Balance and Belonging
Staff & Board Diversity & Inclusion Data Report 2022

Contents

WATERSHED

Watershed's approach to data led inclusion means looking at who we are, who has a seat at the table and who we are supporting so that we can intentionally and directly make paths to readdress inequities.

For our staff data this focuses on organisation-wide surveying that looks deeply and honestly at the company's demographics with a determination to keep data collection consensual and transparent.

In 2021 the inclusion data working group was set up to specifically work on this area, dedicating time to thoughtful work focusing on;

- *how* we **ask questions;** including researching best practice from across the arts, culture, academic and government sectors.

- *what* **language we use;** acknowledging the impact that language can have in promoting an inclusive workplace and culture, again by researching and referencing best practice and with the aim to make the language we use as accessible as possible (a breakdown of our references can be found at the end of this report).

- *how* we **analyse and present the data;** acknowledging the potential for bias in the presentation and interpretation of data, with an aim to make the data as transparent and equitable as possible

Whilst our aim is always to approach this area in the most inclusive way we can, we also acknowledge that language and meaning is constantly changing. We are committed to, and will rely on being open to feedback and discussion to constantly develop our approach to ensure we are as up to date as possible.

For more reading on how the Balance & Belonging approach was adopted by the inclusion data working group see:

- Inclusion Guided by Principles

- Collecting Inclusion Data: Watershed's Approach to Balance and Belonging

Headlines
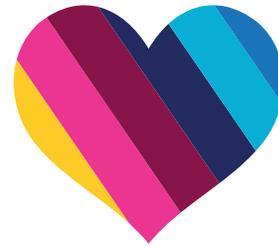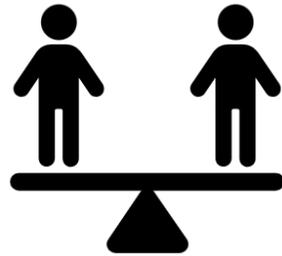
The illustrations below show which groups were surveyed, and the relative response rate.

Board

Response Rate = 100%

Executive Team

Response Rate = 100%

Staff Team
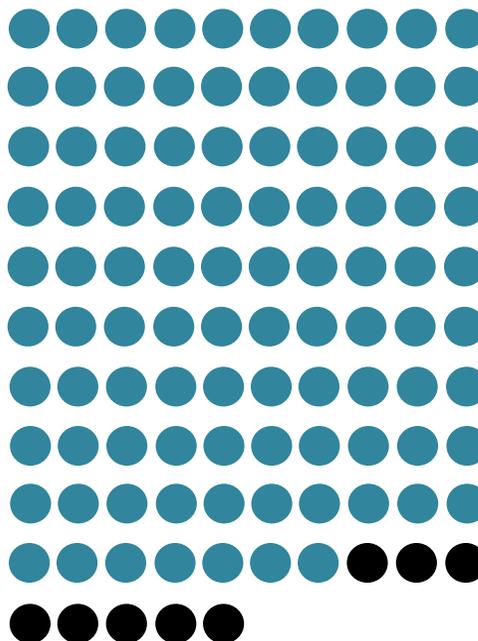
Response Rate = 92%

Freelancers

Response Rate = 42%

● = Survey respondents

● = Data not known
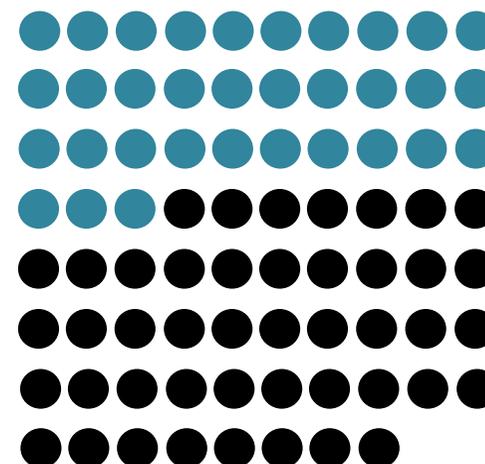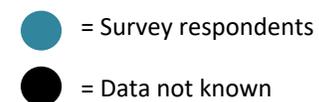
Balance (Representation)
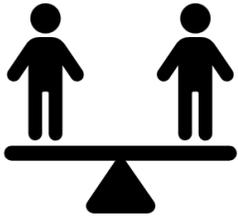
This data tells us:

- What **different identities, and backgrounds are represented in the organisation**
- What the **balance** of those different identities, and backgrounds are - both at an organisational level, and at a departmental team level.
- And what does the representation and balance look like at **different levels** within the organisation.

Balance data covered in this report:

- Board
- Employees
- Freelancers

Belonging (Inclusion)
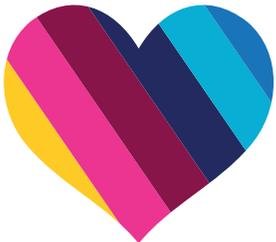
This data tells us:

- How our staff team **experiences** the organisational culture - and how that is rated across the organisation
- How the **employee experience differs** between people with different singular or intersectional identities.
- What are our **strengths, and where are our opportunities to improve.**

Belonging data covered in this report:

- Employees

*We are in the process of developing a set of belonging questions for freelancer staff, with the aim to start rolling out by the end of 2022.

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Balance Data Headlines 🏋

- This year we have seen a small increase in balance in 6 out of 8 areas of singular identity in previously under-represented groups in terms of age, ethnicity, disability, neurodivergence, sexuality, gender and socio-economic background. Religion has remained largely the same and caregiving status has become more imbalanced.

- Looking at the external context of balance data of Arts Council National Portfolio organisations (NPO) (page 18 & 19), we are more balanced that the average %s across all NPOs in 2020/2021.

- Whilst this is a start to us moving in the right direction, as you will see within the Balance Data pages, there is still significant imbalance in many areas, and there are still groups that remain under-represented. Specifically; People from Racially Minoritised backgrounds, Intermediate or Working Class Backgrounds, people who identify as Disabled, Deaf, Neurodiverse, LGBQA+ and Non-Binary and/or Transgender gender identities.

- With this in mind, we acknowledge there is still a long way to go to achieve the level of balance to ensure our teams are truly diverse, and we will continue to follow our inclusive recruitment strategies.

1% People of African, Caribbean or Black British Heritage
6% People of East Asian, South Asian or South East Asian Heritage
8% People of Dual or Mixed Heritage

10% from an Intermediate Socio-Economic Background
19% from a Working Class Socio-Economic Background

18% identify as disabled, Deaf, or have a long-term physical or mental health condition

12% identify as neurodivergent

26% identify as LGBQA+

5% identify as Non-Binary, Questioning and/or Transgender

Belonging Data Headlines 💗

- Our survey data shows our key areas of strength (highest favourable scores upwards of 81%) centre around employees feeling they can be their authentic selves at work, and are comfortable sharing their personal background and experiences. Our other high scoring areas include employees feeling that Watershed values diversity, understanding how their work relates to Watershed's mission, and feeling the work we do at Watershed is important.

- The data also shows a decrease (in comparison to the 2021 survey) in favourable responses across a number of areas; whilst this may not be wholly surprising given the responses (surveyed in March 2022) are within the context of continuing significant challenges of working through recovery from the pandemic, these decreases are also not exclusively a result in a rise of negative responses (in some areas the biggest increase is in neutral responses). Despite this context, this still indicates work needs to be done to address these areas in order for Watershed to continue with its aim to develop an organisational culture which results in all employees being able to respond positively to questions in all these areas.

- The areas initially identified to focus our action plans on are: **Decision Making, Voice and Growth.** For details on how we approach our actions plans see appendix 4

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Freelancer Balance Data Headlines

6% People of African, Caribbean or Black British Heritage
6% People of East Asian, South Asian or South East Asian Heritage
4% People of Dual or Mixed Heritage
1% People of Middle Eastern or North African Heritage

12% from an Intermediate Socio-Economic Background
6% from a Working Class Socio-Economic Background

12% identify as disabled, Deaf, or have a long-term physical or mental health condition

4% identify as neurodivergent

18% identify as LGBQA+

Board Balance Data Headlines

31% People of African, Caribbean or Black British Heritage
8% People of East Asian, South Asian or South East Asian Heritage

15% from an Intermediate Socio-Economic Background
15% from a Working Class Socio-Economic Background

8% identify as disabled, Deaf, or have a long-term physical or mental health condition

15% identify as neurodivergent

31% identify as LGBQA+

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	Balance Data	**Belonging Data**
Organisational View	• Used to publish publicly / report to funders • Get understanding of organisational balance - feed into inclusive recruitment strategy • Identify training areas	• We'll identify areas of strength by looking at top scoring questions, and areas of opportunity to focus on developing by looking at the lower scoring questions. • All data you see in this report is based on the organisational view.
Departmental Group View Programme Customer Facing and Catering Infrastructure	• Used to understand departmental balance • Identify where we need to focus recruitment advertising in order to attract applicants from groups that are under-represented.	• We'll take the same approach as the organisational view, but we'll look at the data that's specific to a departmental group. • This data will be shared directly with departmental groups
Groups Based on Singular & Intersectional Characteristics	• Used to understand the balance of intersectional groups that are represented in the organisation	• We'll summarise the favourable scores for groups based on singular and intersectional characteristics, to identify where groups appear to have statistically meaningful differences in experience. • We then use this data to feed into strategic decision making regarding the areas of focus for our action plan. • As per the privacy statement set out in the survey, this data is only shared with the Executive Team, HR Manager and People & Culture Manager. We've taken this step to safeguard against the potential of hypervisibility by staff members from under-represented groups.
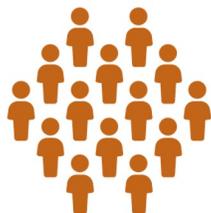
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Balance Data
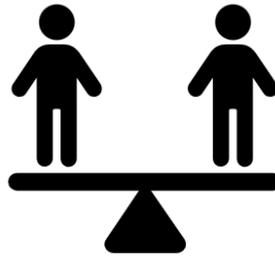
We acknowledge that asking people to put a label on their identity though selecting a homogenised pre-defined category removes the nuance and truth of how people identify and all have unique experiences. It's a necessary method for us to maintain anonymity, measure progress against ourselves, and in some cases compare against external data sets.

However we also want to ensure that people still feel represented in this report, and as such we included options to self-define with the survey, and in the case of Ethnicity, led with the free-text question 'How Do you describe your Ethnicity' before any pre-defined questions were asked. We have taken inspiration from the 'Whose Culture Report' published by Rising Arts Agency, and listed how people chose to self-define below.

Ethnicity

People of African or Caribbean Heritage — 1%
People of East Asian, South Asian or South East Asian Heritage — 6%
People of Dual or Mixed Heritage — 8%
White British / Northern Irish — 54%
Other White Background — 13%
Prefer Not to Say — 5%
Not Known — 13%
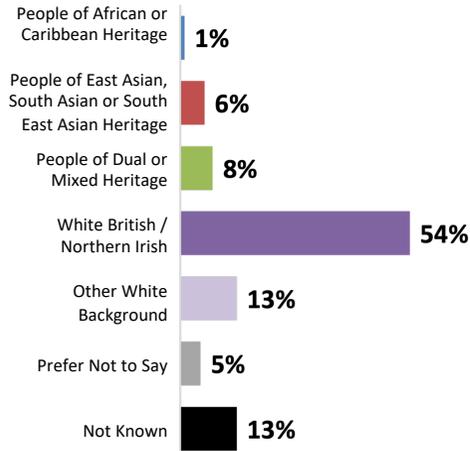
Our employees describe themselves as:

50% British Black/50% White Black • Black Caribbean • Black with mixed heritage • British • British Asian • British Indian • Brown • Chinese • Dutch • Human • Indian • Irish • Mixed Heritage • Mixed • White / Black Caribbean • Mixed: Chinese Malay White / Scottish • Pakistani/Indian/British • Punjabi • Welsh (White British) • White • White European • White Asian • White British • White British / Irish • White but from a mixed heritage • White, Eastern European

Sexuality

Heterosexual — 49%
LGBQA+ — 26%
Prefer Not to Say — 12%
Not Known — 13%
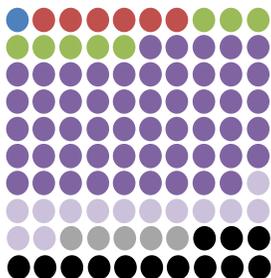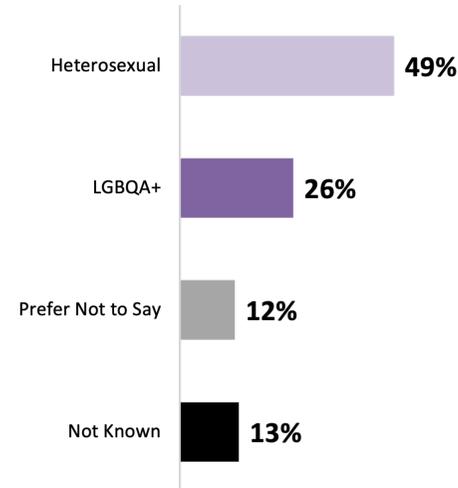
Our LGBQA+ employees describe themselves as:

Asexual • Bisexual • Gay • Lesbian • Pansexual • Queer
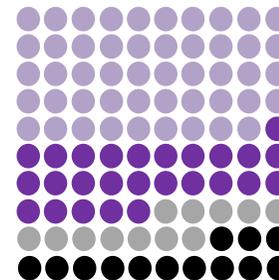
* We have used the acronym LGBQA+ with the intension to reflect the data on sexuality (with transgender (T) data being represented in the gender identity sections)

Age

Age Range	Percentage
16 - 19	2%
20 - 24	11%
25 - 29	16%
30 - 39	26%
40 - 49	18%
50 - 59	8%
60 - 69	0%
Prefer not to Say	6%
Not Known	13%

Ethnicity

Ethnicity	Percentage
People of African, Caribbean or Black British Heritage	1%
People of East Asian, South Asian or South East Asian Heritage	6%
People of Dual or Mixed Heritage	8%
White British or Northern Irish	54%
Other White Background	13%
Prefer Not To Say	5%
Not Known	13%

Gender

Gender	Percentage
Man	35%
Non-Binary or Questioning	5%
Woman	38%
Prefer Not To Say	9%
Not Known	13%

Employees who Identify as Transgender: 3%

Representation

1 dot = 1% of employees

Sexuality

Category	Value
Heterosexual	49%
LGBQA+	26%
Prefer Not to Say	12%
Not Known	13%

Disabled, Deaf or Neurodivergent

Category	Value
Identify as disabled, Deaf, neurodivergent or have a long-term physical or mental health condition	24%
Non-disabled, Deaf or neurodivergent	56%
Prefer not to say	7%
Not Known	13%

18% of whom who are Disabled, Deaf or have a long term health condition.
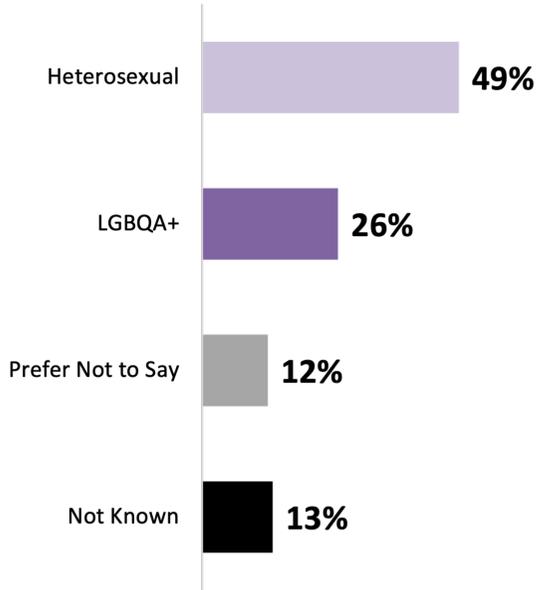
12% of whom are Neurodivergent

Religion

Category	Value
Christian	5%
Muslim	1%
Sikh	1%
No Religion	61%
Prefer to Self Describe	4%
Prefer Not to Say	15%
Not Known	13%
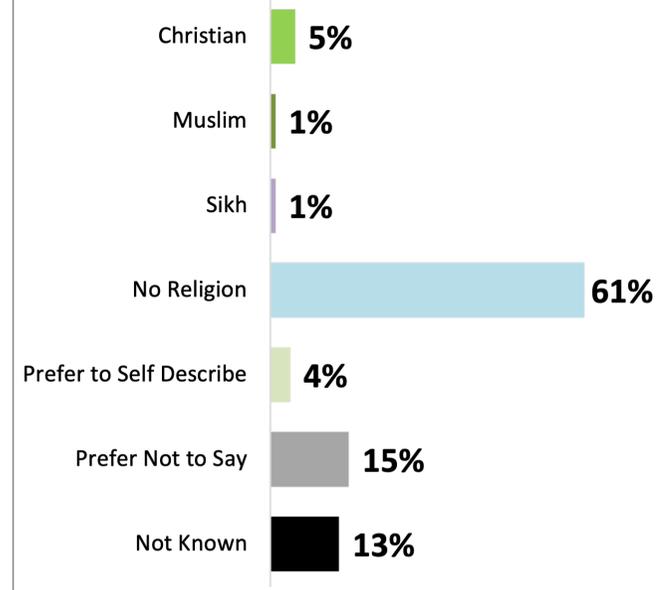
Representation

1 dot = 1% of employees
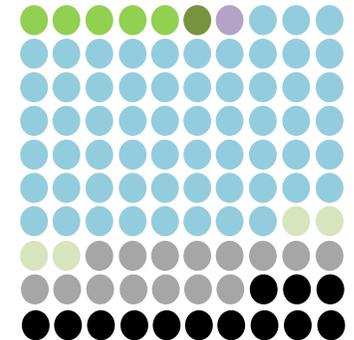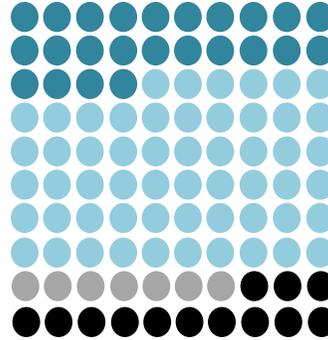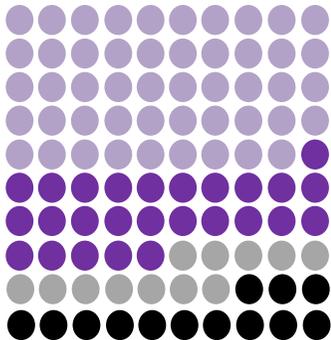
*We have used the acronym LGBQA+ with the intention to reflect the data on sexuality (with transgender (T) data being represented in the gender identity sections)

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Socio-Economic Background (SEB)

Caregiver Status

Estimation of SEB using Office for National Statistics Framework (NS-SEC)-
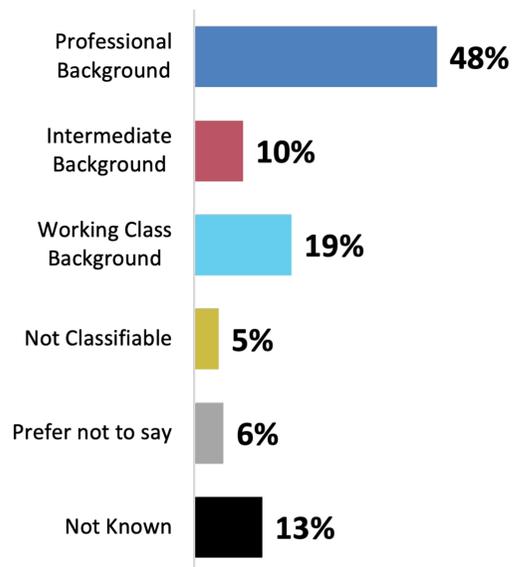
Professional Background	48%
Intermediate Background	10%
Working Class Background	19%
Not Classifiable	5%
Prefer not to say	6%
Not Known	13%

Were you eligible for Free School Meals at any point during your school years?

No	48%
Yes	20%
Not applicable (finished school before 1980 or went to school overseas)	6%
Don't know	9%
Prefer not to say	5%
Not Known	13%

Caregiver	24%
Non-Caregiver	55%
Prefer to Self Describe	2%
Prefer Not to Say	6%
Not Known	13%
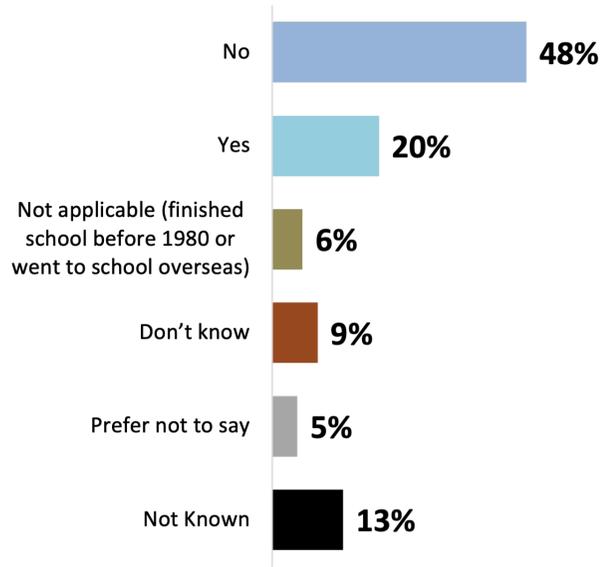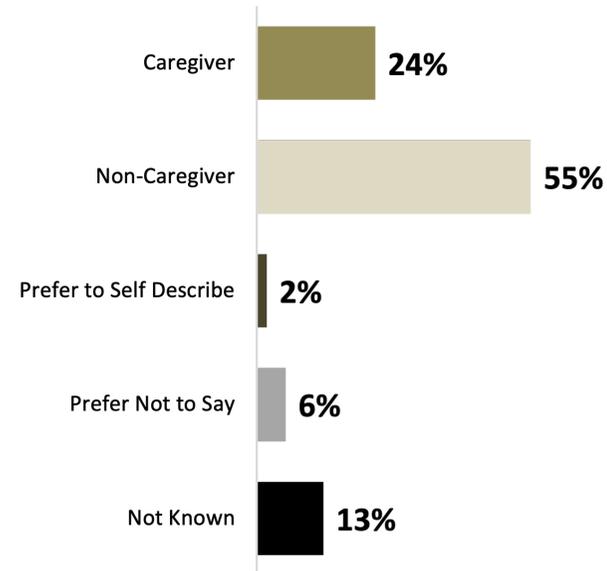
Representation

1 dot = 1% of employees
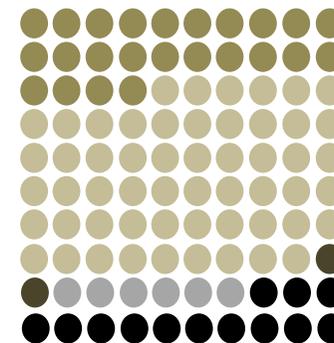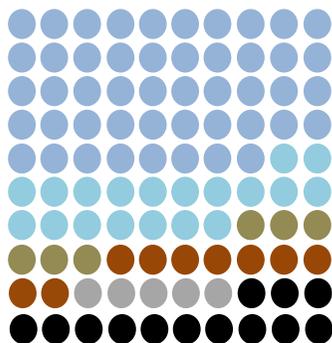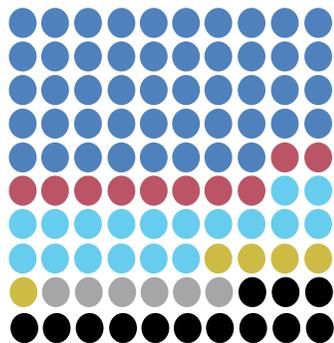
for further information on the definition of Socio-Economic Background, and the NS-SEC see Appendix 2

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2022 Intersectional Employee Balance Data

Gender & Age

- Women Under 30 — **8%**
- Men under 30 — **10%**
- Women 30 and Older — **23%**
- Men 30 and Older — **20%**

Gender & Sexuality

- LGBQA+ Women — **11%**
- LGBQA+ Men — **6%**
- Heterosexual Women — **18%**
- Heterosexual Men — **24%**

Gender & Disability

- Men who are Disabled, Deaf or have a Long Term Health Condition — **6%**
- Women who are Disabled, Deaf or have a Long Term Health Condition — **7%**
- Men who are Non-Disabled — **28%**
- Women who are Non-Disabled — **29%**
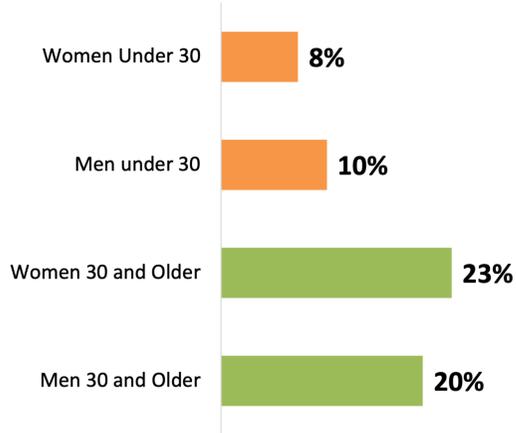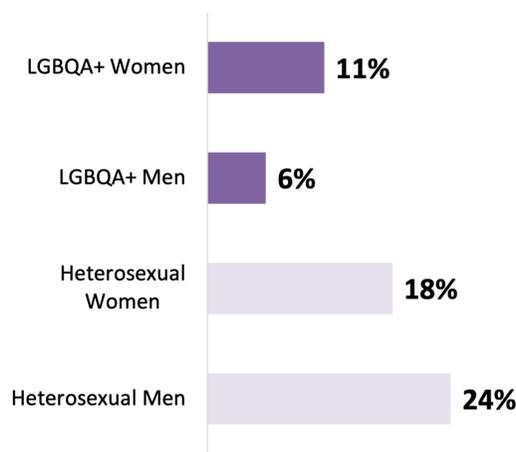
Gender & Socio-Economic Background

- Women from Professional Background — **21%**
- Men from Professional Background — **17%**
- Men from Intermediate Background — **5%**
- Women from Working Class Background — **6%**
- Men from Working Class Background — **9%**

Gender & Caregiver Status

- Women who are caregivers — **10%**
- Men who are caregivers — **10%**
- Women who are not Caregivers — **24%**
- Men who are not Caregivers — **25%**

Sexuality, Ethnicity, Gender, Disability and Socio-Economic Background

- Heterosexual, White, Cisgender, Non-Disabled, Professional Background — **18%**

- *%s = % of employees*
- *This data represents the 69% of respondents who were happy for their data to be broken down in this way - it is therefore not complete*
- *Any intersectional groupings that are not shown are due to them being below the agreed threshold of 5 respondents*

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All groups:
- Prefer Not to Say
- Not Known

Age
- 16 – 19
- 20 – 24
- 25 – 29
- 30 – 39
- 40 – 49
- 50 – 59
- 60 – 69

Ethnicity
- People of African or Caribbean Heritage
- People of East Asian, South Asian or South East Asian Heritage
- People of Middle Eastern or North African Heritage
- People of Dual or Mixed Heritage
- White British / Northern Irish
- Other White Background

Gender
- Man
- Non-Binary / Questioning
- Woman

Sexuality
- Heterosexual
- LGBQA+

Disabled, Deaf or Neurodivergent
- Identify as disabled, Deaf, neurodivergent or have a long-term physical or mental health condition
- Non-Disabled, deaf or neurodivergent

Socio-Economic Background (SEB)
- Professional SEB
- Intermediate SEB
- Working Class SEB
- Not Classifiable

Age

Group	Data
Exec	40% (40–49); 60% (50–59)
Management	10% (20–24); 42% (30–39); 32% (40–49); 10% (50–59); 6%
Non-Management	4% (16–19); 21% (20–24); 25% (25–29); 25% (30–39); 12% (40–49); 2% (50–59); 2%; 11%
Freelancers	1%; 3%; 12%; 14%; 13%; 58%

Ethnicity

Group	Data
Exec	20% (East Asian etc.); 60% (White British / NI); 20% (Other White)
Management	3% (African/Caribbean); 3% (East/South Asian); 6% (Dual/Mixed); 65% (White British/NI); 16% (Other White); 6%
Non-Management	7%; 11%; 56%; 14%; 2%; 11%
Freelancers	6%; 6%; 1%; 4%; 23%; 1%; 58%

Gender

Group	Data
Exec	20% (Man); 80% (Woman)
Management	42% (Man); 3% (Non-Binary/Questioning); 45% (Woman); 10%
Non-Management	39% (Man); 7% (Non-Binary); 39% (Woman); 5%; 11%
Freelancers	17% (Man); 24% (Woman); 1%; 58%

Sexuality

Group	Data
Exec	60% (Heterosexual); 40% (LGBQA+)
Management	65% (Heterosexual); 23% (LGBQA+); 13%
Non-Management	47% (Heterosexual); 30% (LGBQA+); 12%; 11%
Freelancers	19% (Heterosexual); 18% (LGBQA+); 5%; 58%

Disabled, Deaf or Neurodivergent

Group	Data
Exec	100% (Non-Disabled, deaf or neurodivergent)
Management	29% (Identify as disabled etc.); 61% (Non-Disabled); 10%
Non-Management	28% (Identify); 58% (Non-Disabled); 4%; 11%
Freelancers	14% (Identify); 26% (Non-Disabled); 3%; 58%

Socio-Economic Background (SEB)

Group	Data
Exec	80% (Professional SEB); 20% (Not Classifiable)
Management	52% (Professional); 13% (Intermediate); 29% (Working Class); 3% (Not Classifiable); 3%
Non-Management	51% (Professional); 11% (Intermediate); 19% (Working Class); 5% (Not Classifiable); 4%; 11%
Freelancers	19% (Professional); 12% (Intermediate); 6% (Working Class); 4% (Not Classifiable); 1%; 58%

Row groups (dot plots): Exec, Management, Non-Management, Freelancers

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Board / Executive Team / Employees / Freelancers

All groups: Prefer Not to Say, Not Known

Age: 16 - 19 | 20 - 24 | 25 - 29 | 30 - 39 | 40 - 49 | 50 - 59 | 60 - 69

Ethnicity: People of African or Caribbean Heritage | People of East Asian, South Asian or South East Asian Heritage | People of Middle Eastern or North African Heritage | People of Dual or Mixed Heritage | White British / Northern Irish | Other White Background

Gender: Man | Non-Binary / Questioning | Woman

Sexuality: Heterosexual | LGBQA+

Disabled, Deaf or Neurodivergent: Identify as disabled, Deaf, neurodivergent or have a long-term physical or mental health condition | Non-Disabled, deaf or neurodivergent

Socio-Economic Background (SEB): Professional SEB | Intermediate SEB | Working Class SEB | Not Classifiable

Board

- Age: 8%, 15%, 23%, 38%, 15%
- Ethnicity: 31%, 8%, 54%, 8%
- Gender: 23%, 77%
- Sexuality: 62%, 31%, 8%
- Disabled, Deaf or Neurodivergent: 15%, 77%, 8%
- SEB: 54%, 15%, 15%, 15%

Exec

- Age: 40%, 60%
- Ethnicity: 20%, 60%, 20%
- Gender: 20%, 80%
- Sexuality: 60%, 40%
- Disabled, Deaf or Neurodivergent: 100%
- SEB: 80%, 20%

Employees

- Age: 2%, 12%, 17%, 27%, 17%, 5%, 6%, 14%
- Ethnicity: 1%, 5%, 8%, 54%, 13%, 5%, 14%
- Gender: 36%, 5%, 36%, 9%, 14%
- Sexuality: 48%, 25%, 13%, 14%
- Disabled, Deaf or Neurodivergent: 19%, 60%, 7%, 14%
- SEB: 46%, 10%, 20%, 4%, 6%, 14%

Freelancers

- Age: 1%, 3%, 12%, 14%, 13%, 58%
- Ethnicity: 6%, 6%, 1%, 4%, 23%, 1%, 58%
- Gender: 17%, 24%, 1%, 58%
- Sexuality: 19%, 18%, 5%, 58%
- Disabled, Deaf or Neurodivergent: 14%, 26%, 3%, 58%
- SEB: 19%, 12%, 6%, 4%, 1%, 58%

WATERSHED

The charts below provide context and show how Watershed's employee balance data compares to that of the average* of the Arts Council's National Portfolio organisations (of which Watershed is one).

The comparative data is taken from the June 2022 publication 'Equality, Diversity and Inclusion: A Data Report, 2020-2021'

Ethnicity
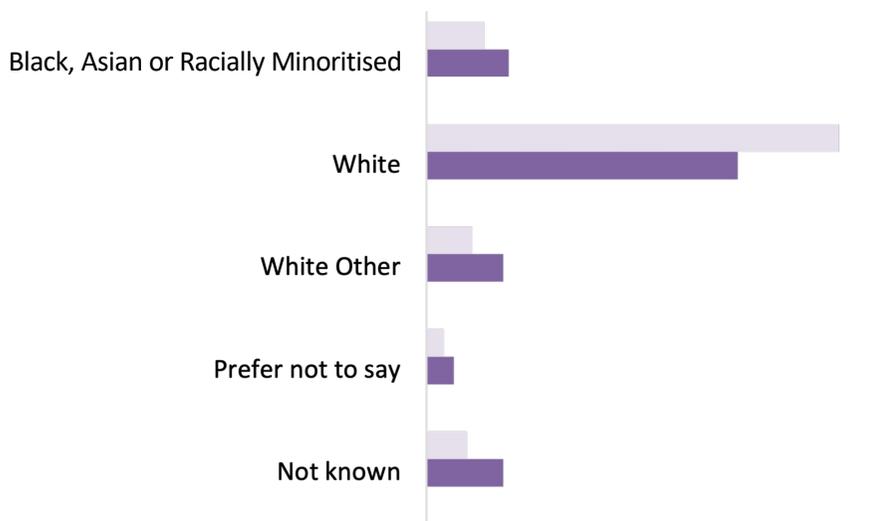
	Not known	Prefer not to say	White Other	White	Black, Asian or Racially Minoritised
NPOs Ave.	7%	3%	8%	72%	10%
Watershed	13%	5%	13%	54%	14%
+/-	+6	+2	+5	-18	+4

Disability
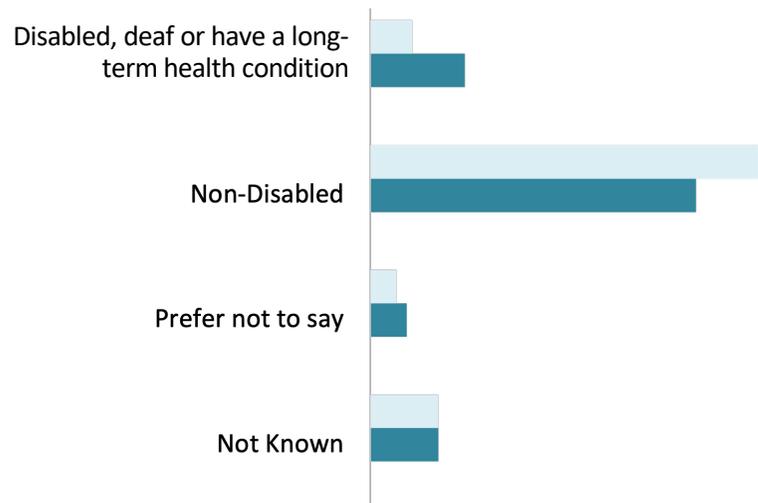
	Not Known	Prefer not to say	Non-Disabled	Disabled, deaf or have a long-term health condition
NPOs Ave.	13%	5%	74%	8%
Watershed	13%	7%	62%	18%
+/-	0	+2	-12	+10

*the Arts Council data set compared here is that of Permanent staff
**Watershed data has been aggregated to align to the data sets found in the Arts Council report

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Gender

	Not Known	Prefer not to say	Non-Binary	Man	Woman
NPOs Ave.	3%	2%	1%	34%	61%
Watershed	13%	9%	4%	35%	38%
+/-	+10	+7	+3	+1	-23

Sexuality

	Not Known	Prefer not to say	Hetrosexual	LGBTQ+
NPOs Ave.	16%	10%	63%	11%
Watershed	13%	12%	49%	26%
+/-	-3	+2	-14	+15
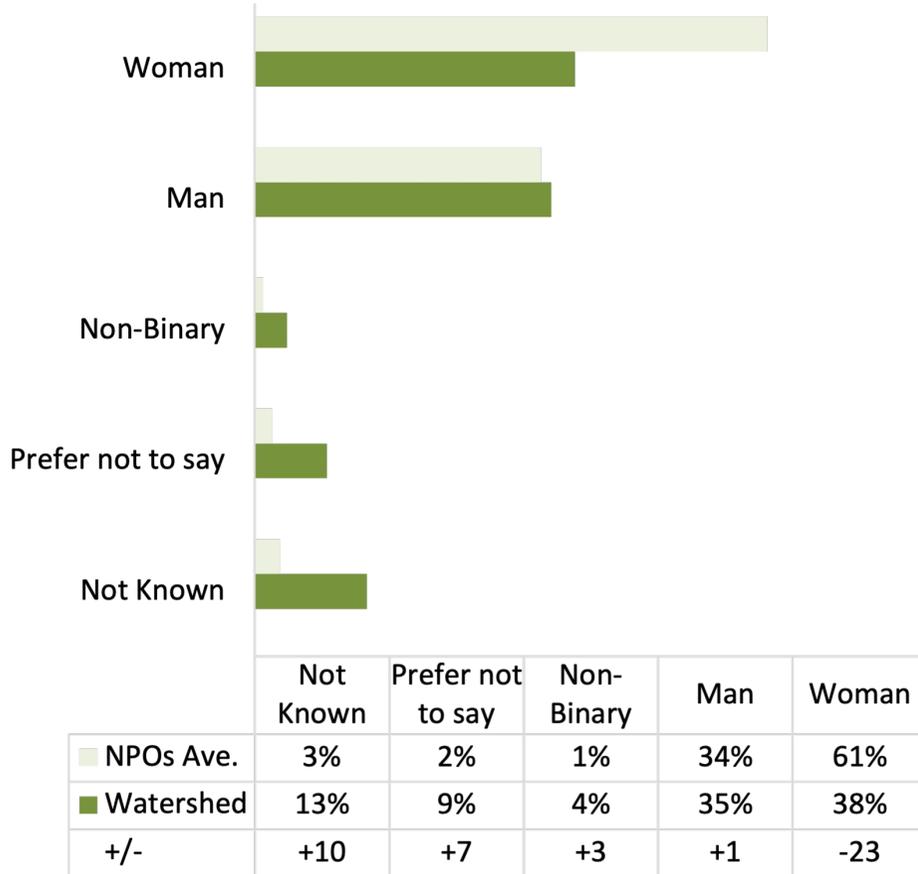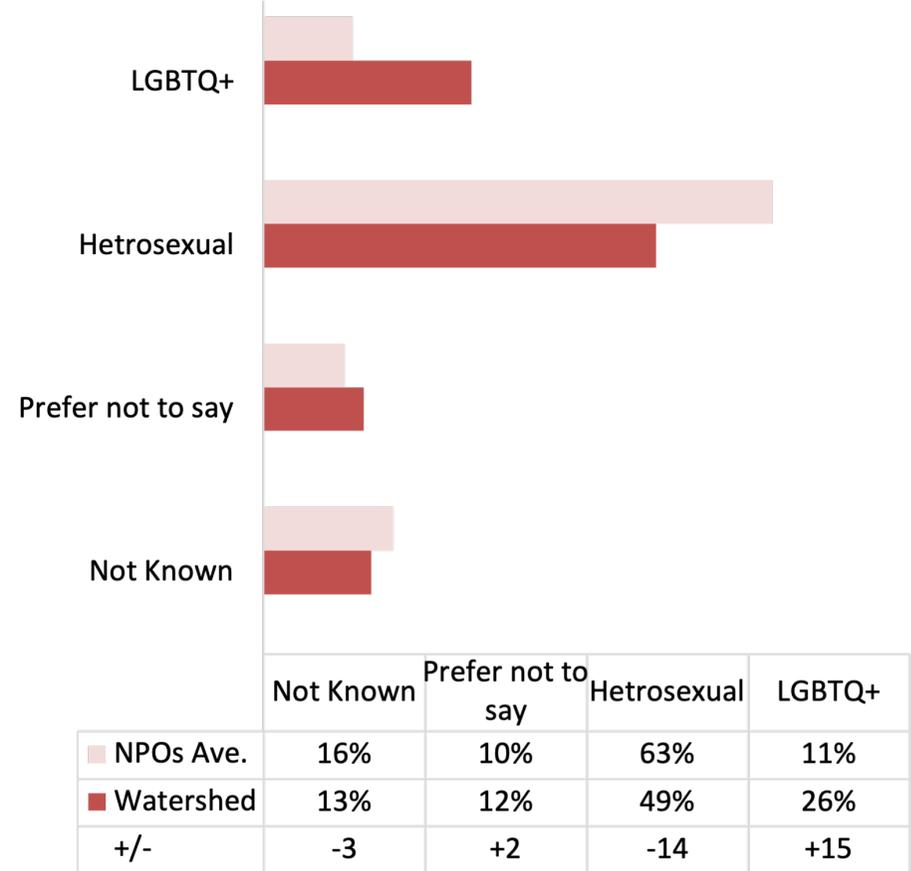
*the Arts Council data set compared here is that of Permanent staff

Belonging Data
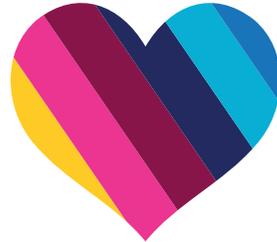
"It's not enough to have people of different backgrounds working at a company, they need to feel like they belong in order to do the best, most meaningful work of their lives."

[Aubrey Blanche](#)

WATERSHED

The belonging section of the survey was broken down into 8 sections (as shown below). Each section had 2-3 questions. The summary below shows the averages for responses across the whole organisation, for all questions in each section.

Key Section

Inclusion
n = 94

	FAVORABLE	NEUTRAL	UNFAVORABLE
	72%	21	7

-10

	Favorable score	Comparison *
Contribution to Broader Purpose	86	–
Diversity	72	-3
Voice	67	-5
Equity	66	+1
Belonging	65	–
Growth	60	-9
Decision Making	57	-9

Comparison to Favourable Score in 2021 Watershed Balance & Belonging Survey

WATERSHED

Belonging - Question Breakdown

	Impact*	Favourable Score	Comparison**
INCLUSION			
I can be my authentic self at work		81	+4
I feel respected at Watershed		74	-15
I feel like I belong at Watershed		62	-16
BELONGING			
I feel valued for the unique contribution I can make to Watershed	VERY HIGH	62	N/A
I am comfortable sharing my personal background and experiences at Watershed	VERY HIGH	81	N/A
I feel safe to take risks at Watershed	HIGH	55	N/A
VOICE			
At Watershed there is open and honest two-way communication	VERY HIGH	70	-7
When I share my opinion, it is valued	VERY HIGH	67	0
I can voice a contrary opinion without fear of negative consequences	HIGH	66	-6
DIVERSITY			
Watershed values diversity	VERY HIGH	86	-8
Watershed builds teams that are diverse	MEDIUM	57	+1

	Impact*	Favourable Score	Comparison**
EQUITY			
My job performance is evaluated fairly	HIGH	72	0
Tasks that don't have a specific owner are fairly divided at Watershed	HIGH	46	0
I am provided the information I need to do my job well	HIGH	77	-1
DECISION MAKING			
I am included in decisions that affect my work	MEDIUM	60	-13
Perspectives like mine are included in the decision making at Watershed	MEDIUM	55	-1
I am satisfied with how decisions are made at Watershed	VERY HIGH	55	-14
GROWTH			
When there are career opportunities at Watershed, I am aware of them	LOW	66	-14
Watershed believes that people can always greatly improve their talents and abilities	HIGH	56	-8
People from all backgrounds have equal opportunities to succeed at Watershed	HIGH	57	-7
CONTRIBUTION TO A BROADER PURPOSE			
I understand how my work contributes to Watershed's mission	LOW	88	N/A
The work that we do at Watershed is important	MEDIUM	83	N/A

*Statistically calculated level of impact each question has on Inclusion

**Comparison to Favourable Score in 2021 Watershed Balance & Belonging Survey

WATERSHED

The questions below highlight our highest favourable scoring questions.

Question	Category	Score
I understand how my work contributes to Watershed's mission	Contribution to Broader Purpose	88
Watershed values diversity	Diversity	86
The work that we do at Watershed is important	Contribution to Broader Purpose	83
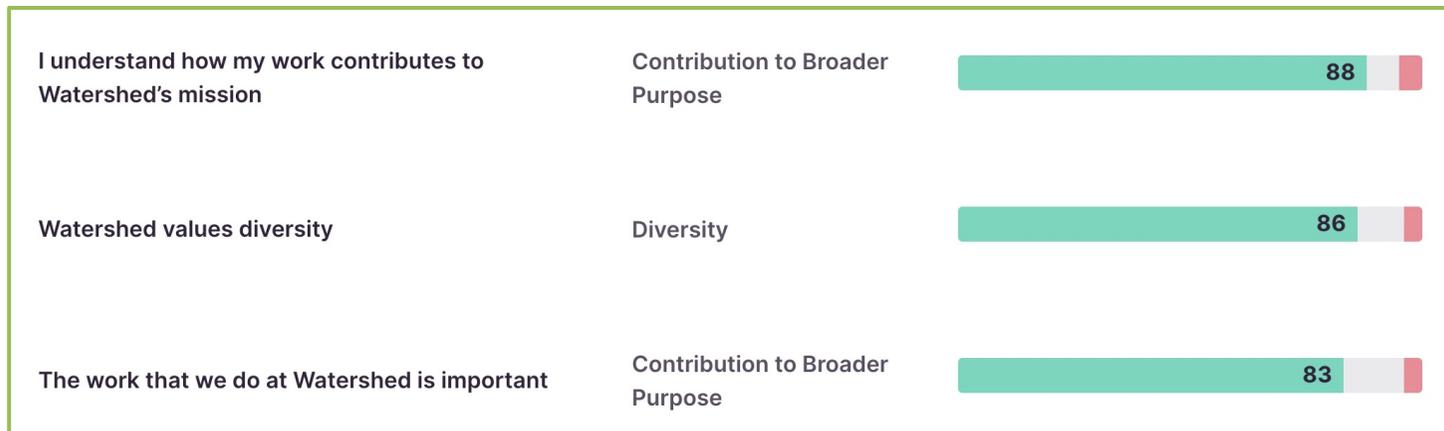
Based on the results, the questions below have been identified as having the most potential for positive change.

Question	Category	Score
People from all backgrounds have equal opportunities to succeed at Watershed	Growth	57
Tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are fairly divided at Watershed	Equity	46
Watershed believes that people can always greatly improve their talents and abilities	Growth	56

WATERSHED

These questions have been statistically identified via [Culture Amp's impact driver](#) algorithm as having the greatest impact on Inclusion.

We are focusing on questions with high impact, as improving scores for these questions is likely to improve our score for Inclusion.

Impact	Question	Section	Favourable Score	Trend	Comparison
VERY HIGH	At Watershed there is open and honest two-way communication	Voice	70		
VERY HIGH	Watershed values diversity	Diversity	86		
VERY HIGH	I am satisfied with how decisions are made at Watershed	Decision Making	55		
VERY HIGH	When I share my opinion, it is valued	Voice	67		
VERY HIGH	I feel valued for the unique contribution I can make to Watershed	Belonging	62	–	–

Whilst our aim is always to approach this area in the most inclusive way we can, we also acknowledge that language and meaning is constantly changing.

We are committed to and rely on being open to feedback and discussion to constantly develop our thinking, and to ensure our approach and the language we use is as relevant, and as inclusive as possible.

We really welcome any feedback you may have upon reading this report;
- Did you find it easy to read?
- What other information you would like to see included?
- Is there anything you think we can improve?

If you would like to use any of this work, we ask that you please keep the attributions we've used, and please feel free to tag Watershed.

We would love to hear from you, so drop us a line via inclusion.data@watershed.co.uk.

Thank you for reading!

What The Data is Based on

- **Percentages:** We have chosen to represent the data as percentages in order to enable a clear comparison between groups, whilst also looking to avoid drawing attention to where there may be one person in a specific category.

- **Percentages based on all staff - not just those who responded:** In order to make the data as accurately representative as possible we have chosen to include the 'Not Known' data within the calculation of overall percentages.

- **Not Known Data:** We have used the two distinct categories: 'Prefer Not to Say' and 'Not Known' to distinguish between where individuals have chosen not to disclose data or where people have not submitted their data.

- **Calculations:** We have rounded all figures to whole numbers in order to make the report as clear and easy to read as possible. This means in some cases the figures may appear to add up to less than, or more than 100%.

Language

- **Importance of Specificity**: In presenting the data our aim has been to acknowledge the importance of specificity and have sought to minimise homogenous groupings (i.e Black, Asian and Minority Ethnic) where possible. However, in some areas we have made the decision to keep a level of grouping to anable comparison to other data sets (i.e Comparison to NPO averages page 18).

- **Sexual Orientation Data:** We have chosen to aggregate the data on some pages where data sets are small. We have also used the acronym LGBQA+ with the intension to accurately reflect the data (with transgender (T) data being represented in the gender identity sections).

- **Gender Identity Data:** We have chosen to collect data on gender identity and those who identify as transgender in order to be inclusive of, and fully understand representation of all gender identities within our staff team.

- **Basis for Choice of Language:** For more information on what sources we have referenced in choosing the language used in this report please see **Appendix 2. Resources and References**

Visualising the Data

In the following pages you'll see two visualisations for each group - one emphasising the balance , one emphasising representation;

Visualising Balance

We wanted to present the data in a way that allows us to view how balanced we are as an organisation.

We've therefore chosen to present the data as a bar graph - meaning we can easily see the level of balance we have between different identities.
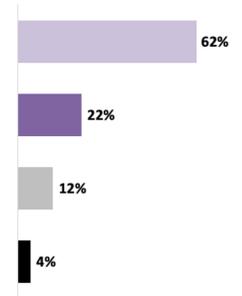
Visualising Representation

This visualisation focuses more on the context of representation within the whole.

This visual is based on those used in the Arts Council Equality, Diversity and the Creative case - Data Report 2018/2019

Think of this visual like a square pie chart made of dots; one dot = 1 %.

WATERSHED

In forming our approach to language and presentation we've researched and referenced best practice from across the arts, culture, academic and government sectors.

Below is a list of references that have informed our approach to the language and questions used for our Balance data:

Ethnicity

What Question Was Asked:
* *How do you describe your Ethnicity? [Free Text]*

* *What is your Ethnic Group?*
* *This question is based on the 2021 census, and is required by our funders. However we're aware not everyone will see their identity reflected in the answer options. So if you find this is the case for you, we welcome you to use the self describe option.*

What Options were given:
* The answer options were based on those as outlined by the ONS. There was also an option to self-describe.

How We've Aggregated The Data:
* We've aggregated the data with the aim to present an overview and to ensure any groups of 5 or less are summarised, whilst retaining a degree of specificity that terms like 'Black, Asian and Minority Ethnic / BAME' collective terminology does not provide.

Language:
* The approach regarding specificity and collective terminology used to represent Ethnicity has been influenced by the findings from the Inc Arts' #BAMEOver Report

Other references:
* We All Count – Project for Equity in Data Science
* 'Whose Culture Report' published by Rising Arts Agency

Age

What Question Was Asked:
* *What is your Age?*

What Options were given:
* The answer options were based on those as recommended by the Arts Council and Audience Agency
* Age grouping (rather than date of birth) has been collected to provide level of anonymity

How We've Aggregated The Data:
* We've broken down those in their 20s into 5 year bands as progression in these age bands tend to vary more than in later years. We've displayed 30s, 40s, 50s and 60s as 10 year bands.

Sexuality

What Question Was Asked:
- *What is your sexual orientation?*

What Options were given:
- The answer options were based on those as recommended by Stonewall

How We've Aggregated The Data:
- We've chosen to provide an overview, and to use the collective terminology due to small data sets.

Language:
- The language used for the question and answer options has been based on Stonewall's guidance on Capturing Data on Sexual Orientation and Gender Identity 'Do Ask Do Tell''

Other references:
- Queer Data – Using Gender, Sex and Sexuality Data for Action – Kevin Guyan, Bloomsbury

Gender Identity & Transgender Identity

What Question Was Asked:
- *How do you describe your gender? / Do You Identify as Trans?*

What Options were given:
- The answer options were based on those as recommended by Stonewall

How We've Aggregated The Data:
- Data has not been aggregated

Language:
- The language used for the question and answer options has been based on Stonewall's guidance on Capturing Data on Sexual Orientation and Gender Identity 'Do Ask Do Tell':

Other references:
- Queer Data – Using Gender, Sex and Sexuality Data for Action – Kevin Guyan, Bloomsbury

Religion

What Question Was Asked:
- *What is Your Religion?*

What Options were given:
- The answer options were based on those as outlined by the ONS, in line with the 2021 Census

How We've Aggregated The Data:
- Data has not been aggregated

Caregiver Status

What Question Was Asked:
- *Are you a caregiver?*
  We've added in this question to better understand how inclusion in Watershed is experienced by caregivers and non caregivers. By caregiver we mean anyone who has caring responsibilities - as a parent / a carer or in any other way.

What Options were given:
- Yes / No / Prefer Not to Say / Prefer to Self Describe

How We've Aggregated The Data:
- Data has not been aggregated

Socio-Economic Background

What Question Was Asked:
- *Q1 Please tell us about the occupation of your main household earner when you were aged 14. Please tick one box to show which best describes the sort of work your primary household earner undertook at this time.*

- *Q2 If you finished school after 1980, were you eligible for Free School Meals at any point during your school years?*

What Options were given:
- The answer options were based on those as recommended by Jerwood Arts and the Bridge Group and their guidance: Socio-Economic Diversity and Inclusion in the Arts: A Toolkit for Employers

How We've Aggregated The Data:
- **Q1:** Data has been aggregated based on the table mapping socio-economic background (based on NS-SEC position) to parental occupation as published in the Toolkit (appendix A). This table is based on the three-class NS-SEC scheme.

Language:
- The language used for the question and answer options has been based on that recommended in Socio-Economic Diversity and Inclusion in the Arts: A Toolkit for Employers

Other References / Definitions:
- *NS-SEC*: The National Statistics Socio-economic classification
- *Socio-Economic Background* (as defined by the Open University): Relates to a combination of an individual's income, occupation and social background. Socio-economic background is a key determinant of success and future life chances.
- Social Mobility Commission – Cross-Industry Toolkit

Disabled, Deaf or Neurodivergent*

What Question Was Asked:
- *Do you identify as disabled, Deaf, neurodivergent or have a long-term physical or mental health condition?*

- *What best describes your disability, neurodivergence or long-term condition?*

What Options were given:
- 1st Question: Yes / No / Prefer not to say.
- 2nd Question: We looked to give a large range of options to acknowledge the range in which people may identify including the option to self-describe.

How We've Aggregated The Data:
- Data has not been aggregated

Language:
- The language used for the question and answer options has been based on that used by the Audience Agency, ScreenSkills, and Scope

Ahead of the 2023 surveys, we are aiming to develop our data collection approach in these areas through working with organisations led by those with lived experience.

WATERSHED

What is Intersectionality?

Intersectionality is a term coined in 1989 by Professor Kimberlé Crenshaw, and is a way of understanding social relations by examining **intersecting forms of discrimination.**

It acknowledged that **social systems are complicated** - and that many forms of oppression - like racism, sexism, agism or able-ism might **be present and active at the same time for a person**.

Intersectionality is about **understanding and addressing potential roadblocks** to an individual's or group's **wellbeing.**

Intersectionality is also a useful way to understand that we all embody intersecting characteristics, and our identities, and a our experiences are based on these.
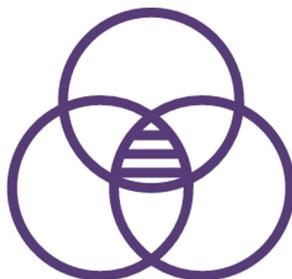
Why Use it in our Approach to Inclusion Data?

*"Using an equity perspective when using data **not only makes it fairer, but also more robust, and usually more accurate**.*

*And to ensure equity in your analysis, it's critical that you use data to reflect the fact that a person's experiences are based on **multiple** dimensions or identities."*

Heather Krause - Why We Need Intersectionality in our Demographic Data

A Note on the Intersectional Data in this Report

As part of our commitment to ensure anonymity of the data, we stated that we would not breakdown the data in this way for any groups of less than 5. This was the case with both the breakdowns for Gender & Ethnicity, and Gender and Neurodiversity.

In addition, we also asked if staff would be happy for their data to be broken down and shared intersectionally. 69% of respondents said yes. See page 15 to view this data.

WATERSHED

What The Data is Based on

Likert Scale:

Strongly Agree
⬇
Agree
⬇
Neither Agree or Disagree
⬇
Disagree
⬇
Strongly Disagree
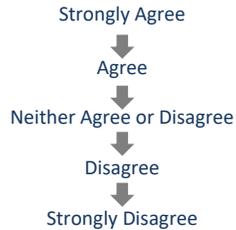
All the Belonging questions were asked on a Likert scale (Strongly Agree to Strongly Disagree).

Favourable Scores / %:

- All %s shown are based on the number of people who responded to each question.

- So the scores exclude any responses of 'Prefer not to say'.

- So when looking at the example 'favourable score' shown on the right, you can read this as; *'70% of people who responded to this question felt that at Watershed there is open and honest two-way communication'*.

Reading the Data

Impact
The impact score helps to steer our focus on questions that will have the highest impact on inclusion. *The higher the impact score = the higher impact on inclusion.*

This is calculated through a statistical technique called driver analysis.

Visualisation:
Graph showing proportional representation of the breakdown of responses.

Key
🟩 Combined 'Strongly Agree' & 'Agree'
⬜ Neither Agree or Disagree
🟥 Combined 'Strongly Disagree' & 'Disagree'

VOICE

| At Watershed there is open and honest two-way communication | VERY HIGH | 70 | -7 |
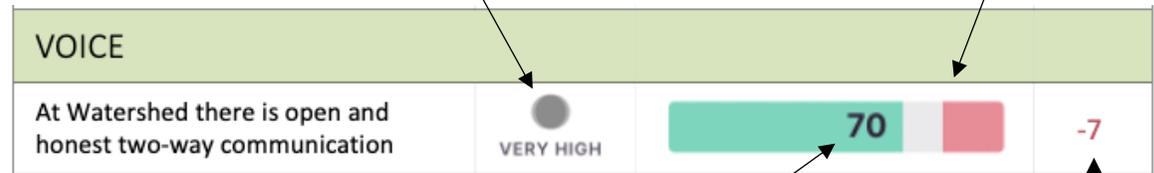
Favourable Score per Question
Combined percentage of 'Strongly Agree' and 'Agree' answers for this question

Comparison:
Difference of favourable score to same score in 2021 survey.

I.e In this example the favourable score for this question is 70%
- In the 2021 survey was 77%.
- Therefore the comparison shows a **-7** change in favourable score.

A key aim in our inclusion strategy is to develop our organisation's culture so that all employees have an equitable and positive experience and a strong sense of belonging.

We use Culture Amp's Diversity and Inclusion survey to measure key areas of employee experience within Watershed; Inclusion, Voice, Equity, Growth, Decision Making, Diversity, Contribution to Broader Purpose.

We'll use this data to:

To get a temperature check of current Employee Experience
- Get an understanding of the current feelings towards employee experience felt by employees in Watershed
- To assess the impact of our actions in the past year

→

To assess our data against benchmarks
- Against our survey data from last year
- Against our own organisational average this year (when looking at our departmental data).

→

To identify opportunities for improvement, & inform the coming year's inclusion action planning and people strategy.

Organisational Action

- **WHAT:** We'll use the data to focus on areas that make sense to approach at an organisational level
- **HOW:** We'll identify areas with greatest impact on inclusion to focus on
- **WHO:** A cross-organisational action group will work together to develop action plans to address those areas.

Departmental Group Action

- **WHAT:** We will also break down the data and provide individual reports for each departmental group.
- **HOW:** Dept managers will receive support to identify areas with greatest impact on inclusion to focus on. Then through discussion with their teams, will then agree on the what areas to focus on over the next year, and what actions should be taken.
- **WHO:** Dept Managers will develop action plans in collaboration with their teams