

Staff and Board Inclusion Data 2020/2021

WATERSHED

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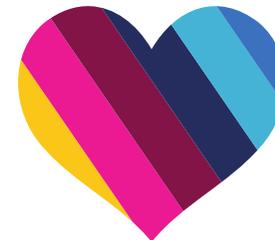
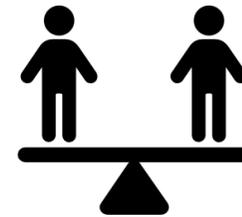
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Watershed's approach to data led inclusion means looking at who we are, who has a seat at the table and who we are supporting so that we can intentionally and directly make paths to readdress inequities.

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.

The inclusion data working group has been 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.

Watershed's Inclusion Data Working Group



The Inclusion Data Working Group is a cross-organisational team, formed to benefit from the sharing of our approaches to develop best practice across Watershed. The aim of the group to help shape our use of data to inform our decision-making processes and the development of inclusion strategies.

The people involved in developing the approach and analysis outlined in this report are:

- [Layla Barron](#) – Head of Data and Operations
- [Tony Bhajam](#) – Inclusion Producer ([Bristol & Bath Creative R+D](#))
- [Louise Gardner](#) – Head of Communications
- [Jazlyn Pinckney](#) – Former Watershed Inclusion Producer
 - [South West Creative Technology Network](#)
 - [Creative Workforce For The Future](#)

Current Head of Workforce Development at [One Dance UK](#)

Over the past 7 months, the inclusion data working group have been researching how other organisations approach their inclusion data, and an approach developed by [Aubrey Blanche](#), really resonated with our aims.

In her former role as Global Head of Diversity & Belonging at [Atlassian](#) she invented the balanced teams approach to building proportional representation and a culture of belonging in the workplace.

This has been a key influence in how we’ve reframed our approach to our demographic data, and following her framework we’ve also moved away from the term ‘Diversity’ to ‘Balance and Belonging’.

“We've realized that in order to continue making progress, we've got to go beyond our sometimes-limited associations with ‘diversity.’”

It's not only about how many people of a specific demographic are represented at the company level. It's about balancing various perspectives--which we know come from our identities and life experiences--across teams, at all levels of the organization. And it's about how people feel when they come to work.”

[Aubrey Blanche, Rethinking Diversity](#)

Balance (Representation)

What data we collected

- Ethnicity
- Age
- Disability
- Gender
- Sexuality
- Socio-Economic Background
- Religion
- Caregiving Status

How we broke it down

- Singular Demographic Groups
 - Organisation wide
 - Management level
 - Board / Leadership / Organisation
- Intersectional Groups
 - Organisation wide only

Belonging (Inclusion)

What data we collected

Using [Culture Amp's](#) Diversity and Inclusion Survey template, we gathered feedback on evidence-based and research-driven constructs of diversity and inclusion that include:

- Belonging
- Fairness
- Opportunities and resource
- Decision making
- Diversity
- Voice

How we broke it down

We cross-referenced the balance data to summarise our belonging data:

- At an organisational level
- At a departmental Level
- By singular and intersectional groups

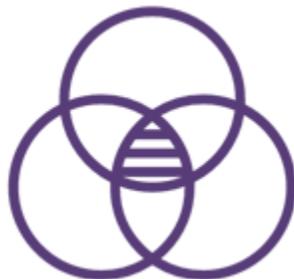
What is Intersectionality?

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.**”*

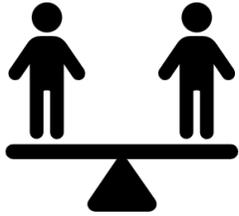
*And to ensure equity in your analysis, it's critical that you use data to reflect the fact that a person's experiences are based on **multiple dimensions or identities.**”*

Heather Krause – [Why We Need Intersectionality in our Demographic Data](#)

Why is There No Intersectional Data in this Report?

As part of our commitment to ensure anonymity of our staff data, and because of the expected small number of people in our intersectional data sets, we had committed to staff that we would not publish this data publicly (the data has been shared internally with staff).

However we will be looking to review this and consult with staff regarding sharing this data in future reports.



Balance (Representation)

This data tells us:

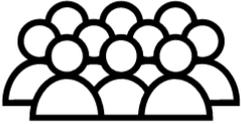
- What **different identities, and backgrounds** are represented in the **organisation**
 - The **balance** of those different identities, and backgrounds are – both at an organisational level, and at a departmental team level.
 - And what does the representation and balance look like at **different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

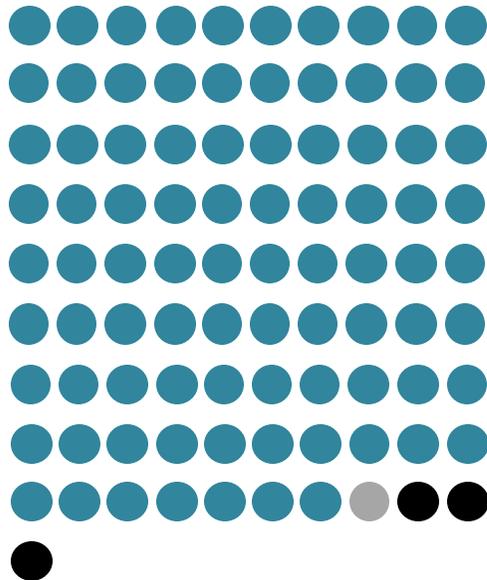


Belonging (Inclusion)

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.**

	<h2>Balance (Representation) Data</h2>	<h2>Belonging (Inclusion) Data</h2>
<p>Organisational View</p> 	<ul style="list-style-type: none"> • Used to publish publicly / report to funders • Get understanding of org balance (including at management level) – feed into inclusive recruitment strategy • Identify training areas 	<ul style="list-style-type: none"> • 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. • The data you see on the following pages is the organisational view.
<p>Departmental Group View</p>  <p>Programme Customer Facing and Catering Infrastructure</p>	<ul style="list-style-type: none"> • Used to understand departmental balance • Identify where we need to focus recruitment advertising in order to attract applicants from groups that are under-represented. 	<ul style="list-style-type: none"> • 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
<p>Groups Based on Singular & Intersectional Characteristics</p> 	<ul style="list-style-type: none"> • Used to identify the balance of intersectional groups that are represented in the organisation 	<ul style="list-style-type: none"> • We'll summarise the agreeable scores for groups based on singular and intersectional characteristics, to identify; <ul style="list-style-type: none"> ○ Which groups appear to have significantly different experiences ○ Which specific areas for those groups should we focus on developing • As per the privacy statement set out in the survey, this data will only be seen by Executive team and the inclusion associates.

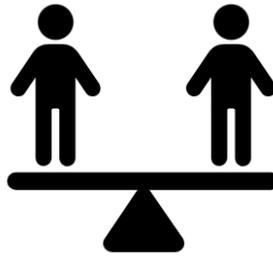


Response Rate / Sample Size = 97%:

88 out of 91 staff

-  87 full respondents
-  1 person partially responded
-  3 people did not respond

Balance (Representation) Data



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 either allow comparison to other data sets or to maintain anonymity.
- **Sexual Orientation Data:** We have chosen to aggregate the data on some pages to maintain anonymity where data sets are small. We have also used the acronym LGBQA+ with the intention 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 1. Resources and References**

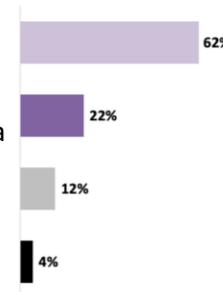
Visualising the Data

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

Visualising Balance

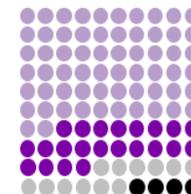
We wanted to present the data in a way that allows us to view how balanced we are as an organisation.

We’ve therefore chosen to follow [Atlassian’s model](#) of presenting the data as a bar graph – meaning we can easily see the level of balance we have between different identities.



Visualising Representation

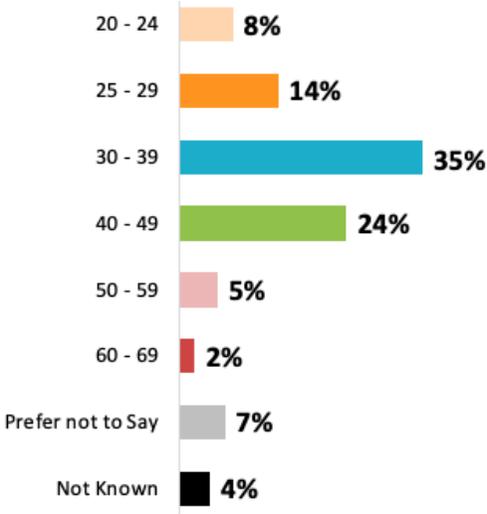
This visualisation focuses more on the context of representation within the whole.



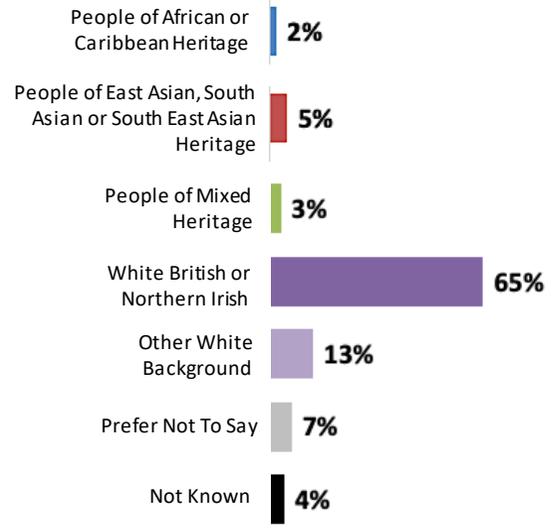
This visual is based on those used in the [Arts Council Equality, Diversity and the Creative case – Data Report 2018/2019](#)

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

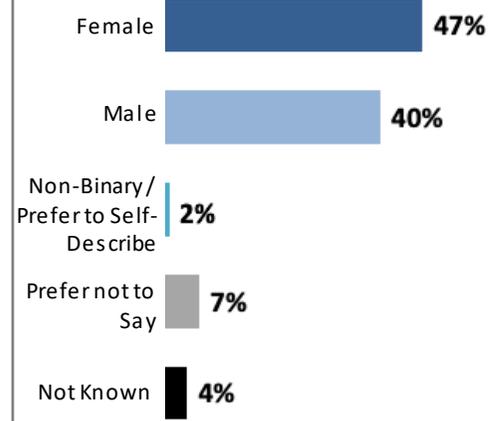
Age



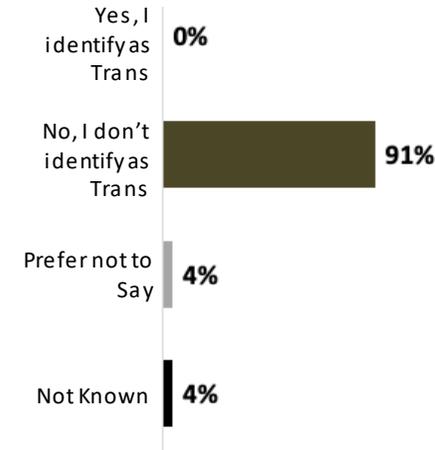
Ethnicity



Gender

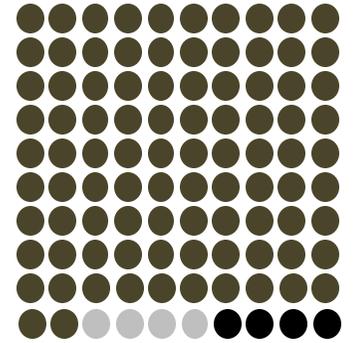
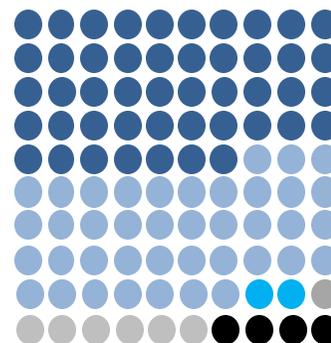
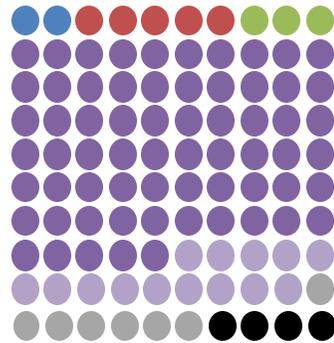


Transgender Identity

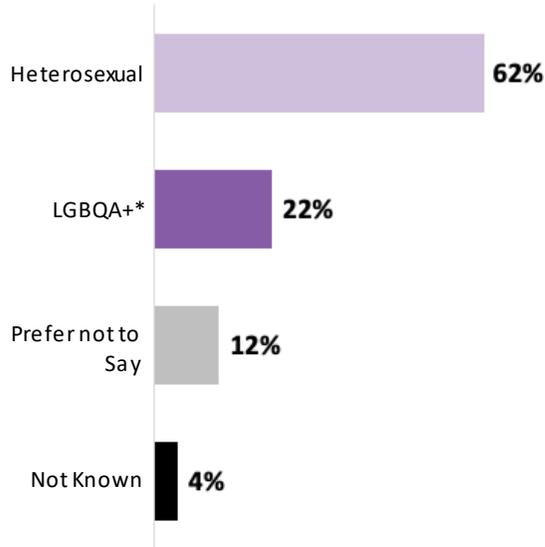


Representation

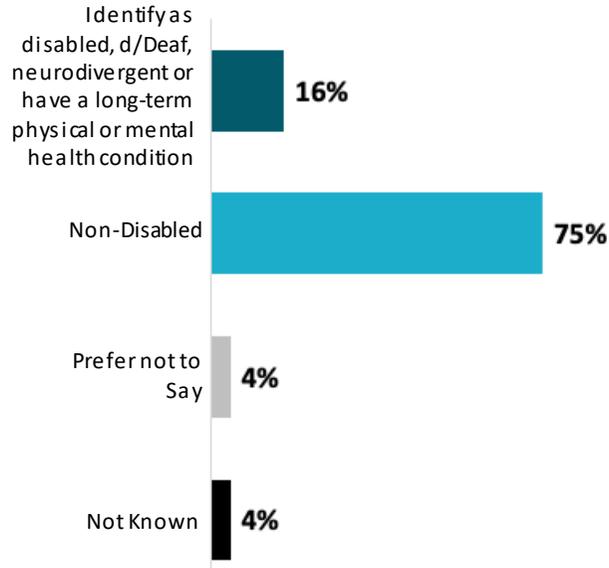
1 dot = 1%



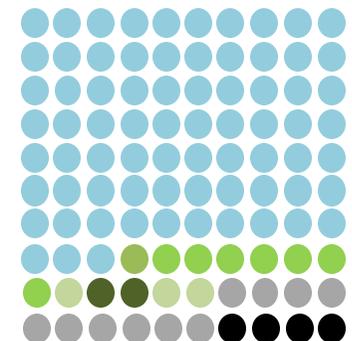
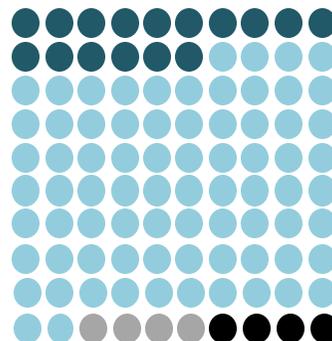
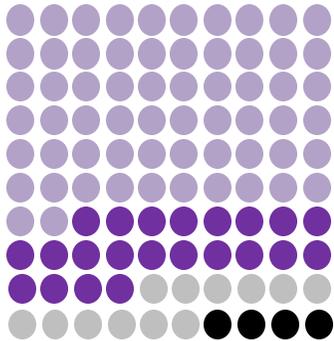
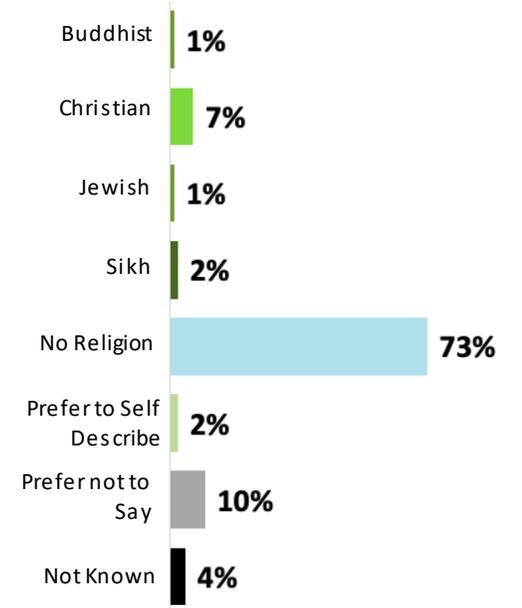
Sexuality



Disability



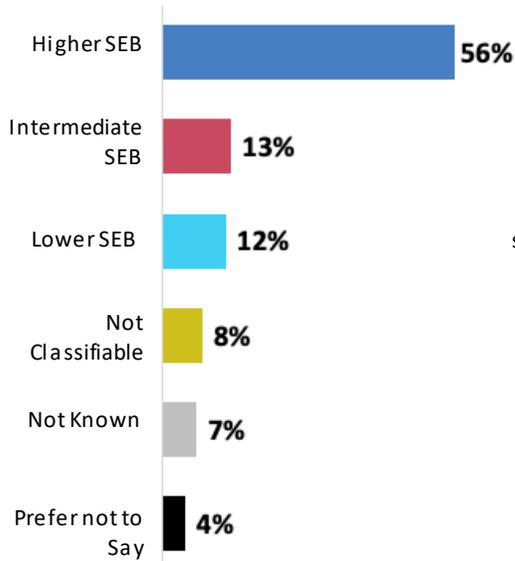
Religion



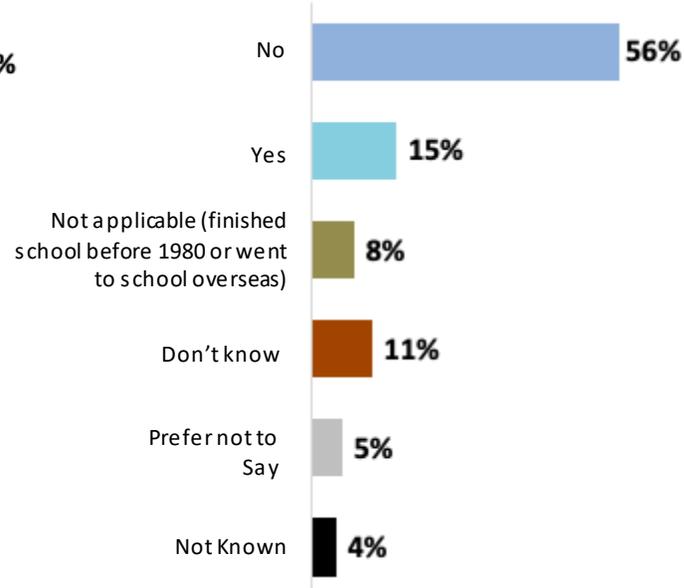
*We have used the acronym LGBTQA+ with the intension to reflect the data on sexuality (with transgender (T) data being represented in the gender identity sections)

Socio-Economic Background (SEB)

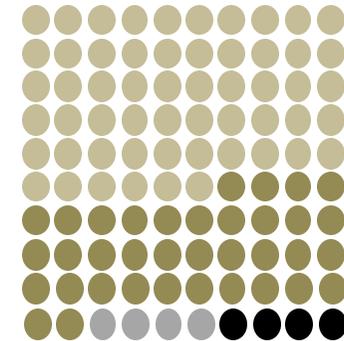
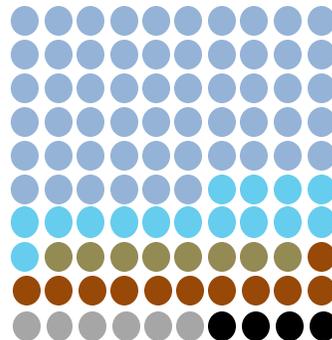
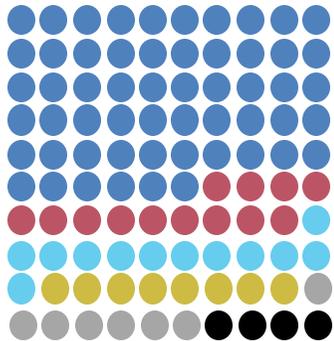
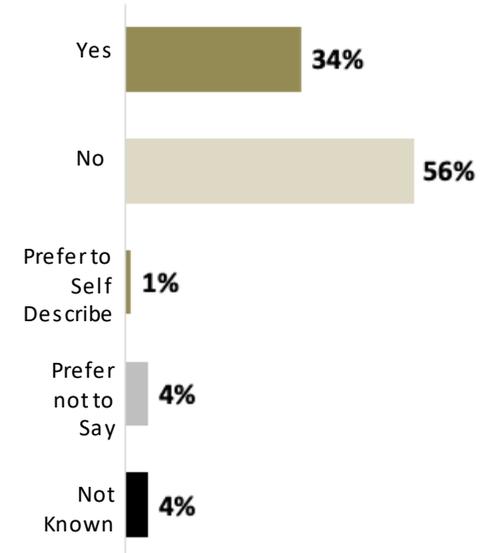
Estimation of SEB using Office for National Statistics Framework (NS-SEC)*



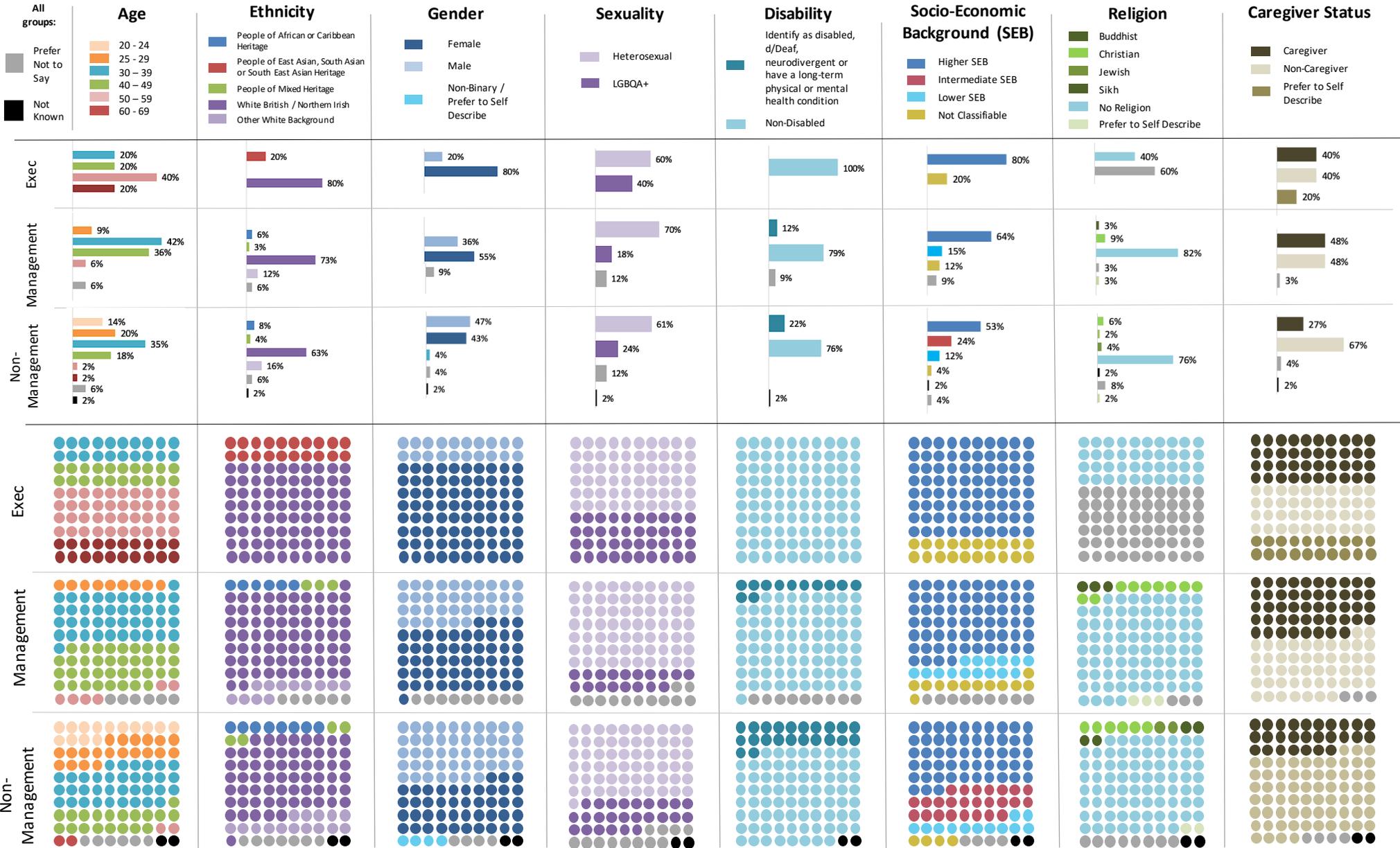
Were you eligible for Free School Meals at any point during your school years?

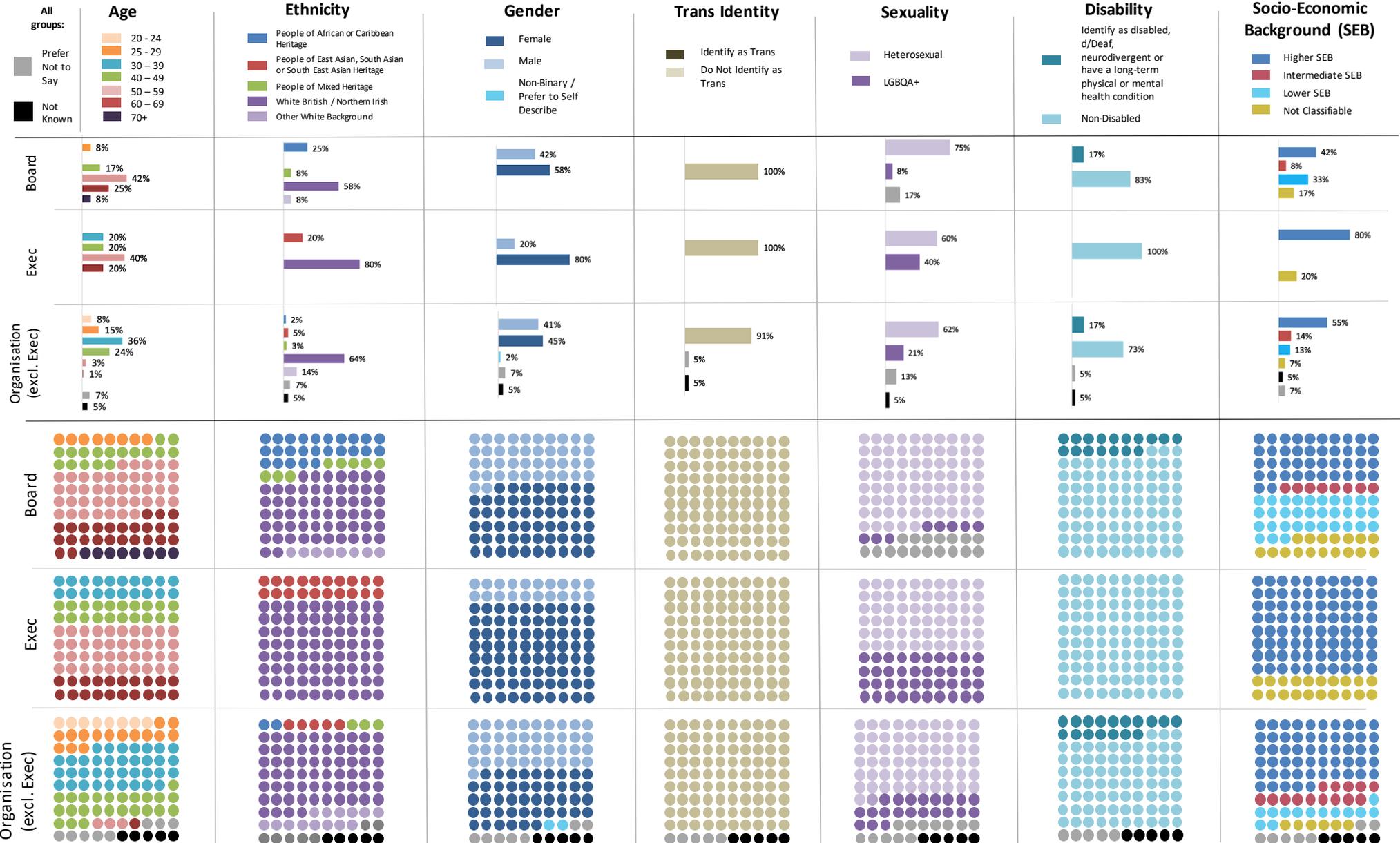


Caregiver Status

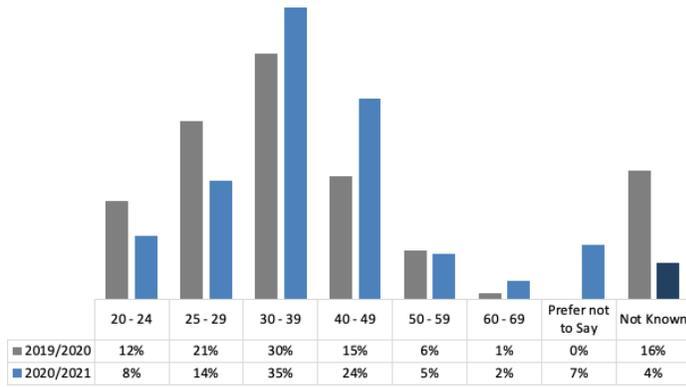


*for further information on the definition of Socio-Economic Background, and the NS-SEC see Appendix 1

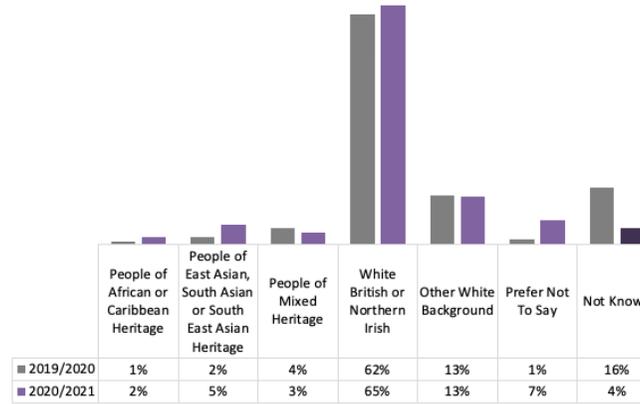




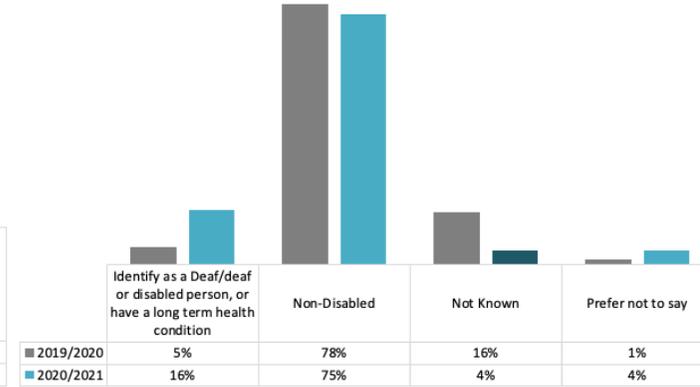
Age



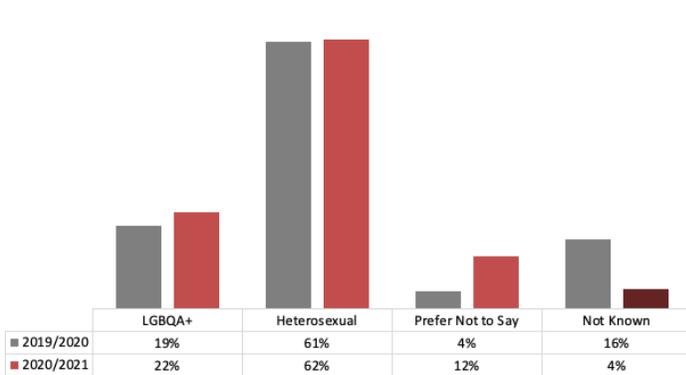
Ethnicity



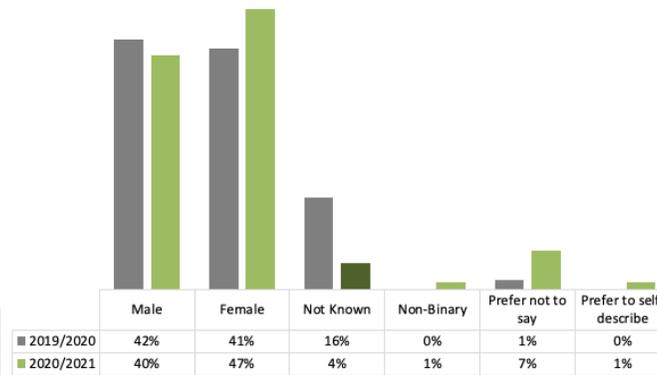
Disability



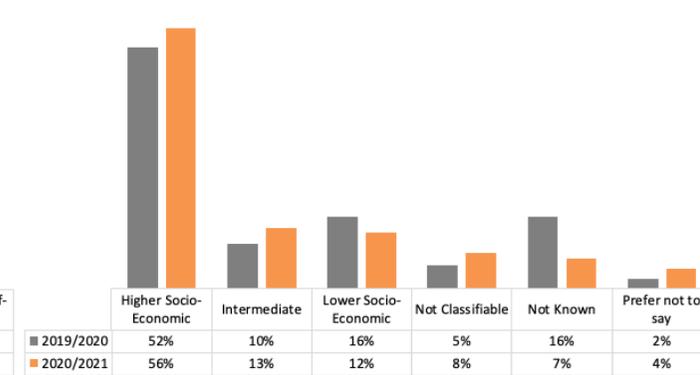
Sexuality



Gender



Socio-Economic Background



Belonging (Inclusion) 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, [Atlassian](#)



A key aim in our inclusion strategy is to develop our organisational culture to work towards all employees having an equitable and positive experience, and a sense of belonging.

We used [Culture Amp’s Diversity and Inclusion survey](#) to measure 6 key areas of inclusion within Watershed;

- Fairness
- Opportunities and Resources
- Decision Making
- Belonging
- Voice
- Diversity

We’ll use this data to:

To get a baseline

- Get an understanding of the current feelings towards inclusion felt by employees in Watershed
- In subsequent surveys this will be used to assess the impact of our actions

To assess our data against benchmarks

- We’ve assessed our organisational data against Culture Amp’s benchmark - this compares our scores against their data set (over 165 organizations, across 30+ countries and a range of industries: Technology, Non-Profit, Education, Media, etc). Whilst this isn’t directly comparable to Watershed, it helps give context regarding this data-set as this is the first time we’re collecting this. Going forward, we’ll use data from our previous survey as the benchmark – because the ultimate aim will be to improve on these agreeable scores.
- Against our own organisational average (when looking at our departmental data).

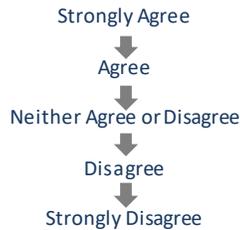
To identify opportunities for improvement

- We’ve analysed the data to see where employees are having a different experience and the areas where we could have the greatest impact.

What The Data is Based on

Likert Scale:

All the inclusion (belonging) questions were asked on a Likert scale (Strongly Agree to Strongly Disagree).



Percentages:

- All %s in this data set are based on the sample size – so that’s the number of people who responded to these questions.
- The average (mean) sample size across all questions was **96%** (of the total organisation – this takes into account those people who did not respond)
- That sample size excludes any responses of ‘Prefer not to say’.
- So when looking at an ‘agreeable score’ you can read this as; ‘X% of people who responded to this question agreed with the statement’.

Calculations:

We have rounded all figures to whole numbers in order to make the report as clear and easy to read as possible.

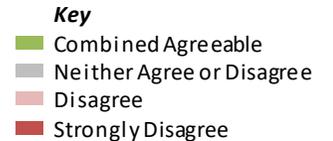
Reading the Data

Agreeable Score per section

Combined % of ‘Strongly Agree’ and ‘Agree’ answers for all questions in this section (in this case – ‘Fairness’)

Visualisation:

Graph showing proportional representation of the breakdown of all responses (based on those that responded to the question, and excluding ‘prefer not to say’)



	Agreeable Score	Breakdown of Responses	Benchmark (Culture Amp)
Fairness	60%		-3
Administrative tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are fairly divided	46%		-9

Overall Agreeable Score per Question

Combined % of ‘Strongly Agree’ and ‘Agree’ answers for this question

Benchmark:

Factor difference of agreeable score from benchmark. I.e if agreeable score was 10%, and benchmark was 13%, benchmark factor would be -3 (because watershed score is 3 less than benchmark).

	Agreeable Score	Breakdown of Responses	Benchmark (Culture Amp)
Fairness	60%		-3
Administrative tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are fairly divided	46%		-9
People from all backgrounds have equal opportunities to succeed at Watershed	64%		-12
My job performance is evaluated fairly	72%		+3
I believe that my total pay is fair, relative to similar roles at Watershed	54%		+4

Opportunities and Resources	75%		+5
When there are job opportunities at Watershed, I am aware of them	80%		+23
I know where to find information to do my job well	78%		+8
People here are managed as if they can always improve their talents and abilities	63%		-15
Watershed enables me to balance work and personal life	80%		+5

Decision Making	66%		+7
I am satisfied with how decisions are made at Watershed	69%		+22
Perspectives like mine are included in the decision making at Watershed	56%		-7
I am included in decisions that affect my work	73%		+5

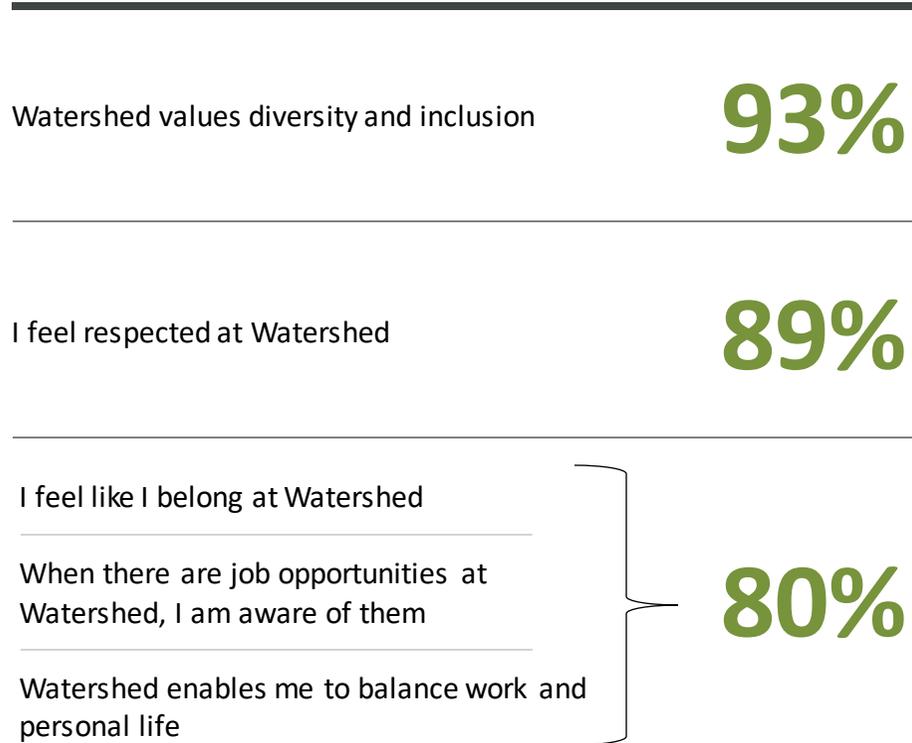
	Agreeable Score	Breakdown of Responses	Benchmark (Culture Amp)
Belonging	76%		N/A
I feel like I belong at Watershed	80%		+3
I feel respected at Watershed	89%		+7
Even when something bad happens, I don't question whether or not I belong	59%		N/A
I feel able to be my authentic self at work	77%		-4

Voice	72%		N/A
At Watershed there is open and honest two-way communication	77%		+15
I can voice a contrary opinion without fear of negative consequences	66%		-3
When I speak up, my opinion is valued	73%		N/A

Diversity	74%		+0
Watershed values diversity and inclusion	93%		+13
Watershed builds teams that are diverse	55%		-13

Benchmark based on [Culture Amp's](#) Benchmark Data

Highest 3 Scores



These are our top three scoring areas, and areas we are doing well in.

However – this data still shows that, for example, 11% of people who responded, **didn't** agree with the statement 'I feel respected at Watershed'.

So whilst these areas are not priority areas to address, our aim will be to improve on these scores – we'll do this through the development of our departmental, and organisational inclusion plans.

Lowest 3 Scores*

I believe that my total pay is fair, relative to similar roles at Watershed

54%

Watershed builds teams that are diverse

55%

Perspectives like mine are included in the decision making at Watershed

56%

These are the key areas with opportunities to improve overall, and will be prioritised as areas of focus in our organisational inclusion planning.

The **actual lowest agreeable score* was 46% for *Administrative tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are fairly divided*, however this question also had the highest number of 'Neither Agree or Disagree' responses.

The response to this question highlighted that it didn't generally feel relevant to a lot of roles within Watershed. Going forward we will look to reword this question.

Summary of Insights and Observations

Areas of Imbalance or Under Representation

2% People of African or Caribbean Heritage

3% People of Mixed Heritage

5% People of East Asian, South Asian or South East Asian Heritage

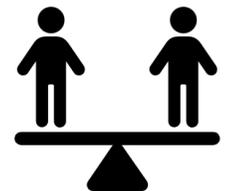
2% People who are Non-Binary, or prefer to self-describe their gender

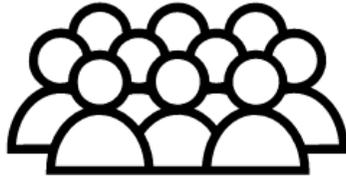
8% Under 24s / **7%** Over 50s

13% People with Religion or Belief

12 – 15% People from Low Socio-Economic Backgrounds

16% People who identify as disabled, d/Deaf, neurodivergent or have a long-term physical or mental health condition





Organisational Areas to Focus on Developing

The executive team will look to engage with staff and address these areas through the development of our organisational inclusion strategy.

- **Internal Communication and Transparency:** regarding pay
- **Recruitment:** Building diverse teams
- **Organisational Culture:** Working to ensure all perspectives are included in the decision making at Watershed



Programme



Infrastructure



Customer Facing
and Catering

Departmental Team Areas to Focus on Developing

- Upcoming sessions will enable departmental teams (our programme team, infrastructure team and customer facing and catering team) to work with data specific to their team, in order to gain insight, to identify areas to focus on, and develop plans to address this.



Groups Based on Singular & Intersectional Characteristics

- These insights have not been shared here for privacy reasons (see page 6).
- The executive team and inclusion associates will develop plans to engage and work with people who identify as being within the groups that the data showed as having significant differences in experience.
- Some of this work has already begun with the work our inclusion associates are undertaking





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 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!

APPENDIX 1. Resources and References (Balance Data)

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?***
We understand that ethnicity is complex, and this is one of the areas we're trying hard to navigate and we're always reviewing. If you have any feedback on how we collect this information please let us know at the end of the survey. If you don't feel any of the options represent you please use the self describe option.

What Options were given:

- The answer options were based on those as outlined by the [ONS](#), with additions such as Latina/o/x, Iranian, Iraqi, Kurdish and Turkish. 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 [IncArts' #BAMEOver Report](#)

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](#)'

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](#)':

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](#)

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.

Disability

What Question Was Asked:

- **Do you identify as disabled, d/Deaf, neurodivergent or have a long-term physical or mental health condition?**
- **What best describes your disability, neurodivergence or long-term condition?** (this data is currently only shared internally)

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](#)