



ICMP ANNUAL REPORT

June 2015 - June 2016

Introduction from the Chair



It was the Greek philosopher Heraclitus who commented: “the only thing that is constant is change”. I am not sure if he was familiar with ICMP, but his observation is certainly appropriate as the past 12 months have indeed been a period of change across many areas of our organisation.

We have seen changes within the Secretariat in Brussels with the transition to Coco Carmona as our new Director General. This has been achieved extremely smoothly and Coco has ensured that the heart of the Secretariat has not missed a beat. I am pleased to report that ICMP has continued to provide a seamless service throughout, both to members and in advocating on our behalf.

There have also been changes in our Governance and Bylaws. We have introduced a Code of Best Practices for both the Board and Bureaux in order to clarify our responsibilities as members of an industry association, and in order to strengthen our accountability towards ICMP members. We have also amended our Bylaws to accommodate the shift of Midem from January to June and to allow members to comply with statutory requirements without imposing on them the burden of going through two General Assemblies. Another change is the extension of the number of the Executive Board members to also include a Secretary in order to ensure that discussions of the EB at face-to-face Board meetings are even more effective.

Our Confederation has shown that it has a key role to play and that when publishers unite behind one message we can make significant progress. I have been heartened by a number of success stories in markets where we have been active. We are the only international organisation representing music publishers of all kinds, big and small, and it is critical that we communicate a clear message and continue to ensure that our voice is heard. The Board decision to issue statements following face-to-face meetings when we feel action or improvement is needed is already having an impact. Our renewed energy of discussions within the joint working groups of the ICMP and CISAC Boards are also proving productive.

Equally, our renewed focus on member services has been an important evolution and I am fully committed to maintaining and expanding our direct dialogue with members around the world.

As many of you know, the past year has also seen change for me personally, with a move from London to Sydney. While it is still early days, I see this development as providing an important new dynamic to my role as current ICMP Chairman. It sends a powerful message that ICMP is a truly global organisation, representing music publishers everywhere and I am looking forward to making the most of the opportunity to spend more time meeting peers and colleagues in the Asia Pacific region. I remain fully engaged with ICMP and, following the forthcoming elections, should I have the honour to be entrusted with the Chairmanship for a further one-year term, I will continue to be in attendance at all Board and Regional meetings.

The highly successful Regional Meetings that ICMP holds each year are also a reminder of the global nature of our industry and I was particularly struck by the energy and enthusiasm at our recent LARC meeting in Colombia. Like the APMIC and CEEMPC meetings, which were held in Sydney and Istanbul respectively during the past year, they prove that there is no substitute for face-to-face member dialogue in sharing ideas and best practices. I am delighted to see these meetings flourish and become a regular feature of the ICMP calendar.

Our organisation continues to achieve a great deal. I have been particularly proud of the work we have done on copyright reforms around the world over the past 12 months. In particular, placing the issue of the transfer of value on the agenda of decision makers worldwide has been a significant triumph for our sector.

Looking ahead we are holding elections to the ICMP Board and Bureaux this June. These are two-year appointments and critical to the success and smooth running of our Confederation. With regard to the Bureaux in particular, I believe we need to revamp their role over the coming year to provide them with a concrete remit that will stimulate

further action and drive greater interest at the meetings. The Bureaux are important in driving the various interests of music publishers at national, regional and international level. I would like to thank the current members for their excellent work and encourage those who will be newly elected to continue this work in setting and meeting achievable goals. From now on the Presidents of each of the Bureaux will be invited to join the ICMP Executive Board and take a consultative role on agenda items. I am convinced that this will benefit communication and coordination by reinforcing the importance of the Bureaux and ensuring that agendas and goals are aligned.

In closing, I would like to extend my sincere thanks to the ICMP Executive Board, the two vice chairs and the treasurer for all their work over the past 12 months. I would also like to thank the ICMP Secretariat for their continued professionalism during this transition year. Finally, I would like to thank all of you, the members of ICMP. Without your support, hard work and friendship ICMP would not be what it is now, a truly global organisation able to deliver strong message for the music publishing sector. I look forward to our continued collaboration over the coming year.



Andrew Jenkins

Foreword from the Director General



It has been more than six months since I took over from Ger Hatton as Director General of ICMP. While I knew the organisation well, having worked with you for more than six years, the DG's chair inevitably brings a new perspective. I would like to thank everyone who has supported me and offered their time and guidance during this transition period. It is an honour to have been given the opportunity to lead the Confederation at such an exciting time for our industry.

While personnel may change, the challenges and goals for our organisation remain the same. I am proud of the work that has been carried out over these past months. ICMP was able to maintain the same level of member services throughout the transition period and continue to get its message across as the global voice of music publishers.

Our Confederation continues to achieve a great deal with a relatively modest budget and staff. Over the past year we have attended more than 100 meetings, submitted more than 10 contributions to copyright public consultations and continued to support members on a wide range of issues.

In the area of copyright reform in particular, ICMP has been involved in reforms of copyright legislation across the world, from Australia to Brazil. This has become a well-oiled process for our organisation and we are committed to pushing for robust copyright chapters in all reviews of copyright across the globe. We should be particularly proud to have managed to ensure that the issue of transfer of value has been brought to the attention of key players both in Europe and beyond. The current unbalanced situation created by legal frameworks around the world which is allowing highly profitable online platforms to hide behind safe harbour rules and profit from works while not contributing to the costs of their creation, needs to be changed. It is crucial that rightsholders, and especially music publishers as contributors to the creative process, are able to continue providing a broad availability of music and receive a fair and appropriate remuneration for the exploitation of their works. This will remain a top priority going forward.

Another top priority is the effective and swift implementation of the CRM Directive in all EU countries. This is crucial for ICMP as we have worked hard to ensure that the Directive contains provisions that allow for greater transparency and better governance of collective management organisations (CMOs). Its provisions will improve how these CMOs operate, which will in turn benefit authors, composers and publishers, users and consumers.

ICMP plays a crucial role in advocating on behalf of the music publishing sector. With the support of members we must continue to educate policy makers on our role. ICMP remains active and engaged with the institutions in the European Union and the World Intellectual Property Organization. I would like to personally thank the many ICMP members who have given their time to attend meetings with decision makers alongside the Secretariat over the past year. We are an international organisation, which is well connected and can liaise with other stakeholders in the creative sector to ensure that our voice is heard and has an impact. It is this role as the global voice of music publishing that makes ICMP unique and adds to its richness. I am convinced that by being active in all areas of the world our Confederation becomes stronger.

It is my vision as Director General that each and every member feels that they have a worthwhile contribution to make to ICMP and I wish to continue to have direct dialogue with all of you on a regular basis. It is through this direct, one-to-one communication, meeting with members in different regions and listening to their specific concerns and business approaches that I can ensure that each member is heard and has their issues addressed.

The Secretariat will continue to provide assistance and guidance but we also rely on individual members to inform us of the issues and concerns in your country and region. Dialogue is key to this process and in my role as Director General I want to create fluid and regular communication between MPAs and the ICMP Secretariat. With such a system in place, we will be in a position to work with our active and committed Board and our members to assess the most effective way forward and to accomplish results. Sharing best practices and experiences from other regions is crucial for this.

I would like to personally thank the ICMP membership for your active cooperation and continuous support. As we head into a new year, I am very much looking forward to continuing working with you all to uphold our common agenda and to represent our interests at national, regional and international level.

A handwritten signature in black ink, appearing to read 'Coco Carmona', with a long horizontal stroke extending to the right.

Coco Carmona

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1. Upholding copyright at international level

ICMP represents the interests of the global music publishing community internationally. There are two key centres for our advocacy work: Geneva and Brussels. In Geneva, we work with the World Intellectual Property Organization (WIPO). In Brussels, we keep in close contact with key officials at the European Commission, Council and Parliament on the many dossiers of interest to our sector. And at national level, we work closely with our members when reaching out to their governments on issues that impact the music publishing sector.

The ICMP Secretariat keeps up-to-date with developments that are pertinent to music publishers around the world. We track a wide range of policy and industry news sources so that we are able to respond swiftly to new challenges and opportunities and are in a position to keep our global membership informed of all developments.

Protecting and promoting copyright is our number one priority. Over the past 12 months, we have helped rightsholders in their efforts to receive fair and appropriate compensation for their works on both global and regional levels.

1.1 World Intellectual Property Organization

ICMP enjoys a consultative status at WIPO – the organisation that takes a global lead on Intellectual Property rights protection. ICMP actively participates in WIPO's Standing Committee on Copyright and Related Rights (SCCR) and the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) meetings.

WIPO SCCR (Standing Committee on Copyright and Related Rights)

ICMP has attended all of the SCCR meetings held over the past year. Overall, discussions have centred around key issues relevant to ICMP. These include protecting broadcasting organisations as well as exceptions and limitations for libraries, archives, educational and research institutions.

On exceptions and limitations, progress is slow but it is important that ICMP keeps on top of the debate in order to counterbalance the call to introduce further exceptions, which is a political move by many countries to weaken copyright.

There was progress made on a possible treaty to protect broadcasts from piracy, with SCCR delegates giving their views on the treaty's potential definitions, object of protection, and rights to be granted. There are still however big disparities in what the different groups in WIPO want: the EU is still calling for a treaty, while some developing nations don't have a strong position and see the treaty as a bargaining chip to get something else. ICMP is calling for any instrument that takes a balanced approach, providing the necessary level of protection to prevent signal theft without jeopardising the protection of underlying content.

During the year, Brazil and some other Latin American countries also called for a revision of the WIPO Copyright Treaty and the WIPO Performers and Producers Treaty. The document presented to the SCCR makes references to transparency of collective management organisations (CMOs), and calls for fairer remuneration of artists. It is also using the transfer of value concept to divide the rightsholder community. ICMP has been involved in discussions to ensure that this debate is not hijacked by the copy-left.

WIPO IGC (Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore)

At the WIPO General Assemblies, which ran from 5 to 14 October 2015, WIPO Member States agreed on the programme of the copyright committee and the renewal of the mandate of WIPO IGC for the 2016-2017 biennium. They also decided on an IGC work plan for the same period. This means that the IGC will continue working towards international legal instrument(s) on traditional knowledge and cultural expressions.

ICMP is particularly interested in this area as words from songs, poetry, and rhythm are being mentioned and proposed as part of a possible instrument on Traditional Knowledge and Cultural Expressions, and this treaty remains of particular concern to some of our members.

1.2 The Marrakesh Treaty

Over the course of 2015 and this year, there were several new signatories to the so-called Marrakesh Treaty that facilitates access to published works for visually impaired persons. The Treaty will enter into force three months after the accession of the 20th member.

In the EU there continues to be disagreement between Member States on whether the Treaty touches areas that are shared competence, which has postponed ratification.

ICMP has been following developments closely and is concerned that many

countries, especially those in Latin America, are using this Treaty as an excuse to propose reforms to their own national IP laws that would weaken copyright.

1.3 Free Trade Agreements

ICMP monitors progress on all the main Free Trade Agreement (FTA) negotiations because they are crucial for establishing a high quality system of Intellectual Property Rights (IPRs) protection and enforcement at international level.

Specifically, ICMP works to ensure the inclusion of robust IP chapters in these trade negotiations, and to deliver a harmonised Term of Protection for copyright on a worldwide basis. We are also member of the European Commission's Civil Society Dialogue – a group that meets regularly to discuss developments and stakeholder's interests and concerns on the different FTAs negotiated by the Commission.

Over the past 12 months, we have been mainly focused on the below FTAs:

Trans Pacific Partnership – On 4 February, ministers from 12 member nations signed the Trans Pacific Partnership or TPP, one of the biggest multinational trade deals in history. This brings the huge trade pact another step towards becoming a reality. The TPP involves the US, Japan, Malaysia, Vietnam, Singapore, Brunei, Australia, New Zealand, Canada, Mexico, Chile and Peru. These countries account for some 40% of the world's economy and they have two years to ratify or reject the pact.

TPP is expected to provide high standards of protection and enforcement of copyrights and related rights, reflecting or building on the WIPO Internet Treaties. It also requires the 12 participating countries to have a minimum copyright term of protection of 70 years p.m.a. (post mortem auctoris). This will oblige countries like Canada and Japan to increase their current copyright protection, which currently stands at 50 years p.m.a.

However, it remains to be seen whether its signatories will ratify this FTA. In the US in particular, discussions are heated and ongoing.

Transatlantic and Trade Investment Partnership - With rumours of a possible deal coming before President Obama leaves office in January 2017, ICMP is in regular contact with the European Commission and other stakeholders regarding TTIP's IP chapter, doing our utmost to ensure it protects and upholds the rights of creators. ICMP is also in close contact with our US members.

EU-Japan FTA – The EU's chief negotiator has affirmed that the Agreement between Japan and the EU could be concluded in 2016, provided that the substance is right and the level of ambition is adequate. ICMP has been reporting on developments and working with stakeholders in Brussels as well as with our Japan member, Music Publishers Association of Japan (MPAJ).

China and EU Investment Agreement – The EU is committed to open trading relations with China. However, it wants to ensure that China trades fairly, respects IPRs and meets its WTO obligations. ICMP has been following developments over the past 12 months and hopes that a deal that benefits rightsholders will come to fruition.

1.4 Term of protection

With the term of protection for copyright and certain related rights now extended from 50 to 70 years in the EU, and the harmonisation of the term of protection for co-written works which will expire 70 years after the death of the last person to survive, be it the author of the lyrics or the composer of the music, ICMP has been liaising with MPAs to ensure that Governments implement this law and that CMOs update their administration systems to reflect the new rules. We have also been pushing for the extension of term of copyright protection in other territories, namely in Canada, Japan and South Africa so that they become aligned to the 70 p.m.a. which is the standard rule in the majority of countries around the world.

1.5 Ensuring fair remuneration

ICMP continues to support initiatives being taken by WIPO, the EU and individual countries to ensure fair and adequate remuneration to rightsholders.

Transfer of Value (value gap)

ICMP is concerned by the transfer of value from rightsholders to some online platforms. Despite the fact that creative content generates enormous profits for some online platforms, rightsholders do not receive fair remuneration for this exploitation of their work. Some highly profitable online platforms have a limited appetite to remunerate rightsholders adequately for copyright-protected content online and hide behind safe harbour rules to profit from works while not contributing to the costs of their creation, when in fact they are intervening in the presentation and monetising through stealth or boldly through advertising, or both. Other platforms use their size and popularity as

leverage when negotiating with rightsholders.

The current situation, characterised by an unbalanced market, leads to diminished income for rightsholders who cannot sufficiently monetise their works. ICMP is working to ensure that any review of copyright frameworks is focused on remedying the present transfer of value from rightsholders to some online platforms.

Combatting theft

There is another side to the transfer of value issue that greatly affects us. There are companies owning marginal sites, which are ranked very low but still have millions of visitors/users, and are sharing and facilitating the use of illegal content owned by rightsholders. These sites are negatively impacting highly profitable legal businesses that contribute to the economy, GDP, and jobs.

The mass theft of creative content online is a threat to the livelihoods of songwriters and composers and the incentive to create new works is diminished if they are unable to receive a fair reward for their work. Investment in innovation and the jobs and growth that it generates is at risk if we cannot establish a culture of creativity that values rightsholders and recognises and upholds their rights over their work.

ICMP Anti-Piracy Committee

The ICMP Anti-Piracy Committee, established in 2013 to coordinate action against illegal sites globally, continues to operate and has had a number of accomplishments. The Committee is proof of the music publishing sector's commitment to protect the work of millions of authors and composers around the world. The ICMP Board recently elected Chris Butler as the new Chair of the ICMP Anti-Piracy Committee, replacing Lauren Keiser.

2. Working with the European Union

2.1 Meeting Presidencies of the EU

ICMP met with each of the EU Presidencies at the start of their six-month mandates in order to understand their position on key issues of importance to the music publishing sector. The meetings also provided ICMP with the opportunity to communicate its views on pertinent issues.

Luxembourg: On 8 July 2015, ICMP met with Ambassador Christian Braun to discuss the priorities of the Luxembourgish Presidency of the Council. Issues discussed were the Digital Single Market Strategy and the copyright reform that it entails.

Netherlands: On 8 December 2015, ICMP met with Emile Schmieman, First Secretary in charge of Copyright at the Permanent Representation of the Netherlands. Presidency priorities including the implementation of the CRM Directive and copyright reform were discussed.

2.2 Liaising with the European Commission and Parliament

ICMP continues to work closely with the Commission and Parliament in advancing its views, especially on the copyright reform and Digital Single Market strategy. We regularly meet with key officials from the various Commission Cabinets, Director Generals, and different Units in the Commission, especially the Copyright Unit. We also keep in close contact with all relevant Members of the European Parliament (MEPs).

2.3 IPR Strategy

Copyright Reform

Further to the Digital Single Market Strategy published in May 2015, the European Commission published in December a series of documents setting the scene for the future of copyright. These included a Communication on copyright, a proposal for a regulation on the portability of legally acquired content, and a public consultation on IPR Enforcement. In the Communication on copyright, among other things, the EC highlighted the need to

give wider access to content, to clarify the scope of some exceptions and limitations and to look at the role of online platforms and their liability for copyright infringement. Legislative proposals are expected to follow during the course of 2016. For example, there have been proposals to abolish unjustified geo-blocking, e-commerce, and a communication on online platforms. The Commission also launched a consultation on publishers' rights.

This review is of the highest importance for ICMP, not only at EU but also at international level. We have therefore been monitoring and actively participating in any developments concerning copyright. In addition to holding successful meetings with the Cabinets of relevant Commissioners, officials in the relevant DGs (i.e. Trade, Connect, Education and Culture, Consumers, Internal Market, etc.); we have also liaised with officials from the Permanent Representatives of Member States to the EU. ICMP is also a member of various coalitions of stakeholders for advocacy and lobbying purposes.

ICMP's main focus has been to present the transfer of value concept and to put pressure on policy makers to rebalance the value that is being transferred from rightsholders to intermediaries. In this regard, we are also working on a strategy on national outreach. Another important focus has been on exceptions and limitations to copyright to avoid that these are expanded, and copyright therefore weakened, without taking into account successful licensing solutions currently in place.

We have contributed to several studies commissioned to third parties by the European Commission that will feed into the legislative proposals on copyright. We have also responded to public consultations launched by the Commission (on audio-visual works, satellite and cable, online platforms, geo-blocking, IPR enforcement and publishers' rights). This is being done in close cooperation with ICMP member associations. We have also prepared template responses for ICMP members to use in their own responses.

Private copying and publishers' remuneration

Further to the 12 November 2015 ruling of the European Court of Justice (ECJ) on the Reprobel Case (C 572/13, HP Belgium v. Reprobel) on private copying levies and, most importantly for music publishers, on the fairness to distribute compensation from levies to the publishers of the works, some countries and CMOs are assessing the compliance of their national legislation with the ECJ ruling and how to move forward. Some of the ongoing discussions in certain countries are concerning and may result in CMOs not distributing private copying revenues to publishers.

ICMP prepared a comprehensive overview of this case and its consequences for publishers and liaised with European members and other stakeholders on the issue to put in

motion a high-level lobbying campaign. This included preparing messaging to raise with government officials; liaising with CMOs; publishing academic studies and reports; and highlighting the importance of the music publishing sector.

We continue working with individual MPAs to see how their national governments are interpreting Reprobel and whether unwanted changes in national legislation are being proposed. Lobbying is ongoing in favour of the status quo. ICMP believes that the intention of EU law is to ensure that publishers are entitled to a share of remuneration/compensation and that the European legislator's intention is to leave authors the possibility to transfer or assign their exclusive rights, including the right to receive fair compensation. In this regard, one must not confuse the notion of "inalienability" with the notion of "non-transferability" of rights.

Publishers' rights

In spring 2016 the Commission launched a consultation on publishers' rights. The reasoning behind it is the need to assess the desirability of introducing a neighbouring right for print publishers, which they have been requesting for some time now. This fact, coupled with the Reprobel case and the request by some governments for a Commission clarification on publishers' rights may have prompted the Commission to seek stakeholders' views.

Although the consultation focuses on publishers of press and other print products, ICMP believes it is important to also be part of the discussions and is responding to the consultation and engaging with the relevant policy makers.

There is also growing advocacy in favour of creators' remuneration and rights. In the Communication on copyright, the Commission announced that it would consider whether solutions at EU level are required to increase legal certainty, transparency and balance in the system that governs the remuneration of authors and performers in the EU.

ICMP is taking on board all of the above and analysing the potential impact of any upcoming legislation for music publishers. We are therefore liaising with the different publisher groups in Brussels and with key policy makers to minimise any negative impact.

IPR Enforcement

In the copyright Communication of 9 December 2015 described above, the Commission announced initiatives to modernise the IPRs framework, including a review of the EU IP enforcement framework. It then held a public consultation on the revision of the IPR Enforcement Directive, to which ICMP made a submission. In addition to submitting its views to the consultation, ICMP has also monitored and analysed all dialogue and reports

from this initiative, met with the relevant Commission officials, worked on anti-piracy initiatives via ICMP's Anti-Piracy Committee and beyond, submitted a complaint against Poland regarding non-implementation of Article 8.3 of the Copyright Directive and liaised with other stakeholders in the IP sector.

European Union Intellectual Property Office – EUIPO (formerly OHIM)

The European Observatory on Infringements of IPRs (previously known as OHIM but now called the European Union Intellectual Property Office - EUIPO) is a network of IPR experts and specialist stakeholders, under the umbrella of the Commission. In our capacity as a member of the private sector representatives of the OHIM, we attended private sector meetings, working groups and plenary meetings and liaised with the OHIM and other private sector representatives on various studies and initiatives.

Directive on Collective Rights Management

The Directive on Collective Rights Management (CRM) was adopted in February 2014. It will have positive consequences for the music industry as a whole as it will bring enhanced transparency, accountability and more efficient payments of royalties from CMOs. Member States had until April 2016 to implement the directive into national legislation.

ICMP has been working closely with local MPAs to ensure that all the many positive articles in the Directive for music publishers are effectively implemented in all the Member States. We are also in close contact with national governments, via Permanent Representations of EU Member States in Brussels or directly in the capitals, to monitor the Directive's implementation. A close liaison with CMOs is also being undertaken.

Revision of VAT Rules

In the Digital Single Market Strategy published in May 2015, the Commission announced plans to minimise the burdens attached to cross-border e-commerce arising from different VAT regimes. ICMP's position is that music disks and online music should be eligible to benefit from a reduced VAT rate. Since the announcement, ICMP has been closely monitoring the situation and assessing the impact of new rules.

Digitisation and Europeana Sounds

Work on the Europeana Sounds initiative continues. Its main objective is to add audio material and scores into the Europeana portal and to provide access to digital audio tracks that have broad public appeal. ICMP continues to be in regular contact with Europeana Sounds members. We also work with other involved organisations including GESAC, IFPI and IViR and participated in various working groups to discuss the scope of this initiative and ensure that music publishers' interests were protected.

3. Working with members

Providing support to members is a core part of ICMP's work. During this period we have worked with members around the world to help them respond to challenges and opportunities both at national and international level.

3.1 Representing members' interests at CISAC and at collecting societies

ICMP provided much support to members bilaterally on issues with CMOs. In addition, we continue to work with CISAC, the global association of collecting societies. In fact, the ICMP and CISAC Liaison Group met several times over the past 12 months. The issue of governance and representation of music publishers in societies' Board and how to incentivise societies to comply with CISAC professional rules and binding resolutions continue to be important topics of discussion. Other issues under the spotlight included technical issues between publishers and societies, problems with cable retransmission, business standards and the goal to have common CISAC and ICMP approaches in specific territories.

Over the past year, ICMP worked closely with CMOs in the below countries to address various issues of concern:

Asia Pacific

India

The situation in IPRS and the creation of a new CMO is being followed up on. It is part of a common agenda of CISAC, ICMP, our local publishers there and PRS in the UK.

Europe

Bulgaria

Discrimination of international authors and their repertoire continues to be a serious concern for ICMP. In particular, we are alarmed by the distribution rules related to the income from public performance in the HoReCa sector. We are working with our members in this regard.

Greece

The Greek government presented a proposal to implement the European Directive on Collective Rights Management. If adopted, the proposal would force the Greek CMO

(AEPI) to operate as a not for profit CMO controlled by rightsholders. The proposal also includes useful provisions on transparency, good governance and accountability of CMOs – provisions that ICMP has for several years been calling for, and that AEPI is not adhering to. In liaison with our Greek MPA (HMPA), we have submitted comments to the Greek Government in support of the proposal.

Spain

The situation at Spanish CMO SGAE remains problematic and publishers' concerns are on the rise. The lack of an effective and independent management structure and a Board whose decisions are based purely on political gain and not for the benefit the rightsholders it represents are just some of the most concerning issues for publishers. Another serious matter is the unfair distribution rules for income received from television.

ICMP is liaising with its Spanish MPAs, OPEM and AEDEM closely. We also visited SGAE in December and in March to raise our concerns and have sent several communiqués addressed to the organisation, calling for swift changes. Finally, we distributed a press release on the matter, which was picked up by various media and other CMOs around the world. We are now in regular contact with SGAE and are hoping for a rapid solution to the issues. The situation in Spain has also been raised with CISAC.

Romania

ICMP has liaised with our members in Romania in relation to concerns about social and cultural deductions by UCMR-ADA.

Russia

Concerns with the way RAO manages data have been on ICMP's agenda. We have been liaising with our members in the country and with CISAC to share these concerns and request improvements.

Slovakia

ICMP has been liaising with our members in relation to publishers' representation on the Boards of SOZA.

Turkey

The main point of concern is the claim made by the Ministry of Culture and Tourism (MoCT) Directorate General Copyright, MSG and MESAM that so-called double payments have previously been made to the sub-publishers of the majors. ICMP is liaising with our publishers in the country, as well as with CISAC and international publishers.

Ukraine

The situation with UACRR continues to be problematic. ICMP is working with its members and CISAC on this issue.

Latin America

Issues with CMOs in Latin America are a focus for ICMP. The ICMP CISAC Latin America Working Group was specifically established to address these issues across the region.

The quality of documentation of the repertoire and full transparency of the works used by the societies remain key areas being addressed in order to create efficient distribution for music publishers. ICMP's annual regional event LARC (Latin American Regional Conference) was held in Bogota on 19 April 2016 and gave music publishers in the region the opportunity to follow up on the many issues raised.

In this region, we have been working specifically in:

Colombia

ICMP is following developments on the accord between the Colombian CMO SAYCO, CISAC, and the country's government. This accord sets out a one-year plan to address the multiple issues that SAYCO is facing. So far, ICMP is disappointed by the lack of progress.

Chile

ICMP has liaised with our member AGEM and sent a written communiqué to the country's CMO SCD formally requesting that it changes its Statutes so that music publishers can be accepted as members of the Board. We are also working closely with AGEM to determine next steps and have raised the issue with CISAC.

3.2 Representing members' interests at government level

Over the past year, we have worked with members around the world to help them respond to challenges and opportunities in their home countries.

Asia Pacific

Australia: The Productivity Commission in Australia was asked by the Federal Treasurer to report on Intellectual Property Arrangements and has launched several public consultations asking for stakeholders' views on IP-related issues. It is a large-scale and comprehensive review of IPRs (including copyright) laws in Australia. ICMP has submitted a response and has liaised with our Australasian MPA, AMPAL in doing so.

Meanwhile, the Australian government has proposed draft legislation on the Marrakesh Treaty and other copyright issues, most of which are not controversial. However, the draft includes a dangerous proposal to extend the safe harbour provisions currently covering Internet service providers to also include educational institutions, online search engines and cloud storage devices. ICMP is liaising with AMPAL and has made a submission opposing the expansion of the safe harbour laws to the aforementioned usages.

Korea: The protection granted for the public performance of sound recordings is subject to an overbroad exemption according to which business whose premises are smaller than 3,000 square metres are not required to pay royalties for the use of recorded or live music. The measures in the Korean *acquis* that allow for this exception have the effect of preventing rightsholders from their licensing right in the vast majority of situations where music is being publicly performed. ICMP has raised this issue with the Commission and is liaising with our Korean MPA KMPA, and IFPI.

Europe

Croatia: ICMP liaised with our members in Croatia regarding the need for music publishers to be included in the stakeholders' dialogues on copyright reform in the country.

Germany: The German Minister of Justice announced plans to limit the duration of publishing contracts. According to these plans, after five years, authors would be able to call back their contracts and the new publisher would get all collections. ICMP has been liaising with our German MPA, DMV, and has raised awareness of the plans among relevant policy makers in Brussels. We also sent a letter to the country's Minister of Justice raising our concerns. As a result, the controversial parts of this proposal for music publishers have been dropped.

Italy: RAI, Italy's public national broadcaster is using exclusively in-house published music for RAI television productions. Over the course of 2015 and this year, ICMP and its Italian member FEM contacted RAI several times expressing concerns about this practice, which not only creates an unfair advantage, but the resulting lack of a level playing field seriously hinders competition. This issue has also been raised with the European Broadcasting Union (EBU).

Lithuania: ICMP liaised with our members in relation to the implementation of the CRM Directive in Lithuania, and in relation to the right of music publishers to receive fair compensation from private copying levies. In this regard, we met with the Permanent Representation of Lithuania to the EU to raise our concerns.

Poland: ICMP, together with other rightsholders' organisations including IFPI, filed a complaint to the Commission against Poland for its failure to implement Article 8(3) of the EU Directive 2001/29/EC on injunctions against intermediaries. We are also closely monitoring the implementation of CRM Directive and calling for the acceptance of publishers on ZAIKS' Board.

Portugal: ICMP has been liaising with our members in relation to a proposal for a draft law (Law No. 124/XII/1st) proposed by the Portuguese Communist Party, which seeks to introduce free sharing of copyright protected content. This would replace the current system of the exclusive rights of those who create and invest in content with a system of statutory compensation administered by CMOs. ICMP, together with other rightsholders associations, sent a letter to the Portuguese Government raising our concerns.

Switzerland: The Swiss Federal Council has unveiled plans to extend its federal supervision rules, which in effect mean extensions on both the scope of the mandatory collective management and the cap on remunerations collected by CMOs.

Under the current system, caps on remuneration apply to all tariffs under federal supervision: performance, broadcasting, mechanical rights, retransmission, podcasts and private copying. The proposed extension would extend this cap to digital services. ICMP has been actively working with our members in Switzerland, the Swiss CMO SUISA and IFPI.

Ukraine: The music sector is experiencing serious difficulties due to a number of factors including war, political conflict with Russia and the devaluation of the national currency. On copyright, there is a new Bill on CMOs that establishes, among other things, the creation of a CMO for each type of usage, criteria for the establishment of a system of extended collective licensing and obligations that CMOs must be controlled by rightsholders. This Bill is satisfactory to rightsholders in Ukraine and also in line with the EU *Acquis* on copyright. However, the Bill is parked with no adoption expected in the foreseeable future.

ICMP has been working together with CISAC, GESAC, IFPI and with the European Commission through the EU-Ukraine IPR Dialogue to point out the grave situation with collective management of rights in Ukraine. We have written to the Commission explaining the need to adopt this Bill and requested that it puts pressure on the Ukraine Government to do so.

Africa

South Africa: South Africa's Department of Trade and Industry has published its "Copyright Amendment Bill 2015" for comment. It contains some disastrous proposals not least the proposal to limit all copyright assignments to 25 years' duration and the introduction of various exceptions. ICMP contributed to this consultation and worked with our South African member MPASA in this regard.

UAE: ICMP is monitoring the developments on the establishment of a CMO in the UAE.

Americas

Brazil: The Government of Brazil launched a public consultation on the Normative Instruction on Digital Rights in spring 2016. ICMP made a submission in liaison with our member UBC where we pointed out the lack of competence of the Ministry of Culture to legislate on matters of exclusive competence of the Federal Legislature (Congress). We also expressed our concerns that proposal was over-reaching in legislative terms and ignored the existence of the making available right.

Canada: ICMP continues advocating in favour of the extension of the Term of protection on copyright in Canada from 50 years p.m.a. to 70 years p.m.a. to be in line with the term in the majority of countries in the world. In this regard, and in liaison with our US member NMPA, we wrote to the US Chamber of Commerce and asked for their cooperation in the matter.

3.3 Sharing best practices with members

The Secretariat acts as a clearinghouse and central point of contact between MPAs. Documents and procedures are made available to all our members on the ICMP website, and articles highlighting successes are a regular feature of the ICMP bi-monthly newsletter Global Briefing. A regular dialogue is also fostered between members during ICMP meetings. Best practice sharing among members is an important element of ICMP's work.

4. Engaging with other stakeholders

Regular dialogue with wider stakeholders forms an important part of our work and is essential for us to keep abreast of the different issues and positions of relevant parties. By engaging with stakeholders that could potentially be allies, partners or opponents, we maintain an understanding of all viewpoints and are prepared when meeting with regulators and institutions.

4.1 Ongoing meetings

The Bilbao Group – ICMP, GESAC, IMPA and IFPI Working Group and IMPALA

ICMP continued to meet with the various organisations that make up this group to discuss issues of common interest. The last meeting was held in February 2016.

Dot.music

ICMP has continued to work as part of the worldwide music coalition to ensure that the global top level domain name (gTLD) ".music" is used by those with a valid interest and that rightsholders are protected.

Creativity Works!

ICMP has a fruitful partnership with a Brussels-based coalition called Creativity Works! As a platform for European cultural and creative sectors, Creativity Works! has members from a variety of creative industries.

The objective of the coalition is to have an open and informed dialogue with EU policymakers about the economic and cultural contribution made by the cultural and creative sectors in the digital age. Creativity Works! meets regularly with policy and decision makers, engages in copyright campaigns, raises awareness of the importance of the creative industries. ICMP regularly attends these meetings as a member of the coalition.

4.2 Bilateral meetings

ICMP is in regular contact with rightsholders organisations on a bilateral basis. CISAC, EBU, ECSA, FEP, GESAC, IPA, IFRRO, SAA and other like-minded groups at EU and international level are some examples of these organisations.

5. Events

As well as attending and organising key industry events, ICMP sets up speaking opportunities for our members at meetings, conferences and debates at EU and international level. We also arrange meetings between our members and relevant stakeholders, while ensuring that key figures from the music publishing and creative industries are involved in panel discussions at various fora.

5.1 ICMP events

ICMP at Midem 2015

ICMP held various meetings during Midem from 5 to 8 June 2015. These included a Board Meeting, General Assembly, a Popular and Serious Bureaux meeting, an anti-piracy meeting and other committee meetings such as the Production Music Committee gathering. For the first time, we also organised an ICMP-CISAC Joint Working Group meeting, reinforcing our partnership with the collecting society association.

An evening invitational gala dinner honouring music legend Irwin Z. Robinson as the recipient of the “2015 ICMP Ralph Peer Award for Outstanding Contributions to Global Music Publishing” was also held with many of our members from across the world attending.

Finally, following the success of the previous “Meet the Publishers” speed session at Midem, ICMP again hosted the five minute high-speed meetings. The event saw 11 music publishers connecting with both Midem participants and potential business partners.

Central and Eastern European Music Publishers Congress - September 2015

ICMP organised another very successful Central and Eastern European Music Publishers Congress (CEEMPC) that took place on 10 September 2015 in Istanbul, Turkey. Some 150 people from music publishing, collective management, WIPO, users and other key industry figures came together to discuss licensing initiatives, legislation of importance for the music publishing community and developments in collective rights management at international level.

Asia Pacific Regional Meeting - November 2015

On 27 November 2015, ICMP held its Asia Pacific Regional Meeting of Music Publishers (APMIC15) in Sydney, Australia. Some 20 music publishers from the region were in attendance including ICMP Chair Andrew Jenkins and former ICMP Board Member Jeremy

Fabinyi. Current issues facing music publishers and rightsholders in Asia Pacific and an update on IP and copyright initiatives affecting Australia and New Zealand were discussed. A joint ICMP/Music Publishers/CISAC meeting preceded APMIC15 where various technical and governance issues relating to collective rights management and music publishing in the Asia Pacific region were discussed.

ICMP at Frankfurt Musikmesse - April 2016

On 7 April 2016, ICMP held a meeting in Frankfurt Musikmesse under the auspices of its Serious Music Bureau. More than 20 music publishers attended and debated key issues relating to sheet music.

Much discussion revolved around the role of serious music in streaming services and the challenges of sharing files and sheet music on social media. An update was also given on ICMP’s Anti-Piracy Committee with members commenting on the Committee’s current work and next steps regarding various coordinated actions at global level.

Another key item on the agenda was the European Commission’s ongoing review of the EU’s copyright rules, in particular those affecting sheet music through the revision of the exception on copyright for illustration for teaching.

Latin American Regional Congress of Music Publishers - April 2016

ICMP held its fourth Latin American Regional Congress of Music Publishers (LARC) in Bogotá on 19 April 2016. Some 60 music publishers and CMOs attended the meeting, which featured discussions on the main challenges facing the music industry in Latin America, and on the relations between publishers and societies, particularly on issues regarding data management.

The meeting ended with strong commitments coming from both publishers and CMOs to work together on important issues throughout the region.

Other ICMP events:

- Board meetings in Brussels, Helsinki and Cannes
- General Assembly in Cannes
- Popular and Serious Bureaux in Cannes
- Bilateral meetings with members

5.2 External events

ICMP participated in a number of high-level copyright events over the past year.

Future of cultural and creative industries in Europe

MEPs Pervenche Berès and Christian Ehler hosted a high level conference on the “Future of cultural and creative industries in Europe”. Held on 23 June 2015 at the Permanent Representation of Bavaria, the event was organised in collaboration with Creativity Works!. Approximately 150 people attended including policy makers, NGOs, EU institution representatives and artists. Participants had the chance to exchange views with EU Commissioner for Internal Market, Industry, Entrepreneurship and SMEs Elżbieta Bieńkowska on the future of creative SMEs and access to finance. The upcoming copyright reform was also discussed with the European Commissioner for Digital Economy and Society, Günther Oettinger, with many participants calling for a “balanced legislation”. In addition, the conference looked at the need to invest in tomorrow’s talent and skill development.

ICMP Board Member Chris Butler participated as a panellist and made various eloquent interventions, in particular noting that copyright is not a punishment, but a reward to creators and insisting on the need therefore to strengthen copyright as creators are “here to stay though technology and platforms will come and go”.

IP Summit, Berlin

Over 100 high-level speakers and some 500 delegates convened at the Pan-European Intellectual Property Summit (IP Summit) in Berlin. Held on 3 & 4 December 2015, this 10th edition discussed trademark, patent, copyright and design major recent evolutions, actions, issues and ongoing EU Reforms. ICMP panellists included Jane Dyball, Rolf Budde, and Goetz von Einem.

Complete list of events we attended over the past year:

General public events

- The European Writers’ Council, “The Present and Future of Authors’ Rights and Copyright”, Brussels
- Creativity Works! Monthly Plenary Meetings, Brussels
- Creativity Works! Monthly Communications Meetings, Brussels
- Creativity Works! Monthly Policy Meetings, Brussels
- Midem, Cannes
- IP Summit, ICMP speakers Goetz von Einem, Rolf Budde, Jane Dyball, Berlin
- CSDEM Publishing Forum, Paris

- Frankfurt Musikmesse
- AEDEM XVII Cursos Formación para Editores, Spain
- DOT Music
- WIPO SCCR 30th Session, Geneva
- WIPO SCCR 31st Session, Geneva
- WIPO SCCR 32nd Session, Geneva
- WIPO Conference on the Global Digital Content Market, Geneva
- Society Publisher Forum, New York
- Creators Roundtable, New York
- Bilbao Group Meetings, London
- IAB, International Advertising Bureau, Brussels
- Bertelsmann “Join the discussion... the future of European copyright law”, Brussels
- Civil Society Dialogue on TTIP, Brussels
- High Level Conference on “The future of Cultural and Creative Industries in Europe” hosted by the Cultural and Creative Industries in Europe Intergroup, ICMP speaker Chris Butler, Brussels
- The Ivor Novello Awards, London
- MPA UK Board meeting, London

EU Institution events

- INTA Exchange of views with Cecilia Malmström, Commissioner for Trade, on the Future Trade Strategy
- JURI Towards a Connected Digital Single Market Act
- JURI Exchange of views on the stock taking of the Latvian Presidency
- CULT EP Presentation of the priorities of the Luxembourgish Presidency of the Council, Exchange of views with Mr Claude Meisch, Minister of Higher Education and Research & Ms Maggy Nagel, Minister of Culture
- CULT EP Exchange of views with Commissioner Günther Oettinger, Commissioner responsible for Digital Economy and Society
- INTA EP Presentation by Jean Asselborn, Minister for Foreign and European Affairs, representing the President-in-Office of the Council, on the priorities of the Luxembourgish Presidency in the area of International Trade Policy
- Observatory for Counterfeiting and Piracy (now European Union Intellectual Property Office - EUIPO) Plenary, Alicante
- Observatory for Counterfeiting and Piracy (now European Union Intellectual Property Office - EUIPO) Working Groups, Brussels
- EU Brazil IPR Dialogue
- EP Debate, “which role for intermediaries in the Digital Single Market?”
- EC Stakeholder Workshop of Portability

Institution and stakeholder meetings set up by ICMP

European Commission

- Meeting with DG Connect, Maria Martin Prat (Copyright), with Antony Bebawi, Jackie Alway
- Meeting with DG Connect, Maria Martin Prat (Sheet Music), with Chris Butler, Nigel Gilroy, Cecilia Leon, Cathrine Ruud, Johan Bergby
- Meeting with DG Connect, Maria Martin Prat (Value Gap), with Antony Bebawi
- Meeting with DG Connect DG Roberto Viola
- Meeting with Cabinet of Commissioner Bienkowska, GROW, with Nicolas Galibert
- Meeting with DG GROW, Director Slawomir Tokarski and EC officials Helge Kleinwege and Jean Bergevin, with Andrew Jenkins and Lauren Keiser
- Meeting with Cabinet of Commissioner Navracsics, Education, Culture and Sport, with Andrew Jenkins and Lauren Keiser
- Meeting with Cabinet of Commissioner Oettinger, Digital Economy and Society, with Pierre Mossiat and Rolf Budde
- Meeting with Cabinet of VP Commissioner Ansip, Digital Single Market, with Pierre Mossiat and Rolf Budde
- Meeting with Cabinet of Commissioner Moscovici, Economic and Financial Affairs, Taxation and Customs, with Bruno Lion
- Meeting with Cabinet of Commissioner Malmström, Trade, with Bruno Lion

European Parliament

- Jean Marie Cavada MEP, with Paolo Francini, Pierre Mossiat and Nicholas Galibert
- Pervenche Berès MEP, with Paolo Francini, Pierre Mossiat and Nicholas Galibert
- Christian Ehler MEP, with Ralph Peer II, Goetz Von Einem and Rolf Budde
- Vicky Ford MEP, with Nigel Gilroy, Andrew Jenkins and Lauren Keiser
- Mary Honeyball MEP, Nigel Gilroy and Andrew Jenkins
- Axel Voss MEP, with Lauren Keiser and Pekka Sipilä
- Rainer Wieland MEP
- Catherine Stihler MEP, with Andrew Jenkins and Lauren Keiser
- Therese Comodini MEP
- Andreas Schwab, with Andrew Jenkins and Lauren Keiser
- Constance Le Grip MEP
- Sajjad Karam MEP
- Emma McClarkin MEP

Permanent Representations/Presidencies

- Meeting Luxembourg Presidency
- Meeting Dutch Presidency

- Meeting Belgian Permanent Representation, with Marc Hofkens
- Meeting German Permanent Representation
- Meeting Lithuanian Permanent Representation

Other stakeholders

- EBU
- IFPI
- ECSA
- EPC
- CISAC
- SAA
- FEP
- ENPA
- STM
- EMMA
- News Media Europe
- GESAC
- IFRRO
- IPA

6. Communications

ICMP communicates to its members, the media, and key stakeholders by using a mix of print, online and social media, reports, speaker platforms, think-tank debates, banners and newsletters.

6.1 External

Website

The ICMP website was given a facelift in 2016. The new version contains many of the elements of the old site like the members tab and events section. However, we have added new features like a twitter feed, video gallery and a more robust news section. The overall look is modern and clean. The website continues to provide all statements and positions on issues of relevance to the sector.

Newsletter

Global Briefing, ICMP's bi-monthly newsletter continues to grow in popularity, receiving new subscribers every day. It is distributed to a wide subscription base of regulators, politicians, industry peers, media and other stakeholders, providing a summary of news and initiatives relevant to the music publishing industry from around the world.

Media Relations

We maintain contact with policy and trade media based in Brussels and internationally. Press releases on ICMP initiatives are written and sold into the media as appropriate and we also respond to articles and initiatives with comments and in order to advance the ICMP opinion. We are regularly featured in America's music industry bible Billboard, Music Week (UK), Music Business Worldwide (UK), Germany's Musikwoche, and EU-media like Euractiv.

Social media

ICMP continues to build a high quality following on its Twitter feed, communicating news on the music publishing sector. We live tweet from events and our opinions are regularly retweeted by influencers in the music industry. We are also active on LinkedIn and have some 200 connections that regularly receive news on the sector.

6.2 Internal

Reports for our members

Information on issues of relevance to the sector is provided to members on a regular basis. In addition, ICMP produces a series of International Reports that summarise the main developments at WIPO, Global and EU level for Boards of MPA's, as well as ICMP activities. A round up of all Regulatory, Legal and Advocacy initiatives is circulated to members twice a year.

Extranet

The ICMP extranet is divided into various sections: news, policy, legal, events, reports and forum. It houses all the Confederation's documents in one place for ease of access by our members from around the world.

7. Governance and Membership

7.1 ICMP Board and Bureaux

ICMP Board

The ICMP Board and Bureaux were last elected at our General Assembly on 2 February 2014:

Jodie Ferneyhough (CMPA, Canada); Nicolas Galibert (CSDEM, France); Ralph Peer II (NMPA, US); Hajime Taniguchi (MPAJ, Japan), Chris Butler (MPA UK, UK); Paolo Franchini (FEM, Italy); Lauren Keiser (MPA US); Pekka Sipilä (FMPA, Finland); Rolf Budde (DMV, Germany) Goetz Von Einem (representing BMG Rights Management); James Fitzherbert (representing IMPA); Guy Henderson (representing Sony ATV/ EMI Music Publishing); Andrew Jenkins (representing Universal Music Publishing); Steve Clark (representing Warner/Chappell Music); Pierre Mossiat (representing the Independent Music Publishers Forum – IMPF). Jeremy Fabinyi, who stepped down from AMPAL (Australia) in December 2015 was replaced until new elections in June 2016 by Matthew O'Sullivan.

The Executive Board, which is appointed every year, was re-elected in 2015. Andrew Jenkins is Chair, Nicolas Galibert and Lauren Keiser are Vice Chairs, and Ralph Peer is Treasurer.

The Popular Bureau

Jodie Ferneyhough CMPA; Paolo Franchini FEM; Nicolas Galibert CSDEM; Ken Ohtake MPAJ; Ralph Peer NMPA; Cathrine Ruud Norway MPA; Gusztav Stiedl HMPA; Hussain Spek Yoosuf MEMPA and Anja Wester VMN. President of the Bureau is Paolo Franchini and Vice Chair is Hussain Spek Yoosuf.

The Serious Bureau

Antal Boronkay HMPA; Chris Butler MPA UK; Ber Deuss VMN; Lauren Keiser MPA US; Susumu Morikawa MPAJ; Pekka Sipilä FMPA; Pierre Lemoine CEMF; Heinz Stroh DMV. President of the Bureau is Chris Butler and Vice Chair is Pekka Sipilä.

Fresh Board and Bureaux elections are taking place in June 2016 during Midem.

7.2 Change to ICMP Bylaws

There is a proposal to change ICMP Bylaws to accommodate the shift of Midem from January

to June and allow members to comply with the confederation's statutory requirements without imposing on them the burden of going through two General Assemblies. Another change is the extension of the number of the Executive Board members to also include a Secretary in order to ensure that discussions of the Executive Board at face-to-face Board meetings are even more effective.

7.3 Code of Best Practices

ICMP introduced a "Code of Best Practices" for Board and Bureaux members in 2016. The Code takes the form of written guidelines, which help our members comply with the Confederation's ethical standards.

7.4 ICMP Committees

Production Music Committee

Established In 2014, ICMP's Production Music Committee supports the work of production music publishers and composers, navigating the new framework required for the digitisation and globalisation of the industry. On 11 September 2015, as part of CEEMPC15, ICMP held its first Production Music Annual Conference. The conference was opened by Juliette Metz of Encore Merci, with some 40 production-music delegates attending from around Europe. More recently, the Committee launched a brand new website: www.productionmusiccommittee.com

In March 2016, the PMC welcomed new members including: Daniel Kafer (Apollo - Denmark), Juliette Metz (Encore Merci - France), Alex Black (Emi - UK), Patrick Appelgren (Universal - Nordic Region), Ciaran Mc Neaney (Deep East Music - UK), Martin Nedved (Fontana - Czech Republic), Dennis Bosheck (Dennis Music - Netherlands), Damian Slonina (Jaguarec - Poland), and Pietro Giola (Machiavelli - Italy). Juliette Metz was elected Chair of the Committee and Martin Nedved was appointed "Point Person" from the PMC for the Board of ICMP.

Other ICMP working committees

ICMP has other working committees focusing on key internal issues of importance:

- Anti-Piracy Committee
- Ralph Peer II Award Committee
- Revenue Generating Committee

8. Acknowledgements

ICMP would like to acknowledge and thank all the people who have worked, provided insight, advice, support and served as panellists and moderators for the organisation over the past 12 months, and in particular:

The Board of Directors of ICMP
The Popular Bureau
The Serious Bureau
The ICMP Secretariat and its advisors
The ICMP Anti-Piracy Committee, its past Chair Lauren Keiser and current Chair Chris Butler
Ger Hatton
Nigel Gilroy
Izabela Blaszkiwicz
John Echevarria
Nigel Elderton
Andrew Jenkins and UMP
Antony Bebawi
Ralph Peer

Natalie Madaj and the NMPA
MPA UK Team
Lauren Keiser and the MPA US
Jorge Mejia
Veronica Vacarezza
ICMP CISAC Joint Liaison Group
Our Turkish members for all the good work at CEEMPC15
AMPAL for all the good work at APMIC15
ACODEM for all the good work during LARC16
The Gplus team
Sam Rowe
Louise Hilditch
And all our member organisations and companies

