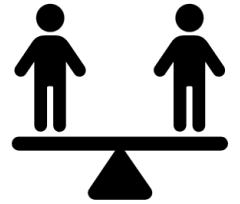


Balance and Belonging
*Staff & Board Diversity &
Inclusion Data Report 2025*



WATERSHED



HEADLINES AND APPENDICES

Approach

- [Our Approach to Data Led Inclusion](#)
- [Our Approach to Data Collection](#)

Headlines

- [Survey Response Rate](#)
- [Balance Headlines](#)
- [Belonging Headlines](#)
- [What's Happened in the Past Year](#)
- [What Planned for this Year](#)

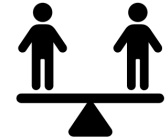
Appendices

- [Your Feedback](#)
- [Appendix 1: Understanding our Balance Data](#)
- [Appendix 2: Resources and References \(Balance Data\)](#)
- [Appendix 3: Why We Use Intersectionality in our Data](#)
- [References and Inspiration](#)

THE DATA

Balance Data

- [Age](#)
- [Ethnicity](#)
- [Ethnicity Data; Representation in our Data](#)
- [Gender](#)
- [Sexuality](#)
- [Disabled, Deaf or Long-term Health Condition](#)
- [Neurodiversity](#)
- [Socio-Economic Background](#)
- [Carer Status](#)
- [Religion or Faith](#)
- [Comparison to Previous 2 Years](#)
- [Comparison to 2022 Arts Council NPO Average](#)
- [Comparison to 2021 Bristol Census Data](#)



Belonging Data

- [How We Measure our Belonging Data](#)
- [Organisation Summary](#)
- [Question Breakdown](#)
- [Strengths](#)
- [Opportunities for Improvement](#)



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;

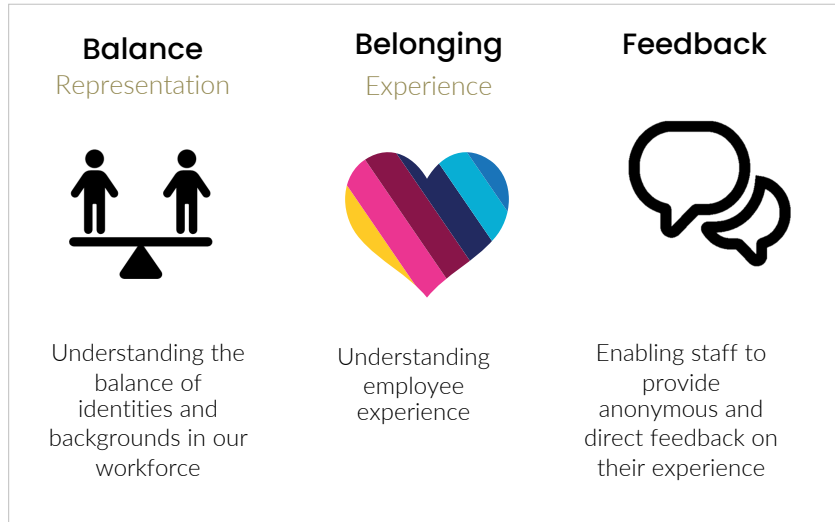
- *how we **ask questions***; including researching best practice from across the arts, culture, academic and government sectors.
- *what **language we use***; acknowledging the impact that language can have in promoting an inclusive workplace and culture, again by researching and referencing best practice 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.

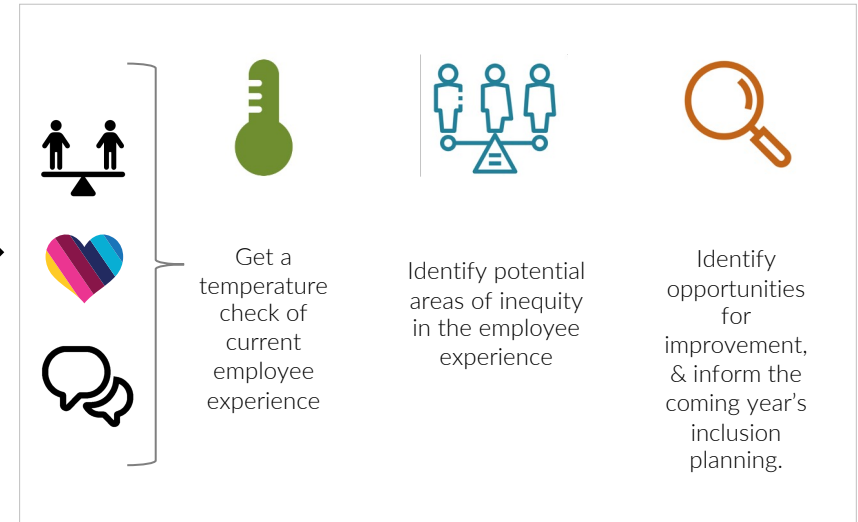
For more reading on how the Balance & Belonging approach was developed see:

- [Inclusion Guided by Principles](#)
- [Collecting Inclusion Data: Watershed's Approach to Balance and Belonging](#)

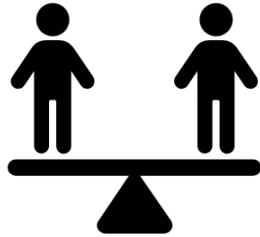
In April 2025 we ran our annual 'Balance and Belonging' Staff survey which has 3 sections:



We use the data from the survey (alongside other HR information) to:



Headlines



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

Board



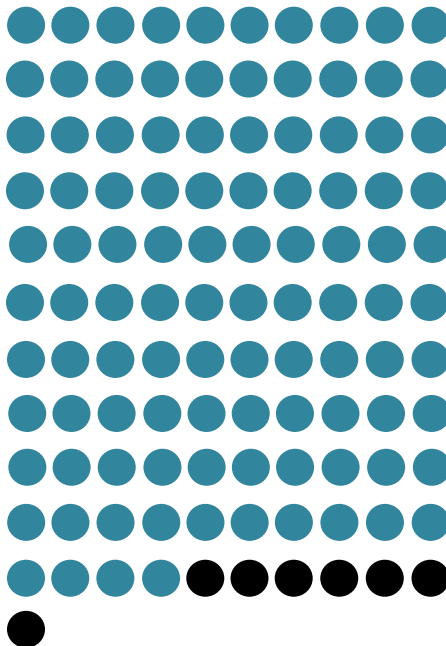
Response Rate = 100%

Executive & Senior Management Team



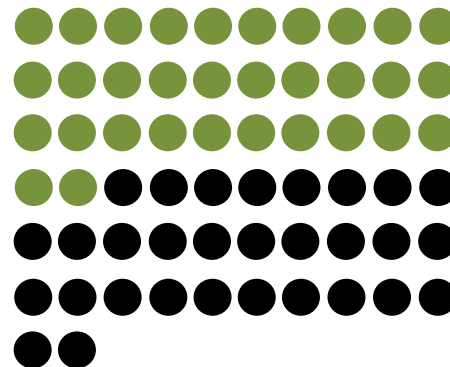
Response Rate = 100%

Employees

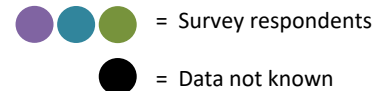


Response Rate = 94%

Freelancers



Response Rate = 52%

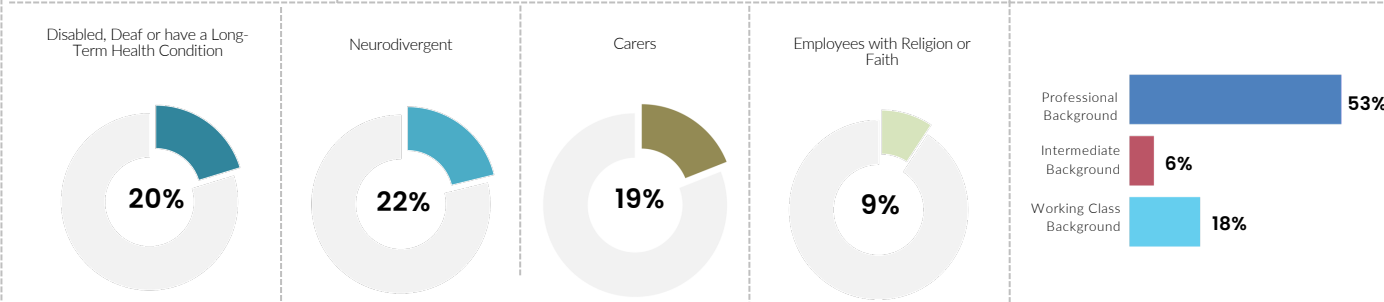
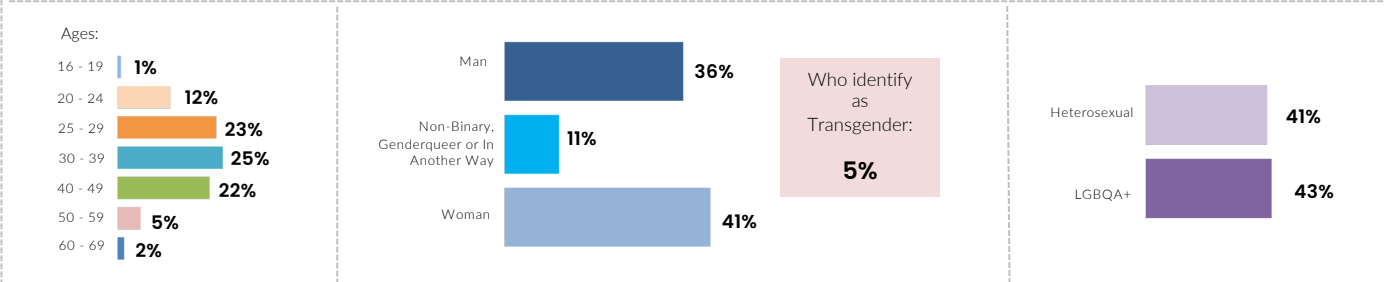
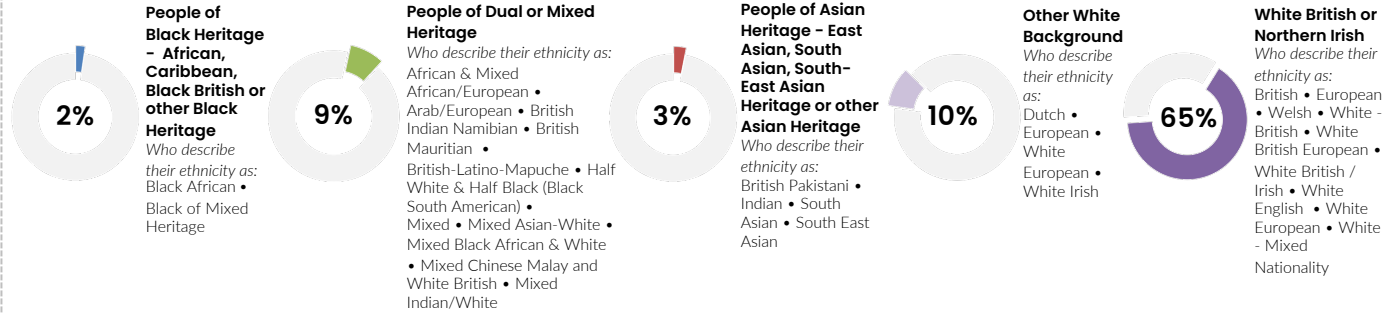




At the time the data was collected Watershed employed 129 people. This year the % of staff who filled out the survey rose from 93% to 95%.

Balance across most areas remained relatively unchanged, apart from small changes as outlined below.

- **ETHNICITY:** Employees from Global Majority backgrounds increased slightly from 13% to 14%.
- **AGE:** 5 percentage point (pp) decrease in 20 – 24 year old employees, mirrored by a 3 and 5 pp increase in 25 – 29 and 30 – 39 year olds respectively.
- **GENDER:** Representation of employees who identify as non-binary, genderqueer or in another way rose by 2 pp from 9% to 11%.
- **SEXUALITY:** The highest increase in representation was of LGBQA+ employees, rising from 33% to 43%
- **DISABLED, DEAF OR LONG-TERM PHYSICAL OR MENTAL HEALTH CONDITION:** Representation of employees who identify as Disabled, Deaf or have a long-term health condition remained the same as last year at 20%.
- **NEURODIVERGENCE:** Employees who identify as neurodivergent increased slightly from 21% to 22%.
- **CARERS:** % of Employees who are either primary or informal carers remained the same as at 19%.
- **RELIGION:** % of employees with religion or faith fell by 4 pp from 13% to 9%.
- **SOCIO-ECONOMIC BACKGROUND:** Representation of employees from both working class backgrounds and intermediate backgrounds fell from 19% to 18%, and 9% to 6% respectively.



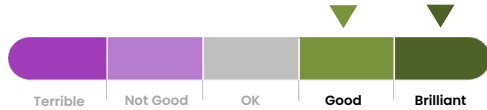
*Employees + Executive & Senior Management Team



89%

of employee responses rated their overall experience of working at Watershed as 'Good' or 'Brilliant'.

This was a 3 percentage point increase from last year's 86%



Scale used in survey

Strengths

- Employees feeling able to be themselves at work and Watershed valuing inclusion and balance both scored highly, and increased from last year.
- For further detail see [page 28](#)

Opportunities for Improvement

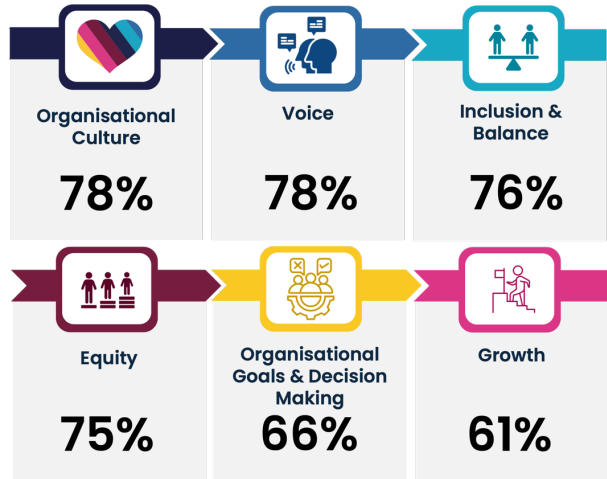
- Decision making and balanced teams continue as areas of focus for improvement from last year, alongside staff development and growth.
- For further detail see [page 29](#)

Average Scores Per Question Theme

We base our belonging scores on a set of statements. These are broken down into the six areas / themes shown below.

We ask our employees to rate how much they agree with each statement to get our 'favourable' score (this is the % of people who either 'Agree' or 'Strongly Agree').

To see the full list of statements and their individual scores see [page 27](#)



Statements with Highest Agreement



Statements with Lowest Agreement



Sept 2024

Oct 2025

Staff Networks

Several staff-led meetups have been launched within the Watershed team. The Neurodiversity Network, the White Fragility reading group, and the Global Majority Meet-up seek to bring communities within teams to reflect on their common experiences.

Internal Communications

With the support of the staff forum, changes have been made to the weekly staff email introducing the following consistent items; celebrating staff and their creativity, ensuring all careers opportunities are shared and weekly staff screening.

Decision Making

The People team have hosted leadership training for Line Managers, SMT and Leadership this year to support them to reflect on their styles of leadership, the way they make decisions and how people's needs are reflected in that process. Surveys and all-staff consultation have happened around big organisational decisions such as Pay Transparency.

Restorative People Practices

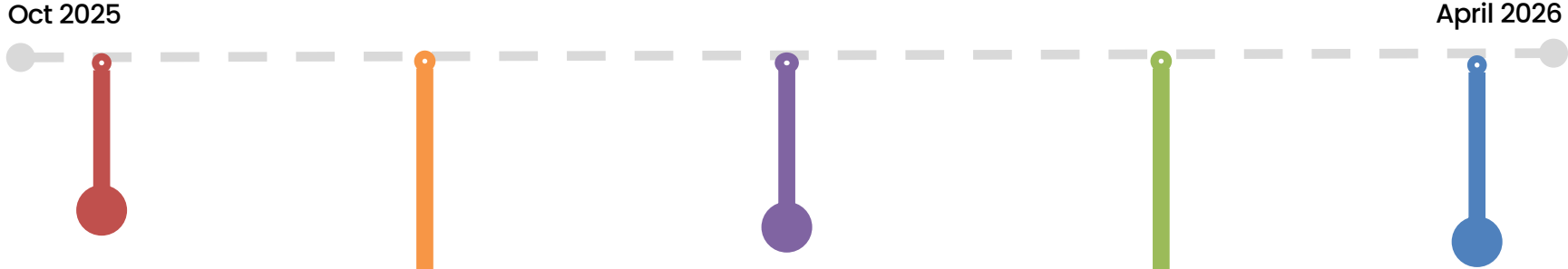
The Resolution Framework was launched in April. All managers and supervisors have been trained in conflict management, and we have a team of 13 Resolution Champions from across the organisation who have received specific training on this role. We now have two internal mediators in the People Team.

Positive Action in Recruitment

The Inclusion data team convened line managers as well as members of staff from the Global Majority to explore barriers to engagement for Global Majority staff and candidates and how Watershed might address them. This supported changes to recruitment and interview processes particularly for front facing teams.

Oct 2025

April 2026



Better understanding the experience of staff from Working Class backgrounds

This year's data has highlighted a need to understand and improve the experience of staff from working class backgrounds. Over the next year the team will seek to understand the issues faced and the questions that need to be asked, and plan for how to respond to them.

Staff Forum

October's staff forum will focus on this year's B&B report – members of the Inclusion Data team will attend to hear feedback and thoughts from members to help inform plans for this year.

On going work to better understand and improve the experience of Global Majority Staff

Continuing our work to understand the experience of working at Watershed for Global Majority staff, the People Team and Head of Data are exploring better ways to produce more insightful data sets of the people who apply for jobs at Watershed. As part of this we are looking to invest in a new HR system which can track the experience of all employees in a consistent way to help us to identify patterns or areas for improvement.

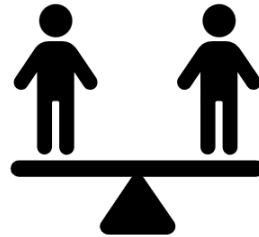
Line Manager Workshops

The People team will host workshops with Line Managers in early 2026 to explore B&B data and other input to identify areas for change and the ways in which the People team can support them in improving the experiences of their teams.

Internal Comms

Leadership teams and the People team will continue to work on ensuring staff are aware of all job and development opportunities, ways of feeding into decision making and ways of feeding back on their experience throughout the year.

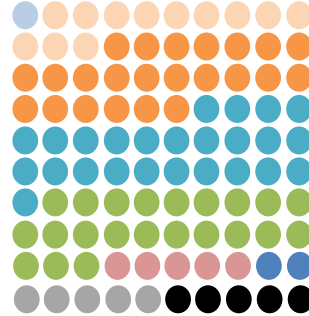
Balance Data



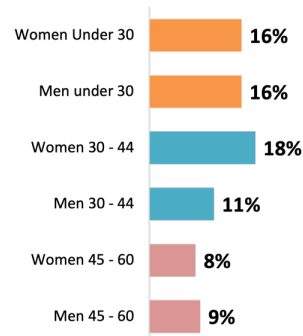


- ❖ Age ranges from 30 – 69 are represented on our board.
- ❖ 72% of our executive and senior management team are 40 or older.
- ❖ The majority of our employees are between 20 and 49 years old (41% in their 20s, 42% 30s or 40s), while 5% are aged under 20 or over 50.
- ❖ The majority of our known freelancers are aged between 30 and 59

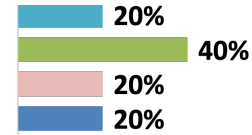
Whole Org



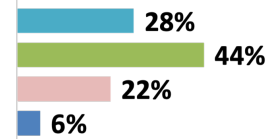
1 dot = 1% of employees



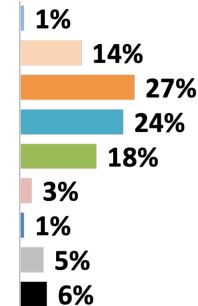
Board



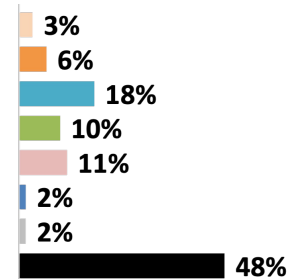
Executive + Senior Management Team



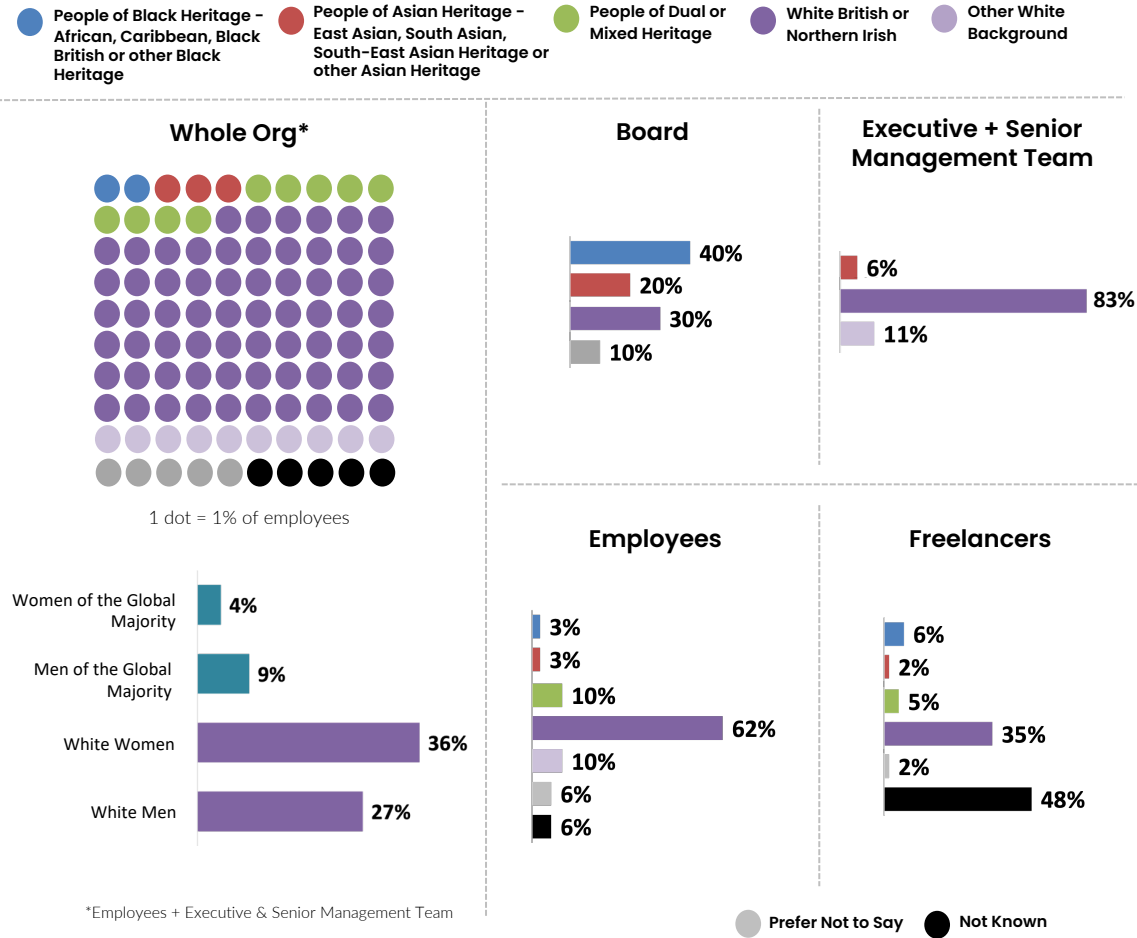
Employees



Freelancers



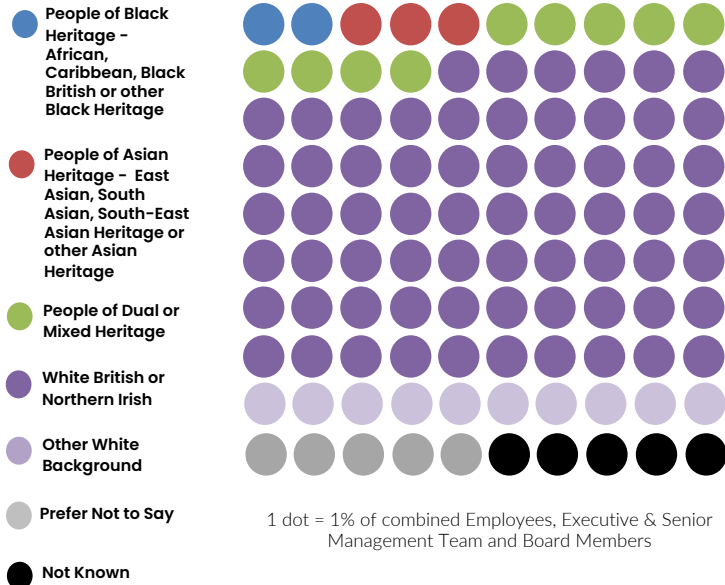
- ❖ In March 2025, 60% of our board, and 6% of our executive and senior management team were from global majority backgrounds.
- ❖ According to Arts Council England’s [‘Equality, Diversity and Inclusion Review 2018 - 23’](#) – in 2022/2023 24% of board members and 12% of managers of Arts Council ‘National Portfolio Organisations’ were from Global Majority backgrounds.
- ❖ 14% of our employees are from Global Majority backgrounds, compared to 13% of our freelancers and 18% of the [Bristol population](#).



We acknowledge that asking people to put a label on their identity through 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 measure progress against ourselves, and in some cases compare against external data sets.

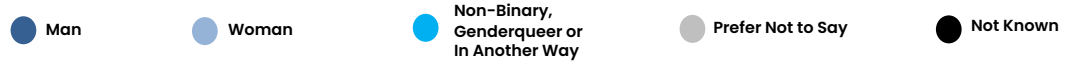
However we also want to ensure that people still feel represented in this report, and as such we included options to self-define within the survey. In the case of Ethnicity, we chose to lead with the free-text question *'How Do you describe your Ethnicity'* before any pre-defined questions were asked. We have taken inspiration for this approach from the ['Whose Culture Report'](#) published by [Rising Arts Agency](#), and listed how people chose to self-define below. We have also included this where we have given headline %s (page 6).

Employees, Executive & Senior Management Team and Board Members



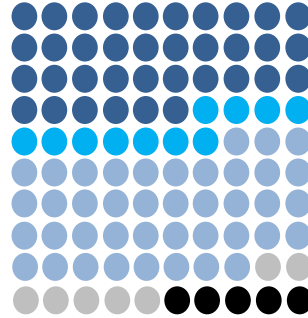
Our employees and board members describe themselves as:

- African & Mixed African/European • Arab/European •
- Black • Black African • Black British (Caribbean) •
- Black British /African Caribbean • Black Of Mixed Heritage •
- British • British Asian • British Indian Namibian • British Mauritian •
- British Pakistani • British-Latino-Mapuche • Dutch • European •
- Half White & Half Black (Black South American) • Indian • Mixed •
- Mixed Asian-White • Mixed Black African & White •
- Mixed Chinese Malay And White British • Mixed Indian/White •
- South Asian • South East Asian • Welsh • White • White British •
- White British / Irish • White British European • White English •
- White European • White Irish • White/English

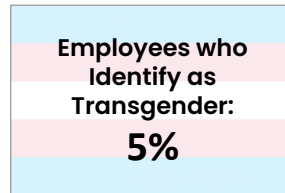


- ❖ In March 2025, 70% of our board, and 72% of our executive and senior management team identified as women.
- ❖ According to the Arts Council England’s [‘Equality, Diversity and Inclusion Review 2018 - 23’](#) – in 2022/2023 - 52% of board members and 70% of managers of Arts Council ‘National Portfolio Organisations’ identified as women.
- ❖ Our balance between men and women employees is almost even at 36% men and 41% women, as well as 11% of our employees identifying as non-binary, genderqueer or in another way.
- ❖ Women are the most represented in our freelancers with 31%, as well as 3% identifying as non-binary, genderqueer or in another way.

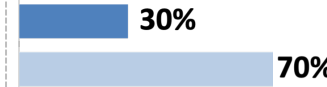
Whole Org*



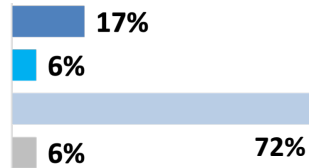
1 dot = 1% of employees



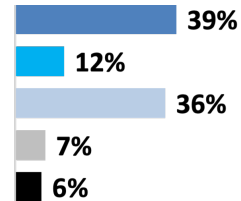
Board



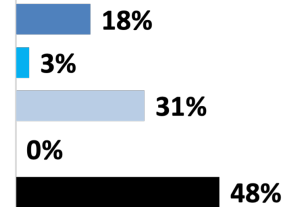
Executive + Senior Management Team



Employees



Freelancers



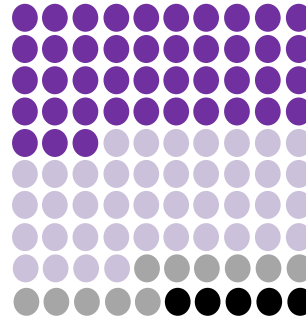
*Employees + Executive & Senior Management Team

- ❖ In March 2025, 20% of our board, and 39% of our executive and senior management team were LGBQA+*.
- ❖ According to the Arts Council England's ['Equality, Diversity and Inclusion Review 2018 - 23'](#) – in 2022/2023 13% of board members and 15% of managers of national portfolio organisations were LGBTQIA+.
- ❖ 43% of our employees, and 21% of our freelancers were LGBQA+*, compared to 6% of the [Bristol population](#).

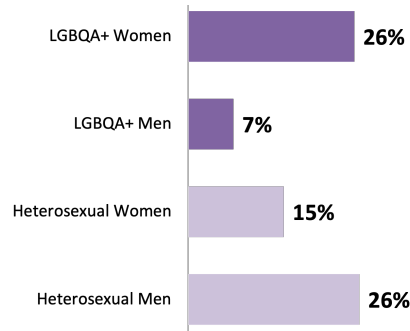
*We have used the acronym LGBQA+ with the intention to reflect the data on sexuality (with transgender (T) data being represented in the gender sections)



Whole Org*

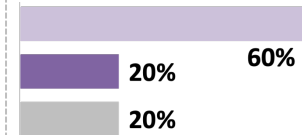


1 dot = 1% of employees

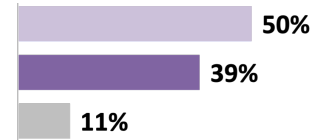


*Employees + Executive & Senior Management Team

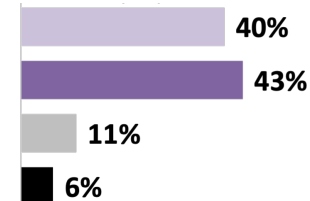
Board



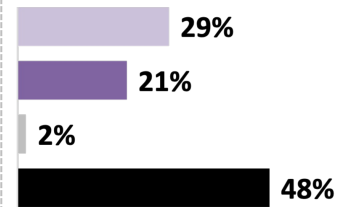
Executive + Senior Management Team



Employees

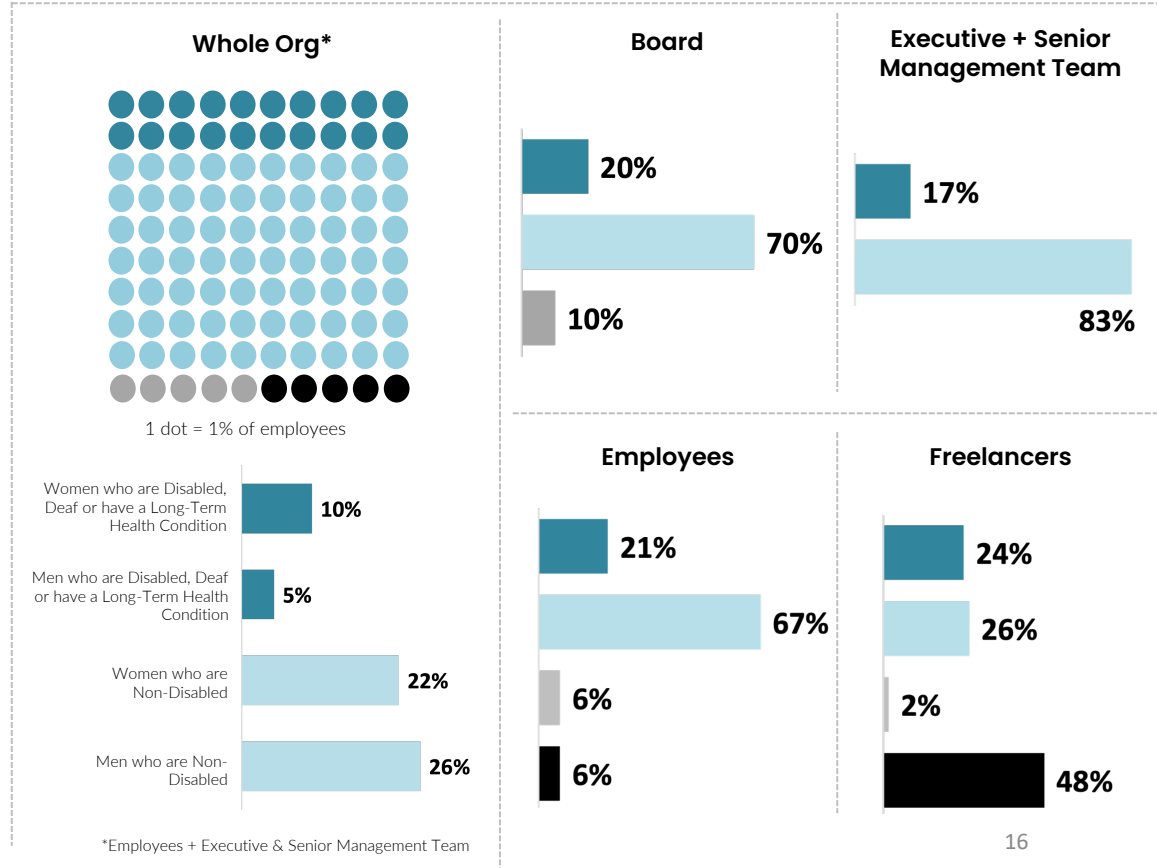


Freelancers





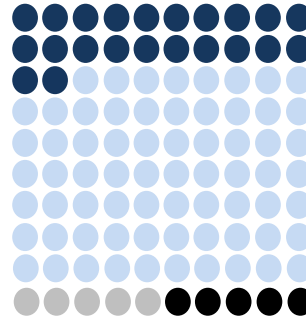
- ❖ In March 2025, 20% of our board, and 17% of our executive and senior management team identified as Disabled, Deaf or have a long-term physical or mental health condition.
- ❖ According to Arts Council England’s [‘Equality, Diversity and Inclusion Review 2018 - 23’](#) – in 2022/2023 12% of board members and 11% of managers of national portfolio organisations identified as Disabled.
- ❖ 21% of our employees, and 24% of our freelancers identified as Disabled, Deaf or have a long-term physical or mental health condition, compared to 11% of the [Bristol population](#).



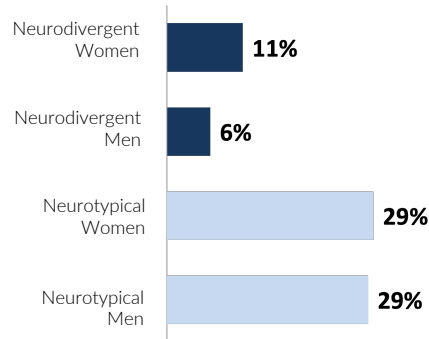
- ❖ In March 2025, 20% of our board identified as Neurodivergent.
- ❖ 11% of our executive and senior management team identified as Neurodivergent.
- ❖ 24% of our employees identified as Neurodivergent.
- ❖ 19% of our freelancers identified as Neurodivergent.
- ❖ 19% of our freelancers identified as Neurodivergent.
- ❖ [It is estimated](#) that 15-20% of the UK population is neurodivergent

● Neurodivergent
 ● Neurotypical
 ● Prefer Not to Say
 ● Not Known

Whole Org*

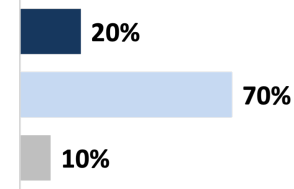


1 dot = 1% of employees

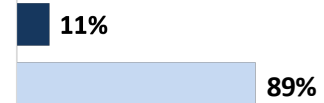


*Employees + Executive & Senior Management Team

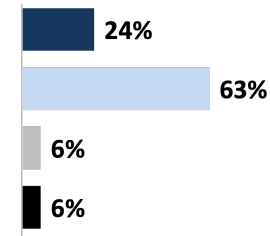
Board



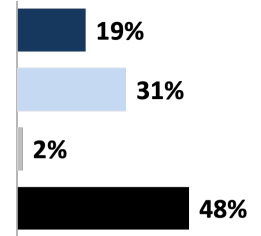
Executive + Senior Management Team



Employees

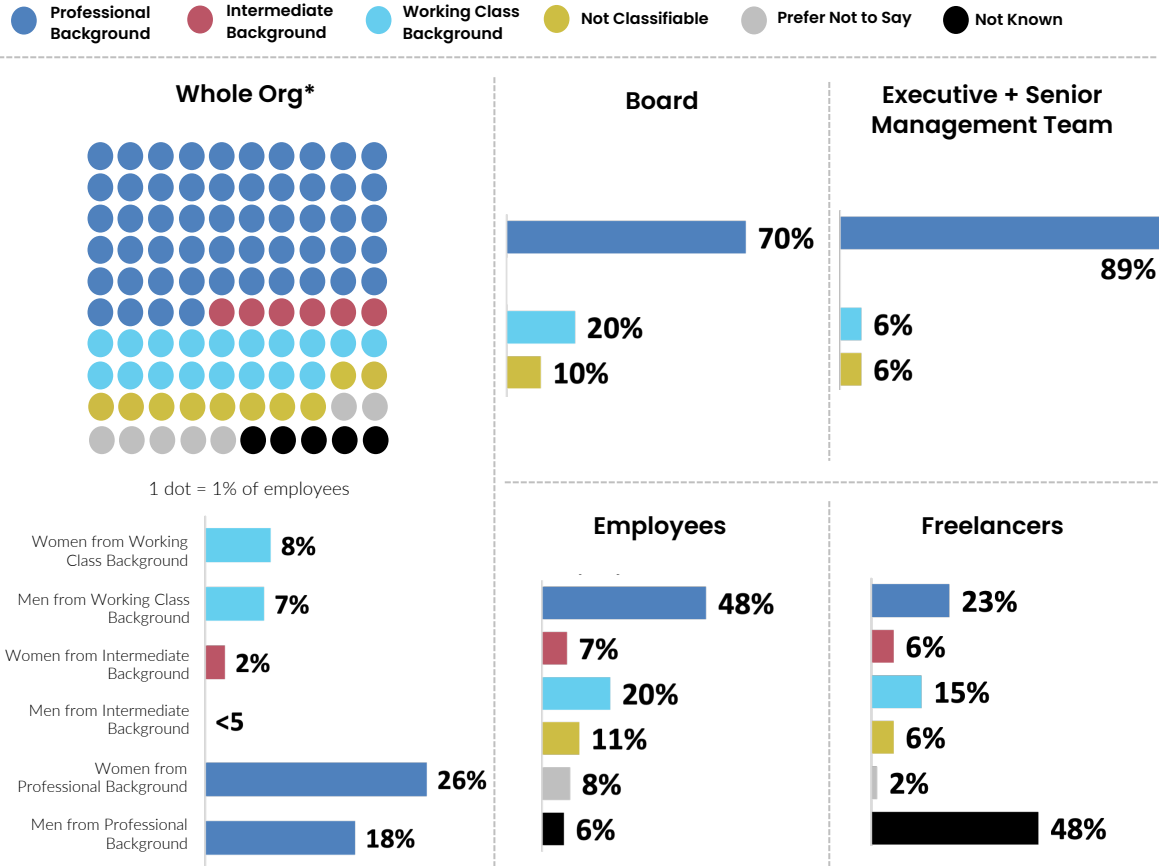


Freelancers



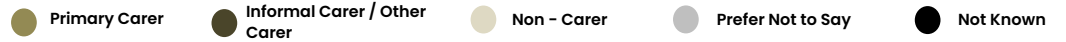


- ❖ In March 2025, 20% of our board came from a working-class background.
- ❖ 6% our executive and senior management team came from a working-class background.
- ❖ 20% of our employees came from a working-class background.
- ❖ 15% of our freelancers came from a working-class background.
- ❖ According to the [Social Mobility Commission](#) data, the national benchmark shows 39% of the UK workforce come from working class backgrounds. In the [creative industries](#), this figure is 27%.
- ❖ According to the Arts Council England's '[Equality, Diversity and Inclusion Review 2018 - 23](#)' – in 2022/2023 the % of employees in Arts Council 'National Portfolio Organisations' from working class backgrounds was only 15%.

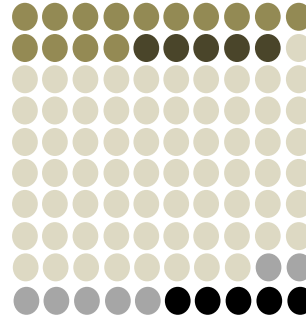


*Employees + Executive & Senior Management Team

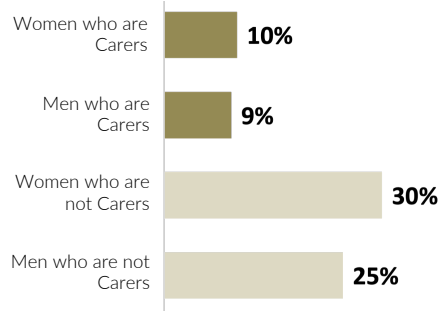
- ❖ 45% of our executive and senior management team are carers.
- ❖ 15% of our employees are carers.



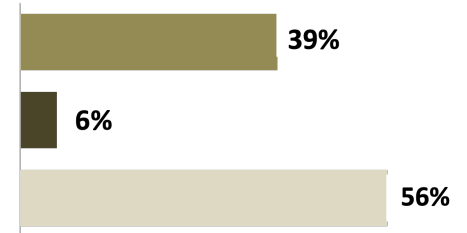
Whole Org*



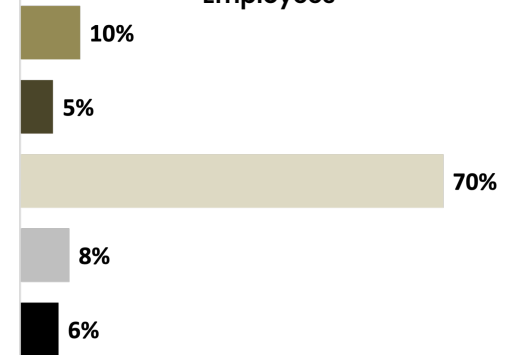
1 dot = 1% of employees



Executive + Senior Management Team



Employees



*Employees + Executive & Senior Management Team

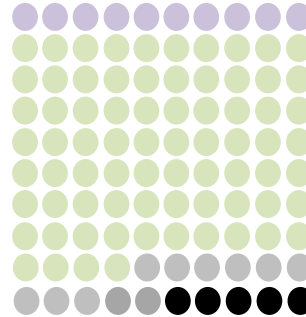
● With Religion or Faith
 ● No Religion
 ● Prefer Not to Say
 ● Not Known

- ❖ 6% of our executive and senior management team identify as having a religion or faith.
- ❖ 10% of our employees identify as having a religion or faith.

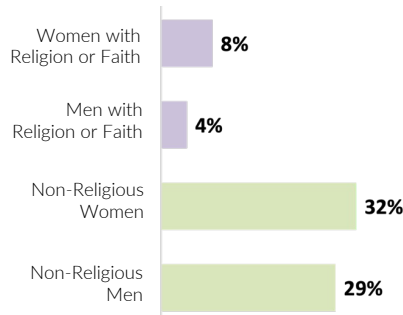
Religions and faiths of our employees:

Buddhist • Christian • Jewish • Muslim • Pagan • Polytheistic

Whole Org*

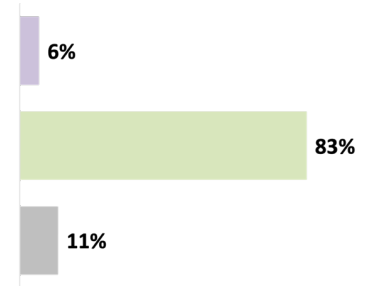


1 dot = 1% of employees

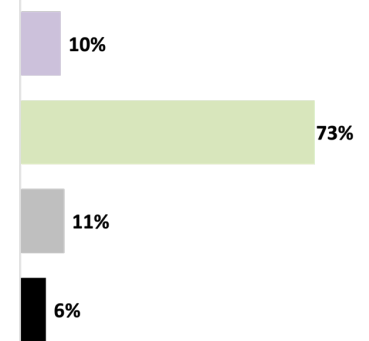


*Employees + Executive & Senior Management Team

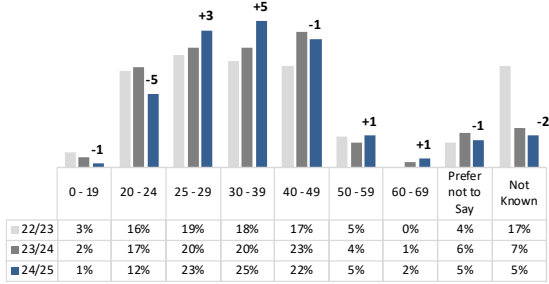
Executive + Senior Management Team



Employees



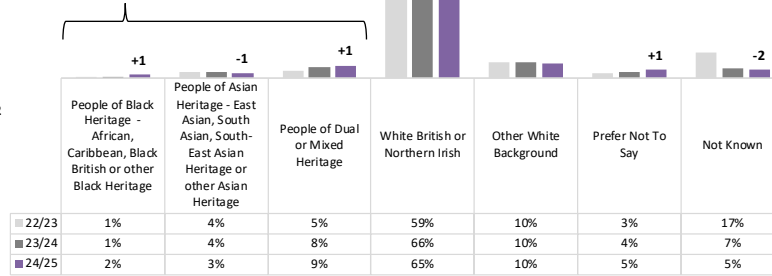
Age



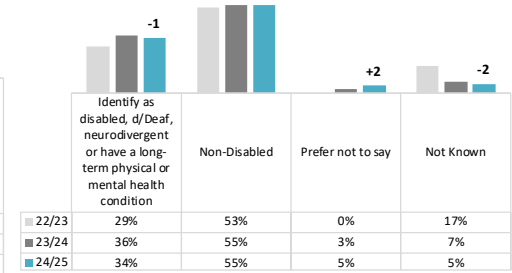
Employees from Global Majority Backgrounds:

2023: 10%
2024: 13%
2025: 14%

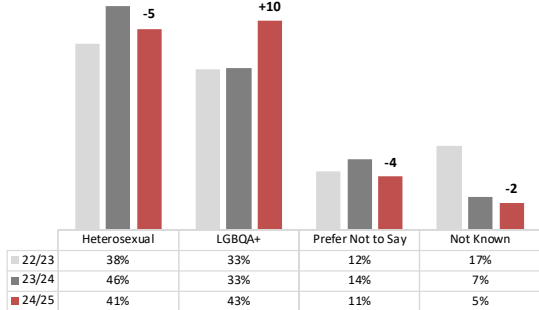
Ethnicity



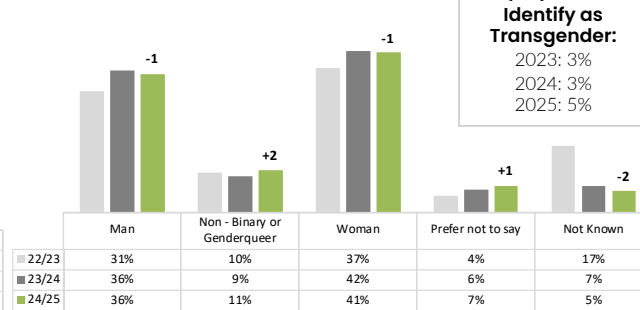
Disabled, Deaf or Neurodivergent



Sexuality



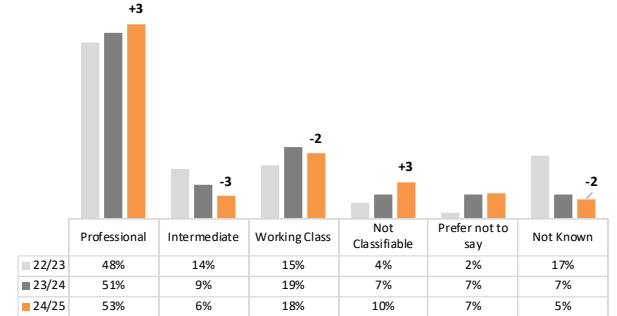
Gender



Employees who Identify as Transgender:

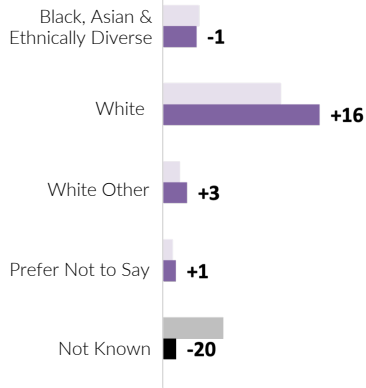
2023: 3%
2024: 3%
2025: 5%

Socio-Economic Background



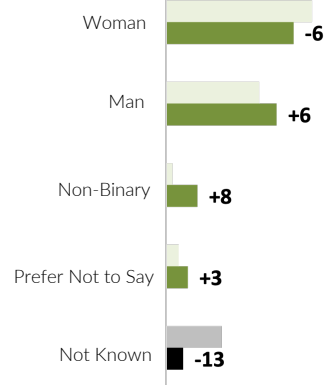
The charts below provide context and show how Watershed’s employee balance data compares to that of the average* of the Arts Council’s National Portfolio organisations (of which Watershed is one). The comparative data is taken from the Art’s Council’s most recent publication (at the time of publication): [‘Equality, Diversity and Inclusion Review 2018 - 23’](#)

Ethnicity



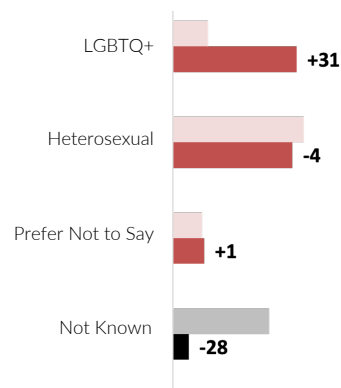
Ethnicity	NPOs	Wshed	+/-
Black, Asian & Ethnically Diverse	15%	14%	-1
White	49%	65%	+16
White Other	7%	10%	+3
Prefer not to say	4%	5%	+1
Not Known	25%	5%	-20

Gender



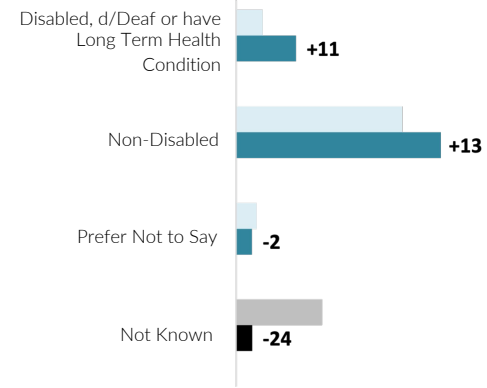
Gender	NPOs	Wshed	+/-
Woman	47%	41%	-6
Man	30%	36%	+6
Non-Binary	2%	10%	+8
Prefer not to say	4%	7%	+3
Not Known	18%	5%	-13

Sexuality



Sexuality	NPOs	Wshed	+/-
LGBTQ+	12%	43%	+31
Heterosexual	45%	41%	-4
Prefer not to say	10%	11%	+1
Not Known	33%	5%	-28

Disability



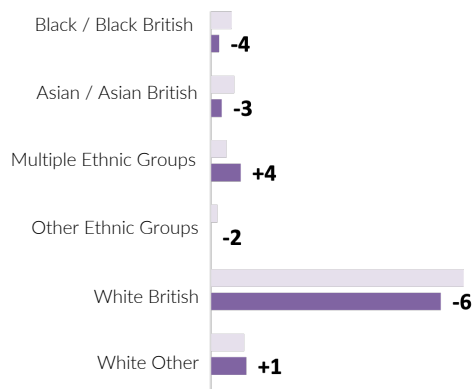
Disability	NPOs	Wshed	+/-
Disabled, d/Deaf or have long term health condition	9%	20%	+11
Non-Disabled	56%	69%	+13
Prefer not to say	7%	5%	-2
Not Known	29%	5%	-24

*the Arts Council data set compared here is that of Permanent staff

**Watershed data has been aggregated to align to the data sets and categorisation / terminology found in the Arts Council report

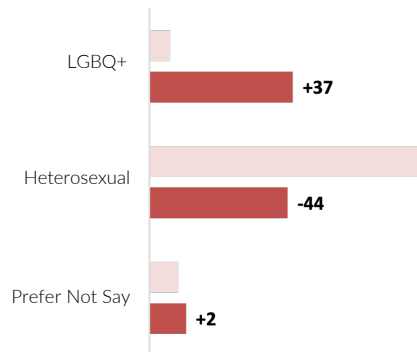
The charts below provide context and show how Watershed's employee balance data compares to that of the [2021 Census data for Bristol](#).

Ethnicity



Ethnicity	Bristol	Wshed	+/-
Black / Black British	6%	2%	-4
Asian / Asian British	7%	3%	-3
Multiple Ethnic Groups	5%	9%	+4
Other Ethnic Groups	2%	0%	-2
White British	72%	65%	-6
White Other	10%	10%	+1

Sexuality



Sexuality	Bristol	Wshed	+/-
LGBQ+	6%	43%	+37
Heterosexual	85%	41%	-44
Prefer not to say	8%	11%	+2

Disability*



Disability	Bristol	Wshed	+/-
Disabled (self-identified)	17.2%	20.2%	+3

*Watershed data has been aggregated to align to the data sets and categorisation / terminology found in [Bristol City Council Equalities Statistics Report](#)

**Watershed gender data currently does not map against Census data

Belonging Data



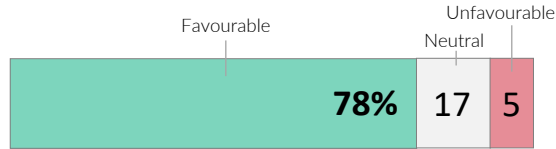
We base our belonging scores on a set of statements (broken down into questions across the six sections below); we ask our employees to rate how much they agree with each statement to get our **'favourable' score** (this is the % of people who either 'Agree' or 'Strongly Agree').



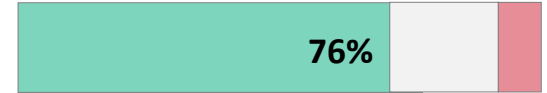


89% of employee responses rated their overall experience of working at Watershed as 'Brilliant' or 'Good'.

Organisational Culture



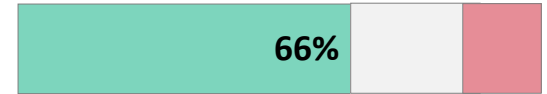
Inclusion & Balance



Equity



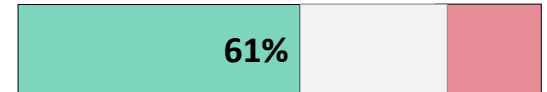
Organisational Goals & Decision Making



Voice



Growth



*Averages for responses across the whole organisation, for all questions in each section.



Organisational Culture			
	I can be myself at work e.g I don't feel like I have to pretend to be someone I'm not while I'm at work	<div style="width: 86%;"><div style="width: 86%;"></div></div> 86%	+1
	I feel respected at Watershed	<div style="width: 82%;"><div style="width: 82%;"></div></div> 82%	+7
	I feel valued for the contribution I can make to Watershed	<div style="width: 68%;"><div style="width: 68%;"></div></div> 68%	-5
	Do Watershed's values feel present in your experience of working at Watershed? <small>Here's a reminder of the values: Inclusive, Transparent, Responsible, Kind, Helpful</small>	<div style="width: 76%;"><div style="width: 76%;"></div></div> 76%	+2

Organisational Goals & Decision Making			
	I am included in decisions that affect my work	<div style="width: 53%;"><div style="width: 53%;"></div></div> 53%	-3
	Perspectives like mine have been considered in decisions affecting my area of work	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%	-4
	I understand the mechanisms that I could use to feed in to organisational decisions and changes	<div style="width: 61%;"><div style="width: 61%;"></div></div> 61%	-2
	I understand how my work contributes to Watershed's goals and purpose	<div style="width: 85%;"><div style="width: 85%;"></div></div> 85%	-1

Equity			
	My performance at work is evaluated fairly	<div style="width: 84%;"><div style="width: 84%;"></div></div> 84%	+4
	Tasks that don't have a specific owner are fairly divided in my team	<div style="width: 64%;"><div style="width: 64%;"></div></div> 64%	-7
	I am provided with the information I need to do my job well	<div style="width: 77%;"><div style="width: 77%;"></div></div> 77%	-8

Growth			
	I feel supported to develop my skillset within my role	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%	-2
	I feel there are equal opportunities to succeed / grow / develop at Watershed	<div style="width: 43%;"><div style="width: 43%;"></div></div> 43%	+4
	When there are career opportunities at Watershed, I am aware of them	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	+17

Voice			
	At work I experience open and honest communication with management	<div style="width: 78%;"><div style="width: 78%;"></div></div> 78%	+3
	At work I experience open and honest communication with colleagues	<div style="width: 87%;"><div style="width: 87%;"></div></div> 87%	-8
	When I share my opinions about work they are valued	<div style="width: 77%;"><div style="width: 77%;"></div></div> 77%	+2
	I feel able to voice alternative perspectives about work or respectfully challenge other opinions(Without worrying about negative consequences)	<div style="width: 71%;"><div style="width: 71%;"></div></div> 71%	+6

Inclusion & Balance			
	Watershed values inclusion and balance	<div style="width: 87%;"><div style="width: 87%;"></div></div> 87%	+6
	Watershed is an inclusive environment to work in	<div style="width: 83%;"><div style="width: 83%;"></div></div> 83%	-0
	Watershed builds teams that are balanced	<div style="width: 55%;"><div style="width: 55%;"></div></div> 55%	+12
	I am comfortable sharing my personal background and experiences at Watershed(in as much as I want to)	<div style="width: 79%;"><div style="width: 79%;"></div></div> 79%	-1

The rating of overall employee experience continues to score highly (and increased by 3pp this year) with the **89% of employees rating their overall experience at Watershed as being 'Good' or 'Brilliant'**.

We're pleased to see that the following questions relating to inclusion and culture at work continuing to score highly;

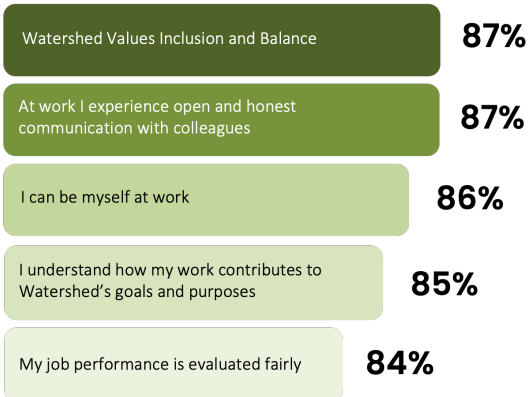
- 'I can be myself at work' (86%, +1pp)
- 'Watershed is an inclusive environment to work in' (83%, no change)
- 'I feel respected at Watershed' (82%, +7pp)

Internal communication and clarity on the organisations values in relation to inclusion & balance were also key areas of strength in this year's survey;

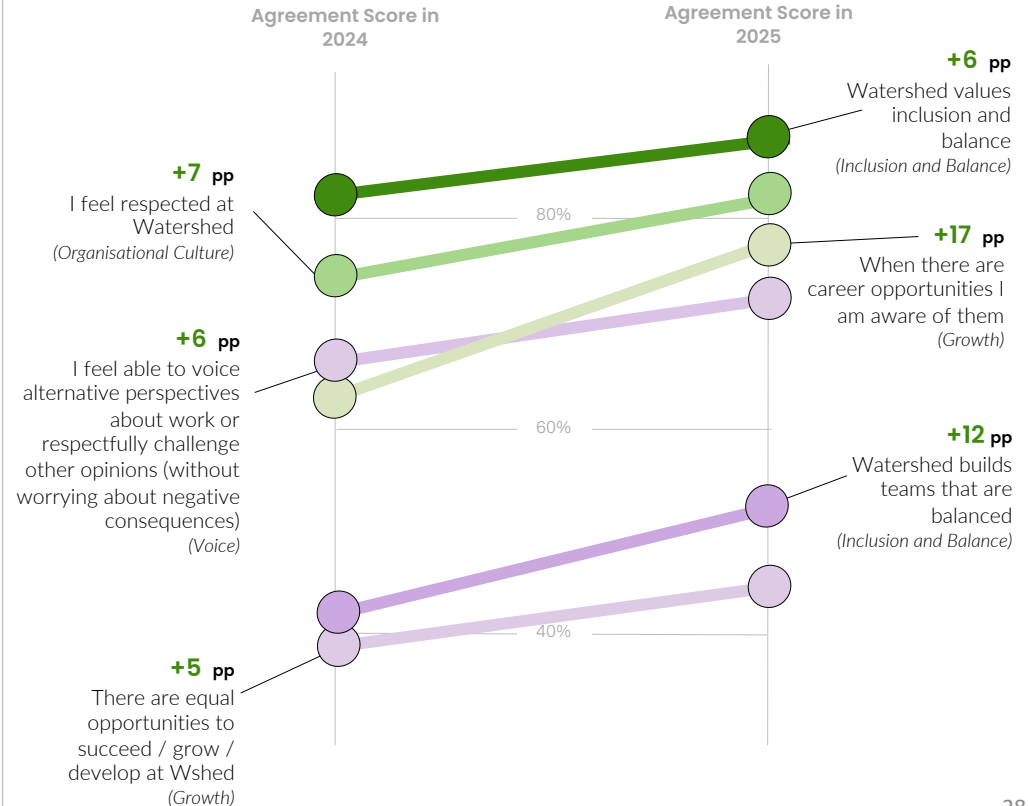
- 'Watershed values inclusion and balance' (87%, +6pp)
- 'When there are career opportunities I am aware of them' (79%, +17pp)

However our goal is always to continue improving things for those who did not feel they could agree with those statements.

Statements with Highest Agreement



Largest Improvements



Decision making continues to be an area we'll be focusing on improving;

- 'I am included in decisions that affect my work' (53%, -3pp)
- 'Perspectives like mine have been considered in decisions affecting my area of work' (61%, -4pp)
- 'I understand the mechanisms that I could use to feed in to organisational decisions and changes' (62%, -2pp)

Whilst **Staff development and growth** did see some improvements from last year (especially re staff being aware of career opportunities), both staff feeling there are equal opportunities and feeling supported to develop are key areas to improve this year;

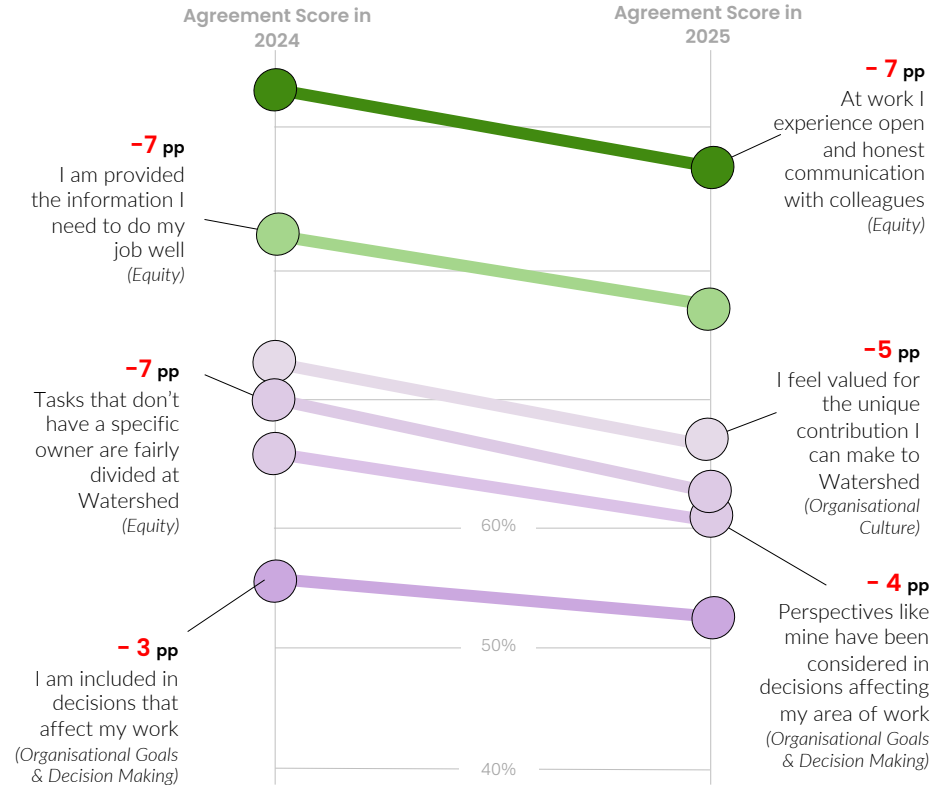
- 'I Feel there are equal opportunities to succeed / grow / develop at Watershed' (44%, +5pp)
- 'I feel supported to develop my skillset within my role' (60%, -2pp)
- 'Where there are career opportunities at Watershed, I am aware of them' (79%, +17pp)

Balanced teams; 'Watershed builds teams that are balanced' (55%, +12pp) whilst it did show an increase from last year, it also continues as an area of focus for improvement from last year and will continue to be one of our key priorities going forward.

Statements with Lowest Agreement



Largest Declines





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 (Prefer Not to Say) & where people have not submitted their data (Not Known).
- **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 enable comparison to other data sets (i.e Comparison to NPO average page 22).
- **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 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 [References and Inspiration on page 36](#)

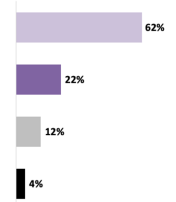
Visualising the Data

In the report 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.

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



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](#)
- [Global Majority; Decolonising the language and Reframing the Conversation about Race](#)

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. 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:

- *What is Your Gender? / Do You Identify as transgender?*

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 or Belief?*

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

Carers

What Question Was Asked:

- *Are you a carer?*

What Options were given:

- *Primary carer of a child or children (under 18) / Primary carer of disabled adult (18 and above) / Primary carer of disabled child or children / Primary carer of older person (65 and above) / Secondary carer / Non / Prefer Not to Say / Prefer to Self-Describe*

How We've Aggregated The Data:

- We've aggregated the data for the public report to Primary or Informal/Other caregiver due to small data sets.

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?*
- *Q3 What type of school did you mainly attend between the ages of 11 and 16?*

What Options were given:

- The answer options were based on those as recommended in the Social Mobility Commission: [Creative Industries Toolkit](#)

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 the Social Mobility Commission: [Creative Industries Toolkit](#)

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: [Creative Industries 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?*
- *If you answered yes to the above question please select from the following.*

What Options were given:

- 1st Question: Yes / No
- Follow up question options: Disabled / Deaf / Neurodivergent / Have a long-term Physical health condition / Have a long-term mental health condition / Prefer Not to Say

How We've Aggregated The Data:

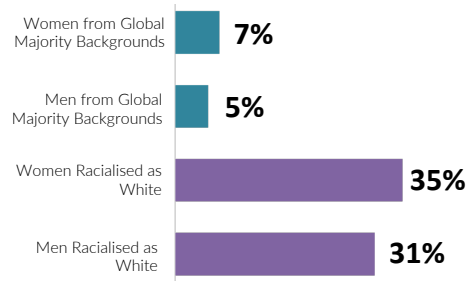
- Data has been aggregated to two categories; 'Disabled, Deaf or Long-Term Health Condition' and Neurodivergent.

Language:

- The language used for the question and answer options has been based on that used by the Arts Council, and [Scope](#)

Intersectional Data in this Report

Where you see balance data graphs (pages 11-20) shown as a combination of identities or demographics (like the graph to the right – combining gender and ethnicity), this an intersectional approach to looking at our balance data.



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**.

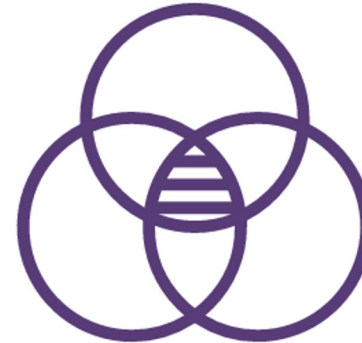
Intersectionality is also a useful way to understand that we all embody intersecting characteristics, and our identities, and our experiences are based on these.

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](#)



Below are a list of sources we have referenced or drawn inspiration from throughout our work in this area:

APPROACH AND THOUGHT LEADERSHIP

[Aubrey Blanche](#)

- [Why Do I Need A Suitable Diversity Data Ontology For DEI Work?](#)

[Culture Amp](#)

- [Diversity and Inclusion survey: Building a more inclusive future](#)
- [The science behind the Inclusion survey](#)
- [7 Charts that define the employee experience in 2023](#)

Heather Krause – [We All Count; Project for Equity in Data Science](#)

- [Keeping Data Inclusivity Without Diluting your Results](#)
- [Why We Need Intersectionality in our Demographic Data](#)

[Prof. Pragya Agarwal](#)

- [Sway: Unravelling Unconscious Bias](#)

[Professor Kimberlé Crenshaw](#)

- [Intersectionality](#)

[Cole Nussbaumer Knaflic](#)

- [Storytelling with Data](#)

[Kevin Guyan](#)

- [Queer Data: Using Gender, Sex and Sexuality Data for Action](#)

DISABILITY

- [Shape Arts – Social Model of Disability](#)
- [Scope](#)
- [Unlimited](#)
- [Arts Council England – Making a Shift](#)

ETHNICITY

- [#BAMEOver](#)

[Rosemary Campbell-Stephens](#)

- [Global Majority; Decolonising the language and Reframing the Conversation about Race](#)

GENDER AND SEXUALITY

- [Stonewall: Do Ask, Do Tell. Capturing data on Sexual orientation and Gender Identity Globally](#)
- Human Rights Commission Research Report: [Monitoring equality: Developing a gender identity question](#) (2011)

SOCIO-ECONOMIC BACKGROUND

- **Office National Statistics:** [The National Statistics Socio-Economic classification](#)
- Social Mobility Commission: [Creative Industries Toolkit](#)
- [Panic! Social class, taste and inequalities in the creative sector](#)