
DIVERSITY, EQUITY & INCLUSION FIVE-YEAR STRATEGY



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Glossary

Diversity - The composition of a group that all stakeholders, especially underserved and marginalised populations, trust to be representative and accountable. Diversity is achieved through actions that explicitly counter present-day and historical inequities and meet the unique needs of all group members. Diversity is about recognising, respecting and valuing the differences between people and groups of people which makes them unique.

Diversity Dimensions – The layers and identities and experiences that make us individuals. These include the protected characteristics under the Equality Act but also include identities not covered by the Act such as socio-economic background or class, regionalism, etc.

Equity - The measured experience of individual, interpersonal and organisational success and well-being across all stakeholder populations and the absence of discrimination, mistreatment and abuse for all. Equity is achieved by eliminating structural barriers resulting from historical and present-day inequities and meeting individuals', groups' and organisations' unique needs.

Inclusion - The achievement of an environment that all stakeholders, especially underserved and marginalised populations, trust to be respectful and accountable. Inclusion is achieved through actions that explicitly counter present-day and historical inequities and meet the unique needs of all group members. Inclusion is about removing barriers, as well as taking steps to create equality, harness diversity and produce safe, welcoming communities and cultures that encourage innovative and fresh ways of thinking.

Glossary

Intersectionality – A theory introduced by Professor Kimberlé Crenshaw which recognises the complex, cumulative way in which identities and characteristics such as race, class, and gender create overlapping and interdependent systems of discrimination or disadvantage for individuals and groups.

Marginalised Populations/Groups – Those that have been historically disempowered and oppressed by influential and discriminatory groups, treated insignificantly, or pushed to the margins of society. Marginalised groups may include, but are not limited to, women; people who are non-binary and gender non-conforming; people who are from Black, Asian or ethnic minority backgrounds; people with disabilities; members of the LGBTQIA+ Community; people who are from lower socio-economic backgrounds.

Protected Characteristics – The characteristics that are protected from discrimination under the Equality Act (2010). These include age; gender reassignment; being married or in a civil partnership; being pregnant or on maternity leave; disability; race (including colour, nationality ethnic or national origin); religion or belief; sex and sexual orientation.

Foreword from BPI Chief Executive, Dr Jo Twist OBE

I am delighted to welcome you to the BPI's first ever report setting out our strategy to promote diversity, equity and inclusion (DEI) both within our organisation and membership and the wider industry over the next five years. We are purposefully publishing this during National Inclusion Week, as we believe it essential that everyone who works in music, in whatever capacity and from whichever background, feels valued and is given the opportunity to realise their full potential within it. Inclusion is essential if everyone in the recorded music industry is to thrive.


We hear a great deal about the 'power of music' – and rightly so, as it has the remarkable quality of bringing people together and inspiring meaningful change. And the more inclusive and diverse our music community is, the more potent that transformational power becomes.

The BPI aspires to help build a truly inclusive environment for all parts of our industry. It is essential that the recording industry continues its progressive work to platform artists from a diverse range of backgrounds and identities so that together we can continue to promote the UK music industry's longstanding tradition of innovation and creativity. If we fail in this, who knows what amazing talent we risk slipping through our fingers.

“ Our industry will find it hard to be in tune with tomorrow if it does not embrace inclusive practice today.

Effective DEI work is necessary to enable a healthy climate for investment in human creativity, to support creative education and ultimately to keep British music competitive and successful, both globally and at home, through a diverse and robust talent ecosystem.





Many of our record label members have been playing their full part in helping to develop and shape best practice, and the BPI's Five-Year DEI Strategy is designed to help support their work and that of others to ensure the music industry is not only inclusive, safe and sustainable, but is also setting standards for other sectors to follow.

But most of all, surely it comes down to the simple duty we all have to one another: to create an environment based on mutual respect, that is inclusive, reflective of the rich diversity found in our society and empowers everyone to innovate, create and feel able to thrive.

The BPI, our members and the wider music industry that we are a part of have made significant steps forward in just a few years, though much more still needs to be done. But we trust that this Five-Year Strategy will provide the framework for further meaningful change and contribute to the breadth of work that is increasingly a feature of our industry. I know too that we can continue to rely on the advice of the BPI's Equity and Justice Advisory Group (EJAG), which began life as our BRITs Diversity Advisory Group, and am grateful for the Group's continued commitment in championing diversity in the sector.

I would also like to thank our Diversity, Equity and Inclusion Manager Hailey Willington for all her hard work in developing our DEI strategy since arriving at the BPI and for producing this important strategy, which I hope will be read with keen interest. Like me, I hope it will help bring about further meaningful change so that our industry can take pride in becoming a beacon of inclusivity that also lights the way for others.

Dr Jo Twist OBE, BPI Chief Executive

Foreword from the BPI Equity and Justice Advisory Group (EJAG)


The BPI Equity and Justice Advisory Group (EJAG) was originally formed by the BPI in 2016 in response to the 2016 BRIT Awards nominations and the #BRITsSoWhite campaign that ensued. There was deep frustration among sizeable parts of our industry that felt underrepresented and undervalued in their contributions, and who believed that popular music being made by Black artists in particular, notably rap and grime, was not being recognised or celebrated by the biggest music awards in the UK.

Though initially sceptical, we were invited by the then BPI Chair, Ged Doherty, to help form a BRITs Diversity Advisory Group to advise on The BRITs and also challenge and support, with equal vigour, the BPI and its members on issues around equity and justice that were increasingly becoming part of the national music discourse. We were pleasantly surprised by the positive results that were already apparent by the following year's awards and which continue to be seen to this day. A key factor proved to be the increased transparency around the make-up of 1,200-strong BRITs Voting Academy, which in turn allowed imbalances in its composition to be recognised and addressed.

Since 2016, our group (and its name) has evolved to take on a wider role, and we meet regularly to ensure the BRITs Voting Academy remains representative and the event reflective of the breadth of British music talent and music genres, and also help address continuing industry challenges around diversity, equity and inclusivity. As part of this, we contribute throughout the year to important DEI moments, such as:

- International Women's Day
- Black History Month
- South Asian Heritage Month
- LGBTQIA+ and Disability Awareness events

We have also supported the BPI's Equality Training and Inclusive Membership initiatives, whilst also helping to draft DEI Policy and implement UK Music's Diversity Taskforce 10 Point Plan.



We work to continually improve visibility and transparency in the music industry, and we deliver informed feedback and help shape relevant DEI in music related communications that are shared cross-industry by the BPI.

We recognise that Inclusion is an ever-changing journey, and the BPI and EJAG endeavours to foresee and meet each new challenge with rigorous debate and with positive action and heart. The role of an EJAG member comes with honour and responsibility, and is not one that any of us take lightly. This approach has been created with multiple voices that represent unheard communities, and we and those that follow us in this role will continue to be a living, breathing, and ever-changing group that looks to respond as culture transforms.

To this important end, we will continue to support, advise, challenge and liaise with the BPI on ongoing and future efforts and strategies, so that the UK music industry can be respectfully representative of all communities and individuals, and in turn ensure that British music retains a key cultural and commercial role in the wider UK economy.

We exist to collaborate, hold to account, and champion and celebrate the BPI's critically important work. Having a rigorous five-year DEI strategy is an important step in ensuring its future impact.

BPI Equity and Justice Advisory Group Members



BPI Chair
YolanDa Brown OBE DL



Co-Chair
Kwame Kwaten



Co-Chair
Paulette Long OBE

BPI Equity and Justice Advisory Group Members



Sharon Brooks



Jasmine Dotiwala



Arit Eminue MBE



Baroness Hazarika MBE



Mackinlay Ingham



Mervyn Lyn



Amanda Maxwell



Meenal Odedra



Ben Price



Indy Vidyalkara

Why Establish a DEI Five-Year Strategy?

The BPI and its label members have a longstanding commitment to Diversity, Equity and Inclusion.

In 2016 the BRITs Diversity Advisory Group was formed, and this forum has since evolved into the BPI's Equity and Justice Advisory Group. EJAG contributes to steering the BPI's Equity, Diversity and Inclusion work for its members, award shows, events and the BRIT Trust. Since 2015 the BPI has been a founding member of the UK Music Diversity Taskforce, where we continue to promote and engage in the Taskforce's work across the wider sector. The BPI established the BRITs Apprentice Scheme in 2018 and since 2020 has launched initiatives including the BPI Equality Training Programme, BPI Equality Sessions, and Membership Inclusion Programme. Through music industry charity, The BRIT Trust, the BPI encourages the development of diverse talent, including through The BRIT School and East London Arts and Music (ELAM) as well as its newly-announced specialised creative college in Bradford, West Yorkshire, which will bring fresh opportunity to a diverse region and further broaden access to the industry. The BRIT Trust supports charities that promote mental health and wellbeing such as Nordoff and Robbins, Music Support, and Key4Life. The BPI is also a longtime supporter of POWER UP.

Our commitment comes from an acknowledgement of the business case for diversity – diverse organisations are more creative, agile and innovative – but more importantly, the moral case for diversity.

We believe that all individuals, whatever their background and irrespective of their ethnicity, gender, sexual orientation, disability or any other characteristic, should benefit from the same equal rights, free from prejudice and all forms of discrimination. We believe that everyone should have the same equal opportunity to join the recorded music community and wider music industry and be able to progress as far within it as their talent, hard work and potential allows.

We are establishing the BPI's DEI Five-Year Strategy to build on our beliefs and commitments. The strategy will allow us to embark on the next phase of our inclusion journey. Our adoption of the strategy brings us into alignment with UK Music's theory of change model, The Five Ps, and structures our DEI work in a data-driven and outcome-focused way. By doing this, we will build transparency and accountability into our practice, share our learnings and help support greater change across the music industry.

Our Approach, Hailey Willington


I arrived at the BPI in the newly created role of Diversity, Equity and Inclusion Manager in June 2023. The BPI made a conscious decision earlier in 2023 to recruit for this role in recognition of the investment and resources that would be needed to fully commit to the requirements of UK Music's The Five Ps. My first task was to pull together the wide-ranging inclusion work that had taken place across the organisation up to that point. As we looked to the future, I sat down with the team to develop a DEI Strategy that would be robust enough to hold us accountable as we strive for meaningful progress, and flexible enough to acknowledge and react to the yet unknown ways the world can change over a five-year period.

In acknowledgement of this, we took the decision to use 2023-2027 as the timeframe for the BPI's first DEI Strategy. Although we are sharing the document with you in 2024, 2023-2027 allows us to communicate a holistic picture of the BPI's journey and capture strategic decisions, such as recruiting a DEI Manager, that were taken pre-2024. It also aligns with other UK Music member organisations and fellow members of the UK Music Diversity Taskforce and reflects the ongoing work of our label members.

Necessary flexibility has been built into the framework through our decision to work with three-year rolling DEI Action Plans. Our action plans are reviewed quarterly and plans for the year ahead are developed considering findings of our DEI audits, and consultation with the wider team and membership, ensuring capacity for upcoming industry-wide initiatives and cross-referencing our practice against relevant industry frameworks. A three-year plan within the five-year strategy allows us to be responsive as the needs of the organisation and membership develop, whilst also allowing us flexibility to change our actions and deliverables if they are not resulting in desired outcomes. To that end, there will be a strategic review of the DEI Action Plan in early 2025, before another review in early 2027 as the BPI prepares to launch a new five-year strategy.

In August 2023 we began a process of reflection and consultation to establish the substance of our strategy. We first found it helpful to establish our vision statement as a way of aligning our core values as an organisation, and how we will approach this phase of the BPI's journey. We began this by responding to five questions advocated by inclusion leader Lily Zheng. Through a process of examining these questions with the BPI's executive team, internal DEI Working Group, EJAG and others, we were able to identify and bring to the BPI Council three areas of action which have become the three strands of this strategy. We have made a point to incorporate current best practice when it comes to inclusive language and encourage you to read the vision statement in collaboration with the glossary with the hope that it provides a clear and robust guide to our approach.





Finally, we looked to our aspirations for 2027. Drafting this strategy coincided with the wrap up phase of UK Music's Ten Point Plan. The BPI helped to develop the plan and it formed a significant part of the framework of our DEI work from 2020 through 2022. As we reflected in 2023, we were proud to have addressed all ten points in the plan; however, there were areas where we knew we still wanted to go further or recognised that we needed to continue prioritisation to fully embed long term change. These areas, some of which will look familiar from the Ten-Point Plan, became the first outcomes and objectives for our Five-Year DEI Strategy.

By adding in relevant commitments from UK Music's theory of change model, The Five Ps, and incorporating feedback from the BPI community and membership, we have arrived at a set of fourteen measurable Objectives and Outcomes split across the strategy's three strands. While initially they are reflective of a focus on gender and ethnicity, inherited from the Ten Point Plan, as we work through the strategy we look forward to focusing on the widest interpretation of diversity expanding our work around disability, LGBTQIA+, socio-economic background and other areas of inclusion, such as recognition of neurodiversity. By continuing to cross reference our actions against The Five Ps to identify areas of under or over development, we believe that we can make meaningful progress towards our objectives.

We have tried to be bold and brave in setting our objectives whilst acknowledging that we may have to be responsive in adjusting our reach as we work through them. If that is the case, I assure you that we commit to transparently acknowledging and communicating why. We expect to encounter challenges over the course of the next phase of our journey. However, by sharing our experiences, challenges and best practices with our membership, partners and the wider industry, we aim to do our part to embed large scale change and inclusive environments across the sector. We believe that Diversity, Equity and Inclusion are non-competitive issues. Whether you are an individual or part of an organisation large or small, we invite you to collaborate and join us on this journey.

Hailey Willington, BPI Diversity, Equity and Inclusion Manager

DEI Vision Statement

What are we trying to achieve through DEI work?

At the BPI we aspire to develop a diverse workforce, for our organisation and the recording industry, one in which individuals can bring and contribute a wide range of lived experience and views as part of an integrated team. We believe in creating environments where people are safe and supported, where they feel they belong, and where there is opportunity for all.

What ought we do for our employees, members and the world?

To achieve this, we must take action by committing time and resources toward training and support for our team and the BPI's members, as well as investment into recruiting for the diverse workforce and inclusive sector we want to see. We need to identify and eliminate barriers to achieving equality in systems, policies and practices. We believe in transparently sharing our learnings and best practice through a data-driven approach.

What is the role of power and the powerful in making change?

We recognise the role of those with power to create change, and the power and responsibility that we have at the BPI. Our position requires us to undertake:

External DEI Work	Advocate for and amplify diversity, equity and inclusion work across the industry
Internal DEI Work	Lead the recording industry by example
Membership DEI Work	Connect and support our members, enabling them to diversify their teams and become more equitable and inclusive in their own organisational practice

Achieving a more diverse, equitable and inclusive industry requires us to be humble and brave. We must listen to and learn from the experiences of marginalised groups, and reflect on our perspectives, practices and policy. We must be willing to act and take risks where necessary, constructively challenge others in positions of authority and empower allies. Only by working together will we be able to redesign our workplaces and industry through the lens of equity and inclusion.

How should we approach identity and difference?

We believe that you should be able to be and bring your whole self to work. We will always aim to protect marginalised groups and identities and recognise intersectionality. Everyone's identity and lived experience is unique, thus the individuality of our identity and differences should be celebrated with open arms, empathy and understanding. If we want to design a world for everyone, then we need the unique perspectives of everyone involved in the process.

What does the work look like when it is done effectively?

When done effectively, Diversity, Equity and Inclusion (DEI) work empowers individuals to hold each other and their organisations accountable for achieving their goals. Authentic and effective DEI work includes:

- Representational parity at leadership level
- Data and metrics for tracking DEI goals
- An absence of discrimination and bias in internal operations

DEI work, above all else, avoids harm and empowers individuals to each fulfill their unique responsibilities to eliminate harm from systems over which they have influence. Effective DEI work should never be performative or tokenistic. If done well, this work should result in the removal of barriers to opportunity and belonging, and create outcomes stemming from interconnected interventions and actions that build forward momentum toward positive change.

Five-Year Objectives and Outcomes

Throughout the development of this strategy, we have been influenced by the idea that every system is designed for its outcomes. This approach also fits into UK Music's theory of change model, The Five Ps. According to this idea, if we are not seeing our desired DEI outcomes, we need to alter our actions to do something different, do more, or change the interventions around people, policy, partnerships, purchasing and progress that we are making in our DEI work.

Because of this, we have taken the strategic decision not to focus on publishing DEI action plans, but to instead publish a set of DEI Five-Year Objectives and Outcomes. We will accomplish them through an agile and responsive 'living' action plan that can let us monitor the outcomes we are achieving and make adjustments in real time to create systems that will deliver meaningful inclusive impact and change.

The Outcomes and Objectives that underpin each strand of the strategy have been designed to be measurable in order to achieve maximum progress and impact. Within our approach we acknowledge the unique context of each of our members. As a trade body BPI represents organisations that range from some of UK recorded music's largest companies, with their own extensive and well-established global DEI strategies, to small independent labels.

Our approach aims to drive change through leading by example in our own internal organisational practice, connecting our labels and organisations across the industry to facilitate meaningful progress, encouraging the sharing of positive and effective DEI practice already taking place and providing support where it can be most helpful.

Advocate for and Amplify DEI Work Across the Industry (External DEI Work)

- 1.** Diverse representation around gender and ethnicity in BRIT Awards and Mercury Prize nominations lists
- 2.** High level of recording industry response to UK Music Diversity Surveys, equaling or exceeding the 2022 response from membership and exceeding 80% of BPI Team Members
- 3.** A high level of positive self-reported impact from engaging with BPI partner organisations such as Saffron Music, the BRIT Trust and POWER UP
- 4.** The BPI is seen as a leader and advocate for DEI across the industry

Lead the Recording Industry by Example (Internal DEI Work)

- 1.** The BPI Council is at least 30% Black, Asian or ethnic minority background and 50% Women and minority genders. The BPI holds annual Council diversity data covering spectrum of diversity dimensions
- 2.** The BPI's DEI Advisory Group is representative, diverse and covers all protected characteristics and a spectrum of diversity dimensions
- 3.** The BPI workforce is 40-60% Women and minority genders and 30% of team members are from a Black, Asian or ethnic minority background
- 4.** The BPI holds and publishes a consistent set of Gender and Ethnicity Pay Gap returns. By 2025 the BPI has published and is working through an action plan to close any pay gaps
- 5.** Team monitoring surveys report good wellbeing, high levels of satisfaction and engagement, high levels of psychological safety and low levels of decision-making distance and uncertainty avoidance in the BPI workplace. Departing staff speak highly of the BPI and organisational practices in exit interviews and surveys
- 6.** DEI is incorporated into the systems and practices of all areas of the organisation including day-to-day practice



Connect and Support our Members' DEI Work (Membership DEI Work)

- 1.** >50% of members have a DEI strategy and action plan in place
- 2.** High level of membership engagement with DEI resources, training and networks
- 3.** The BPI holds a consistent set of membership diversity data returns
- 4.** Members feedback that DEI training and resources are meeting the needs of their organisations

Where We've Been

2023 DEI Summary Reflection

2023 provided the BPI with the ability to build on the work of the last three years and plan for and expand capacity going forward. In June the BPI appointed Hailey Willington as Diversity, Equity and Inclusion Manager and the summer and autumn provided time to audit the organisation's DEI progress, practice and procedures before drafting a new five-year strategy. We were also delighted to welcome Dr Jo Twist as CEO of the BPI in July. In addition to planning work, during the year the BPI established a new internal buddy programme and mentoring programme. Line managers undertook both inclusive leadership and mental health first aid training. In November the BPI rolled out Creative UK's new e-learning module 'It's not OK' internally, in addition to sharing and promoting it widely with the independent membership. In addition, we continued to work with partners including UK Music, ISM, Ivors and MU to develop a music industry-wide approach to anti-bullying and harassment.

In external activity, the BPI engaged in a wide-ranging consultation around BRIT Awards categories and criteria before announcing changes for BRITs 2024 as part of its ongoing evolution. We also launched the Monthly Diversity Roundup as a communications tool to amplify DEI initiatives across the industry. In the Autumn, the BPI formalised a partnership with Saffron Music in Bristol which will see us lend the community interest company with in-kind support during the next stage of its development. Finally, we ended the year by sponsoring Women in CTRL's next edition of the Seat at the Table Report and supporting their PR and communications. The Report, which launched in January 2024, focuses on the representation of women in the boardroom and executive teams of UK Music and the 10 music trade associations that make up the umbrella trade body.

Where We're Going

2024 DEI Action Plan Statement

2024 will start with an internal focus of DEI work at the BPI. We will be redesigning and will update the BPI's policies and procedures so we are in a position to lead by example and better support our members. This will involve reviewing recruitment, care leave, flexible working and antibullying and harassment, policies. We will also develop a new neurodiversity policy and undertake work as a team to support and educate ourselves in this area. In addition to policy work, we will be implementing new organisational survey tools to better understand the effects of change on the culture, wellbeing, satisfaction and engagement of the BPI Team. The first cohort of the BPI Mentorship Programme will run through September 2024, and we hope to expand the programme in Q4 2024. Finally, we will be reviewing the BPI's Equity and Justice Advisory Group (EJAG) to ensure we have an advisory board that is representative of all protected characteristics and a range of diversity dimensions, and is ready to help the BPI navigate and meet the challenges of the next five years.

In our membership work we will be focusing on creating DEI resources to help support our members, including highlighting existing good practice and sharing our learnings from the UK Music 10 Point Plan.

In our external DEI work we will continue to support our partners including, the BRIT Trust, BRIT School, POWER UP and Saffron Music. Work will be ongoing this year to continue development toward the launch of the BPI's new specialist creative school in Bradford, West Yorkshire, set to open in 2027. We will also be conducting and continuing reviews into DEI around the BPI's most consumer-facing activities, The BRIT Awards and the Mercury Prize. We are aware of a range of industry DEI related initiatives scheduled for 2024, including the UK Music Diversity Survey and launch of the Creative Industries Independent Standards Authority (CIISA), of which we are signatories and supporters, and have allocated capacity to engage with and amplify them using the BPI's platform throughout the year.

Reporting

The BPI will report quarterly on DEI Strategy progress to the Council as part of the DEI section of council papers. We will also report regularly to the wider BPI team with the aim of making involvement in the DEI strategy and action planning collaborative. We believe that DEI should be everyone's business. As asserted in the vision statement, 'If we want to design a world for everyone, then we need the unique perspectives of everyone involved in the process.'

We also aim to improve transparency and reporting to our members and the public, within the spirit of UK Music's The Five Ps. Part of achieving this will be by publishing an annual report updating the industry, our UK Music Diversity Taskforce partners and key stakeholders on our progress, best practice and challenges throughout the past year.

We invite you to get involved. If you have questions about BPI's Diversity, Equity and Inclusion work please reach out to us at [**inclusion@bpi.co.uk**](mailto:inclusion@bpi.co.uk)

Bibliography

UK Music resources:

The Five Ps: The Music Industry's Action Plan

<https://www.ukmusic.org/equality-diversity/the-five-ps-the-music-industrys-action-plan/>

Ten-Point Plan

<https://www.ukmusic.org/equality-diversity/ten-point-plan/>

Other resources:

DEI Deconstructed, by Lily Zheng

<https://lilyzheng.co/home/books/>

Women in CTRL Seat At The Table 2024 report

<https://womeninctrl.com/satt2024/>