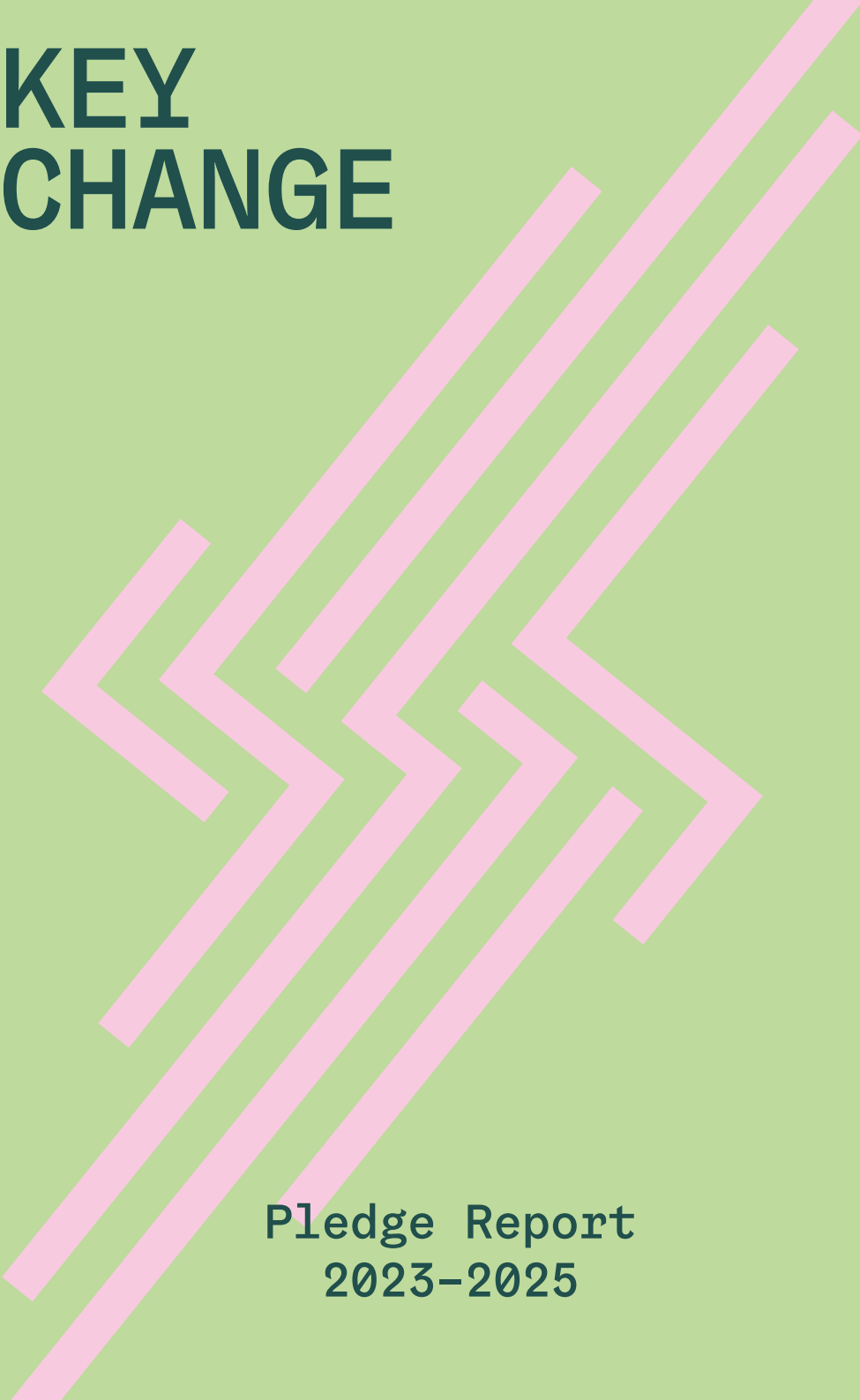


KEY CHANGE

An abstract graphic consisting of several thick, pink lines of varying lengths and orientations. These lines are arranged to form a large, stylized letter 'K' that is centered on the page. The background is a solid, light green color. The lines are composed of multiple parallel segments, creating a sense of movement and depth.

Pledge Report
2023–2025

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ABOUT KEYCHANGE

Keychange is a pioneering international initiative which transforms the future of music by encouraging festivals and music organisations to achieve representation of at least 50% women and gender-diverse individuals in their programming, staffing and beyond. Over 300 exceptional women and gender-diverse artists and industry professionals have been empowered through Keychange talent development programmes so far, covering 13 countries in Europe, Canada and the U.S., and Keychange Leaders is supporting a further 42 participants based in 25 countries.

At Keychange, the aim is to accelerate change and create a better, more inclusive music industry for present and future generations. The initiative is led by Reeperbahn Festival (DE), Keychange ASBL (BE) and Musikcentrum Öst (SE) and we work in partnership with Tallinn Music Week, Oslo World, SACEM, Different Sounds Festival, Artist in Bloom, Music Export Poland, with support from FACTOR, SOCAN Foundation, PRS Foundation, Pro Helvetia and many others aligned with our mission.

Keychange is supported by the European Union's Creative Europe programme, and match-funding from partners across the industry in Europe and Canada. Keychange U.S. was launched in 2022 and is supported by Founding Sponsors Believe and TuneCore. Keychange is a global network and movement working towards restructuring the music industry to achieve full gender equality.

The core activities of Keychange include coordinating comprehensive career development programmes and a global Keychange Pledge to increase gender diversity and intersectional representation within the music industry.

The current participant programme, Keychange Leaders, empowers women and gender-diverse music industry leaders with the tools, knowledge, and networks needed to drive meaningful and lasting change within their organisations and communities. In 2025 and 2026 the programme promotes the careers of more than 40 selected leaders and runs until 2027.

The Keychange Pledge is our invitation to music organisations, companies and any entities working within the music industry to commit publicly to achieving a wider, more equitable, inclusive and intersectional gender representation in the music industry. Our actions and aims are steeped in our belief that a better world is possible, through a safer and fairer music industry. Keychange encourages all music organisations to take the Keychange Pledge and to work towards a representative music industry.



JOIN THE PLEDGE AT
keychange.eu

INTRODUCTION

What is the Keychange Pledge?

In 2017, the Keychange Pledge was launched as a call to action to challenge the gender imbalance in the music industry. Women and gender-diverse artists, music creators and music professionals have consistently been underrepresented across the industry, from festival stages and line-ups, to board rooms, studios, decision-making positions, curricula and beyond. The pledge initially encouraged music festivals and conferences to publicly commit to programming 50% women artists and professionals in their line-ups and panels by 2022.

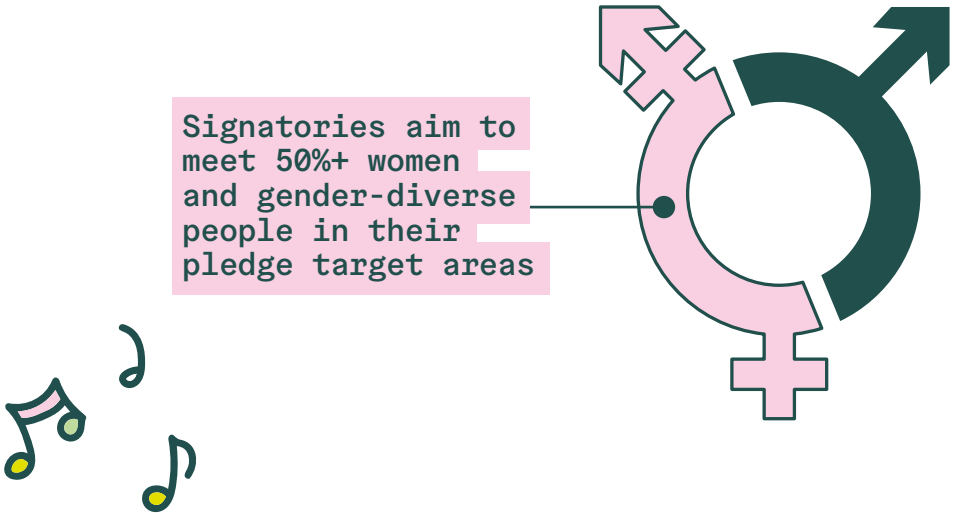
Responding to industry feedback asking that the pledge be made accessible throughout the entire music industry ecosystem, the Keychange movement evolved in 2018 to invite all music organisations and all industry actors to identify areas of their work in which they wanted to create lasting, representative change not just for women, but for all gender-diverse persons, and to commit to the Keychange Pledge in support of this. Whilst doing so, Pledge Signatories commit to the independent tracking of their change while also submitting annual reporting to Keychange that culminates in anonymised annual reports that help provide data for the industry through our partnership on research with Erasmus University Rotterdam.

The Pledge Action Plan was released in early 2023 under the coordination of Pledge Manager, Francine Gorman, to promote targeted action out of the belief that change can be achieved through intentional and strategic action. This was followed by a full update of the Keychange Pledge to include intersectional aspects such as socio-economic and racial/ethnic backgrounds, accessibility and the environment under the management of Christina Hazboun.

As the world continued to change, and as environmental and man-made catastrophes contributed to the increase of injustices around the globe, the pledge had to reflect some of the key indicators that could help achieve a more egalitarian music industry not guarded by dominant groups. This saw an updated pledge agreement for new and existing signatories, committing further to an intersectional approach, implementing their pledge in a manner that is most relevant to their respective organisation by their own estimated date, or in a specified timeframe that works for each signatory. Signatories aim to achieve intersectional gender balance on an annual basis, or as an average over the specified timeframe.

Activation and hands-on workshops were rolled out at partner festivals to encourage Pledge Signatories to meet, interact and exchange knowledge. Through the Keychange Leaders programme that was launched in November 2024, the Pledge has seen a further shift towards growth and expansion: Aysha Hussain increased her involvement in the Pledge adding research management alongside Christina Hazboun for the team to carry out a complete overhaul of the reporting system which was planned to solidify the data collection process and provide more insights and information about intersectional gender representation in the music industry through the reporting of the c. 750 Pledge signatories. As we write this report, an Online Signatory Environment is being built for our Pledge Signatories to enable further collaboration and exchange amongst the global network of signatories.

Almost 750 music companies and organisations around the world have now taken the Keychange Pledge, implementing sustainable structures and practices to provide more space and more opportunities for women and gender-diverse creators and professionals throughout the music industry than ever before. Signatories are encouraged to include as many targets as they wish in their pledge based on their own positionality, available resources and local contexts. Each pledge is unique to the organisation making it, with areas of action, timeframes and targets identified by the Pledge Signatory at the time of joining the movement.



Research Collaboration with Erasmus University Rotterdam

Keychange has continued its long-term collaboration with the Erasmus University Rotterdam in the research analysis of the reported annual data from individual signatories. The data reflects both quantitative and qualitative information with regard to the efforts and involvement of Pledge Signatories with their gender balance pledge goals. Through this collaboration a new reporting framework was developed in 2025 with support from Erasmus University Rotterdam to ensure an increasingly standardised, robust and accurate dataset, whilst acknowledging the challenges of a global pledge in quantifying areas with regards to intersectional perspectives and goals, and recognising the cultural and political contexts that contribute to this.

In order to gauge the effectiveness of the Keychange Pledge, the goal is to track the progress of Pledge Signatories whilst acquiring knowledge about how signing the pledge may have been of value to signatories. Insights to the work done to achieve the pledge goals by the involved Pledge Signatories during the reporting period are also crucial. In addition, the reporting explores what challenges signatories experience and how Keychange could play a role in overcoming these challenges.

The research question is two-fold, focusing on goals and impact:

1. To what extent and how did Keychange Pledge Signatories reach their goals and what challenges did they experience in progressing towards their goal?
2. What impact did Pledge Signatories perceive their pledge to have on their organisation, publicity, finances and funding?

It is fair to say that data collection, and effective and regular reporting by the whole group of Pledge Signatories remain a goal to achieve and implement across the board, in order to achieve wider data sets.

Pledge Report Goals

With this report, we want to create a space to not only explore the implementation of gender equity goals, but also how to better understand going beyond gender with intersectional 5 priorities at the core amongst the diversity of Pledge Signatories. With the lack of data collation relating to intersectional gender-diversity globally, it was essential that we tap into our network of Pledge Signatories and understand the data they are providing. Additionally, since the development and implementation of the improved reporting framework for 2025 and the updated intersectional pledge, we hope to see an increase in the accuracy and standardisation of data collation with these goals:

- ★ Present the findings and trends of women and gender-diverse individuals in the respective pledge category (e.g. performers, lineups, panels, recruitment, board etc).
- ★ Identify gaps in the implementation of the pledge commitments while helping us understand the needs of the Pledge Signatory community.
- ★ Present findings in categories related to Global Majority and indigenous people, where this data was also collected by Pledge Signatories.
- ★ Develop a clearer understanding of the intersectional priorities of the Pledge Signatories.
- ★ Understand how the Keychange Pledge has impacted the work of Pledge Signatories.
- ★ Identifying areas of support for Pledge Signatories, whether within Keychange framework and/or resource provision.
- ★ Learnings and findings from the report will help inform the new Online Signatory Environment and the Keychange Toolkit which are being developed for Pledge Signatories, while also providing valuable insights to the music industry at large.

METHODS

Survey, sample and response rate

The research draws from the annual reporting survey, which Keychange sends out to its signatories, through Google Form (2023, 2024) and SurveyMonkey (2025). Signatories were asked to complete the form on an annual basis within a month after their event had taken place or their reporting period with the annual reporting deadline being early December. In total, 62 (2023), 46 (2024) and 75 (2025) signatories filled out the annual report. This amounts to a response rate of 9.17% (62/678) in 2023, 6.5% (46/705) and 10.2% (75/736) in 2025. There are several reasons for this relatively low response rate. First, a lack of updating contact information leads to email bounce-backs, making it hard to reach signatories. Second, changes in management meant that pledge reporting outreach was limited to annual reporting until 2023. From then onwards more engagement with Pledge Signatories has been planned, which culminated in a complete contacts update campaign in 2025. The increased communication over the past couple of years has reflected the increased reporting. Additionally, while the Covid era witnessed an increased interest in online engagement, there has been a noticeable drop in engagement post-Covid which could be a result of numerous reasons, such as changes or restructuring in personnel within companies, changing commitments and values, or increase in company work and activity resulting in the redirection of resources and being unable to commit to Keychange Pledge reporting requirements.

Our Pledge strategy has been to increase engagement and communication with our Pledge Signatories and following the slight increase of reporting intake, one of our future aims is to increase the response rate and commitment to regular reporting.

This will not only allow for robust and fine-grained analyses, but also reduce the risk of selection bias, i.e. that only successful signatories fill out their annual survey. This also benefits all Pledge Signatories, who consciously put in systems for targeted action through their commitment to the Pledge. Another measure we are taking to up the response rate is to integrate the survey into an online reporting environment where signatories can follow their progress. The new reporting system, which is to be implemented in 2026 as part of the Online Signatory Environment, allows for immediate visual representation of the data for each signatory, hopefully incentivising their reporting contributions and engagement. The environment will also connect current signatories and give them access to other industry delegates, as well as resources to assist in their pledge goals and engage with fellow signatories. Creating a shared and accessible environment that functions as a hub for the signatories will hopefully drive engagement and structured monitoring of data.

Measurements

In the survey, which was developed and distributed by Keychange representatives, 7 signatories were asked to provide information on varying areas, including:

- Background information, including name and type of organisation, the country in which the signatory is based, the pledges that were made, and steps that were taken to implement their pledge
- Whether they had achieved their 50% gender balance pledge, quantitative data on the total number and gender
- Numerical data with regards to progress to the organisation's specific pledge(s)
- Numerical data relating to their targets and progress in relation to gender, Global Majority and indigenous people, and intersectionality
- Qualitative information about any steps implemented to achieve pledged targets
- Qualitative information about any challenges signatories experienced
- Qualitative and quantitative data on the signatories' perceived impact of their pledge on the workings of their organisation, finances, publicity and funding

In order to achieve a more accurate dataset and to reflect the changes of the music industry and society at large, the improved reporting survey using SurveyMonkey for 2025 made the following adjustments:

- Language usage/terminology updated and clarified
- Parameters were more clearly defined, for example, quantifying rankings when signatories were asked about challenges and reaching goals
- Numbers to take account of individuals on stage and not just bands/acts as a whole for accuracy
- Simpler quantification of intersectional pledges made
- More sensitivity and awareness of local/global environments

Research methods

A quantitative analysis using SPSS (Statistical Package for the Social Sciences), drawing from the dataset of completed reports over the years 2023, 2024, and 2025. The dataset was cleaned and optimised. The main idea was to provide a report that shows data over a period of time, from 2023 to 2025 to also enable the monitoring of trends, progress and drawbacks progressively, in comparison to previous pledge reports. This stems from the belief that historical data matters and could reflect on other global, political, socio-cultural, environmental factors and other events in which the signatories are embedded.

RESULTS

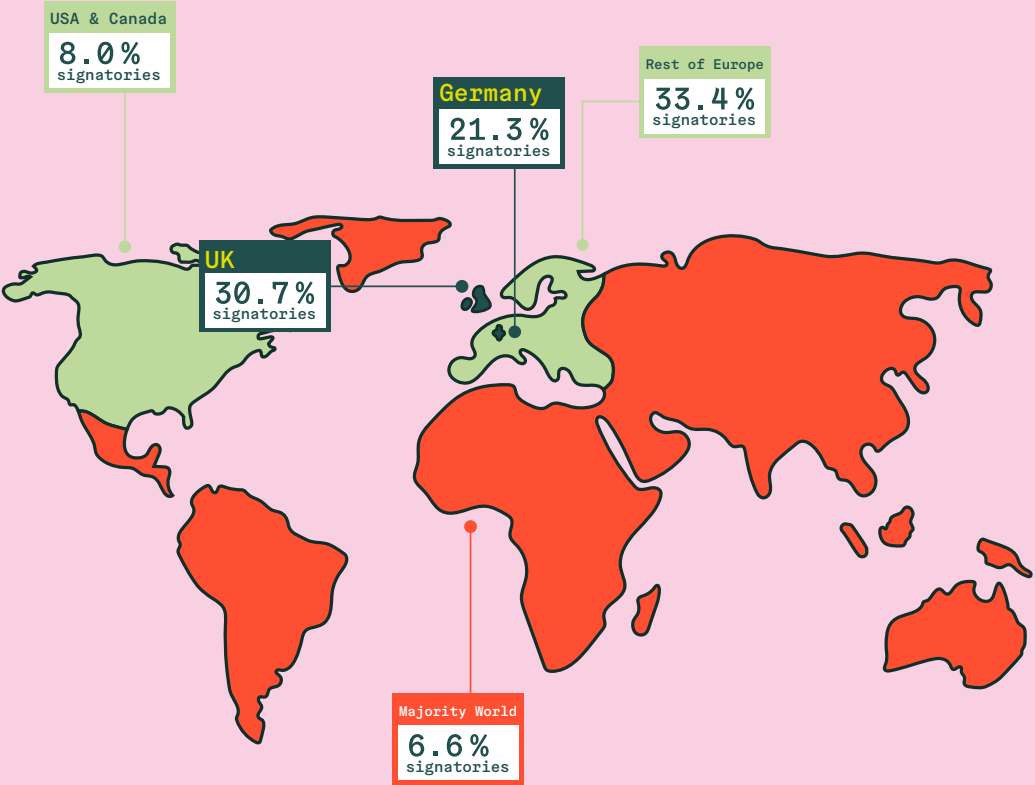
Organisations, pledges, implementation

1. Types of Organisations

From the signatories that reported back, the majority of respondents are companies/organisations - 51.6% (2023), 63.0% (2024) and 44.0% (2025). For the 2025 reporting period, the pledge reporting form has been updated with more specific music industry players and this category has been split up into smaller roles, including agencies (8.0%), promoters (4.0%) and education (4.0%). Festivals make up 46.8% (2023), 34.8% (2024) and 48.0% (2025) of all signatories who reported back. A final significant category of reporting signatories consists of conferences: 1.6% (2023), 2.2% (2024), and 8.0% (2025). In short: while festivals remain the largest category among signatories, there is a steady diversification in signatories, including agencies, promoters, educational institutions, and conferences committing to reporting, and in comparison to signatories who signed the Pledge since its expansion in 2018, signatories also include publishers, labels, radio stations, venues, promoters, and others. This also reflects on the updates of the Pledge since 2023 which targeted the outreach of other music industry players reflecting on the rich ecosystem within the music industry that can be involved in achieving intersectional gender equality.

2. Locations of Signatories

The data shows that most signatories who reported are primarily located in the UK – 25.8% in 2023, 41.3% in 2024, and 30.7% in 2025 – and in Germany – 22.6% in 2023, 19.6% in 2024, and 21.3% in 2025.

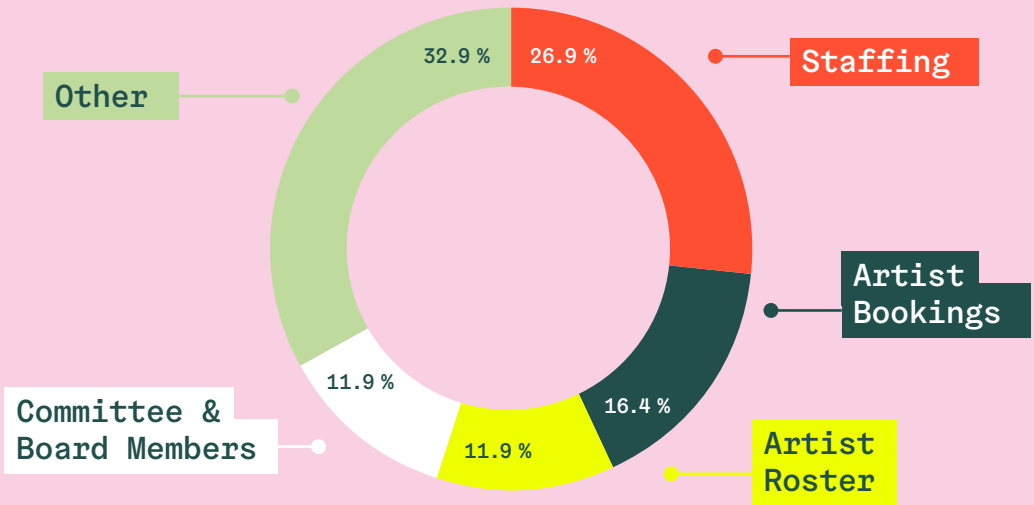


Other European countries are often at a maximum of 4 signatories. The predominance of reporting from Western-European countries suggests a need for engagement with Eastern, Central and pan-European countries, which is one of the aims of the Pledge expansion. Finally, signatories from outside of Europe consist of 21.0% in 2023 (mostly USA and Canada), 7.1% in 2024 (including Lebanon), and 14.6% in 2025 (including Australia, Bahamas, Chile and Turkey). It is worth noting that there has been no reporting for the period 2024 amongst signatories from the SWANA region due to ongoing war. The rich music industry growth in the Global South means that more engagement is needed with the Global Majority, in order to build on local desires and needs for intersectional gender equity.

3. Types of Pledges

→ Gender Pledge

The majority of Pledge Signatories who have signed the Keychange pledge have committed to achieving gender parity without looking into intersectional indicators, as they had signed the Pledge pre the 2023 update. The pledge aimed to increase the presence, programming and visibility of mostly women and gender-diverse people through the work of festivals, who made the largest Pledge Signatory category. Over the last two years the Keychange Pledge team has aimed to increase the diversity of music industry players committing to the Pledge, this has included the signing of the pledge by agencies, broadcasters, educational agencies/ companies/organisations, promoters and others.



In terms of commitment, 2025 Pledge Signatories have mostly committed to achieving gender balance through staffing (26.9%), artist bookings (16.4%), artist roster (11.9%) and committee and board members (11.9%). Achieving the pledge through lectures and membership seems to figure as the lowest method of implementing the pledge. For the years 2023 and 2024, only open questions were asked about the pledge, resulting in hard to classify idiosyncratic answers.

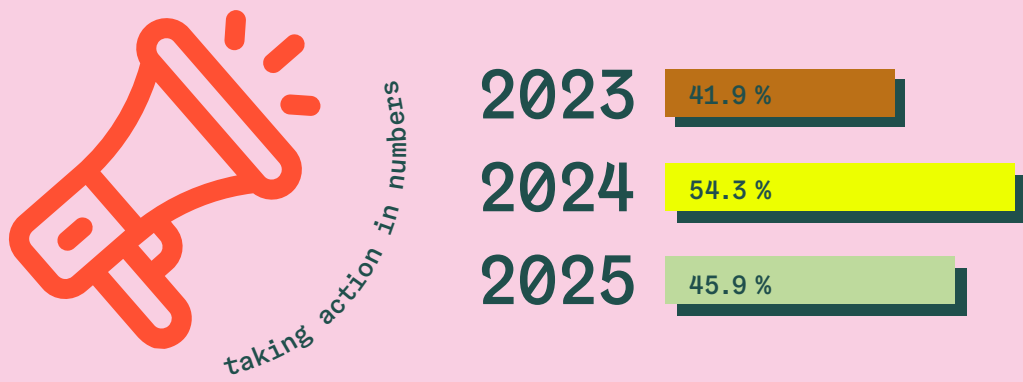
→ Intersectional Pledge 2025

Following the implementation of the intersectional gender Pledge in 2023 the Keychange Pledge team and the Erasmus University team were faced with the need and challenge of measuring intersectional pledge indicators to go beyond gender and think about key aspects that also affect representation, including accessibility, the environment, socio-economic background, racial/ethnic background and more.

In the 2025 survey, signatories were asked whether they made an intersectional pledge: 32% (24) said they did. They were also asked what types of intersectional pledges they committed to: all respondents who answered this question filled out socio-economic and class (14) as main commitment areas. In addition, 78.8% (14/18) report perceived substantial progress in this area. The challenges and obstacles that responding signatories report in these fields include financial/funding and institutional constraints.

4. How have signatories implemented their pledges?

Respondents were asked to provide an answer to the open ended question on how they have implemented their pledges. The answers were recoded in broad categories.



This shows that most organisations implement their pledge by **TAKING ACTION IN NUMBERS** – here signatories outline what they concretely did to increase the numbers of gender-diverse acts, speakers, panellists or employees. For example, some signatories reported that “We only book women, or people who identify as female” and “Sustained efforts by our Musical Director to programme a higher proportion of music by women composers in our concert programmes (c. 10 concerts each year).”

A relatively large group of signatories focus on **MONITORING AND REVIEWING**, e.g. “Capturing data as a commitment to the Keychange pledge at the point of contracting musicians and in post festival artist surveys” and “In order to make sure not to assume gender or ethnicity we send a document to the artists/bookers beforehand”. Taking action to increase numerical inclusion requires monitoring to establish what progress is made and steps can still be taken to further improve inclusion.

A third implementation category consists of **EMBEDDING THEIR PLEDGE IN THEIR ORGANISATION AS A WHOLE**. For example, one signatory stated: “We keep it in mind all the time, and have processes in place for development opportunity commissions”. Another signatory argued that: “New team members are made aware of the pledge as soon as they join the company. This means that working towards the Keychange pledge goals is embedded in all departments.”

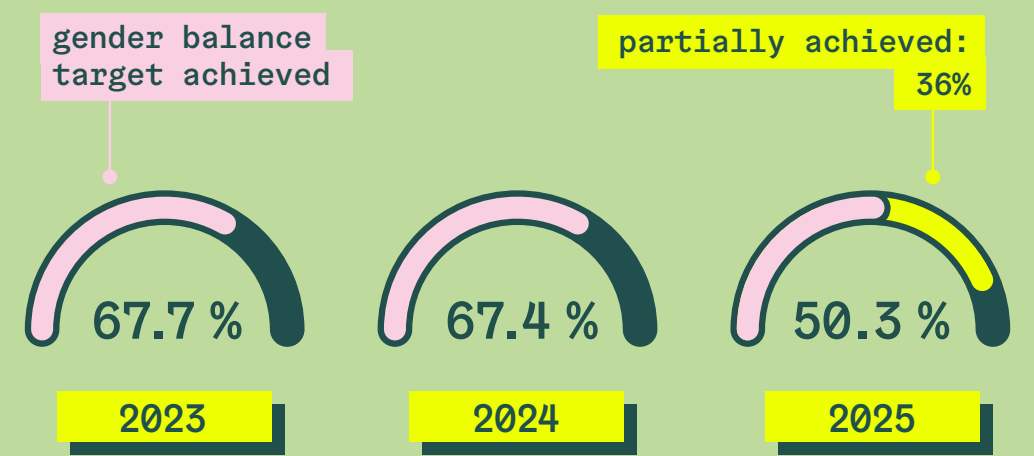
Other implementation steps include **RAISING AWARENESS** in a broad sense where the focus is less on taking concrete action, e.g. “Awareness towards a more diverse booking”, **COMMUNICATING**, e.g. “We published a summary of our Keychange Pledge on our website” and “We use photos from the festival of female/non male artists performing a lot, to encourage more to apply to play and show that the festival is a safe space”, **PARTNERING**; e.g. “Actively sought out and engaged with new organisations aligned with our values.” and **APPOINTING SOMEONE TO LEAD THE CHANGE NEEDED** (which surprisingly only came up in 2023).

Achievements

1. Reaching gender balance targets

One of the questions asked in the survey focused on whether Pledge Signatories achieved the 50% gender balance target during their reporting period.

Of the signatories that provided data, the proportion of signatories that were able to achieve the gender balance target was relatively high over the years: 67.7% (2023), 67.4% (2024) and 50.7% (2025). The slight drop in 2025 was due to a change in the question where respondents could also indicate whether they have had partial success: 36.0% of the respondents ticked this box.

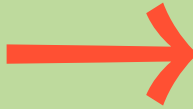


However, as indicated before, the low response rate means there may be a selection bias in the signatories who filled out the reporting form and those who did not.



2. Achievements in numbers

By combining (self-reported) total numbers of acts, performers, speakers, employees and audiences with (self-reported) gender-diverse numbers in these categories, we can map what percentage of signatories achieved their 50% pledge.



Gender-diverse act

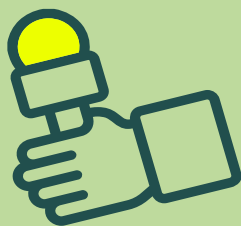
>70 %

Individual performer

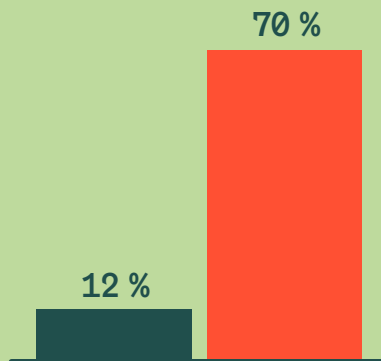
<25 %

It shows that Pledge Signatories seem to at least partially achieve their 50% gender pledge. The percentage of acts with at least one gender-diverse member to the total number of acts is above 70% in 2023 and 2024. However, once we focus on the level of the individual performer – instead of the act, the percentage drops to below 25% in 2023 and 2024.

This is not surprising as acts often consist of more than one member, often overrepresented gender members. This is also mentioned as one of the challenges for achieving the 50% target: one often has no control over the gender of individual musicians that larger acts bring to the stage. Yet, in 2025, the percentage of gender-diverse members is quite high – as reported by the signatories: 33%. The same goes for the percentage of headliners of gender-diverse members: almost 32%. For conferences, this percentage is really high for speakers, but a lot lower for conference moderators where it stands at about 12%. Nonetheless, numbers are low – it is hard to draw any reliable conclusions from this figure. Additionally Pledge Signatories were reluctant to report on employees and audiences. This could be due to not collecting this data explicitly and not assuming.



Moderators



Speakers

It is also worth noting that the data variance between Acts and Festival performers have varied due to the definition of the acts and performers category, in relation to gender diversity. The original definition was inaccurate, as in 2025 we asked for counting individuals. With regard to other types of diversity, the response rate is too low to carry out a reliable analysis.

3. Challenges for achieving pledge goals

In the following sections we discuss questions about the difficulty of and challenges in achieving the pledge goals. We also go into what the challenges were, and share the tips/feedback that the reporting signatories provided.

→ Difficulty of achieving the 50% target

Signatories were asked to rate how difficult it was to achieve their 50% target. In 2023 and 2024 the vast majority of the respondents found achieving this task (very) easy (score 1-4) – 78.9% and 63.3%. In 2025, 29.4% of respondents found this task (very) easy.

The dataset provided seems to indicate an increase in difficulty achieving gender-diversity. The increase in answering “difficult” may be attributed to the rise of conservative and right-wing policies. To give an idea about the answers provided, some signatories provided answers like “Local government granting institutions threatened to pull funding if we continue accenting on the topic” or some answered “elements beyond their control” which was vague. These examples are not representative of all of the answers, and the answers to the challenges were not quantified, however we try to provide a qualitative sense of some of the answers.

→ Challenges

In order to identify obstacles and challenges signatories were asked whether they had experienced any challenges in achieving their pledge over this specific reporting period. There were few challenges mentioned in 2023 (9), most referring to finding gender diverse candidates. “Yes, because often the vocalists were women or gender minorities (e.g. female fronted), but the musicians were men. It was difficult to find acts with more than one woman or gender minority.” One signatory mentioned lack of control over a partner’s choice.

2023 challenges reported



Limited pool of
gender-diverse acts



Diversity concentrated
in vocalists



Limited control
over partners

2024 challenges reported



Finding gender-diverse
artists/panellists



Trade-offs in
popularity



Higher costs for
inclusive choices

There were also few challenges mentioned in 2024 (8). In addition to finding gender-diverse artists or panellists, a challenge that was mentioned several times was the costs of choosing diversity: “Not really. It just takes turning down some more popular artists to make room for other talented artists” and “We wanted to give our main headline spot to a Black artist. This cost us more money to bring an American woman over as we don’t have many Black artists in the [country x] who work in country and Americana.”

“ONE OF THE KEY CHALLENGES WE ENCOUNTERED WAS THE LIMITED AVAILABILITY OF WOMEN INSTRUMENTALISTS”

In 2025, signatories were asked about whether they faced challenges and what these challenges were separately. Out of 75 respondents, 58.7% (44) answered that they had faced challenges, 36.0% (27) answered ‘No’ and 5.3% (4) did not answer the question.

“WHEN BOOKING FEMALE (LEAD) ARTISTS, THEY MAY WORK WITH MALE BAND MEMBERS WHICH IS OUTSIDE OF OUR CONTROL BUT AFFECTS THE STATISTICS!”

The declared challenges relate to the availability of gender-diverse people, particularly in certain genres (“Lack of individual female artists in genre” was quoted by one signatory) and professions or positions (“One of the key challenges we encountered was the limited availability of women instrumentalists” and “Under-representation of women in technical and data professions. [Signatory] recruits a lot in tech jobs (data, AI, development, digital marketing tools)”. However, these sectors still have a limited proportion of women, which automatically decreases the pool of qualified candidates.

Several signatories stated that achieving their pledge was due to financial limitations which proves to be a continuing challenge. Examples of testimonies provided by signatories include stating that: “Booking diverse comedy acts in Germany within our price range” and “Headline level female stars are proving to be more expensive to book than male acts of similar size”. Another signatory mentioned that “Programming works by women composers is typically more expensive than more established repertoire on account of higher music hire costs (generally newer editions etc.). Players are often also more hesitant to sign up for courses on repertoire or composers they are unfamiliar with (the two weekend courses featuring works by women composers were our lowest-booking ones of the season). The financial impact is therefore mixed, or potentially negative.”

“HEADLINE LEVEL FEMALE STARS ARE PROVING TO BE MORE EXPENSIVE TO BOOK THAN MALE ACTS OF SIMILAR SIZE”

Finally, the success of signatories achieving their pledge goals is also impacted by factors beyond their control: “Sponsors regularly provide white male speakers, so I have to program around that” as per one testimony, whereas another signatory mentioned that “When booking female (lead) artists, they may work with male band members which is outside of our control but affects the statistics!”.

→ Feedback and tips

Signatories were asked if they had any feedback or tips for fellow organisations trying to achieve gender balance within their set-up. Suggestions they provided include the following:



Start making changes and embrace learning

for example, “small steady 15 action matters” and “focus on all the acts that aren’t headliners and dare to experiment here”.



Look beyond your own network for programming and hiring

but also asking for help and recommendations. Provided examples include a suggestion to, “network and reach out to people who you might not otherwise know how to broaden your pool of people interacting with your organisation” and “It does involve putting in some work to look beyond your own blind spots and actively seek out talent, but it very much exists.”



Set clear and transparent targets

for example, “set clear gender balance targets and communicate them publicly”) and monitor these goals (for example, “having a good monitoring tool in place while booking, is key”.



Make inclusion an integral part

of the whole organisation and its ethos: for example, “be aware and factor it into your workflows so that it’s more organic and less orchestrated”.

Impact of the Pledge?

1. Impact on workings of organisations

One of the most pressing indicators for Keychange is to understand how signing the pledge impacts the workings of our signatories in all sectors of the music industries.

The in-depth conversations we usually have with potential Pledge Signatories means that we are interested in collaboratively measuring impact in order to share the techniques and learnings with the wider music community. By asking directly about the impact of the pledge, we attempt to gauge how it may have influenced signatories in their intersectional gender work in music.

→ Influence on booking or recruitment

The report attempts to measure the impact of the pledge on the workings of different signatories under the questions “How has the Keychange Pledge influenced your booking or recruitment strategies?” Most signatories responded by providing answers that indicated a “yes” and while the question could be rather indicative of a certain expectation, most reasons provided included answers like being more aware, for example “... We may be working more attentively on our booking than we were before” or being more committed, for example, one signatory stated that: “Previously, it was more of an intrinsic motivation to achieve gender equality. With the pledge, there is an external reason.”

→ Influence “other areas” of work

Signatories were asked to state if signing the pledge has had an impact on “other areas” of their work, in order to allow for an open answer where each signatory can list individual impacts on their working environment. This question tries to dig deeper into what knock on effect and influences has thinking about the Pledge made on the signatories’ operations and the steps needed to be taken in order to achieve their pledge goals, and ongoing work once these targets have been achieved. Thinking about gender appears to have made signatories more aware of intersectionalities within their work more holistically, which has in turn affected their operations in other areas. Examples provided include:

- Affecting additional parts of the organisation (most often), for example: “With an organisation that has key posts held by women it is not difficult for us to maintain a focus and desire to ensure that we have a balanced approach to how we work. This cascades down through our volunteer programme and influences many areas of our work. For example staff recruitment for ancillary areas, workshop programmes and the like.”
- Intersectional diversity, for example: “Not the pledge itself but being attentive to gender minorities has also led us to be more attentive in other areas (such as disability).”
- For some, communication was impacted, for example: “Also the communications team was influenced, since they had posters with our Code of Conduct made and published it on our website”
- Others had delivered training to ensure inclusion work in practice, for example: “Staff have received anti-racism training from X this year.”
- The continued development and maintenance of monitoring, for example: “Increased monitoring and evaluation around gender and equality” while another signatory noted, “We continue to improve data collection processes for all artists, staff and board members, with particular emphasis on those taking part in Artist Development programmes so that we can accurately measure their progress.”

2. Positive impact on publicity, finances, funding

Regarding the question: “Has your involvement in Keychange had a positive effect publicly?”, some responses were given in 2023 and 2024, often answering they do not know or find it hard to estimate. However, of those who answered positively, we can distinguish between different stakeholders: Musicians, partners and press.



Musicians

“A few musicians mentioned that they were very happy with the diversity of the line up and emphasised how important this issue is in the music business” and “Positive reviews on the women performers, and also remarks about the number of women presented at the festival.”



Partners

“Our business contacts and people we already worked with paid positive attention to this fact”, or “Our involvement with Keychange has a positive impact on our stakeholders, especially on non-profits and governmental bodies in the music industry. It is a recognised pledge and proof of our commitment to gender equity.”



Press

some signatories stated positive response in the press and “Audience notices and press/media pick up on it, and also the Dutch musicians union, who yearly organise the Women's day and include a conference.”

Yet, not all signatories prefer to make their involvement in Keychange (too) public, due to various factors which could include safety, cultural environment and private preferences. One signatory for example states that: “Given that we operate in a conservative country it is difficult to estimate. I avoid paying lip service and virtue signal that we are part of Keychange. We are driven by including more people and winning hearts and minds. This is a slower process, but one that creates (in our mind) real and lasting change.”

In 2025, this question was changed where signatories were first asked to state whether their involvement in the Keychange Pledge has had any effect publicly: 34.7% (26) answered yes, 40.0% (30) was unsure, and 12.0% (9) said no. Of those signatories we said yes, only 1 signatory said it has had a negative impact; all others reported a positive impact.

→ Finances

As funding is an area in the music industry that is often precarious, measuring impact on finances was one of the areas that could provide further insights into gender-diversity. In 2023 and 2024, few signatories said yes to the question whether their involvement in Keychange has had a positive financial impact on their activities; most argued that it was hard to say – some mention funding, for example: “While the financial impact is not directly measurable, the Pledge has positively influenced sponsorship and partnership opportunities. Brands and partners are increasingly interested in supporting festivals with clear diversity and inclusion initiatives. Additionally, featuring diverse lineups has helped attract wider audiences, creating opportunities for increased ticket sales and engagement.”

For the 2025 reporting period, the questions were changed into a quantitative and qualitative part. 22.7% (17) signatories reported a positive financial impact, whereas 56.0% (42) did not report such an impact. Others did not answer this question. Some examples of a positive financial impact include: “We feel that as a more inclusive festival, we sell more tickets” and “This is hard to track but there are definitely some key sponsors that have been more willing to support based on our involvement.” In most cases, respondents were not sure and left this question open.

→ Gender equality as a factor for financial support

Signatories were also asked whether gender was – in their perception – a factor when it came to applying for / receiving financial support. In 2023, 14 signatories said yes and 14 said no. In 2024, 8 said yes and 13 reported no. It is hard to draw much of a conclusion from these answers. In 2025, the response rate was higher: 62.5% (47) said no, 26.7% (20) answered yes, and 8 did not respond. Several signatories argued that it helped to secure funding: “In our experience, gender equality has been a much-appreciated but not mandatory element” although in some cases it is. Yet, few respondents report it as a mandatory requirement.

TERMINOLOGY

Accessibility: Ensuring content, services, and spaces are usable by everyone, especially people with disabilities, by removing barriers like physical obstacles, complex language, or inaccessible tech, allowing for full participation in education, health, culture, and social life, aligning with principles of equality and inclusion. (British Council, 2024)

D/deaf or disabled people: When referring to D/deaf or disabled people, we include those with mobility impairment, those with sensory impairment such as loss of sight and hearing, other visible and invisible disabilities that impact day-to-day lives, and those living with chronic illness. (<https://www.keychange.eu/glossary-of-terms>). Keychange also continues to acknowledge and addresses neurodivergence.

Disability: “The socially constructed system of norms which categorises and values bodyminds based on concepts of ability and disability” (Schalk, 2017) Diversity: Often used to refer to a variety of dimensions of difference, not limited to but for example including (dis)ability, gender, sexuality, race-ethnicity, age, life course, social class, religion, migrant trajectories, language, nationality. (Hoekstra & Pinkster, 2019; Swartjes & Berkers, 2022)

Equality: “Concept to denote the right of groups of people to be treated in the same way, equally and fairly, irrespective of their personal traits such as their gender, race, beliefs, or ability. Made prominent by women’s demands to be treated equally with men in the workplace, it has also been the demand of others discriminated against on the basis of their sexual orientation or their age.” (Griffin, 2017).

Equity: “This concept refers to being treated fairly and justly. In many contexts such as the labour market the opposite, inequitable treatment, occurs. This is discrimination, and may relate to differential pay given to women and men, or people being discriminated against on the basis of their sexual orientation” (Griffin, 2017).

Gender-diverse: “refers to the extent to which a person’s gender identity, role, or expression differs from the cultural norms prescribed for people of a particular sex” (Kidkarndee, 2018). When we say ‘gender-diverse’ this includes, but is not limited to: non-binary, a-gender, gender queer, gender fluid and transgender creators.

Global Majority: A collective term for people of Indigenous, African, Asian, or Latin American descent, who constitute approximately 85 percent of the global population. It has been used as an alternative to terms which are seen as racialised, such as „ethnic minority“ and „person of color“ (POC) (<https://www.keychange.eu/glossary-of-terms>)

Indigenous People: Defined by self-identification and distinct social, cultural, and economic systems, indigenous people are the original inhabitants of a land. They belong to distinct cultural groups who lived there before colonisation or conquest, maintaining unique traditions and strong ties to their territories but often facing marginalisation. (Accountability Framework Initiative, 2022)

Intersectionality: Gender is only one aspect of 'intersectionality' – a word and an analytical framework which recognises the importance of the combination of a person's social and political identities. These interconnections create discrimination and privilege and therefore all affect access to opportunity. Examples outside gender include, but are not limited to (in no particular order), sex, race, class, caste, sexuality, religion, and disability. Other forms of discrimination that are not so obvious also include physical appearance (e.g. size, height) and citizenship status. (<https://www.keychange.eu/glossary-of-terms>)

Sustainability: Meeting the needs of the present without compromising the ability of future generations to meet their own needs. Crucial intersections for sustainability include social, environmental, economic and equity. (United Nations)

Summary

→ Organisations, pledges, implementation

- While festivals remain the largest category among signatories, we see a steady diversification, including agencies, promoters, educational institutions, and conferences.
- About 50% of the signatories that reported back are located in the United Kingdom or Germany; about 14% are located outside of Europe. These two groups also reflect on the largest number of Pledge Signatories who are present in those two countries.
- Types of pledges include:
 - Gender balance pledges (e.g. lineup, staff, recruitment, lecturers)
 - Intersectional pledge (for example, but not limited to: race/ethnicity, socio-economic status, disability, sustainability and accessibility)
- In terms of implementation, just under half of signatories implement their pledge by taking action in numbers – here signatories outline what they concretely did to increase the numbers of gender-diverse acts, speakers, panellists or employees. Other key ways they implement their pledge is by focusing on monitoring and reviewing and by embedding the pledge in their organisation as a whole.

→ Achievements

- Relatively high gender balance target achieved: The proportion of signatories that was able to achieve the gender balance target was relatively high over the years: 67.7% (2023), 37.4% (2024) and 50.7% (2025) – despite there likely being a selection bias due to low response rates. The slight drop in 2025 was due to a change in the question where respondents could also indicate whether they have had partial success: 36.0% of the respondents ticked this box.
- Gender-diversity remains a strong element in programming: The share of acts with at least one gender-diverse member remains above 70% in both 2023 and 2024. But at the individual performer level, this share drops to below 25% in the aforementioned years. In 2025, the reported share of gender-diverse members rises to 33%, with headliners from gender-diverse backgrounds reaching almost 32%.
- Varied and low gender representation in conferences and moderation: For conferences, the share of speakers of gender-diverse backgrounds is high – about 72%, while the share of moderators is much lower at about 12%.

→ Challenges and Barriers

Achieving gender-parity remains a challenge across the board, with varied sectors suffering from underrepresentation of diversity. Aiming to achieve intersectional gender-diversity also remains a long term goal and aspiration to help the music industry attain a more inclusive and open model in music.

Signatories reported that the main challenges for achieving their target are:

- Availability of gender diverse people
- Financial constraints
- Factors outside of the direct control of the signatories e.g. sponsors requiring their own speakers who might be white male

Feedback from signatories to tackle these challenges include:

- Start making changes and embrace learning
- Look beyond your own network
- Set clear and transparent targets
- Making inclusion part of the whole organisation's working ethos

→ Impact of the Pledge

- While hard to measure, signatories have argued that the pledge has made them more aware and committed to equity and inclusion; in some cases, this made them look at their organisation beyond the pledge and at other types of inclusion
- The (positive) impact of the pledge on publicity, finances and funding is hard to gauge for respondents; in 2025, 34.7% did perceive a positive impact, whereas 40.0% was unsure, and 12.0% said no; in 2025, 22.7% signatories reported a positive financial impact, whereas 56.0% did not report such an impact. Others did not answer this question; in 2025, a majority of signatories (62.5%) did not think gender was a factor when it came to applying for/receiving financial support

Recommendations

→ Reporting System

- Response rate: One of the key challenges has been a low response rate, making it difficult to draw strong conclusions from the data:

- a) Implementation of Online Signatory Environment will ensure we keep better track with signatories and changes to email addresses/personnel
- b) Engage signatories in other ways to encourage reporting e.g. through refined communication with regards to reporting instructions, further optimise surveys
- c) Incentivise regular reporting via the Online Signatory Environment

- Optimise reporting survey: the 2025 survey has been fully updated, which provides better data which has led to a more efficient reporting process. Keychange will continue improving the survey in line with the development of the Online Signatory environment, analysing the questions in more detail based on responses to the latest reporting questions. This will provide more data (where data was scarce), and indicate which questions may be redundant
- Provide guidance on monitoring tools
 - a) Territory specific advice and signposting
 - b). Measuring tools/templates

While these are challenging to achieve due to linguistic diversity, the new Keychange Toolkit should provide some documents and advice to signatories. The connections enabled through the Online Signatory Environment should also enable immediate access between signatories which would mean they can tap into each other's experiences.

→ Reporting System

- Increased engagement with the pledge:
 - a) Signatory engagement beyond reporting
 - b) Request signatory feedback to implement/guide needs and resources
 - c) Run online pledge sessions for signatories
 - d) More workshops at festivals, conferences and other music events who are open to communication and knowledge exchange
- Continued regular reviewing of the pledge agreement form to better align with reporting, music industry evolution and global events.
- Continued work with the Toolkit and resources to align with pledge signatory needs:
 - a) Identify needs of respective signatory types.
 - b) Develop Toolkit and other resources in reference to needs, including signposting
 - c) Identifying areas of support for Pledge Signatories, whether within Keychange framework and/or resource provision.

Aperçu

Ce rapport examine la manière dont les signataires de la déclaration d'engagement de Keychange (Keychange Pledge) mettent en œuvre les objectifs d'égalité des genres et intègrent les priorités intersectionnelles. Il contribue à combler le peu de données mondiales sur la diversité des identités de genre en adoptant une approche intersectionnelle et en s'appuyant sur l'analyse des informations fournies par le réseau des signataires de la déclaration d'engagement de Keychange (Keychange Pledge).

Le rapport a pour objectif de présenter les résultats relatifs à la représentation des femmes et des personnes issues de la diversité de genre, d'identifier les écarts dans la mise en œuvre des engagements des signataires du Pledge, de mieux comprendre les priorités intersectionnelles, d'évaluer l'impact de la déclaration d'engagement de Keychange et de mettre en évidence les domaines nécessitant un accompagnement des signataires.

Il vise également à soutenir l'industrie musicale à l'échelle mondiale en rendant accessibles des données et analyses essentielles.

Ces enseignements alimenteront par ailleurs le développement de l'Espace en ligne dédié aux signataires ainsi que de la nouvelle boîte à outils de Keychange, le Keychange Toolkit, en cours de création, afin de fournir des informations précieuses à l'ensemble des acteurs de l'industrie musicale.

Résumé

La diversité des types de signataires du Keychange Pledge ne cesse de croître. Les festivals représentent 46,8 % des signataires en 2023 (ayant remis un rapport à Keychange), 34,8 % en 2024 et 48 % en 2025. Les autres signataires représentent des agences (8 %), des promoteurs (4 %) et des établissements d'enseignement (4 %).

La majorité des signataires ayant remis leur rapport sont principalement situés au Royaume-Uni (25,8 % en 2023, 41,3 % en 2024 et 30,7 % en 2025), mais également en Allemagne (22,6 % en 2023, 19,6 % en 2024 et 21,3 % en 2025).

Les signataires ont traduit leurs engagements en actions concrètes, assurant un suivi régulier et une intégration organisationnelle, le tout de manière entièrement autonome.

OBJECTIF D'ÉQUILIBRE ENTRE LES GENRES RELATIVEMENT ATTEINT : la proportion de signataires ayant réussi à atteindre l'objectif d'équilibre entre les genres s'avère assez élevée au fil des années : 67,7 % (2023), 37,4 % (2024) et 50,7 % (2025).

Si cet objectif d'équilibre entre les genres est quasiment atteint, des défis subsistent pour parvenir, en adoptant une approche intersectionnelle, à une égalité des genres dans l'ensemble des secteurs.

Les principaux obstacles identifiés par les signataires pour atteindre cet objectif sont la disponibilité limitée des personnes issues des minorités de genre, les contraintes financières et divers facteurs externes. Malgré ces difficultés, les signataires reconnaissent que la déclaration d'engagement de Keychange (Keychange Pledge) a contribué à renforcer la sensibilisation et l'engagement en faveur de l'équité et de l'inclusion au sein de leur structure. Un autre indicateur est la prédominance des festivals d'Europe occidentale parmi l'ensemble des signataires internationaux ayant remis leur rapport à Keychange.

Recommandations

Les recommandations s'articulent autour de deux axes principaux :
le système de reporting et la déclaration d'engagement de Keychange (Keychange Pledge).

SYSTÈME DE REPORTING : il s'agit d'améliorer le système de suivi par :

- L'optimisation des paramètres de suivi.
- L'incitation à un reporting régulier.
- L'amélioration du questionnaire d'enquête.

DÉCLARATION D'ENGAGEMENT (KEYCHANGE PLEDGE) : les enseignements du rapport suggèrent de consolider l'engagement des signataires du Pledge en poursuivant les actions stratégiques et ciblées suivantes :

- Accroître l'engagement au-delà des festivals et collaborer avec différents acteurs de l'industrie musicale (éditeurs, diffuseurs, labels, agences, etc.).
- Adopter une approche plus paneuropéenne et globale afin d'inclure l'ensemble des acteurs de l'industrie musicale.
- Maintenir une communication et un contact plus réguliers avec tous les signataires de la déclaration d'engagement (Keychange Pledge).
- Dans le cadre de la stratégie adoptée pour sa déclaration d'engagement (Pledge), Keychange prévoit de mettre en œuvre les mesures suivantes :
- Accroître l'implication des signataires au-delà du simple reporting, notamment par des sessions en ligne et des ateliers en présentiel lors de festivals.
- Ajuster régulièrement le formulaire d'accord de la déclaration d'engagement (Pledge).

Par ailleurs, les conclusions du rapport soulignent l'importance de poursuivre le développement du Keychange Toolkit, de l'Espace en ligne des signataires et d'autres ressources, afin de répondre aux besoins des signataires et d'orienter les outils de suivi.

La mise en œuvre de ces recommandations permettra à Keychange de mieux accompagner ses signataires et de promouvoir la pluralité des identités de genre, en adoptant une approche intersectionnelle, au sein de l'industrie musicale.

Übersicht

Dieser Bericht untersucht die Umsetzung von Zielen hinsichtlich von intersektionaler Geschlechtergerechtigkeit unter den Unterzeichnenden Musikorganisationen der Keychange Pledge. Hierbei werden der Mangel an globalen Daten zur intersektionalen Geschlechterdiversität durch die Analyse der vom Pledge-Netzwerk bereitgestellten Daten adressiert. Ziel des Berichts ist es, Erkenntnisse über die Repräsentation von Frauen und geschlechterdiversen Personen darzustellen, Lücken in der Umsetzung der Pledge-Absichtserklärungen zu identifizieren, intersektionale Prioritäten zu verstehen, die Wirkung des Pledge zu bewerten und Bereiche zu identifizieren, in denen Unterzeichner*innen weitere Unterstützung benötigen. Die gewonnenen Erkenntnisse werden zudem in die Entwicklung des Online Signatory Environment und des neuen Keychange Toolkits einfließen, die für Unterzeichner*innen entworfen werden, um wertvolle Informationen für die gesamte Musikbranche bereitzustellen.

Zusammenfassung

Es zeigt sich eine fortlaufende Diversifizierung innerhalb der Unterzeichnenden über Festivals hinaus, wobei Festivals 46,8 % (2023), 34,8 % (2024) und 48,0 % (2025) aller Unterzeichner*innen ausmachten, die ihre Ergebnisse berichteten. Weitere Unterzeichner*innen sind Agenturen (8,0 %), Veranstalter*innen (4,0 %) und der Bildungsbereich (4,0 %). Die Mehrheit der berichtenden Unterzeichner*innen ist hauptsächlich im Vereinigten Königreich – 25,8 % (2023), 41,3 % (2024) und 30,7 % (2025) – sowie in Deutschland – 22,6 % (2023), 19,6 % (2024) und 21,3 % (2025) – ansässig. Die Unterzeichner*innen setzten ihre Ziele durch konkrete Maßnahmen, Monitoring und organisatorische Integrationen um, zu denen sie sich eigenständig verpflichtet hatten.

RELATIV HOHES ERREICHEN DES GESCHLECHTERPARITÄTS-ZIELS: Der Anteil der Unterzeichner*innen, die das Gender-Balance-Ziel erreichen konnten, war über die Jahre relativ hoch: 67,7 % (2023), 37,4 % (2024) und 50,7 % (2025).

Obwohl das Gender-Balance-Ziel relativ häufig erreicht wurde, bestehen weiterhin Herausforderungen bei der Erreichung der Geschlechterparität in allen Sektoren. Die von den Unterzeichner*innen berichteten Haupthindernisse sind unter anderem die Verfügbarkeit geschlechterdiverser Personen, finanzielle Einschränkungen und externe Faktoren. Trotz dieser Herausforderungen heben die Unterzeichner*innen hervor, dass die Pledge das allgemeine Bewusstsein für Gleichstellung und Inklusion sowie das Engagement dafür erhöht hat. Ein weiterer Indikator ist die Dominanz westeuropäischer Festivals gegenüber allen anderen berichtenden Unterzeichner*innen weltweit.

Implikationen

Die Implikationen verlaufen zweigleisig: für das Berichtssystem und die Pledge selbst.

Berichtssystem: Der Fokus liegt auf der Verbesserung des Berichtssystems durch:

- Optimierung der Tracking-Parameter
- Anreize für regelmäßige Berichterstattung
- Optimierung der Umfrage

Pledge: Die Erkenntnisse aus dem Bericht legen nahe, die Einbindung der Unterzeichner*innen durch die Fortführung folgender strategischer und gezielter Maßnahmen zu stärken:

- Steigerung des Engagements über Festivals hinaus und Zusammenarbeit mit unterschiedlichen Akteur*innen der Musikbranche (Verlage, Rundfunkanstalten, Labels, Agenturen usw.)
- Stärkerer paneuropäischer und globaler Ansatz, um alle Akteur*innen der Musikbranche einzubeziehen
- Aufrechterhaltung regelmäßiger Kommunikation und Kontaktpflege mit allen Unterzeichner*innen

Im Rahmen der Pledge-Strategie plant Keychange, einige der oben genannten Punkte durch die Umsetzung folgender Maßnahmen zu erreichen:

- Steigerung des Engagements der Unterzeichner*innen über die reine Berichterstattung hinaus, einschließlich Online-Sessions und Workshops auf Festivals
- Regelmäßige Überprüfung des Pledge-Vereinbarungsformulars

Darüber hinaus wird die fortlaufende Entwicklung des kommenden Keychange Toolkits, der Pledge Plattform und weiterer Ressourcen betont, um den Bedürfnissen der Unterzeichner*innen nachzukommen, sowie gleichzeitig die Bereitstellung von Leitinstrumenten für das Monitoring zu gewährleisten.

Die Umsetzung dieser Implikationen wird Keychange dabei unterstützen, die Pledge Unterzeichner*innen noch besser zu fördern und die intersektionale Geschlechterdiversität in der Musikbranche weiter voranzubringen.

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To view Keychange Pledge Signatories visit:

<https://www.keychange.eu/directory/music-organisations>

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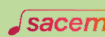
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