LUCA SILVESTRINI'S
PROTEIN
proteindance.co.uk

PROTEIN DANCE

Equity Diversity Inclusion and Equal Opportunities Policy

Policy owner: Executive Producer
Accountable body: Board of Trustees
Approved by: Board of Trustees
Approval date: 16 October 2026
Next review: 16 October 2027
Review frequency: Annually, and sooner where there is a significant change in legislation, guidance or Protein's activities.

Registered charity 1103713 | Registered company 04291125
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1 Our commitment

Protein Dance, operating as Luca Silvestrini's Protein ("Protein") is committed to equality, equity, diversity, inclusion and access across everything we do.

Our purpose is not simply to comply with equality law. We want Protein to be an organisation where people are treated with dignity and respect, where different experiences and perspectives are valued, where barriers are identified and reduced, and where people are able to participate, contribute and thrive.

Dance has the power to bring people together across differences in age, culture, language, background, identity and experience. At the same time, we recognise that inequalities and barriers exist within dance, the wider cultural sector and society. These can affect who has access to training and employment, whose work is seen and valued, who feels welcome in cultural spaces and who has opportunities to participate, lead and make decisions.

Protein therefore seeks not only to avoid discrimination but actively to identify and reduce barriers to involvement in our organisation and our work.

2 Who this policy applies to

This policy applies to all areas of Protein's work and to everyone working with or on behalf of Protein, including:

1. Trustees;
2. permanent, fixed-term and casual employees;
3. freelance artists, performers, creatives and technicians;
4. contractors and consultants;
5. volunteers, interns and work-placement students;
6. job applicants and auditionees;
7. participants and community members;
8. audiences and visitors;
9. partner organisations and venues;
10. suppliers and service providers.

We expect anyone representing Protein to uphold the principles of this policy.

Where Protein works in partnership with another organisation or venue, we will seek to establish shared expectations around equality, access, dignity and appropriate standards of behaviour.

3 What we mean by equality, equity, diversity, inclusion and access

Equality means ensuring that people are not unlawfully discriminated against and have fair opportunities.

Equity recognises that people do not all start from the same position and may experience different barriers. Achieving equitable outcomes can therefore require different types or levels of support.

Diversity means recognising, valuing and involving people with different identities, backgrounds, experiences, perspectives and ways of thinking.

Inclusion means creating environments in which people feel respected, welcomed, able to contribute and able to participate meaningfully rather than simply being present.

Access means identifying and removing, reducing or mitigating physical, sensory, communication, financial, cultural, attitudinal and other barriers to participation.

Protein recognises that people's experiences are often shaped by more than one aspect of their identity or circumstances and that these can intersect.

4 Legal framework

Protein will comply with the Equality Act 2010 and other relevant employment, charity, data protection and human rights legislation.

The Equality Act 2010 identifies nine protected characteristics:

1. age;
2. disability;
3. gender reassignment;
4. marriage and civil partnership;
5. pregnancy and maternity;
6. race, including colour, nationality and ethnic or national origins;
7. religion or belief;
8. sex;
9. sexual orientation.

The Act covers employment, services and other areas, including premises, education and associations where relevant. Prohibited conduct includes direct and indirect discrimination, discrimination arising from disability, failure to make reasonable adjustments, pregnancy and maternity discrimination, harassment and victimisation. The precise protections and exceptions depend on the activity and circumstances.

Protein will also take account of protection against discrimination by association or perception and will make reasonable adjustments for disabled people where required.

For services provided to the public, the duty to make reasonable adjustments is anticipatory. Protein will therefore seek to identify barriers to participation in advance rather than relying solely on an individual having to request an adjustment.

Protein is not automatically subject to the Public Sector Equality Duty simply because it is a charity or receives public funding. Where Protein is carrying out a public function on behalf of a public authority, the duty may apply to that function. More broadly, Protein supports the principles of:

- eliminating unlawful discrimination, harassment and victimisation;
- advancing equality of opportunity;
- fostering good relations between different groups.

Preventing harassment

Protein will not tolerate harassment, sexual harassment, bullying or victimisation. This applies in person, online, in rehearsals, on tour and at work-related social events.

Harassment is unwanted conduct related to a relevant protected characteristic that violates a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment. Sexual harassment is unwanted conduct of a sexual nature. It also includes treating someone less favourably because they reject or submit to sexual harassment or harassment related to sex or gender reassignment. A single incident can be sufficient; intention does not determine whether conduct is harassment.

Examples include racist or homophobic comments, mocking disability or access needs, unwanted sexual messages, intrusive questions, repeated sexual comments about someone's body and unwanted touching. Bullying includes intimidation, humiliation and abuse of power, whether or not linked to a protected characteristic. Victimisation includes penalising someone for raising or supporting an equality complaint.

Employers currently have a duty to take reasonable steps to prevent sexual harassment. From 30 October 2026, the duty requires all reasonable steps. From that date, employers must also prevent harassment of workers by third parties, including audiences, participants, venue staff, contractors and partners, and may be liable where they have not taken all reasonable steps. Relevant harassment includes conduct related to age, disability, gender reassignment, race, religion or belief, sex or sexual orientation, as well as sexual harassment. Protein will implement the preventative measures in this policy before that date.

Contracts and project briefings will communicate behaviour standards, reporting contacts and consequences. Training, risk assessments, actions and incidents will be recorded. The Board will review the effectiveness of prevention at least annually, with action-plan updates twice a year.

Sex and gender reassignment

Following the Supreme Court's 2025 judgment in For Women Scotland Ltd v The Scottish Ministers, sex in the Equality Act refers to biological sex. Trans people remain protected under gender reassignment, whether or not they hold a Gender Recognition Certificate, and may also have protection through perception or association.

Protein will follow the law and current statutory guidance when planning toilets, changing rooms, accommodation and single-sex activity. The Executive Producer will record the rationale, consult the venue and seek specialist advice where necessary before introducing or changing arrangements. Decisions will respect privacy and dignity and provide suitable facilities for everyone. No one should be required to discuss private medical information publicly.

5 Going beyond the protected characteristics

Protein recognises that inequality and exclusion are not limited to the nine characteristics specifically protected by the Equality Act.

As far as is reasonably possible, we will also seek to ensure that people are not unfairly disadvantaged because of factors including:

1. socio-economic or class background;
2. caring or family responsibilities;
3. refugee, migrant or sanctuary-seeking status;
4. neurodivergence;
5. health conditions;
6. body shape, size or appearance;
7. educational background;
8. language, accent or literacy;
9. employment or freelance status;
10. geographic or digital exclusion.

Some of these circumstances may also fall within a protected characteristic under the Equality Act.

Protein may use lawful positive action where appropriate to address disadvantage, meet particular needs or increase participation among groups that are underrepresented.

Positive action must respond to evidence of disadvantage, particular needs or underrepresentation and be proportionate. Outreach, development and targeted support can be lawful. Recruitment tie-breaks have separate, strict conditions: candidates must be equally qualified, there must be no automatic preference, and the decision must be proportionate. The Executive Producer will record the basis and obtain advice before using a protected characteristic in selection. More favourable treatment of disabled people may be lawful.

6 Governance and leadership

The Board of Trustees has ultimate responsibility for ensuring that Protein fulfils the commitments within this policy.

The Board will seek to bring together an appropriate balance of skills, experience, backgrounds and perspectives and to avoid barriers that may unnecessarily restrict who can become a Trustee.

Trustee recruitment should normally:

1. ~~be openly advertised;~~
2. use clear and accessible information;
3. encourage applications from people whose perspectives or lived experiences are underrepresented;
4. offer reasonable adjustments;
5. consider skills and lived experience as part of succession planning;
6. avoid relying solely on existing personal or professional networks.

Diversity should not be approached as tokenism or as a numerical exercise. Protein believes that different experiences and perspectives strengthen governance, challenge assumptions and support better decision-making.

The Board will periodically review its skills, experiences and representation, identify gaps and consider appropriate action.

The Board will designate a trustee EDI lead at the next meeting. Until then, the Chair holds oversight. The Board will review its diversity, skills and recruitment barriers at least every two years, and offer accessible meeting papers, adjustments and induction.

The 2025 Charity Governance Code places responsibility on charity boards to create inclusive cultures, remove barriers to trusteeship, monitor EDI plans and targets and regularly review progress. Protein will seek to follow these principles proportionately to its size and resources.

7 Employment, recruitment and development

Protein aims to be a fair and inclusive employer.

Recruitment and employment decisions will be based on the requirements of the role, relevant skills, knowledge, experience and potential.

We will seek to:

1. advertise opportunities widely rather than relying only on established networks;
2. use clear, accessible and inclusive language;
3. distinguish genuinely essential requirements from those that are simply desirable;
4. provide clear information about pay and conditions;
5. offer reasonable adjustments throughout recruitment and employment;
6. consider alternative application formats where appropriate;
7. structure shortlisting and interviews consistently;
8. ensure equality monitoring information is separated from selection decisions wherever practicable;
9. provide fair access to training, development and progression;
10. consider flexible working and caring responsibilities appropriately;
11. ensure freelancers and temporary workers are treated with dignity and respect;
12. review recruitment outcomes and consider whether particular groups are consistently underrepresented.

Questions about disability or health during recruitment will only be asked where lawful and necessary, including where information is needed to arrange reasonable adjustments.

Right-to-work checks will be carried out consistently for comparable roles, including freelancers where legally required, without assumptions based on name, accent, appearance or nationality.

Protein will provide equal pay for equal work, including like work, work rated equivalent and work of equal value where the law applies. Pay and fee decisions will use recorded role requirements and relevant union or sector rates. Differences must have a clear, lawful justification. Protein will not prevent relevant pay discussions aimed at identifying discrimination.

Freelancers engaged under a contract personally to do work may be covered by the Equality Act's employment protections. All freelancers can use section 16 and will receive the same standard of fair, prompt handling as employees. New contracts will include this policy, the project code and reporting routes; access requirements will be invited at offer stage.

Protein will not tolerate discrimination, harassment, bullying or victimisation by staff, freelancers, trustees, artists, contractors, participants, partners, audiences or other third parties.

8 Disability, neurodiversity and access

Access is an integral part of Protein's approach rather than an addition made after a project has been designed.

We recognise that disabled, D/deaf and neurodivergent people may encounter physical, sensory, communication, organisational, financial and attitudinal barriers.

Protein will seek to:

1. consider access at the planning and budgeting stage of projects;
2. invite people to tell us about access requirements without requiring unnecessary personal information;
3. make reasonable adjustments for employees, workers and job applicants;
4. anticipate reasonable adjustments for audiences and participants;
5. provide information in alternative or accessible formats where reasonably practicable;
6. work with venues and partners to understand physical and sensory access;
7. involve disabled people and access specialists where appropriate;
8. integrate access creatively into artistic work where possible rather than treating it solely as an additional service;
9. learn from audience, participant, artist and staff feedback.

Depending on the project and available resources, accessible provision may include creative captioning, audio description, touch tours, relaxed approaches, accessible digital information, Easy Read or visual information and adaptations to workshops or performances.

Not every access solution will be appropriate to every project, but access will be considered proactively.

People can request adjustments from their line manager, project lead or Executive Producer verbally or in writing. The recipient will acknowledge the request within five working days, discuss options privately and agree a response and review date. Urgent needs will be addressed before the relevant activity. If an adjustment cannot be provided, the Executive Producer will explain why, consider alternatives and offer review by the CEO or Chair. A limited budget does not remove the legal duty to make reasonable adjustments.

Adjustments may include different communication formats, breaks, predictable schedules, flexible hours, sensory changes and accessible travel. Protein will consider menopause, religious observance and dress, caring responsibilities and statutory leave rights, as well as disability and neurodivergence.

9 Artistic programme, artists, performers and casting

Protein believes that diversity of artists, perspectives, bodies, experiences and creative voices strengthens dance.

Casting and artistic recruitment should be fair, accessible and appropriate to the work being created.

We will:

1. advertise auditions and artistic opportunities as widely as reasonably possible;
2. consider barriers created by audition location, timing, format or cost;
3. offer reasonable adjustments within auditions and rehearsals;
4. avoid unnecessary assumptions about what a dancer or performer should look like;
5. avoid stereotyping people on the basis of protected characteristics or background;
6. consider representation and whose voices and experiences are involved in creating work;
7. treat auditionees and performers professionally and respectfully;

8. follow fair and safe casting practice.

The artistic requirements of an individual production may sometimes influence casting. Where a particular protected characteristic is genuinely necessary for a role, Protein will ensure that any requirement is lawful and proportionate.

Any occupational requirement relating to a protected characteristic must be recorded and approved by the Executive Producer before advertising. Specialist advice will be sought where the legal basis is uncertain. Appendix B applies to every rehearsal and studio project.

Protein supports fair, safe and inclusive auditions and casting, drawing on guidance from Equity, the performers' and creative workers' union and ITC, Independent Theatre Council.

10 Participation and socially engaged practice

Participation and community engagement are central to Protein's work.

We work with people across different ages, cultures, abilities and experiences, including people who may experience significant barriers to engagement with dance or cultural activity.

Protein aims to create participatory work with communities rather than simply for them.

We will seek to:

1. build respectful, sustained relationships with community partners;
2. listen to participants about what matters to them;
3. avoid assumptions about communities or individuals;
4. recognise and value people's cultural knowledge and lived experience;
5. consider access, language, cost, travel and other practical barriers;
6. adapt delivery appropriately for different groups;
7. ensure safeguarding and appropriate professional boundaries;
8. provide clear information about what participation involves;
9. seek meaningful feedback;
10. ensure photography, filming and storytelling are based on appropriate consent and dignity;
11. acknowledge the contribution of community participants to creative work.

We recognise that equality does not mean providing exactly the same experience to everybody. Different participants may require different approaches or resources to participate equitably.

Projects involving children or adults at risk must follow Protein's Safeguarding Policy, including consent, professional boundaries and reporting. Although the Equality Act's services protection against age discrimination does not apply to under-18s, Protein's commitment to fair, inclusive treatment applies to all ages.

11 Audiences, communications and marketing

Protein wants its work to reach people who may not traditionally engage with contemporary dance as well as established dance audiences.

Our marketing and communications should reflect the diversity of the people and communities with whom we work without stereotyping or tokenising them.

Where reasonably possible, we will:

1. use clear and accessible language;
2. provide accurate access information in advance;
3. consider accessibility in digital content and documents;
4. use captions, alt text and accessible formatting where appropriate;
5. consider the diversity of people represented in imagery and storytelling;
6. respect the terminology individuals and communities use to describe themselves;
7. avoid presenting people experiencing disadvantage only through narratives of vulnerability;
8. work with partners and community networks to reach people who may not encounter conventional arts marketing.

We will continue to explore ways of taking dance beyond traditional theatre settings and reducing cultural, geographical and financial barriers to engagement.

This policy is available in plain text, large print and Easy Read on request to the Executive Producer. Accessible versions should convey the same commitments and reporting routes.

12 Partnerships, venues, contractors and suppliers

Protein's equality commitments extend to the way we work with other organisations.

When selecting and working with partners, venues, contractors and suppliers, we will consider their ability to provide a safe, respectful and accessible environment.

We will communicate significant access requirements in advance and seek practical solutions collaboratively.

Before confirming a tour or residency, the project lead will check accessible travel and accommodation, privacy and changing arrangements, local reporting contacts and foreseeable discrimination or safety risks. International tours must consider risks affecting LGBTQ+ people and others under local laws and practices, discuss them confidentially with those affected and agree safe arrangements. Room sharing requires freely given agreement; declining must not lead to disadvantage.

Partner agreements will identify who intervenes if an audience member or participant harasses a worker. Appropriate responses may include stopping activity, a warning, removal or exclusion, ending a contract or referring to the police. Staff must not be expected to tolerate abuse as part of their job. Immediate responses must also follow safeguarding procedures where relevant.

Serious or repeated discriminatory behaviour by a partner, supplier, contractor or venue may be grounds for Protein to reconsider that relationship.

Where Protein commissions individuals or organisations to work directly with participants, artists or staff, we may require them to follow relevant Protein policies and codes of conduct.

13 Royal Borough of Greenwich Equality and Equity Charter

Protein is proud to be a signatory to the Royal Borough of Greenwich Equality and Equity Charter.

The Charter promotes a fairer, safer, accessible and inclusive borough. Protein will contribute by challenging discrimination, reducing barriers to services and participation, and building respectful relationships across communities.

Protein will reflect these principles in our employment, artistic activity, community programmes and partnerships in Greenwich.

14 Arts Council England – Inclusivity & Relevance

Protein's approach is informed by Arts Council England's Inclusivity & Relevance Investment Principle.

We recognise that meaningful inclusion requires organisations to understand who may be underrepresented across their workforce, leadership, governance, programme and audiences; set appropriate objectives; monitor progress; and involve governing bodies in oversight.

Arts Council guidance specifically expects progress against inclusivity and relevance objectives to be considered by governing bodies and recorded through organisational monitoring.

15 Equality monitoring and data

Protein may collect equality and diversity information where there is a clear purpose, for example to understand who is applying for jobs, participating in activity, attending work or represented within governance.

Providing equality monitoring information is always voluntary. Every question will include a “prefer not to say” option. Non-participation will not affect employment, casting, services or opportunities.

Where equality information constitutes special-category personal data, Protein will process it in accordance with UK GDPR and the Data Protection Act 2018.

We will:

1. collect only information we have a reason to use;
2. explain why information is being collected;
3. restrict access appropriately;
4. anonymise or aggregate data where possible;
5. avoid using monitoring information to make individual recruitment decisions;
6. avoid publishing information from which an individual could reasonably be identified;
7. retain information only for as long as necessary.

Equality monitoring can help identify inequalities, but Protein recognises that data from a small organisation can be particularly sensitive and must therefore be handled carefully.

Before collecting identifiable monitoring data, the Executive Producer will document the purpose, the Article 6 lawful basis and, for special-category data, an Article 9 condition and any required Data Protection Act condition. For proportionate voluntary monitoring, Article 6 legitimate interests may be appropriate following an assessment; special-category equality monitoring may use Article 9 substantial public interest with Schedule 1 paragraph 8 where its conditions are met. Paragraph 8 covers only racial or ethnic origin, religious or philosophical beliefs, health and sexual orientation, not every protected characteristic.

Where a condition requires an Appropriate Policy Document, it must be completed before processing starts and set out safeguards, retention and erasure. If no valid condition is established, identifiable special-category data will not be collected. Genuinely anonymous information will be preferred. Consent must not be assumed to be freely given merely because a form is optional.

The privacy notice will state the actual basis, purpose, access arrangements, retention period and rights. Monitoring data will be kept separate from selection records and complaint records. The Executive Producer will approve retention periods before collection, review them annually and suppress small groups in reports where identification remains possible.

16 Raising concerns and complaints

Anyone, including a freelancer, participant, audience member or witness, can raise a concern. You do not need to challenge the person directly, make a formal complaint or know which procedure applies. Reports can be verbal, written or made with a trusted supporter; accessible communication and an interpreter will be arranged where needed.

Who to contact

- Caron Loudy, Executive Producer: caron@proteindance.co.uk. For a confidential callback, telephone 0330 500 2020 and ask to speak privately with Caron.
- You may instead report directly to Luca Silvestrini, Artistic Director and CEO, or Simon Pitts, Chair. If a concern involves Caron, go to Luca or Simon; if it involves Luca, go to Simon; if it involves Simon, go to another unconnected trustee. No report needs permission from a manager.
- A private written report can be sent in a sealed envelope marked “Private and confidential for the Chair” (or another unconnected trustee), Protein Dance, Woolwich Works, The Fireworks Factory, 11 No 1 Street, London SE18 6HD. The addressee alone should open it.

Direct contact details for the CEO, Chair and an alternative trustee will be supplied in induction and every project briefing.

- Anonymous reports can use the same postal route without a name or return address. They will be assessed and acted on where possible, although anonymity may limit investigation and feedback.

Immediate safety

If anyone is in immediate danger, call 999. A project lead may pause activity, arrange safe separation or seek venue security support. Concerns involving children or adults at risk must also follow the Safeguarding Policy. Reporting here must not delay a safeguarding or police referral.

How Protein will respond

- The recipient will record the concern accurately, check immediate safety and acknowledge it within five working days where contact is possible. Urgent protective steps will be taken immediately.
- Within ten working days, the Executive Producer or an unconnected trustee will confirm the person handling the matter, the procedure, support available and an indicative timetable. A conflict of interest requires a different decision-maker; independent HR or investigative support will be used where needed.
- The investigator will gather relevant evidence fairly, hear from the complainant and the person complained about, and avoid prejudging the outcome. The person complained about will receive sufficient information to respond. Interim arrangements are protective measures, not findings of guilt, and should not penalise the person reporting.
- Protein will aim to conclude within 30 working days. If more time is needed, it will explain why and give a revised date. Updates will be provided at least every ten working days. Informal resolution is optional and will not be imposed; mediation is not a default response to sexual harassment.
- The outcome and reasons will be communicated in writing, subject to privacy and safeguarding limits. Actions may include adjustments, training, formal disciplinary action, contractual or governance action, or ending a relationship. Relevant information about protective steps will be shared without disclosing confidential sanctions unnecessarily.
- Anyone dissatisfied with the outcome can request a review within ten working days, explaining their grounds. An unconnected senior person or trustee will acknowledge it within five working days and aim to decide within 20 working days, explaining delays. Employee disciplinary and grievance matters will also follow the applicable procedures and Acas Code, including statutory accompaniment rights.

Confidentiality and protection

Information will be shared only with those who need it to investigate, protect people or meet a legal duty. Absolute secrecy cannot be promised. The case lead will explain sharing wherever possible. Records will be factual, secure and access-restricted, with a documented retention period under the data-protection policy. The Chair will hold records where management is conflicted; Board trend reports will avoid identifying people.

Protein will not penalise anyone for raising a genuine concern, supporting a complaint or taking part in an investigation. This includes withholding work or opportunities. An unproven

complaint is not malicious; knowingly fabricated allegations may be addressed through the appropriate fair process.

From 6 April 2026, sexual harassment is a qualifying subject for whistleblowing. Statutory protection applies where the disclosure meets the legal conditions, including reasonable belief and public interest. A report may need both grievance and whistleblowing procedures. Protein's non-retaliation commitment applies to genuine reports regardless of whether they meet the statutory whistleblowing test.

Protein will not use confidentiality clauses to prevent reporting harassment or discrimination to the police or regulators, making a protected disclosure, obtaining legal advice or appropriate support, or exercising legal rights.

Independent support

Acas offers employment advice at acas.org.uk; the Equality Advisory and Support Service offers discrimination advice at equalityadvisoryservice.com; Protect offers whistleblowing advice at protect-advice.org.uk; Equity members can contact equity.org.uk. Anyone may seek independent advice or approach an appropriate authority without completing Protein's process. External legal time limits may apply; an internal complaint does not stop them.

17 Responsibility for implementing this policy

The Board of Trustees is responsible for governance, oversight and holding the organisation to account for progress.

The Artistic Director/CEO and Executive Producer are responsible for leadership and embedding this policy within organisational planning, employment, artistic decision-making, budgets and partnerships.

Managers and project leads are responsible for considering equality, inclusion and access when planning and delivering work.

Everyone working for or representing Protein has a responsibility to treat others with dignity and respect, challenge inappropriate behaviour where safe and appropriate, and follow this policy.

Equality and inclusion are shared responsibilities, but responsibility for addressing structural or organisational barriers must not be placed primarily on people who experience those barriers.

18 Training and organisational learning

Protein recognises that equality and inclusion practice develops over time.

Within available resources, Protein will provide or facilitate appropriate learning for staff and Trustees. This may include subjects such as:

1. inclusive recruitment;
2. disability and reasonable adjustments;
3. anti-racism;

4. safeguarding;
5. preventing bullying, harassment and sexual harassment;
6. inclusive communication;
7. unconscious assumptions and bias;
8. access in performance and participation;
9. working respectfully with different communities.

Training alone is not sufficient. Learning should be reflected in changes to practice, systems and decision-making.

New starters will receive induction before work begins; each company will receive a project-specific briefing before its first session. Annual refresher training will be provided for staff and trustees, and regular freelancers invited. Managers handling complaints will receive additional guidance or specialist support.

19 Review and accountability

The Executive Producer will review this policy annually, and earlier following a serious incident, significant feedback, changes in activity, or a change in law or statutory guidance. Reviews will include project learning, staff and freelancer feedback, participant and audience access, recruitment and governance, and relevant funder requirements.

The Board will approve substantive revisions and record the date and minute reference. The Executive Producer will monitor forthcoming harassment regulations, restrictions on confidentiality agreements and revised EHRC codes, and bring required amendments to the Board when their scope and commencement are confirmed.

Board approval date 16 October 2026

Chair signature



Next scheduled review 16 October 2027

Appendix A Project and decision checklist

Project leads complete this before a project, tour, venue commitment or significant decision. The Executive Producer checks unresolved risks. Keep it with the project plan and review after changes, feedback or an incident.

Project or decision _____ Lead _____ Date _____

- Who may face barriers or particular risks, and what have they told us? Consider access, protected characteristics, caring, cost, language and digital exclusion.
- What adjustments and access provision are needed? Who owns each action, what is the budget and when will it be ready?
- What harassment risks arise from power imbalances, touch, lone or late work, travel, accommodation, alcohol, public contact and online activity?
- What will prevent each risk? Agree staffing, consent practice, security support, venue responsibilities and behaviour information. Record why any potential step is not reasonable and what alternative is used.
- Are travel, accommodation, toilets and changing arrangements accessible, lawful and private? Has any international or single-sex provision needed specialist advice?
- Have contracts and briefings included the policy, Appendix B and direct reporting contacts? Does everyone know they can pause activity or raise a concern?
- Are safeguarding arrangements, photography and filming permissions in place? Is monitoring voluntary and lawful?

Action or barrier _____

Owner _____

Deadline _____

Executive Producer review _____

Review date _____

- After delivery: what feedback or incidents occurred, what changed and what must be carried into the next project?

Appendix B Rehearsal studio and touring code

The project lead briefs every company before work starts. These standards apply to employees, freelancers, visiting artists and anyone working with participants.

- Treat people respectfully. Do not use discriminatory jokes, sexual comments, intimidation, humiliation or intrusive questions. Artistic feedback must address the work and avoid shaming bodies or identities.
- Explain proposed physical contact and its purpose. Ask for consent before touch, including physical corrections or partnering; consent is specific and can be withdrawn. Check in as the work changes. Offer a workable alternative without penalty.
- For intimate or sensitive material, agree boundaries in advance and use an appropriately skilled intimacy practitioner where the assessment identifies a need. Follow safeguarding requirements for children and adults at risk.
- Respect breaks, access requirements, privacy, pronouns and professional boundaries. Do not photograph, film or share material without the agreed permission. Do not pressure anyone to socialise, drink alcohol or share a room.
- Anyone can ask to pause an exercise or leave an unsafe situation. The lead must respond promptly, check safety and adapt the work. Raise concerns through section 16; nobody must resolve a complaint alone or tolerate abuse to keep work.
- On tour, keep the agreed contact and emergency arrangements available. Report harassment by audiences, participants, venue staff or the public to the lead or another section 16 contact. The lead must intervene or obtain help safely and record the response.

Reference guidance

Equality Act 2010 and Employment Rights Act 2025 –
https://www.legislation.gov.uk/ukpga/2025/36/contents?utm_source

ACAS harassment law changes

https://www.acas.org.uk/employment-rights-act-2025/harassment-law-changes?utm_source

ACAS whistleblowing guidance

https://www.acas.org.uk/whistleblowing-at-work/what-someone-can-whistleblow-about?utm_source=chatgpt.com

Supreme Court: For Woman Scotland judgement 2025

https://supremecourt.uk/cases/uksc-2024-0042?utm_source

ICO special category data guidence

https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/lawful-basis/special-category-data/?utm_source