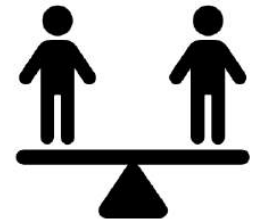


Balance and Belonging  
*Staff & Board Diversity &  
Inclusion Data Report 2023*



**WATERSHED**



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



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

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

- *how we **ask questions***; including researching best practice from across the arts, culture, academic and government sectors.
- *what **language we use***; acknowledging the impact that language can have in promoting an inclusive workplace and culture, again by researching and referencing best practice and with the aim to make the language we use as accessible as possible (a breakdown of our references can be found at the end of this report).
- *how we **analyse and present the data***; acknowledging the potential for bias in the presentation and interpretation of data, with an aim to make the data as transparent and equitable as possible

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

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

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

## HEADLINES AND APPENDICES

### Approach

- [Sections within our Staff Survey](#)
- [What Does the Data Tell Us?](#)
- [Survey Data Framework](#)
- [Your Feedback](#)

### Headlines

- [Data Collection & Representation](#)
- [Employee Balance Headlines](#)
- [Employee Belonging Headlines](#)
- [Freelancer Headlines](#)
- [Board Headlines](#)

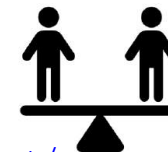
### Appendices

- [Appendix 1: Understanding our Balance Data](#)
- [Appendix 2: Resources and References \(Balance Data\)](#)
- [Appendix 3: Why We Use Intersectionality in our Data](#)
- [Appendix 4: Understanding Our Belonging Data](#)
- [Appendix 5: Approach to Belonging Data](#)
- [References and Inspiration](#)

## THE DATA

### Balance Data

- [Balancing Representation and Anonymity](#)
- [2023 Employee Balance Data](#)
- [2023 Intersectional Balance Data](#)
- [Executive Team / Management / Non-Management / Freelancers](#)
- [Board / Executive Team / Employees / Freelancers](#)
- [Comparison to Arts Council NPO Average](#)
- [Comparison to 2021 Bristol Census Data](#)

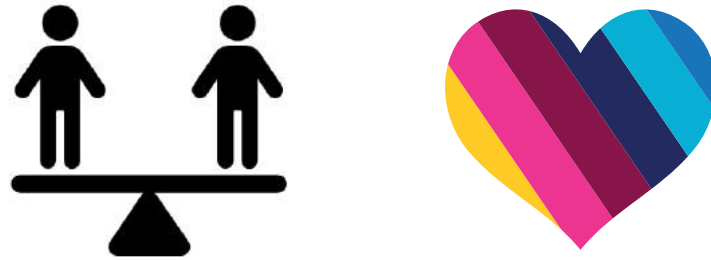


### Belonging Data

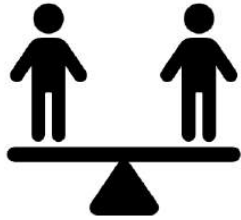
- [Belonging Data - Organisational Summary](#)
- [Belonging Data – Strengths and Opportunities](#)
- [Belonging Data – Question Breakdown](#)



# Approach



Our staff survey is made up of three core sections;



### Balance

Representation

Understanding the balance of identities, and backgrounds in our workforce



### Belonging

Experience

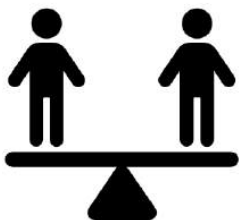
Understanding employee experience



### Feedback

Enabling staff to provide anonymous and direct feedback on their experience

## Balance (Representation)



This data tells us:

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

Balance data covered in this report:

- Board
- Employees
- Freelancers

## Belonging (Experience)



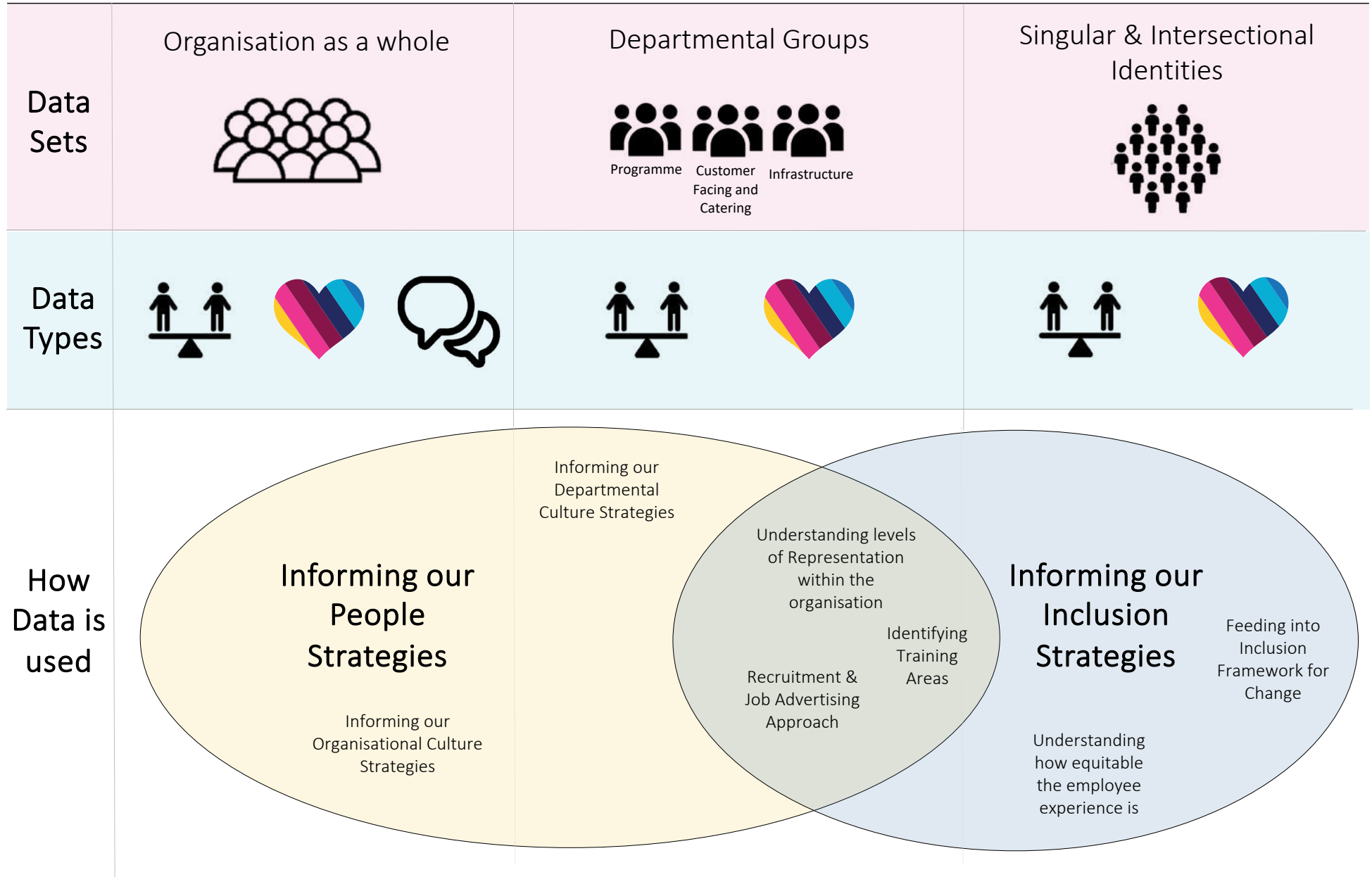
This data tells us:

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

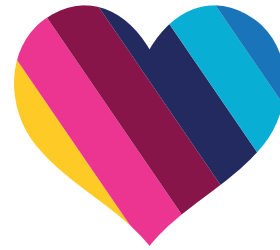
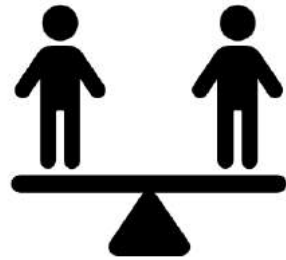
Belonging data covered in this report:

- Employees

\*We are in the process of developing a set of belonging questions for freelance staff, with the aim to start rolling out by the end of 2023.



# Headlines





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

### Board



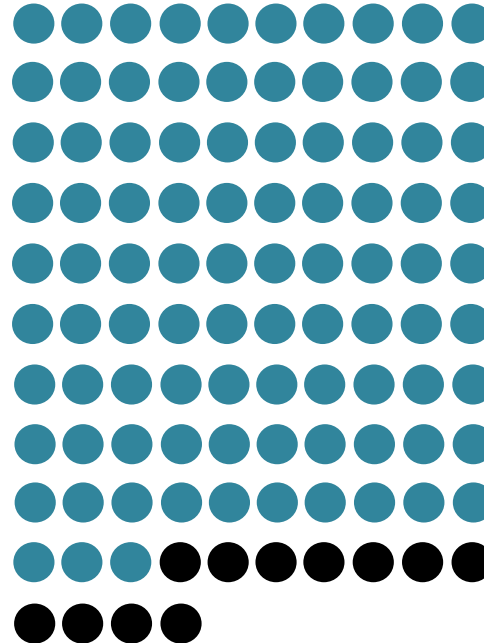
Response Rate = 80%

### Executive & Senior Management Team



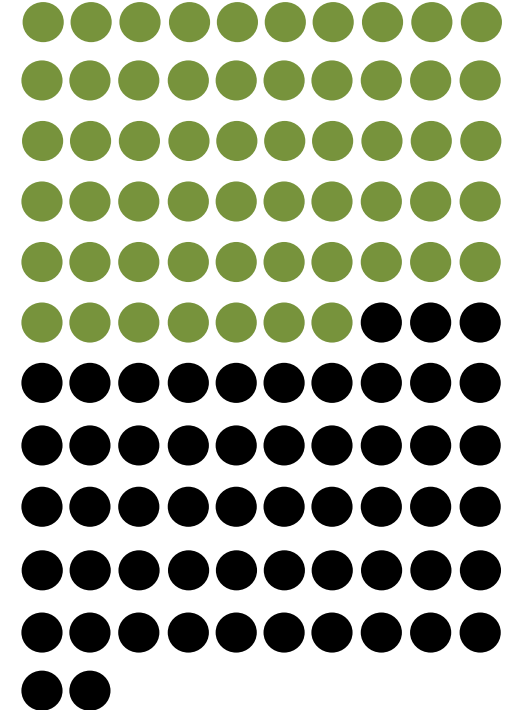
Response Rate = 100%

### Staff Team

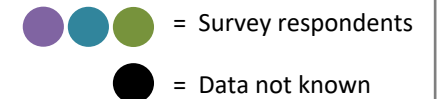


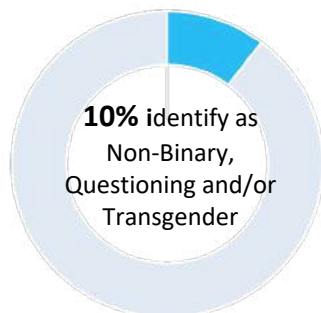
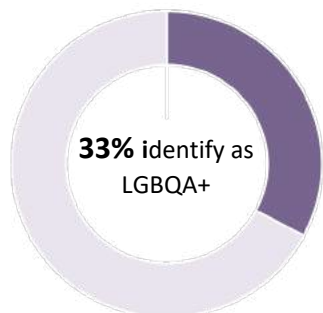
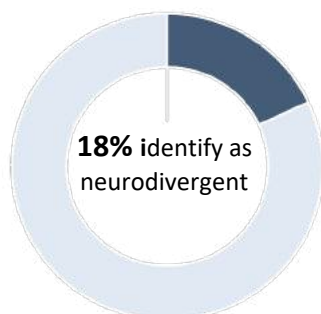
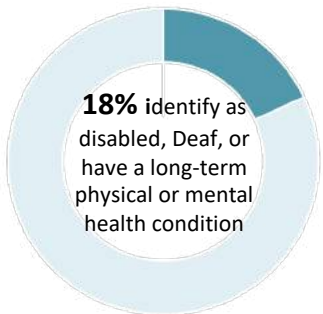
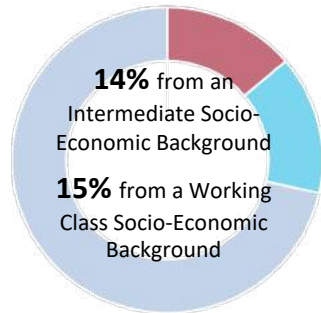
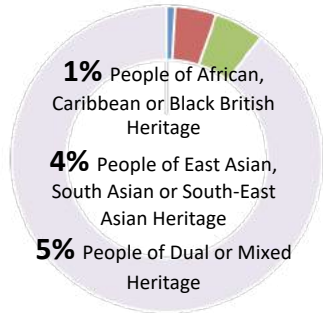
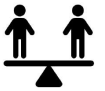
Response Rate = 84%

### Freelancers



Response Rate = 51%





At the time the data was collected Watershed employed 116 people. The % of staff who did not fill out the survey (represented in the data as 'Not Known') increased from 13% to 17%, which in some instances may correlate to decreases in some areas of representation.

### Trends

Decreases in representation in comparison to our 2022 data include;

- Representation of employees from Racially Minoritised backgrounds fell from 14% to 10%; 2%pnt decrease in representation of employees of dual or mixed Heritage, 1% pnt decrease of employees of South Asian, East Asian or South-East Asian Heritage, and 0.1% pnt decrease if employees of African, Caribbean or Black British Heritage.
- Representation of employees from working class backgrounds fell by 4% pnt, whereas increase in those from intermediate backgrounds rose by 4% pnt
- Representation of caregivers fell from 24% to 18%.
- Representation of employees with religion or faith fell from 11% to 8%

Increases in representation include;

- Representation of employees who identify as non-binary, genderqueer or LGBQA+ increased by 7% pnt.
- 8% pnt increase in 20 - 29 year olds
- Representation of employees who identify as neurodivergent rose by 6% pnt.

### External Comparison

- Looking at the external context of balance data of Arts Council National Portfolio organisations (NPO) (page 22), we continue to be more balanced than the average %s across all NPOs in 2020/2021 (the most recent data available) in the areas of gender, disability and sexuality, whilst being in line with the average for racially minoritised employees.
- Page 23 shows the data against the context of the 2021 Census data for Bristol – which shows Watershed’s levels of representation of Racially Minoritised employees below that of the city, whilst the representation of those who self-identify as disabled, and LGBTQ+ employees greater than the population %.



[Link to full breakdown of balance data](#)

%pnt = percentage point



INCLUSION		
I can be my authentic self at work	84	+3
I feel respected at Watershed	79	+5
I feel like I belong at Watershed	71	+9

- Our staff survey data shows an increase in favourable responses\* in all areas of **Inclusion** which are characterised by the statements;
  - ❖ I can be my authentic self at work (+3%pnt)
  - ❖ I feel respected at Watershed (+5% pnt)
  - ❖ I feel like I belong at Watershed (+9% pnt).
- The biggest decreases in favourable scores are in the area of **Voice** which are characterised by the statements;
  - ❖ At Watershed there is open and honest two-way communication (-6% pnt)
  - ❖ When I share my opinion, it is valued (-7% pnt)
  - ❖ I can voice a contrary opinion without fear of negative consequences (-4% pnt).
  - ❖ However whilst the favourable scores have seen a decrease in this area, so too have the unfavourable scores\* (resulting in an increase of % of 'neither agree nor disagree').
- The area of **Decision Making** also continues to be a low scoring area.

\* 'Favourable' Responses = Responses of 'Strongly Agree' or 'Agree'

\*\* 'Unfavourable' Responses = Responses of 'Strongly Disagree' or 'Disagree'



[Link to full breakdown of belonging data](#)

### NEXT STEPS

In response to the trends in the balance and belonging data, and utilising the [Inclusion Framework for Change](#), we have developed the following priorities for action and further information gathering (through focus groups and other qualitative methods, development of policy and staff engagement);



#### Deepening our Understanding of Staff Experience

We will work to find new ways of understanding the staff experience at Watershed in an on-going way alongside the annual survey. We are in the process of establishing staff forums to provide staff with spaces to talk about what they might need. We have a number of speaking up mechanisms available for all staff members to report harm or uncomfortable behaviour they experience at work - these include CEO inbox, an anonymous reporting system, through Line Managers and through the union, BECTU. We will continue work to make sure all staff know when and how to use these.

#### Defining Better Progression Routes

We have begun to establish an Employee Equity scheme, extending our coaching programme to all staff who identify as racially minoritised, disabled, Deaf or have a long term physical or mental health condition or are neurodivergent, supporting them with their career progression and to navigate the challenges they face in the sector.

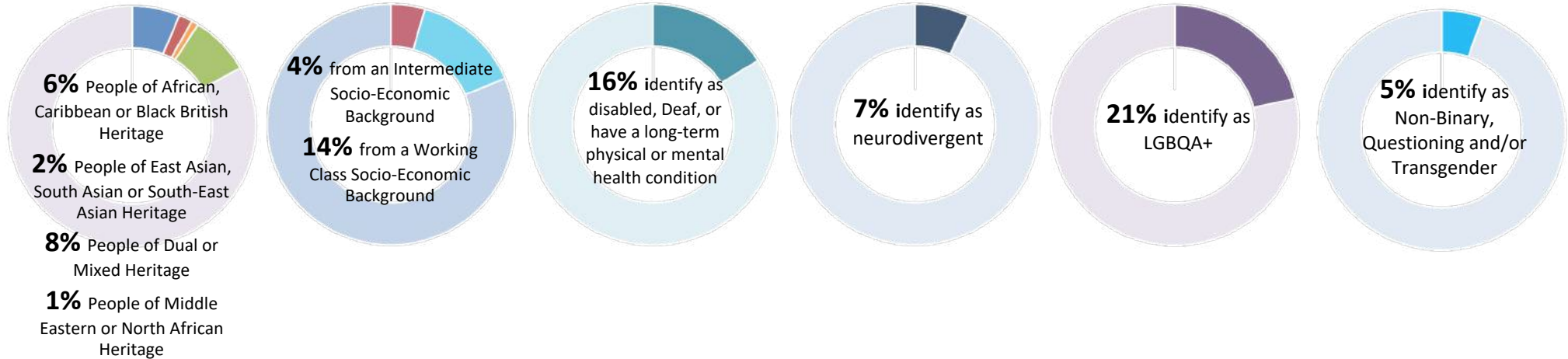
#### Transparency and Engagement in Decision Making

We are reviewing how we train line managers and how each team shares and invite input into our decision-making processes.

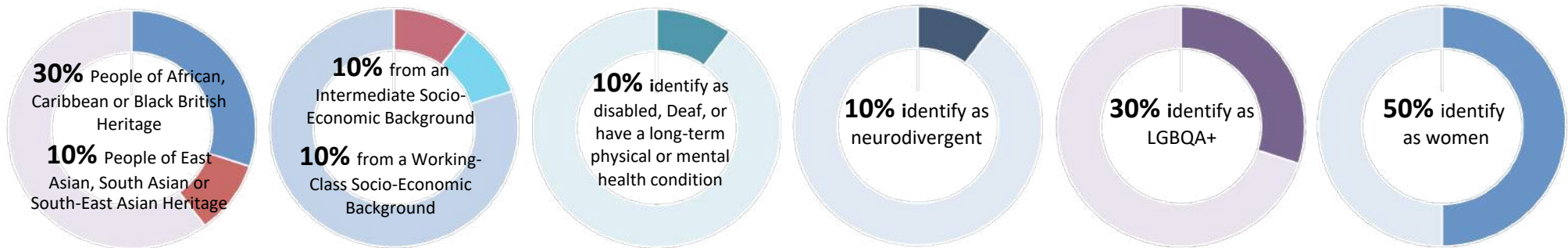
#### Increasing our Demographic Balance

We will support each Line Manager to understand the data and take action around the demographic balance of their teams.

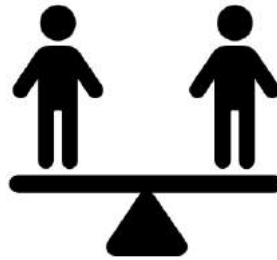
## Freelance Balance Data Headlines



## Board Balance Data Headlines



# Balance Data

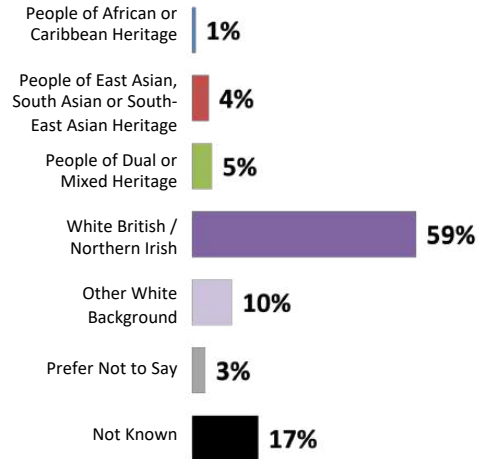


We acknowledge that asking people to put a label on their identity though selecting a homogenised pre-defined category removes the nuance and truth of how people identify and all have unique experiences. It's a necessary method for us to maintain anonymity, measure progress against ourselves, and in some cases compare against external data sets.

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

## Ethnicity

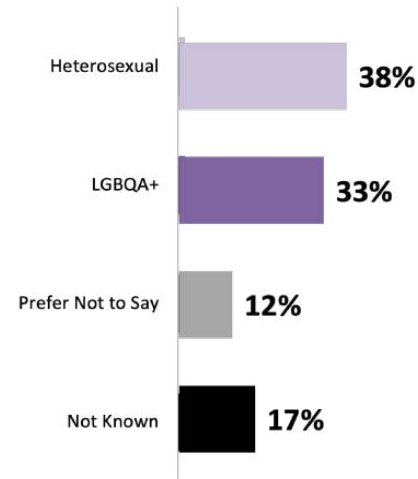
Our employees and board members describe themselves as:



Black • Black British • Black with mixed heritage • British • British African Asian • British Caribbean • British south Asian • Chinese • European • European British • Indian • Indian Heritage • Mixed • Mixed Chinese and White • Mixed Race (Black African & White) • People from Mexico • South Asian • White • White British • White English • White European • White Irish • White mixed nationality • White, Eastern European • White, Irish

## Sexuality

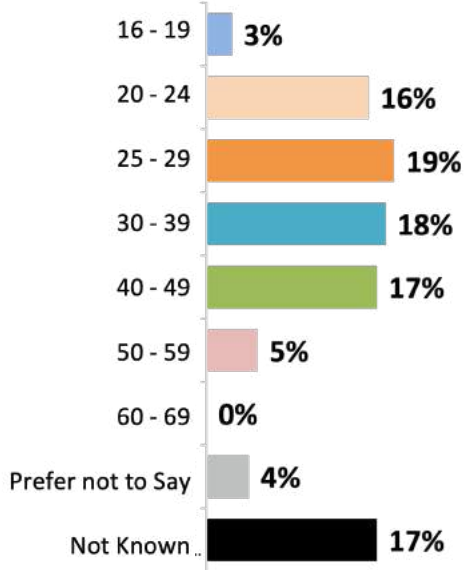
Our LGBTQA+ employees describe themselves as:



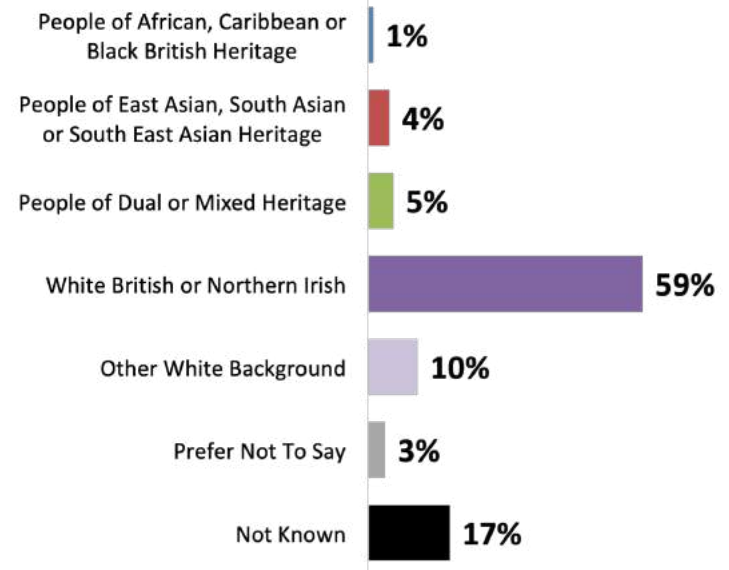
Asexual • Bisexual • Gay • Lesbian • Pansexual • Queer

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

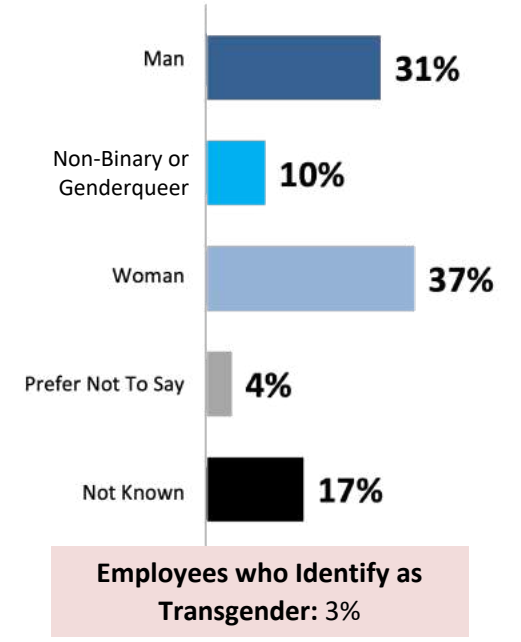
## Age



## Ethnicity

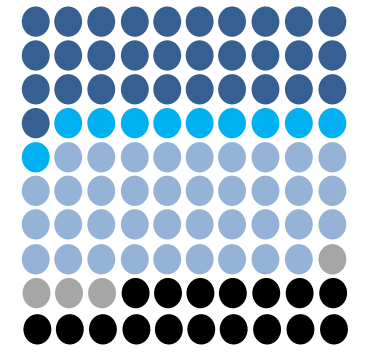
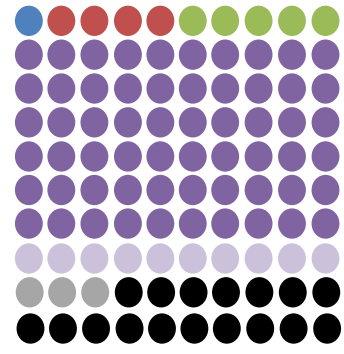


## Gender

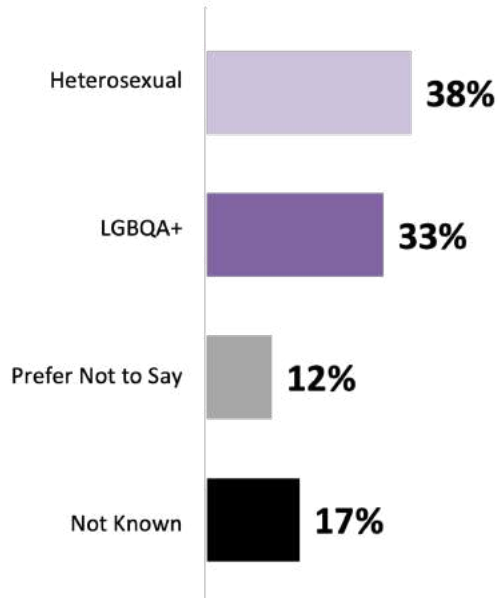


## Representation

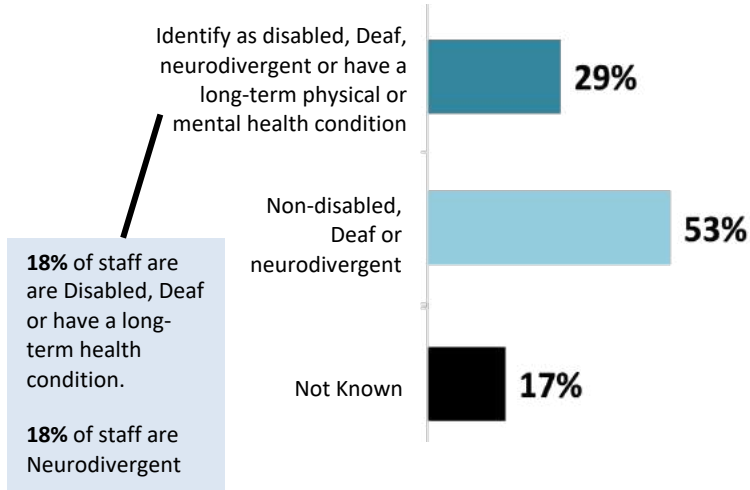
1 dot = 1% of employees



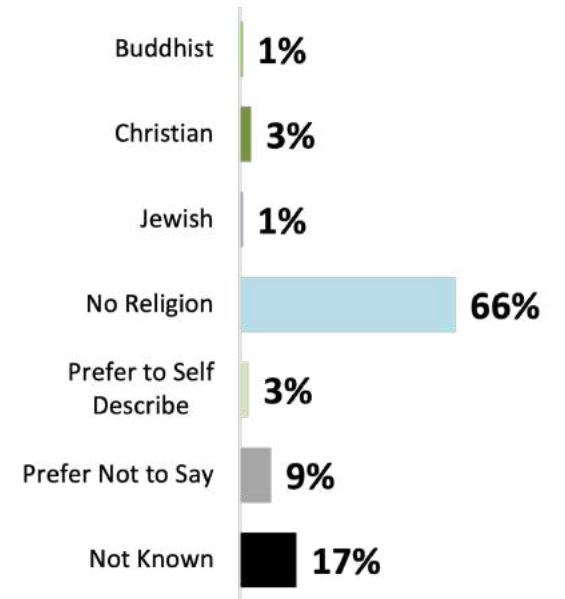
### Sexuality



### Disabled, Deaf or Neurodivergent

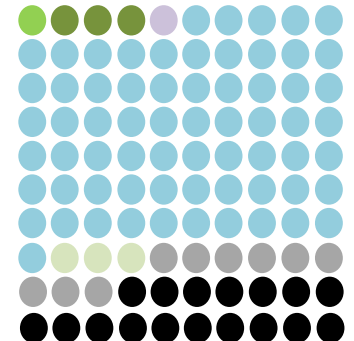
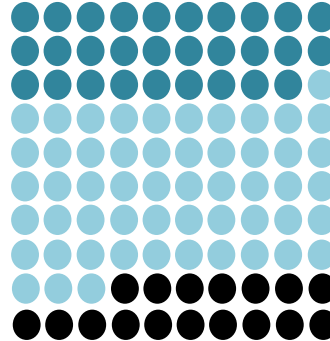
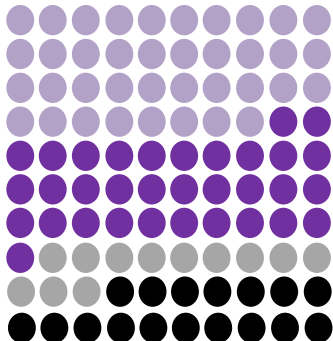


### Religion



### Representation

1 dot = 1% of employees

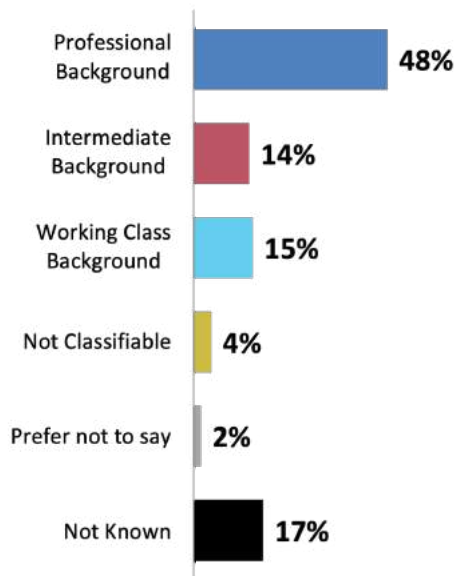


\*We have used the acronym LGBTQA+ with the intention to reflect the data on sexuality (with transgender (T) data being represented in the gender identity sections)

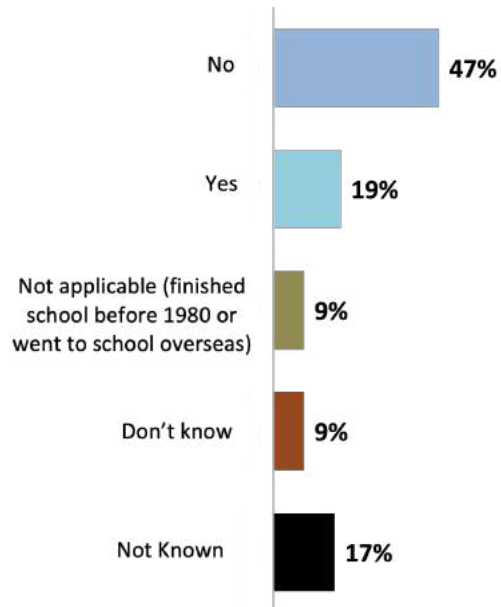


## Socio-Economic Background (SEB)

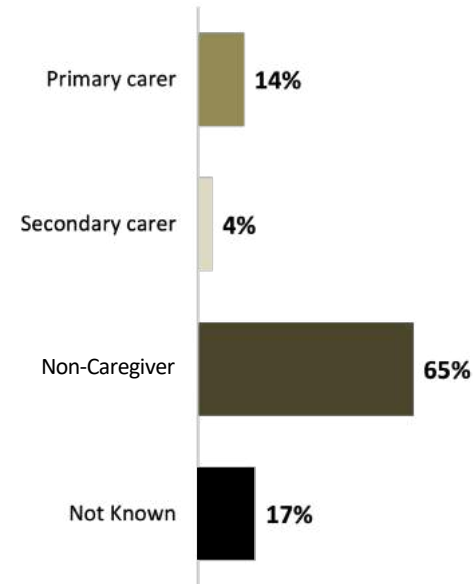
Estimation of SEB using Office for National Statistics Framework (NS-SEC)-



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

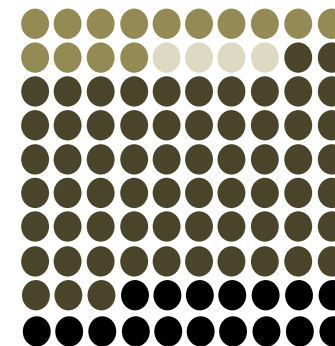
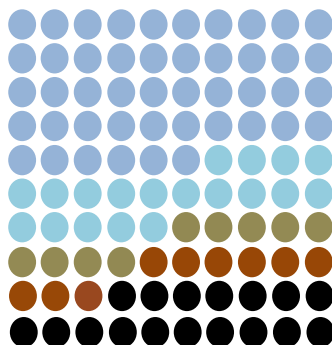
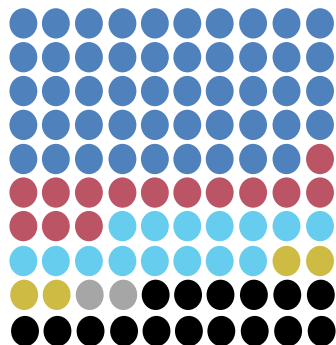


## Caregiver Status



## Representation

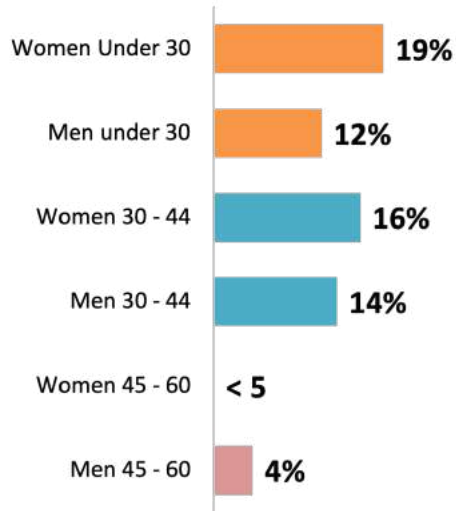
1 dot = 1% of employees



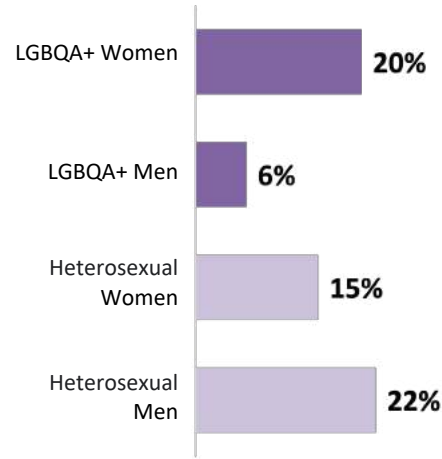
\*for further information on the definition of Socio-Economic Background, and the NS-SEC see [Appendix 2](#)



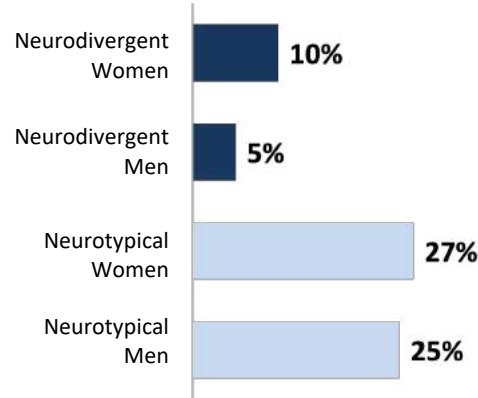
### Gender & Age



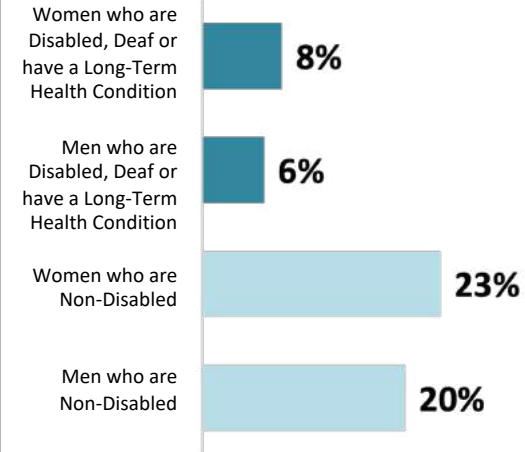
### Gender & Sexuality



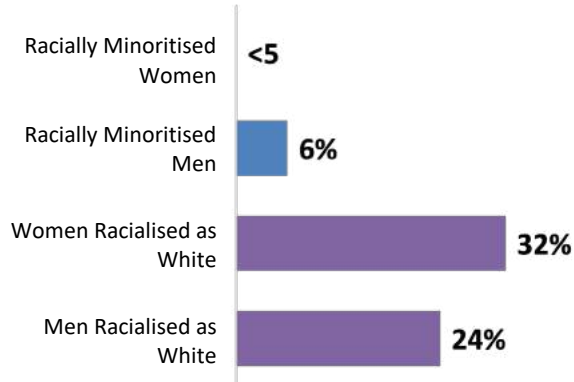
### Gender and Neurodiversity



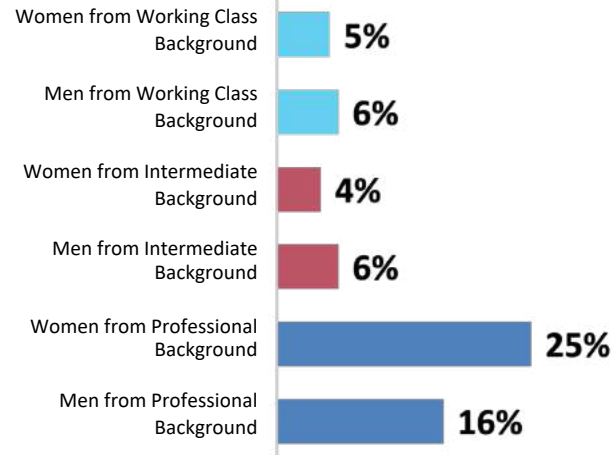
### Gender & Disability



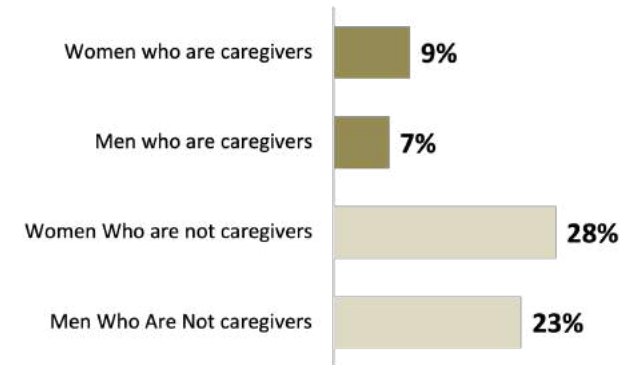
### Gender and Ethnicity



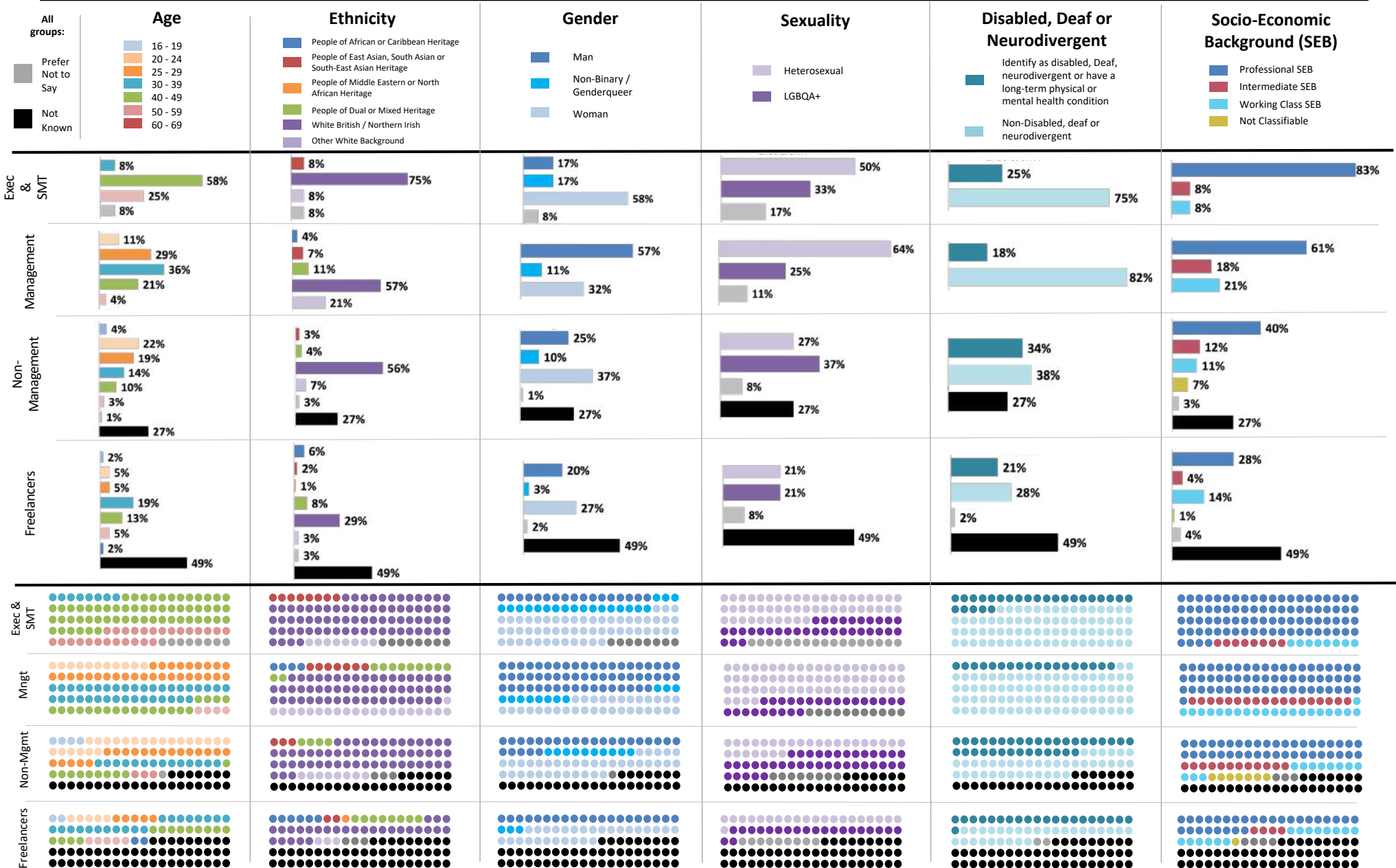
### Gender & Socio-Economic Background

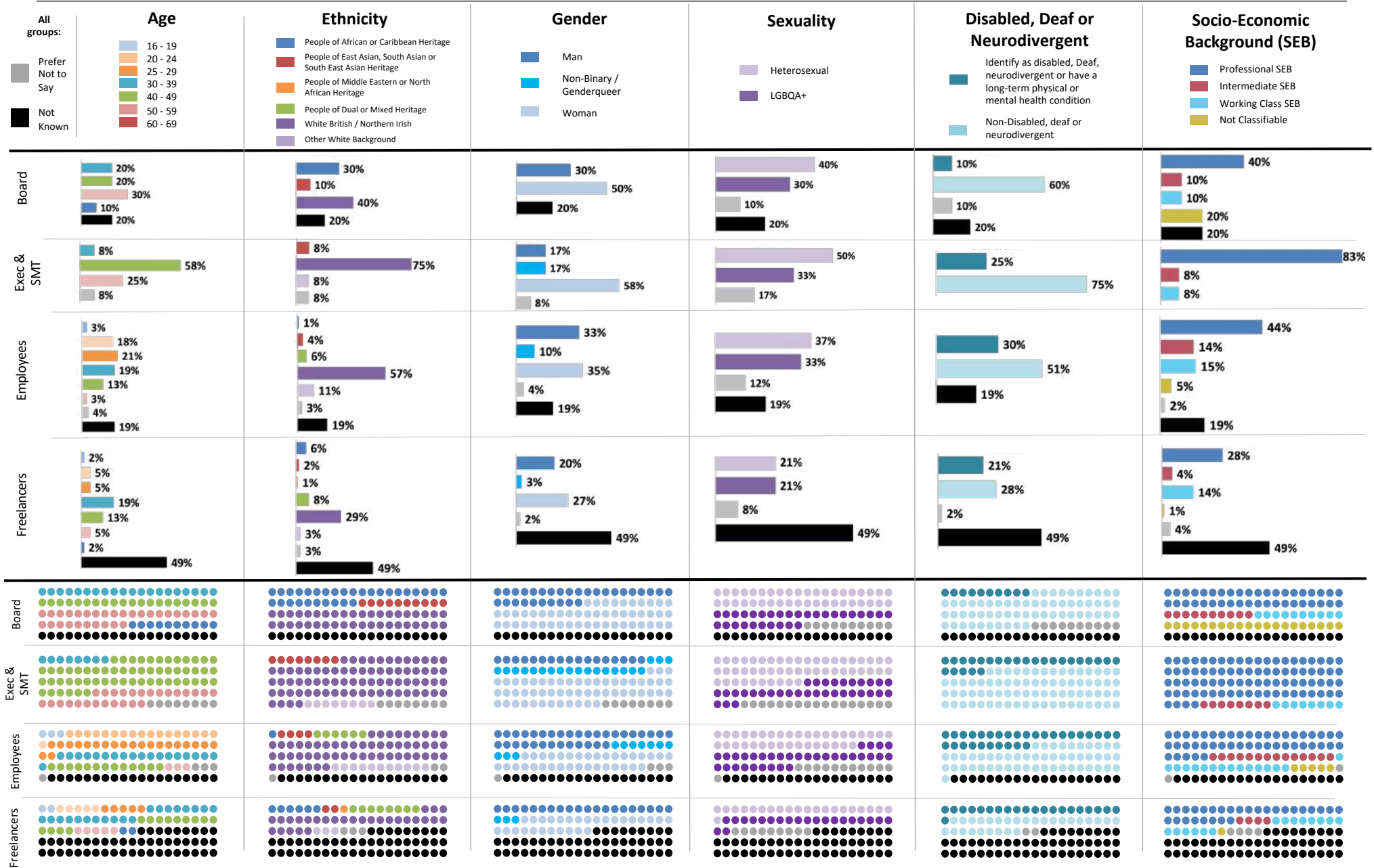


### Gender & Caregiver Status



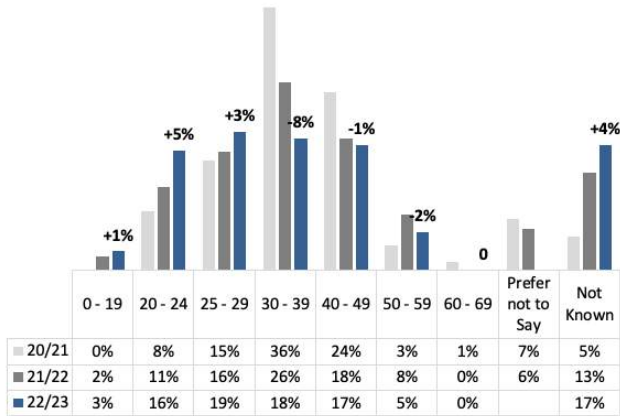
- %s = % of all employees
- This data represents the respondents who were happy for their data to be broken down in this way - it is therefore not complete
- <5 is shown where a group has less than 5 respondents



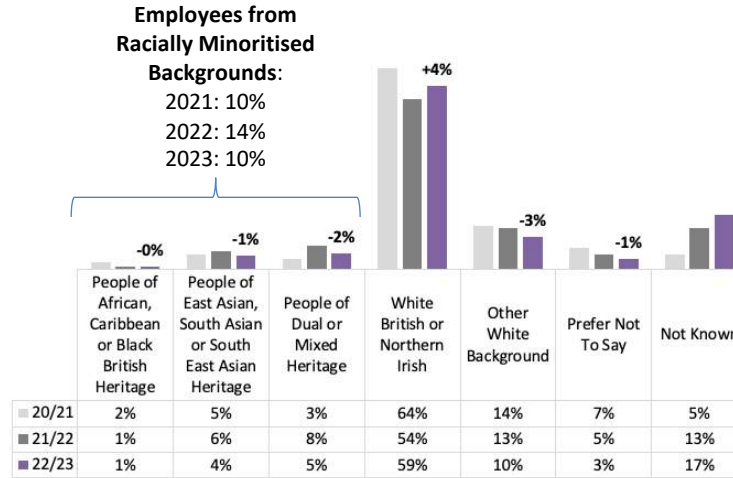




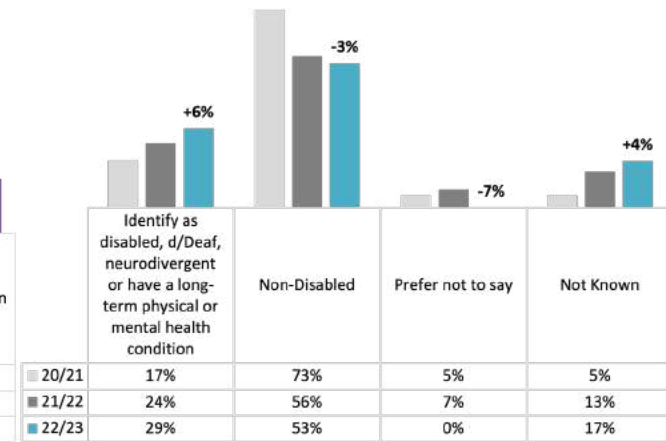
### Age



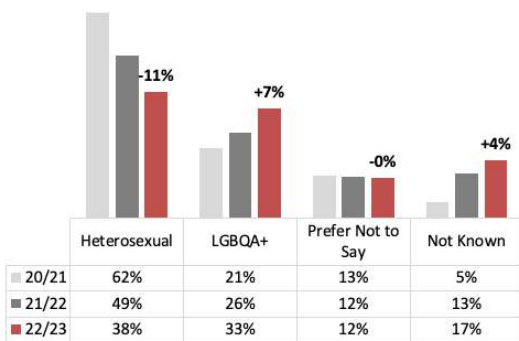
### Ethnicity



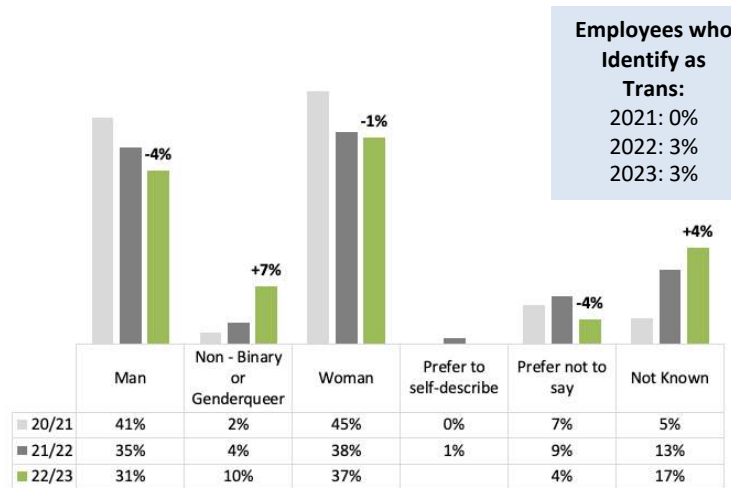
### Disabled, Deaf or Neurodivergent



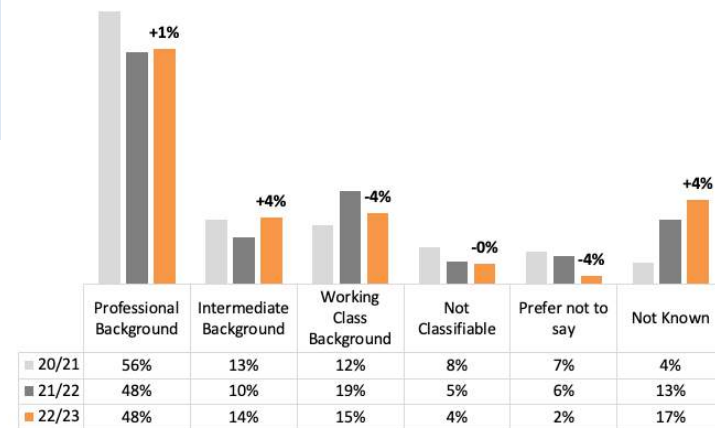
### Sexuality



### Gender



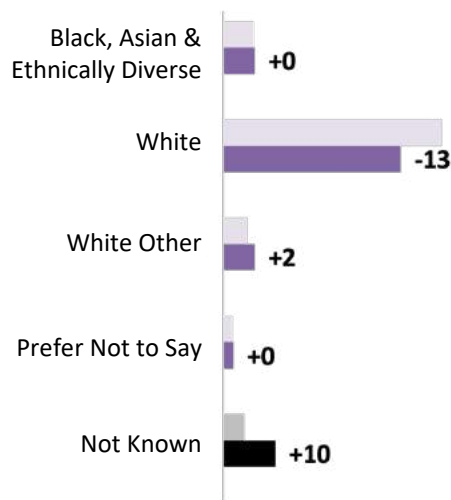
### Socio-Economic Background



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).

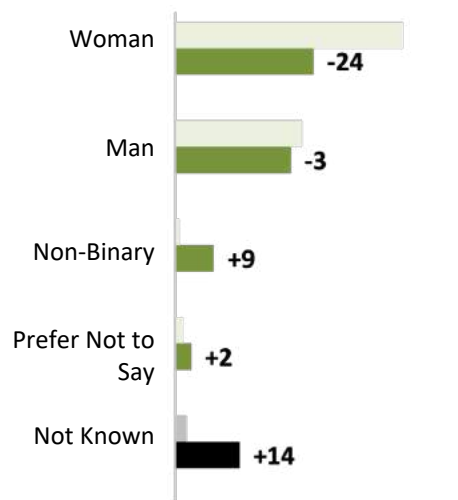
The comparative data is taken from the Art’s Council’s most recent publication (at the time of publication): [‘Equality, Diversity and Inclusion: A Data Report, 2020-2021’](#)

## Ethnicity



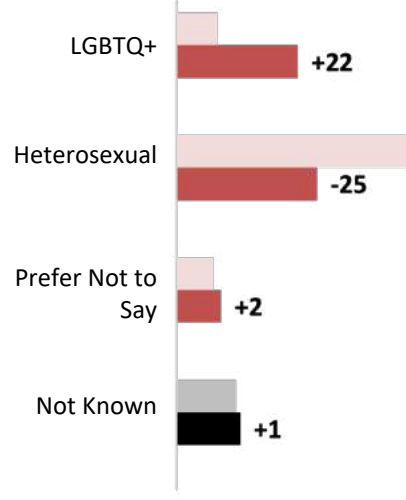
Ethnicity	NPOs	Wshed	+/-
Black, Asian & Ethnically Diverse	10%	10%	+0
White	72%	59%	-13
White Other	8%	10%	+2
Prefer not to say	3%	3%	+0
Not Known	7%	17%	+10

## Gender



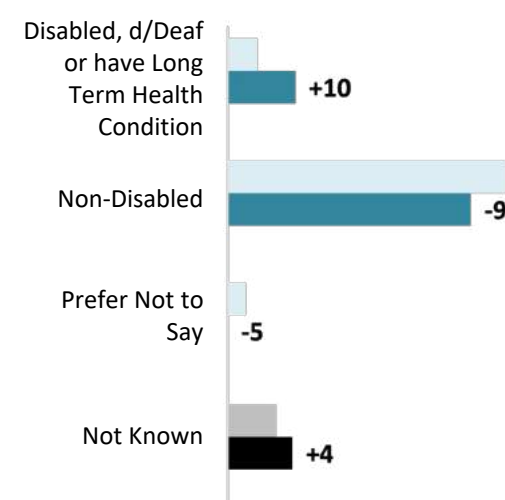
Gender	NPOs	Wshed	+/-
Woman	61%	37%	-24
Man	34%	31%	-3
Non-Binary	1%	10%	+9
Prefer not to say	2%	4%	+2
Not Known	3%	17%	+14

## Sexuality



Sexuality	NPOs	Wshed	+/-
LGBTQ+	11%	33%	+22
Heterosexual	63%	38%	-25
Prefer not to say	10%	12%	+2
Not Known	16%	17%	+1

## Disability



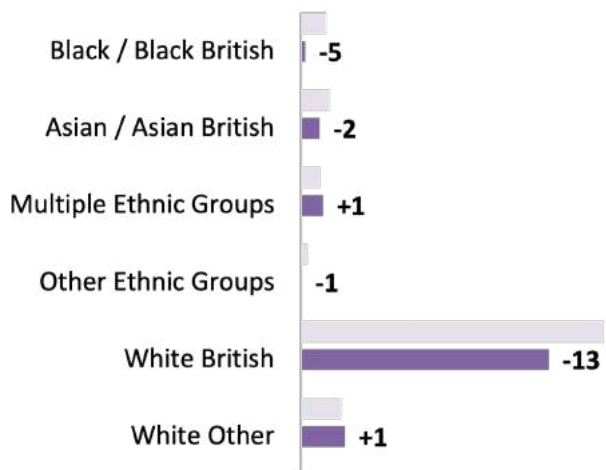
Disability	NPOs	Wshed	+/-
Disabled, d/Deaf or have long term health condition	8%	18%	+10
Non-Disabled	74%	65%	-9
Prefer not to say	5%	0%	-5
Not Known	13%	17%	+4

\*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

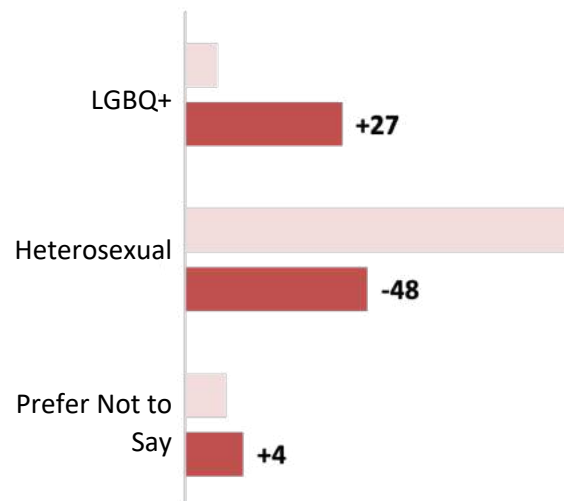
The charts below provide context and show how Watershed’s employee balance data compares to that of the [2021 Census data for Bristol](#).

## Ethnicity



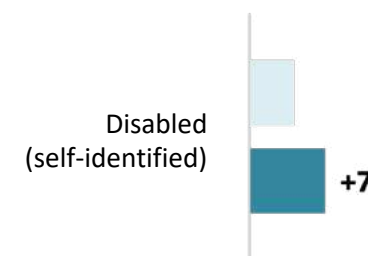
Ethnicity	Bristol	Wshed	+/-
Black / Black British	6%	1%	-5
Asian / Asian British	7%	4%	-2
Multiple Ethnic Groups	5%	5%	+1
Other Ethnic Groups	2%	0%	-2
White British	72%	59%	-13
White Other	10%	10%	+1

## Sexuality



Sexuality	Bristol	Wshed	+/-
LGBTQ+	6%	33%	+27
Heterosexual	85%	38%	-48
Prefer not to say	8%	12%	+4

## Disability\*



Disability	Bristol	Wshed	+/-
Disabled (self-identified)	10.7%	18%	+7

\*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

\*We have used the data based on self-identification from BCC Quality of Life Survey (as listed in the [Bristol City Council’s Equalities Statistics Report](#)) rather than Census data for this comparison, as this more closely aligns with the question asked in Watershed’s survey.

## Belonging Data

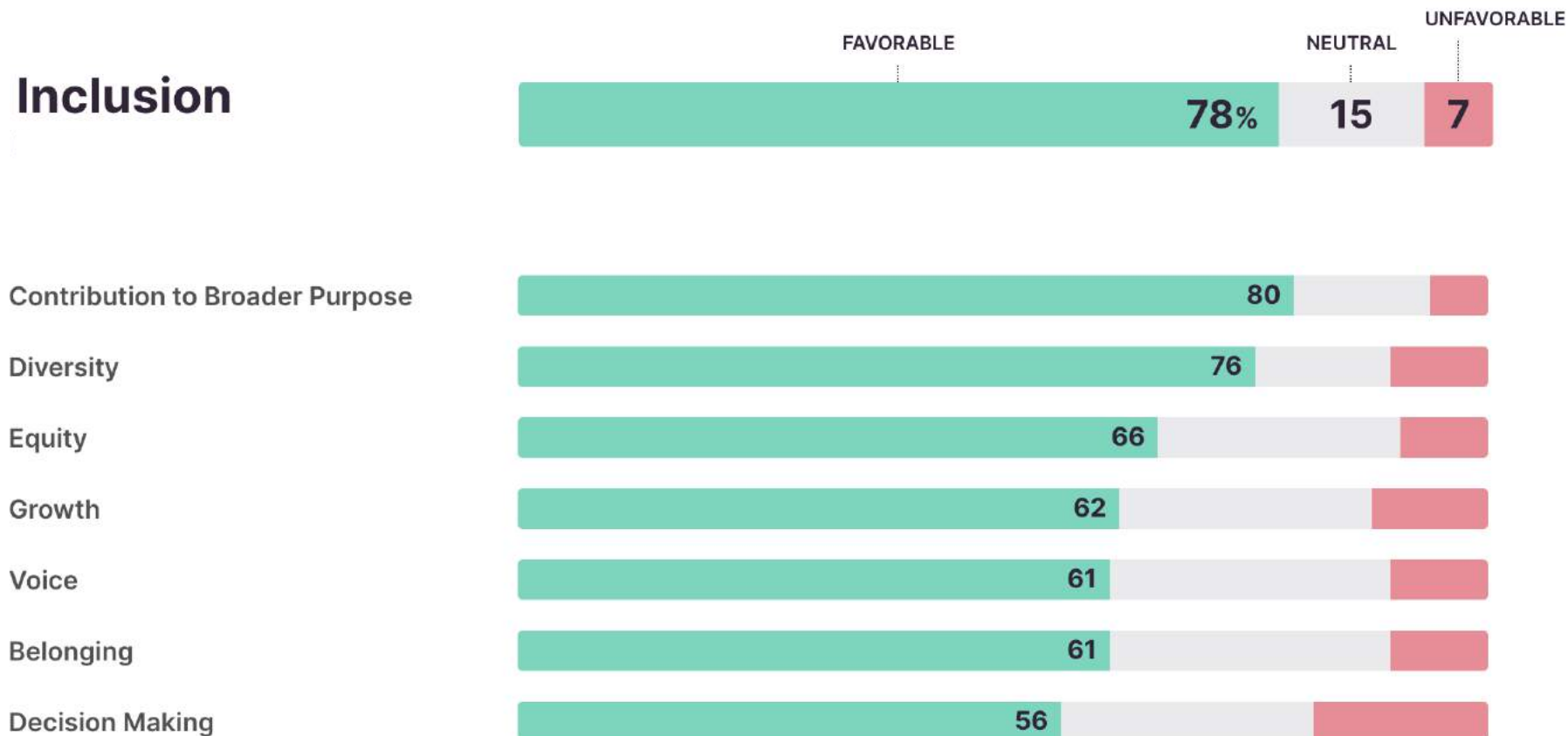


*“It’s not enough to have people of different backgrounds working at a company, they need to feel like they belong in order to do the best, most meaningful work of their lives.”*

[Aubrey Blanche](#)



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



The questions below highlight our highest favourable scoring questions.



Based on the results, the questions below have been identified as having the most potential for positive change.





	Impact*	Favourable Score	Comparison**		Impact*	Favourable Score	Comparison**
<b>INCLUSION</b>				<b>EQUITY</b>			
I can be my authentic self at work		84	+3	My job performance is evaluated fairly	MEDIUM	70	-2
I feel respected at Watershed		79	+5	Tasks that don't have a specific owner are fairly divided at Watershed	LOW	45	-1
I feel like I belong at Watershed		71	+9	I am provided the information I need to do my job well	MEDIUM	83	+6
<b>BELONGING</b>				<b>DECISION MAKING</b>			
I feel valued for the unique contribution I can make to Watershed	VERY HIGH	57	-7	I am included in decisions that affect my work	LOW	59	-1
I am comfortable sharing my personal background and experiences at Watershed	MEDIUM	79	-3	Perspectives like mine are included in the decision making at Watershed	MEDIUM	57	+2
I feel safe to take risks at Watershed	HIGH	47	-8	I am satisfied with how decisions are made at Watershed	HIGH	53	-2
<b>VOICE</b>				<b>GROWTH</b>			
At Watershed there is open and honest two-way communication	HIGH	64	-6	When there are career opportunities at Watershed, I am aware of them	INSIGNIFICANT	78	+12
When I share my opinion, it is valued	HIGH	60	-7	Watershed believes that people can always greatly improve their talents and abilities	MEDIUM	48	-8
I can voice a contrary opinion without fear of negative consequences	HIGH	62	-4	People from all backgrounds have equal opportunities to succeed at Watershed	MEDIUM	60	+3
<b>DIVERSITY</b>				<b>CONTRIBUTION TO A BROADER PURPOSE</b>			
Watershed values diversity	HIGH	87	+1	I understand how my work contributes to Watershed's mission	MEDIUM	77	-11
Watershed builds teams that are diverse	MEDIUM	64	+7	The work that we do at Watershed is important	MEDIUM	84	+1

\*Statistically calculated level of impact each question has on Inclusion

\*\*Comparison to Favourable Score in 2022 Watershed Balance & Belonging Survey



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](mailto:inclusion.data@watershed.co.uk).

Thank you for reading!

## What The Data is Based on

- **Percentages:** We have chosen to represent the data as percentages in order to enable a clear comparison between groups, whilst also looking to avoid drawing attention to where there may be one person in a specific category.
- **Percentages based on all staff - not just those who responded:** In order to make the data as accurately representative as possible we have chosen to include the 'Not Known' data within the calculation of overall percentages.
- **Not Known Data:** We have used the two distinct categories: 'Prefer Not to Say' and 'Not Known' to distinguish between where individuals have chosen not to disclose data or where people have not submitted their data.
- **Calculations:** We have rounded all figures to whole numbers in order to make the report as clear and easy to read as possible. This means in some cases the figures may appear to add up to less than, or more than 100%.

## Language

- **Importance of Specificity:** In presenting the data our aim has been to acknowledge the importance of specificity and have sought to minimise homogenous groupings (i.e Black, Asian and Minority Ethnic) where possible. However, in some areas we have made the decision to keep a level of grouping to enable comparison to other data sets (i.e Comparison to NPO averages page 18).
- **Sexual Orientation Data:** We have chosen to aggregate the data on some pages where data sets are small. We have also used the acronym LGBQA+ with the 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 2. Resources and References**

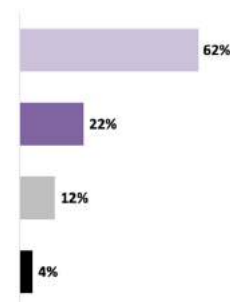
## Visualising the Data

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

### Visualising Balance

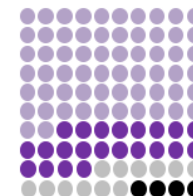
We wanted to present the data in a way that allows us to view how balanced we are as an organisation.

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



### Visualising Representation

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



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

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

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

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

## Ethnicity

### What Question Was Asked:

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

### What Options were given:

- The answer options were based on those as outlined by the [ONS](#). There was also an option to self-describe.

### How We've Aggregated The Data:

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

### Language:

- The approach regarding specificity and collective terminology used to represent Ethnicity has been influenced by the findings from the [Inc Arts' #BAMEOver Report](#)

### Other references:

- [We All Count](#) – Project for Equity in Data Science
- ['Whose Culture Report'](#) published by [Rising Arts Agency](#)

## Age

### What Question Was Asked:

- *What is your Age?*

### What Options were given:

- The answer options were based on those as recommended by the [Arts Council and Audience Agency](#)
- Age grouping (rather than date of birth) has been collected to provide level of anonymity

### How We've Aggregated The Data:

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

## Sexuality

### What Question Was Asked:

- *What is your sexual orientation?*

### What Options were given:

- The answer options were based on those as recommended by [Stonewall](#)

### How We've Aggregated The Data:

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

### Language:

- The language used for the question and answer options has been based on Stonewall's guidance on Capturing Data on Sexual Orientation and Gender Identity '[Do Ask Do Tell](#)'

### Other references:

- [Queer Data – Using Gender, Sex and Sexuality Data for Action](#) – Kevin Guyan, Bloomsbury

## Gender Identity & Transgender Identity

### What Question Was Asked:

- *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

## Caregiver Status

### What Question Was Asked:

- *Are you a caregiver?*

### 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 Secondary 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?*

### 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:

- 1<sup>st</sup> 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 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](#)



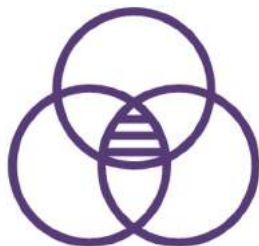
## What is Intersectionality?

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](#)

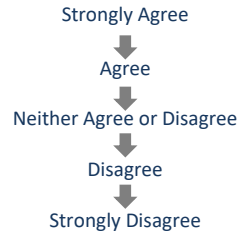
## A Note on the Intersectional Data in this Report

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

In addition, we also asked if staff would be happy for their data to be broken down and shared intersectionally. 72% of respondents said yes. See page 15 to view this data.

### 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.
- So the scores exclude any responses of 'Prefer not to say'.
- So when looking at the example 'favourable score' shown on the right, you can read this as; '70% of people who responded to this question felt that at Watershed there is open and honest two-way communication'.

### Reading the Data

#### Impact

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

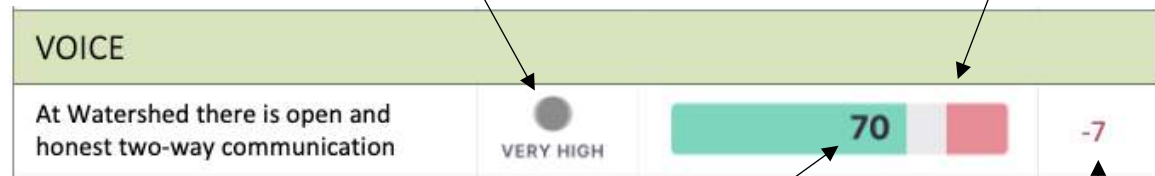
This is calculated through a statistical technique called driver analysis.

#### Visualisation:

Graph showing proportional representation of the breakdown of responses.

#### Key

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



#### Favourable Score per Question

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

#### Comparison:

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



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

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

## We’ll use this data to:

### To get a temperature check of current Employee Experience

- Get an understanding of the current feelings towards employee experience felt by employees in Watershed
- To assess the impact of our actions in the past year



### To assess our data against benchmarks

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



**To identify opportunities for improvement, & inform the coming year’s inclusion and people strategies.**

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](#)

[Culture Amp](#)

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

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