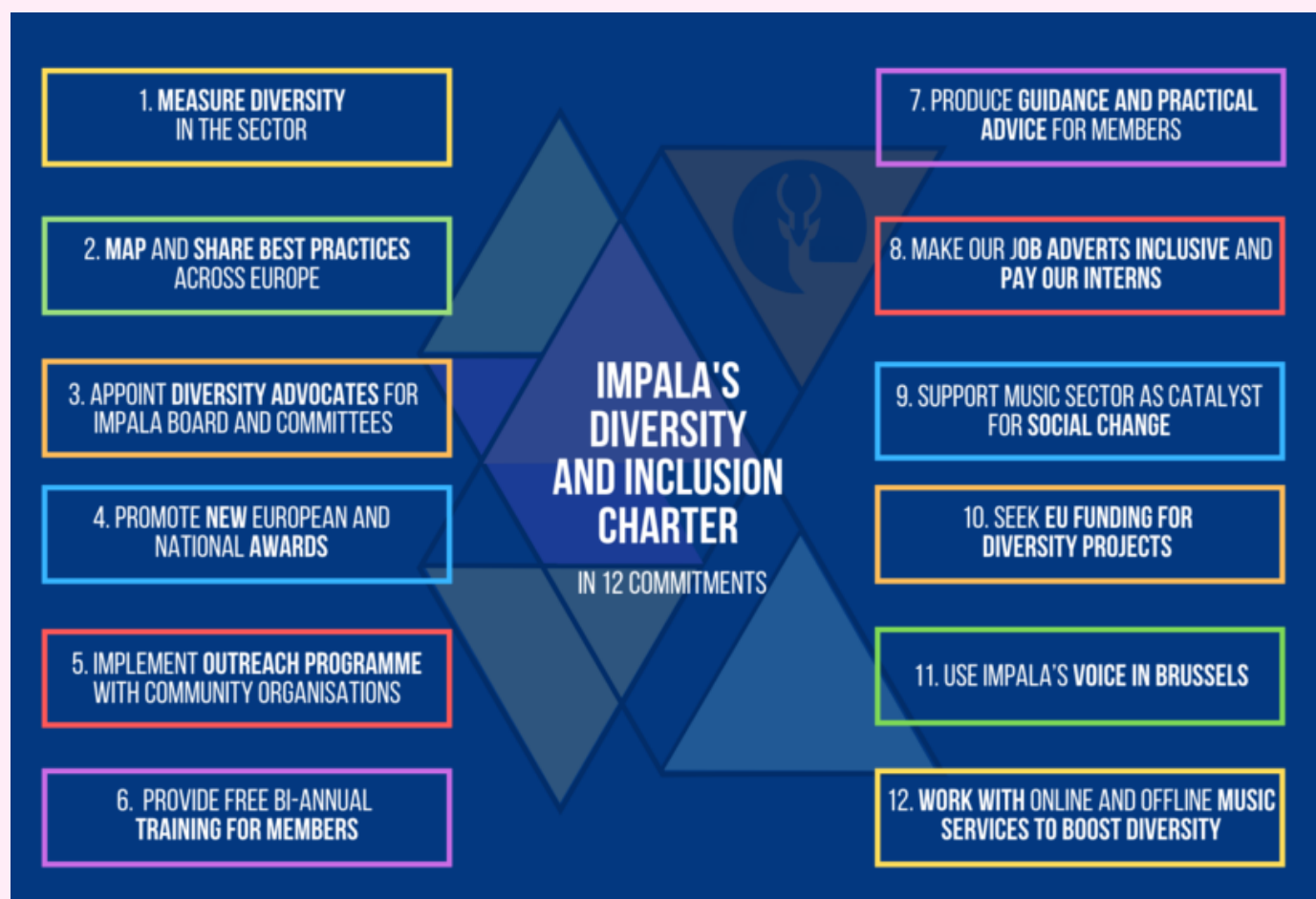
Our EDI task force has over 20 people from 14 different IMPALA members from across 9 countries and it is encouraging to see task force members initiate EDI projects and campaigns within their respective countries.

As we approach 2024, our major focus for next year will be the second edition of our equity, diversity and inclusion survey for members. For this, we will use a simplified process to target key issues. We invite all members to let us have any suggestions on what they would like the survey to focus on.

Lastly, with the election of our new board for a term of two years at Vienna WAVES Festival and Conference, we reviewed IMPALA's priorities. Boosting inclusion work is one of our priorities, alongside others such as AI, streaming reform, fiscal support, growing the network in Central Eastern Europe and sustainability.

Let us have your feedback on our report. We have many new features, including a guest column on allyship and a focus on the business case for taking action, as well as the vital issue of diversity fatigue and more.

# IMPLEMENTING OUR CHARTER, WHERE ARE WE?



[Read our charter in full here](#)

Below is an update on what we have done to implement our diversity charter this year. IMPALA's work is driven by our [equity, diversity and inclusion task force](#) and underpinned by our [charter, adopted on 21st October 2020](#).

1.

We continued to promote the key findings of our first survey [here](#). We are currently preparing for the second survey to be carried out in 2024 and are discussing this with IMPALA's task force. Members can contribute to this exercise, see below - we are looking for proposals on the scope.

2.

We shared examples of [best practices across Europe](#) and [promoted campaigns](#) and initiatives that promote diversity and inclusion (see below).

3.

We continue to have a diversity advocate on the IMPALA board and on each of our committees so that equality, diversity and inclusion are considered in all aspects and decision-making processes ([see list below](#)).

4. Our award programmes '[100 Artists to Watch](#)' (in partnership with YouTube) and '[Changemaker Award](#)' took place for the second time this year. Honouring, recognising and celebrating diverse artists and projects that undertake vital work to make the music sector inclusive hopefully inspires others and contributes to more diversity in the sector.
5. We continued to promote projects such as the [Music Leaders Network](#) and also continued discussions through our associations network to exchange best practices, as well as updating our [advice for associations on implementing our charter](#). Following our September 2023 AGM, members are able to take advantage of the programme launched at our AGM in 2021, to have a second representative on our executive board and also give companies a free membership for the term of the board ([see more about our extended membership programme here](#)).
6. We continued our [three-year collaboration with Vick Bain and Arit Eminue to provide diversity and inclusion training to our employees, board and members](#). The fifth diversity training for members was in April 2023, and the sixth in September 2023 with participants across Europe. With Arit stepping down, we thank her and are reviewing options for the next training programme.
7. We updated IMPALA's diversity and inclusion guidance for our [members](#) and [associations](#).
8. We posted our job offer for "[Membership & Project Coordinator](#)" in January 2023 on diverse platforms, including on [Shesaid.so](#).
9. We supported relevant initiatives in the music sector such as the [MEWEM](#) and more ([see list below](#)).
10. We kept members aware of [EU funding](#), encouraging them to take advantage of finances available and we supported our members' projects when launched.
11. We sent letters to European commissioners to share our diversity and inclusion initiatives during [European Diversity Month](#). We also flagged the importance of mapping the whole cultural sector in a structured way.
12. We reached out to offline and online media and music services to work with us to implement the recommendations in our [revamped streaming plan](#) which aims to boost diversity and market access in Europe.

# TIMELINE

Below is an overview of key events in the framework of our equity, diversity and inclusion work during the year from 22nd October 2022.

22nd October  
2022

IMPALA wrote to the EC to update them on our remuneration and EDI work

16th November  
2022

We received an answer from the European Commission recognising the value of our EDI annual report in assisting them to understand the issues at hand faced by the sector

23rd November  
2022

IMPALA released its [#20MinutesWith Remi Harris and Tamara Gal-on](#) on how the Music Leaders Network programme is boosting women's careers in the industry. [[Episode](#)]

24th November  
2022

IMPALA invited EDI advisor Keith Harris OBE for our online board meeting brainstorming session.

9th December  
2022

Music Ally included IMPALA EDI report in their article "[14 music diversity, equity and inclusion must-reads from 2022](#)". This was also promoted on [our socials](#).

19th January  
2023

We kicked off 2023 with a [social media campaign](#) to highlight the important EDI work carried out by our members [[Campaign](#)]

3rd February  
2023

We announced the winners of the EU's Music Moves Europe Awards 2023, organised by ESNS and Reeperbahn Festival [[Statement](#)]

7th February  
2023

We held an association network call with 30 participants including 18 national associations to talk about IMPALA's priorities for EDI and sustainability

# TIMELINE

15th February  
2023

Our EDI trainer Vick Bain was a witness at the Misogyny in Music session held at the UK's House of Commons' Women and Equalities Committee. IMPALA's secretariat took notes on this remotely.

8th March  
2023

We dedicated International Women's Day to the life of 20MinutesWith curator and host Juliana Koranteng [[Statement](#)]

3rd April  
2023

We co-organised a panel on mental health with MENT Ljubljana and dedicated our Outstanding Contribution award to Tony Duckworth [[Statement](#)]

25th April  
2023

IMPALA held its EDI training with Vick Bain on "Inclusive Employment with a focus on disability and neurodiversity" [[Statement](#)]

26th April  
2023

We followed up with Music Leaders Network on the development of their programme and how to build bridges between their project and our members

9th May  
2023

Karla Rogozar and Rory Brown attended Music Saves UA and Liveurope's fundraising event for Ukrainian refugees as part of Europe Day

May 2023

We posted a series of highlights for EU Diversity Month [here](#), [here](#), [here](#) and [here](#)

8th September  
2023

IMPALA elected new board with Francesca Trainini as President and Dario Drastata to lead as chair to lead on new priorities including EDI [[Statement](#)]

12th September  
2023

IMPALA welcomed its newest member, Bulgaria's Association of Independent Music Publishers and Producers [[Statement](#)]

26th September  
2023

IMPALA held its EDI training with Vick Bain on EDI Communication



# COLLABORATION WITH MEMBERS

## ON EQUITY, DIVERSITY AND INCLUSION

On top of IMPALA's own work, we collaborated with members on different initiatives, see more below.



### PANELS & WORKSHOPS

- **Creative and Cultural Skills** - What's next? The future for talent pipelines across our music industry with Suzanne Bull MBE (Attitude is Everything) - 27th October 2022
- **BIME** - 'How to Thrive as a Minority in the Music Industry' and "Roadmap to promote a corporate gender equality certification in the music industry" - 26th November 2022
- **Future Echoes** - 'Addressing Gender Equality & Ageism in the Music Industry' in partnership with **Music Declares Emergency**, **Keychange** and **Believe** - 15th February 2023
- **Manifestagen Talks 2023** - 'Musik och representation' - 22nd February 2023
- **LIVE (Live music Industry Venues & Entertainment) Talks** - 'Trans Education & Inclusion in the Music Industry' with Saskhia Menendez - 31st March 2023
- **MENT Ljubljana** - '#MentalHealth: We're all in this together' - 31st March 2023
- **NEWSKOOLRULES** - International urban music festival & conference - 12th - 14th May 2023
- **Project first.wave** - Designing a Diverse and Inclusive Music Industry - 25th September & 4th October 2023
- **Ireland Music Week** - 'Creating Opportunities for a Progressive Industry' - 5th October 2023
- **IMPF Music Summit Palma** - 'How to build bigger and how to build better' - 10th October 2023



### CAMPAIGNS & REPORTS PROMOTED

In 2022-2023, we covered many campaigns and initiatives accelerating awareness for equity, diversity and inclusion in the music industry, for example:

- **UK Music** - "Diversity Report 2022" (gender and ethnicity statistics) - 23rd November 2022
- **Shesaidso x POWER UP's** call for mentors as part of their new mentoring programme empowering black music professionals - 16th November 2022
- **MEWEM Germany 2023** and **MEWEM France 2024** - 23rd March 2023 / 2nd October 2024
- **On The Move** - "Music Mobility Funding Guide" - 5th April 2023
- Human Artistry Campaign? 6th April 2023
- **We Are Moving The Needle** - "Fix the Mix report" on gender representation in the music industry - 9th May 2023
- **Music Leaders Network** - New leadership development programme cohort - 9th May 2023
- **Mental Health Awareness Week** - 19th May 2023
- **Music Week** - Call for nominations for Women in Music awards 2023 - 12th June 2023
- **Why Not Her** - "Gender & racial disparity on UK radio data report" - 22nd June 2023
- **Black Lives in Music** - "Unseen Unheard Report" on black disabled music creators and music professionals in the UK - 21st June 2023
- **Shesaidso and AIM Ireland** - 'Industry Professional Spotlight Series' - 25th September 2023

# PRESS RELEASES

21st October 2022

[IMPALA'S ANNUAL REPORT ON EQUITY, DIVERSITY AND INCLUSION  
- BUILDING LONG-TERM ACTION](#)

20th January 2023

[2023 MUSIC MOVES EUROPE AWARDS' WINNERS UNVEILED AT  
EUROSONIC](#)

27th February 2023

[192 CULTURAL ORGANISATIONS CALL TO THE EUROPEAN  
COMMISSION ON US ARTIST VISAS COSTS INCREASE](#)

8th March 2023

[ON INTERNATIONAL WOMEN'S DAY IMPALA CELEBRATES THE LIFE  
AND LEGACY OF JULIANA KORANTENG](#)

21st March 2023

[IMPALA ANNOUNCES ITS "100 ARTISTS TO WATCH" PROGRAMME  
FOR 2023 IN PARTNERSHIP WITH YOUTUBE](#)

23rd March 2023

[IMPALA'S DIVERSITY AND INCLUSION FREE TRAINING FOR MEMBERS  
- 25/04 10AM CET](#)

3rd April 2023

[IMPALA'S OUTSTANDING CONTRIBUTION AWARD DEDICATED TO  
TONY DUCKWORTH AT MENT LJUBLJANA](#)

27th April 2023

[STREAMING REFORM REVISITED - IMPALA UPDATED PLAN TO MAKE  
THE MOST OF STREAMING](#)

30th May 2023

[WOMEN IN CTRL SCOOPS IMPALA'S CHANGEMAKER AWARD](#)

20th July 2023

[EUROPEAN MUSIC ORGANISATIONS JOIN FORCES TO CALL ON EU  
MEMBER STATES TO LAUNCH DIALOGUE ON MOBILITY](#)

23rd August 2023

[IMPALA'S DIVERSITY AND INCLUSION FREE TRAINING FOR MEMBERS  
- 27/09 10AM CET](#)

8th September 2023

[IMPALA ELECTS NEW BOARD WITH FRANCESCA TRAININI AS PRESIDENT  
AND DARIO DRAŠTATA AS CHAIR TO LEAD ON NEW PRIORITIES](#)

12th September 2023

[IMPALA WELCOMES ITS NEWEST MEMBER, BULGARIA'S ASSOCIATION  
OF INDEPENDENT MUSIC PUBLISHERS AND PRODUCERS](#)

# THE BUSINESS CASE FOR EQUITY, DIVERSITY AND INCLUSION



Businesses with inclusive employment practices are more profitable, adaptable, innovative, have a better brand image and are able to attract and keep top talent. This is of particular value for small businesses who can see results more quickly.



Diverse groups offer more ideas and solutions than homogenous groups because there are more **skills, knowledge, and talent** available.

Companies with higher levels of diversity are better at attracting and retaining top talent, with higher levels of satisfaction amongst employees and more effective decision makers within.

Studies show greater diversity can help teams focus more on facts, process those facts more carefully and generate more creativity and innovation when the broader organisation is inclusive and equitable.

Companies/organisations who are in the top quartile for gender diversity on executive teams were **25%** more likely to have an above average profitability than those in the fourth quartile.

It is not enough to hire diverse talent. In a nurturing workplace, it is necessary to ensure the retention of talent through encouraging **creativity, collaboration,** and the possibility to use the **skills of all employees.**

## Diversity management contributes to:

- Enhanced economic performance
- Enhanced social performance
- Better adaptation to demographic and organisational changes
- Compliance with the law

## Diversity management adds value to:

- Attracting and retaining top talent
- Innovative team work
- Better responsiveness to needs and expectations of customers
- Access to new markets
- Better adaptability to change
- Positive brand image

Companies/organisations who are in the top quartile for ethnic and cultural diversity outperformed those in the fourth quartile by **36%** in terms of their profitability.

When well-managed, diversity encourages **constructive dialogue, contradictory debate, collaboration, creativity and innovation.** As a result, diversity impacts indirectly but positively on long-term economic performance. Diversity is an even more interesting and valuable resource in the context of smaller businesses: due to their size and greater flexibility, **they obtain visible results very quickly.**

Businesses that value difference and provide the opportunity for people to use their potential fully create individual benefits such as confidence for employees as well as job satisfaction, better morale, effective teamwork and communication, loyalty, and high performance.

Inclusion and diversity are important during crisis periods to **create opportunities for equal access** and reduce scope for unconscious biases creeping back in.

# IMPALA MEMBERS ON THE EDI BUSINESS CASE



**ROGER DORRESTEIJN**  
Managing Director  
Epitaph

*"In a famous interview Nina Simone speaks about the artist's duty to reflect the times. That same responsibility speaks directly to us as a music sector. Equity, diversity and inclusion have been the drivers of social change. By taking on the moral obligation to take part in that process, it's proven that it goes hand in hand with becoming better and more profitable. Our label has experienced this in practice over the past years: step by step adapting our company structure and improving our hiring policy, this opened up new opportunities, expanded our artist roster, and made our team more creative and flexible."*



**HORST WEIDENMÜLLER**  
CEO & Owner  
!K7 Music

*"Equity, diversity, and inclusion are not just values; they're the very essence of our music business in today's dynamic landscape. By embracing and nurturing a diverse workforce, we're not just opening doors; we're building bridges to undiscovered talent and untapped markets. With this comes our greatest strength, a harmonious symphony of ideas, perspectives, and voices, which in turn composes a more vibrant, responsive, and forward-thinking industry, enriching our music, our business, and our world."*

## TACKLING DIVERSITY FATIGUE

While efforts to advance EDI have increased worldwide and the importance and understanding of the EDI business case has been widely understood and accepted, a concerning rise of **diversity fatigue** (especially among those driving it) has been raised by the World Economic Forum. Breaking down barriers and creating fair and equal processes, while at the same time having to do your job, can be emotionally draining – especially when progress is slow.

According to World Economic Forum, one of the main causes of this fatigue is the **diminishing support and focus of leaders on EDI**. The organisation also notes that this decline is largely due to the demotivating and devastating setbacks caused by the pandemic.

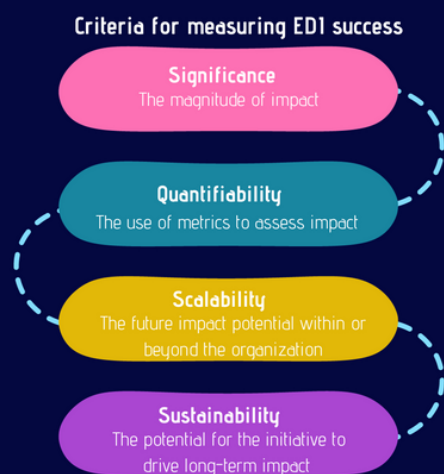
*"The true casualties of "diversity fatigue" are the ones who never feel entitled enough to complain about it."* Hua Hsu, The New Yorker

### The solution? Look at and learn from best practices

Despite the difficulties and setbacks during this period, many organisations have remained committed and moved EDI forward. The latest EDI Lighthouse Programme 2023 analyses initiatives that have resulted in significant, quantifiable, scalable and sustainable impacts, and uncovers what those initiatives have in common.

Sharing knowledge about best practices helps leaders to better focus on EDI efforts, to know what works best, and ultimately to contribute to faster, scalable impact across the global business community and surrounding ecosystems. The report uses the following criteria to identify success (Figure 1) and lays out five success factors of EDI initiatives. While **there is no "one-size-fits-all" solution**, thinking through each of these elements will help set up an organisation's initiatives for success (Figure 2).

*Fig.2 McKinsey & Company*



*Fig.1 McKinsey & Company*

#### Five success factors common across DEI Lighthouse initiatives

- 1.**  
Nuanced understanding of root causes
- 2.**  
Meaningful definition of success
- 3.**  
Accountable and invested business leaders
- 4.**  
Solution designed for context
- 5.**  
Rigorous tracking and course correction

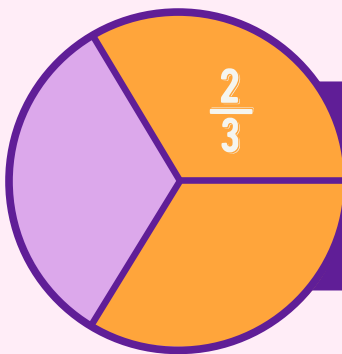
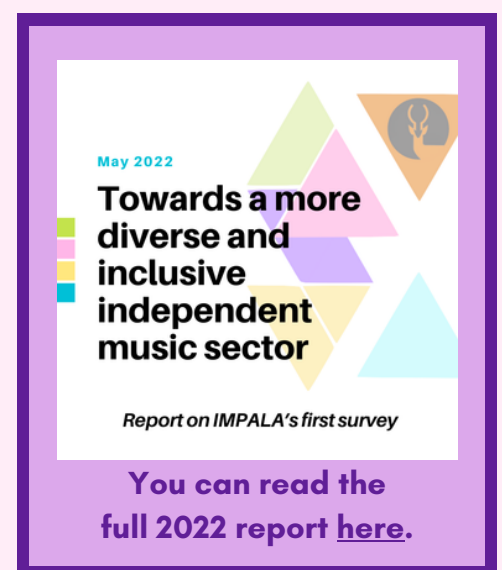
# IMPALA'S UPCOMING SURVEY 2024

In May 2022, IMPALA released its report on the first diversity and inclusion survey of the European independent sector. Last time around, IMPALA's EDI task force gathered both company and association perspectives from across 22 European territories to gain an understanding of the independent music sector.



**European  
Territories covered**

As far as businesses were concerned, the survey found considerable differences. Some members had a clear view on what they want to do, have policies in place and are making changes. Others reported that they were not making changes, mostly due to their small size or lack of finances, or because they saw themselves as already diverse, or they didn't agree there is an issue, or they did agree but didn't know where to start.



**Nearly two thirds of associations  
reported that they have diversity  
and inclusion policies in place.**

## **Needs and challenges**

The findings of this previous report showed that to activate real change and maximise daily work in the sector, spreading awareness and best practices within the sector was vital to boosting the impact and efficiency of initiatives. At the same time, this survey provided sufficient evidence for the sector to urge policymakers to provide greater resources through EU and national funding schemes. This also led to the proposal from IMPALA for the EC and Eurostat to work with the music sector and the broader cultural field to map the diversity of its workforce.

# IMPALA'S UPCOMING SURVEY 2024

## HAVE YOUR SAY

### Our scope

This year we are reviewing our approach to carrying out our second survey in 2024, which will be launched on the second anniversary of the first report as part of European Diversity month in May. The main priority will be keeping the survey process as inclusive and efficient as possible. We therefore aim to focus on the 10 questions we finalised during the second round of the survey. As a reminder, the purpose of our survey was twofold. First, to map best practices, local developments and projects regarding diversity and inclusion. Second, to start building a basic picture of the sector's diversity and key issues faced by businesses and associations. The scope is being reviewed by IMPALA's equity, diversity and inclusion task force, with Keith Harris OBE as adviser and in consultation with national associations.

In our first survey, we focussed on where members sit on EDI issues generally:

- Do you have specific diversity and inclusion policies or are you planning to do so?
- Are you taking measures as employers to be more inclusive? Are these issues a priority?
- Are you planning any new initiatives? What challenges do you face?
- Are you interested in training?
- Do you support relevant projects and campaigns?
- What support is available at national level?
- How are you doing in terms of your diversity goals?
- How do you rate yourselves in terms of your own diversity?

### **What do you want to see in the new survey? Let us know.**

The survey was constructed around the protected characteristics set out in the European Charter of Fundamental Rights and elaborated on specific issues. We covered neurodiversity as well as economic and social factors, on top of the areas traditionally covered such as gender, LGBTQ+, race/ethnicity, disabilities etc. We included non-binary persons when asking about gender and we also asked respondents to include transgender people identifying as men and women when asking about binary gender representation. We will do the same in 2024.



# CHANGEMAKER AWARD



In May 2023, we ran the second edition of the **Changemaker Award** to put the spotlight on projects working on equity, diversity and inclusion. The award is run yearly, with IMPALA members nominating inspirational projects, and IMPALA's EDI task force voting the winner.

## Winner 2023: Women in CTRL

For the second edition of its Changemaker award, IMPALA honours the UK not-for-profit organisation Women in CTRL. Founded in 2017, Women in CTRL was established with the mission to develop and support music creators and professionals from underrepresented groups, with a particular focus on women and non-binary individuals. Through nationwide outreach and impactful programs, including creative growth initiatives, community workshops, mentoring, training, and events, Women in CTRL strive to provide opportunities and pathways for talent to thrive. Read the statement [here](#).

More changemaker projects we promoted: (check our [Changemakers page](#) for more details!)

## 7 new additions in 2023

Music  
Leaders  
Network

Parenthood  
In Music

GIRLS I  
RATE (GIR)

MEWEM  
Germany

SLÄS

MaLisa  
Foundation

Helvetia  
Rockt

2  
0  
2  
2

- [Black Lives in Music](#)
- [Black Artist Database](#)
- [Women in CTRL](#)
- [Shesaid.so](#)
- [MEWEM EUROPA](#)
- [Key Change](#)
- [!K7 x Ernst Reuter Schule](#)
- [GSBTB Open Music Lab](#)
- [Connect Her](#)
- [Label 365XX Records](#)
- [VUT x BVMI](#)
- [This is Upfront](#)
- [Future Female Sounds](#)
- [Bandshe](#)
- [SISTERS OF MUSIC](#)
- [Music Women Austria](#)
- [The F-List](#)
- [Music Women\\* Germany](#)
- [MYM](#)
- [Moving the Needle](#)
- [The Cats Mother](#)
- [The F-List Playlist](#)
- [CloudKid Empowers](#)
- [Sisterhood Collection \(Flore\)](#)
- [Why Not Her Playlist](#)
- [Pep Talk \(My Bloody Valentine\)](#)
- [A Seat At The Table](#)
- [We Are Unheard](#)



# Changemaker Winner 2023

## Nadia Khan, Founder of Women in CTRL



“We are deeply honoured to be chosen as the second recipient of the Changemaker award. This recognition validates our mission and fuels our determination to drive positive change within the music industry. It's a privilege to follow in the footsteps of Power Up, and this award represents a celebration of the extraordinary impact that initiatives can have. It serves as a beacon of inspiration, not only for Women in CTRL but for the entire independent sector.”

“Our advocacy for women and non-binary creatives and executives is exemplified by our groundbreaking **“Seat at the Table”** report. This report, which examines the representation of women in leadership roles across the music industry, initially revealed that only 30% of board members were women. Since then, we've led and supported campaigns for women's election to various industry boards, including our recent support for VV Brown and Laura Mvula to the PRS for Music Members Council.”



“In 2023, we launched the **Amplify apprenticeship program** in collaboration with Amazon Music and AIM. This initiative aims to enhance diversity and inclusion in the independent music sector. Our Amplify apprentices have secured Label Assistant roles within six esteemed AIM label members across the country. These apprentices will work in both administrative and creative aspects of label operations, collaborating closely with A&R teams to identify, champion and nurture women and non-binary talent on label rosters. The 15-month paid apprenticeships, beginning in August 2023, adhere to at least the Real Living Wage standards with salary contributions provided by Amazon Music to the labels.”



“The Amplify program represents a significant step toward addressing the underrepresentation of women and non-binary artists on label rosters.”

To learn more about our initiatives and how to get involved, visit our website at [www.womeninctrl.com](http://www.womeninctrl.com).



# 100 ARTISTS TO WATCH

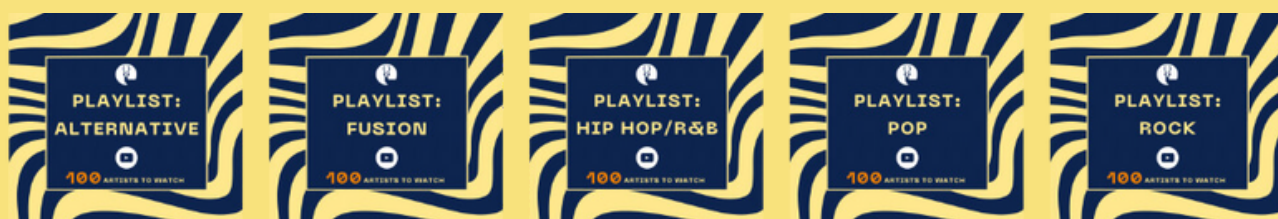


After initiating our largest-ever artist showcase award programme in Spring 2022, IMPALA's "100 Artists to Watch" in partnership with YouTube returned in 2023 with a new selection of emerging talent from across the European independent music sector. "100 Artists to Watch" puts the spotlight on key independent artists across Europe. A new set of participating artists is announced each Spring. Members are free to propose artists based on various factors such as diversity and innovation, as well as commercial success.

***“We’re thrilled to continue our partnership with IMPALA’s 100 Artists to Watch programme to support emerging artists and independent record labels across Europe. YouTube provides independent artists with exposure, promotion, analytics, monetisation opportunities and collaboration possibilities to develop their talent and reach new audiences. The 100 Artists to Watch programme is an excellent showcase platform for independent artists to advance their careers and reach audiences across borders.”***

**Dan Chalmers**  
Head of Music Youtube EMEA

IMPALA's 2023 list includes artists from 30 different countries and features more than 35 music genres, from R&B to Drill, Folk to Electronic, Pop to Post-Punk. With a total of 100 European independent artists, there's a world of groundbreaking musicians and independent record labels to explore.



Discover all the 100 Artists to Watch on the following [YouTube playlist](#) or check out our genre playlists and artists on our [webpage](#).

# TRAINING FOR MEMBERS

In line with one of the 12 commitments of the EDI Charter, IMPALA offers free training on equity, diversity and inclusion twice a year for all IMPALA members. For this, we have brought on board two experts in the field, Vick Bain (vbain Consulting) and Arit Eminue, for a three-year collaboration to deliver high quality training. Arit has since had a professional change and is working on other issues related to diversity. We thank her for her dedicated work!

We then had Vick Bain single-handedly organising two exciting training sessions for IMPALA members this year. These trainings are in-depth and interactive three-hour sessions where we learn about basic theoretical concepts and discuss practical cases and tips. Participants have the opportunity to share their personal experiences and thus better integrate training content. The aim of these sessions is to create and strengthen awareness of EDI's work, to encourage reflection and to take small steps. The guiding principle is that small steps are important to bring about big changes in the long run.

To hear more about Vick and Arit's work, tune into our *20MinutesWith* podcast [series](#).



**Vick Bain**  
Equity, Diversity &  
Inclusion Trainer



**Arit Eminue**  
Equity, Diversity &  
Inclusion Trainer

***“It's been an absolute pleasure working with IMPALA members over the past three years. Time really does fly when you are having fun, but this work is often not fun, sometimes it puts us in a place of pain, discomfort and uncomfortableness. I therefore commend IMPALA's members for attending these sessions, doing the work, and wanting to do better.”***

***Diversity work is often initiated when organisations are in crisis and three summers ago the music industry as a whole was in crisis. The pandemic and increased awareness, through movements such as Black Lives Matter as well as #metoo and many others, made people reflect on the state of the music sector and how things needed to change. And IMPALA responded with authenticity and ambition with meaningful work in this area; surveys, resources, podcasts, training and their diversity Charter.***

***Alongside Arit Eminue I have delivered sessions on introducing diversity to music companies, diverse recruitment, unconscious bias, antiracism and allyship, writing EDI policies, disability in the workplace, and communication strategies for EDI. My hope is that these sessions will form the springboard for continued action over the coming years and will have provided useful tools for music companies to continue to improve and contribute to embedding diversity and inclusion across the music industry.”***

**Vick Bain**  
Equity, Diversity & Inclusion Trainer

# TRAINING FOR MEMBERS



Jörg Heidemann  
CEO VUT

“The simple messages about how the sector can make changes and the practical tips provided in these training sessions have struck a powerful chord among ourselves and our members. Inclusivity and diversity are not just about hitting the right notes, it’s about trying to deliver real equity on the ground and understanding how this benefits businesses with more innovation, harmony and relevance for our industry.”

## Training on Inclusive Employment, Disability & Neurodiversity 25 April 2023



Here are some reference materials that were recommended by Vick Bain for members interested in pursuing this further:



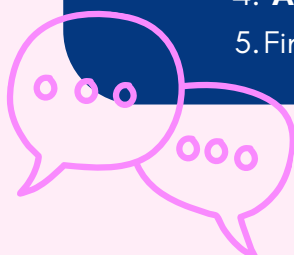
1. The [Accessible Employment Guide](#) by Attitude is Everything.
2. The [Access Starts Online guide](#) - which gives a step by step process on what information you need to be making available when you plan music events.
3. A [guide on access riders for employees/musicians](#) developed by the UK non-profit organisation “We are Unlimited”.
4. Further information about the Social Model of Disability is [here](#).
5. Further information from the creator of Spoon Theory to be found [here](#).

## Training on EDI communication: Strengthening EDI practices and embedding EDI messages 26 September 2023



Here are some tips from Vick Bain for members on communication:

1. **ARTICULATE:** plan communicating with your target audience.
2. **ADVERTISE:** communicate genuinely and with authenticity - relate to common values, policies processes, EDI aims and measure impact.
3. **ASSOCIATE** with events, knowledge sharing (e.g. through the use of an [EDI calendar](#)) or EDI networks.
4. **ACCOLADE:** celebrate and acknowledge (awards, role models, ...).
5. Find Vick’s EDI communication presentation highlights [here](#).

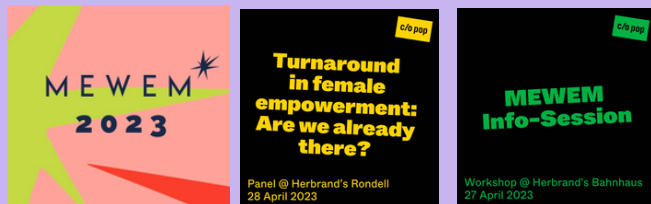


### HAVE YOUR SAY:

We will introduce a new training programme next year. Tell us what you would like to see!

# IN THE SPOTLIGHT

**MEWEM** is a multi-national mentoring programme promoting the development of managerial skills and tackling gender inequality for women, trans and non-binary young professionals in the music industry. MEWEM EUROPA project partners include IMPALA members' **FELIN** (France), **VUT** (Germany), **RAW Music** (Indiero, Romania).



- This year marked the 5th edition of MEWEM Germany and was followed by a new round of applications for mentees in May 2023.
- MEWEM France released its call for mentees in October 2023.
- As part of the national initiative, MEWEM Germany held an info session at C/O Pop festival in Cologne while MEWEM-project manager Beate Dietrich was a speaker on the panel titled "Turnaround in female empowerment: Are we already there?". German mentees and mentors also met for a group meeting with workshops at Reeperbahn Festival 2023.



Laureen Kornemann,  
Public Relations Officer,  
VUT

*“Surveys and studies show what an effective tool mentoring is for the empowerment of young women in particular. We are very happy to be able to run our mentoring programme in its fifth edition this year and thus to be able to contribute to a more diverse music industry. This year, we had over 100 applications for our 10 mentee spots, which of course made us happy, but also shows the need that the young talent in the industry has.”*

## ADDRESSING MENTAL HEALTH



from left to right: Magda Cholest (Artist in Bloom, PL), Arun Castro (Roadie Medic, UK), Rosana Corbacho (M.I. Therapy, ES), Sarah Joy (ATC Live, UK) and Tisa Frelih (University psychiatric clinic Ljubljana, SI)

MENT festival and conference in Ljubljana organised a panel in collaboration with IMPALA entitled **“Mental Health: We’re all in this together”**. The aim was to raise awareness on improving the working conditions for management and employees in music companies. It addressed the main questions people have but which too often remain unasked, as well as exploring the latest research. The main theme explored was *what can be done to mitigate and prevent risk in such a passionate and demanding work environment?*

In April, IMPALA’s Outstanding Contribution Award was dedicated to the late Tony Duckworth during MENT festival and conference to recognise his remarkable career in music and his dedication to network development in the Central and Eastern European region for independent music companies. Read IMPALA’s statement [here](#).





# !K7 MUSIC & ERNST-REUTER-SCHULE

For a second consecutive year, IMPALA member !K7 Music - joined by Ableton - successfully completed their social project in partnership with Ernst-Reuter-Schule (ERS) located in Wedding, Berlin.



Horst Weidenmueller  
CEO & Owner  
!K7 Music

*“We are very proud to be part of this music education programme. The school and surrounding area has some of the highest rates of inequality in the city, providing us with the opportunity to give back to our local community by enabling the students the entry to music production tools, resources and knowledge which they usually, and often culturally, do not have the privileged access to.”*



30 students  
12 - 14  
years old

## Objective:

Provide students with the experience of the entire process from writing and producing to releasing and promoting their own music



## MERLIN ENGAGE

In October 2023, Merlin, the independent's digital music licensing partner, announced the successful completion of its inaugural Merlin Engage mentorship program.

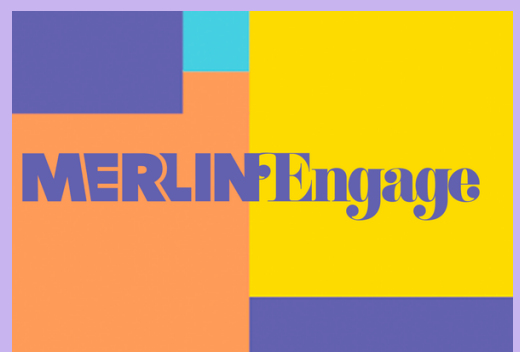
Launched this past spring and crafted specifically for Merlin members, Merlin Engage pairs executive-level mentors with talented mentees to help shape the next generation of female leaders in the independent music space.

The structure of Merlin Engage was calibrated to embrace the unique needs and perspectives of female leaders from independent music. It helped participants to develop into better leaders within their own companies as well as future leaders within the industry.

Read the full statement [here](#).

18 mentors

(6 from Merlin's Board)



# ALLYSHIP IN THE INDUSTRY (SASKHIA MENENDEZ)



Saskhia Menendez is an equality and diversity ambassador, as well as researcher, speaker and activist for social change. Saskhia works to help diversify the music industry landscape, as well as help improve representation, access, and help educate and inform others of the barriers and issues certain underrepresented groups face. She is a multi-racial trans woman who transitioned 12 years ago, and is also a parent of two children with over 10 years of experience in the music industry. After her recent inclusion into the Music Week Roll of Honour 2023 and previously giving an engaging talk on Trans Education & Inclusion in the Music Industry for LIVE (Live music Industry Venues & Entertainment) Talks, IMPALA reached out to Saskhia to gain insight into the fundamentals of allyship. This is what she had to say:

***“As an equality and diversity ambassador, I am always striving to see a more equitable and inclusive working environment across the music industry. There has been a recent shift in the importance of equality, diversity, and inclusion. With more and more organisations seeing the benefits of a diverse work force, skills, and ideas. The music industry has always celebrated difference, and we are now seeing more underrepresented and disadvantaged communities finding a voice, acting as positive representation as well as inspiring the future generation of talent. This can only be achieved through allyship, by supporting and providing opportunities to these groups.*”**

***Allyship is not a one off action, it refers to the actions, behaviours, and practices relating to people outside of their own social identity groups. It involves people who hold privilege or in a majority to support, amplify and protect the rights of the marginalised, as well as provide equal opportunities, re-educating themselves, and educating others on issues related to discrimination, bias, and oppression.***

***This helps to build and connect stronger communities as well as provide a sense of solidarity, belonging and unity. It also leads to a better understanding of the issues and barriers specific groups face and helps provide resilience and empathy to those affected. Allyship helps create a more inclusive and equitable workforce by challenging and dismantling systemic barriers and discrimination.***

***There are some simple steps you can take to be an ally. If you see someone from a marginalised group missing, advocate for them to be invited. Offer to introduce colleagues from underrepresented groups to influential people in your network. Ask someone from an underrepresented group to be a co-author or collaborator on a proposal or conference submission. Underrepresented communities need this to continue for the workforce to truly represent the communities in which we live, and we truly appreciate your support.*”**

# STREAMING REFORM

In the ever-evolving world of digital streaming, where creative works traverse the globe in an instant, the need for fairness echoes louder than ever. IMPALA's work to reform streaming has always been firmly associated with growing a fair return in the market, not only to benefit the independent music sector but to also ensure that revenue is fairly allocated to boost diversity. Following a month-long review process launched on the two-year anniversary of IMPALA's [ten-point plan to reform streaming](#), the independent sector issued a new call to action in April 2023 entitled **'It's Time to Challenge the Flow #2 Revisiting how to make the most of streaming'** (see our [infographic here](#)). Building on IMPALA's initial recommendations to make streaming fairer and provide a dynamic, compelling, and responsible future for creators and fans, IMPALA's new call is based on three key themes:

- 1 **Getting more money into the market and making sure there is no dilution of revenues**
- 2 **Changing how revenue is shared**
- 3 **Boosting diversity, transparency and climate action**

Last year we looked at the debate around so called "equitable remuneration" with an opinion piece by AIM Entrepreneur and Outreach Manager & Unstoppable Music Group Founder, Ben Wynter, stating that:

***"For people from a low socioeconomic background and particularly people of colour, streaming has been a game changer. Whilst there is no doubt that streaming reform would benefit many, my concern is that in any reform there will always be a loser. The majority of solutions that I have seen would have a detrimental impact on those from low socioeconomic backgrounds as income would be repurposed from their share elsewhere, threatening to dismantle the democratisation that exists. This is why I find it hard to support solutions such as "equitable remuneration". When searching for a solution, it is important to take into account the wider impact on ALL creatives that changes to streaming would have."***



**Ben Wynter,  
AIM Entrepreneur and  
Outreach Manager &  
Unstoppable Music  
Group Founder**

Given the current direction of streaming reform proposals, the need to consider equity and diversity issues continues to be of vital importance, as it is imperative that smaller artists are properly remunerated and have access. In September 2023, IMPALA welcomed moves to tackle streaming manipulation and spoke out on the risks of a possible two tiered system in our [op-ed with Billboard](#). IMPALA called for more debate and pointed to its own proposals for reform. The key to IMPALA's approach is a progressive redistribution of revenues where tracks would see a boost in royalties beneath and before the point of global ubiquity, and those which are in the top echelon (however that's defined) would lose a small percentage of revenue. That's the Artist Growth model – initially developed by AIM in the UK. We feel this can lead to a healthier ecosystem and more opportunity for new creators from diverse genres.

# PAYING TRIBUTE TO JULIANA KORANTENG



In February 2023, IMPALA sadly learnt the news that Juliana Koranteng, our host and curator of 20MinutesWith passed away unexpectedly after a short illness. At IMPALA, we got to know Juliana not only as a journalist, but also as a diversity advisor, as well as curator and host of the podcast series launched for our 20th year anniversary. Juliana interviewed over 30 key players in the independent music sector to shine a light on the people that drive the sector and projects inspiring change. During her career, Juliana made her mark in the music sector by reporting on a huge range of international issues and as founder and editor of UK-based B2B content media agency JayKay Media Inc. Her journalism also covered many topics relating to investment in the creative industries and media technologies. She provided regular contributions to media outlets such as Billboard magazine and Boutique Edition's MIPTV, MIDEM, MIPCOM as well as Cannes Lions news magazines. In March, we dedicated International Women's Day to the memory of Juliana. [[Statement](#)]

In IMPALA's podcast interviewing Juliana, she talked about her career, and work on the 20MinutesWith podcast series. She also discussed her experience working with independent music sector executives during the pandemic context and what she learnt from making IMPALA's podcast series. Juliana also flagged her future projects and shared what was on her playlist. [Click here to listen to Juliana's interview.](#)

Our 20MinutesWith podcast series was curated from London by Juliana Koranteng and edited in Brussels by Romuald Dagry.

Here are the final two episodes of the series:

- **Michel Lambot** and **Kenny Gates**, co-founders of **[PIAS]** reflect on their 40th anniversary as one of the world's largest independent music companies. This podcast comes as [PIAS] receives IMPALA's Outstanding Contribution award in 2023 for their work promoting and developing the diversity of European independent music over the last 40 years. In what was our late podcast curator Juliana Koranteng's last ever recording, Michel and Kenny talk about their ambitions, challenges and solutions over the years, as well as winning IMPALA's award.
- **Remi Harris** and **Tamara Gal-on**, co-founders of **Music Leaders Network**, talk about their two year leadership programme that aims to boost the career development of women in the music sector. They go into how the programme can help women and gender minorities to grow their career, how to reach their full potential and value their work in the sector. The podcast also covers the impressive results they noticed following up with participants of previous years, their ambition to see the programme developing in Europe, what's on their playlists and more.



# OUR EDI TASK FORCE

## These are the people that drive our work forward

(alphabetical order – chairs and adviser first):

1. Eva Karman Reinhold, SOM, Chair
2. Keith Harris OBE, Adviser to task force
3. Ben Wynter, AIM UK
4. Céline Lepage, FELIN
5. Dan Waite, Better Noise Music
6. Francesca Trainini, PMI
7. Gill Dooley, AIM Ireland
8. Helen Smith, IMPALA
9. Horst Weidenmüller, !K7 Music
10. Jörg Heidemann, VUT
11. Kees van Weijen, STOMP
12. Laureen Kornemann, VUT
13. Lina Burghausen, VUT
14. Mariem Saidi, PIAS
15. Marine Humbert, PIAS
16. Mark Kitcatt, Everlasting Records
17. Matěj Burda, Platforma
18. Nastasja Prévost, IMPALA
19. Priya Unwith, PIAS
20. Roger Dorresteyn, Epitaph
21. Silvia Montello, AIM UK

## IMPALA'S DIVERSITY ADVOCATES

### List of IMPALA's diversity advocates

**Executive Board** – the chair of our task force acts as our diversity advocate  
Eva Karman Reinhold (SOM)

### **Committees and external groups**

- Management committee – Silvia Montello, AIM
- Membership committee – Geert De Blaere, BIMA
- National association network – Eva Karman Reinhold, SOM
- Collecting societies committee – Francesca Trainini, PMI
- Digital committee – Dan Waite, Better Noise Music
- Emerging Tech Group – Gee Davy, AIM
- Sustainability task force – Karla Rogozar, IMPALA
- EU projects committee – Karla Rogozar, IMPALA
- Copyright committee – Mark Kitcatt, Everlasting Records/UFI
- Finance committee – Helen Smith, IMPALA
- Livestreaming committee – Gee Davy, AIM
- PR and awards committee – Roger Dorresteyn, Epitaph
- RAAP working group – Helen Smith, IMPALA
- Streaming committee – Francesca Trainini, PMI
- Touring committee – Silvia Montello, AIM
- Vinyl Pressing Group – Helen Smith, IMPALA
- WIN board members, European representatives – Jörg Heidemann, VUT
- Central and Eastern Europe, CEE group – Karla Rogozar, IMPALA

# RESOURCES FOR MEMBERS

On our website, we continued to update our [equity, diversity and inclusion resources](#) to share best practices and references. IMPALA members can access guidance, training and more. With Nastasja Prevost joining IMPALA to take over our EDI work, we also updated our [team page](#).

## Quick links for IMPALA members

- IMPALA's [Charter](#)
- [Practical tips for members](#)
- [Guidance for associations](#)
- [Business case for being diverse and inclusive](#)
- [One pager](#) summarising our work
- "Towards a more diverse and inclusive independent music sector"- [Report](#)
- [Video message from Keith Harris](#)

## News articles – some examples

- Music Week – [IMPALA issues report update on equity, diversity and inclusion charter](#)
- Music Ally – [14 music diversity, equity and inclusion must-reads from 2022](#)
- Music Ally – [IMPALA reveals new '100 Artists to Watch' list with YouTube](#)
- Music Week – [IMPALA's Outstanding Contribution Award dedicated to Tony Duckworth](#)
- Billboard – [Women in CTRL Receives IMPALA's 2023 Changemaker Award](#)

## CONCLUSION

### REFLECTIONS FOR THE FUTURE

**KEITH HARRIS OBE**

**ADVISER TO IMPALA'S TASK FORCE**



“It is all too easy to let equity, diversity and inclusion slip down the agenda, especially with the anticipated push back from many establishment media and organisations who are quite happy with the status quo, who don't want change to dilute their dominant position. We do however have to keep up the pressure to bring about a much fairer and inclusive creative industries landscape. IMPALA has initiated a long-term structural change in the field of equity, diversity and inclusion in the independent music sector. As we know, any change requires patience and perseverance. This report highlights many interesting projects that serve as examples and signposts to inspire and learn from each other. It is important to promote and support these initiatives, also with a view to developing the business case for diversity and inclusion. I encourage everyone to do two things over the next 12 months. First, focus on their communications and let everyone know about their work in this area. Secondly, take part in the upcoming IMPALA survey, which will be conducted during Diversity Month in May 2024.”