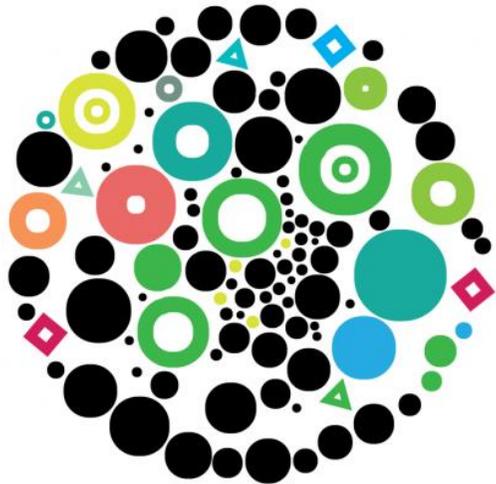


Studio Resident Community Diversity & Inclusion Report 2022



pervasive media studio

The Pervasive Media Studio is a creative technologies collaboration between Watershed, UWE Bristol and University of Bristol.

WATERSHED





Welcome to the 2022 report on the data gathered from the Annual Studio Resident survey.

Sharing this report is part of our ongoing commitment to regularly share the information you give us in the survey, and our aim to be more transparent about the impact that the data has. Whilst the core of structure of the survey will remain the same, we are adjusting our work each year. This is often led by the feedback you give us in the survey, but also by the work of Watershed's organisational inclusion work and the Inclusion Data Working Group. This report covers the data and information that comes from the Survey.

Our aim with this report is to continue:

- **sharing the existing studio community survey data and the inclusion survey data** in a clear and transparent way
- **outlining areas** we have identified that **need addressing**
- and most importantly, to **invite the studio community to continue to feedback and work with us** to ensure we approach this area of work in most inclusive way possible. Details of how you can get in touch are listed at the end of this report.



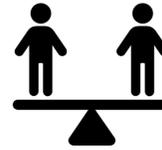
HEADLINES AND APPENDICES

- [Our Approach to Data Led Inclusion](#)
- [Survey Engagement](#)
- [Introducing Balance and Belonging](#)
- [Balance Data Headlines](#)
- [Feedback & Future Development of the Survey](#)
- [How to Feedback](#)

Appendices

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

THE DATA



Balance Data

- [Resident Community Balance Data Overview](#)
- [Intersectional Balance Data](#)
- [Balancing Representation with anonymity](#)



Belonging Data

- [Approach overview](#)
- [Resident Community Belonging Data](#)
- [How We'll Use the Data](#)

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 Pervasive Media Studio this focuses on studio-wide surveying that looks deeply and honestly at the community'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. This group is currently made up of [Layla Barron](#) (Head of Data and Operations), [Luke Emery](#) (Pervasive Media Studio Producer) and [Tony Bhajam](#) (Inclusion Producer on [Bristol+Bath Creative R+D](#)). They dedicate 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:

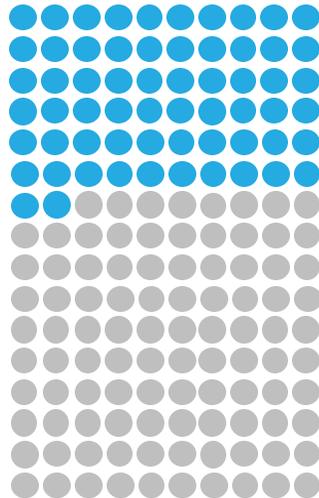
- [Inclusion Guided by Principles](#)
- [Collecting Inclusion Data: Watershed's Approach to Balance and Belonging](#)

This year we undertook a recontracting process for the studio community – as a result of this process the total number of residents changed from 160 in 2021 to 126 this year.

The graphics below demonstrate the corresponding respondent size we have had this year in comparison to last year.

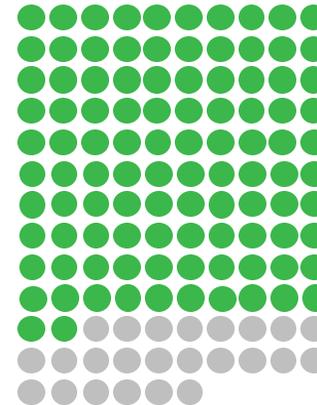
2020/2021

160 Residents
62 Responses
39% Response Rate



2021/2022

126 Residents
102 Responses
81% Response Rate

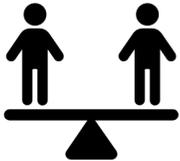


-   = Residents who completed inclusion survey
-  = Residents who did not complete inclusion survey



It's not only about how many people of a specific demographic are represented.... It's about balancing various perspectives-- which we know come from our identities and life experiences... And it's about how people feel when they come to work."

[Aubrey Blanche, Rethinking Diversity](#)



In 2021, the inclusion data working group spent time researching how other organisations approach their inclusion data, and adopted the framework of **Balance and Belonging** (based on the work of [Aubrey Blanche](#)). [Further information on our Approach to Balance & Belonging](#)

This framework looks to expand on the usual collection of purely demographic data, to also include questions on how people feel in a certain space – i.e their sense of ‘belonging’.

This framework, and the inclusion of ‘belonging’ questions, were introduced for the [2021 Watershed staff survey](#), and have been introduced into the Studio survey for the first time this year. The aim of gathering both balance and belonging data (and analysing data by cross-referencing both sets) is to give insight into not only who our resident community are, but also how they feel – and gaining some insight into how equitable the experience is.

What Does the Data Tell Us?

BALANCE Data tells us:

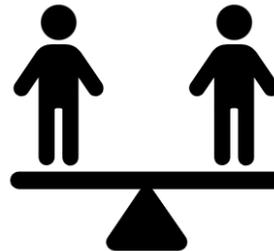
- What **different identities, and backgrounds (both singular and intersectional) are represented in the studio**
- The **balance** of those different identities, and backgrounds

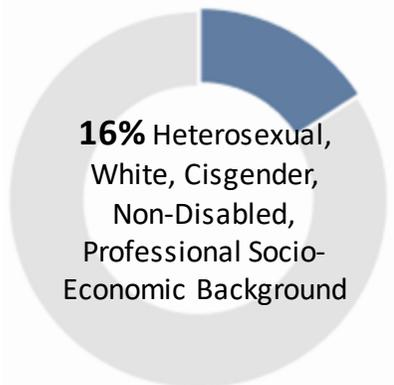
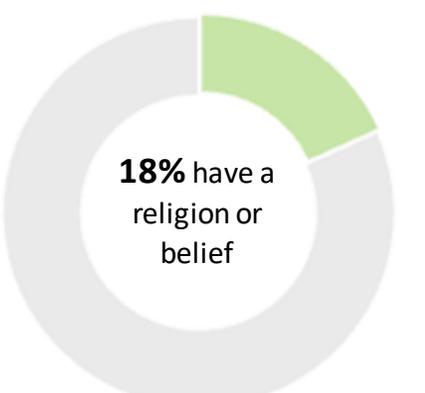
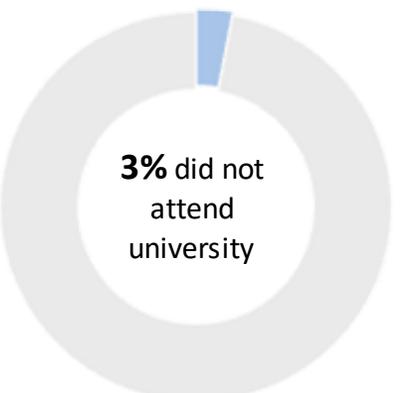
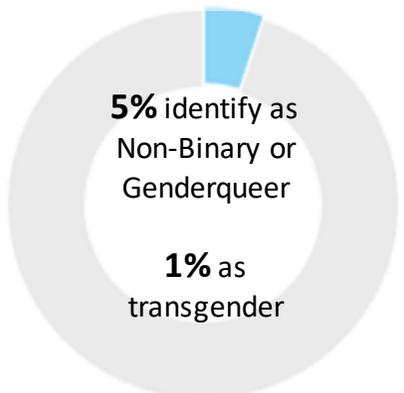
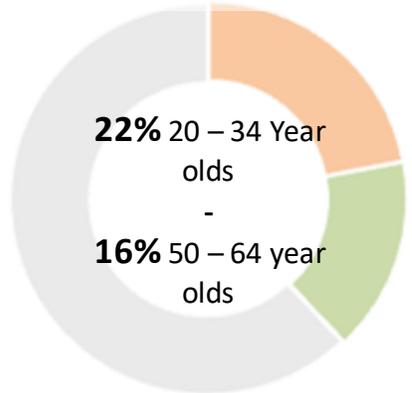
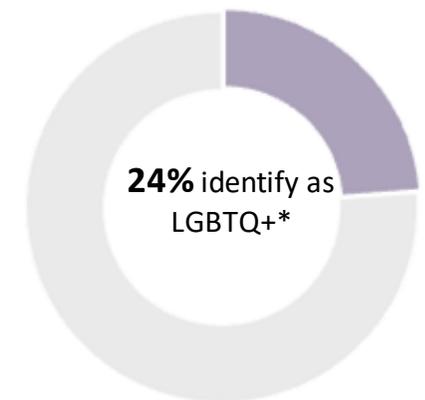
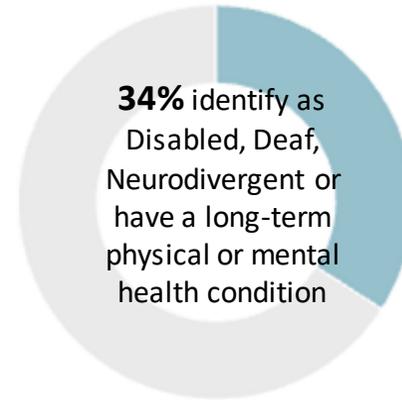
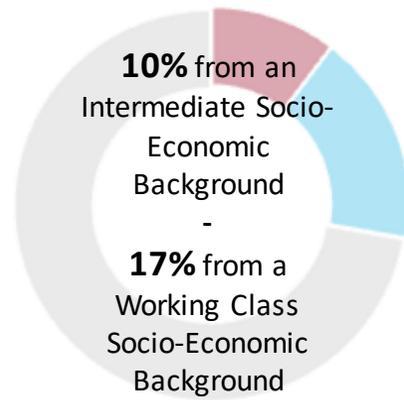
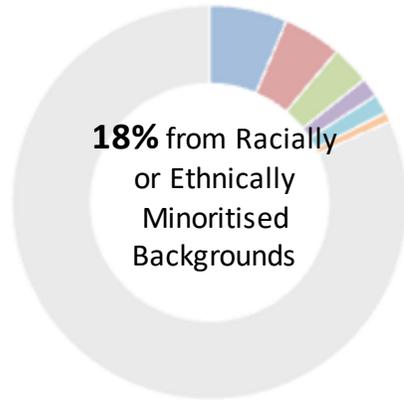
BELONGING Data tells us:

- How residents **experience** the studio culture
- How the **experience differs** between people with different singular and intersectional identities.
- What are our **strengths, and where are our opportunities to improve.**



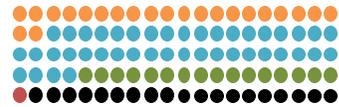
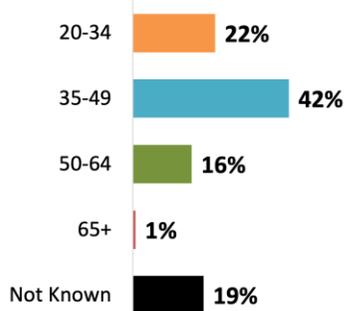
Balance (Demographic) Data



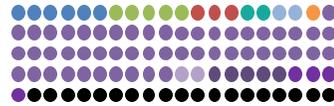
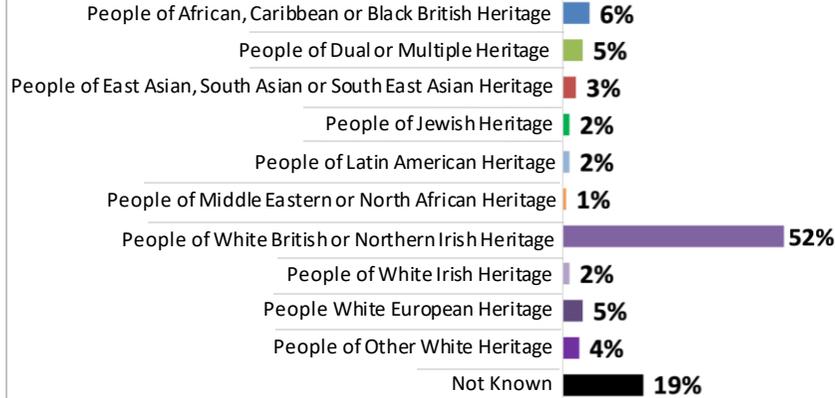


*We have used the acronym LGBQA+ with the intention to reflect the data on sexuality (with transgender (T) data being represented in the gender identity section)

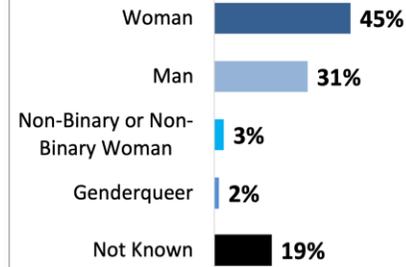
Age



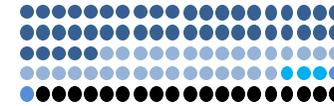
Ethnicity



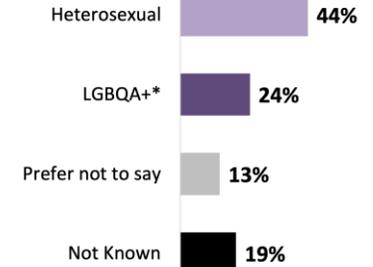
Gender



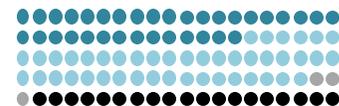
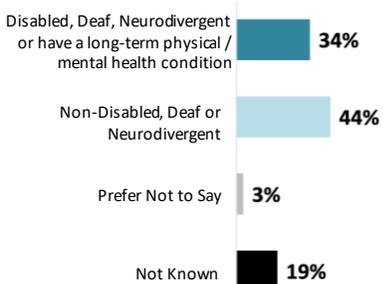
Residents who Identify as Transgender = 1%



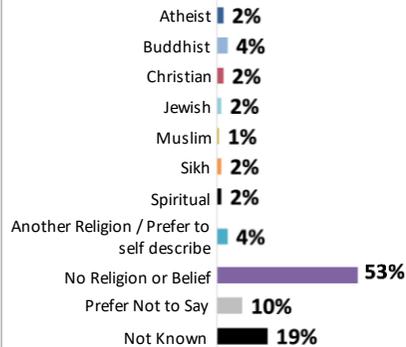
Sexuality



Disabled, Deaf or Neurodivergent

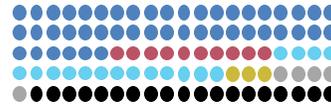
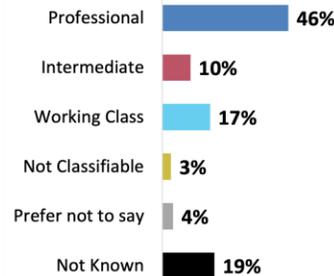


Religion

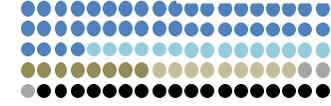
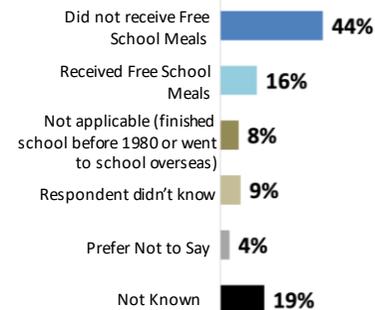


Socio-Economic Background (SEB)

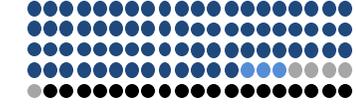
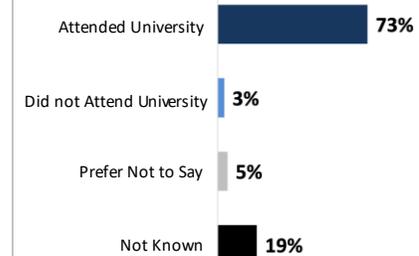
SEB Estimated using NS-SEC



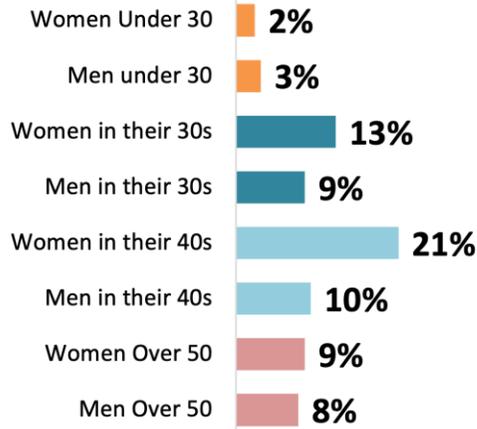
Free School Meals



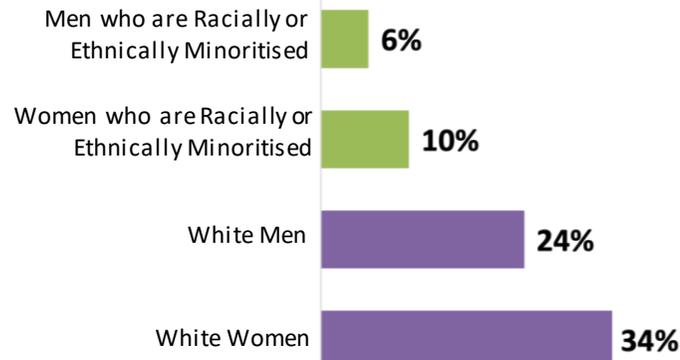
University Attendance



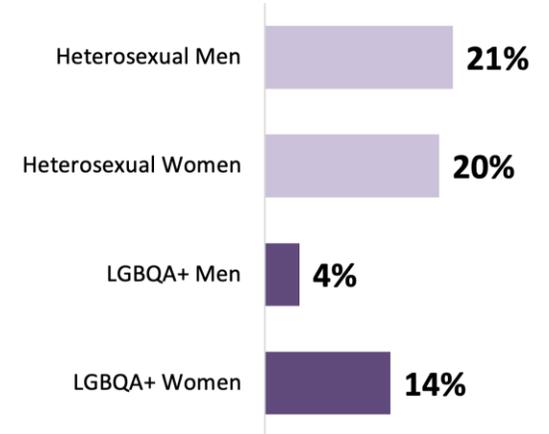
Gender & Age



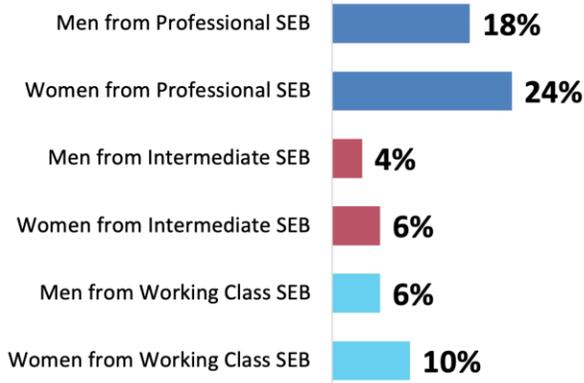
Gender & Ethnicity



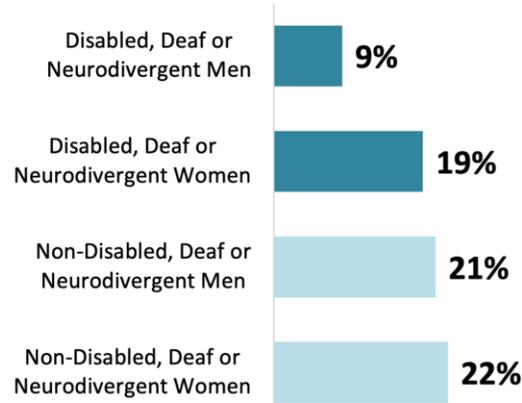
Gender & Sexuality



Gender & Socio-Economic Background (SEB)



Gender & Disabled, Deaf or Neurodiverse



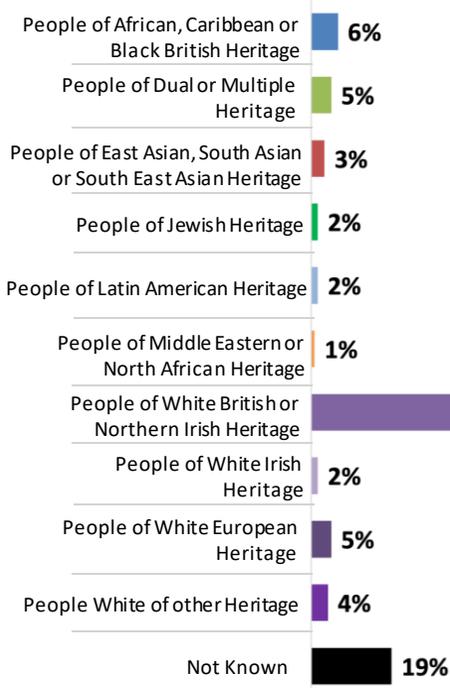
%s = % of residents

This data represents the 79% of respondents who were happy for their data to be broken down in this way - it is therefore not complete

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.

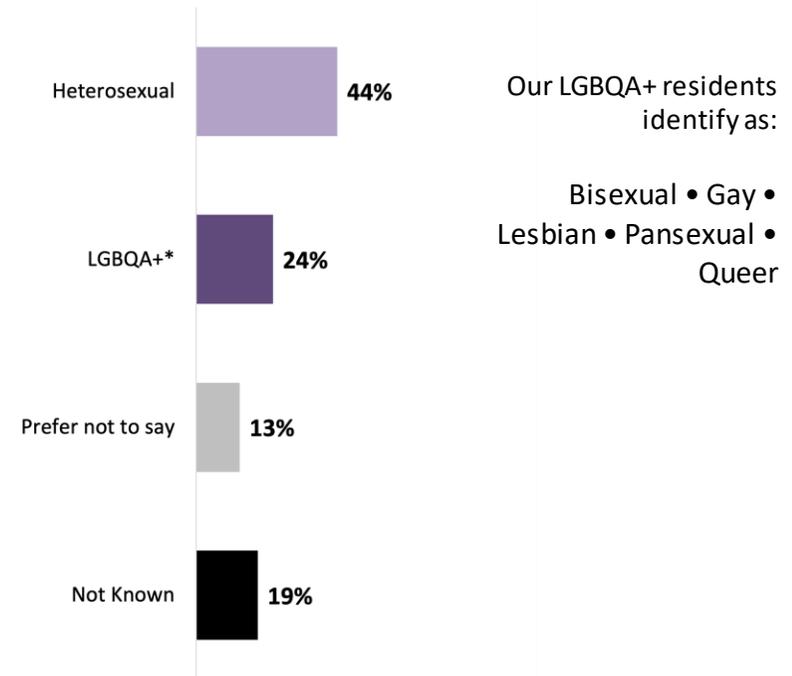
Ethnicity



Residents describe themselves as:

- Anglo-Scottish-Hungarian-Irish • Asian • Black • Black British • Black British African • Black Caribbean • British • British Born Jamaican with roots somewhere in Africa • British Indian • British Indian/South Asian • Chinese born British • Dual heritage - British and Filipino • Dual Heritage African American / White American • Egyptian • English • European • Greek • Jewish • Latin American • Latinx • Mixed - Middle Eastern/Western Asia • Mixed Heritage Black African & White British • Mixed white and Asian • Non-British white • Nordic white • Person of White and South East Asian Heritage • Scottish or White Scottish British • Welsh • White • White British • White English • White European • White Irish • White Mixed • White Northern European • White Welsh

Sexuality

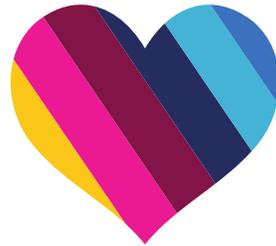


Our LGBQA+ residents identify as:

- 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)

Belonging Data



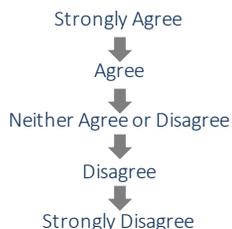


For the first time this year we included survey questions aimed at understanding resident experience. We adapted questions from [Culture Amp's Diversity and Inclusion survey](#) to measure 3 key areas of resident experience within the studio; **Inclusion, Belonging** and **Voice**.

What The Data is Based on

Likert Scale:

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.
- When looking at the example 'favourable score' shown on the right, you can read this as; '73% of residents who responded to this question felt that at the studio there is open and honest two-way communication'.

Reading the Data

Impact

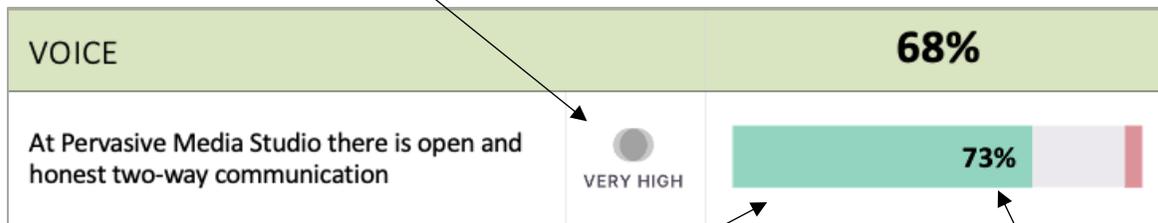
The impact score helps to steer our focus on questions that will have the highest impact on inclusion.

The higher the impact score = the higher impact on inclusion.

This is calculated through the [Culture Amp impact driver](#) algorithm, based on the correlation of responses these questions have in relation to those in the inclusion section.

Favourable Score per Area

Combined percentage of 'Strongly Agree' and 'Agree' answers for all questions in this area



Visualisation:

Graph showing proportional representation of the breakdown of responses.

Key

- Combined 'Strongly Agree' & 'Agree'
- Neither Agree or Disagree
- Combined 'Strongly Disagree' & 'Disagree'

Favourable Score per Question

Combined percentage of 'Strongly Agree' and 'Agree' answers for this question



Impact*		Favourable Score
INCLUSION		71%
I can be my authentic self when I'm in the studio		68%
I feel respected in the studio		84%
I feel like I belong in the studio		61%
BELONGING		63%
I feel valued for the unique contribution I can make to the studio	HIGH	63%
I feel safe to take risks at the studio	HIGH	64%
VOICE		68%
At Pervasive Media Studio there is open and honest two-way communication	VERY HIGH	73%
When I share my opinion, it is valued	VERY HIGH	75%
I can voice a contrary opinion without fear of negative consequences	HIGH	59%

As this is the first year we have collected this data, and without a relevant benchmark, any insight into these scores at a top level is limited.

These scores will be used as a benchmark to measure next year's survey data against – with the aim being that the inclusion activity that happens between surveys will impact positively on resident's experience – and will be shown through the 'favourable' scores increasing.

Headlines:

- On average the 'neutral' responses (where people responded 'neither agree nor disagree') are relatively high (25% compared against 20% from Watershed's Staff 2022 survey).
- The average negative responses were 7%.
- The 3 questions with the highest negative scores (and therefore areas where there is most opportunity to improve) were:
 - ❖ I can be my authentic self when I'm in the studio (12%)
 - ❖ I can voice a contrary opinion without fear of negative consequences (12%)
 - ❖ I feel safe to take risks at the studio (10%)

**The rating in the 'Impact' column shown in the belonging and voice sections are the statistically calculated levels of impact that each question has on statements in the Inclusion section.*



Get a temperature check of current Resident Experience



Identify potential areas of inequity in resident experience



Identify opportunities for improvement, & inform the coming year's inclusion action planning.



Measure the impact of our inclusion activity

- We'll get an overview of how the studio community rate their experience in these 3 key areas - acknowledging this data will not be conclusive – but rather a temperature check to be used alongside other methods of feedback, and to help feed into ongoing conversations within the community.

- By cross-referencing both the balance and belonging data, we are able to identify if there are significant differences in experience ratings between different singular and intersectional identities.
- To mitigate against the risk of hypervisibility, and potential for misinterpretation of the data, the breakdown of belonging data in this way will be kept confidential & only viewed by members of the Data Inclusion working group and Executive Producer, and used to help feed into our inclusion action plan.

- The Executive Producer and Inclusion Producer, working with Watershed's Head of Data and Operations, will review all data from the survey including all text based feedback and comments.
- Using the data we'll identify the key areas for improvement, and use these (alongside other feedback external to the survey process) to inform the design of our inclusion activity.

- We will track trends in this data as one way to measure the impact of our inclusion activity



Future Development and Feedback

The suggestions listed below outline our current thinking about how to develop our approach to the studio inclusion survey. We acknowledge this is not a static area of work, and as language and understanding evolves we will continue to iterate. This process is also underpinned by consistent and open conversation to ensure our approach remains as inclusive and relevant as possible.

Survey Accessibility

- *“Would like to see an easy read version of this.”*
- *“Appreciate efforts to explain methodology but I found myself wading through reams of text to get to the question.”*

Within the survey itself we try and explain exactly how data will be used, how it will be shared and with whom – all with the aim that any data given is very much an informed decision, however in the past that has meant a lot of words on the page.

Going forward we’ll look to condense and streamline these accompanying explanations.

Development of Methodology and Approach Towards Questions relating to Disability

Following on from feedback we are looking to review and develop how we gather data in relation to disability, with the aim to ensure the process and approach itself is inclusive and that the resulting data is meaningful.

We are in the process of engaging a disability-led organisation to work with us to review and develop our approach to this area of data collection.

Addition of Carer Status

Following feedback we will add a question in our balance section relating to carer status in next year’s survey.

True Anonymity of the Data

There were some comments highlighting concerns that due to the nature and size of the data set within the inclusion survey, that it can be traced back to individuals. Respondents trusting that their data is confidential is key to the process.

We have extensive safeguards in place to ensure that confidentiality is embedded within the analysis process (going forward we will ensure these are communicated more explicitly);

- The only person that handles the raw data is Watershed’s Head of Data and Operations.
- The free text comments are shared with the Executive Producer and Inclusion Producer in their entirety, but are not categorised in any way
- We use [Culture Amp](#) to analyse the belonging data – which has robust confidentiality mechanisms to not only protect against individuals being identified where groups are too small (by setting a minimum reporting size), but also protecting against indirect identification (i.e where people could be identified through putting together other scores).

We want to hear from you!

The Studio's work on inclusion is driven by Watershed's own [inclusion policy](#), but also by the conversations we have with the studio community and the feedback you give us. We want to hear your views on this report, especially any feedback you may have on the addition of belonging data.

You can do this in a number of ways;

- Drop Jo Lansdowne (jo.l@watershed.co.uk) or Tony Bhajam (tony.b@watershed.co.uk) a line to arrange a chat.
- Email the inclusion data working group via inclusion.data@watershed.co.uk
- We also understand that at times you may not feel able to approach a member of staff directly or that anonymous feedback allows for more freedom to express yourself. In that instance, you can email pmstudiofeedback@watershed.co.uk. This email address strips out the sender's information, so if you would like us to reply to you directly ensure you include your contact details. Otherwise we will address the issue in a new #feedback channel in Slack.

Any feedback you give us will feed into our work on inclusion in the Studio and will also help inform the design of the next studio survey.



Appendices and Further Information

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 Residents – 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 these groups 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 Resident Community.
- **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**

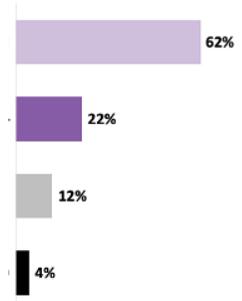
Visualising the Data

In the following pages you’ll see two visualisations for each group – one emphasising the balance, one emphasising representation (like a pie chart with dots; one dot = 1 %).

Visualising Balance

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

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 %.

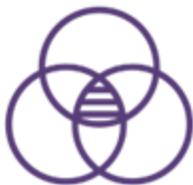
What is Intersectionality?

[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?

We believe that the strength of inclusion comes when we see us all as full and intersectional people, and that we can only hope to gain insight into those potential roadblocks to an individual's or group's wellbeing by taking both a singular and intersectional approach to our analysis.

*“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](#)



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

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.

Below is a list of resources that have informed our language and approach:

Ethnicity

What Questions were asked:

- How do you describe your Ethnicity? (free text)
- What is your Ethnicity?

This question structure and phrasing is based on the 2021 census, allows us to compare against data from past surveys, 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](#) plus expanded options based on previous feedback

How We've Aggregated The Data:

- We've aggregated the data with the aim to present an overview of the data, whilst retaining a degree of specificity that the 'Black, Asian and Minority Ethnic / BAME' collective terminology does not provide.

Language:

- The collective terminology used to represent Ethnicity are based on the findings from the [Inc Arts' #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:

- Data has not been aggregated



APPENDIX 3. Resources and References (cont.)

Gender 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](#)':

Sexual Orientation

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:

- 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](#)'
- Where we have provided a headline%, we have chosen to use the acronym LGBQA+ with the intention to accurately reflect the data (with transgender (T) data being represented in the gender identity sections).

Disability

What Question Was Asked:

1. Are you disabled, d/Deaf, neurodivergent or have a long-term physical or mental health condition?
2. 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](#)

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.

Socio-Economic / Class Background Identity

What Question Was Asked:

- How would you describe your background?
We understand that socio-economic background and class identity are both personal and complex areas to try to define. We've included this question to both give people the opportunity to self define, and also see if how people describe their own background differs from that classified by the NS-SEC / Jerwood toolkit.

We've listed the options as 'class' definitions - however if you identify in another way please do use the 'Prefer to self describe' option at the bottom.

What Options were given:

- Free text field

How We've Aggregated The Data:

- Data has not been aggregated

University Education

What Question Was Asked:

- Did you Attend University

What Options were given:

- Yes / No / Prefer not to say

How We've Aggregated The Data:

- Data has not been aggregated

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?](#)
- [Rethinking Diversity](#)

Atlassian

- [Balanced Teams Diversity Assessment tool](#)

Culture Amp

- [Diversity and Inclusion survey: Building a more inclusive future](#)
- [The science behind the Inclusion survey](#)

Heather Krause – [Dataassist](#)

- [Steps to Keeping Survey Data inclusive Without Losing Statistical Power](#)
- [Why We Need Intersectionality in our Demographic Data](#)

[Prof. Pragya Agarwal](#)

- [Sway: Unravelling Unconscious Bias](#)

[Professor Kimberlé Crenshaw](#)

- [Intersectionality](#)

DISABILITY

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

ETHNICITY

[Inc Arts](#)

- [#BAMEOver](#)
- [Arts Against Racism](#) (Members of the Inclusion Data Group are currently participating in the ‘Monitor’ stand of workshops)

[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](#)
- Jerwood Arts and the Bridge Group and their guidance: [Socio-Economic Diversity and Inclusion in the Arts: A Toolkit for Employers](#)
- Social Mobility Commission: [Cross-Industry Toolkit](#)
- [Panic! Social class, taste and inequalities in the creative sector](#)