

# SOCCAN

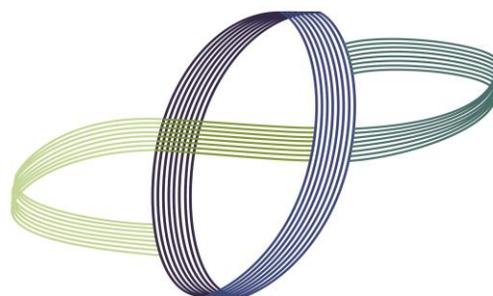
**The Society of Composers,  
Authors and Music  
Publishers of Canada**

**EQUITY/DIVERSITY/INCLUSION  
AND ANTI-RACISM ACTION PLANS**

**GOALS, OBJECTIVES AND ACTIONS**

**EXECUTIVE SUMMARY**

MARCH 2022



Cultural Pluralism in the Arts  
Movement Ontario  
(CPAMO)

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## 1. Executive Summary:

Following the murder of George Floyd in the U.S. and joining a chorus of arts industry organizations taking action to address anti-Black racism, in August 2020 the Society of Composers and Publishers of Canada (SOCAN) invited Cultural Pluralism in the Arts Movement Ontario (CPAMO) to work with it to develop an Equity, Diversity, Inclusion and Anti-racism (EDI-AR) initiative with goals to:

1. Address racial, gender, identity, age, and economic inequities and disparities in the music industry;
2. Provide for a safe and healthy environment for all SOCAN staff; and
3. Ensure SOCAN is an employer of choice by nurturing a workplace environment committed to diversity, equity and inclusion in all aspects of its operation (i.e., Board governance and representation, personnel policies and practices, career advancement and opportunities, programs and services, etc.)

SOCAN is Canada's largest rights management organization with more than four million creators worldwide and more than a quarter-million businesses and individuals in Canada alone, including:

- ✓ more than 150,000 songwriters, composers and music publishers who are direct members;
- ✓ more than 100,000 organizations which are licensed to play music across Canada;
- ✓ issuing licenses for the performance and reproduction of music; and
- ✓ being a leader in the global transformation of music rights, tracking *billions* of online micro-transactions every few days with its ownership of rights-tech companies Audiam and a strategic partnership with Audible Magic that will create long-term advantages for SOCAN members through their acquired company MediaNet.

With headquarters in Toronto, and branch offices located in Montréal, Vancouver, Los Angeles as well as subsidiary offices in New York and Seattle, SOCAN:

- ✓ works to provide its members with the support that they need so that they can continue to create and publish great and valuable art; and
- ✓ serves and champions music creators and publishers, by advocating for them, defending and protecting their rights, so that they can be compensated for their hard work.

Since 2009, CPAMO has been leading diversity, equity and anti-racism reviews to support arts organizations comprehensive organizational change programs. During that time, CPAMO has led numerous organization-wide equity initiatives; and while there were common threads, each initiative was uniquely tailored to the respective organization's specific needs and aligned with its intent, goals and approach to the organization's work.<sup>1</sup>

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<sup>1</sup> Among others, we have worked with the Shaw Festival, the National Ballet of Canada, the National Ballet School, The Writers Union of Canada, Randolph College, Luminato, Fall for Dance North, Dusk Dances, and the Royal Conservatory of Music Arts Educators.

Through its initiatives, CPAMO has identified several challenges that are impacting the broader goal of equity and pluralism in the arts. CPAMO has convened numerous workshops, Town Halls, conducted research and issued reports on these matters. Several of these can be viewed on CPAMO's website (<https://cpamo.wordpress.com>) which has documented these sessions, many of which have been conducted with CPAMO members as workshop resources and performers. CPAMO has also included art services organizations and major funders in the planning and implementation of these activities.

CPAMO is supported by Indigenous and racialized artists, including music creators. These artists and music creators are members of CPAMO's Roundtable and include representatives of Sampradaya Dance, Native Earth Performing Arts, Diaspora Dialogues, Nathaniel Dett Chorale, Little Pear Garden Collective, b-current, why not theatre, urban arts and backforward collective, Culture Days, Obsidian Theatre, the Collective of Black Artists, CanAsian Dance and others. With the involvement of these organizations, CPAMO is working with several arts organizations to build relationships, capacities, cultural competencies and understanding of pluralism in the arts so that these organizations engage from Indigenous and racialized artists and music creators and, thereby, enable audiences to access these creators' expressions from diverse communities on a regular basis.

CPAMO strongly believes that its efforts will create an environment in which artists from Indigenous and racialized communities will be better understood by presenters for music, dance, theatre, interdisciplinary practices, visual arts and literary publishers. At the same time, CPAMO thinks it important that these artists and music creators have an understanding of the milieu in which presenters and service organizations operate. It is CPAMO's intent that such sharing and understanding will enhance opportunities for Indigenous and racialized artists and music creators who, in turn, will have a better understanding of the presenting and industry ecology. CPAMO Roundtable members are at the forefront of artistic/music creation across Canada, connecting to the histories and contemporary expressions of music creators from Aboriginal, Asian, South Asian, African descent, and Latino. Combined, these artists/music creators are the vanguard of Canadian art to come.

Together, SOCAN and CPAMO have engaged in activities to address the three goals noted above. This has been done:

1. based on the data gathered through a review of SOCAN documents (e.g, policies, bylaws, procedures, programs);
2. a series of interviews with SOCAN Executive staff and key Board members;
3. the development and implementation of a survey of all-staff;
4. regular meetings with SOCAN's EDI-AR Advisory Committee which has reviewed all aspects of this initiative;
5. focus Groups with employees from across the organization and a meeting with Francophone staff based in Montreal to hear their unique perspective and thoughts; and
6. information on demographic changes as well as the significant growth of Indigenous, Black, People of Colour (IBPOC), the Deaf and disabled artists and music creators and their implications to the music industry.

Following discussions of key issues that surfaced during this process, this report and its recommendations include a series of action plans to guide SOCAN in implementing comprehensive organizational change work within an order of priorities aligned with the SOCAN's strategic plan and with measurable deliverables.

In this context, to be successful in implementing EDI-AR SOCAN will require organizational and Board commitment. SOCAN's Executive and Leadership will need to invest in developing and implementing formal and informal synergies, including reporting relationships, in order to enhance SOCAN's efforts in governance, membership services and recruitment, outreach, public awareness and communications, marketing, and coordinating revenue generation.

This will require coordination between the CEO, executive and Board leadership as well as external expertise to address the development of organizational synergies. It should also be one of the items on the agenda of SOCAN's Advisory Committee and reported on to SOCAN's Board regularly by the CEO and other members of SOCAN's Executive.

This SOCAN initiative sets out to implement strategies embedding EDI-AR in key areas. The following planning framework articulates general goals and actions to support implementation and a process to evaluate results over a specified time.

## **2. FRAMEWORK FOR CHANGE:**

Based on the framework noted at the outset of this report, to guide SOCAN in the final development and implementation of EDI-AR initiatives, the following series of action plans are proposed. In proposing these actions, it is critical to understand that:

- 1) each department will need to take action to ensure consistency in implementation;
- 2) this will require a team effort in implementing the action plans and reporting on actions and achievements in each area, e.g., education/training, performance appraisal and development;
- 3) the advisory committee assembled for this issue and the board can play a key role in the implementation.

### **2.1 Developing Organizational Leadership**

**Goal:** SOCAN has a sustainable framework enabling implementation of EDI-AR actions in all of its governance and operations

**Objective:** To establish policies and implementation plans that ensure SOCAN is an inclusive organization representative of diverse communities, particularly IBPOC, LGBTQ2+, the Deaf and disabled, and other marginalized peoples

#### **2.1.1 Vision, Mission, Mandate**

**GOAL:** SOCAN'S Vision, Mission and Mandate embed EDI-AR to ensure actions are taken in its governance and operations.

**OBJECTIVE:** To ensure all aspects of SOCAN have EDI-AR as core to their development and implementation, e.g., Board and member recruitment/selection, awards, programs and practices

### **2.1.2 By-Laws**

**GOAL:** SOCAN'S By-Laws embed EDI-AR to ensure appropriate actions are taken in its governance and operations.

**OBJECTIVE:** To ensure SOCAN By-Laws have EDI-AR as core to their development and implementation, e.g., Board and member recruitment/selection, awards, programs and practices, royalties to members and member eligibility

### **2.1.3 Code of Conduct**

**GOAL:** SOCAN'S Code of Conduct embeds EDI-AR ensures appropriate actions are taken in its governance and operations.

**OBJECTIVE:** To ensure SOCAN's Code of Conduct has EDI-AR as core to its values and parameters in terms of its relation to its Board, employees, members, contractors etc.

### **2.1.4 Accessibility for Persons with Disabilities**

**GOAL:** SOCAN is accessible to persons with disabilities, i.e., Board members, employees, contractors and visitors.

**OBJECTIVE:** SOCAN will ensure it is up-to-date with its compliance on AODA and provides the necessary support to do so for both accessible facilities and accommodations for Board, employees, members and contractors.

### **2.1.5 Policies to Develop**

**GOAL:** SOCAN has specific policies and procedures that address EDI-AR specifically and within other core policies and procedures.

**OBJECTIVE:** SOCAN will ensure all of its efforts are guided by its EDI-AR policy and will use this framework to update and develop new policies and procedures.

## **2.2 Diversifying Staff and Board:**

**Goal:** SOCAN is reflective of and welcoming to diverse communities in its governance and operations, particularly Indigenous, racialized, the Deaf and disabled, and other marginalized peoples.

**Objective:** To ensure SOCAN is a leader in attracting and sustaining both an operational and music creators' workforce that is reflective of diverse communities, particularly Indigenous, racialized, the Deaf and disabled.

### **2.2.1 Human Resources Policies/Procedures:**

**GOAL:** SOCAN's human resources functions are leaders in providing support and guidance on policies, procedures and programs on anti-racism, equity and diversity

**OBJECTIVE:** SOCAN's policies and procedures on Employee Relations, Workplace Harassment/Discrimination, Recruitment/Selection, Equal Employment Opportunities will be updated to embed the principles of anti-racism, equity and diversity.

### **2.2.2 Well-being in the Workplace:**

**GOAL:** SOCAN ensures employees' psychological, physical and mental health and well-being is supported.

**OBJECTIVE:** To build employee comfort and confidence in a confidential internal support system and access to external resources.

### **2.2.3 Career Planning:**

**GOAL:** SOCAN supports and retains highly talented, knowledgeable and reputable employees who reflect diverse communities, particularly Indigenous and racialized peoples.

**OBJECTIVE:** As an employer of choice, SOCAN will support its employees by providing opportunities for professional development and advancement to contribute to its goals, objectives and actions on anti-racism, equity and diversity.

## **2.3 External Marketing, Communications:**

**Goal:** SOCAN's public events engages diverse music creators in ways that are accessible to diverse communities, particularly IBPOC, the Deaf and disabled.

**Objective:** SOCAN will sustain and increase the diversity of its IBPOC performers at all levels and provide programming in more local and accessible community venues.

## **2.4 Developing Working Relationships with IBPOC/Marginalized Music Creators:**

**Goal:** SOCAN develops and sustains working relationships with IBPOC, Deaf and disabled music creators and Music organizations.

**Objective:** To engage Indigenous, racialized, the Deaf and disabled, and those from low-income neighbourhoods in SOCAN activities in activities that promote music from these communities

**SOCAN EDI-ANTI-RACISM ACTION PLAN  
FRAMEWORK FOR IMPLEMENTATION  
2022**

- 1. Introduction:** As a follow-up to the CPAMO report and identification of strategic areas (2022-2025), SOCAN has identified its priorities for implementation to the end of 2022. These are on the following items: Policy Development; Education/Training; Review of Job Descriptions; Workforce Census; Job Posting Support; Advisory Committees; and Communications.

A process to address these issues in 2022 is outlined below. The impact of implementing these actions will assist in guiding SOCAN in addressing the outstanding issues in the CPAMO report for attention in 2023-25.

- I. Policies:** These are all at various stages of development/discussion. SOCAN's approach would be to continue to draft with input from Equity Task Force and CPAMO to review and assist with core concepts.
- a. EDI-AR policy that is part of SOCAN's mission/vision and purpose
  - b. Workplace Harassment and Discrimination
  - c. Land Acknowledgements
  - d. Official Languages
  - e. Anti-racism
  - f. Language Barriers to Potential Membership
  - g. Contractor' Responsibilities
  - h. Diversity on Board of Directors
  - i. External Input and Advisory
  - j. Royalties in the Digital Age
  - k. Celebrating/Commemorating Days of Significance
- II. Training:** In person training is important for all people leaders and employees with CPAMO review videos that HR has access to for any follow-up and reminder training;
- III. Workforce Census:** To be done in 3<sup>rd</sup>/4<sup>th</sup> quarter of 2022;
- IV. Review Job Description:** Guidance to ensure job descriptions appropriately include EDI-AR requirements/assets;
- V. Job Posting:** Guidance to make sure job postings and approach to postings is more inclusive;
- VI. Advisory Committees:** Work with management to establish objectives for the advisory committees and then seek out possible candidates;
- VII. Communications:** Provide monthly updates internal/external for progress on implementation of actions.

- 2. Action Steps:** These are based on the items noted above as follows:

- i. Policy Development:** The policies will be developed involving representatives of SOCAN/s Executive, Senior Managers and members of the EDI-AR Task Group. There are 11 policies noted above. To develop these:
- a. SOCAN will form 4 teams with each team drafting 3 policies. **November 2021;**
  - b. CPAMO will provide initial support to all teams as they start their work. This will be done through working sessions with these teams, i.e., knowledge-sharing

involving all teams in 2 full day sessions which can be divided into 2-3 parts. These sessions will focus on terminology, exploring personal experience/knowledge, policy parameters and providing examples of policies as reference. **December 2021;**

- c. SOCAN teams will finalize drafts for review by CPAMO. **February 2022.**
  - ii. **Education/Training.** This will be designed and delivered by CPAMO as follows:
    - a. EDI-AR Values, Principles Actions and Language. **March/Apri 2022;**
    - b. Human Rights (Intake, Mediation, Investigation) **May 2022;**
    - c. Demographic Changes and Issues in the Music Industry. **June 2022;**
    - d. Review HR Education/Training Videos: **Timeframe: July/August 2022;**
  - iii. **Workforce Census: Education and Implementation. Developing an educational program, communications and data base and conduct a workplace census to assess the composition of all SOCAN staff will be done to identify gaps and, based on this, an outreach and recruitment campaign for positions requiring recruitment at all levels. This will also include assessing workforce availability regarding SOCAN staff positions and Indigenous and racialized peoples who have the competence/experience/knowledge to fill available positions. Timeframe June – October 2022.**
  - iv. **Review Job Description:** CPAMO will provide guidance to HR to ensure sure job descriptions include appropriate reference to EDI-AR. **Timeframe: September/October 2022.**
  - v. **Job Postings:** CPAMO will provide guidance to HR and communications to ensure sure job postings and approach to postings is more inclusive. **Ongoing.**
  - vi. **Advisory Committees:** Work with management to establish objectives for the advisory committees and then seek out possible candidates. **August – December 2022**
  - vii. **Communications on Implementation:** Print and images in order to better reflect diversity in SOCAN's print and online material and to ensure sensitivity to diverse communities. **Timeframe: Ongoing.**
- 3. Preparing for 2023:** SOCAN and CPAMO will meet in the 3<sup>rd</sup>/4<sup>th</sup> quarter 2022 to assess results and determine implementation of all items included in the CPAMO report and draft DEI Implementation calendar.