



Global Leadership Report 2023

APRIL 2023

Report Summary

This is Dance Data Project® (DDP)'s second report analyzing the gender distribution of leadership at ballet companies around the globe. Included in this report are U.S. and Global companies that have roots in classical ballet and are professional performing companies.

The [Largest 50 U.S. ballet and classically influenced companies](#) and 148 classically based professional performing companies from 57 countries around the world are included in this analysis. The 2023 Report represents a significant expansion in the depth and breadth of research from our previous global Report which only analyzed 125 companies. Additionally, the DDP research team has deepened our examination of classically based companies globally to include critical leadership positions such as artistic directors, executive directors/CEOs/managing directors, associate/assistant artistic directors, heads of schools, and artistic directors of second/trainee companies. Leadership was considered as of April 2023, any announced positions not yet filled were not included.

Of the 198 artistic directors DDP identified at classically based companies in both the U.S. and around the world, 58 (29%) are women and 140 (71%) are men. In the December 2021 Report, DDP identified 179 artistic directors globally, 59 of whom were women (33%). We therefore note a disappointing decline in the percentage of women in the role of artistic director globally.

Women occupy 71% of head of school positions globally, as well as 52% of executive director/CEO positions, and 57% of assistant/associate directors.

When considering artistic leadership by size of company, DDP found that 6 out of the 8 (75%) largest companies with more than 100 dancers are led by male artistic directors. Similarly, 16 out of 22 companies (73%) with 74-99 dancers, and 18 out of 30 companies (60%) with 50-74 dancers are led by male artistic directors. A listing of companies by size can be found [HERE](#). Such findings emphasize the lack of female leadership at large-scale, influential companies.

The Report's key findings include:

1. Of 198 artistic directors of classically based companies globally, 58 (29%) are women while 140 (71%) are men. In the 2021 Report, 59 of 179 (33%) artistic directors were women - a 4% decline in artistic leadership opportunities for women.
2. Globally, women represent 71% of heads of schools, 52% of executive directors/CEOs, and 57% of assistant/associate directors.
3. Of the Largest 30 companies, each with more than 75 dancers, 8 are led by female artistic directors (27%) and 22 are led by male artistic directors (73%), emphasizing the lack of female artistic leadership at large-scale, influential companies around the world.

The Report includes the following sections:

- I. Companies Surveyed
- II. Gender Distribution of:
 - A. Artistic Directors
 - B. Executive Directors/CEOs/Managing Directors
 - C. Associate/Assistant Artistic Directors
 - D. Heads of Schools
 - E. Artistic Directors of Second/Trainee Companies
- III. Artistic Director Analysis by Company Size
- IV. Operational Definitions, Methodology, and Limitations

Section I: Companies Surveyed

The following list of 148 companies represents the largest global companies outside the U.S.

Companies are listed here alphabetically, with company name followed by country. In some cases, the company name is given first in its original language, then the English translation in parentheses.¹

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|--|---|--|
| 1. Aalto Ballett Essen, Germany | 24. Ballet Estable del Teatro Colón (Colón Theater Ballet), Argentina | 50. Birmingham Royal Ballet, England |
| 2. Alberta Ballet, Canada | 25. Ballet Ireland, Ireland | 51. Bolshoi Ballet, Russia |
| 3. Asami Maki Ballet, Japan | 26. Ballet Jörgen du Canada, Canada | 52. Bolshoi State Ballet of Belarus, Belarus |
| 4. Aterballetto, Italy | 27. Ballet Kelowna, Canada | 53. Bucharest National Opera Ballet/Romanian National Ballet, Romania |
| 5. Atlantic Ballet Atlantique Canada, Canada | 28. Ballet Manila, Philippines | 54. Cairo Opera Ballet Company, Egypt |
| 6. Australian Ballet, Australia | 29. Ballet Municipal de Lima, Peru | 55. Cape Town City Ballet, South Africa |
| 7. Australian Dance Theatre, Australia | 30. Ballet Nacional Chileno (Chilean National Ballet), Chile | 56. City Contemporary Dance Company, Hong Kong |
| 8. Balet HNK u Zagrebu (Ballet of the Croatian National Theater in Zagreb), Croatia | 31. Ballet Nacional de Cuba, Cuba | 57. CoisCéim Dance Theatre, Ireland |
| 9. Balet Slovenského národného divadla (SND Ballet), Slovakia | 32. Ballet Nacional de Perú, Peru | 58. Compañía de Danza del Estado De México (Dance Company of the State of Mexico), Mexico |
| 10. Ballet BC, Canada | 33. Ballet Nacional Sodre, Uruguay | 59. Compañía Nacional de Danza de México (National Dance Company of Mexico), Mexico |
| 11. Ballet Black, England | 34. Ballet Nice Méditerranée, France | 60. Compañía Nacional de Danza, Spain (National Dance Company of Spain), Spain |
| 12. Ballet Clásico y Moderno Municipal de Asunción (Asunción Municipal Theater Ballet), Paraguay | 35. Ballet of the National Moravian-Silesian Theatre, Czech Republic | 61. Corpo di Ballo del Teatro alla Scala (Teatro alla Scala Ballet Company), Italy |
| 13. Ballet Cymru (Welsh Ballet), Wales | 36. Ballet of the National Opera of Ukraine, Ukraine | 62. Corpo di Ballo del Teatro Massimo di Palermo (The Corps De Ballet of Teatro Massimo In Palermo), Italy |
| 14. Ballet de Barcelona, Spain | 37. Ballet Philippines, Philippines | 63. Dance North Australia, Australia |
| 15. Ballet de l'Opéra de Lyon (Lyon Opera Ballet), France | 38. Ballet Theatre UK, England | 64. Danish Dance Theatre, Denmark |
| 16. Ballet de l'Opéra National de Bordeaux (Bordeaux Opera Ballet), France | 39. Ballet Victoria, Canada | 65. Den Kongelige Ballet (Royal Danish Ballet), Denmark |
| 17. Ballet de l'Opéra National du Rhin (The Opera National du Rhin Ballet), France | 40. Ballett Am Rhein, Germany | 66. Dresden Frankfurt Company, Germany |
| 18. Ballet de la Provincia de Salta, Argentina | 41. Ballett Dortmund, Germany | 67. Dresden Semperoper Ballett, Germany |
| 19. Ballet De Monterrey, Mexico | 42. Ballett Theater Basel, Switzerland | 68. English National Ballet, England |
| 20. Ballet de Santiago, Chile | 43. Ballett Zürich, Switzerland | |
| 21. Ballet du Capitole de Toulouse, France | 44. Balletto del Sud, Italy | |
| 22. Ballet du Grand Théâtre de Genève, Switzerland | 45. Balletto del Teatro di San Carlo, Italy | |
| 23. Ballet Edmonton, Canada | 46. Balletto di Roma Company, Italy | |
| | 47. Batsheva Dance Company, Israel | |
| | 48. Bayerisches Staatsballett (Bavarian State Ballet), Germany | |
| | 49. Béjart Ballet Lausanne, Switzerland | |

¹ DDP has deferred to each company's specific terminology for translations (some do not translate their name), as well as precedents set by media regarding the spelling of the company's name.

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|---|---|--|
| 69. Estonian National Ballet, Estonia | 97. Nasjonalballetten (Norwegian National Ballet), Norway | 122. SNG Opera in Balet Ljubljana (Slovenian National Ballet / Ballet Ljubljana), Slovenia |
| 70. Étoile Ballet Theatre, Italy | 98. National Ballet Company of Portugal, Portugal | 123. Sofia Opera and Ballet, Bulgaria |
| 71. Finnish National Ballet, Finland | 99. National Ballet of Canada, Canada | 124. St Petersburg Eifman Ballet, Russia |
| 72. Greek National Opera Ballet, Greece | 100. National Ballet of China, China | 125. Staatsballett Berlin, Germany |
| 73. Györi Ballet, Hungary | 101. National Ballet of Japan, Japan | 126. Staatsballett Hannover, Germany |
| 74. Hamburg Ballett, Germany | 102. Nederlands Dans Theater (NDT), Netherlands | 127. Staatstheater Karlsruhe, Germany |
| 75. Het Nationale Ballet (Dutch National Ballet), Netherlands | 103. New English Ballet Theatre, England | 128. Stanislavsky Ballet, Russia |
| 76. Hofesh Shechter Company, England | 104. Northern Ballet, England | 129. Star Dancers Ballet, Japan |
| 77. Hong Kong Ballet, Hong Kong | 105. Opera Ballet Vlaanderen (Royal Ballet of Flanders), Belgium | 130. Stuttgarter Ballett (Stuttgart Ballet), Germany |
| 78. Hungarian National Ballet, Hungary | 106. Paris Opéra Ballet, France | 131. Sydney Dance Company, Australia |
| 79. Israel Ballet, Israel | 107. Perm Opera and Ballet Theatre, Russia | 132. Taipei Capital Ballet, Taiwan |
| 80. Joburg Ballet, South Africa | 108. Philippine Ballet Theatre, Philippines | 133. Tava Ziva, England |
| 81. K-ballet, Japan | 109. Polski Balet Narodowy (Polish National Ballet), Poland | 134. The Czech National Ballet, Czech Republic |
| 82. Korean National Ballet, Republic of Korea | 110. Poznań Opera Ballet, Poland | 135. The Royal Ballet, England |
| 83. Kyiv City Ballet, Ukraine | 111. Queensland Ballet, Australia | 136. The Royal Swedish Ballet, Sweden |
| 84. Latvian National Ballet, Latvia | 112. Rambert Dance Company, England | 137. The Tokyo Ballet, Japan |
| 85. Leipziger Ballett, Germany | 113. Royal New Zealand Ballet, New Zealand | 138. Thüringer Staatsballett, Germany |
| 86. Les Ballets de Monte Carlo, Monaco | 114. Royal Winnipeg Ballet, Canada | 139. Tokyo City Ballet, Japan |
| 87. Les Ballets Jazz de Montréal, Canada | 115. São Paulo Companhia de Dança (São Paulo Dance Company), Brazil | 140. Tom Dale Company, England |
| 88. Les Grands Ballets Canadiens, Canada | 116. Scapino Ballet Rotterdam, Netherlands | 141. Toronto Dance Theatre, Canada |
| 89. Lithuanian National Opera Ballet, Lithuania | 117. Scottish Ballet, Scotland | 142. Universal Ballet, Republic of Korea |
| 90. Macedonian Ballet, Republic of North Macedonia | 118. Seoul Ballet Theater, Republic of Korea | 143. Ural Opera Ballet, Russia |
| 91. Mainfranken Theater Würzburg, Germany | 119. Shanghai Ballet, China | 144. Vienna State Ballet, Austria |
| 92. Malandain Ballet Biarritz, France | 120. Teatrul de Balet Sibiu (Sibiu Ballet Theatre), Romania | 145. Vietnam National Opera & Ballet, Vietnam |
| 93. Mariinsky Ballet, Russia | 121. Singapore Dance Theatre, Singapore | 146. West Australian Ballet, Australia |
| 94. Mikhailovsky Ballet, Russia | | 147. Wise Ballet Theater, Republic of Korea |
| 95. Moldova National Opera Ballet, Moldova | | 148. ŻfinMalta, Malta |
| 96. Národní divadlo Brno/Balet NdB (Ballet of National Theatre in Brno), Czech Republic | | |

The following list comprises U.S. ballet companies ordered by size of fiscal expenditures in 2020. Together, they are referred to as the [Largest 50 U.S. ballet and classically influenced companies](#).

The first 10 companies are referred to as the **Largest 10** U.S. ballet companies.

Largest 50 U.S. Ballet Companies

- | | | |
|---------------------------------------|------------------------------|--|
| 1. New York City Ballet | 18. Texas Ballet Theater | 35. Ballet Memphis |
| 2. San Francisco Ballet | 19. Ballet Arizona | 36. Nevada Ballet Theatre |
| 3. Alvin Ailey American Dance Theater | 20. Ballet Austin | 37. Oklahoma City Ballet |
| 4. Houston Ballet | 21. Oregon Ballet Theatre | 38. American Repertory Ballet |
| 5. Boston Ballet | 22. Charlotte Ballet | 39. Aspen Santa Fe Ballet ² |
| 6. American Ballet Theatre | 23. Milwaukee Ballet | 40. Dallas Black Dance Theatre |
| 7. Pacific Northwest Ballet | 24. Ballet Hispánico | 41. Smuin Ballet |
| 8. Miami City Ballet | 25. The Sarasota Ballet | 42. Los Angeles Ballet |
| 9. Joffrey Ballet | 26. BalletMet | 43. Grand Rapids Ballet |
| 10. Philadelphia Ballet | 27. Richmond Ballet | 44. BalletX |
| 11. Ballet West | 28. Nashville Ballet | 45. Sacramento Ballet |
| 12. The Washington Ballet | 29. Tulsa Ballet | 46. Eugene Ballet |
| 13. Atlanta Ballet | 30. Orlando Ballet | 47. Ballet Idaho |
| 14. Pittsburgh Ballet Theatre | 31. Carolina Ballet | 48. Alabama Ballet |
| 15. Cincinnati Ballet | 32. Dance Theatre of Harlem | 49. Ballet Magnificat! |
| 16. Kansas City Ballet | 33. Alonzo King LINES Ballet | 50. Ballet San Antonio |
| 17. Colorado Ballet | 34. Louisville Ballet | 51. American Midwest Ballet ³ |

² Aspen Santa Fe Ballet dissolved as a professional performing company in March 2021. Rankings are based on FY 2020 990 information.

³ DDP has included #51, American Midwest Ballet, to correct for Aspen Santa Fe Ballet, which is currently not ranked within the Largest 50.

Section IIA: Gender Distribution of Artistic Directors

This section provides counts and percentages of artistic directors in the following groupings:

- Global (U.S. excluded)
- U.S. Largest 50
- Global Aggregate (including U.S. Largest 50)
- Adjusted Global Aggregate (including U.S. Largest 10)

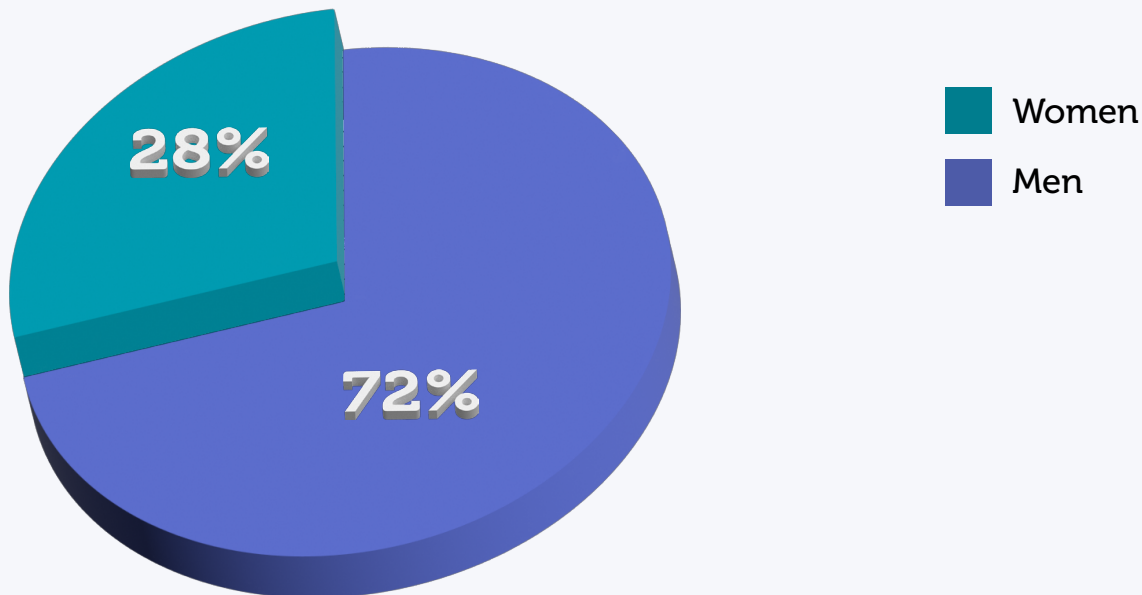
Global (U.S. Excluded)

In the sample of 148 companies from around the world, excluding the U.S., there are 148 artistic directors^{4,5}. Two companies have one man and one woman serving as co-artistic directors and each individual has been counted as their respective gender.

Of these 148 artistic directors:

- 41 are women (28%)
- 107 are men (72%)

Global (U.S. Excluded) - Artistic Directors



4 Kader Belarbi was recently dismissed as artistic director of Ballet du Capitole de Toulouse (France) and a successor has not yet been named. Additionally, there is no artistic director listed for Star Dancers Ballet (Japan), or Cape Town City Ballet (South Africa).

5 David McAllister was recently appointed as the 2024 guest artistic director for the West Australian Ballet, and will replace Aurélien Scannella. McAllister is also currently acting as the interim artistic director of the Royal New Zealand Ballet. For this study, McAllister was only included as the artistic director for RNZB as he will not begin his position with WAB until 2024. Currently, Scannella is set to finish out the current 2023 season with WAB.

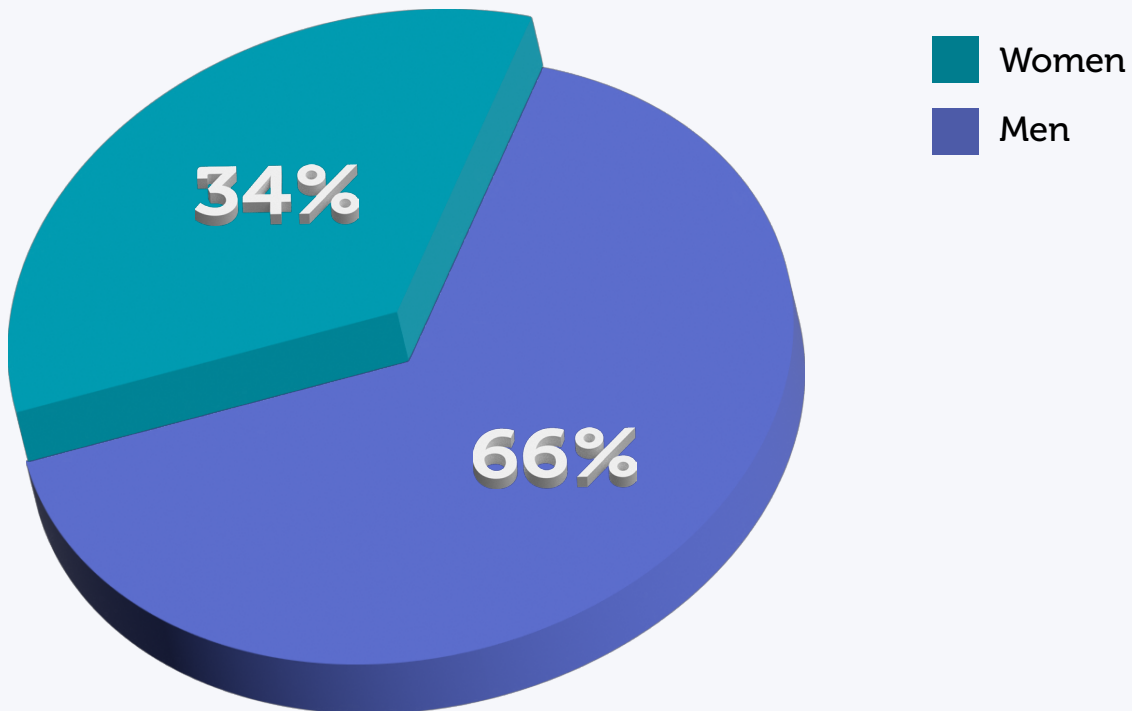
U.S. Largest 50

In the Largest 50 U.S. companies, there are 50 artistic directors.

Of these 50 U.S. artistic directors:

- 17 are women (34%)
- 33 are men (66%)

Largest 50 - Artistic Directors



Global Aggregate

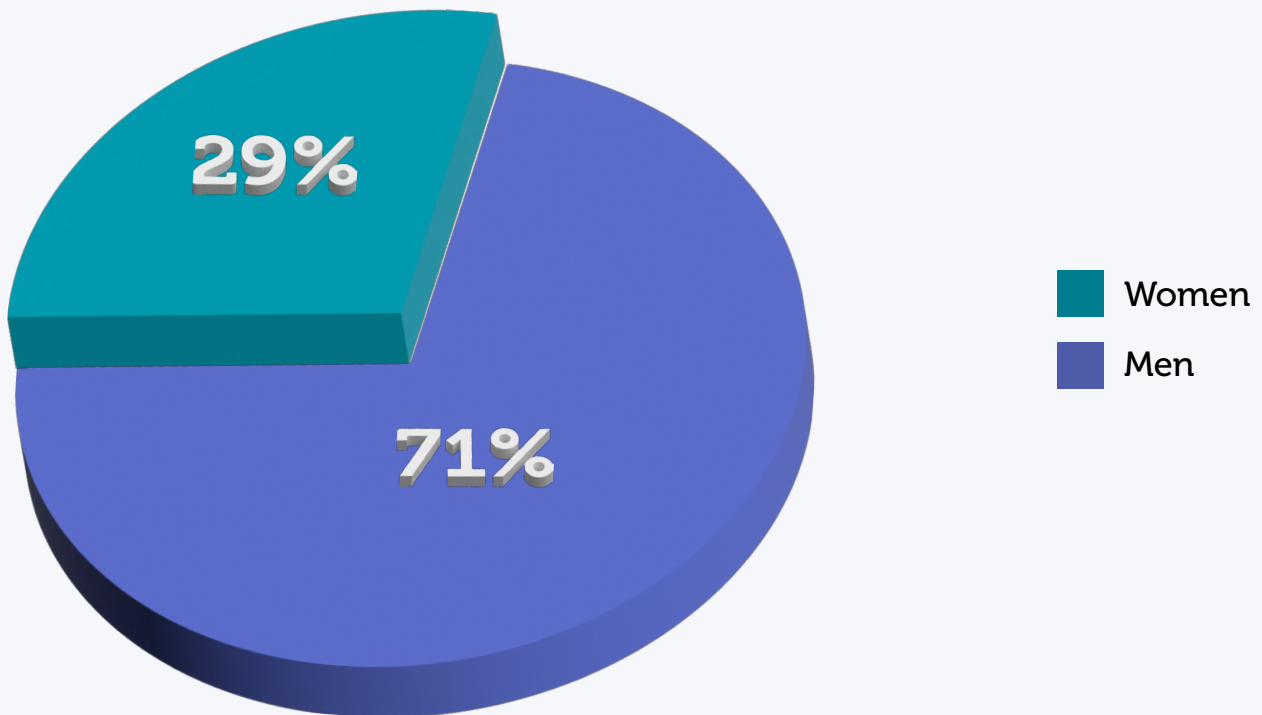
There are a total of 198 companies when the U.S. and global companies are combined (50 U.S. companies, 148 global companies).

NOTE: U.S. companies are heavily weighted in this sample as they account for 26% of the companies surveyed.

There are 198 artistic directors of major ballet companies. Of these:

- 58 are women (29%)
- 140 are men (71%)

Global Aggregate - Artistic Directors



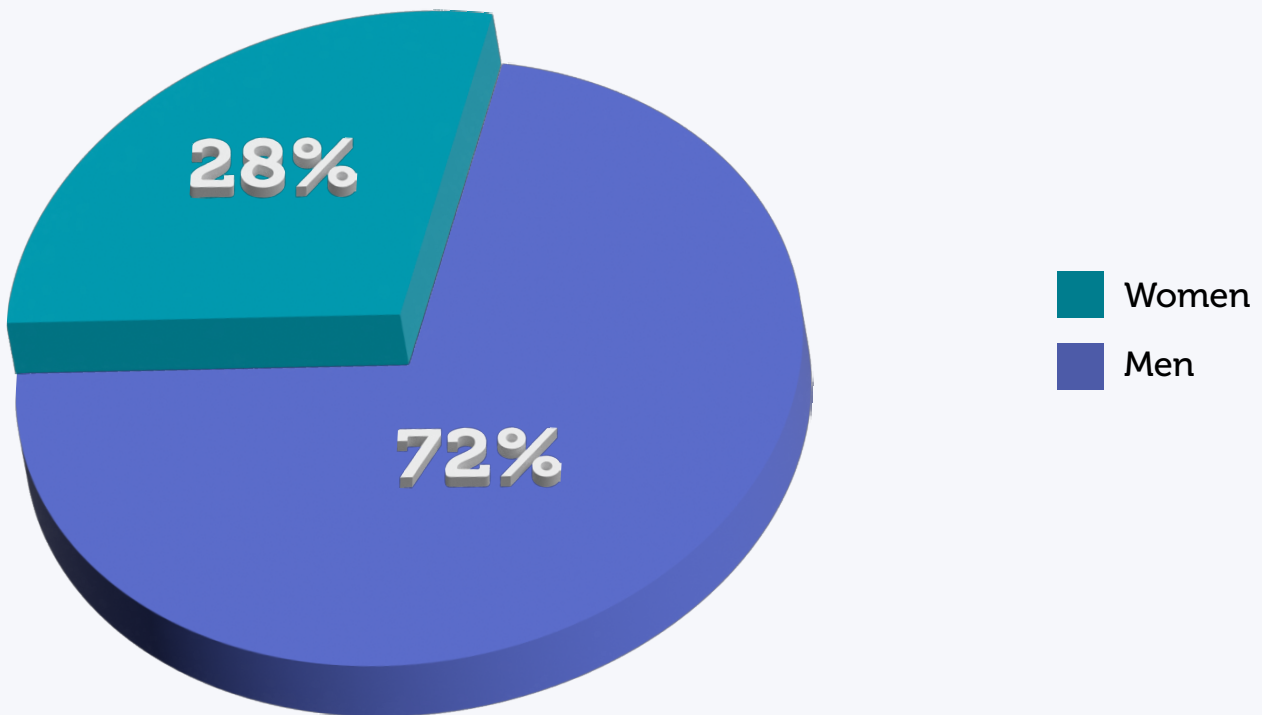
Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the Largest 10 U.S. ballet companies. Among these 10 ballet companies, there are 10 artistic directors: 3 women and 7 men.

In the adjusted global aggregate, there are 158 artistic directors. Of these

- 44 are women (28%)
- 114 are men (72%)

Adjusted Global Aggregate - Artistic Directors



Section IIB: Gender Distribution of Executive Directors, CEOs, and General Managers

This section details the gender distribution of executive directors, CEOs, and general managers/directors in the following groups.

- Global (U.S. excluded)
- U.S. Largest 50
- Global Aggregate (including U.S. Largest 50)
- Adjusted Global Aggregate (including U.S. Largest 10)

In instances such as the Paris Opéra Ballet in France, where the ballet operates as an umbrella organization that includes the ballet, orchestra, and chorus, DDP has included the director of the entire organization. Additionally, not all global companies have individuals acting in the role of executive director.

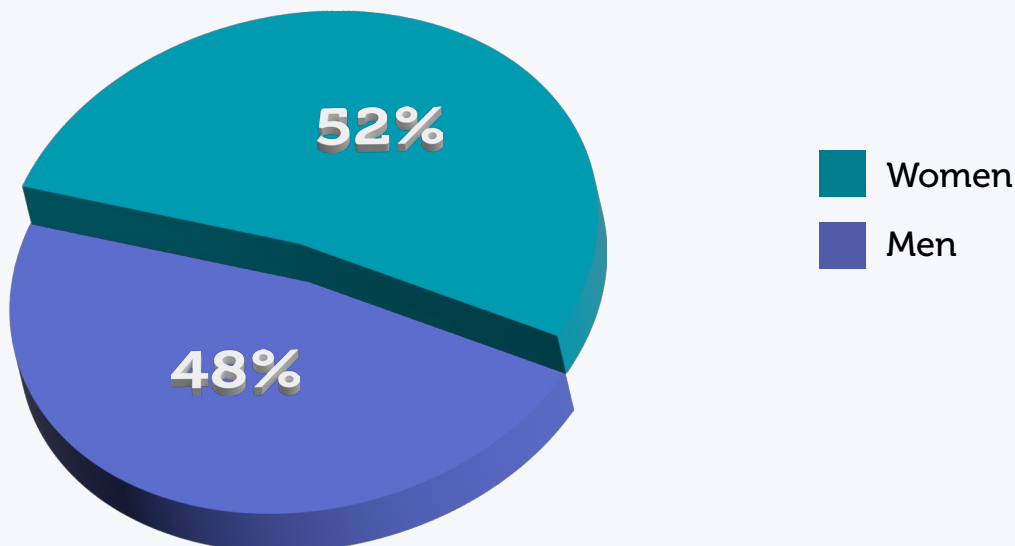
Global (U.S. Excluded)

In the sample of 148 companies from around the world, excluding the U.S., there are 122 executive directors, CEOs, and general managers/directors.

Of these 122 executive directors, CEOs, and general managers/directors:

- 64 are women (52%)
- 58 are men (48%)

Global (U.S. Excluded) - Executive Directors



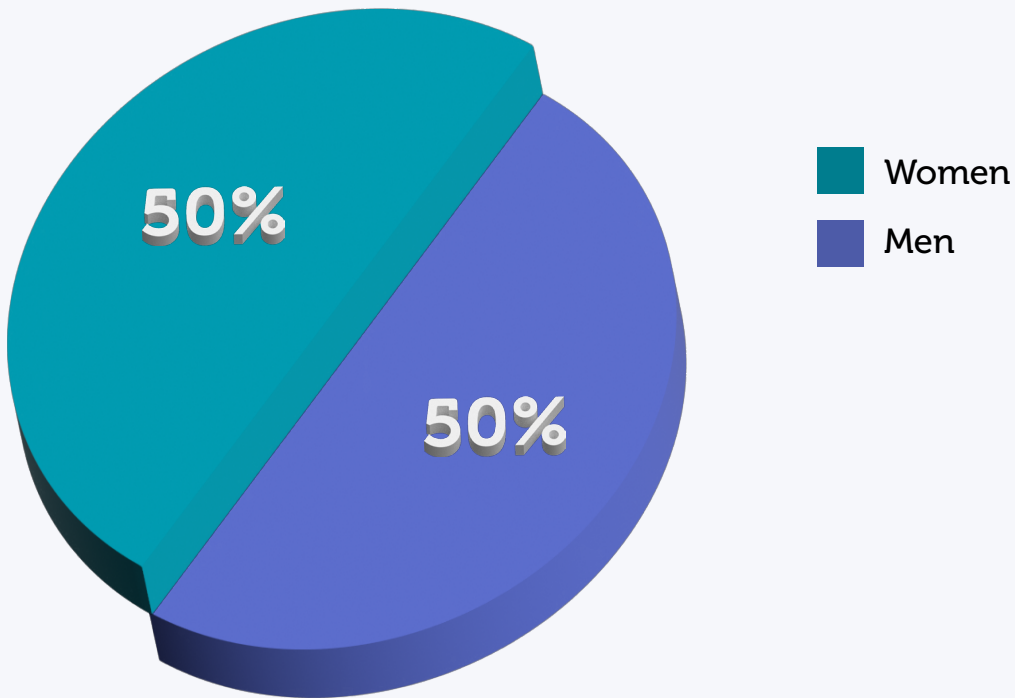
U.S. Largest 50

In the Largest 50 U.S. companies, there are 50 executive directors.

Of these 50 U.S. executive directors, CEOs, and general managers/directors:

- 25 are women (50%)
- 25 are men (50%)

Largest 50 - Executive Directors



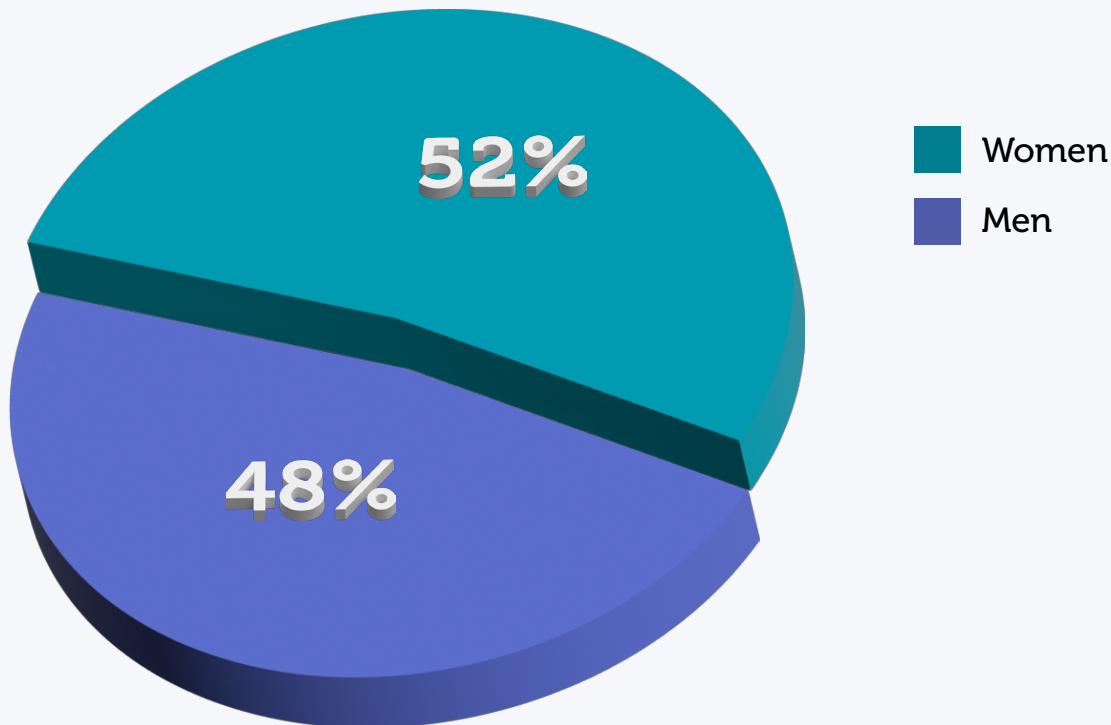
Global Aggregate

There are a total of 198 U.S. and global companies (50 U.S., 148 Global).

There are 172 executive directors, CEOs, and general managers/directors of major classically based companies. Of these:

- 89 are women (52%)
- 83 are men (48%)

Global Aggregate - Executive Directors



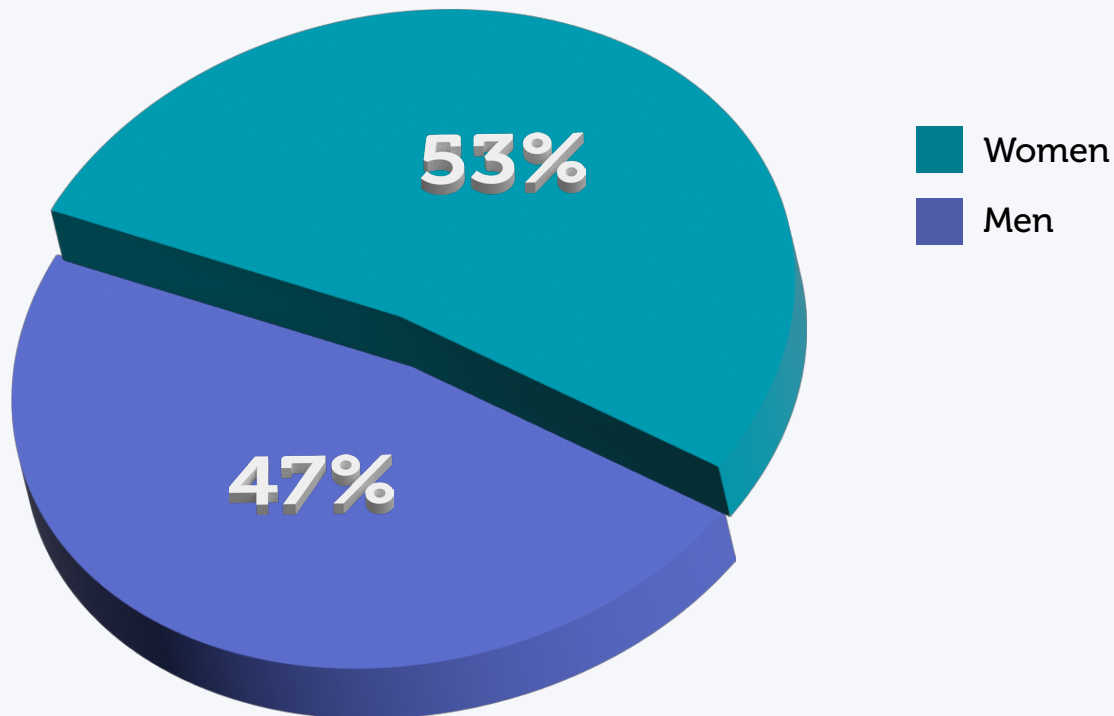
Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the Largest 10 U.S. ballet companies. Among these 10 ballet companies, there are 10 executive directors: 6 women and 4 men.

In the adjusted global aggregate, there are 132 executive directors, CEOs, and general managers/directors. Of these

- 70 are women (53%)
- 62 are men (47%)

Adjusted Global Aggregate - Executive Directors



Section IIC: Gender Distribution of Associate/Assistant Artistic Directors

This section describes the gender distribution of associate and assistant artistic directors in the following groups.

- Global (U.S. excluded)
- U.S. Largest 50
- Global Aggregate (including U.S. Largest 50)
- Adjusted Global Aggregate (including U.S. Largest 10)

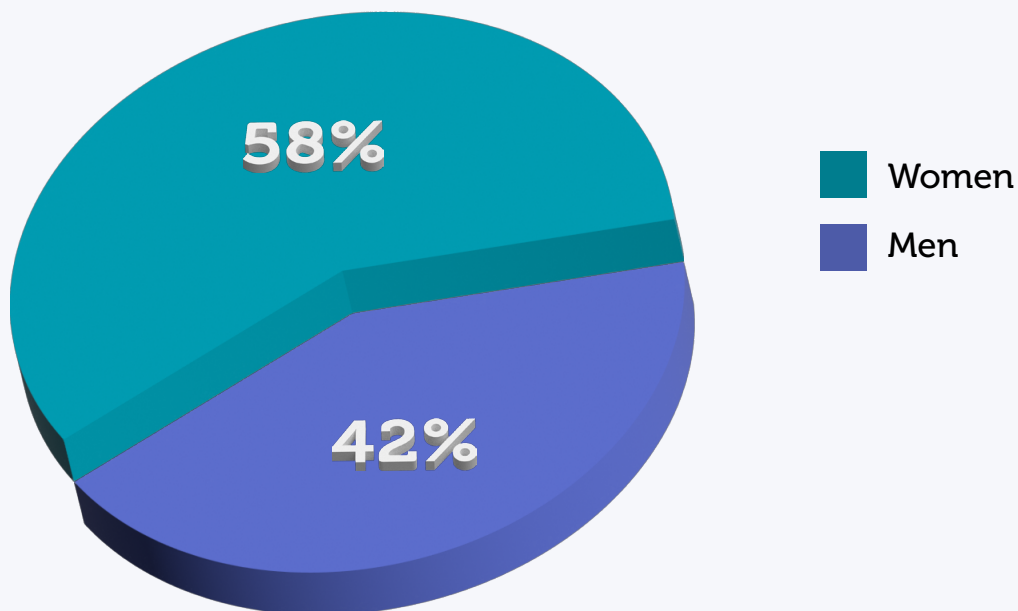
Global (U.S. Excluded)

In the sample of 148 companies from around the world (U.S. excluded), 31 assistant and associate artistic directors were identified.

Of these 31:

- 18 are women (58%)
- 13 are men (42%)

Global (U.S. Excluded) - Associate/Assistant Artistic Directors



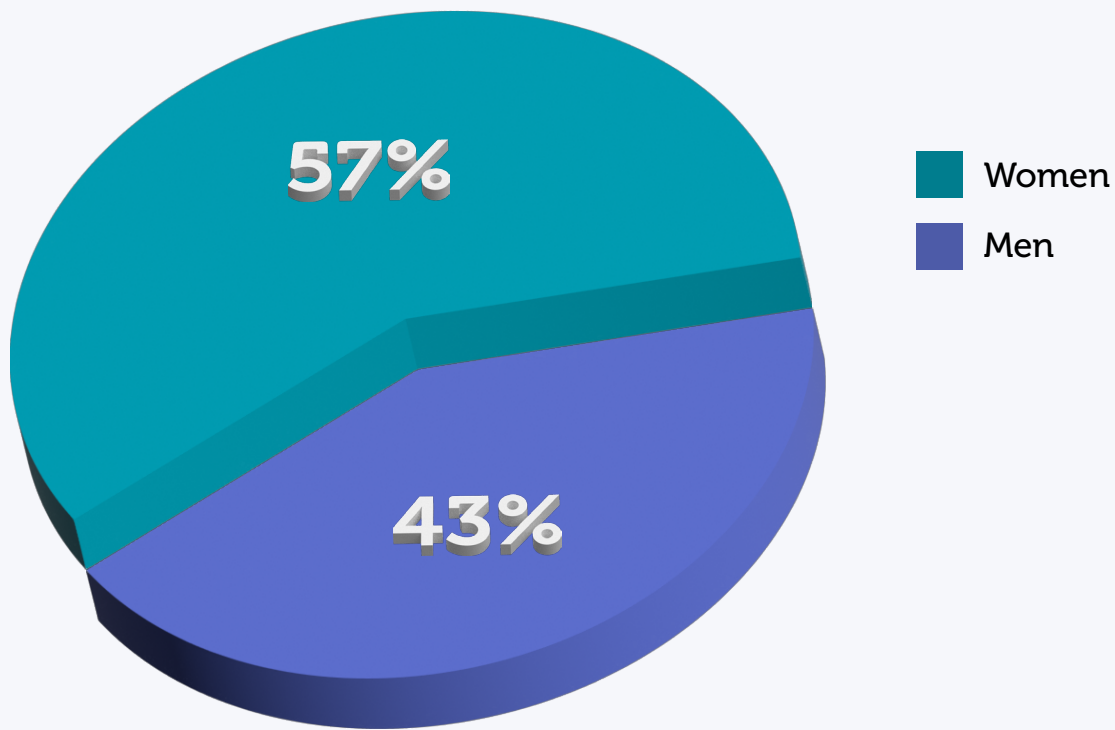
U.S. Largest 50

In the Largest 50 U.S. companies, there are 23 assistant and associate artistic directors.

Of these 23 U.S. assistant and associate artistic directors:

- 13 are women (57%)
- 10 are men (43%)

Largest 50 - Associate/Assistant Artistic Directors



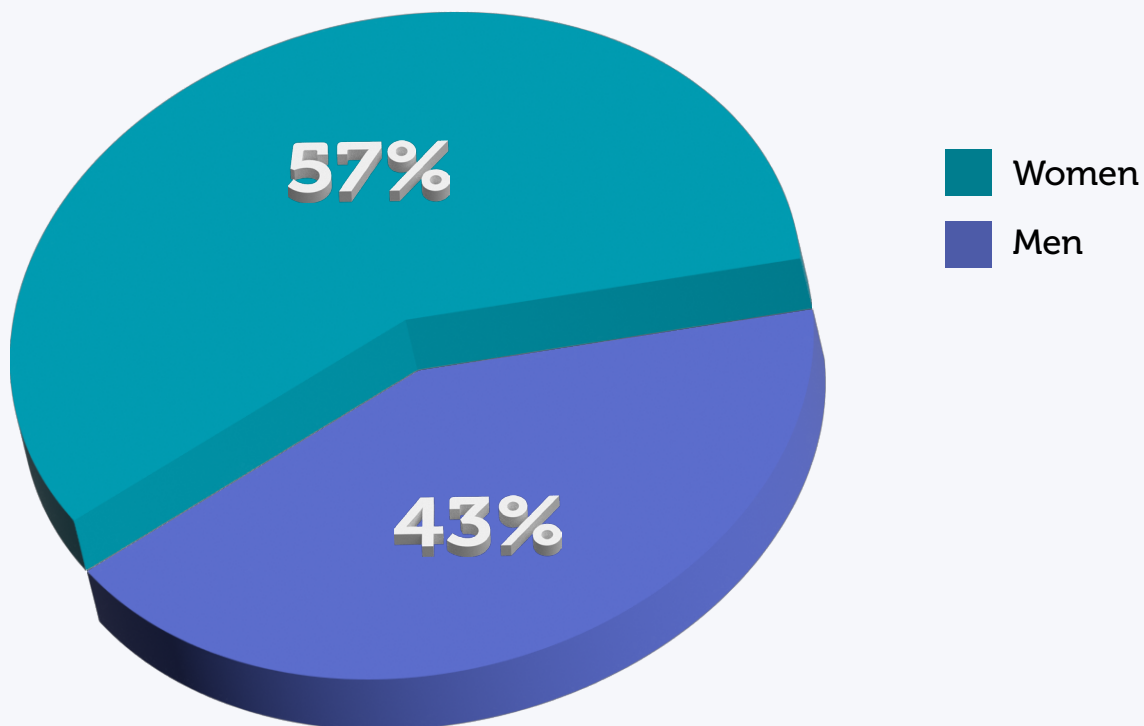
Global Aggregate

There are a total of 54 assistant and associate artistic directors when combining the global and U.S. companies.

Of these:

- 31 are women (57%)
- 23 are men (43%)

Global Aggregate - Associate/Assistant Artistic Directors



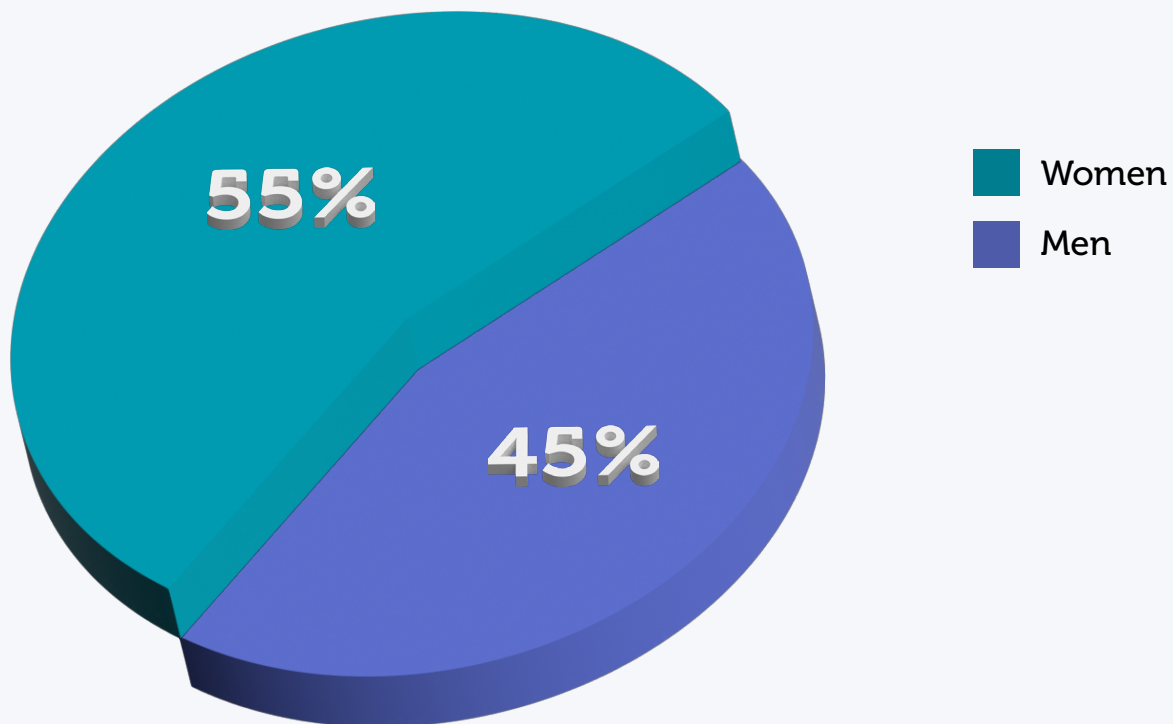
Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the Largest 10 U.S. ballet companies. Among these 10 ballet companies, there are 7 assistant and associate artistic directors: 3 women and 4 men.

In the adjusted global aggregate, there are 38 assistant and associate artistic directors. Of these

- 21 are women (55%)
- 17 are men (45%)

Adjusted Global Aggregate- Associate/Assistant Artistic Directors



Section IID: Gender Distribution of Heads of Schools

This section describes the gender distribution of heads of schools in the following groups.

- Global (U.S. excluded)
- U.S. Largest 50
- Global Aggregate (including U.S. Largest 50)
- Adjusted Global Aggregate (including U.S. Largest 10)

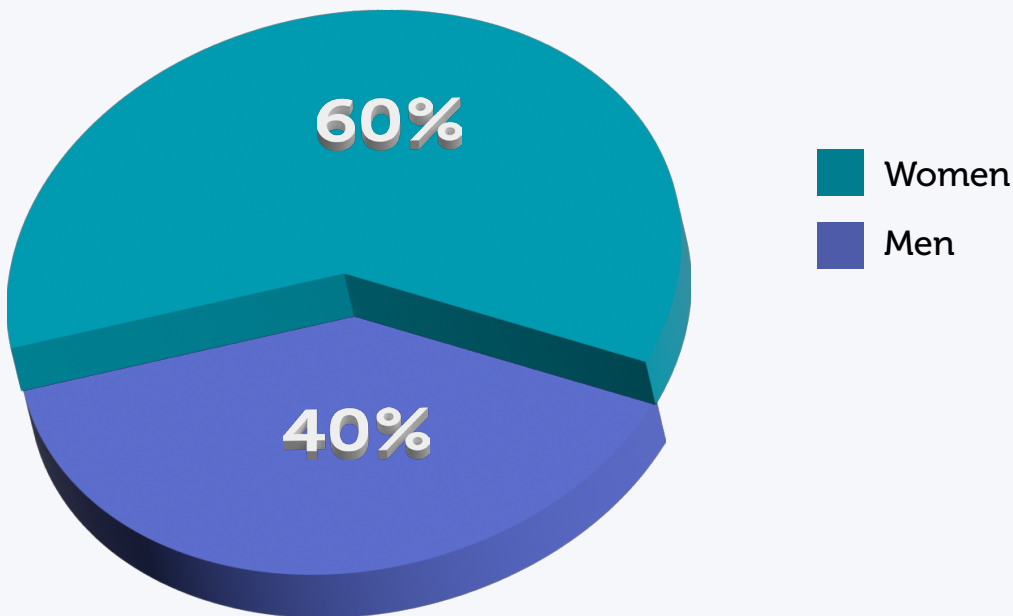
Global (U.S. Excluded)

In the sample of 148 companies from around the world (U.S. excluded), 30 heads of schools were identified.

Of these 30:

- 18 are women (60%)
- 12 are men (40%)

Global (U.S. Excluded) - Head of School



U.S. Largest 50

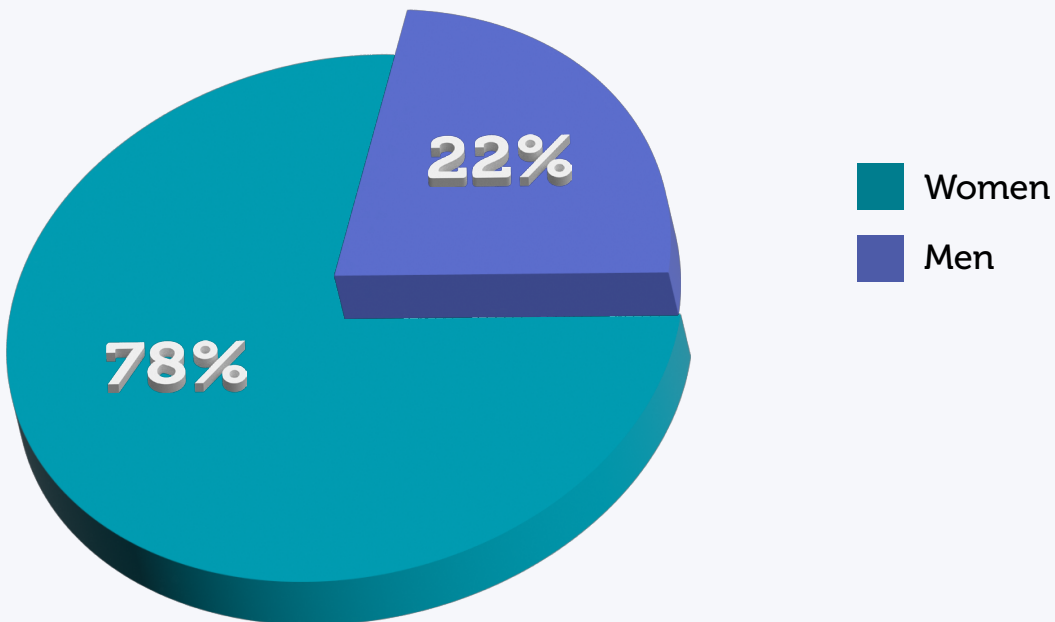
In the Largest 50 U.S. companies, there are 46 heads of schools identified.

Note: the Ailey School is currently co-led by Tracy Innman (M) and Melanie Person (F). Both are counted as their respective gender.

Of these 46 U.S. heads of schools:

- 36 are women (78%)
- 10 are men (22%)

Largest 50 - Head of School



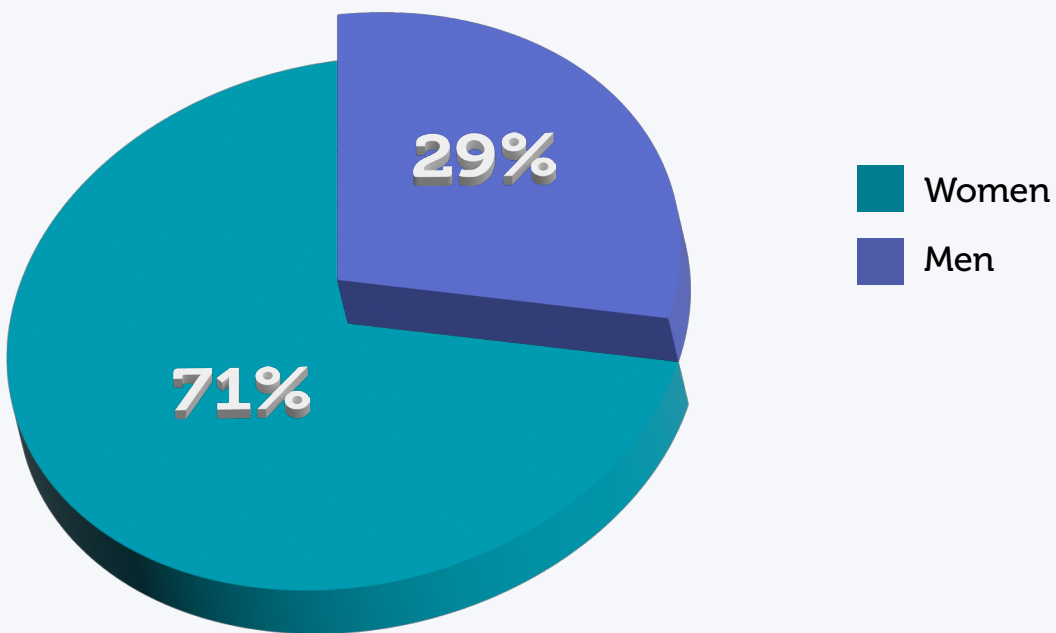
Global Aggregate

There are a total of 76 individuals within the head of school position when combining the global and U.S. samples.

Of these:

- 54 are women (71%)
- 22 are men (29%)

Global Aggregate - Head of School



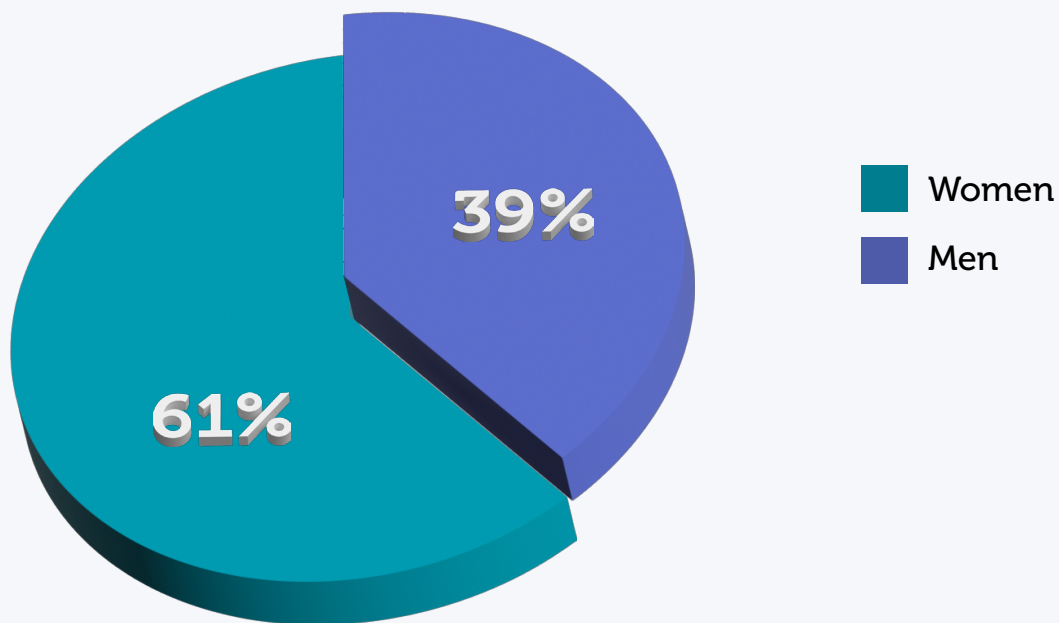
Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the Largest 10 U.S. ballet companies. Among these 10 ballet companies, there are 11 heads of school: 7 women and 4 men.

In the adjusted global aggregate, there are 41 heads of schools. Of these

- 25 are women (61%)
- 16 are men (39%)

Adjusted Global Aggregate - Head of School



Section IIE: Gender Distribution of Artistic Directors of Second/Trainee Companies

This section describes the gender distribution of artistic directors of second/trainee companies in the following groups.

- Global (U.S. excluded)
- U.S. Largest 50
- Global Aggregate (including U.S. Largest 50)
- Adjusted Global Aggregate (including U.S. Largest 10)

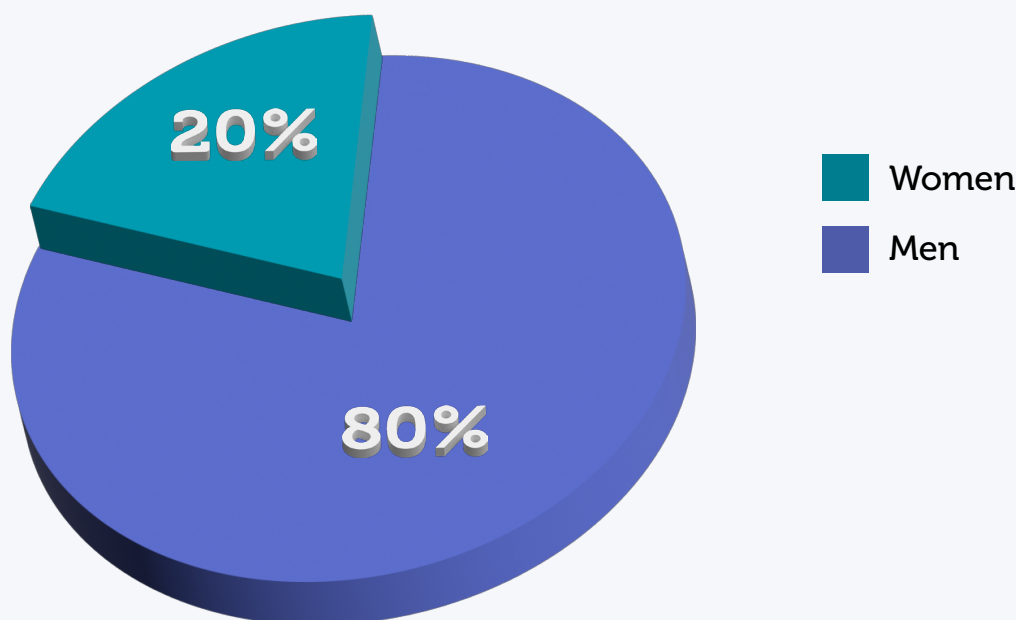
Global (U.S. Excluded)

In the sample of 148 companies from around the world (U.S. excluded) 10 artistic directors of second/trainee companies were identified.

Of these 10:

- 2 are women (20%)
- 8 are men (80%)

Global (U.S. Excluded) - Head of Trainee/Second Company



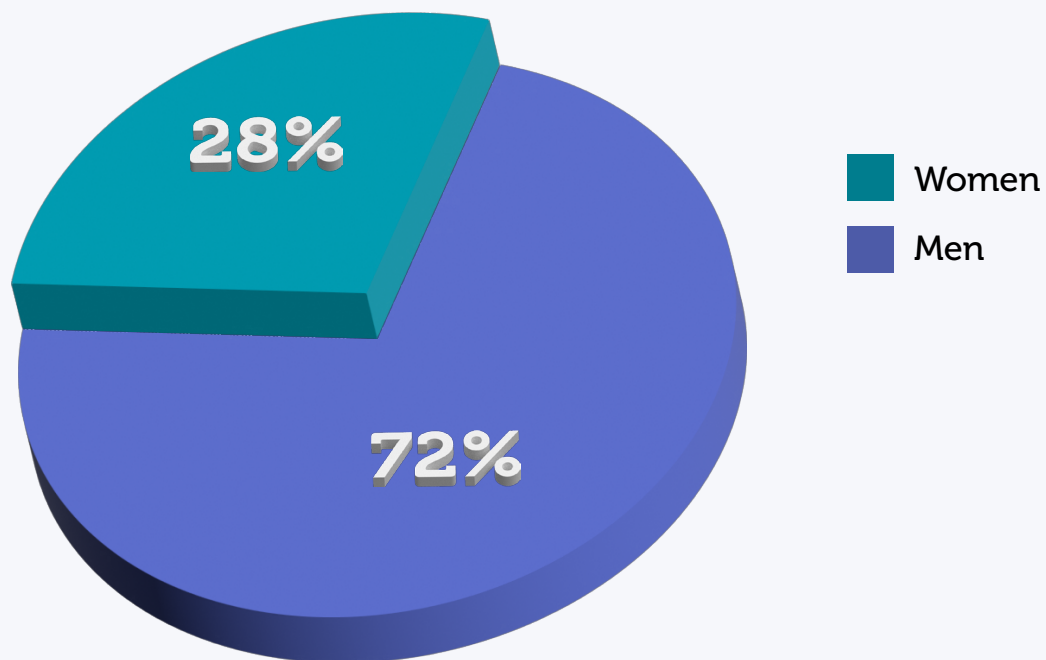
U.S. Largest 50

In the Largest 50 U.S. companies, there were 18 artistic directors of second/trainee companies identified.

Of these 18 U.S. artistic directors of second/trainee companies:

- 5 are women (28%)
- 13 are men (72%)

Largest 50 - Head of Trainee/Second Company



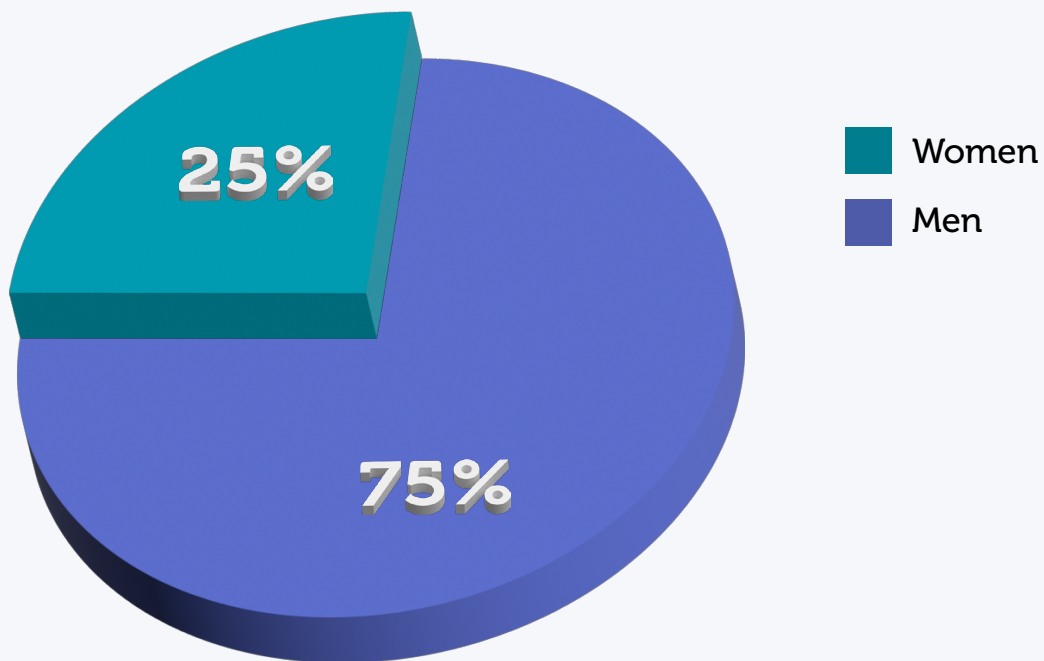
Global Aggregate

There are a total of 28 individuals occupying artistic directors of second/trainee companies positions when combining the global and U.S. samples.

Of these:

- 7 are women (25%)
- 21 are men (75%)

Global Aggregate - Head of Trainee/Second Company



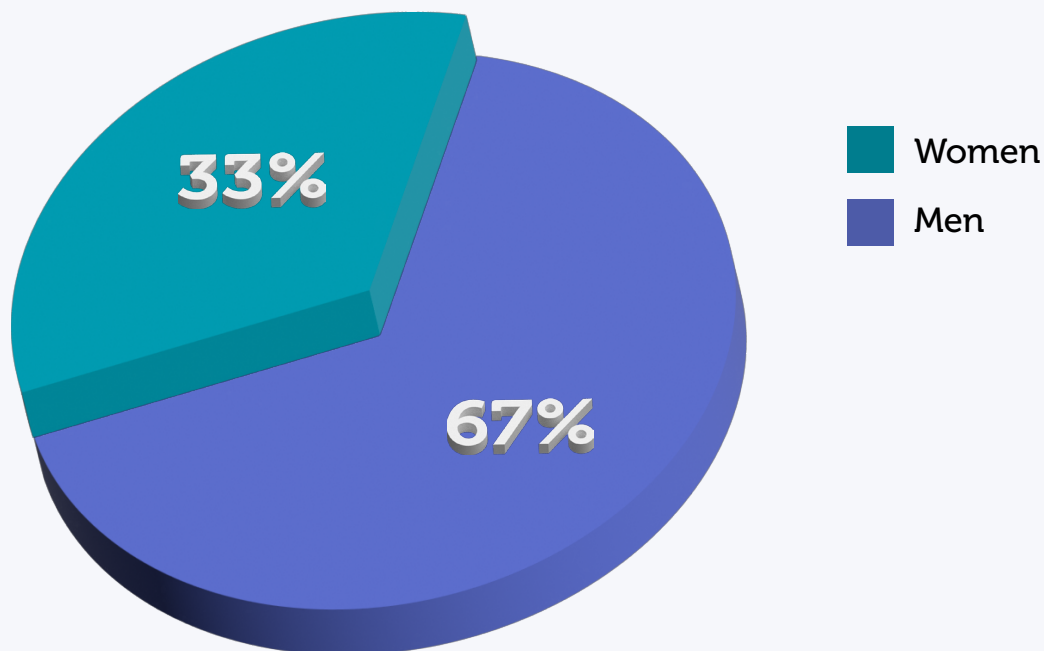
Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the Largest 10 U.S. ballet companies. Among these 10 ballet companies, there are 5 artistic directors of second/trainee companies: 1 woman and 4 men.

In the adjusted global aggregate, there are 18 artistic directors of second/trainee companies. Of these

- 6 are women (33%)
- 12 are men (67%)

Adjusted Global Aggregate- Head of Trainee/Second Company



Section III: Artistic Director Analysis by Company Size

To further analyze the gender distribution of artistic directors at the largest ballet companies worldwide, this section uses the number of dancers as a measurement of company size. Analysis includes global and U.S. classically based companies.

NOTE: DDP has previously used fiscal expenditures data to order companies by size within the U.S. However, globally, fiscal data is often not available nor comparable between ballet companies, as budgets such as the Paris Opéra Ballet, are encompassed in a greater umbrella organization that might include other performing groups or companies (e.g., symphony, opera). To ensure accurate comparisons are drawn, DDP has instead used the number of dancers to measure company size.

A list of company rankings by size can be found [HERE](#).

DDP identified 8 companies with 100+ dancers, led by 8 artistic directors. Of these:

- 2 are women (25%)
- 6 are men (75%)

When examining companies with 75-99 dancers, DDP identified 22 companies headed by 22 artistic directors. Of these:

- 6 are women (27%)
- 16 are men (73%)

DDP found 30 companies with 50-74 dancers, that are led by 27 artistic directors including two teams of co-artistic directors (both 1 woman, 1 man). 1 company has no artistic director.⁶

Of these:

- 9 are women (30%)
- 18 are men (60%)
- 2 are led by co-artistic directors (7%)
- 1 company has no artistic director (3%)

DDP identified 68 companies with 25-49 dancers that are led by 66 artistic directors.⁷

Of these:

- 15 are women (22%)
- 51 are men (75%)
- 1 artistic director position is currently vacant (1%)
- 1 company has no artistic director (1%)

⁶ Star Dancers Ballet (Japan) has 74 dancers, but has no artistic director listed as a position on their website.

⁷ Cape Town City Ballet only has a CEO leadership position and does not have an artistic director.

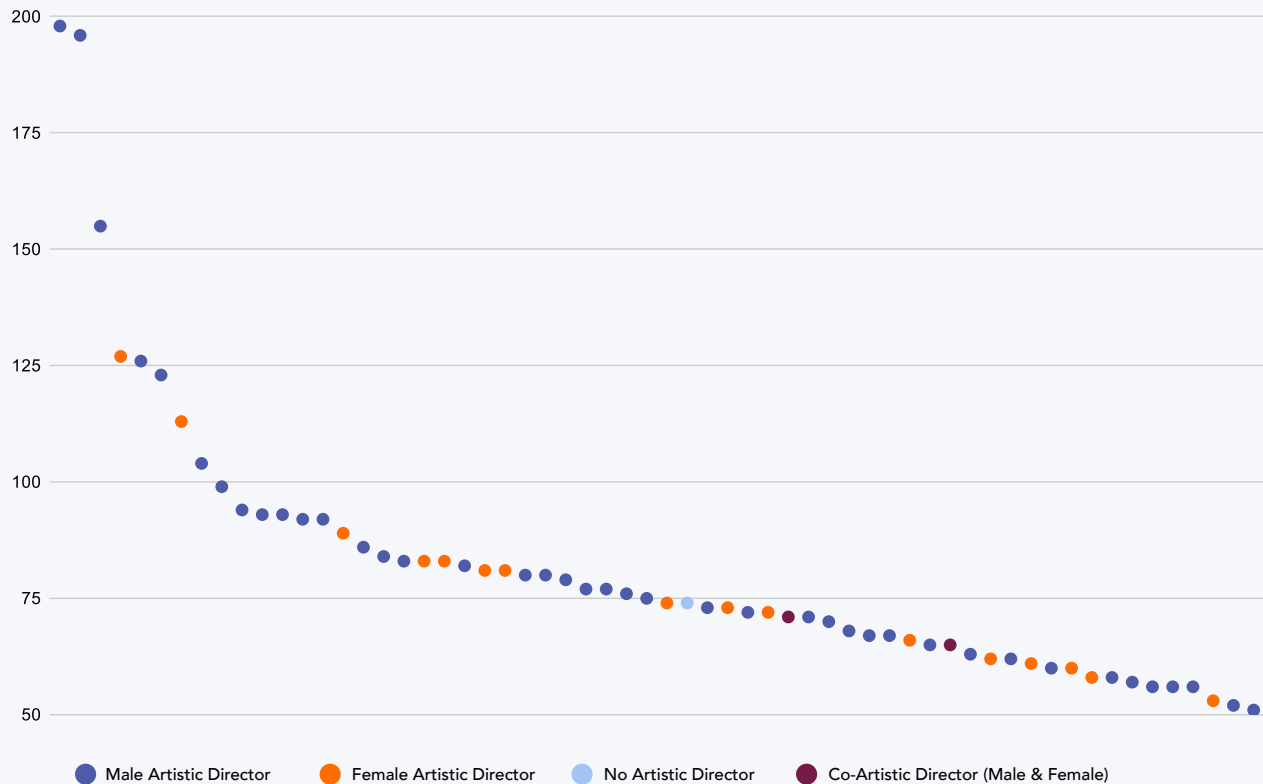
This graph details the largest classically influenced companies worldwide based on the number of dancers in the company. Included in this graph are the 60 global and U.S. companies which have 50 or more dancers as part of their main company. Data points are color coded to represent the gender of the company's artistic director.

The three largest companies by size are the Bolshoi Ballet (198 dancers; Russia), the Mariinsky Ballet (196 dancers; Russia), and the Paris Opéra Ballet (155 dancers; France). These three companies all have over 150 dancers, and all are led by male artistic directors.

The largest company by size led by a woman is the Ballet of the National Opera of Ukraine (127 dancers).

Of the Largest 30 companies, each with more than 75 dancers, 8 are led by female artistic directors, (27%) and 22 are led by male artistic directors (73%).

Number of Dancers in Company



Section VI: Operational Definitions, Methodology, Limitations, and Acknowledgements

Operational definitions

Artistic director

The artistic director(s) of each company was defined as either the person(s) with that title, or the person(s) who most closely fills the role of overseeing and directing artistic operations at the ballet company, i.e., ballet director. In the cases of umbrella organizations in which there is an overall artistic director as well as individual directors leading ballet, theater, and/or opera, the “artistic director” for this study was defined as the director specifically leading ballet.

Executive director/CEO/Managing director

The executive director/CEO/managing director of each company was defined as either the person(s) with that title, or the person(s) who most closely fills the role of overseeing and directing managerial operations at the ballet company. In the cases of umbrella organizations in which there is an overall director as well as individual directors leading ballet, theater, and/or opera, the executive director of the ballet company was counted. If such a role did not exist, the executive director of the umbrella organization was counted.

Associate/Assistant Artistic Directors

The associate/assistant artistic directors of each company was defined as either the person(s) with that title, or the person(s) who most closely fills the role of artistic assistant at the ballet company.

Head of School

The head of school of each company was defined as either the person(s) with that title or the person(s) who most closely fills the role of overseeing and directing operations at the ballet school, e.g., school director.

Artistic Directors of Second/Trainee Companies

The artistic director(s) of each second/trainee company was defined as either the person(s) with that title, or the person(s) who most closely fills the role of overseeing and directing artistic operations of the second company, i.e., ballet director.

Ballet company

For the purposes of this study, “ballet company” is defined as an organization that has both roots in classical ballet and is a professional performing company. DDP also considers factors such as if the company has an affiliated school that teaches pointework and if the company shares choreographers with major ballet companies. Youth and student companies were excluded. DDP remains generous and open-minded with the definition and recognizes that the art form is constantly evolving.

Gender

DDP has used the following categories to refer to choreographers’ gender identities in this report: women, men, and gender expansive. In this study, “woman” and “female” are used synonymously, as are “man” and “male”. Gender expansive includes individuals who identify as non-binary, genderqueer, gender non-conforming, or otherwise outside of the gender binary. In this Report, DDP did not identify

any gender expansive individuals, but has captured this information when appropriate in previous reports (e.g., [Artistic and Executive Leadership Report 2022](#)). DDP respects and has worked to ensure we accurately represent individuals' gender identities.

Number of Dancers

The number of dancers of a dance company was defined as the number of main company dancers, including but not limited to principals, soloists, corps de ballet members, and artists. Apprentices, trainees, aspirants, second company members, students, and junior members were not included in the number of company dancers, nor were emeritus dancers.

Methodology

For this study, DDP focused on prominent ballet and classically based companies. The list of classically based companies used as the global companies in this Report was compiled through extensive research, including international dance publications, national press, dancer and choreographer biographies, search engine queries, and conversations with advisors. Additionally, DDP sent a request via social media asking the public to provide any feedback regarding the global companies surveyed. DDP extends our gratitude to Jason Yeung (also a DDP Board Member) and Olivia Yoch at [Data Pointes](#) for their contributions to the list of global companies examined in this Report. The U.S. companies were compiled through publicly available fiscal data, as detailed in the [2022 Artistic and Executive Leadership Report](#).

Data for companies outside of the U.S. was collected primarily through company websites and social media accounts (as available in March 2023), and secondarily through news and media articles. Data for the U.S. companies were sourced primarily from DDP's 2022 Annual Artistic and Executive Leadership Report. For individuals in positions of leadership, DDP counted individuals who were serving in a specific position as of April 2023. The number of dancers for each company was recorded from company websites as of March 31, 2023, and at that time company websites were also used to verify the data on current leadership and update where applicable.

Adjusted calculations

The **Largest 10** U.S. companies represent a significant portion of the U.S. ballet sector in terms of finances. In FY 2020, the **Largest 10** expenditures were \$349,991,075. This represents 54% of total expenditures for the **Largest 150** companies. Because of this, DDP has included the **Largest 10** companies in adjusted calculations throughout the report due to their financial power and influence.

Limitations

Due to this study's global scope, several key limitations should be noted.

Language Barriers

Often throughout the data collection, the DDP research team had to rely on online website translations, whether provided through the website itself or via Google's "translate to English" function. This in particular made it more difficult to garner general company information and to verify genders (reliance on pronouns was limited, forcing increased reliance on images and name recognition) and titles of staff and dancers. Company websites in Spanish and Russian were verified by research team members and volunteers who are fluent in these languages.

Structure of Companies and Leadership

The companies studied in this report range in the way in which they are operated. Some are government-funded, some are housed within a theater or opera house, some are relatively small private companies. In the cases in which there was an overall director, as well as individual directors leading opera, theater, and ballet, the “artistic director” for this study, was defined as the director specifically leading ballet or dance.

Number of Dancers

The number of dancers in a company tends to fluctuate, particularly between seasons, but also in some cases between shows, and additionally in the means of employment (full-time, full-year, short-term, guest artist, etc.). Data for this metric was reliant on company websites (which are not always updated). Because of this, the number of dancers for each company is given categorically (25 - 49, 50 - 74, 75+, etc.) in this Report rather than as exact figures. For seven companies (3.5%), no data on the number of dancers were available. Therefore, these seven companies were excluded from the ranking of companies by size.⁸ Leadership positions for these companies were counted throughout the report. DDP reached out to these companies via email to verify the number of dancers in these companies but received no response.

Please cite Dance Data Project® when utilizing findings in this report.

*With any inquiries or comments, we invite you to contact Research Coordinator,
Jenna Magrath, at jmagrath@dancedataproject.com.*

⁸ There was no data regarding the number of dancers found for the following companies: Ballet Clásico y Moderno Municipal de Asunción (Asunción Municipal Theater Ballet), Paraguay; Ballet Philippines, Philippines; Cairo Opera Ballet Company, Egypt; Compañía de Danza del Estado De Mexico (Dance Company of the State of Mexico), Mexico; Étoile Ballet Theatre, Italy; and, Tavaziva, England. CoisCéim Dance Theatre, Ireland does not have company dancers as they operate on a project by project basis.