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KEYCHANGE LEADERS TALENT LEADERSHIP PROGRAMME 2026

APPLICATIONS OPEN: 04:00 am EST/ 09:00 am BST/ 10:00 am CEST 30 SEPTEMBER 2025

DEADLINE: 12 NOVEMBER 2025 5pm EST/ 10 pm GMT/ 11pm CET¹

What is the Talent Leadership Programme?

The Talent Leadership Programme (TLP) is a Creative Europe-funded training programme, created by Keychange—a global movement supporting underrepresented talents and leading collective actions to create a better, more inclusive music industry for present and future generations.

The Keychange TLP is a **six-month training programme** aimed at women and gender-diverse individuals who are future leaders and agents of change, driving actions towards a more diverse, inclusive, and equitable music industry.

Building on the experiences of Keychange alumni, partners, and collaborators, we have developed a programme to train a new generation of leaders. These leaders will be passionate, inspiring, and empathetic, with the skills to create and implement innovative projects that promote Diversity, Equity, Inclusivity, and Accessibility (DEIA) in the music industry. The programme focuses on preparing participants to lead DEIA initiatives within their companies, communities and across local and national music markets.

Starting at Tallinn Music Week (a showcase festival and conference in Estonia) in April 2026, the TLP programme focuses on leadership, social change design, entrepreneurship, innovation, and DEIA best practices developed by Keychange experts, partners, and community members. The programme's wrap-up is scheduled to

¹ If you have any accessibility requirements which may mean that you need longer for your application, please contact applications@keychange.eu as soon as possible, and by the EOD 5th of November 2025 (at least 7 days before the application deadline).

take place during the Reeperbahn Festival (A festival and industry meeting place in Hamburg, Germany) in September 2026.

The TLP is an intense, ambitious, and innovative programme for current and future leaders, agents and advocates of change. The training consists of various complementary developmental activities that balance theory and practice effectively, including workshops, meetings with practitioners, and group meet-ups, which take place online, except for the two Talent Labs in Tallinn and Hamburg. Additionally, the programme is enhanced by individual mentoring sessions.

How do we define a Keychange Leader?

A leader is not just a job title; it's a role and an act of constant doing. A leader is someone who can envision a better future and take thoughtful, strategic actions to guide others towards it.

The Talent Leadership Programme focuses on leadership as a set of skills and mindsets that help drive new initiatives and lead diverse, dynamic teams for social change in the music industry and creative sector. This means it is open to a diversity of leaders-to-be, from those who want to pursue management positions to those wanting to be agents of change within their own communities, and leaders in multiple professional positions. The programme is also designed to help women and gender-diverse employees to shatter glass-ceilings.

Examples could also include creative entrepreneurs, professionals and artists, who want to lead their activities in local communities outside of organisational structures. The focus is on leadership as a set of skills and a mindset that help drive new initiatives and lead diverse, dynamic teams towards social change in the music industry.

Therefore, the open call refers to multiple professional positions. We equally treasure people working in managerial positions and wanting to create innovations in their professional environment and artists, creative entrepreneurs and professionals, who want to lead their own activities in local communities outside organisational structures.

The key is the ambition to create, implement, and lead professionally and knowledgeably collaborative projects that address issues of discrimination and exclusion, transforming environments from small communities to global music ecosystems.

How does the Talent Leadership Programme work?

The TLP is a 6-month interactive training programme designed to prepare you as a DEIA change leader.

The programme begins as a physical event at Tallinn Music Week (Estonia) in April 2026 and wraps up at the Reeperbahn Festival (Germany) in September 2026. Between these two in-person meet-ups, the programme offers online training where along the way, you will learn, practice, experiment, collaborate, and co-create remotely with 43 talented participants, supported by experts, mentors and the Keychange team.

TLP is based on active learning and a project-based approach. Knowledge, tools, best practices, and methodologies will be our base for discussions, practical tasks, and, most importantly, envisioning a better, more equitable future and co-creating new ideas and initiatives that could be implemented after the programme. At the heart of the programme is collaborative project work. As a practical task and a way to implement and explore new skills, you will have the chance to create or develop your own DEIA initiative or support others in developing theirs.

Throughout the programme, with workshops and meet-ups, you'll build skills in areas like professional leadership and social change design, innovation and entrepreneurship. You will be equipped with DEIA best practices & tool kits. The programme will focus on facilitation techniques and issues of mental health, so critical in leadership positions and tasks. The TLP is set up so everyone can contribute and enrich the learning community with their own experiences.

The programme is complemented with individual mentoring. Each participant will be carefully matched with an experienced mentor to help shape their leadership style and find personalised solutions for challenges.

Please note: Although the TLP has a structured, team-based approach, we are committed to building safe and supportive learning environments for all learning styles. Based on the final selection of participants, we will oversee different needs for neurodivergence, accessibility, and other diversities.

Is the Talent Leadership Programme for you?

Take a look at who this transformative, inspiring and exciting learning experience is aimed at in the information below. Music companies of all sizes will benefit from the skills picked up by employees participating in the programme, as well as through Keychange's wider work collaboration to shape fairer, equitable music industries.

This programme aims to give opportunities to new future leaders, who have not been through the Keychange programme before. We are willing to make exceptions in some cases, so feel free to email us on applications@keychange.eu should you feel like you

qualify for an exception. Participants who have gone through the Keychange Canada 2024 and Gender Diversity In Radio programmes qualify to apply.

This programme is for you, if:

Professional Profile

- You are a woman or a gender-diverse person working professionally in the music industry, and you identify with the need for change toward a more diverse, equitable, inclusive, and accessible future for the industry.
You are a professional or artist with a minimum of 5 years of experience in the music industry (we will also consider applicants with an accumulative experience of 3 years in music and 2 years in the creative industries)
- You are based in an eligible country (which participates in and qualifies for Creative Europe support, plus Canada, Switzerland and the UK). For the full list of countries, please see Appendix 01.
- Have over 1 year of experience in the field of DEIA (Diversity, Equity, Inclusivity and Accessibility).

*By music professional, we mean people working within the music industry, implementing change through their work and mission. These could include anyone from researchers, to artists, managers, to publishers, sound engineers to

**** Please note that this program is not for you if:**

- You are a cis-man
- You are based outside the UK, Switzerland, Canada or in countries which participate in and qualify for Creative Europe support. For the full list of countries, please see Appendix 01.
- You are a Keychange alumni (Keychange Canada and Keychange Gender Diversity In Radio however, can apply). Exceptions may apply; please email us at applications@keychange.eu.

Implementation of DEIA Activities

- You already have over 1 year of experience in DEIA-related activities, either as a participant (e.g. workshops, panel discussions) or as an active contributor (e.g. working with DEIA-focused organisations, implementing your own projects, conducting research, etc.). You understand the challenges of inequity in the music industry and are motivated to make a difference.
You aspire to become an active leader of change, equipped with the key competencies needed to lead projects, activities, and teams toward transformation in the music industry and positioning companies for the future.

You want to be an inspiring and engaged part of the Keychange movement, benefitting from and contributing meaningfully to the Keychange community.

Leadership Experience

- You are currently in a leadership position within a formal or informal organisation or community.
- * You don't always feel fully confident in your role; you need expert knowledge and empowerment.
- You have experience that includes aspects of leadership and team management, i.e. as a project manager, community manager, informal group leader, etc.
- You intend to deepen your knowledge, skills, and awareness of leadership in order to create and implement new DEIA-oriented initiatives.
- You are keen on enhancing competencies in cooperation, co-creation and group dynamics to support diversity and inclusion in the music industry context.

TLP Learning Environment

- You want to connect with women and gender-diverse individuals to lead DEIA initiatives, share experiences, and grow together. You are open-minded, eager to learn, and support others on their journey. This programme offers a collaborative, transformative experience requiring active participation in co-creation, discussion, and teamwork. It provides a safe, inspiring space to develop ideas for new initiatives or contribute to future projects as a skilled and inspiring team player.

Time commitment

- If you are ready to commit your time between April 2026 and September 2026 with the estimated commitment below):
 - Mandatory attendance at two in-person events:
 - Talent Lab at Tallinn Music Week: April 9–12, 2026 (opening event)
 - Talent Lab at Reeperbahn Festival: September 16–19, 2026 (programme wrap-up)
 - 24 sessions, 2 hours per week between April 2026 - September 2026, with every fourth week being "free from activities".
 - An estimated average time of 4 hours of work a week (live sessions + independent work with video lectures and tasks)

What are the benefits?

- **We will cover the costs of** advanced, innovative and transforming training with influential experts in their fields
- We will create a unique network of talented and knowledgeable professionals and leaders, providing a network of communal support.
- You will become part of The Keychange Community
- There will be **In-person Participation in** two remarkable music **industry events** (Tallinn Music Week / Reeperbahn Festival). There will be two in-person **Talent Labs**:
 - One at the start of the programme at Tallinn Music Week in Estonia (9-12 of April);
 - and one at Reeperbahn Festival in Germany (16-19 of September)
*You will receive **bursaries** for travel and subsistence expenses when travelling to Talent Labs, as well as specific support for online events), top-ups for childcare and disability/access are available on request.*
- A six-month online **programme** consisting of three learning phases spread over the six-month duration of the course. Each phase will focus on a different area: social change design and DEIA practices, leadership, innovation, and entrepreneurship.
- A mentoring programme will support individual professional goals.
- You will then receive a **Certificate of Participation**.

Points to Consider When Applying

If you feel like this programme is for you and that it would complement your current experience, you need to:

- Download this Application Guidance and Criteria document.
- Download the Application Content document.
- Read through the step-by-step guide to fill in the application.
- Create a Flexigrant Account to fill in the application [[HERE](#)].
- Remember that the deadline is 12th November 2025, 5 pm EST/ 10 pm GMT/11 pm CET.
- Should you have any further questions, or if you feel like you are entitled to an exemption from the criteria please email: applications@keychange.eu by the 5th of November 2025 at the latest.

Who are our Keychange Leaders partners?

- Our partners for Keychange leaders are:
- Reeperbahn Festival/RBX
- Shiftworks/Tallinn Music Week

- Musikcentrum Öst
- Keychange (ASBL)
- Music Export Poland
- SACEM
- Oslo World
- Workshops of Culture Lublin/Different Sounds Festival
- Artist in Bloom
- PRS Foundation
- FACTOR
- SOCAN Foundation
- Swiss Arts Council Pro Helvetia
- STIM
- Arts Council of Sweden
- GEMA
- Talent Norge

About Keychange

Supported by the Creative Europe Programme of the European Union, Keychange is a global network and movement working towards restructuring the music industry to achieve full gender equity.

Keychange is a comprehensive career development programme for women and gender-diverse (including trans, non-binary, gender queer, agender and gender non-confirming) artists and innovators in the music industry. Keychange helps participants to take on important and leading positions in the industry. To date, the programme has supported the careers of over 300 artists and innovators in Europe, Canada, and the U.S.

More than 700 music organisations from all over the world have now signed the Keychange Pledge and are working towards greater gender equality in their areas of activity.

Under the leadership of Reeperbahn Festival organiser RBX GmbH, the following partners are facilitating the Keychange Leaders programme, building on their long-standing work to increase gender diversity in the music industry: Musikcentrum Öst (SWE), Keychange (BEL), Shiftworks/Tallinn Music Week (EST), Music Export Poland (PL), SACEM (FR), Oslo World (NO), Workshops of Culture Lublin/Different Sounds Festival (PL), and Artist in Bloom (PL). Next to FACTOR and SOCAN Foundation (CA) PRS Foundation (UK) and the Swiss arts council Pro Helvetia support the programme.

More info at <https://www.keychange.eu/>

Appendix 01:

List of Eligible Countries:

Albania
Armenia
Austria
Belgium
Bosnia and Herzegovina
Bulgaria
Canada
Croatia
Cyprus
Czech Republic
Denmark
Estonia
Finland
France
Georgia
Germany
Greece
Hungary
Iceland
Ireland
Italy
Kosovo
Latvia
Liechtenstein
Lithuania
Luxembourg
Malta
Moldova
Montenegro
Netherlands
North Macedonia
Norway
Poland
Portugal
Romania
Serbia
Slovakia

Slovenia
Spain
Sweden
Switzerland
Tunisia
Ukraine
UK