

2022

ANNUAL DIVERSITY & EQUITY REPORT

OUR INAUGURAL REPORT



Ballet

SAN FRANCISCO BALLET

FRANCES CHUNG IN MILLEPIED'S *DANCE OF DREAMS* // © SAN FRANCISCO BALLET

ANNUAL DIVERSITY & EQUITY REPORT

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EXECUTIVE SUMMARY

SAN FRANCISCO BALLET

At San Francisco Ballet our vision is to have Inclusion, Diversity, Equity, and Access (IDEA) at the heart of our culture. We strive to be an organization where people from all backgrounds can thrive and feel a sense of belonging. We strive to be a organization that reflects San Francisco, the community we call home. We strive to be innovative leaders in the ballet industry who push for diversity, equity, and accountability on the stage, in the studio, and behind the scenes.

SF Ballet's Annual Diversity Report reflects the company's proactive, measurable multi-year plan to increase IDEA across the organization. The plan expands upon the work already undertaken to carry SF Ballet forward in our vision to be an art-led and values driven organization that can be a voice for change- knowing that our voice can only carry if we continue to better ourselves.

As part of our commitment to transparency and accountability, we are releasing our first Annual Diversity and Equity Report. Our data tells an important piece of our diversity story, and is paired with our Plan for Change outlining the work we are doing to make sure all of our employees have a strong sense of belonging and trust. This is an important opportunity to make influential and lasting change for our organization and our artform.

A MESSAGE FROM OUR **EXECUTIVE DIRECTOR & CHIEF DIVERSITY OFFICER**



Danielle St.Germain, Executive Director

Here at San Francisco Ballet, we are working to infuse inclusion, diversity, equity, and access (IDEA) deeply into our culture and all that we do. Our aspirations are great, and we are intensifying our efforts to create a community where all are celebrated, all feel that they belong, and all have an equal chance at a successful outcome. In these pages, you will read about the work we have done over the past year and, more importantly, where we are going as we continue to evaluate our systems and practices. The work is hard, but the SFB community has embraced this work with great enthusiasm and that fuels us forward.

Thank you for joining us as we build and nourish the inclusive culture in which we want to thrive.



Rob Sánchez Nelson, Chief Diversity Officer

This inaugural report marks a moment in San Francisco Ballet history. This document illuminates where we've come from, where we need to go, and how we get there. At a time when artists, staff, and audiences have ample choices about where to give time, talent, and resources, knowing what an organization values and what we are doing to live out those values, is of tremendous import. Overall, this document is not just about the promises in these pages, it is about us deciding as an organization that we want to be better than we were yesterday. I hope that as you take in this document, you will consider how you can join us on this journey towards a more inclusive and diverse organization and artform.

WE ARE SAN FRANCISCO BALLET

San Francisco Ballet, long recognized for pushing boundaries in dance, has a history of making history. Founded in 1933, the company staged the first full-length American productions of *Coppélia* (1938) and *Swan Lake* (1940) and, in 1944, we launched an annual holiday tradition when we produced the first full-length production of *Nutcracker* in the US.

SF Ballet is accompanied by its own Grammy Award winning orchestra and operates one of the country's most prestigious schools of ballet. Today we build on our heritage by commissioning groundbreaking dance from top choreographers by uncovering new choreographic talent and by staging modern classics as well as the canon of classic ballet. Our approach defines ballet in the 21st century, and it makes San Francisco Ballet the essential place to see the most adventurous dance in America.

SF Ballet employs a dynamic workforce comprised of 410 full and part-time employees who work on stage, in the pit, backstage, in our studios, in the school, and in administration. This dynamism also means that parts of the company work at different times of day, different days of the week, and in different buildings. Silos have grown around these different components of San Francisco Ballet, and we endeavor to neutralize them by fostering belonging and developing better ways of supporting the unique needs of all our employees.

Our mission, "to share our joy of dance with the widest possible audience, both locally and around the world, and to provide the highest caliber of dance training in our School," is both an aspiration and a challenge that drives us to always be in the process of becoming the company we want to be.

Our IDEA mission echoes our organization's mission as we know that to share dance with the widest possible audience, we need to reach communities that are underrepresented in ballet. We are a company of people who come together day after day to create, support, and develop the art we put on stage, in the orchestra pit, and in our teaching studios.

As we endeavor to become a more inclusive organization, we recognize that we are restricted by the very society, politics, and policies in which we exist. Race equity cannot be achieved by San Francisco Ballet while it does not exist in our communities and culture. However, we can make planned sustainable change to better our own organization. Change that is intentional acknowledges the systems of power and privilege that are at the root of ballet culture, and works towards equity will be revolutionary for our employees and the ballet community.

OUR IDEA COMMITMENT

San Francisco Ballet is committed to cultivating Inclusion, while further developing Diversity across organizational populations, and building opportunities to ensure Equity. Through acknowledging a myriad of life experiences and abilities, we seek to enhance Accessibility. As we strive to become an organization that is representative of these values, we center the following Inclusion, Diversity, Equity, and Accessibility (IDEA) principles in our everyday work:

INCLUSION: We are conscientious about centering the experiences and interests of those who have been or feel their voices have been marginalized or excluded. In order to be inclusive, we seek to foster a community where understanding and respect are paramount.

DIVERSITY: We recognize that a community of diverse identities and thoughts makes our organization stronger. We recognize the barriers and advantages currently in place and commit to becoming impartial and fair, providing equal potential outcomes for all.

EQUITY: We commit to creating policies, programs, and practices that center the self-identified needs of those members, constituents, stakeholders, and collaborators who are impacted by the decisions or actions of others. In so doing, we recognize that our actions may not deliver the intended result. We invite our community to engage with us as we are held accountable to our commitments.

ACCESSIBILITY: With intention, we will continue to diversify pathways of access to our programming, education, and community events. SF Ballet strives to be an organization that is inclusive and compassionate. We seek to promote opportunities for individuals with visible and non-visible disabilities to participate in the art form.

SF Ballet values individual forms of difference and identity, strives to elevate our collective voices, and seeks to provide equitable access to organizational resources and career opportunities. We dedicate ourselves to a practice of transparency so that we can be held accountable to these principles. Within the ballet industry, San Francisco Ballet aims to set a standard that builds a better future for our organization and the artform.

WHAT IDEA MEANS TO US

San Francisco Ballet recognizes that inclusion, diversity, equity, and access look different within our organization than they do in broader society. Our first step in creating an IDEA plan for change was to understand the areas of our organization that need to be more diverse. This approach allowed us to make a custom plan unique to the needs of our organization. We found that some federally protected classes and communities that historically experience marginalization are well represented at SF Ballet. Thus, our first question is what does diversity look like at San Francisco Ballet? Directly followed by, what do we want the diversity makeup of SF Ballet to be and third, how do we get there?

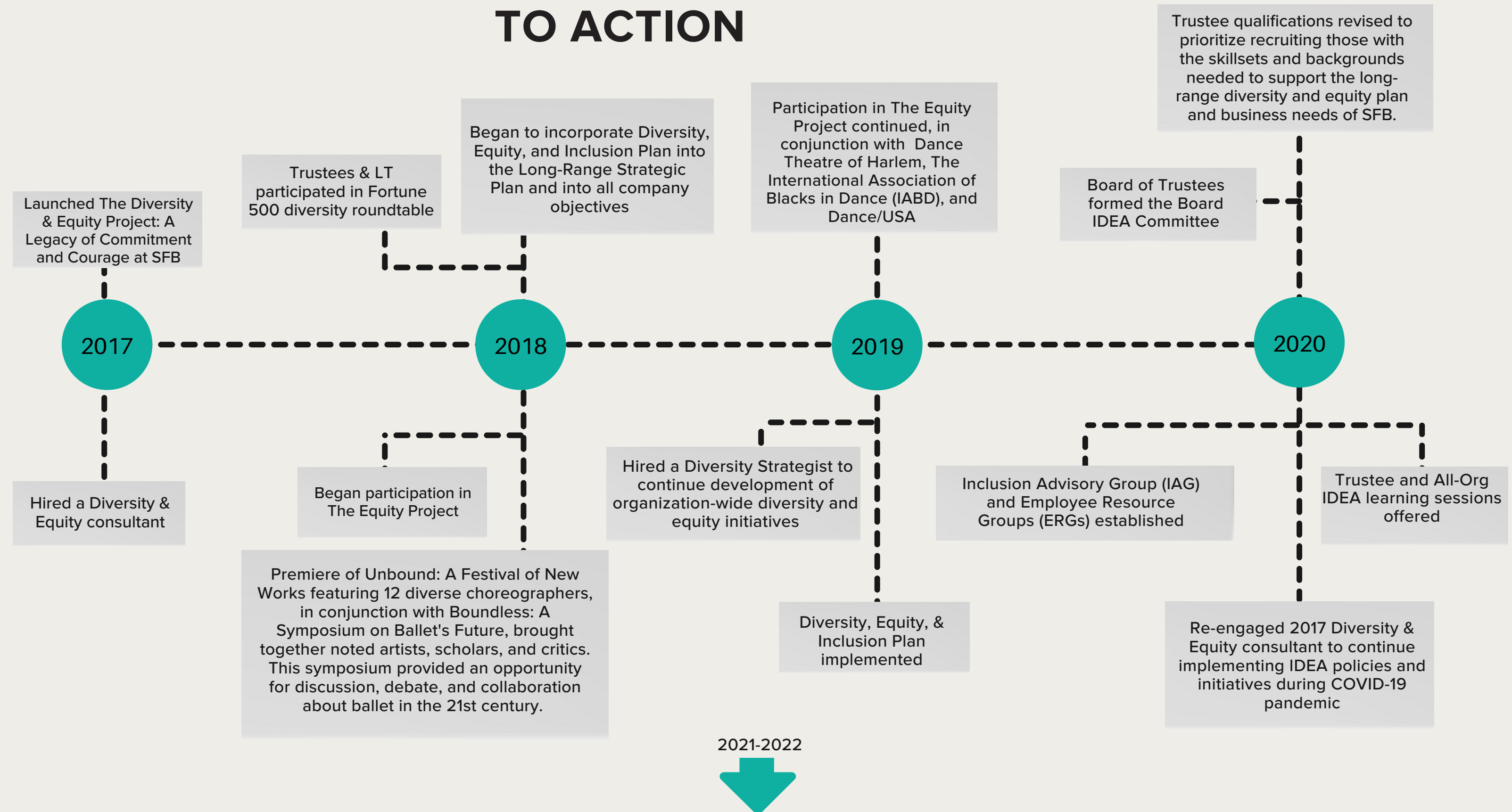
The demographics section of this report shows that the percentage of women at SFB is higher than men. Similarly, Asian and Asian-American employees (19%) have higher representation than African/African-American/Black (13%), Hispanic/Latino/x/o (10.5%), Native American/American Indian (1.5%), or Middle Eastern/North African (.9%) employees. When focusing on diversity, it is important to understand to whom we are referring. For San Francisco Ballet, **increasing diversity means hiring more women of color, increasing the number of BIPOC supervisors (currently 39%), and increasing the workforce percentage of historically underrepresented communities. In order to address the racial and ethnic diversity within San Francisco Ballet, we must consider all the values expressed in our IDEA commitment.**

Within the ballet industry, which naturally features athleticism, grace, and physical stamina onstage, the term 'access' may lead someone to think primarily of the audience. San Francisco Ballet is thinking about access in our offices, in the audience, and in our communities. Moreover, we want to grow our internal culture to be one where ability is understood to be diverse. We aim to do this in three ways:

1. Inside our buildings, we must foster a more inclusive culture that supports people with disabilities. To accomplish this we must ensure that, should they choose to, all of our employees feel confident and comfortable with sharing their accessibility needs.
2. Globally, workplaces, commutes, and civic engagement are becoming more fluid and SF Ballet must evolve our work accordingly. In so doing, we remain competitive in a larger market allowing us to recruit from diverse areas and be an accessible workplace in order to meet the changing needs of a diverse workforce.

A diverse, equitable, and inclusive San Francisco Ballet requires that we grow a culture where our employees are engaged and thriving. We must nurture cultural norms that prioritize purpose, authenticity and psychological safety. By providing access to a robust foundation and the ability to experiment and be innovative, we ensure a vibrant organization and exceptional art.

OUR IDEA JOURNEY FROM AWARENESS TO ACTION



2021- 2022 SEASON IDEA HIGHLIGHTS



Inclusion Advisory Group (IAG)

IAG helps to foster a diverse and inclusive workplace as advisors to the Board of Trustees IDEA Committee and SF Ballet Leadership. Plays an integral part in recruitment and retention, marketing, community outreach, HR policy, and cultural insight. In 2021-22 the IAG sponsored 3 belonging events. In August 2022, the IAG will grow from 10 members to 21 members. This growth will assure the group has diverse voices, allow more areas of the organization to have representation, and it will be conducive to our members maintaining a work-life balance. In FY 2023, IAG members will receive a small monthly stipend for their contributions.



Participate in C2EC

Cultural Competency and Equity Coalition (C²EC) is a membership-based organization that supports the embodiment of IDEA, Anti-Racism and Cultural Competence and works to transform the cultural norms within the classical arts. SFB has a 7-member cohort participating in this year-long project which began February 2022.



IDEA Learning Sessions

27 learning sessions were offered to SFB staff, dancers, orchestra, and trustees. These learning sessions included diversity practices, anti-racism trainings, cultural awareness, and celebration days.



Learning Library Created

The online Learning Library serves as an internal resource and repository for recorded IDEA events, and is available to every employee, all trustees, and upper level San Francisco Ballet School students.



Key Leadership Personnel

In 2021/2022, SFB added new members to its Leadership Team, including a Chief Diversity Officer,



New AD announced

In January 2022, SFB announced that Tamara Rojo will succeed Helgi Tomasson and become SFB's first female Artistic Director. She will officially join the company December 2022.



Better Organizations by Design

In 2022, partnering with BOxD, SFB began a transformational journey to build a more inclusive, equitable, and welcoming culture. Believing that the first step to culture change is understanding the past in order to inform and build a better future, SFB employees were invited to engage in a series of Healing Circles with BOxD. In these circles, an individual's narratives and experiences were invited forward in guided facilitation. BOxD conducted a survey to provide a different way for SFB employees to share their hurts, joys, and ideas for a better organization.



Employee Resource Groups (ERG)

In 2020, SF Ballet started three ERGs which support LGBTQIA2S+ employees and allies (QueerUmbrella), BIPOC employees and allies (G)Radiant, and employees with disabilities (Disabilities Seen & Unseen). This coming year, a new ERG just for allies will start. This will allow our other 3 ERGs to create spaces specifically designed for the communities they support and allies will have a space to learn and grow as they move towards co-conspiratorship. In FY 2022/23, ERG leaders will receive a small monthly stipend as a first-step towards compensation for their time and emotional energy.



66 % of current employees are union employees.



51 % of current employees participated in at least one IDEA learning session in 2021.

INVESTING IN OUR COMMUNITY

San Francisco Ballet's education and engagement programs build equitable access to dance education and to support, collaborate, and invest in our community. Our education and training programs reached over 40,000 community members in 2021/2022.



Commitment to Dance Education in SF Public Schools

For over 40 years, SF Ballet's Dance in Schools and Communities (DISC) program has partnered with San Francisco Unified School District (SFUSD) to provide free weekly dance classes in public schools that align with SFUSD Core Values, SFUSD Graduate Profile life skills, California Arts Standards for Dance, Common Core State Standards, and National Core Arts Standards in Dance. This program inspires connection, creativity, and confidence through the transformative power of dance. Our DISC curriculum explores various cultural and folk dances from around the world through the lens of ballet, offering opportunities for students to expand their vocabulary and enhance their expressive communication skills while learning about dance and music traditions from both their and other cultures.



Increasing Representation through Arts Education

Our team of DISC Teaching Artists and Musicians offer opportunities for students of color to see themselves, their stories, and their experiences represented in the performing arts while opening avenues of discussion and understanding for all students to grow as global citizens through anti-racist culturally-responsive teaching. 70% of DISC Teaching Artists and Musicians are BIPOC artists, and an Asian woman leads the education team.



Making Ballet More Accessible for the Next Generation

SF Ballet School has a dual mission: to train classical ballet dancers capable of joining the ranks of SF Ballet and other world-class companies and to offer young children and adults in the Bay Area an introduction to ballet and the joy of moving to music. In addition to the 275 students enrolled in SF Ballet School's Levels 1-Trainee Program, we offer pre-ballet and adult classes that reach over 1,000 community members annually.



Building Equitable Access to Performances

In 2022 our free educational Digital Student Matinee reached more than 5,000 students from over 100 PreK-12 schools, with 40% of registered classes from Title I schools in SF, East Bay, North Bay, South Bay, and the Peninsula. We provided free access to *Nutcracker* to 1,000 children from Boys & Girls Clubs. Our Family Viewing Area expanded to better serve families and kids at performances in the Opera House.



Increasing Access to Educational Opportunities

Building on our longstanding partnership with SFUSD, in 2016 we established a citywide partnership with Boys & Girls Clubs of San Francisco (BGCSF) to provide free dance and music classes. Our classes reach over 3,000 students at SFUSD and BGCSF sites annually, and we also provide standards-based professional development for K-12 teachers. At the end of each year, we invite approximately 100 elementary students to continue their dance journey by training at SF Ballet School on full scholarship.



Our Commitment to our Community during COVID

During COVID, our audience engagement and adult education offerings continued to provide lifelong learners with online access to lectures, seminars, and artist talks. To meet the needs of our community, we continued providing programs to participants of all abilities and ages from the special needs community, neurodiverse audiences, and people with Parkinson's with ballet classes on Zoom and in-person. Our sensory-friendly workshops and Dance Class for People with Parkinson's reached over 1,800 community members in 2021/2022..

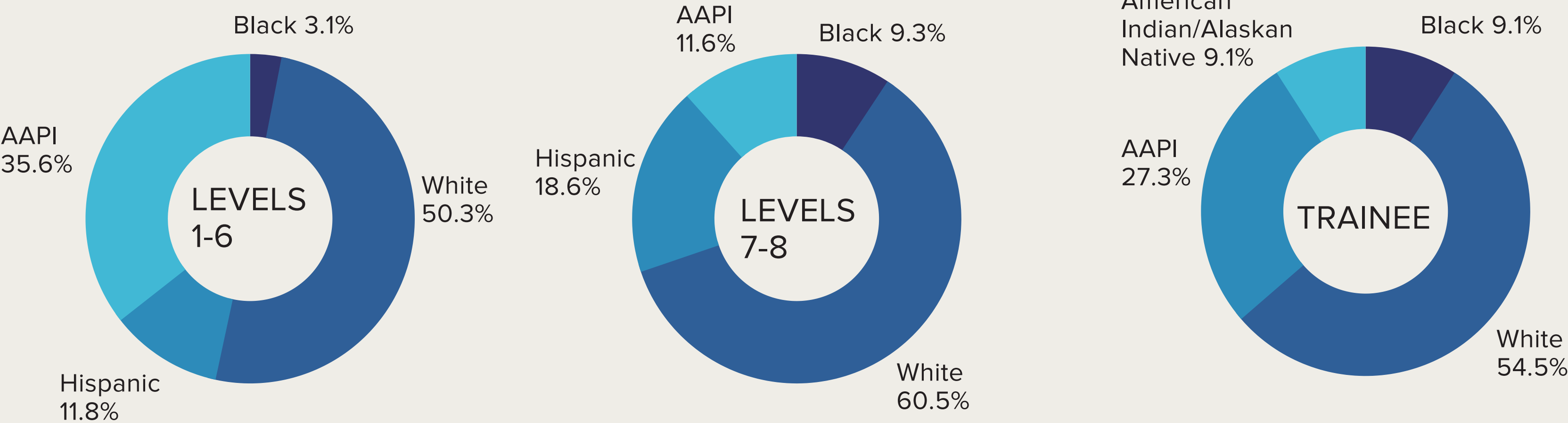


Supporting Youth and Families during COVID

In response to COVID school closures, we partnered with SFUSD and KTVU to create "SF Loves Learning" a daily educational TV show that helped close the digital divide for preschool through 2nd grade families who struggled with distance learning. Our Teaching Artists provided daily dance and music lessons on the TV show, which reached over 200,000 viewers from April 2020-June 2021, plus online asynchronous lessons that continue to reach over 60,000 students in 2021 and 2022.

INVESTING IN OUR FUTURE

Founded in 1933, San Francisco Ballet School is the oldest professional ballet school in the United States. San Francisco Ballet School offers a challenging curriculum emphasizing a strong classical technique with an athleticism and flow of movement adaptable to a variety of choreographic styles. San Francisco Ballet School strives to provide equitable access to high quality dance education for students of all ages. The demographics below are for the 2021/22 school year and only include students within the professional division, not our pre-ballet or adult ballet classes. Demographic data is collected upon enrollment.



OUR SURVEY PROCESS

AN OVERVIEW

Reporting on gender, ethnicity, and age data helps San Francisco Ballet track progress on our diversity work over time. The surveys conducted in 2021/22 will provide a bassline to measure our progress towards our goals.

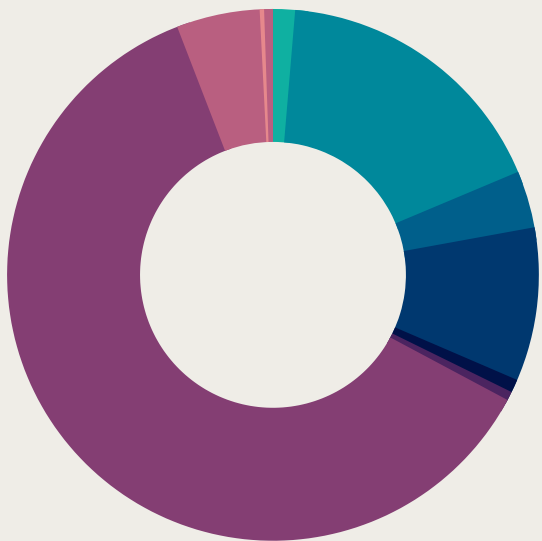
WHY	WHO	WHEN	WHAT WE LEARNED
Data will inform and direct the Inclusion, Diversity, Equity, and Access (IDEA) initiatives; and be used to apply for grants.	Employees: 328 = 80% Management: 21 = 95% Leadership: 9 = 90% Trustees: 35 = 75%	4 separate surveys November 2021- April 2022	Unexpected areas of diversity: Religious or Spiritual belief & First Languages. Women are not underrepresented.

MORE DETAILS ON OUR SURVEY PROCESS CAN BE FOUND IN THE APPENDIX.

DEMOGRAPHICS

RACE & ETHNICITY

Employees



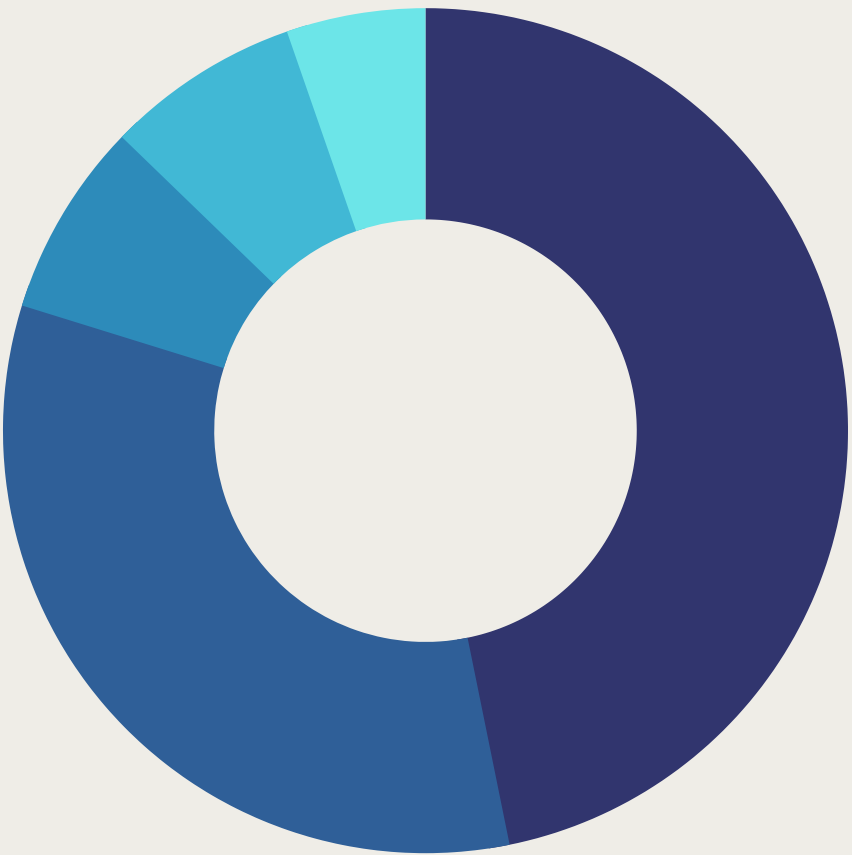
30% BIPOC

Company Leaders



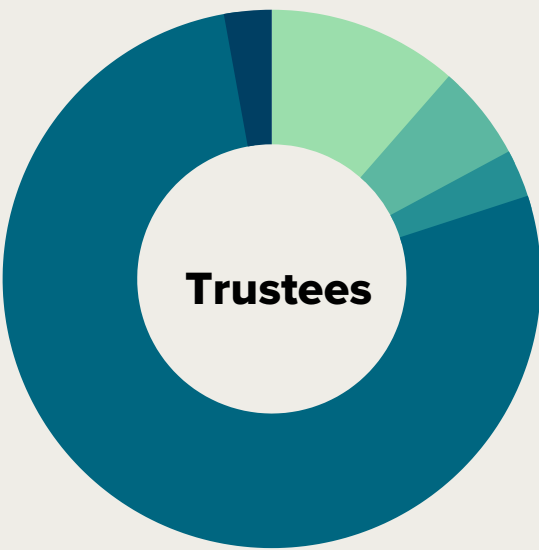
27% BIPOC

San Francisco



56% BIPOC

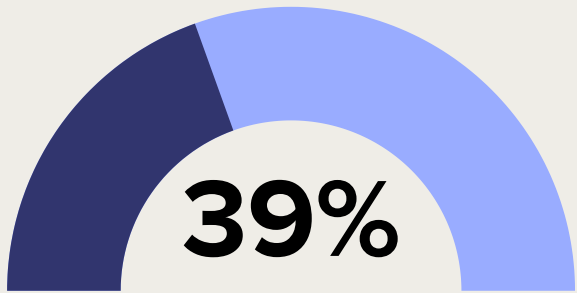
Trustees



19% BIPOC

39%

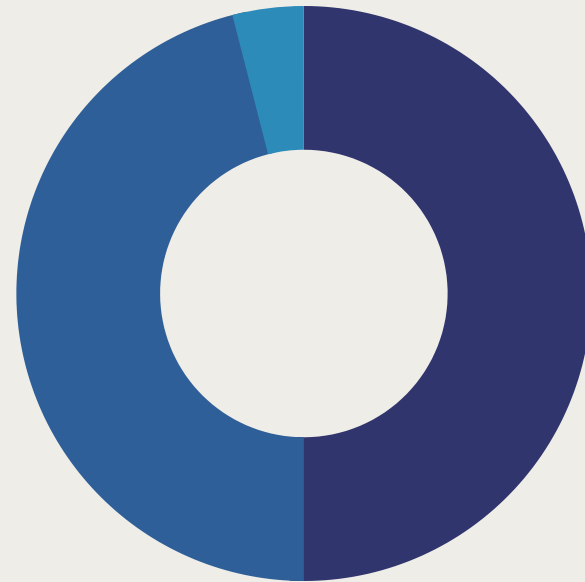
BIPOC Supervisors



DEMOGRAPHICS

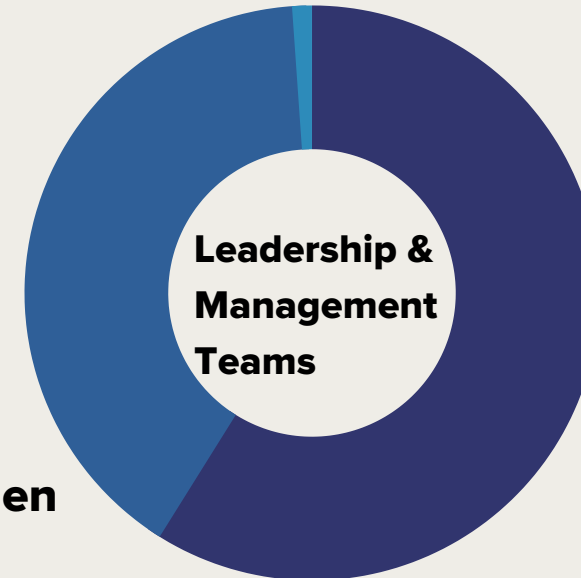
GENDER

Employees

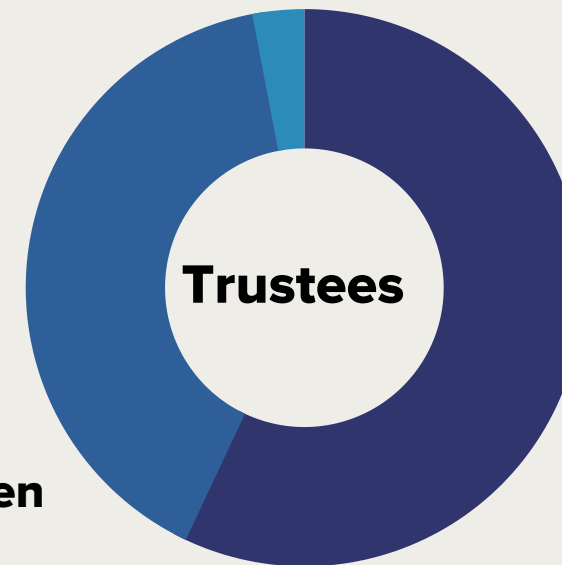


50% Women
46% Men
4% Trans/Nonbinary/Agender

Organization Leaders

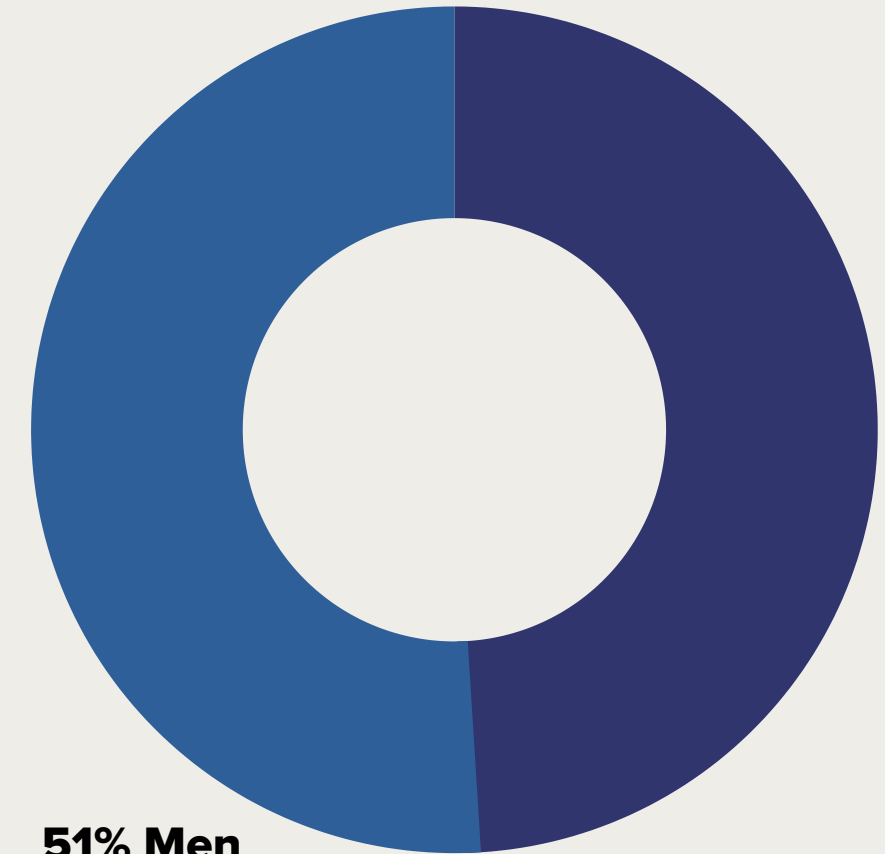


53% Women
46% Men
1% Trans/Nonbinary/Agender



57% Women
40% Men
3% Trans/Nonbinary/Agender

San Francisco

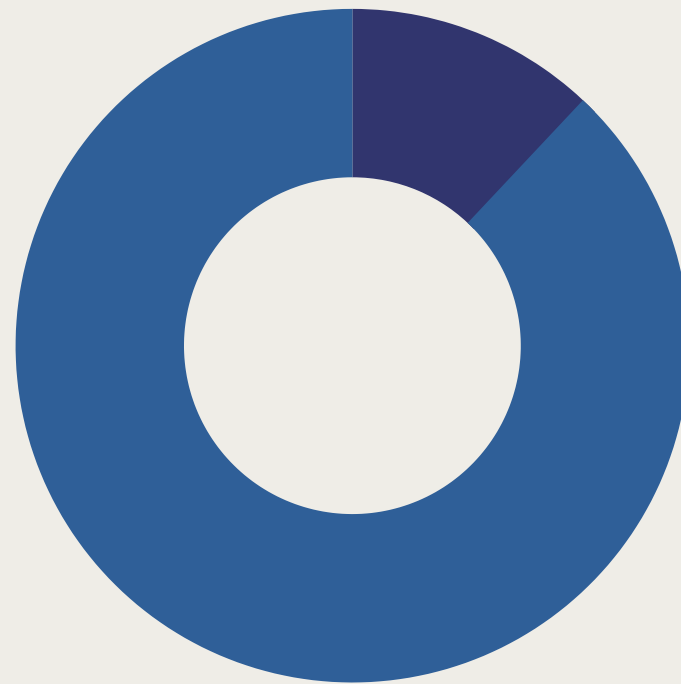


51% Men
49% Women
Data is not collected by City of SF for Trans/Nonbinary/Agender people

DEMOGRAPHICS

DISABILITY

Employees

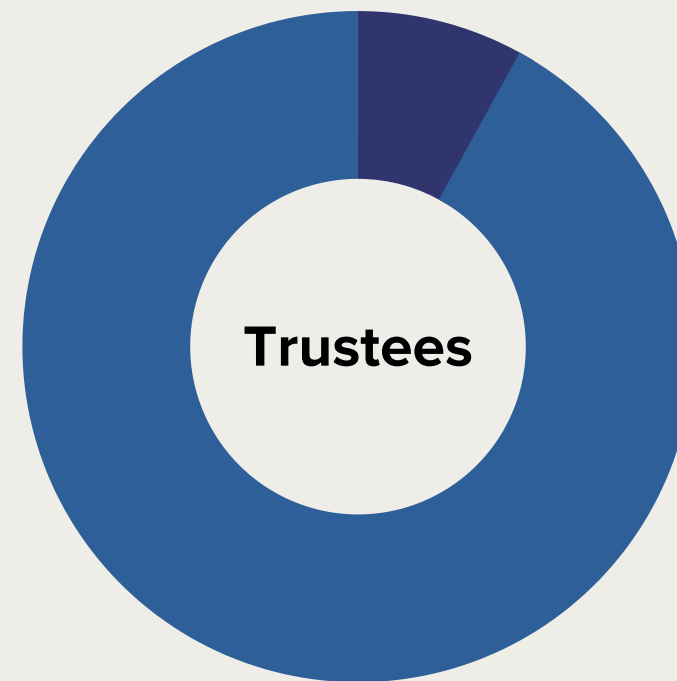


12% report a disability

Organization Leaders

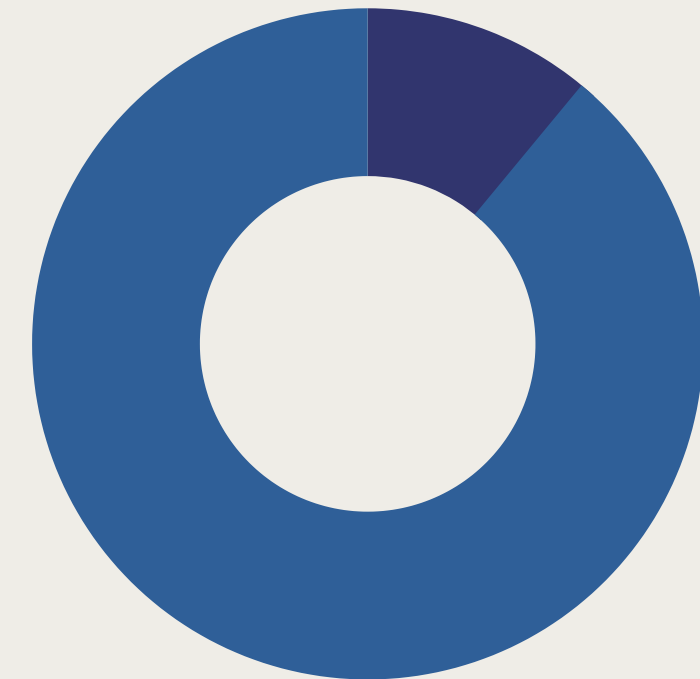


14% report a disability



8% report a disability

San Francisco



10.5% report a disability

IDEA

PLAN FOR CHANGE: PROGRESS EVALUATION METHODS

The following pages include our roadmap for culture change and metrics for progressively reaching our goals. Individually they describe different aspects of our plan.

In measuring our yearly goals, we are able to view annual progress on key items. These are more flexible than the roadmap and will be reassessed annually. We may find these goals to be too lofty or easily achieved, thus, adjustment may be needed. Our goals are dependant upon data and data collection as a practice.

Finally, there are department or area level goals (in appendix) that will aid in reaching our annual goals. These have been created in collaboration with leaders in each area and provide each area a direct connection to our organization-wide goals. Often, change can stall out if large change happens in spurts rather than incremental steps that build upon one another. By breaking our plan for change down into different methods and measurements, we hope to more easily see where breakdowns occur, as there will inevitably be some, and correct or adjust accordingly. Clarifying our goals and methods is one way we are committing to transparency during this plan for change. We invite all of our artists, staff, leaders, and audience to participate in the progression of our change.

IDEA

PLAN FOR CULTURE CHANGE: LONG-TERM ROADMAP

Institutional Systems & Commitments

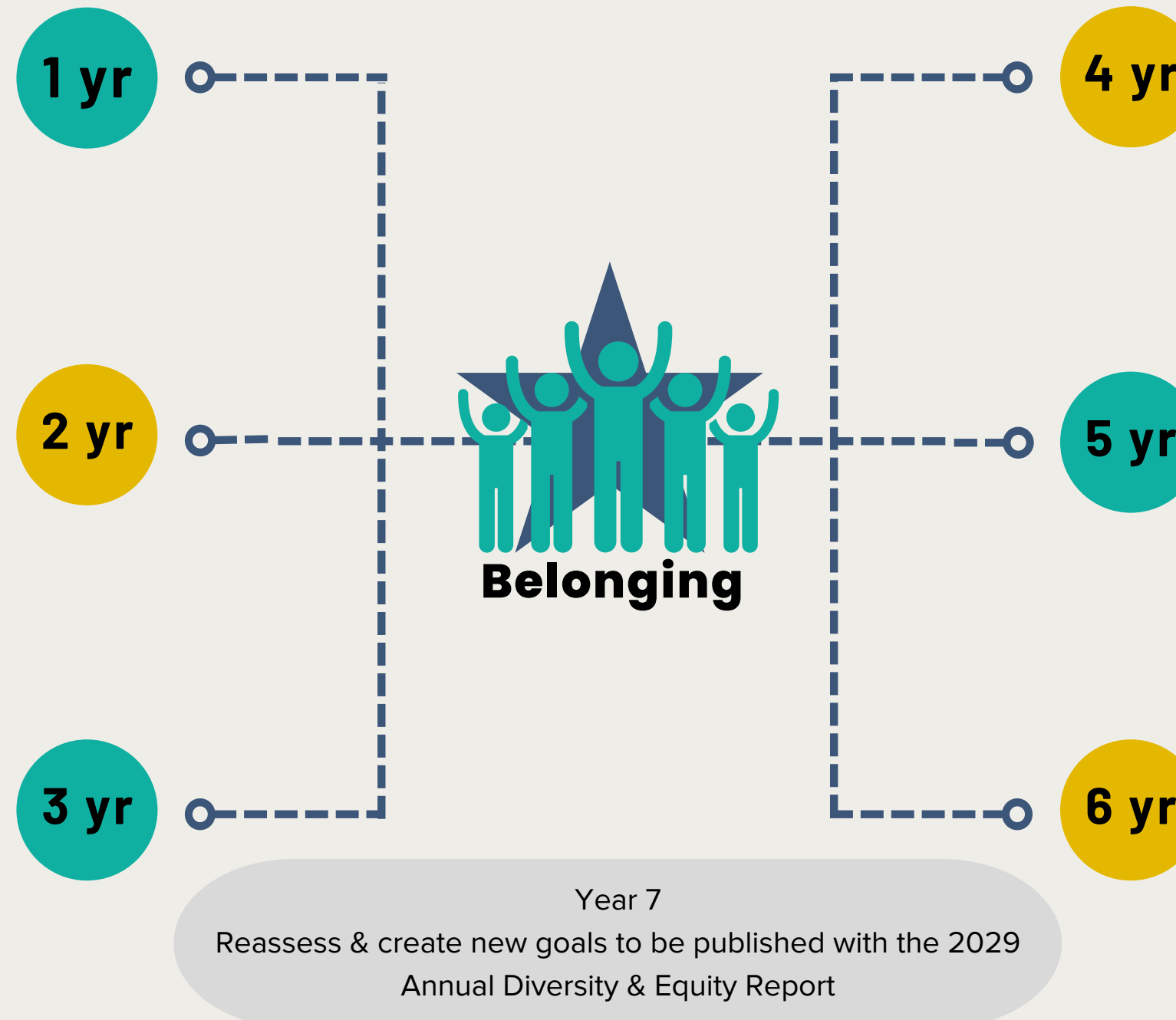
Clarify and release updated mission, values, or purpose statements to align with IDEA goals. Establish or grow systems that support employee, including professional development, performance evaluations with 360 feedback, and clear communication processes.

Alignment With Artistic Values

Collaborate with the new Artistic Director to align the Plan for Change with the artistic vision. This may require adjustment to the goals put forth in this document, which will be reflected in the 2023 Diversity & Equity Report.

Recruitment, Retention & Engagement

Create new recruitment and retention initiatives focused on bringing in and keeping diverse talent. Moreover, opportunities for employees to learn, grow, and engage will occur so that our employees are aware of all their opportunities, including total rewards, IDEA learning, and professional development.



Intentional Transparency

Intentional transparency is key to a diverse and equitable employee culture because it demonstrates trust between leadership and employees. Creating systems to share information, which are accessible to all employees, is vital. This begins with asking our employees what they would like to know.

Wellbeing & Access

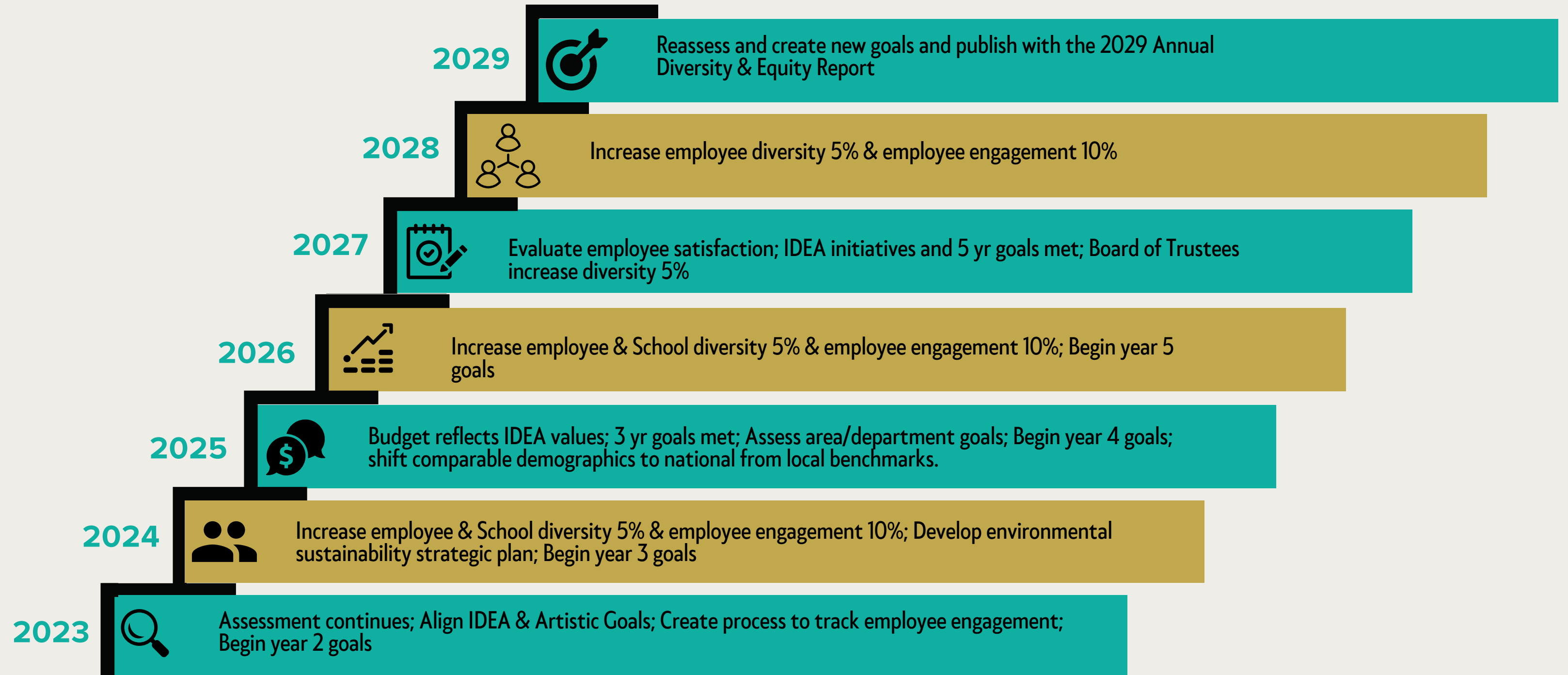
Wellness initiatives require setting and measuring goals and getting a clear idea of what employee wellbeing looks like at SFB. We will create and invest in a company-wide wellness program which covers physical, mental, and emotional wellness. Assessing the physical accessibility for our buildings, our employees, and our audience will include translating information and providing audio interpretation for all SFB performances.

A Learning Culture

Education and growth opportunities will begin in September 2022. By the six year mark, we will have a culture of Brave and Transparent Communication and an anti-racist framework for learning. Employees will be engaged in learning and seeking growth opportunities.

IDEA

PLAN FOR CHANGE: MEASURING 7 YEARS OF IDEA GOALS



ACKNOWLEDGMENTS & CONTRIBUTORS

ANNUAL DIVERSITY & EQUITY REPORT TASKFORCE

Alison Mauzé,
Trustee, IDEA Committee Member

Carmen Creel,
Board Relations Manager, IAG Member

Danielle St.Germain,
Executive Director

Jasmine Yep Huynh,
Associate Director of Education,
IAG Member

Kim Lundgren,
Chief Marketing & Brand Officer

Rob Sánchez Nelson,
Chief Diversity Officer

Robert G. Shaw,
Trustee, Board Co-Chair,
IDEA Committee Co-Chair

Susan P. Diekman,
Trustee, IDEA Committee Member

Timothy C. Wu,
Trustee, IDEA Committee Co-Chair

SURVEY WORKING GROUP

Carmen Creel,
Board Relations Manager, IAG Member

Elizabeth Luu,
Director of Institutional Giving, IAG
Member

Katharine Chambers,
Executive Assistant

Matt McCourt.
Resident Assistant, IAG Member

Rob Sánchez Nelson,
Chief Diversity Officer

THANK YOU TO OUR UNIONS

American Guild of Musical Artists (dancers)

American Federation of Musicians (orchestra)

**International Alliance for Theatrical Stage Employees
Local 16**

Theatrical Wardrobe Union, Local 784

Make-up Artists & Hair Stylists Guild, Local 706

**The Art Directors Guild & Scenic, Title and Graphics
Artists, Local 800**

**Theatrical Employees Local B18 of the International
Alliance of Theatrical Stage Employees**

THANK YOU TO ALL OUR EMPLOYEES

San Francisco Ballet Board of Trustees and Leadership Team would like to thank all our employees for their dedication and passion. You and your work are invaluable, and in combination guarantee a successful future for SFB.

We know the amount of effort that you put into your job and we want to assure you that your efforts are significantly appreciated. This Annual Diversity and Equity Report is a direct result of you voicing your hopes for a better company where all feel they belong and can thrive, both personally and professionally. Each part of our organization is invaluable. We truly appreciate each of you and look forward to growing with you.

DOCUMENT APPENDIX

Forms

- [Equity in the Center Race Equity Pulse Check: Score Report](#)
 - Completed Spring 2022 by Chief Diversity Officer
 - A tool to assess where an organization is on the Race Equity Cycle™. Includes a Score Report and recommendations on next steps
- [2022 Demographic Survey Results \(Employees\)](#)
- [2021/22 Demographics \(School\)](#)
- [Definitions & Terms](#)

Citations

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