



Sustainability Report 2015/16

MESSAGE FROM THE CHIEF EXECUTIVE

As a not-for-profit organisation with a turnover of over €30m, who license over 25,000 businesses in Ireland and administer royalties on behalf of 11,000 members, transparency and accountability are central tenets in how we operate. We see Corporate Social Responsibility (CSR) as a vital tool in communicating how we meet our obligations to all our stakeholders.

We welcome the Collective Rights Management Directive signed into Irish law in 2016. This sets out minimum standards of transparency, governance and customer service for collection societies like ourselves across Europe. We have demonstrated best practice by making our Royalty Distribution Policy and Licensing Tariffs publicly available.

This report outlines our responsible business activities. For example, our customer charter and code of ethics govern how we interact with our customers; we are one of the largest supporters of grassroots and emerging music in Ireland and we are immensely proud that our employees overwhelmingly feel IMRO is a great place to work.

We are at an exciting juncture for Irish music. We can build on the recent successes achieved by Irish songwriters and we will continue to lead the way in determining how we can support, grow and reinvigorate the Irish music industry.



Victor Finn

Chief Executive

STATEMENT OF INTENT

In 2016 we are committing to work in a manner that further conserves our environment. We will undertake a full environmental review to see what is material to our business and where improvements can be made. This will include investigating the feasibility of introducing waste segregation in our offices, along with the installation of solar panels and rainwater harvesting systems in our building.

In addition, in 2016 the IMRO Chairman plans to introduce a Benevolent Fund. The aim of the fund will be to provide its beneficiaries with relief from poverty, distress or economic hardship by providing assistance where appropriate.

WHAT WE DO

IMRO is a national organisation that administers the performing right in copyright music in Ireland on behalf of its members (songwriters, composers and music publishers) and on behalf of members of the international overseas societies that are affiliated to it. Music users such as broadcasters, venues and businesses must pay for their use of copyright music by way of a blanket licence fee. IMRO's function is to collect and distribute royalties arising from the public performance of copyright works, ie. music used anywhere outside of the domestic environment, through its licensing agreements with music users in line with the Copyright & Related Rights Act, 2000.

As of January 2016, IMRO also acts as agent for Phonographic Performance Ireland (PPI), collecting public performance royalties on behalf of record producers and performers.

IMRO is also prominently involved in the sponsorship and promotion of music in Ireland. Every year it sponsors a large number of song contests, music festivals, seminars, workshops, research projects and showcase performances. IMRO is now synonymous with helping to showcase emerging talent in Ireland.

IMRO is a not-for-profit organisation.

HOW WE DO IT

Our Guiding Vision

To be Ireland's Music Champion – the trusted partner for music rights whenever, however and wherever music is played.

Our Mission

In pursuit of our vision, we will:

- Protect, promote and develop the collection and distribution of music royalties
- Foster music creation
- Promote the value of music to the creative, cultural and business communities in Ireland

Our Values

Our values represent our behaviours in support of our vision and mission:

- Delivery: do what we say we'll do
- Efficiency: do things right the first time
- Resourceful: innovation, think outside the box
- Professional approach: be ethical, have consistent high standards
- People engagement: involve people, be committed, go the extra mile
- Open and Fair: treat everyone with respect, demonstrate openness

COMMUNITY



Songschool

We have been promoting and supporting Songschool since 2001. Its aim is to encourage creative expression among primary and secondary school students through songwriting, recording and performance. There is a strong focus on encouraging collaboration and participation among all students taking part in the workshops, projects and courses which take place in schools and youth clubs throughout the country.

Songschool have a team of qualified and experienced instructors who offer an insight into life as a professional songwriter / musician and an overview of songwriting and the music business.

Students are given the opportunity to write and record their own songs during the workshop and receive a special Songschool / IMRO certificate of participation on completion of the course.

Sponsorships

We are heavily involved in the sponsorship and promotion of music in Ireland. Every year we sponsor a large number of song contests, music festivals, seminars, workshops, research projects and showcase performances.

Our music funding programme is part of our mission to help foster and develop creativity across all categories of music styles and genres here in Ireland today. Indeed, we are now synonymous with helping to showcase emerging talent in Ireland, sponsoring and hosting a large number of events which include:

- The Choice Music Prize
- IMRO Live Music Venue of the Year Award
- Sligo Jazz Project
- Temple Bar Tradfest
- Irish Composition Summer School
- IMRO/RTÉ Film Scoring Programme
- Pan Celtic Song Contest
- Willie Clancy Summer School
- IMRO Feis Ceoil Composition Awards
- West Cork Chamber Music Festival

Travel Grants

To support our members, we provide a travel grant for solo artists or bands to travel abroad to develop their career paths at music showcases festivals, seminars, workshops and/or attend music related meetings or networking events.

Work Placements

We provide work placements for local schools and colleges every year.

Local Suppliers

We make a conscious effort at IMRO to source local goods and services where feasible.

Benevolent Fund

We recognise that there are many ups and downs for those working within the music industry. We want to encourage a climate of philanthropy and comradeship amongst our members and to encourage them to be aware of and responsive to the needs of the vulnerable and needy. Therefore, in 2016 the IMRO Chairman proposes to introduce a Benevolent Fund, which will provide members suffering from poverty, distress or economic hardship with assistance.

ENVIRONMENT



Resource Efficiency

Our building was recently refurbished and has been installed with the latest resource efficiency measures. To minimise energy consumption we have a more efficient heating and ventilation system, a more adequately insulated building, sensors are in place where possible and LED lighting has been installed throughout. Toilets have dual flush to minimise water consumption. We have facilities to collect and recycle paper within the office spaces.

Transport

We discourage personal car for commuting by limiting our car parking spaces and encouraging alternative modes of transport to get to work - walking, cycling and public transport. We encourage employees to bike to work through our participation in the Cycle to Work scheme. We facilitate the purchase of brand new bike and equipment for employees upfront. The easy repayment scheme is spread over 12 months, is not liable for tax, PRSI or

USC, and result in savings of up to 51%. We have bike parking and showers to facilitate employee who commute by bicycle.

We encourage public transport for those who don't/can't cycle or walk by administrating the tax saver scheme for commuters in their salary. Employees and directors can avail of commuter tickets which can amount to savings of up to 52% of the cost.

Greener Services

We have switched from using a paper based communications to an electronic one. Members can view their royalties statements, distribution statements and VAT settlement vouchers online. Considering we have 11,000 members that is a lot of paper saved!

Future Plans

In 2016 we are committing to improve our environmental performance. We will start this by undertaking an environmental review to see what is material to our business and where improvements can be made. This will include investigating the feasibility of introducing waste segregation in our offices, along with the installation of solar panels and rainwater harvesting systems in our building.



WORKPLACE



Employee Engagement

We believe that IMRO provides a great working environment for its employees. We give them a voice in our annual staff survey where we collate a wide range of employee satisfaction measures.

In 2016, we reached almost 90% participation rate. Ninety seven percent of our staff believes that employees treat each other with respect, and that they have a good working relationship with their colleagues. Eighty six percent said that IMRO operates in a socially responsible manner. Fairness, consistency and transparency are very important to our employees as indicated in the employee survey. Areas that score below 70% are chosen as areas for improvement for the next year.

Diversity and Inclusion

We recognise that each staff member has a unique

contribution to make and we seek to develop the full potential of all our employees. We embrace a fully inclusive workforce that reflects the ever-changing cultural diversity of our society.

We respect individual differences and value the contributions individuals make to the success of an organisation. We promote diversity and the provision of equal opportunities as essential elements in achieving an effective and efficient organisation. We are an equal opportunities employer and maintain employment policies, procedures and practices which are free from all forms of unlawful and unfair discrimination.

Disability Support

We will endeavour to ensure continued employment to staff that may develop a disability. Staff will be supported either to maintain their present position or to take up a new role appropriate to their experience and abilities within the organisation.

This may be accomplished through retraining and/or the adaptation and improvement of existing facilities. All staff with disabilities will have the same opportunities as other staff to develop their full potential with the organisation.

Employee Quotes

"...We're the only company in the country who do what we do and if I'm honest, there's a bit of pride in that..."

"Having been approached recently about development, it is reassuring to know that the company is interested in what the staff believe to be the areas that require development"

"...I'm rarely dissuaded from testing an alternative approach to a process to see

if productivity is increased and for that I am thankful...."

"It's a fairly tight knit community. My observance of inter-departmental workings is that people normally will share the load if they feel burdened."

"I find this company is run very well and a good ethos of fairness is shown across the company"



Health and Safety

We maintain a comprehensive health & safety policy. It is our intention to ensure the safety, health and welfare of all employees through the provision and maintenance of a safe place to work, safe systems of work, and the training of people at all times.

We have trained first aiders on site along with 14 staff who are trained to use our onsite defibrillator. All employees have access to an occupational health professional to provide advice on any health related matter which might impact their work or the impact of work on the employee's health.

Employee Communications

We have listened to recent feedback which emerged from the latest staff survey, whereby staff have expressed a keen interest in more regular business updates from management. We currently have an intranet, which is a repository of information for staff day-to-day needs. We plan to communicate

more via one-to ones, team meetings and more regular formal and informal staff briefings in the future.

Open Management

Our new office design facilitates collaborative working and an open workplace. We pride ourselves in our open management style.

Training and Development

We are committed to the growth of our staff and have a continuous professional development programme which is operated through employee action plans and an annual review and appraisals process. A personal development plan compliments this progression, where all employees are provided with an opportunity to set goals and objectives towards their own desired career path.

Funded Education

We invest in our workforce through our education

WORKPLACE continued



policy. This supports employees to improve their career within the organisation. We fund employees who undertake educational programmes that match the employees current work plan or future career path. This can range from short seminars up to professional degree level courses.

For example, one employee was recently awarded an accountancy qualification, which was funded by IMRO. Courses funded in the past include software development, language skills, digital marketing and strategy development (for leadership roles).

Further assistance can be provided to members of staff who undertake study for a professional qualification that is relevant to the area of their work or future development plan, and who intend to remain employed for 3 years at IMRO. This can include study leave (up to 2 weeks), day release (if relevant) and financial assistance (reimbursed for fees and examinations).

Work-Life Balance

Our Sports & Social Club promotes and encourages sports, games and other forms of social and athletic activities, which brings staff together outside of the work environment.

Employees contribute and operate the club, which is part funded by IMRO. Recent popular events have included go karting, paintballing and hiking trips.

Employee Benefits

We operate a group healthcare scheme in conjunction with the Voluntary Health Insurance Board.

Family Leave Policies

We grant three days of paternity leave to male employees around the time of birth of their children.

We provide a top-up to the statutory maternity and adoptive benefit to a maximum of 52 weeks over the course of employment, provided employees meet certain conditions.

Workplace Policies

Over the years we have evolved to create a unique suite of policies appropriate to the needs of our workplace to promote equality and fairness for all employees.

These include a staff handbook, policies on conflict, dignity and respect, alternative dispute resolution, data protection and security, drugs misuse and problem drinking, family leave, personal development, study leave and related financial pay, whistleblower, substitution pay and temporary added responsibility.

All policies are reviewed and updated regularly. We have recently worked with Arthur Cox solicitors on the renewal of our protected disclosure policy. We are aware that legal requirements can change and keep an eye on case law to ensure we are operating best practice.

MUSIC IN BUSINESS

90% OF CALLERS WITH SILENCE ON HOLD HANG UP WITHIN 40 SECONDS.

MUSIC ON HOLD ADDS **30 SECONDS** TO THE HOLD TIME.

Source: research carried out by AT&T

66%

OF EMPLOYEES SURVEYED

believed that background music made them more motivated at work. **1 in 3 employees are less likely to take time off sick if good music is being played at work.**

Source: www.musicworksforyou.com



50% OF 16-24 YEAR OLDS

stay longer when music they appreciate is played in-store.

Source: HeatBeats International Survey

AN INTERNATIONAL STUDY REVEALED THAT **BUSINESSES WITH MUSIC THAT FIT THEIR BRAND IDENTITY ARE**

96% MORE LIKELY TO BE RECALLED THEN THOSE WITH NON-FITTING MUSIC OR NO MUSIC AT ALL.

Source: Dr Adrian North, Dr David J Hargreaves, Loughborough University



Music with a slow tempo can have the influence of slowing down customers with the overall benefit of them spending more money in such situations.

Source: Milanese RT 1988

80% OF HOTELS CURRENTLY USE LIVE/FEATURED MUSIC.

Source: IMRO



86% OF PATIENTS SAY music in the waiting room makes them feel more relaxed.

Source: www.musicworksforyou.com

91% OF RESPONDENTS SAID THEY LIKED A BAR WITH SOME BACKGROUND MUSIC
75% OF RESPONDENTS SAID BACKGROUND MUSIC WOULD ENCOURAGE THEM TO GO TO PUB MORE OFTEN

Source: www.musicworksforyou.com

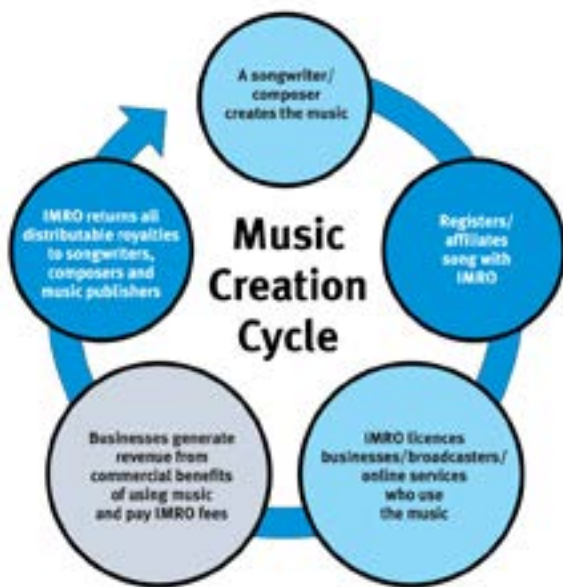
MARKETPLACE



Committed to our Members

We are governed by our members and work tirelessly on their behalf to protect the rights of songwriters, composers and music publishers. As a not-for-profit organisation, we ensure that all distributable royalties we collect are paid directly to the people who compose, write and publish the music that is performed in public.

We provide access to an online 'Up File', which is a database to allow members identify works belonging to them & collect any royalties due. It is an easy-to-use interface that enables members to claim performances as theirs by linking them to musical works in their repertoire that may have otherwise not been matched for distribution through our automated system.



Protecting Music Rights

We are not just about collecting royalties! We are constantly working to better protect the rights of those we represent by promoting awareness about copyright issues, working with government, and educating the music-using public.

We are aware of the inadequacies in copyright legislation, not only in Ireland but in other countries too. We have worked closely with the Irish Government on the drafting of the new Copyright and Related Rights Act 2000, which was signed into law by President McAleese on Monday 10th July 2000.

We also work with the European Commission on intellectual property issues and have been instrumental in getting the European Commission to lodge its successful complaint against the US Authorities regarding inadequate copyright protection. We will continue to work very closely with our own Department of Jobs, Enterprise and Innovation to continue to articulate compelling arguments in support of copyright and creativity.

Customer Charter

We have detailed our obligations and commitments in our customer charter, which is based on best practice worldwide. This sets out the standard of service that our customers expect to receive, and how we can help each other.

Our Code of Business Ethics

We require all staff to conform to the highest standards of business ethics. We strive to uphold all laws relevant to countering bribery and corruption.

Clear guidelines are given to all staff on particular items such as accepting gifts, accepting entertainment, company property, complimentary tickets, conflicts of interest and whistleblowing.

Prompt Payment Policy

We are aware that late payments in commercial transactions can have an adverse effect on businesses by straining cash flow, and creating uncertainty for many businesses, especially small businesses. We ensure all our payments are made in a timely manner - that is within 30 days or before.

IMRO Tune Up Your Business Award

To promote the benefits of music in business, the IMRO Tune-Up Your Business Award has a €5,000 fund for the winner, to spend exclusively on music equipment for their premises.

What's Your Soundtrack?

We have recently launched 'What's your soundtrack', a new campaign to highlight and celebrate the importance of music to Irish businesses. Various online promotional initiatives will be rolled out under this campaign banner over the course of 2016/17. It's our way of valuing businesses that value music.

Affiliated Societies

We are affiliated to organisations similar to IMRO in over 80 countries worldwide. We work with these groups to collect and distribute royalties on behalf of our members. We are also members of the international societies CISAC (Confédération Internationale des Sociétés d'Auteurs et Compositeurs) and GESAC (Groupement Européen des Sociétés D'Auteurs et Compositeurs).

We advocate for best practise amongst our affiliates, including changing international policy to pay members earlier and with greater frequency. IMRO leads the way in our international community, ensuring the highest standards are attained by all organisations in the society network.

Marketing

We are committed to protecting our customers and members against unwanted, unfair or misleading marketing or advertising.

The Socio-Economic Contribution of Music

On behalf of the music industry, we commissioned a Deloitte report in 2015 to investigate the socio-economic contribution of music to the Irish economy. This showed that the Irish music industry contributes almost half a billion euro to the economy and supports more than 11,500 jobs. We are proud to be part of that.

We have engaged with the Minister for Arts, Culture and the Gaeltacht to further pursue the various recommendations that have emerged from the report.

IMRO Academy

Since 2011, we periodically induct new songwriters and composers into the IMRO Academy. Its mission is to celebrate and mark the successes of Ireland's iconic songwriters and composers who have made a very significant cultural and social impact in Ireland and/or internationally.

Member Services

We regularly host music masterclasses, seminar and workshops nationwide.

RESPONSIBLE BUSINESS for SMEs

About Us

Responsible Business for SMEs is a new service from *Business in the Community Ireland*, Ireland's only network dedicated to responsible business. In existence since 2000, we are a national non-profit organisation founded by Tina Roche. Our patron is Michael D.Higgins, President of Ireland and our board, chaired by Kieran McGowan, comprises some of Ireland's leading business figures. We ask companies in Ireland to commit to the journey towards being more sustainable and responsible. We offer our members practical support to help them to integrate responsible business practices across their organisations.

What We Do

Initially working with larger corporates in Ireland, we now aim to work with small, medium and micro-enterprises (SMEs) as they represent over 99% of business in this country. In real numbers, they dominate daily life: we shop with them, work in them, use their services, and they include everyone from the local hairdresser to the IT company. They provide high quality and diverse jobs, play an important role in social cohesion and act as incubators of entrepreneurial culture.

Together, the 230,000 SMEs in Ireland have a huge impact on the viability of Ireland's economy, the community in which it exists, and the environment on which it depends. Through Responsible Business for SMEs, we are inspiring and supporting Irish companies to use that impact to do better business by improving and reporting on their responsible and sustainable practices.

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