

# Activity Report

Pearle\*-Live Performance Europe

# 2025

Championing the passion for live performance since 1991

# SHARING A PASSION FOR LIVE PERFORMANCE

## CONTENT

<b>01 INTRODUCTION.....</b>	<b>3</b>
<b>02 STRATEGIC AREAS 2024-2029 .....</b>	<b>5</b>
1. The innovative power of artistic creation .....	6
2. Live performance made by and for humans.....	7
3. Championing greening and sustainability .....	8
4. Cherishing cultural exchange and its mobility .....	9
5. Embracing digital and technological development .....	10
<b>03 IN FOCUS 2025: Shifting into first gear, from transition to action. ....</b>	<b>11</b>
<b>04 EUROPEAN PROJECTS. ....</b>	<b>12</b>
<b>05 ASSOCIATION ACTIVITIES.....</b>	<b>13</b>
<b>06 GOVERNANCE &amp; STRUCTURE.....</b>	<b>14</b>

# 01 INTRODUCTION

## About Pearle\*

Created in 1991, Pearle\*-Live Performance Europe is the main European sector federation for music, performing arts and live events organisations.

Pearle\* has **67** members, consisting of **44 full members** – national federations representing live performance organisations in their respective countries – and **23 associate members**, which include prominent European networks.

Through these members, Pearle\* represents more than **14,000** enterprises, both nonprofit and profit-making. Around **40%** of these are **performing arts organisations**, more than **35% are music organisations**, and about **15% are festivals**. The remaining 10% includes a wide range of other organisations, such as visual arts, cinema, service providers, technical companies, and more, reflecting the broad spectrum of the performing arts sector. Various Pearle\* members also included self-employed and solo traders in their membership.

With a strong presence on the European and international stage, Pearle\*-Live Performance Europe has built a trustworthy relationship with EU and international institutions in a wide range of policy areas and regulatory affairs.

**Championing the passion for live performance**

## What we do

Pearle\* represents the shared interests of its members, ensuring that the live performance sector is heard and represented in EU and international policymaking, shaping policies that reflect its unique challenges and opportunities.

Our mission is to strive for a stable and resilient ecosystem **that looks ahead at future opportunities and challenges**. We follow international and EU policy developments closely and are active in various policy areas and regulatory affairs, such as EU cultural policy, education and training, copyright affairs, taxation and VAT, employment and social affairs, third-country nationals, digital services, public sector issues, stage technology, sustainability, and travelling with musical instruments. [Find out more.](#)

Through constant dialogue with EU and international policymakers, we champion policies that support the sector's growth, resilience, and ability to thrive in a rapidly changing world.

To conduct our advocacy, Pearle\* is represented in many stakeholder and expert groups facilitated by different DGs of the European Commission, cooperates on issues of shared interest through participation in various alliances, networks and initiatives and is involved in international and European institutions. [See the full list.](#)

Pearle\* is not only a federation; it is a dynamic network that brings together performing arts professionals, experts, and practitioners to share knowledge, exchange best practices, and collaborate on issues of shared interests and projects that support members' activities and strengthen the sector. Our working groups, seminars and biannual members conferences provide platforms for peer learning, innovation, and collective problem-solving.

**We listen. We care. We share. We inform.  
We train. We connect. We act.  
We champion.**

## Pearle\* in 2025 – Focus on Key Priorities

In 2025, Pearle\* continued to provide its members with direct insight into policy and regulatory developments at the European and international levels, ensuring they stay ahead of changes that impact the daily affairs of live performance organisations.

Beyond information, Pearle\* fosters exchange among professionals across Europe, offering a platform to discuss challenges, share expertise, and contribute to shaping policies.

As an European employers' association and a federation for the live performance sector representing a network of more than 14,000 organisations, Pearle\* ensures that the voice of the sector is heard in key decision-making processes.



**152 documents**

incl. position papers, reports, policy briefings, and newsflashes

incl.

**33% targeted to European institutions**

and

**47% exclusively to members**

Actively engaging in discussions at European and international levels, advocating for a sustainable and thriving performing arts sector.



**368 meetings, events, conferences & panels**

**37 stakeholder groups,**

committees, expert groups and advisory bodies, ensuring a strong and informed voice in policy discussions

**450 EU regulations**

have a direct or indirect impact on the live performance ecosystem

across

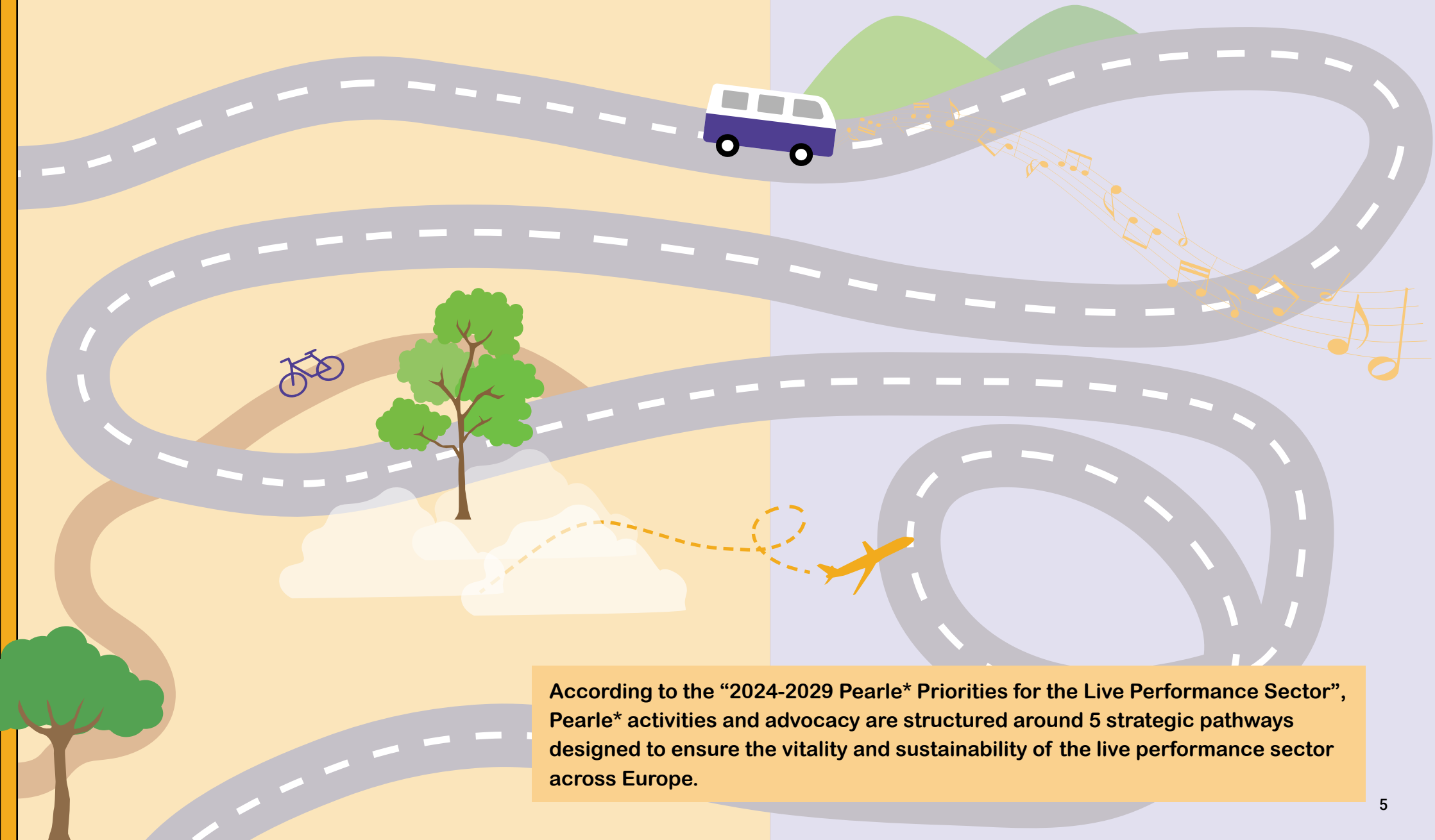
**24 policy areas**

(see the full list on [our website](#))

**250% increase**

compared to 10 years ago

# 02 STRATEGIC AREAS 2024-2029



According to the “2024-2029 Pearle\* Priorities for the Live Performance Sector”, Pearle\* activities and advocacy are structured around 5 strategic pathways designed to ensure the vitality and sustainability of the live performance sector across Europe.

1

## The innovative power of artistic creation

From an early age, we are encouraged to develop our creative skills. Today, the professional world is in desperate need of creative minds. Europe's richest asset is its culture, which deserves to be showcased to the world while also requiring protection and preservation. To nurture the innovative power of artistic creation, Pearle\* strives to include culture and the arts in the innovation and research strategies of the European Union.

In 2025, Pearle\* contributed to the following areas, through various actions.

### Artistic freedom

In 2025, Pearle\* continued its work on strengthening artistic freedom across Europe. This included the following activities:

- Participation in the "European Artistic Freedom Act" Steering Group, based on the Resist Now Together campaign coordinated by ETC
- Organisation of three sessions at the EFA Arts' Festival Summit in Edinburgh and the 69th Pearle\* conference in Athens on artistic freedom and cultural diversity.
- Publication of a new edition of the "Cookbook for Cultural Managers" titled **The Artistic Freedom Regulatory Framework in the EU**.



- Contribution to calls, letters and consultations. [Read more](#)

### European cultural policy

2025 was marked by discussions around the next EU's long-term budget for the period 2028-2034, the Multiannual Financial Framework (MFF) Several events, roundtables, and exchanges were also organised in preparation for the European Commission's "Culture Compass", which was published in November 2025. In this context, Pearle\*

- Had an introductory meeting with the Pearle\* board and Commissioner for Culture Glenn Micallef.
- Participated in high-level roundtables with Comm. Micallef and EVP Mînzatu, MEPs and representatives of EU institutions.
- Co-signed letters, replied to consultations and calls for evidence. [Read more](#)
- Provided avenues for discussion on EU cultural policy at Pearle\* conferences, through panels and dedicated sessions.



Meeting of Pearle\* ExCom with Comm. Micallef - Mar. 2025

### Education & skills

Pearle\* contributes to the development of skills and competences in the sector through:

- The **Pact for Skills** and Large-Scale Skills Partnership for the Cultural and Creative Industries.
- **Creative Skills Europe**, a joint initiative of the AV and LP social partners
- **INSPIRE**, Erasmus + project on green, digital, entrepreneurial, resilience and soft skills.
- At Pearle\* conferences, sessions were organised on leadership skills, and cross-sectoral innovation.

2

## Live performance made by and for humans

Live performance, being highly labour-intensive, relies on people as our most valuable resource. As employers, Pearle\* and its members are dedicated to facilitating work under fair conditions for employees and collaborators, adhering to existing laws.

Social dialogue is the best tool for creating a level playing field for those in the sector, and for securing access to social protection to address gaps, especially for those with flexible careers and statuses.

Furthermore, the inclusion of minorities, gender equality, and anti-racism are European goals that Pearle\* fully supports and is committed to implementing policies where it can.

In 2025, Pearle\* contributed to the following areas, through various actions and activities:

### Employment

The year was marked by several exchanges around upcoming initiatives from the European Commission, such as the Quality Jobs Roadmap, the Fair Labour Mobility Package, the further implementation of the European Pillar of Social Rights, as well as on artists' working conditions. Pearle\*

- Took part in high-level roundtables and meetings with EVP Mînzatu, Commissioner Micallef, MEPs and representatives of EU institutions.

- Issued statements and replied to various consultations such as on the Quality Jobs Roadmap, the Fair Labour Mobility Package, and the EU Pillar of Social Rights, and on artists' working conditions. [Read more](#)
- For its members, Pearle\* provided training and info sessions on employment affairs and mental health.

### Social dialogue

As a recognised social partner, Pearle\* sits in the European Sectoral Social Dialogue in Live Performance Committee alongside the European Arts and Entertainment Alliance (EAEA), which regroups the unions FIA, FIM and UNI-MEI. In 2025, as part of the three-year work programme, Pearle\* took part in the following projects:

- [Disseminating, promoting, and implementing the Framework of Actions on skills in the European Audiovisual and Live Performance sectors – 2023-2025](#)
- [Strengthening capacities in the live performance sector – 2023-2025](#)
- [Reviewing and updating OiRA tools in the live performance sector – 2025-2027](#)

### Diversity, Equity, and Inclusion (DEI)

- Pearle\* replied to social partner consultations on inclusion and diversity. [Read more](#)
- For members, Pearle\* provided a briefing on the European Accessibility Act.



Kick-off meeting with Social Partners on the Quality Jobs Roadmap with EVP Mînzatu - Apr. 2025



High-level roundtable with EVP Mînzatu, Commissioner Micallef, MEP Nela Riehl, MEP Li Andersson on artist working conditions - Dec. 2025

3

## Championing greening and sustainability

The live performance sector has endorsed the ambitions presented in the EU Green Deal, recognising the vital role that individuals and companies play in achieving climate neutrality by 2050. The green transition involves education, training, understanding, and learning, engaging everyone within an organisation and its relationships with suppliers, audiences, sponsors, and funders.

Pearle\* aims to help live performance organisations develop sustainability plans and policies by raising awareness of funding opportunities and providing resources.

In 2025, Pearle\* contributed to the greening of the sector through various actions and activities:

- Presented the **INSPIRE Erasmus+** project at the Symposium “Socio-ecological Challenges of Transforming Performing Arts” at the Université Sorbonne Nouvelle.
- Co-organised a seminar on Green Skills at the Regional Skills meeting in Tallinn, in the framework of the Social dialogue project on skills.
- Organised a session “EU Green Deal: latest developments and focus on the sustainability of products” with VPLT at the 69th Pearle\* conference in Athens
- Monitors the adoption and use of the Theatre Green Book tool across Europe



and joined the “Sustainable Theatre: A Global Challenge” conference in London on 14 September 2025.

- To support Pearle\* members in their green transition, Pearle\* provided them with exclusive content:
  - Two updates of the **EU Green Deal Timeline**, in April and November 2025, to reflect changes to regulations following the Omnibus package.
  - Briefing note on Key Updates on the EU Green Deal for 2025.
  - Newsflash on the Omnibus Regulation and its impact on the live performance sector.



Regional Skills Meeting in Tallinn - June 2025

EU Green Deal Timeline				
List of relevant acts for the Live Performance sector and deadlines				
UPDATE NOVEMBER 2025				
Disclaimer: the information contained in this table is based upon information available at the moment of publication (November 2025) and will be updated the table whenever relevant. Check out the <a href="#">Quick Guide</a> for more information on the content in time. Pearle*				
Topic	Description	Goal of the EU	Recommended action	Comment
<b>2025</b>				
Lighting	The ecodesign regulation sets requirements for light sources and separate control gears, used in general in different parts of buildings as well as on the stage.	Save energy and be more energy-efficient.	Check national requirements for lighting equipment. Consider energy-efficient lighting solutions for stage lighting currently in use. Regulation revision TGA.	Certain fluorescent luminaires may become difficult to still find on the market.
Waste	Waste reduction at all phases of the production of a live performance and upon presentation to an audience.	Increase the circularity of the economy and reduce the environmental impact of the production and presentation of live performances.	Check national requirements for waste management plan. Consider measures to reuse materials from live performances.	See <a href="#">Link</a> for a list of types of waste. Revision of the Waste Framework Directive legally entered into force on 16 October 2025.
Packaging	Distribution of new products (e.g. CDs, DVDs, Blu-rays, etc.) and other printed materials.	Reduce CO <sub>2</sub> emissions and air pollution by encouraging cleaner transport and applying the “polluter pays” principle more broadly.	See how to reduce unnecessary packaging, use reusable packaging as much as possible, use recycled materials, e.g. recycled plastic if reusable is not viable.	Check national requirements on permitted packaging types and waste prevention measures. <b>Directive on Packaging and Packaging Waste</b> will be applicable from 2026 onwards, replacing the Directive.
Transport	Check national requirements for low-emission zones (LEZ) and low-emission zones (LEZ) in urban areas.	Reduce CO <sub>2</sub> emissions and air pollution by encouraging cleaner transport and applying the “polluter pays” principle more broadly.	Monitor national implementation, assess the cost impact of new rules and OBD requirements on tours and technical workshops.	Can significantly raise transport costs for live performance tours, try to find alternatives applicable to cultural and touring activities. Commission proposes to extend the bill and use charge exemption for zero-emission heavy-duty vehicles from 31 December 2025 to 30 June 2026.

EU Green deal timeline - update Nov. 2025

## Cherishing cultural exchange and its mobility

Cultural exchange, cross-border cooperation, touring, and mobility are integral to live performance and are a powerful testament to Europe's unity in diversity.

Pearle\* strives for further integration of the single market. A single market for services, including culture, importantly involves reducing administrative burdens related to social security, worker postings, artist taxation, labour permits, and visas for third-country nationals. It also addresses challenges such as travelling with musical instruments, transportation, VAT, or copyright clearance.

Establishing cultural relations with the UK, Ukraine and other neighbouring countries, and considering culture in trade agreements and external relations should also be an integral part of discussions.

### Travelling with musical instruments

2025 was marked by the run-up advocacy ahead of the CoP20, where a proposition of Brazil would have put Pernambuco wood in Annex I of the CITES list, which would have had devastating impacts on musicians and instrument makers. In parallel, negotiations around the Air Carrier Liability Regulation were ongoing. Pearle\* contributed by

- Writing letters to Commissioner Roswall, providing additional information to DG ENV ahead of CoP20, and cooperating closely with international music stakeholders. [Read more](#)
- Issuing a [joint statement](#) with FIM on the Council's General Approach to the

Revision of the Air Carrier Liability Regulation.

### EU/UK cultural exchanges

In 2025, the EU-UK Summit marked an important step in strengthening EU-UK relations post-Brexit – and culture wasn't left out of the conversation. In this context, Pearle\*

- Co-signed an [open letter](#) for urgent action to remove the barriers to cultural exchange between the EU and the UK.
- Issued a [statement](#) welcoming the EU-UK commitment to touring artists.
- Joined and [launched](#) the Cultural Exchange Coalition.



### Third Country Nationals & Visas

In this area, Pearle\*

- Co-organised the webinar "[Towards MONDIACULT 2025 Side event: Cultural Mobility for Sustainable Cultural Cooperation: Working Towards Solutions](#)" with On the Move, the International Music Council, Zone Franche, Africalia, Culture et Développement, and MobiCulture.
- Replied to calls for evidence and consultations on the digitalisation of travel documents, the EU Visa Strategy, on passengers' rights. [Read more](#)
- Provided its members with briefings on travelling to the UK, EU and US.

### Tourism

Pearle\* recognises the crucial role of tourism for the EU economy and its strong synergies with culture. Pearle\* is part of the [EU Tourism Manifesto Group](#), which defined its 2024-2029 priorities as follows: Decarbonisation; EU Vision & Strategy; Connectivity & Borders; Innovation & Adaptation.

- In this context, Pearle\* contributed to surveys and call for evidences on the EU Tourism Strategy 2030. [Read more](#)

5

## Embracing digital and technological development

For centuries, the live performance sector has embraced new technologies to achieve the seemingly impossible on stage. Today, audiences experience cutting-edge technologies employed by highly skilled technicians, including virtual reality, augmented reality, AI, holograms, digitally-driven lighting, sound, and stage techniques.

Digital technology is also vital for communication, data management, efficient production processes, planning, and more. There is a significant need for digital skills at all organisational levels and collaboration with tech experts passionate about the arts.

Digital tools and streamlined administrative processes with public authorities are crucial for live performance organisations, especially when undertaking cross-border touring and cultural exchanges.

In 2025, Pearle\* contributed to the following areas, through various actions and activities as follows:

### Digital environment

- Replying to the **Consultation** on the European Commission's Apply AI Strategy.
- Providing its members with a briefing on the EU AI Act's latest developments and its implications for the live performance sector.

### Stage Technology

- Participating in the Ecodesign and Energy Labelling Consultation Forum (X03609) on Market Surveillance and Compliance.
- Coordinating the European Ecodesign Stakeholder Coalition.



Ecodesign Forum - Feb. 2025

### Radio Spectrum

- Organising a session on "Stage technology: from radio frequencies to stage lighting", with OETHG at the 70th Pearle\* conference in Linz.
- Contributing to the survey & report: "Use Cases, Audio Characteristics and Technology Options for Audio PMSE" developed by the Project Team FM51 of the Electronic Communications Committee (ECC).
- Replying to the **Public Consultation** on the Future Use of the Frequency band 470-694 MHz, as part of the **Wider Spectrum Group**.

### Ticketing, Dynamic Pricing & Online Piracy,

- Replying to the **Call for Evidence** on the Digital Fairness Act.
- Co-signing a **letter** to Commissioner Virkkunen and Commissioner Micallef, calling for urgent EU Legislative Action against Online Piracy of Live Content.
- Replying to the **Call for Evidence** on the Consumer Agenda 2025-2030 and action plan on consumers in the Single Market.

# 03 IN FOCUS 2025: Shifting into first gear, from transition to action

The European scene in 2024 saw institutional and political change, with a new European Parliament and Commission. In 2025, as the stage was set and all of the actors were in place, it was time to get the show started, moving from transition to action.

2025 marked a shift to first gear, as European institutions started delivering on the promises of their work programme for the year. For Pearle\*, this meant a year of exceptional engagement and fast-paced advocacy, as consultations and stakeholder exchanges multiplied. In 2025, Pearle\* replied to 35 consultations – almost 4 times the amount of 2024 – and attended almost 370 meetings, to ensure that the live performance sector had its place in all EU policies that affect it now or will affect it in the future.

By the end of the year, the European Commission introduced two key frameworks of direct relevance for Pearle’s activities: the Quality Jobs Roadmap and the Culture Compass.

Released in December 2025, the **Quality Jobs Roadmap** is a flagship initiative of the Commission that aims at improving working conditions and job transitions for workers and self-employed while remaining competitive in a fast-changing global context. As a recognised social partner, Pearle\* contributed to pre-emptive consultations and took part in high-level stakeholder meetings.

The **Culture Compass** was released the same month and defines the Commission’s vision as well as a set of key directions to guide EU policy-making in the field of culture. Throughout the year, multiple high-level exchanges with both European Parliament and Commission representatives were organised around the Compass, and Pearle\* contributed to related consultations.

Pearle\*’s advocacy was also particularly active in regard to **EU-UK relations**, both ahead of and in consequence of the EU-UK Summit of May 2025 which committed to supporting cultural exchange and mobility in its **Common Understanding**.

## Statement: Pearle\* welcomes EU-UK commitment on touring artists

Following this commitment, Pearle\*, alongside more than 50 other EU and UK organisations from the live performance sector, came together and launched the **Cultural Exchange Coalition**. The Coalition aims to transform the Common Understanding’s commitment to support cultural exchange into meaningful actions by strengthening creative collaboration, removing barriers and driving shared growth.

At the international level, the 20th CITES Conference of the Parties took place in December in Samarkand. Ahead of the **CoP20**, Brazil had called for moving Pernambuco wood (*Paubrasilia echinata*) from Appendix II to Appendix I of the CITES, which would have effectively prevented artists from touring with instruments made with Pernambuco, such as bows. Pearle\* was part of the music sector advocacy movement, alongside musicians and instrument makers, and welcomed the positive outcome of the CoP25.

## Statement: COP20 Reinforces Species Protection While Preserving the Future of the Musical Sector

In relation to musical instruments, an area that Pearle\* has been advocating for 10 years is the **carrying of musical instruments on air carriers**. In 2025, Pearle\* welcomed the council agreement on text and “Recognition of value of musical instruments” in air carrier liability regulation.

## Statement by Pearle\* and FIM on the Council’s General Approach to the Revision of the Air Carrier Liability Regulation

# 04 EUROPEAN PROJECTS

	Care for and Share the Alliance	Perform Europe 2	LP Capacity building project	FoA skills AV and LP sector	INSPIRE - Alliance for a Net Positive Performing Arts Sector	Reviewing and updating OiRA tools in the live performance sector
<b>EU funding programme</b>	Creative Europe	Creative Europe	Social dialogue	Social dialogue	Erasmus +	Social dialogue
<b>Roles</b>	EFA - European Festivals Association's network funding Pearle*: synergy partner	IETM: lead partner Pearle*: member of the consortium	UNI-MEI: coordinator Pearle*: co-beneficiary	UNI-MEI: coordinator Pearle*: co-beneficiary	University of Peloponnese: lead partner Pearle*: co-beneficiary	UNI-MEI: coordinator Pearle*: co-beneficiary
<b>Period</b>	Jan. 2025 - Dec. 2027	Apr. 2023 - Mar. 2026	Sept. 2023 - Dec. 2025	Sept. 2023 - Aug. 2025	Jan. 2024 - Dec. 2026	Aug. 2025 - Jul 2027
<b>State of play</b>	Year 1	Year 3	Year 3	Year 3	Year 2	Year 1
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Workshop "Festivals and artistic freedom" at the EFA Arts' Summit Festival in Edinburgh</li> <li>Workshop "Safeguarding artistic freedom against censorship: tools and strategies" at the 69th Pearle* conference in Athens</li> <li><b>The Ultimate Cookbook for Cultural Managers: The Artistic Freedom Regulatory Framework in the EU</b></li> <li><b>Infographic</b> on The Artistic Freedom Regulatory Framework in the EU</li> </ul>	<ul style="list-style-type: none"> <li>Workshop "5 years of sustainability-driven support scheme for small-scale touring. From practical experience to policy-making" at the 70th Pearle* conference in Linz</li> </ul>	<ul style="list-style-type: none"> <li>Training Seminar on Health &amp; Safety with a focus on Mental Health on 12-13 May in Antwerp</li> <li>Final event with a focus on green and sustainable practices on 18 Nov, online.</li> <li><b>Final report</b> compiling all 3 previous reports.</li> <li>Launch of a <b>database</b> of collective agreements and social partners' initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Regional conference Central &amp; Eastern Europe in Prague on 29-30 January</li> <li>Regional conference Northern Europe in Tallinn on 5-6 June</li> <li>Participation in the Creative Skills Week in Prague (22 Sep.)</li> </ul>	<ul style="list-style-type: none"> <li>Development of Module 5, "Essential People Management and Resilience Skills for the Performing Arts Sector" of the <b>online training programme</b></li> <li>Development of Chapter 2 of the <b>Handbook for Trainers</b> on Resilience and Soft Skills</li> <li>Presentation of the INSPIRE project at an international symposium at the Université Sorbonne Nouvelle on 12 April</li> <li>Partners meeting in Vienna in December</li> </ul>	<ul style="list-style-type: none"> <li>Kick-off meeting in Bilbao at the European Agency for Safety and Health at Work (EU-OSHA)</li> </ul>

# 05 ASSOCIATION ACTIVITIES

## Meetings, conferences & GAs

### 2 members conferences and general assemblies

**22-23 May 2025, Athens.** Hosted by Megaron, the Athens Concert Hall



**27-28 November 2025, Linz.** Hosted by the Austrian Association of Regional and City Theatres



### 4 meetings of the Executive Committee

**17 March** – Brussels.

**21 May** – Athens.

**19 September** – online.

**27 November** – Linz.

### 2 meetings of the European Orchestra Forum (EOF)

**23 May 2025** – Athens.

**28 November 2025** – Linz.

## Social dialogue

### 3 meetings European sectoral social dialogue committee “live performance”

**18 March 2025** – working group: hybrid.

**3 June 2025** – working group: hybrid.

**15 December 2025** – plenary: in person.



*European Live Performance Social Dialogue Committee - Dec. 2025*

# 06 GOVERNANCE & STRUCTURE

Pearle\* is governed by a General Assembly and an Executive Committee. The daily management of the association is undertaken by a team based in Brussels. The Executive Committee elected in May 2025 will finish its mandate in May 2027.

## Executive Committee June 2023 – May 2025

**Chair:** Sébastien Justine, FEPS/Les Forces Musicales – Fédération des employeurs du spectacle vivant public et privé, France

**Secretary:** Kristel Vancorenland, oKo – Overleg Kunstenorganisaties, Belgium

**Treasurer:** Francisca Carneiro Fernandes, Performart – Associação para as artes performativas em Portugal, Portugal

### Members:

- **Hannah Essex**, SOLT/UKT – Society of London Theater & UK Theater Association, United Kingdom
- **Kaisa Paavolainen**, STEFI – Suomen Teatterit ry/Finlands Teatrar rf, Finland
- **Zdeněk Pánek**, APD ČR – Asociace profesionálních divadel České republiky, Czech Republic
- **Claudia Schmitz**, DBV – Deutscher Bühnenverein – Bundesverband der Theater und Orchester, Germany

### Delegates (in alphabetical order)

- **Chris Dingjan**, VvNO – Vereniging van Nederlandse Orkesten, Netherlands
- **Momchil Georgiev**, BAROK – Balgarska asotsiatsia na rabotodatelite v oblata na kulturata, Bulgaria
- **Asbjørn Keiding**, DEOO – Dansk Ensemble, Orkestre og Operainstitutioner, Denmark (vacant from February 2025)
- **Ilka Schmalbauch**, DBV – Deutscher Bühnenverein – Bundesverband der Theater und Orchester, Germany

- **Malika Séguineau**, FEPS/Prodiss – Fédération des employeurs du spectacle vivant public et privé, France
- **Isabel Vidal**, FAETEDA – Federación Estatal de Asociaciones de Empresas Productoras de Teatro y Danza, Spain
- **Judith Webster**, ABO – Association of British Orchestras, United Kingdom

## Executive Committee May 2025 – May 2027

**Chair:** Francisca Carneiro Fernandes, Performart – Associação para as artes performativas em Portugal, Portugal

**Secretary:** Kristel Vancorenland, oKo – Overleg Kunstenorganisaties, Belgium

**Treasurer:** Kaisa Paavolainen, STEFI – Suomen Teatterit ry/Finlands Teatrar rf, Finland

### Members:

- **Sébastien Justine**, FEPS/Les Forces Musicales – Fédération des employeurs du spectacle vivant public et privé, France
- **Hannah Essex**, SOLT/UKT – Society of London Theater & UK Theater Association, United Kingdom
- **Zdeněk Pánek**, APD ČR – Asociace profesionálních divadel České republiky, Czech Republic
- **Claudia Schmitz**, DBV – Deutscher Bühnenverein – Bundesverband der Theater und Orchester, Germany

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**Chris Dingjan**, *VvNO – Vereniging van Nederlandse Orkesten, Netherlands*

**Momchil Georgiev**, *BAROK – Balgarska asotsiatsia na rabotodatelite v oblasta na kulturata, Bulgaria*

**Peter Mark Lundberg**, *Dansk Scenekunst, Denmark*

**Ilka Schmalbauch**, *DBV – Deutscher Bühnenverein – Bundesverband der Theater und Orchester, Germany*

**Malika Séguineau**, *FEPS/Ekhoscènes – Fédération des employeurs du spectacle vivant public et privé, France*

**Isabel Vidal**, *FAETEDA – Federación Estatal de Asociaciones de Empresas Productoras de Teatro y Danza, Spain*

**Judith Webster**, *ABO – Association of British Orchestras, United Kingdom*

## Audit Committee

**Cláudia Belchior**, *Performart, Portugal*

**Roman Steiner**, *SBV/UST, Switzerland*

**Ignace De Breuck**, *BOZAR, Belgium*

## Employment and social affairs group

Pearle\* full members are mandated to take part in the European sectoral social dialogue committee “live performance”, facilitated by DG Employment, Unit Social Dialogue. Ad hoc or thematic meetings on employment and social affairs are accessible to the wider membership.

## European Orchestra Forum (EOF)

The EOF welcomes representatives of orchestras and their associations. Meetings take place on an ad hoc basis, usually just before or during a Pearle\* conference. Participants discuss a wide range of topics and exchange practices from their respective organisations and countries.

## MusiQuE

**MusiQuE** is the foundation for Quality Enhancement and Accreditation in Higher Music Education. It is an external evaluation body dedicated to the continuous improvement of the quality of higher music education across Europe and beyond and to assisting higher music education institutions in their own enhancement of quality.

MusiQuE operates according to the Standards and Guidelines for quality assurance in the European Higher Education Area.

Pearle\* is one of the founding and partner organisations of MusiQuE, together with AEC and EMU.

Representative on behalf of Pearle\*: Asbjørn Keiding (DEOO) until May 2025, replaced by Iiris Lehtonen (SUOSIO), confirmed as the new MusiQuE representative for Pearle\* at the 69th General Assembly in Athens in May 2025.

## Brussels office

- **Anita Debaere**, Director
- **Beatriz Nobre**, European Affairs Adviser
- **Flora Croce**, Membership and Communication Officer
- **Silvia Tau**, Project Intern (August to September)
- **Adrien Frankael**, Legal Intern (from November)

Pearle\* also relies on experts for the implementation of projects.

- In the framework of INSPIRE Pearle\* would like to thank: Zane Estere Gruntmane, Matina Magkou, Cristina Loglio, and Katty Van Kerckhove.
- In the framework of the EFA cooperation project, Pearle\* would like to thank Milton Pereira, Cristina Ward, Agnès Tricoire, Tereza Capelos, and Kirsten Xanthippe.
- In the framework of the social dialogue projects, Pearle\* would like to thank Ilka Schmalbauch and Martina Hajkova for being a part of the steering committee.

## Pearle\* Representation

Depending on the topic, and where possible and relevant, Pearle\* works together and joins forces with other sectors, organisations and associations.

Given the broad spectrum of issues which may have a specific impact on the daily work of a performing arts organisation, Pearle\* is part of various official expert and stakeholders committees at EU or international level, as follows:

- Member of the CITES Standing Committee working groups on Annotations and Electronic systems and information technologies.
- Member of the Stakeholder group on protection of species, facilitated by DG Environment
- Member of the social dialogue Liaison Forum group, facilitated by DG Employment
- Member of the expert group Ecodesign and Energy Labelling Consultation Forum (EELCF), facilitated by DG Energy
- Member of the DAG Domestic Advisory Group on the EU-UK TCA agreement
- Member of the EU Operators Forum on the Security of Public Spaces, facilitated by DG Home
- Member of the Commission Expert Group on Cultural Heritage, facilitated by DG Culture
- Member of the Commission Ecodesign and Energy Labelling Consultation Forum
- Member of the Ecodesign Forum
- Domestic Advisory Group under the Protocol on Cultural Cooperation between the EU and Korea
- Recognised as NGO in the UNESCO Civil Society Forum

Pearle\* is also part of various alliances and groups as follows:

- Member of the International Music Sector Coalition on CITES
- Member of EEN (European Employers' Network) facilitated by BusinessEurope
- Co-founder and coordinator of the European Entertainment Technology Coalition on theatre lighting
- Member of WSG Wider Spectrum Group, facilitated by BNE
- Member of the Live Content Coalition, facilitated by the Football Association Premier League
- Member of the Tourism Manifesto Group
- Member of the European Internet Forum EIF seated at the European Parliament
- Member of Culture Action Europe
- Part of the Cities & Regions Network of the EIT KIC Culture & Creativity
- Part of the One Voice for Music initiative

# Pearle\* membership composition

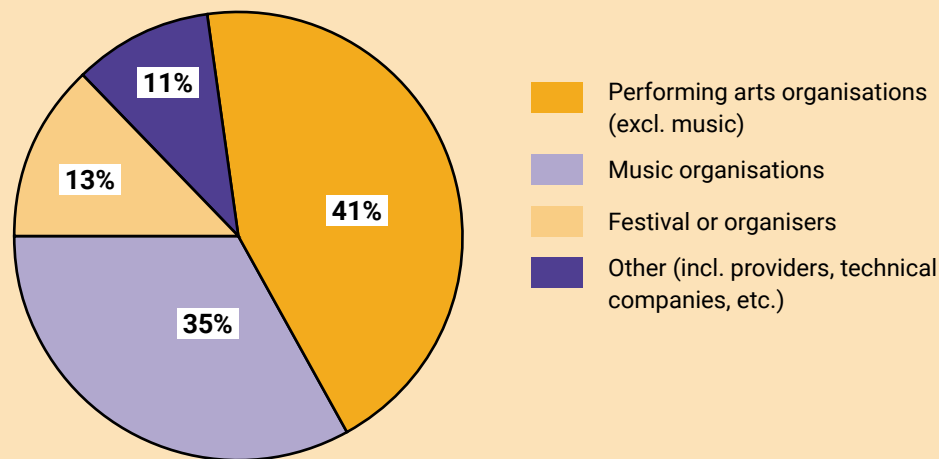
## Pearle\* – 67 members

**44 full members** (European-based national associations)

**23 associate members** of which:

- 1 non-European associations
- 10 European networks
- 12 individual organisations

Through its members, Pearle\* represents more than 14 000 organisations from the broad live performance sector., distributed as presented in the diagram below.



# Interested to join?

Pearle\* has two main types of members: full members and associate members.

## Full members

**Full membership** of Pearle\* is open to established national or regional associations representing the interest of music, performing arts, and/or live event organisations whose focus is to represent the management (resp. employers).

Only full members have a right to vote for the General Assembly and can be elected for the Executive Committee.

## Associate members

Individual organisations, non-European associations of employers or managers, and European associations representing organisations in a specific subsector or niche market of the live performance may become **associate members**.

Depending on the type of service, individual organisations can sign up for basic or full associate membership.

# 2025 Members list

## NATIONAL ASSOCIATIONS

**Austria** Bühnenverein Österreichischer Bundesländer & Städte - *Association of Regional and City Theaters in Austria* | Wiener Bühnenverein - *Association of Theatres in Vienna*

**Belgium** Belgische Schouwspelvereniging - BSV/ Association Belge du Spectacle, ABS - *Association of Performing Arts in Belgium* | Fédération des Employeurs des Arts de la Scène, FEAS - *Federation of Employers in the Performing Arts* | Overleg Kunstenorganisaties, oKo - *Platform for Arts Organisations*

**Bulgaria** Balgarska asotsiatsia na rabotodatelite v oblata na kulturata, BAROK - *Bulgarian Association of Employers in Culture*

**Czech Republic** Asociace profesionálních divadel České republiky, APD ČR - *Association of the Professional Theatres in Czech Republic* | Asociace symfonických orchestrů a pěveckých sborů České republiky, ASOPS - *Association of the Czech Symphony Orchestras and Choirs*

**Denmark** Dansk Scenekunst - *Danish Association for Performing Arts* | Danske Ensembles, Orkestre og Operainstitutioner, DEOO - *Association of Danish Ensembles, Orchestras and Opera Institutions*

**Estonia** Eesti Etendusasutuste Liit, EETEAL - *Estonian Association of Performing Arts Institutions*

**Finland** Suomen Teatterit ry / Finlands Teatrar rf, STEFI - *Association of Finnish Theatres* | Suomen Sinfoniaorkesterit, SUOSIO - *Association of Finnish Symphony Orchestras* | Esittävä taiteen vapaat yhteisöt ry in Finnish - *Association of Independent Performing Arts in Finland*

**France** Association française des Orchestres, AFO - *Association of French Orchestras* | Fédération des employeurs du spectacle vivant public et privé, FEPS - *Federation of Employers in the Public and Private Live Performance in France* | Les Forces Musicales - *Association of French Opera Houses, Orchestras and Lyric Theatres*

**Germany** Bundesverband der Konzert- und Veranstaltungswirtschaft e.V., BDKV - *German Association of the Concert and Event Industry* | Deutscher Bühnenverein, Bundesverband der Theater und Orchester, DBV - *German Theatre and Orchestra Association* | Verband für Medien- und Veranstaltungstechnik, VPLT - *German Entertainment Technology Association*

**Hungary** Magyar Szimfonikus Zenekarok Szövetsége - *Association of Hungarian Orchestras* | Magyar Színházi Társaság - *Hungarian Theatre Society*

**Italy** Associazione Generale Italiana dello Spettacolo, AGIS - *Association of Performing Arts Organisations*

**Latvia** Latvijas Profesionālo mūzikas kolektīvu asociācija, LPMKA - *Association of Latvian Professional Music Collectives*

**Netherlands** Nederlandse Associatie Podiumkunsten, NAPK - *Dutch Association of Performing Arts & Music Organisations* | Vereniging Nederlandse pop podia en festivals, VNPf - *Association of Dutch Music Venues and Festivals* | Vereniging van Schouwburg- en Concertgebouwdirecties, VSCD - *Association of Dutch Venues and Concert Halls Directors* | Vereniging van Nederlandse Orkesten, VvNO - *Association of Dutch Orchestras*

**Norway** Norsk Teater- og Orkesterforening, NTO - *Association of Norwegian Theatres and Orchestras*

**Poland** Unia Teatrów Niezależnych, UTN - *Union of Independent Theatres* | Zrzeszenie Filharmonii Polskich, ZFP - *Society of Polish Philharmonics*

**Portugal** Associação para as artes performativas em Portugal, PERFORMART - *Portuguese Association of Performing Arts*

**Slovakia** Asociácia Slovenských Divadiel a Orchestrov, ASDO - *Association of Slovak Theatres and Orchestras*

**Slovenia** Kolegij direktorjev slovenskih gledališč, STM - *Association of Slovene Theatre Managers*

**Spain** Asociación Española de Orquestas Sinfónicas, AEOS - *Association of Spanish Symphony Orchestras* | Federación Estatal de Asociaciones de Empresas Productoras de Teatro y Danza, FAETEDA - *State Federation of Associations of Theatre and Dance Production Enterprises* | Asociación de Festivales de Música, FMA - *Association of Music Festivals*

**Sweden** Svensk Scenkonst - *Swedish Performing Arts*

**Switzerland** Fédération Romande des Arts de la Scène, FRAS - *Association of "Roman" Theatres in Switzerland* | Orchester.ch - *Association of Orchestras in Switzerland* | Schweizerischer Bühnenverband - SBV/Union des Théâtres Suisses - UTS/Unione dei Teatri Svizzeri - *Association of Theatres in Switzerland*

**United Kingdom** The Society of London Theatre, SOLT | UK Theatre Association | Association of British Orchestras, ABO

## NON-EUROPEAN ASSOCIATIONS

**Australia** Live Performance Australia, LPA

## EUROPEAN NETWORKS

AEAA, European Association of artist managers | ECA, European Circus Association | EFA, European Festivals Association | ETC-CTE - European Theatre Convention | FEST, European Federation of Storytelling | FEVIS Europe | IAMA, International Artist Managers' Association | Opera Europa | PLASA (Europe) | REMA - EEMN, European Early Music Network

## INDIVIDUAL MEMBERS

Bozar, fine arts center - Brussels, BE | COE-Chamber Orchestra of Europe - London, UK | Cyprus Symphony Orchestra Foundation - Nicosia, CY | deSingel arts center - Antwerp, BE | Feld Entertainment - NL | Malta Philharmonic Orchestra - Floriana, MT | Megaron Athens Concert Hall - Athens, GR | Piccolo Teatro Di Milano, Teatro d'Europa - Milanot, IT | Réunion des Directions Techniques – Association Professionnelle des Responsables Techniques du Spectacle Vivant, REDITEC - France | Spazju Kreattiv, Malta's National Center for Creativity - Valletta, MT | Sport Paleis, Concert & event venue - Antwerp, BE | Studio 100 - Schelle, BE

For the most recent list, please visit [www.pearle.eu/members](http://www.pearle.eu/members)

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- oKo (the Flemish Association of Arts organisations) for its logistic and administrative support
- Kaaithheater at our temporary location, during the renovations on rue Gallait in Brussels for hosting the Pearle\* secretariat and offering its spaces

**With special thanks to:**

all the members for their support, engagement, trust, commitment, and expertise.

**Graphic design: Pearle\***

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## About Pearle\*-Live Performance Europe

Pearle\*-Live Performance Europe is the European umbrella association for live music, performing arts and the live event industry.


It represents, through its national federations and associate members – leading organisations in their respective countries and European networks – more than 14,000 enterprises, both nonprofit and profit-making. Around 40% are performing arts organisations, more than 35% are music organisations, and about 15% are festivals. The remaining 10% includes a wide range of other organisations, such as visual arts, cinema, providers, technical companies, and more, reflecting the broad spectrum of the performing arts sector.

Pearle\*-Live Performance Europe was founded in 1991 and has built a trustworthy relationship with European institutions in a wide range of European policy areas and regulatory affairs.

Pearle\*-Live Performance Europe aims to establish a stable environment by supporting the sustainability and promotion of the live performance sector across Europe.

**T** +32 (0)2 203 62 96   **E** info@pearle.eu   **W** www.pearle.eu

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 @pearleurope.bsky.social

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Pearle\*-Live Performance Europe (*Performing Arts Employers Associations League Europe aisbl*)

Square Sainctelette 19, B-1000 Brussels / Enterprise n° BE 0477.682.141 / RPR Brussels