

National Dance Company Wales Second Strategic Equality Plan (SEP2) 2021 - 2024

Adopted by the board of trustees on 23rd April 2021

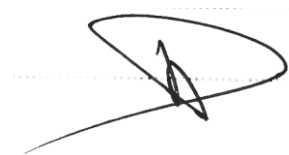
Foreword

For all of us in dance, as in the wider cultural sector, this is a time of dynamic and urgent change. Covid-19 has demanded a swift rethink of how we work. Black Lives Matter has highlighted systemic inequalities, and the emergence of #WeShallNotBeRemoved has given voice to those in our society who have been marginalised.

We are committed to a policy of equality of opportunity and have implemented a number of new initiatives outlined in this Strategy. We are also embedding these values in how we behave as an employer and how we work in partnership with other organisations.

Our first Strategic Equality Plan 2016 –2020 was developed in response to the legal requirement under the Equality Act 2010. This gave individuals greater protection from unfair discrimination and sets a standard for those who provide public services to treat everyone with dignity and respect. Our second, Strategic Equality Plan 2 (SEP 2) 2021-2024 sets out our determination to reduce inequality in both our organisation and in society. It demonstrates our on-going commitment to break down barriers and set about creating equal life chances.

SEP2 was formally adopted by the board on 23rd April 2021 and sets out how we will build on our previous equality and diversity scheme and our arrangements for meeting the new legislative duties.



Name of Chair
Jane McCloskey



Name of CEO
Paul Kaynes

Introduction

This Strategic Equality Plan has been updated to demonstrate NDCWales' commitment to meeting the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, which came into force in 2011. It also demonstrates links to other legislation and regulations covering Welsh Language and Human Rights issues and supports 6 of the 7 aims under the Welsh Government's Well-being of Future Generations (Wales) Act 2015. The Company has a separate Welsh Language Policy which is signed off by the board annually.

We believe that social justice, equality and fairness are at the core of everything we do at National Dance Company Wales and we recognise that there needs to be a cultural shift in order for us to make a meaningful change, and we will be outlining these commitments in our Cultural Contract with the Arts Council of Wales. It will involve us consulting others to help us highlight areas where we need to make these changes in order to progress. We want to be positive role models for the young people we work with, creating a confident environment where equality and representation can be seen in all the work we produce.

We are committed to achieving greater equality as an employer as well as ensuring that **everyone** in Wales has equal opportunities to access dance. NDCWales will seek to ensure that no one receives less favourable treatment because of having a protected characteristic.

In SEP2 (2021-2024) we outline new equality objectives against each of the protected characteristics - as well as developing the achievements made in SEPI (2016-2020). To achieve this plan NDCWales will need to work in collaboration with venues, festivals, and Arts Council of Wales to ensure relevant and appropriate data is collected and shared. This plan will be regularly reviewed by board and SLT, updated with progress every 6 months. It is intended as a living, dynamic plan which guides our activities, records learning, successes, and challenges, and finds new solutions as we continue our journey to become an ever more diverse organisation.

This document has been written in the midst of the Covid-19 crisis and as such social distancing measures may have an impact on the achievement of some of the recruitment targets and we have had to adjust the timing of those activities to reflect the challenges of recruiting in this uncertain climate.

An overview of NDCWales

National Dance Company Wales makes dance with all kinds of people in all kinds of places. The Company presents its work in different formats and contexts across Wales and around the world. We believe greater diversity is achieved when embedded into organisational culture and values. Employees and board members should carefully consider the impact on diversity and equality with each decision they make. We are aspiring to achieve a wholesale shift; we want everyone to be passionate and committed to diversifying the organisation and the world of dance and to be aware of the barriers in doing so.

The Equality Act 2010

The introduction of Equality Act 2010 had two main purposes: to harmonise discrimination law and to strengthen the existing law to support progress on equality. Public sector bodies in Wales have two core responsibilities under the Act. Firstly, in providing services to the public and/or in exercising public functions, we must not discriminate against, harass or victimise any individual with a 'protected characteristic' whether this be direct or indirect. Secondly, the Act introduced a single general public sector equality duty to replace the race, disability and gender equality duties. This duty came into force in April 2011 and it aims to ensure consistency across all the equality strands. Like the public authorities NDCWales are committed to work towards common goals to:

- eliminate discrimination, harassment, and victimisation
- advance equality of opportunity between persons who share a relevant protected characteristic and those who do not

- foster good relations between people who share a relevant protected characteristic and people who do not.

The Protected Characteristics

Age

Where this is referred to, it refers to a person belonging to a particular age (e.g. 32-year olds) or range of ages (e.g. 18 -30-year olds). The Equality Act 2010 brought Age issues broadly into line with the other protected characteristics initially, with additional provisions coming into force from April 2012. The Act places a legal duty on public bodies to consider the needs of people of all ages when designing and delivering services and in the provision of goods and facilities. This will ensure that public bodies consider the needs of children, teenagers, and younger and older adults.

Disability

A person has a disability if s/he has a physical or mental condition which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities. Substantial means not trivial or minor, and long-term normally means for at least 12 months. Day-to-day activities include things like getting around your home or workplace without any great difficulty, being able to remember and concentrate on your work, and to get on with being a member of the family, a friend, a colleague or a commuter just like anyone else. The Equality Act 2010 protects the rights of people with a disability to ensure that they have the same rights as a person without a disability. The social model of disability is based on the principle that disability is caused by the way society is organised, rather than by a persons' impairment or difference. Society creates barriers that 'disable' people from participating fully and on an equal basis with others and for there to be equality these barriers need to be identified and removed.

Being disabled can often be seen as negative as it focuses on what someone 'can't do' rather than on what they 'can do'. Some people feel it is a label that defines who they are: a 'disabled person' rather than a person who happens to have a disability and so they may feel reluctant to consider themselves as having a disability. In addition, some people may not feel that their circumstances constitute a disability or that they are disabled by it. Many Deaf people who use BSL do not regard themselves as disabled for example, but rather as users of a minority language. Rather than including a list of conditions and disabilities that are covered, the Equality Act 2010 looks at the impact of a condition to determine whether it is a disability for any individual.

Gender reassignment

The process of transitioning from one gender to another. Gender reassignment is a personal, social, and sometimes medical, process by which a person's gender presentation (the way they appear to others by changing physiological or other attributes of sex) is changed. Anyone who proposes to, starts, or has completed a process to change his or her gender is protected from discrimination under the Equality Act 2010. An individual does not need to be undergoing medical supervision to be protected. So, for example, a female employee who decides to live as a man without undergoing any medical procedures would be covered. It is discrimination to treat transsexual people less favourably for being absent from work because they propose to undergo, are undergoing, or have undergone gender reassignment than they would be treated if they were absent because of illness or personal injury, or if they were absent for some other reason.

Marriage and the extension of marriage to same sex couples

It is unlawful for employers and others to discriminate against employees who fall into one or other of these categories (marriage and the extension of marriage to same sex couples). In 2012 the UK Government announced legislative changes which would bring forward same sex marriage legislation further in line with heterosexual marriages in England and Wales. Considering this legislative amendment, employers must treat same sex marriage in the same way as heterosexual marriages. Any benefits given to heterosexual married employees must also be offered to same sex married employees, including flexible working, statutory paternity pay, paternity and adoption leave.

Pregnancy and maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding. A woman is protected against discrimination on the grounds of pregnancy and maternity during the period of her pregnancy and any statutory maternity leave to which she is entitled, except under certain aspects of Health & Safety Legislation. During this period, pregnancy and maternity discrimination is not treated as sex discrimination.

Race

Race refers to a group of people defined by their nationality (including citizenship), ethnic or national origins. Racism is the belief that the genetic factors which constitute race are a primary determinant of human traits and capacities and that racial differences produce an inherent superiority of a particular race. Racism usually covers all forms of race-based prejudice, violence, dislike, discrimination, oppression and is a belief or ideology that all members of each racial group possess characteristics or abilities specific to that race, especially to distinguish it as being either superior or inferior to another racial group. In very limited circumstances, there are some jobs which can require that the job holder be of a particular racial group. This is known as an 'occupational requirement'. One example is where the job holder provides personal welfare services to a limited number of people and those services can most effectively be provided by a person of a particular racial group because of cultural needs and sensitivities.

Religion and belief

Religion has the meaning usually given to it, but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition. However, any expression of belief must consider the rights and reasonable sensitivities of others and what is appropriate will depend on the circumstances. Healthy debate is perfectly acceptable, however any attempt to bully or coerce others to comply with a particular philosophical belief system or religion is not, nor conversely is any attempt to bully or coerce others to reject any philosophical belief system or religion.

Sex

A man or a woman. Sex discrimination can be direct - treating somebody less favourably on the grounds of their sex - or indirect - applying an apparently general rule which in practice disadvantages one sex and which cannot be justified. Women and men are entitled to equal pay and conditions for work of equal value. All terms and conditions of employment are covered including any practice that involves applying a 'provision, criterion or practice' that, although it applies to men and women equally, puts one gender at a disadvantage and which the employer cannot show is a proportionate means of achieving a legitimate aim. Such an example could be a requirement to work full time, or changing fixed working hours, which may appear to benefit the organisation but could have a consequence of significantly disadvantaging working mothers, thus having a disproportionate effect on women more than men.

Sexual orientation

Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes. Under the Equality Act 2010 it is illegal for public bodies to discriminate against a person due to them being LGBTQ+ that is lesbian (female attracted to other females), gay (male attracted to other males), bisexual (male or female attracted to both sexes), transgender (a person whose sense of personal identity and gender does not correspond with their birth sex), or identifying as Queer (an umbrella term for sexual and gender minorities who are not heterosexual or are not cisgender). Negative attitudes towards LGBTQ+ people or groups have for years led to many people hiding their sexual orientation from family, friends, and colleagues. Homophobia is also compounded by the fact that it can occur due to the perpetrator's perception of the victim's sexual orientation or the victim's association with a person who is LGBTQ+, and so can therefore be a serious problem for the wider community.

NDCWales' objectives, actions and timeline

Our equality objectives highlight areas of inequality in what we provide, how we deliver and how we recruit. The equality objectives contain actions to achieve specific, measurable outcomes to reduce inequalities across each of the protected characteristics. Our new objectives will help us eliminate discrimination, advance equality of opportunity and foster good

relations between communities. We will appoint an equality champion amongst our staff and board – whose job it is to raise awareness of the needs of people with protected characteristics.

Key Achievements from SEP 2 in year 1 (2020-2021)

- **Mental Health first Aid Training** attended by Operations Director, Communications Director and Learning and Participation Producer
- Introduction of two new **Dance For Parkinson’s hubs** in North Wales
- **BSL and audio versions** provided of the Artistic Director and Trustees recruitment packs and adverts
- **Welsh simultaneous translation and BSL interpretation** provided at the Open Space online event
- Social media promotion of **#TimetoTalk day** - a campaign to get our audiences and stakeholders talking about their mental health
- **Working with artists from diverse backgrounds** to produce 12 Plethu/Weave short films
- **Mental health resources** provided for the Company via Teams
- All print created in **large print and high contrast**
- **Captions for all video content** committed to as standard
- Workshops created with **seated and standing participants in mind**
- **Introduction of dark mode** on the website to help those with poor sight and struggling with screen time
- **Improving access of the Dance House**, renewing and moving signage

The SEP 2 Objective (2021-2024)

AGE
The participation programme reaches a broad range of older people (e.g. Dance for Parkinson’s programmes) and younger people (Discover Dance and Dance Ambassadors’ work) and people between the ages of 25 and 55 (evening class programme and Dance Ambassadors’ work).

Current Situation	What	How	By When/ Lead Responsibility
Older people's provision being delivered through Dance for Parkinson’s project. Two South Wales groups running, and 2 North Wales Groups piloted (Cardiff,	Increase participation of older people by 50% overall	New Dance for Parkinson’s programme in Coleg Cambria Wrexham and Pontio, Bangor, fully established in addition to further growth in Blackwood and Cardiff	By March 2022 / Learning & Participation Producer

Blackwood, Wrexham and Bangor). Mix of online and in person delivery			
A South Wales Associates group of 18 members meeting weekly term time Discover Dance programme accompanies touring work for 7-11 year olds 7 Dance Ambassadors covering 7 Welsh Venues. A range of workshops for young people are offered	Increase participation of younger people by 25% More schools in the most economically deprived areas of Wales participate in dance Reach 25 more schools across Wales in the most isolated and deprived areas through live and/or digital means	Diversify Discover Dance programmes to include younger audiences (4-7yrs) across Wales; Pilot New Associates (youth company) hub in North Wales, in 21-22. Establish group on an ongoing basis 22-24 for 15 dancers (12-19yrs); Pilot a monthly Sunday afternoon associates group based at the Dance House. Specific targeted group to be agreed, suggested boys aged 10-14 years Increase the range of school groups we work with Live and digital engagement with a more diverse demographic across Wales, subject to Covid-19 lockdown lifting	By March 2024 / Learning & Participation Producer
Equal Opportunity forms being circulated for all projects and data collated	Diversify age range of the dancers and artists for specific projects	Capture base data Recruit a greater diversity age range of dancers and artists for R&D, Laboratori and outdoor work	By August 2021/ Operations Director Year on year / Artistic Director
	7 GOALS OF WBFG	A More Equal Wales, A Wales of Vibrant Culture, A Prosperous Wales & A Healthier Wales: A greater diversity of aged people taking part in and employed in dance	

DISABILITY

We will ensure the Dance House is accessible and safe for D/deaf and disabled people – whether as audiences, employees or contractors - and we will review and monitor our practices to comply with any changes to wider legislation, specifically the Equality Act 2010, including making reasonable amendments to the infrastructure of the building where necessary. The participation programme reaches a broad range of younger and older disabled people, through Discover Dance, the Dance for Parkinson’s programme and Dance to

Health. The Company has started to programme BSL Discover Dance performances but, to date, no other kinds of interpreted performances.

Current Situation	What	How	By When/ Lead Responsibility
<p>A number of performance both live and digital are BSL interpreted &/or captioned each year</p> <p>No audio described or relaxed performances to date.</p> <p>Budget for interpreted performances increased from £1,000 to £3,000 pa</p> <p>Recent recruitment documents have been made available in BSL, audio, large print</p>	<p>Extend interpreted and accessible performances (BSL, audio described, relaxed performances etc.) into all touring, increasing to 4 interpreted performances per year and committing to relaxed performances.</p> <p>See Business Plan chapter 'All Kinds of People'</p>	<p>Increase access budget by 20% per year, to enable additional interpreted performances; additional and new forms of marketing and promotion to target relevant audiences</p> <p>Commit to creating promotional information in more accessible formats, such as Easy read and adopting Plain English standards</p> <p>Ensure all digital output is captioned. All digital marketing for BSL performances is BSL supported</p>	<p>Year on year/ Learning & Participation Producer</p> <p>September 21/ Communications Director</p> <p>Year on year/ Marketing Campaigns Manager</p>
<p>Have commissioned a number of disabled artists to create digital work during 20/21</p>	<p>Make inclusive dance performances.</p> <p>See Business Plan chapter 'Artistic Vision and Plan'</p>	<p>Make sure that auditioning and interview processes are open to people with disability and investigate opportunities to ensure projects include disabled performers</p> <p>Deliver Bones & Ochre tour for disabled and non-disabled dancers through collaboration with integrated companies</p> <p>Develop creative project with disabled non-professional performers, e.g. 'Reflections' film, in project for Mold-based Dance for Parkinson's dancers</p>	<p>By January 2021/ Artistic Director</p> <p>By end of 2023/ Artistic Director</p> <p>By end of 2023/ Artistic Director</p> <p>Year on year/ Communications</p>

		Ensuring the company's stories/images/marketing messages about the Company's work is inclusive	Director
Dance House adjustments delayed due to Covid-19, included in 21/22 budget	Improving access to the Dance House for disabled people	Making changes to signage and way-marking for Dance House with visual impairment and physical disabilities and/or neuro divergence in line with accessibility guidelines Investigate feasibility of physical improvements to Dance House to improve accessibility for D/deaf and disabled people	By April 2022 / Operations Director
	7 GOALS OF WBFG	A More Equal Wales, A Wales of Vibrant Culture & A Globally Responsible Wales: A greater diversity of people involved in making and enjoying dance, making a positive contribution to people's wellbeing	

GENDER REASSIGNMENT

Current Situation	What	How	By When/ Lead Responsibility
Recruitment pack and information has been updated and recent campaigns more targeted	Improve recruitment processes and Company policies to reflect the needs of those who do not identify with their gender at birth	Actively advertise willingness to make reasonable adjustments to workplace/roles to meet specific people's needs	Year on year/ Operations Director
More inclusive and ongoing training plan being developed. Specific training to be organised in 2021	Reflect inclusion of people who do not identify with their gender at birth	Arrange Company training (Stonewall) to have a better understanding of language and actions to ensure we are as inclusive as possible Plan physical adjustments to the Dance House	By September 2021/ Operations Director By April 2022/

Dance House adjustments delayed due to Covid-19, included in 21/22 budget Values enshrined in new recruitment campaigns. Full suite of documents to be revisited summer 2021		Revisit values to ensure that the needs of the protected characteristic are enshrined and embedded into all Company and activity planning	Operations Director By October 2021/ Operations Director
	7 GOALS OF WBFG	A More Equal Wales, More Cohesive Communities & A Healthier Wales: Creating an open, tolerant, and safe environment and culture at work for people who do not identify as their gender at birth	

MARRIAGE & CIVIL PARTNERSHIP

Current Situation	What	How	By When/ Lead Responsibility
Recruitment pack and information has been updated and recent campaigns more targeted	Ensuring benefits given to heterosexual married employees/ civil partnered employees are also offered to same sex married/ civil partnership employees	Ensure that recruitment materials continue to make Family Friendly policies clear Revisit Company policies and staff handbook to ensure compliance	Year on Year / Operations Director By October 2021/ Operations Director
	7 GOALS OF WBFG	A Healthier & More Equal Wales: Creating an open, tolerant, and safe environment and culture at work	

PREGNANCY & MATERNITY

Current Situation	What	How	By When/ Lead Responsibility
Recruitment pack and information has been updated and recent campaigns more targeted	Ensure everyone is protected against discrimination on the grounds of pregnancy, IVF and maternity during the period of their pregnancy, IVF and any statutory maternity leave to which entitled	Actively advertise willingness to make reasonable adjustments to workplace/roles to meet specific people's needs. Revisit values as Company to ensure that the needs of the Protected Characteristic are enshrined	Year on Year / Operations Director By October 2021/ Operations Director
	7 GOALS OF WBFG	A Healthier & More Equal Wales: Being actively supportive of people who are pregnant and undertaking maternity leave	

RACE

This section of the plan relates to: African Diaspora people; South, East, and South East Asian diaspora people; Middle East and North African people, and other ethnically diverse people. In other words, people who experience racism.

There has been a greater focus on recruiting staff, dancers and trustees from diverse backgrounds (currently 14% of workforce). However, the proportion of our audience who are African Diaspora people, South, East, and South East Asian diaspora people, Middle East and North African people, and other ethnically diverse people is 3%, and this is a very low figure. Around 7% of Wales' and almost 20% of Cardiff's population is ethnically diverse and this is our target, in terms of both audiences and staffing. This scale of change in our audience base will happen only if we create change in how we work, in the work we present, and the extent to which we can become an actively anti-racist organisation.

Current Situation	What	How	By When/ Lead Responsibility
3% of audiences in Wales are from the ethnically diverse groups outlined. This has grown from 1% around 3 years ago but is still less than half the Wales population percentage.	In line with Wales' headline data, achieve 7% of UK audiences/participants from the ethnically diverse groups identified under this section. See 'All Kinds of	Marketing focus on targeting ethnically diverse audiences in specific multi-cultural towns and cities in Wales and wider UK touring Achieve long-term audience development through running projects specifically targeting under-represented groups in multi-cultural towns	By March 2024/ Communications Director By March 2022/ Learning &

	People' chapter of Business Plan	and cities in Wales	Participation Producer
There has been growth in ethnically diverse staff and Board members over the past 3 years, and 14% of the total workforce is now ethnically diverse. This has been achieved through active targeting and recruitment, and ensuring that messaging and programmes reflect communities we are wishing to attract.	Achieve 20%* of employees from the ethnically diverse groups identified within 3 years *This reflects the current percentage of Cardiff population (2020) who are ethnically diverse, but this will change, and the Company goal is to reflect the changing percentage	Ensure a diverse shortlist for all jobs/recruitment opportunities by regularly undertaking Executive searches which target ethnically diverse candidates. Take positive action to ensure the most diverse candidate list possible Creating a specific placement opportunity for a member of staff from one of the groups identified with a guaranteed one-year placement followed by a job Continue to offer all staff and board involved in recruitment regarding anti-racism training and fair recruitment and selection. Investigate training and ensuring continuous learning	Year on year/ Operations Director By December 2021/ Chief Executive Year on year/ Operations Director
New trustees have been recruited including those who are from an ethnically diverse background, and they will start in June 2021. It is likely that we will achieve our 30% target in 2021 or 2022.	Increase from 10% (1 trustee) to 30% (3 trustees) from one of the groups identified on board	Ensure a diverse board shortlist by undertaking Executive Search which target ethnically diverse candidates. Take positive action to ensure the most diverse candidate list possible Commit to one of the new board positions being filled by an ethnically diverse candidate	By September 2022/ Chair of board By January 2021/ Chair of board
Dance team diversifying their technique gradually, the speed of which has been hampered by Covid and not having dancers physically in the studio	Physicalise our commitment to diversity and embrace different cultural forms by committing to 6 weeks per year of teaching from different dance styles other than ballet and contemporary	Increase teaching budget by £1,200 per annum Commit to one week of each different style for instance/including the following: African, Indian Classical, Butoh, Street dance, Flamenco, Cuban	By March 2022/ Artistic Director By March 2022/ Artistic Director

Diversifying the team enables us to represent contemporary Wales more fully and effectively. This is mainly in relation to the dance team, where there is greater 'churn' which has allowed greater ethnic diversity in the team.	Maintain visible diversity of Company employees, especially dancers	Seek out opportunities to convey the current ethnic diversity of the Company, whilst avoiding being tokenistic	Year on year/ Communications Director
	7 GOALS OF WBFG	A More Equal Wales, More Cohesive Communities & A Wales of a Vibrant Culture: Ensuring that a greater proportion of our staff, board and audiences/participants are from a BAME background	

RELIGION & BELIEF (& non-belief)

Current Situation	What	How	By When/ Lead Responsibility
Documents being revisited Summer 2021	Create an environment and culture which is sensitive to people's religion and beliefs	Revisiting Company values to ensure that the needs of the protected characteristic are enshrined	By October 2021/ Operations Director
	7 GOALS OF WBFG	More Cohesive Communities & A Healthier Wales: A society where mental wellbeing is maximised and choices and behaviours are understood	

SEX

The Company has a good balance of male and female trustees and staff (see appendix) although it needs to remain vigilant regarding comparative pay for men and women. Our audience, like many dance companies, is predominantly female (around 63%). 95% of people attending our programme of work for gifted and talented young dancers are female. This is an improvement on previous years, but underlines the ongoing stigma associated with dance for boys and young men in Wales, which has some work to do to catch up with the rest of the UK where dance programmes for boys and young men are better developed. These changes will take time to achieve, meaning that the targets set for inclusion in participation are lower than 50%, but are considered realistic as the sector needs to institute significant change.

Current Situation	What	How	By When/ Lead Responsibility
	Ensure equal pay for men and women	Undertake annual 'gender pay gap' calculations and report to board	By April 2022/ Operations Dir.
2020/21 work curated as one programme rather than individual projects to achieve fairer representation.	Achieve equality of opportunity for female led projects aiming to achieve 50% representation	Awareness of female representation is embedded in curation of work and programming	Year on year / Artistic Director
5.5% of our current Associates group are male. Dance for Parkinsons 50/50 gender split Due to Covid-19 no gender specific L& P provision currently running	Achieve equality of opportunity for men and boys taking part in dance at all levels, aiming to achieve 25% participation	Develop new programmes of work for young male dancers including; Increase male/female ratio in Associates group Run Dance Days project specifically targeting boys Review promotional materials to ensure that all imagery and copy ensures appeal to men as well as women, avoiding unconscious gender biases Seek out opportunities to place stories/images/marketing messages about the contribution of male dancers in the Company	By 2025 Learning & Participation Producer Marketing Campaigns Manager Communications Director
20/21 programme all online. Only 16% of website users can be reported on, and of these users 35% are male. IG followers are 25% male, Facebook 26% male, Twitter no longer shares audience data	Increase men as a proportion of audience from 37% to 45%	Review promotional materials to ensure that all imagery and copy ensures appeal to men as well as women, avoiding unconscious gender biases	By April 2023/ Marketing Campaigns Manager

*note all digital media sources only currently report on binary gender split.			
	7 GOALS OF WBFG	More Cohesive Communities, A Prosperous Wales & A More Equal Wales: A skilled and well-educated and equal population because of a greater opportunity to play a full part in the cultural life of Wales	

SEXUAL ORIENTATION

The company's LGBTQ+ staff base is increasing, raising the profile of the high proportion of LGBTQ+ staff could offer positive role models and a positive environment to support LGBTQ+ participation in dance amongst the wider population.

Current Situation	What	How	By When/ Lead Responsibility
<p>Researching signing up as a Diversity Champion</p> <p>No L&P activity started as yet</p> <p>Researching appropriate messaging to be champions for our LGBTQ+ communities.</p>	Support LGBTQ+ people who want to dance and watch dance across Wales	<p>Sign up to become a Stonewall Diversity Champion to promote lesbian, gay, bisexual, and transgender equality in the workplace</p> <p>Explore new digital learning programme and physical workshop provision focused on gender identity and LGBTQ+ communities</p> <p>Seek out opportunities to place stories/images/marketing messages about the Company's diverse work/audiences</p>	<p>By December 2021/ Operations Director</p> <p>By March 2022/ Learning & Participation Producer</p> <p>Year on year/ Communications Director</p>
	7 GOALS OF WBFG	More Cohesive Communities, a Wales of Vibrant Culture & A More Equal Wales: Leading to a safe and well-connected society by engaging with dance	

APPENDIX I - Profile of the workforce and trustees

SEX	April 2020	%	April 2021	%	23/24 %	SEXUAL ORIENTATION	April 2020	%	April 2021	%	23/24 %	DISABILITY	April 2020	%	April 2021	%	23/24 %
Male	12	32	11	29	45	Heterosexual	22	59	26	69	55	Without disability	29	78	33	87	75
Female	24	65	26	68	53	LGBTQ+	11	30	10	26	40	With disability	6	17	5	13	21
Prefer not to say	1	3	1	3	2	Prefer not to say	4	11	2	5	5	Prefer not to say	2	5	0	0	4
Total	37	100	38	100	100	Total	37	100	38	100	100	Total	37	100	38	100	100

RACE	April 2020	%	April 2021	%	23/24 %	AGE	April 2020	%	April 2021	%	23/24 %	RELIGION & BELIEF	April 2020	%	April 2021	%	23/24 %
African	1	3	1	3	6	16-24	7	19	8	21	20	Christian	7	19	7	18	20
Black Caribbean	1	3	1	3	7	25-34	14	37	14	37	27	Buddhist	1	3	1	3	5
Any other mixed/multiple ethnic background	3	8	3	8	8	35-44	7	19	10	26	22	Atheist	23	62	26	68	55

White British	26	69	27	70	64	45-49	3	8	2	5	14	Other	1	3	0	0	8
Any other white background	6	17	6	16	15	50+	6	17	4	11	17	Prefer not to say	5	13	4	11	12
Total	37	100	38	100	100	Total	37	100	38	100	100	Total	37	100	38	100	100