



# Global Leadership Report 2025

APRIL 2025

## Report Summary

This is Dance Data Project® (DDP)'s fourth report analyzing the gender distribution of leadership at ballet companies and classically based companies around the globe. This report includes 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 (based on FY2022 expenditures) and 163 classically based professional performing companies (213 companies total) from 61 countries around the world are included in this analysis. DDP continues to expand the breadth and depth of our research from our first global report in 2021 which analyzed 125 companies, and the 2024 report, which included 203 companies from 59 countries.

This report examines the gender distribution of critical leadership positions, including artistic directors, executive directors, assistant/associate artistic directors, heads of schools, and artistic directors of second companies. Leadership was considered as of March 2025, any announced positions not yet filled were not included.

Of the 217 artistic directors at classically based companies in the U.S. and worldwide, DDP identified that 65 (30.0%) are women and 152 (70.0%) are men. In the 2024 report, there were 59 (29%) women and 147 (71%) men artistic directors. In the April 2023 report, DDP identified 198 artistic directors globally, 58 of whom were women (29%). These findings show little change in the gender distribution of artistic directors globally over the past three years.

DDP also found that 60.9% of heads of schools, 49.2% of executive directors, 46.2% of assistant/associate artistic directors, 32.3% of artistic directors of second companies, and 57.9% of rehearsal directors are women. Compared to the 2024 report, 70% of heads of schools, 48% of executive directors, 48% of assistant/associate artistic directors, 29% of artistic directors of second companies, and 59% of rehearsal directors are women. These metrics have changed slightly since the 2023 report, where women occupied 71% of head of school positions globally, 52% of executive director positions, 57% of assistant artistic directors, and 24% of artistic directors of second companies were women. These trends show an increasing trend of men occupying head of school positions, which formerly comprised more women.

DDP has expanded our research to include music directors and principal conductors for the first time. DDP found that globally women represent 12.5% of music directors and principal conductors, compared to men, who represent 87.5%.

When considering artistic leadership by company size based on the number of dancers in the company, DDP found that 3 of the 11 largest companies with more than 100 dancers are led by women (27.3%), while eight are led by men (72.7%). In the 2024 report, 4 of the 12 (33%) largest companies with more than 100 dancers are led by women, while 8 (67%) were led by men. This is, however, a slight increase from the 2023 report, where only two women (2 of 8 companies) were leading the largest companies. However, **14 out of 20 companies (70.0%) with 74-99 dancers, and 32 out of 47 companies (68.1%) with 50-74 dancers are led by male artistic directors.** The National Ballet of China is currently the largest company globally with a female artistic director. A listing of companies by size can be found [HERE](#). DDP's findings underscore the lack of female leadership at large-scale, influential companies around the world.

For the first time, DDP also analyzed the gender distribution of artistic directors by continent. The highest number of women artistic directors is in Europe, with 26 female artistic directors. South America has the highest proportion of women artistic directors, where 55.6% of artistic directors are women (5 of 9 total artistic directors).

## Key Findings:

1. Of the 217 artistic directors of classically based companies around the world (including the **Largest 50** US classically based companies based on FY2022 expenditures), 65 (30.0%) are women, while 152 (70.0%) are men. In the 2024 report, 59 of 206 (29%) artistic directors were women, representing little change.
2. Globally, 61.5% of heads of schools, 49.2% of executive directors, 47.0% of assistant/associate artistic directors, 32.3% of artistic directors of second companies, and 57.9% of rehearsal directors are women.
3. DDP found that 3 of the 11 (27.3%) largest companies with more than 100 dancers are led by women, while 8 (72.7%) are led by men. This represents a slight decrease from the 2024 report, where 4 of the 12 (33%) largest companies with more than 100 dancers were led by women, and 8 (67%) were led by men.
4. The National Ballet of China is currently the largest company globally with a female artistic director.

## Report Sections:

**Section I:** Companies Surveyed

**Section II:** Gender Distribution and Year-Over-Year Changes of:

**A:** Artistic Directors

**B:** Executive Directors/CEOs

**C:** Associate/Assistant Artistic Directors

**D:** Heads of Schools

**E:** Artistic Directors of Second Companies

**F:** Rehearsal Directors/Repetiteur

**G:** Music Directors and Principal Conductors

**Section III:** Artistic Director Analysis by Continent

**Section IV:** Artistic Director Analysis by Company Size

**Section V:** Operational Definitions, Methods, and Limitations

## Section I: Companies Surveyed

The following list of 163 companies represents the largest global companies outside the U.S.<sup>1</sup>

Companies are divided by continent and listed alphabetically, with company names followed by countries. In some cases, the company name is given first in its original language, followed by the English translation in parentheses.<sup>2</sup> The companies listed in teal are new additions to this report.

### North America

- |  |   |  |
|--|---|--|
| 1. Alberta Ballet, Canada                    | 8. Ballet Kelowna, Canada   | 13. Les Ballets Jazz de Montréal, Canada |
| 2. Atlantic Ballet Atlantique Canada, Canada | 9. Ballet Nacional de Cuba, Cuba  | 14. Les Grands Ballets Canadiens, Canada |
| 3. Ballet BC, Canada                         | 10. Ballet Victoria, Canada   | 15. National Ballet of Canada, Canada    |
| 4. Ballet Creole, Canada                     | 11. Compañía de Danza del Estado De México (Dance Company of the State of Mexico), Mexico | 16. Royal Winnipeg Ballet, Canada        |
| 5. Ballet De Monterrey, Mexico               | 12. Compañía Nacional de Danza de Mexico (National Dance Company of Mexico), Mexico       | 17. Toronto Dance Theatre, Canada        |
| 6. Ballet Edmonton, Canada                   |   |  |
| 7. Ballet Jörgen du Canada, Canada           |   |  |

### Central and South America

- |  |   |  |
|--|---|--|
| 18. Ballet Clásico y Moderno Municipal de Asunción (Asunción Municipal Theater Ballet), Paraguay | 21. Ballet Estable del Teatro Colón (Colón Theater Ballet), Argentina | 24. Ballet Nacional de Perú, Peru                                  |
| 19. Ballet de la Provincia de Salta, Argentina   | 22. Ballet Municipal de Lima, Peru                                    | 25. Ballet Nacional Sodre, Uruguay                                 |
| 20. Ballet de Santiago, Chile  | 23. Ballet Nacional Chileno (Chilean National Ballet), Chile          | 26. São Paulo Companhia de Dança (São Paulo Dance Company), Brazil |

### Europe

- |  |  |  |
|--|--|--|
| 27. Aalto Ballett Essen, Germany   | 34. Ballet de Barcelona, Spain   | 39. Ballet du Grand Théâtre de Genève, Switzerland                   |
| 28. Aterballeto, Italy   | 35. Ballet de l'Opéra de Lyon (Lyon Opera Ballet), France                          | 40. Ballet Ireland, Ireland  |
| 29. Balet HNK u Zagrebu (Ballet of the Croatian National Theater in Zagreb), Croatia | 36. Ballet de l'Opéra National de Bordeaux (Bordeaux Opera Ballet), France         | 41. Ballet Nice Méditerranée, France                                 |
| 30. Balet Slovenského národného divadla (SND Ballet), Slovakia                       | 37. Ballet de l'Opéra National du Rhin (The Opera National du Rhin Ballet), France | 42. Ballet of the National Moravian-Silesian Theatre, Czech Republic |
| 31. Ballet Arabesque, Bulgaria   | 38. Ballet di Teatro Dell'Opera Di Roma (Rome Opera Ballet), Italy                 | 43. Ballet of the National Opera of Ukraine, Ukraine                 |
| 32. Ballet Black, England  |  | 44. Ballet Theater Basel, Switzerland                                |
| 33. Ballet Cymru (Welsh Ballet), Wales   |  |  |

1 DDP included the following companies in our search but was unable to find any information or web presence: Ballet Opera of Tunis, Tunisia, and Armenian National Opera Ballet and Theatre, Armenia.

2 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.

45. Ballet Theatre UK, England
46. Ballett Am Rhein, Germany
47. Ballett Dortmund, Germany
48. Ballett Zürich, Switzerland
49. Balletto del Sud, Italy
50. Balletto del Teatro di San Carlo, Italy
51. Balletto di Roma Company, Italy
52. Bayerisches Staatsballett (Bavarian State Ballet), Germany
53. Béjart Ballet Lausanne, Switzerland
54. Bern Ballet, Germany
55. Birmingham Royal Ballet, England
56. Bolshoi Ballet, Russia
57. Bolshoi State Ballet of Belarus, Belarus
58. Bucharest National Opera Ballet/Romanian National Ballet, Romania
59. CoisCéim Dance Theatre, Ireland
60. Compañía Nacional de Danza, Spain (National Dance Company of Spain), Spain
61. Corpo di Ballo del Teatro alla Scala (Teatro alla Scala Ballet Company), Italy
62. Corpo di Ballo del Teatro Massimo di Palermo (The Corps De Ballet of Teatro Massimo In Palermo), Italy
63. Danish Dance Theatre, Denmark
64. Den Kongelige Ballet (Royal Danish Ballet), Denmark
65. Dresden Frankfurt Company, Germany
66. Dresden Semperoper Ballett, Germany
67. English National Ballet, England
68. Estonian National Ballet, Estonia
69. Étoile Ballet Theatre, Italy
70. Europa Ballett, Austria
71. Finnish National Ballet, Finland
72. Greek National Opera Ballet, Greece
73. Györi Ballet, Hungary
74. Hamburg Ballett, Germany
75. Het Nationale Ballet (Dutch National Ballet), Netherlands
76. HNK Ivana pl. Zajca Rijeka (Rijeka Ballet), Croatia
77. Hofesh Shechter Company, England
78. Hungarian National Ballet, Hungary
79. Introdans, Netherlands
80. Kyiv City Ballet, Ukraine
81. Latvian National Ballet, Latvia
82. Ballet du Capitole de Toulouse, France
83. Leipziger Ballett, Germany
84. Les Ballets de Monte Carlo, Monaco
85. Lithuanian National Opera Ballet, Lithuania
86. London City Ballet, England
87. Macedonian Ballet, Republic of North Macedonia
88. Mainfranken Theater Würzburg, Germany
89. Malandain Ballet Biarritz, France
90. Mariinsky Ballet, Russia
91. Mikhailovsky Ballet, Russia
92. Moldova National Opera Ballet, Moldova
93. Národní divadlo Brno/Balet NdB (Ballet of National Theatre in Brno), Czech Republic
94. Nasjonalballetten (Norwegian National Ballet), Norway
95. National Ballet Company of Portugal, Portugal
96. Nederlands Dans Theater (NDT), Netherlands
97. New English Ballet Theatre, England
98. Northern Ballet, England
99. Opera Ballet Vlaanderen (Royal Ballet of Flanders), Belgium
100. Opera Graz, Austria
101. Paris Opéra Ballet, France
102. Perm Opera and Ballet Theatre, Russia
103. Polski Balet Narodowy (Polish National Ballet), Poland
104. Poznań Opera Ballet, Poland
105. Rambert Dance Company, England
106. Scapino Ballet Rotterdam, Netherlands
107. Scottish Ballet, Scotland
108. SNG Opera in Balet Ljubljana (Slovenian National Ballet / Ballet Ljubljana), Slovenia
109. Sofia Opera and Ballet, Bulgaria
110. St Petersburg Eifman Ballet, Russia
111. Staatsballett Berlin, Germany
112. Staatsballett Hannover, Germany
113. Staatstheater Karlsruhe, Germany
114. Stanislavsky Ballet, Russia
115. Stuttgarter Ballett (Stuttgart Ballet), Germany
116. Tava Ziva, England
117. Teatrul de Balet Sibiu (Sibiu Ballet Theatre), Romania
118. The Czech National Ballet, Czech Republic
119. The Royal Ballet, England
120. The Royal Swedish Ballet, Sweden
121. Thüringer Staatsballett, Germany
122. Tom Dale Company, England
123. Ural Opera Ballet, Russia
124. Vienna State Ballet, Austria
125. Yorke Dance Project, England
126. ŻfinMalta, Malta

## Asia

- |   |   |   |
|---|---|---|
| 127. Asami Maki Ballet, Japan                   | 136. Korean National Ballet, Republic of Korea    | 145. Taipei Capital Ballet, Taiwan            |
| 128. Astana Ballet, Kazakstahn                  | 137. National Ballet of China, China              | 146. The Tokyo Ballet, Japan                  |
| 129. Ballet Manila, Philippines                 | 138. National Ballet of Japan, Japan              | 147. Tokyo City Ballet, Japan                 |
| 130. Ballet Philippines, Philippines            | 139. Philippine Ballet Theatre, Philippines       | 148. Universal Ballet, Republic of Korea      |
| 131. Batsheva Dance Company, Israel             | 140. Seoul Ballet Theater, Republic of Korea      | 149. Vietnam National Opera & Ballet, Vietnam |
| 132. City Contemporary Dance Company, Hong Kong | 141. Seoul Metropolitan Ballet, Republic of Korea | 150. Wise Ballet Theater, Republic of Korea   |
| 133. Hong Kong Ballet, Hong Kong                | 142. Shanghai Ballet, China                       | 151. Gwanju City Ballet, Republic of Korea    |
| 134. Israel Ballet, Israel                      | 143. Singapore Ballet, Singapore                  | 152. Liaoning Ballet of China, China          |
| 135. K-ballet, Japan                            | 144. Star Dancers Ballet, Japan                   |   |

## Oceania

- |  |  |  |
|--|--|--|
| 153. Australian Ballet, Australia        | 156. Dance North Australia, Australia      | 159. Sydney Dance Company, Australia   |
| 154. Australian Dance Theatre, Australia | 157. Queensland Ballet, Australia          | 160. West Australian Ballet, Australia |
| 155. Bangarra Dance Theatre, Australia   | 158. Royal New Zealand Ballet, New Zealand |  |

## Africa

- |  |                                  |  |
|--|----------------------------------|--|
| 161. Cairo Opera Ballet Company, Egypt | 162. Joburg Ballet, South Africa | 163. Cape Town City Ballet, South Africa |
|--|----------------------------------|--|

The following list comprises U.S. ballet companies ordered by size of fiscal expenditures in FY2022.<sup>3</sup> 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. Ballet Hispánico         | 35. Oklahoma City Ballet       |
| 2. San Francisco Ballet               | 19. Ballet Arizona           | 36. Louisville Ballet          |
| 3. American Ballet Theater            | 20. Charlotte Ballet         | 37. Los Angeles Ballet         |
| 4. Alvin Ailey American Dance Theatre | 21. Ballet Austin            | 38. American Repertory Ballet  |
| 5. Boston Ballet                      | 22. Texas Ballet Theater     | 39. L.A. Dance Project         |
| 6. Houston Ballet                     | 23. Oregon Ballet Theatre    | 40. Dallas Black Dance Theatre |
| 7. Pacific Northwest Ballet           | 24. The Sarasota Ballet      | 41. Ballet Memphis             |
| 8. Joffrey Ballet                     | 25. Nashville Ballet         | 42. Smuin Ballet               |
| 9. Miami City Ballet                  | 26. Tulsa Ballet             | 43. Collage Dance Collective   |
| 10. Philadelphia Ballet               | 27. Orlando Ballet           | 44. Grand Rapids Ballet        |
| 11. The Washington Ballet             | 28. Milwaukee Ballet         | 45. BalletX                    |
| 12. Ballet West                       | 29. BalletMet                | 46. Eugene Ballet              |
| 13. Pittsburgh Ballet Theatre         | 30. Carolina Ballet          | 47. Sacramento Ballet          |
| 14. Atlanta Ballet                    | 31. Dance Theatre of Harlem  | 48. The Alabama Ballet         |
| 15. Cincinnati Ballet                 | 32. Alonzo King LINES Ballet | 49. Ballet Idaho               |
| 16. Colorado Ballet                   | 33. Richmond Ballet          | 50. Cleveland Ballet           |
| 17. Kansas City Ballet                | 34. Nevada Ballet Theatre    |                                |

<sup>3</sup> DDP's most recent ranking of the **Largest 150** companies is based on FY2022 expenditures. FY2022 financials were the most complete and up to date fiscal year dataset when the report was released in July 2024.

## 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** (based on FY2022 expenditures<sup>4</sup>)
- Global Aggregate (including U.S. **Largest 50** based on FY2022 expenditures)
- Adjusted Global Aggregate (including U.S. **Largest 10** based on FY2022 expenditures)

Year-over-year comparisons are also made. Artistic directors are counted as of March 2025<sup>5</sup>.

### Global (U.S. Excluded)

In the sample of 163 companies from around the world, excluding the U.S., there are 166 artistic directors. Two companies have one man and one woman serving as co-artistic directors, one company has a team of co-artistic directors who are both men, and each individual has been counted as their respective gender.<sup>6,7</sup> One company currently has no artistic director and therefore is not included.<sup>8</sup>

Of these 166 artistic directors:

- 53 are women (31.9%)
- 114 are men (68.1%)

### U.S. Largest 50

In the **Largest 50** U.S. companies (based on FY2022 expenditures), there are 51 artistic directors. Two companies<sup>9</sup> have one man and one woman serving as co-artistic directors, and each individual has been counted as their respective gender.

Of these 51 U.S. artistic directors:

- 12 are women (23.5%)
- 39 are men (76.5%)

### Global Aggregate

There are a total of 213 companies when the U.S. and global companies are combined (50 U.S. companies, 163 global companies).

**NOTE:** U.S. companies are heavily weighted in this sample as they account for 23.5% of the companies surveyed.

---

4 DDP's most recent ranking of the **Largest 150** companies is based on FY2022 expenditures. FY2022 financials were the most complete and up to date fiscal year dataset when the report was released in July 2024.

5 DDP notes multiple upcoming artistic director transitions including: Alicia Graf Mack (F) who will succeed Matthew Rushing (M) at Alvin Ailey American Dance Theater; Miami City Ballet has announced the departure of Lourdes Lopez (F), no successor; Dr. Jaś Otrin (M) who will succeed Xin Peng Wang (M) at Ballet Dortmund; Goyo Montero (M) who will succeed Christian Blossfeld (M) at Hanover State Ballet; Marco Goecke (M) who will succeed Adolphe Binder (F) at Ballet Theater Basel.

6 Compañía Nacional de Danza de Mexico (National Dance Company of Mexico), Mexico, Dance North Australia, Australia, and Étoile Ballet Theatre, Italy, are lead by one man and one woman serving as co-artistic directors.

7 Aalto Ballett Essen, Germany, is lead by two male artistic directors.

8 Seoul Metropolitan Ballet, Republic of Korea, was established in 2024 and has yet to appoint an Artistic Director.

9 Houston Ballet is lead by co-artistic directors of different genders. .



There are 217 artistic directors of major ballet companies. Of these:

- 65 are women (30.0%)
- 152 are men (70.0%)

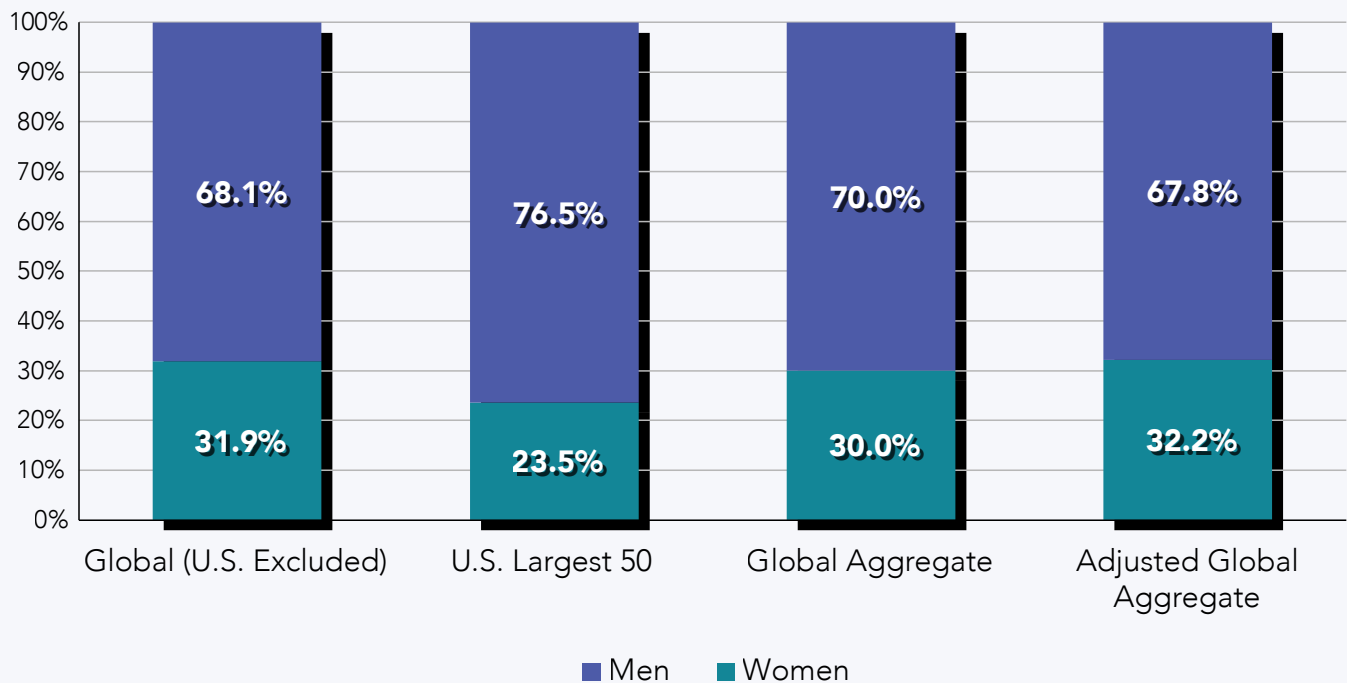
## Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the **Largest 10** U.S. ballet companies (based on FY2022 expenditures). Among these 10 ballet companies, there are 11 artistic directors<sup>10</sup>: 4 women and 7 men.

In the adjusted global aggregate, there are 177 artistic directors. Of these

- 57 are women (32.2%)
- 121 are men (67.8%)

### Artistic Director

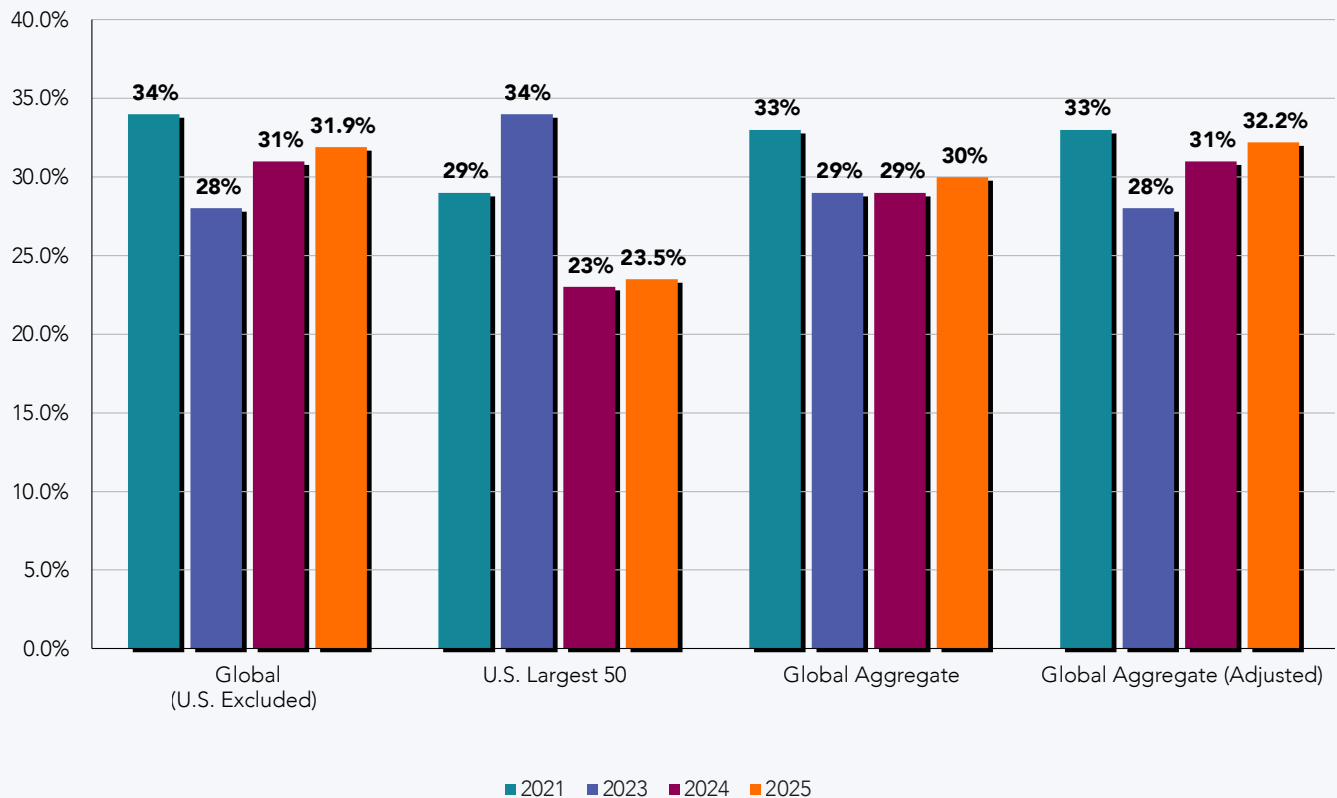


<sup>10</sup> Julie Kent (F) and Stanton Welch (M) co-direct Houston Ballet.

## Gender Distribution of Artistic Directors Year-Over-Year Comparison

	Global (U.S. Excluded)			U.S. Largest 50			Global Aggregate			Global Aggregate (Adjusted)		
	Women	Men	GE <sup>11</sup>	Women	Men	GE	Women	Men	GE	Women	Men	GE
2025	53 (31.9%)	113 (68.1%)	0 (0%)	12 (23.5%)	39 (76.5%)	0 (0%)	65 (30.0%)	154 (70.0%)	0 (0%)	57 (32.2%)	120 (67.8%)	0 (0%)
2024	47 (31%)	107 (69%)	0 (0%)	12 (23%)	40 (77%)	0 (0%)	59 (29%)	147 (71%)	0 (0%)	51 (31%)	114 (69%)	0 (0%)
2023	41 (28%)	107 (72%)	0 (0%)	17 (34%)	33 (66%)	0 (0%)	58 (29%)	140 (71%)	0 (0%)	44 (28%)	114 (72%)	0 (0%)
2021	44 (34%)	83 (65%)	1 (0.8%)	15 (29%)	36 (71%)	0 (0%)	59 (33%)	119 (66%)	1 (0.6%)	45 (33%)	92 (67%)	1 (0.7%)

## Female Artistic Directors - Year-Over-Year Comparisons



<sup>11</sup> Gender Expansive is abbreviated as GE.

## Section IIB:

# Gender Distribution of Executive Directors, CEOs, and General Managers

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

- Global (U.S. excluded)
- U.S. **Largest 50** (based on FY2022 expenditures<sup>12</sup>)
- Global Aggregate (including U.S. **Largest 50** based on FY2022 expenditures)
- Adjusted Global Aggregate (including U.S. **Largest 10** based on FY2022 expenditures)

Year-over-year comparisons are also made. Leadership is counted as of March 2025.<sup>13</sup>

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. See the [Methods, Operational Definitions, and Limitations](#) section for more information.

### Global (U.S. Excluded)

In the sample of 163 companies from around the world, excluding the U.S., there are 141 executive directors, CEOs, and general managers/directors.

Of these 141 executive directors, CEOs, and general managers/directors:

- 70 are women (49.6%)
- 71 are men (50.4%)

### U.S. Largest 50

In the **Largest 50** U.S. companies (based on FY2022 expenditures), there are 48 executive directors, CEOs, and general managers/directors.

Of these 50 U.S. executive directors:

- 23 are women (47.9%)
- 25 are men (52.1%)

### Global Aggregate

There are a total of 213 U.S. and global companies (50 U.S., 163 Global).

There are 189 executive directors, CEOs, and general managers/directors of major classically based companies. Of these:

- 93 are women (49.2%)
- 96 are men (50.8%)

<sup>12</sup> DDP's most recent ranking of the **Largest 150** companies is based on FY2022 expenditures. FY2022 financials were the most complete and up to date fiscal year dataset when the report was released in July 2024.

<sup>13</sup> DDP notes multiple upcoming executive director transitions including: An active search for the new CEO of Birmingham Royal Ballet. James Nelson (M) announced his retirement as CEO of Houston Ballet in 2026, a search for his successor is being conducted. Jo Lynne Jones (F) announced her retirement from Oklahoma City Ballet.

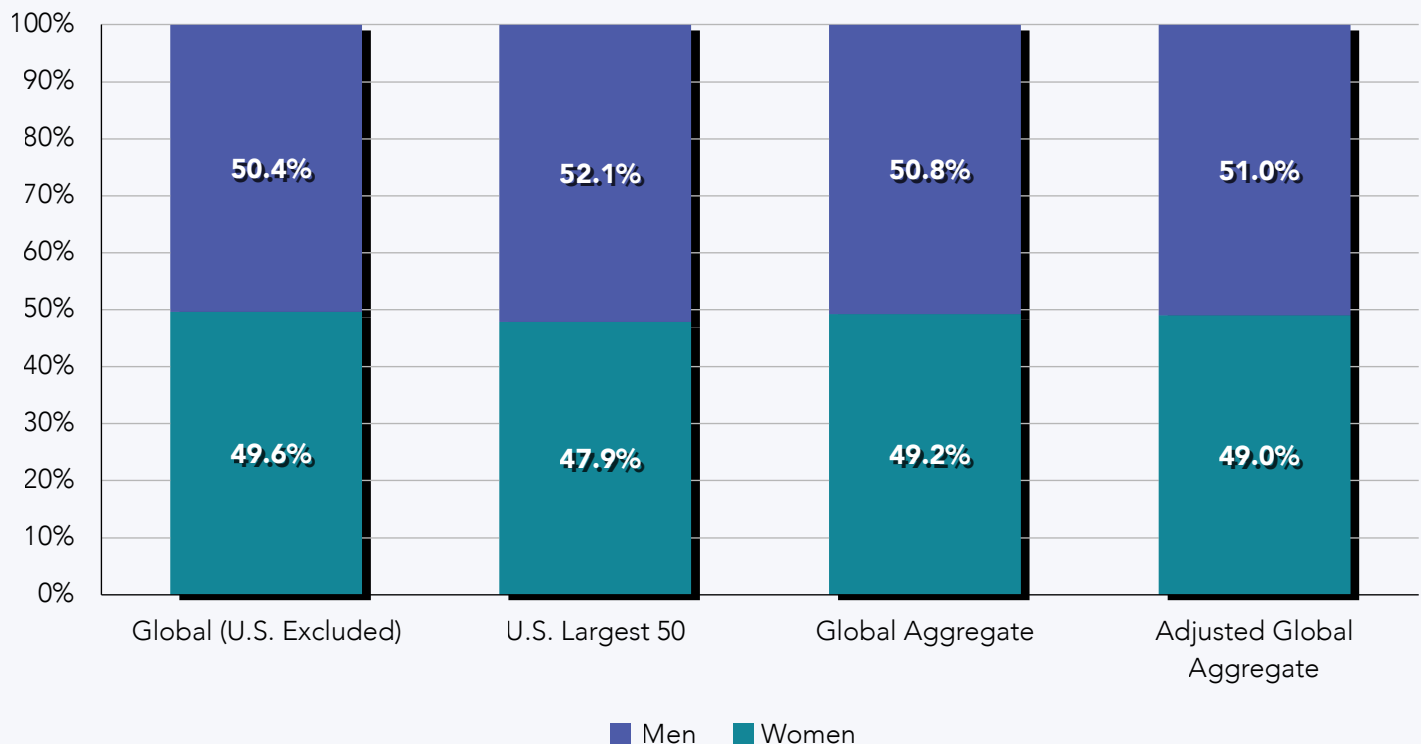
## Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the **Largest 10** U.S. ballet companies (based on FY2022 expenditures). Among these 10 ballet companies, there are 10 executive directors: 4 women and 6 men.

In the adjusted global aggregate, there are 151 executive directors, CEOs, and general managers/directors. Of these

- 74 are women (49.0%)
- 77 are men (51.0%)

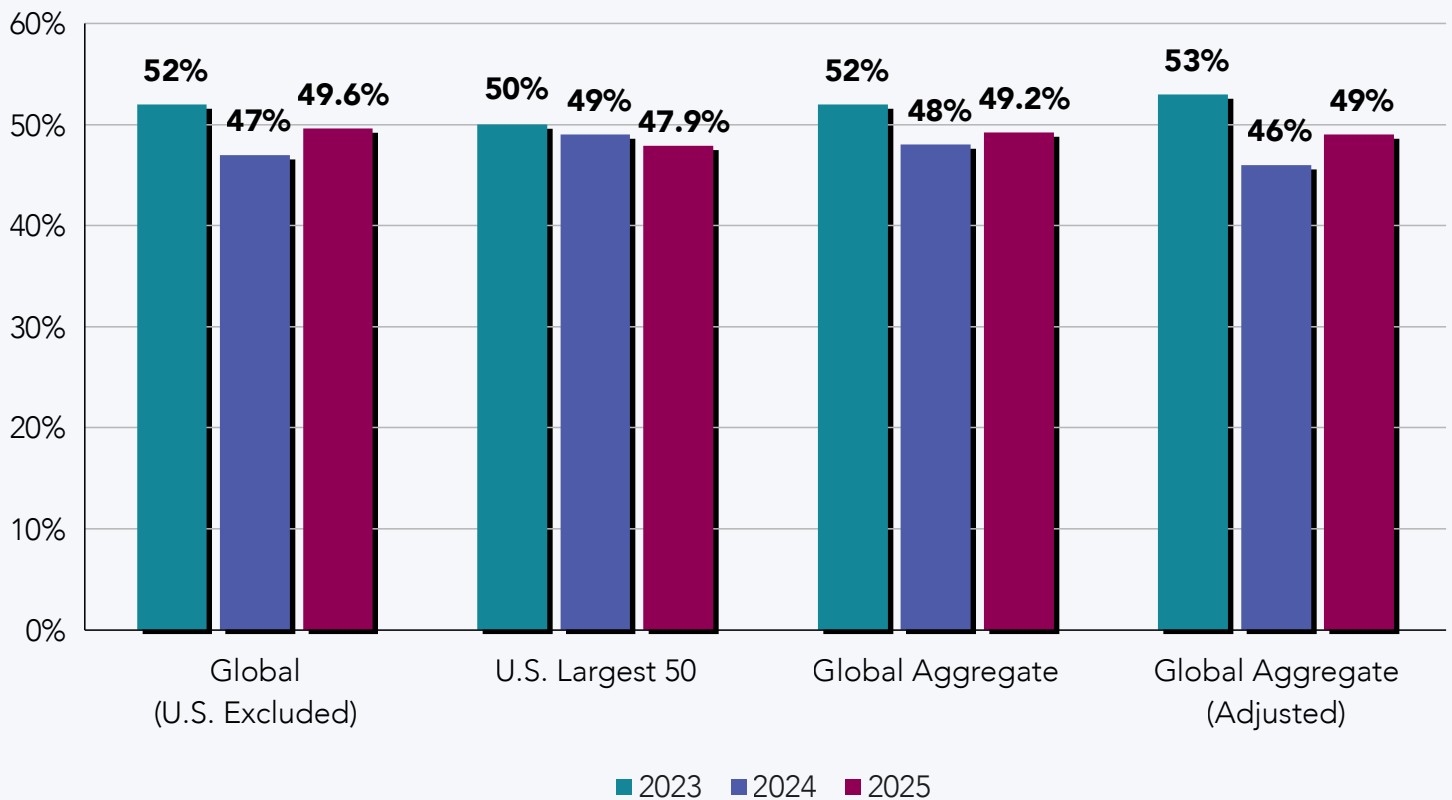
### Executive Directors, CEOs and General Managers



## Gender Distribution of Executive Directors, CEOs, and General Managers Year-Over-Year Comparison

	Global (U.S. Excluded)		U.S. Largest 50		Global Aggregate		Global Aggregate (Adjusted)	
	Women	Men	Women	Men	Women	Men	Women	Men
2025	70 (49.6%)	71 (50.4%)	23 (47.9%)	25 (52.1%)	93 (49.2%)	96 (50.8%)	74 (49.0%)	77 (51.0%)
2024	61 (47%)	69 (53%)	24 (49%)	25 (51%)	86 (48%)	93 (52%)	65 (46%)	75 (54%)
2023	64 (52%)	58 (48%)	25 (50%)	25 (50%)	89 (52%)	83 (48%)	70 (53%)	62 (47%)

## Female Executive Directors, CEOs, and General Managers - Year-Over-Year Comparisons



## 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** (based on FY2022 expenditures<sup>14</sup>)
- Global Aggregate (including U.S. **Largest 50** based on FY2022 expenditures)
- Adjusted Global Aggregate (including U.S. **Largest 10** based on FY2022 expenditures)

Year-over-year comparisons are also made. Associate/Assistant Artistic Directors are counted as of March 2025<sup>15</sup>.

### Global (U.S. Excluded)

In the sample of 163 companies from around the world (U.S. excluded), 50 assistant and associate artistic directors were identified.

Of these 50:

- 22 are women (44.0%)
- 28 are men (56.0%)

### U.S. Largest 50

In the **Largest 50** U.S. companies (based on FY2022 expenditures), there are 15 assistant and associate artistic directors.

Of these 20 U.S. assistant and associate artistic directors:

- 8 are women (53.3%)
- 7 are men (46.7%)

### Global Aggregate

There are a total of 65 assistant/associate artistic directors when combining the global and U.S. companies.

Of these 65:

- 30 are women (46.2%)
- 35 are men (53.8%)

<sup>14</sup> DDP's most recent ranking of the **Largest 150** companies is based on FY2022 expenditures. FY2022 financials were the most complete and up to date fiscal year dataset when the report was released in July 2024.

<sup>15</sup> DDP notes an upcoming Assistant Artistic Director transition: The departure of Rachel Beaujean (F) from Dutch National Ballet.

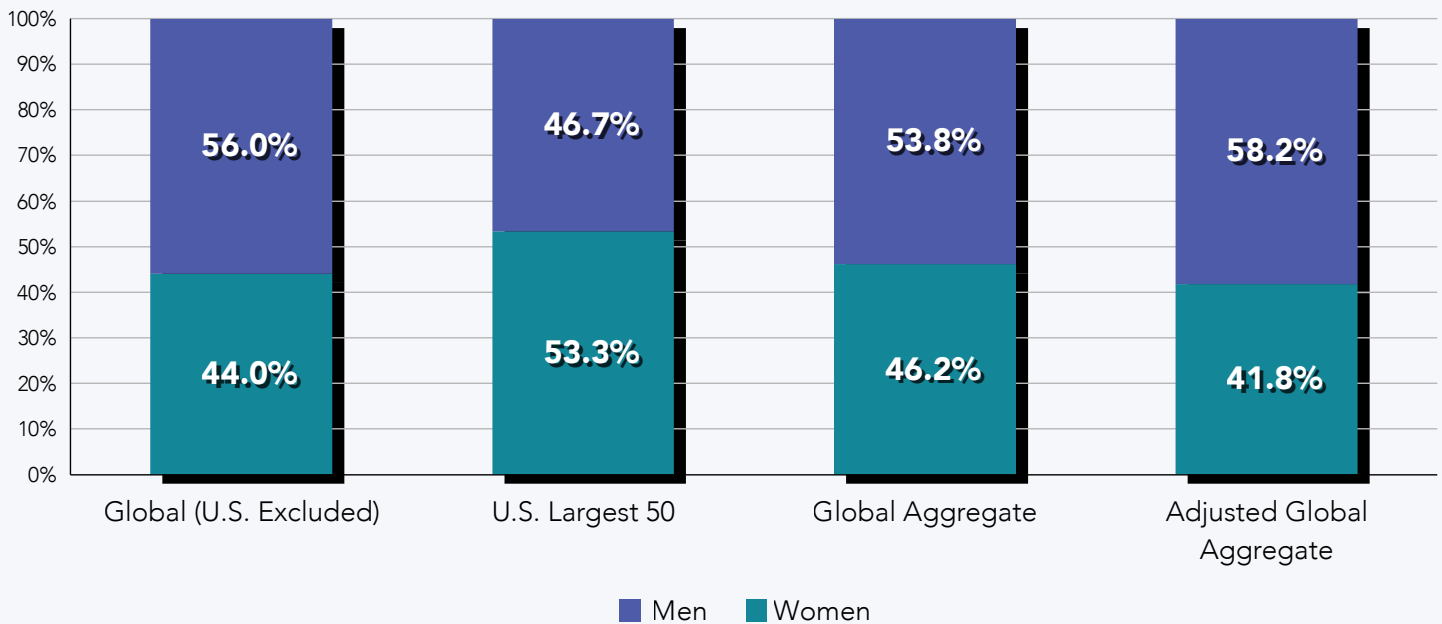
## Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the **Largest 10** U.S. ballet companies (based on FY2022 expenditures). Among these 10 ballet companies, there are 5 assistant and associate artistic directors: 1 woman and 4 men.

In the adjusted global aggregate, there are 55 assistant and associate artistic directors. Of these:

- 23 are women (41.8%)
- 32 are men (58.2%)

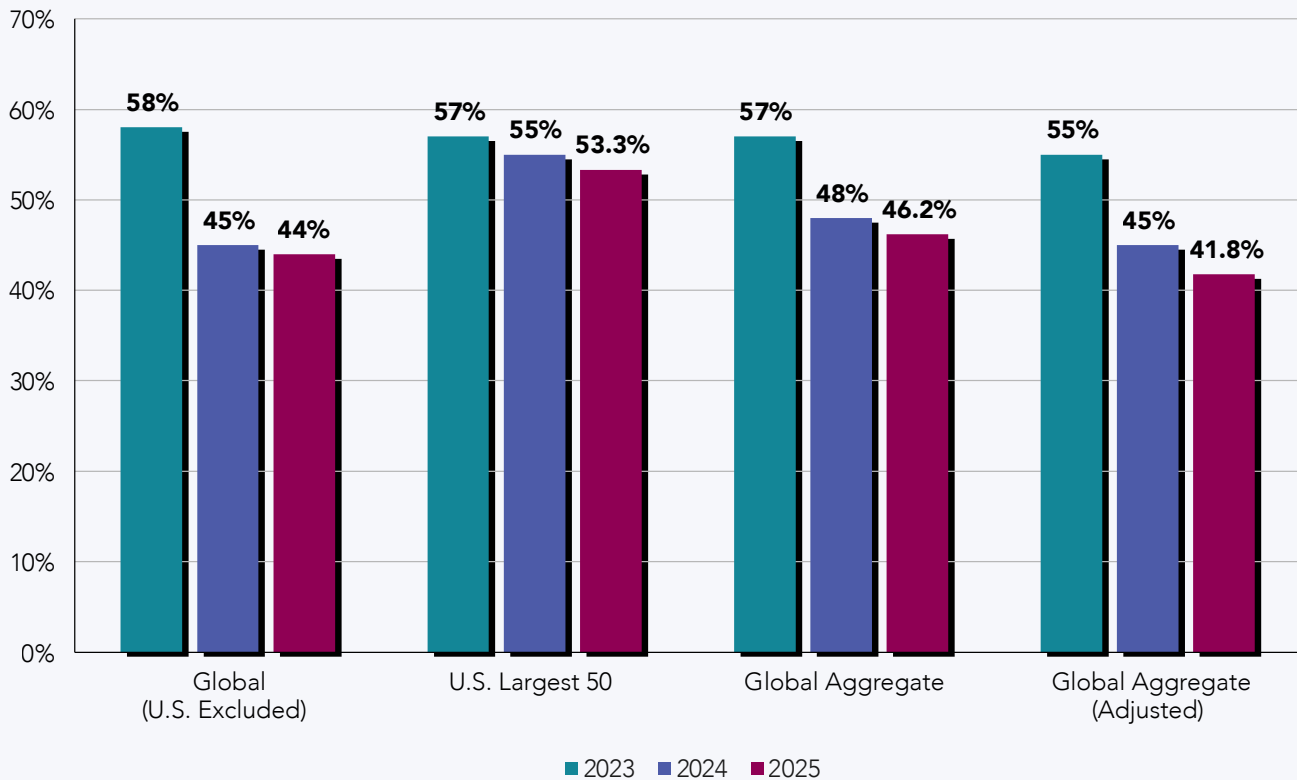
### Associate/Assistant Artistic Directors



## Associate/Assistant Artistic Directors Year-Over-Year Comparison

	Global (U.S. Excluded)		U.S. Largest 50		Global Aggregate		Global Aggregate (Adjusted)	
	Women	Men	Women	Men	Women	Men	Women	Men
2025	22 (44.0%)	28 (56.0%)	8 (53.3%)	7 (46.7%)	30 (46.2%)	35 (53.8%)	23 (41.8%)	32 (58.2%)
2024	19 (45%)	23 (55%)	11 (55%)	9 (45%)	30 (48%)	32 (52%)	21 (45%)	27 (55%)
2023	18 (58%)	13 (42%)	13 (57%)	10 (43%)	31 (57%)	23 (43%)	21 (55%)	17 (45%)

## Female Associate/Assistant Artistic Directors - Year-Over-Year Comparisons





## 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** (based on FY2022 expenditures<sup>16</sup>)
- Global Aggregate (including U.S. **Largest 50** based on FY2022 expenditures)
- Adjusted Global Aggregate (including U.S. **Largest 10** based on FY2022 expenditures)

Year-over-year comparisons are also made. Heads of Schools are counted as of March 2025<sup>17</sup>.

### Global (U.S. Excluded)

In the sample of 163 companies from around the world (U.S. excluded), there are 44 Heads of Schools.

Of these 44:

- 24 are women (54.5%)
- 20 are men (45.5%)

### U.S. Largest 50

In the **Largest 50** U.S. companies (based on FY2022 expenditures), there are 48 heads of schools. Three companies are led by co-directors.<sup>18</sup>

Of these 48 U.S. heads of schools:

- 32 are women (66.7%)
- 16 are men (33.3%)

### Global Aggregate

There are a total of 92 individuals holding the head of school position when combining the global and U.S. samples.

Of these:

- 56 are women (60.9%)
- 36 are men (39.1%)

16 DDP's most recent ranking of the **Largest 150** companies is based on FY2022 expenditures. FY2022 financials were the most complete and up to date fiscal year dataset when the report was released in July 2024.

17 DDP notes multiple upcoming Head of School transitions: Patrick Armand (M) who will succeed Christiana Stefanou (F) at Wiener Staatsoper Ballet Academy. Elisa Carrillo Cabrera (F) who will succeed Tadeusz Matacz (M) at Stuttgart Ballet's John Cranko School, James Payne (M) who will succeed Maria Simonetti (F) at School of Ballet Arizona.

18 The Ailey School, the School of Nashville Ballet, and the Ballet Memphis School, are currently led by a male and female co-director team. Both are counted as their respective gender.

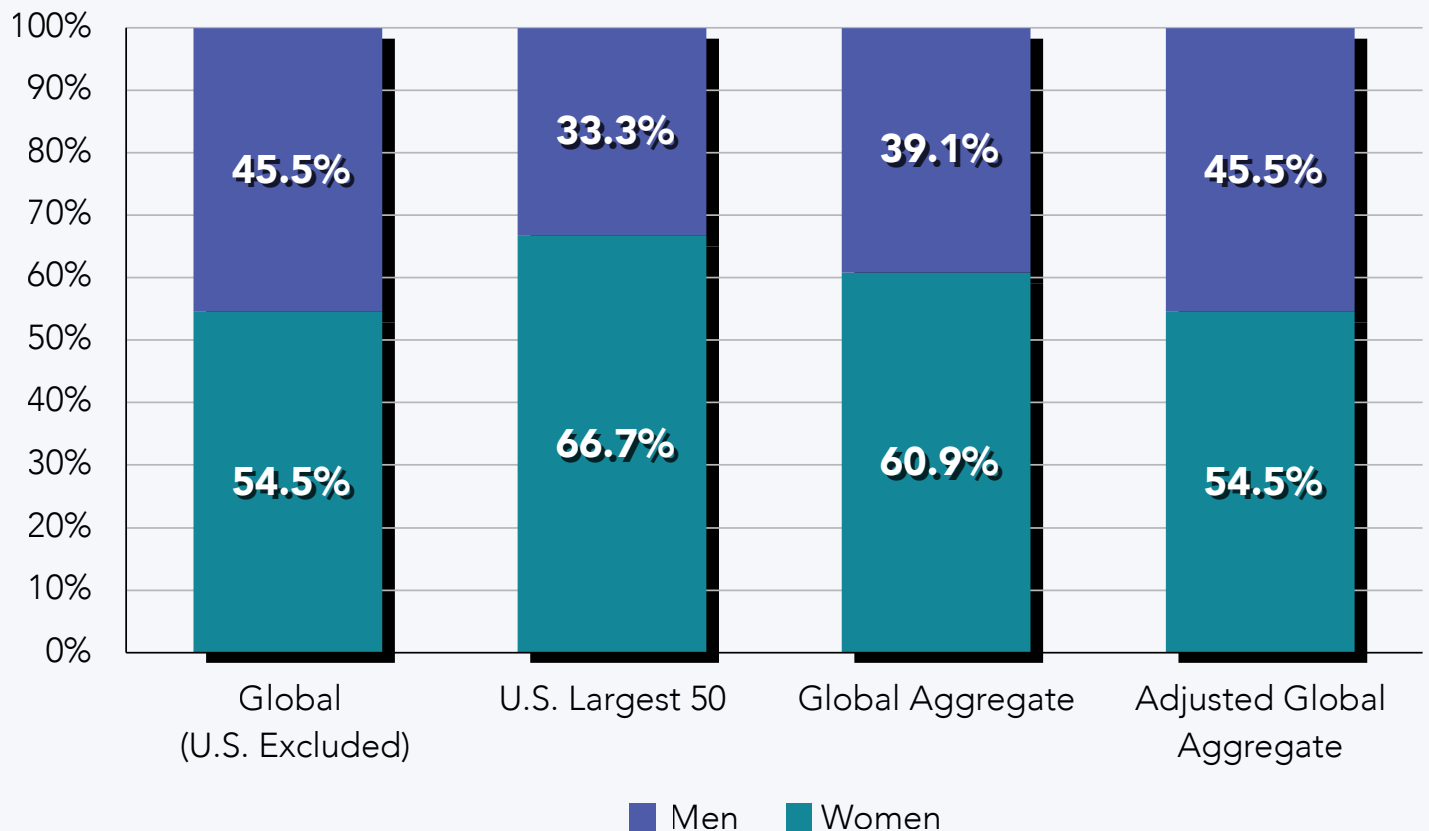
## Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the **Largest 10** U.S. ballet companies (based on FY2022 expenditures). Among these 10 ballet companies, there are 10 heads of school: 6 women and 5 men.

In the adjusted global aggregate, there are 55 heads of schools. Of these

- 30 are women (54.5%)
- 25 are men (45.5%)

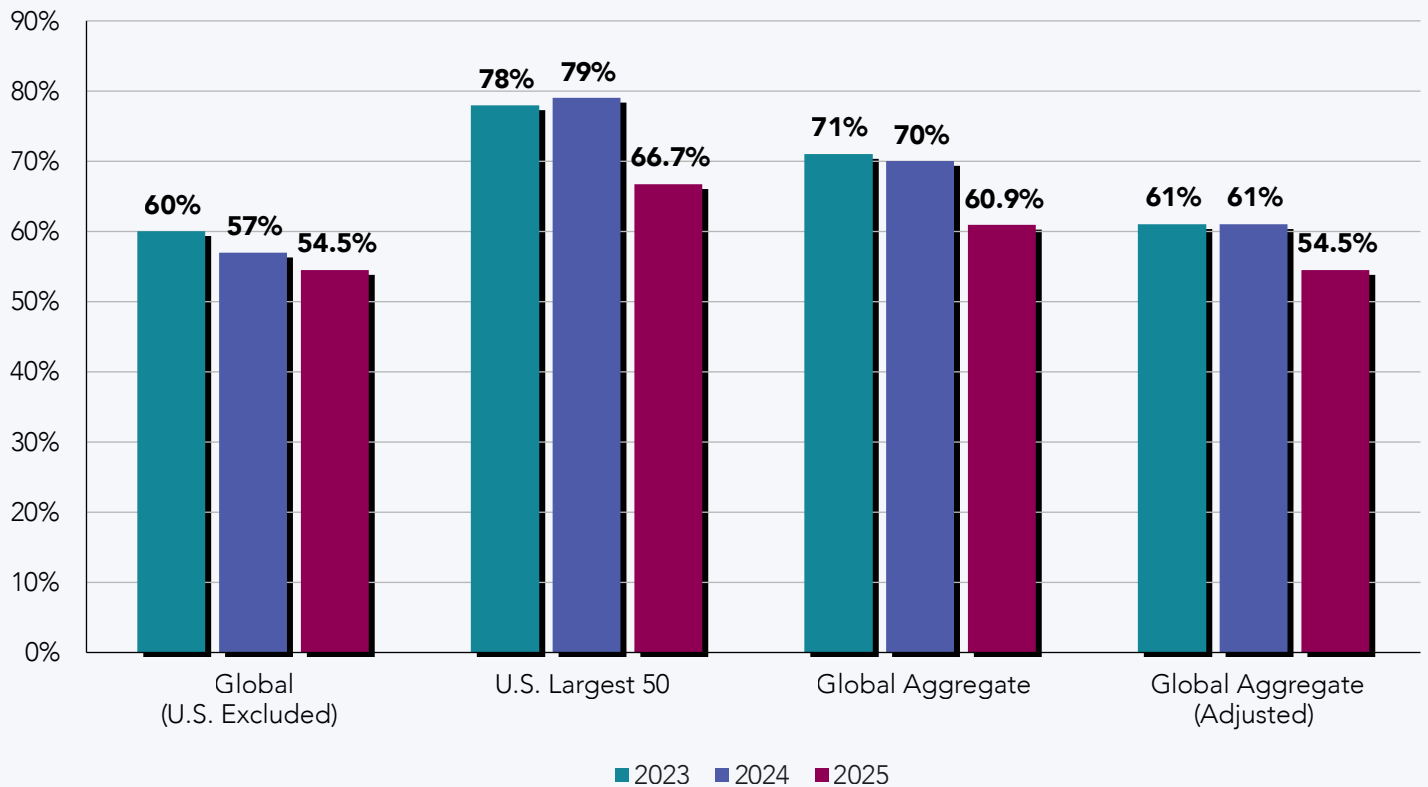
### Heads of School



## Head of Schools Year-Over-Year Comparison

	Global (U.S. Excluded)		U.S. Largest 50		Global Aggregate		Global Aggregate (Adjusted)	
	Women	Men	Women	Men	Women	Men	Women	Men
2025	24 (54.5%)	20 (45.5%)	32 (66.7%)	16 (33.3%)	56 (60.9%)	36 (39.1%)	30 (54.5%)	25 (45.5%)
2024	20 (57%)	15 (43%)	41 (79%)	11 (21%)	61 (70%)	26 (30%)	28 (61%)	18 (39%)
2023	18 (60%)	12 (40%)	36 (78%)	10 (22%)	54 (71%)	22 (29%)	25 (61%)	16 (39%)

## Female Heads of Schools - Year-Over-Year Comparisons



## Section IIE: Gender Distribution of Artistic Directors of Second 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** (based on FY2022 expenditures<sup>19</sup>)
- Global Aggregate (including U.S. **Largest 50** based on FY2022 expenditures)
- Adjusted Global Aggregate (including U.S. **Largest 10** based on FY2022 expenditures)

Year-over-year comparisons are also made. Artistic directors of second companies are counted as of March 2025.

### Global (U.S. Excluded)

In the sample of 163 companies from around the world (U.S. excluded), 13 artistic directors of second companies were identified.

Of these 13:

- 3 are women (23.1%)
- 10 are men (76.9%)

### U.S. Largest 50

In the **Largest 50** U.S. companies (based on FY2022 expenditures), 20 artistic directors of second/trainee companies were identified.

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

- 7 are women (38.9%)
- 11 are men (61.1%)

### Global Aggregate

There are a total of 31 individuals occupying artistic directors of second companies positions when combining the global and U.S. samples.

Of these:

- 10 are women (32.3%)
- 21 are men (67.7%)

<sup>19</sup> DDP's most recent ranking of the **Largest 150** companies is based on FY2022 expenditures. FY2022 financials were the most complete and up to date fiscal year dataset when the report was released in July 2024.

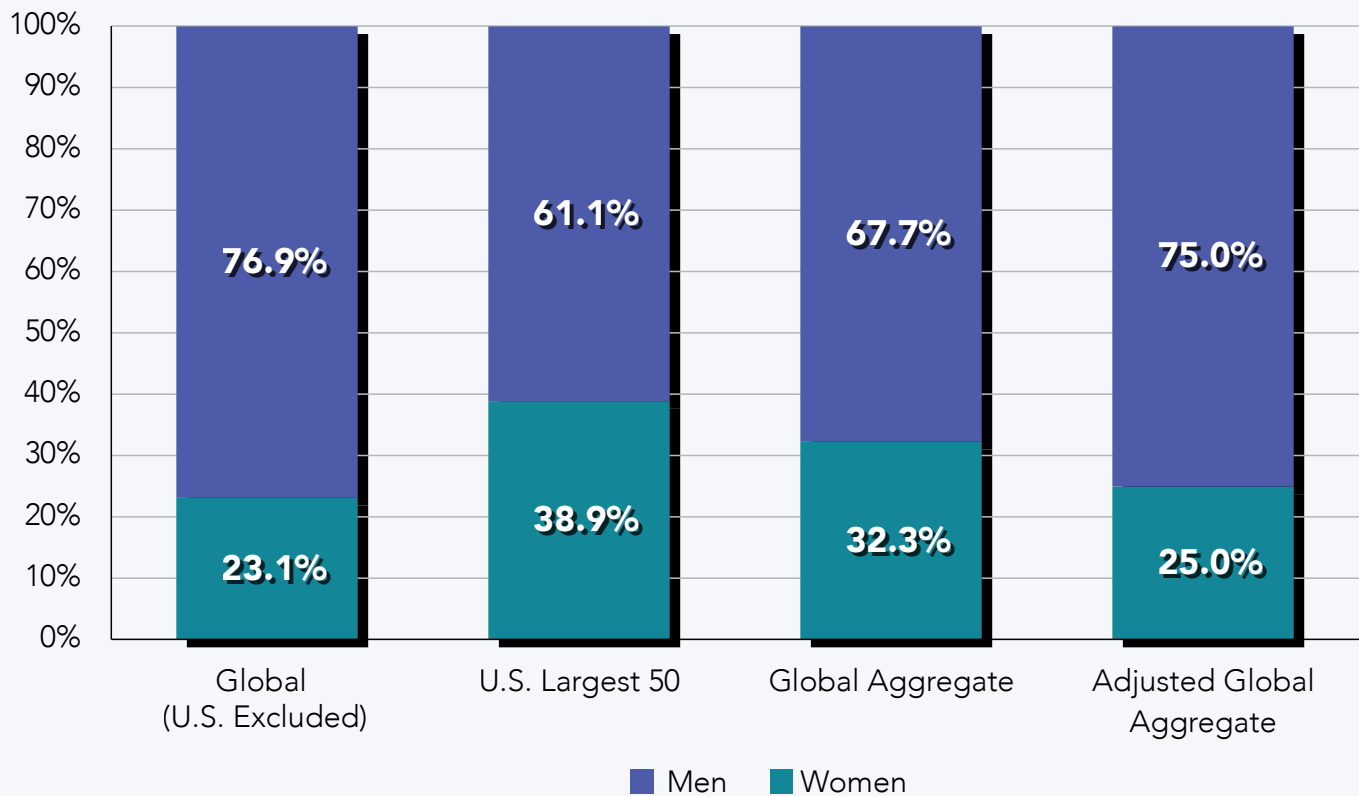
## Adjusted Global Aggregate

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 3 artistic directors of second/trainee companies: 1 woman and 2 men.

In the adjusted global aggregate, there are 16 artistic directors of second/trainee companies. Of these

- 4 are women (25.0%)
- 12 are men (75.0%)

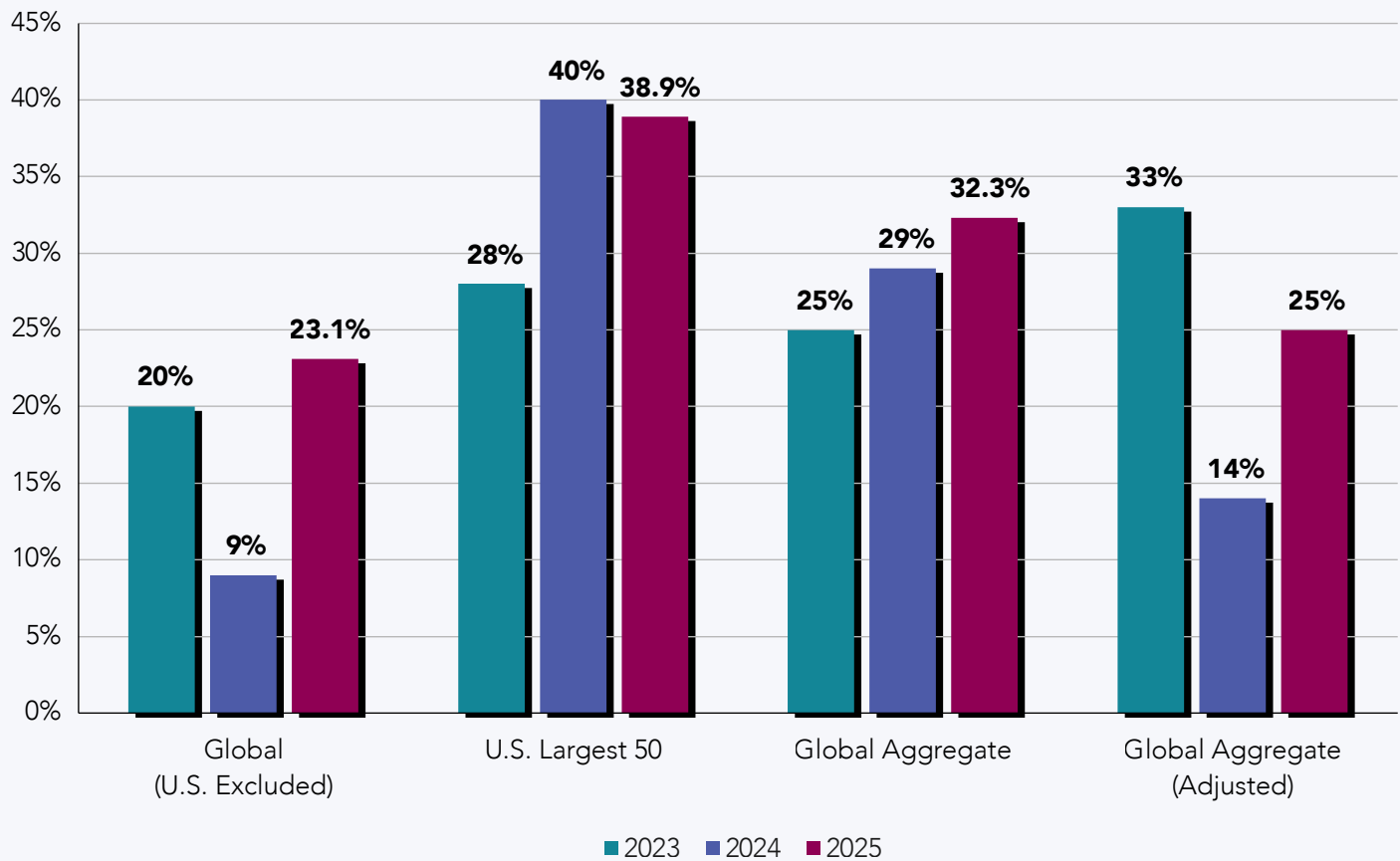
### Artistic Directors of Second Companies



## Artistic Directors of Second Companies Year-Over-Year Comparisons

	Global (U.S. Excluded)		U.S. Largest 50		Global Aggregate		Global Aggregate (Adjusted)	
	Women	Men	Women	Men	Women	Men	Women	Men
2025	3 (23.1%)	10 (76.9%)	7 (38.9%)	11 (61.1%)	10 (32.3%)	21 (67.7%)	4 (25.0%)	12 (75.0%)
2024	1 (9%)	10 (91%)	8 (40%)	12 (60%)	9 (29%)	22 (71%)	2 (14%)	12 (86%)
2023	2 (20%)	8 (80%)	5 (28%)	13 (72%)	7 (25%)	21 (75%)	6 (33%)	12 (67%)

## Female Artistic Directors of Second Companies - Year-Over-Year Comparisons



## Section IIF: Gender Distribution of Rehearsal Directors

This section provides an overview of the gender distribution of rehearsal directors and répétiteurs using the most recent available data and reflects current leadership.

This section describes the gender distribution of rehearsal directors in the following groups.

- Global (U.S. excluded)
- U.S. **Largest 50** (based on FY2022 expenditures<sup>20</sup>)
- Global Aggregate (including U.S. **Largest 50** based on FY2022 expenditures)
- Adjusted Global Aggregate (including U.S. **Largest 10** based on FY2022 expenditures)

Rehearsal directors are counted as of March 2025.

### Global (U.S. Excluded)

In the sample of 163 companies from around the world (U.S. excluded), 168 rehearsal directors were identified.

Of these 168:

- 98 are women (58.3%)
- 70 are men (41.7%)

### U.S. Largest 50

In the **Largest 50** U.S. companies (based on FY2022 expenditures), there were 91 rehearsal directors identified.

Of these 91 U.S. Rehearsal Directors:

- 52 are women (57.1%)
- 39 are men (42.9%)

### Global Aggregate

There are a total of 259 individuals occupying rehearsal director positions when combining the global and U.S. samples.

Of these:

- 150 are women (57.9%)
- 109 are men (42.1%)

<sup>20</sup> DDP's most recent ranking of the **Largest 150** companies is based on FY2022 expenditures. FY2022 financials were the most complete and up to date fiscal year dataset when the report was released in July 2024.

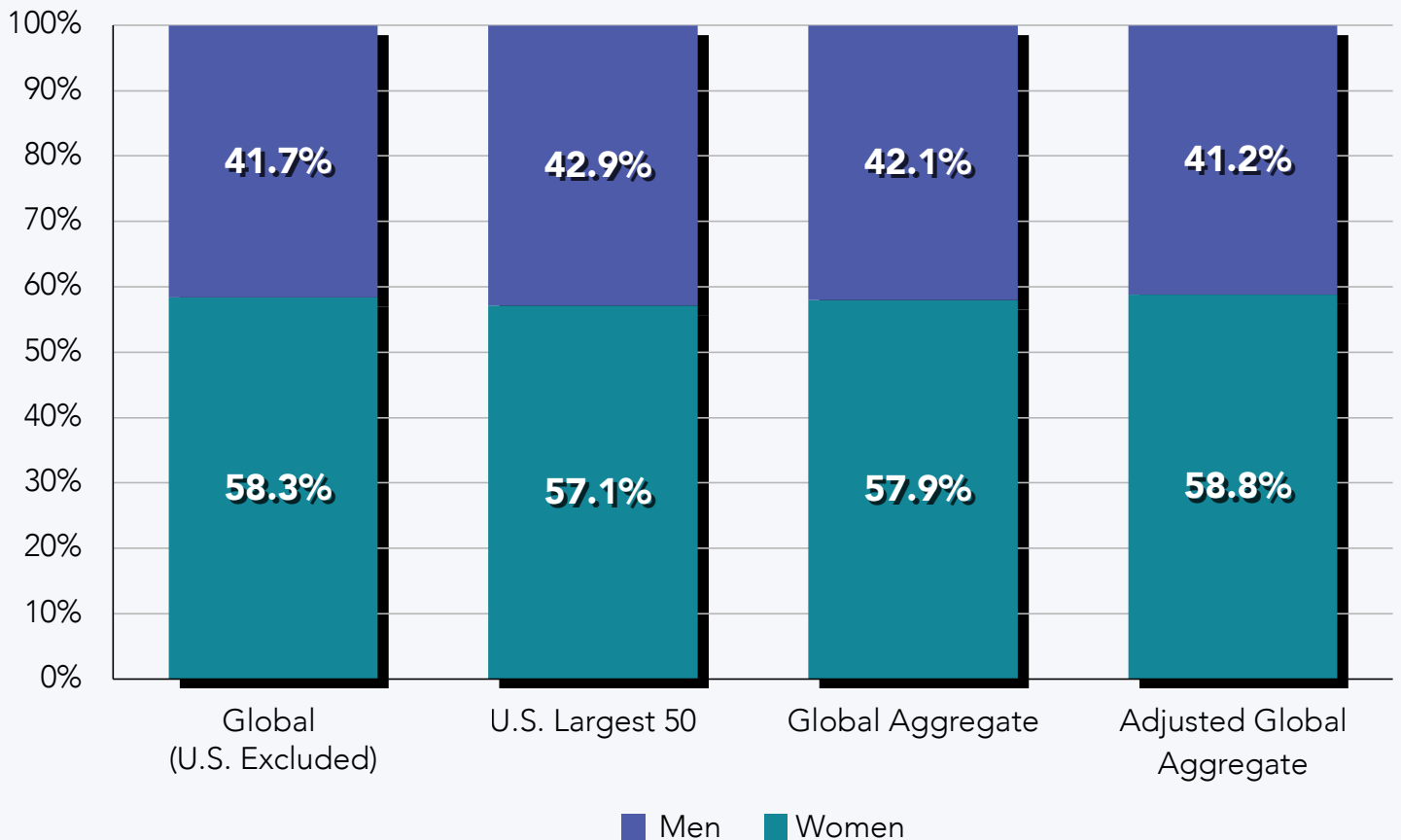
## Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the **Largest 10** U.S. ballet companies (based on FY2022 expenditures). Among these 10 ballet companies are 36 rehearsal directors: 22 women and 14 men.

In the adjusted global aggregate, there are 204 rehearsal directors. Of these

- 120 are women (58.8%)
- 73 are men (41.2%)

### Rehearsal Directors

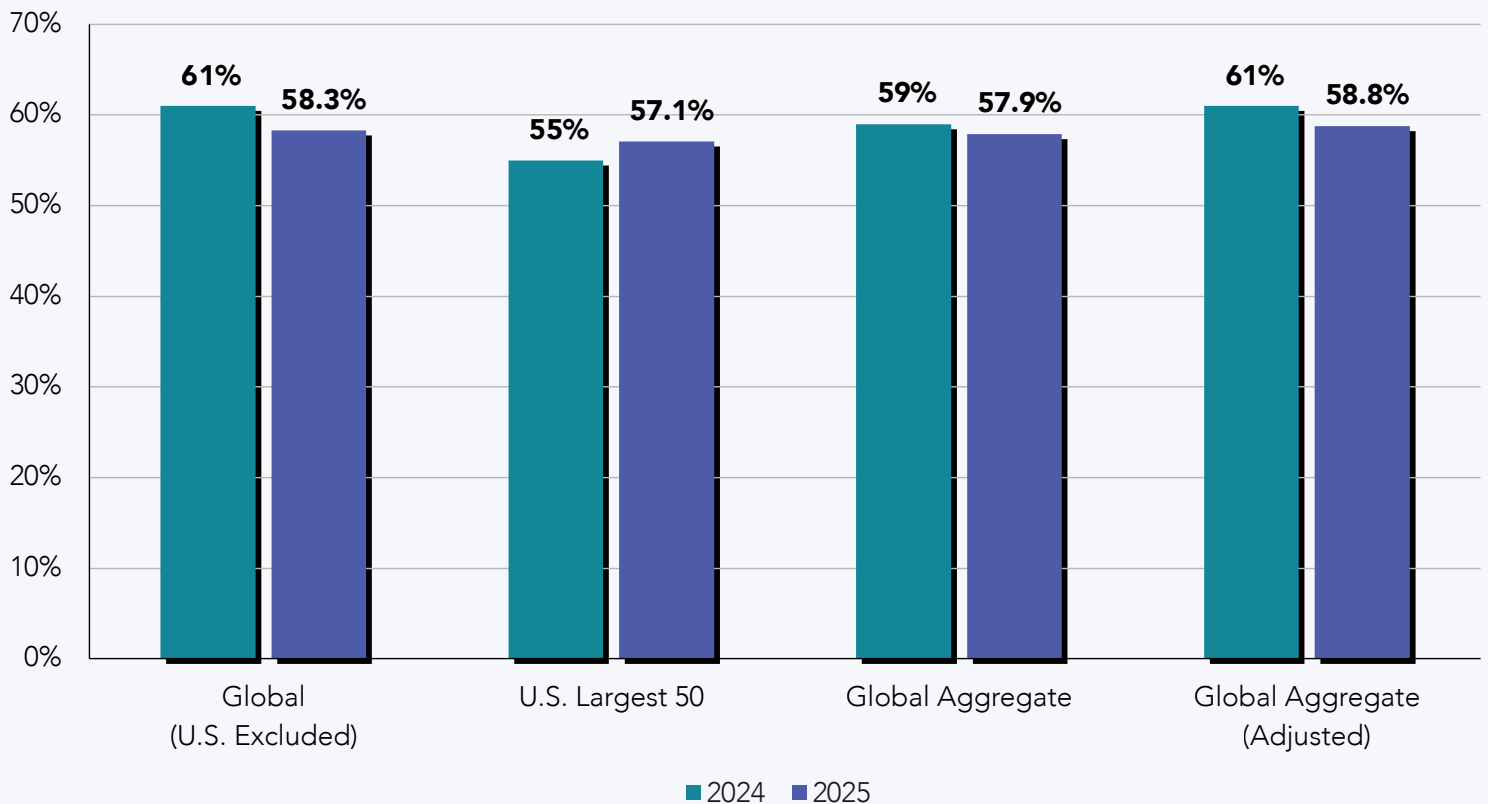




## Rehearsal Directors Year-Over-Year Comparisons

	Global (U.S. Excluded)		U.S. Largest 50		Global Aggregate		Global Aggregate (Adjusted)	
	Women	Men	Women	Men	Women	Men	Women	Men
2025	98 (58.3%)	70 (41.7%)	52 (57.1%)	39 (42.9%)	150 (57.9%)	109 (42.1%)	120 (58.8%)	84 (41.2%)
2024	91 (61%)	58 (39%)	47 (55%)	38 (45%)	138 (59%)	96 (41%)	114 (61%)	73 (39%)

## Female Rehearsal Directors - Year-Over-Year Comparisons



## Section IIG: Gender Distribution of Music Directors, Principal Conductors

DDP has expanded to examine the gender distribution of music directors and principal conductors for the first time. Included in this section are music directors and principal or chief conductors for the ballet company. As organization structures vary in structure, DDP first looked for individuals in these positions that are specific to the ballet, then those leading orchestras in the case of an umbrella organization that houses orchestras, operas, and theaters. DDP remains generous and flexible with this definition as this is a new area of research.

This section provides an overview of the gender distribution of music directors and principal conductors using the most recent available data and reflects current leadership.

This section describes the gender distribution of music directors and principal conductors in the following groups.

- Global (U.S. excluded)
- U.S. **Largest 50** (based on FY2022 expenditures<sup>21</sup>)
- Global Aggregate (including U.S. **Largest 50** based on FY2022 expenditures)
- Adjusted Global Aggregate (including U.S. **Largest 10** based on FY2022 expenditures)

Music directors and principal conductors are counted as of March 2025.

### Global (U.S. Excluded)

In the sample of 163 companies from around the world (U.S. excluded), 34 music directors and principal conductors were identified.

Of these 34:

- 3 are women (8.8%)
- 31 are men (91.2%)

### U.S. Largest 50

In the **Largest 50** U.S. companies (based on FY2022 expenditures), 22 music directors and principal conductors were identified.

Of these 22:

- 4 are women (18.2%)
- 18 are men (81.8%)

<sup>21</sup> DDP's most recent ranking of the **Largest 150** companies is based on FY2022 expenditures. FY2022 financials were the most complete and up to date fiscal year dataset when the report was released in July 2024.

## Global Aggregate

There are a total of 56 individuals occupying music director and principal conductor positions when combining the global and U.S. samples.

Of these 56:

- 7 are women (12.5%)
- 49 are men (87.5%)

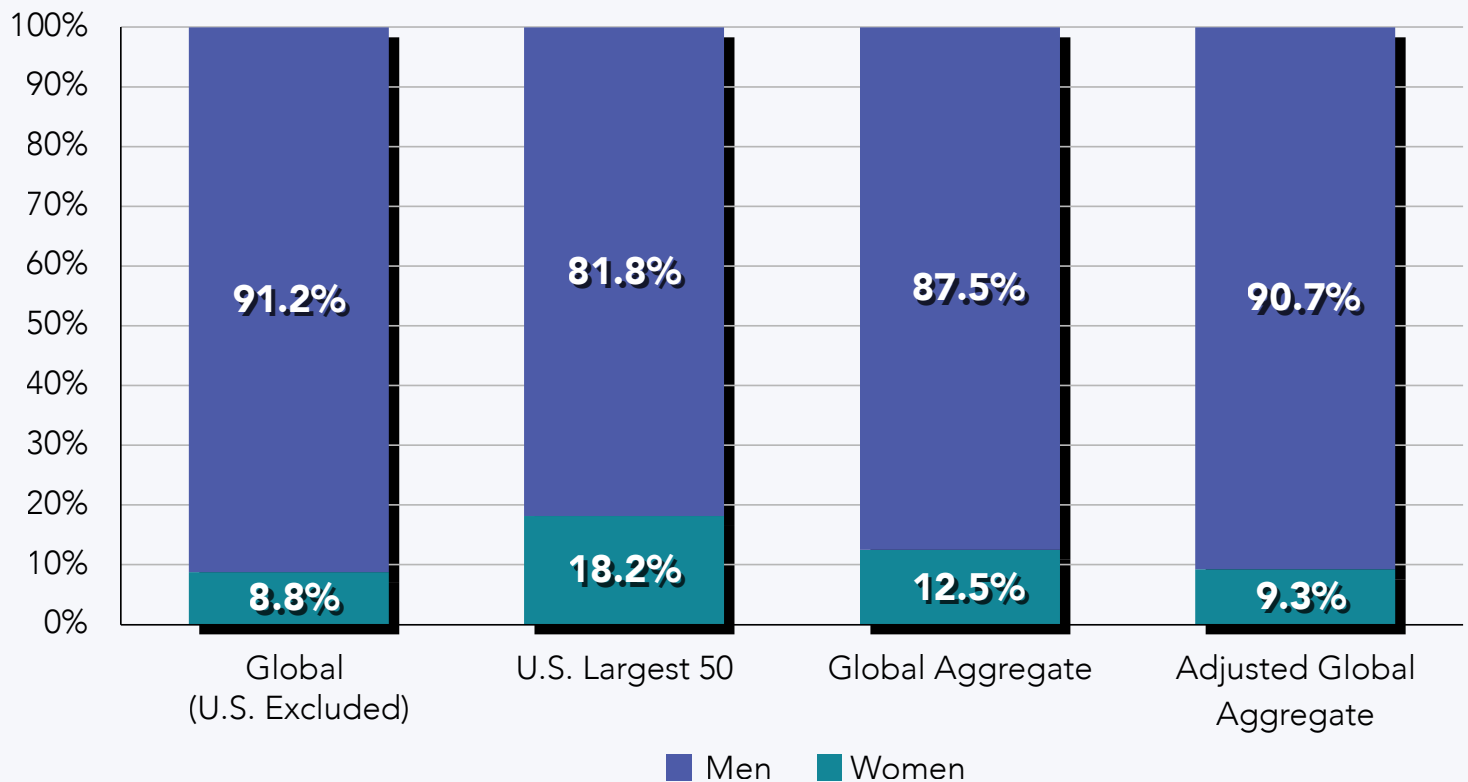
## Adjusted Global Aggregate

To lessen the weight of the U.S. sample, the following aggregate data includes only the **Largest 10** U.S. ballet companies (based on FY2022 expenditures). Among these 10 ballet companies are 9 music directors and principal conductors: 1 woman and 8 men.

In the adjusted global aggregate, there are 43 music directors and principal conductors. Of these:

- 4 are women (9.3%)
- 39 are men (90.7%)

## Music Directors and Principal Conductors



## Section IV: Artistic Director Analysis by Continent

New to this report, DDP has further analyzed the gender distribution of artistic directors among ballet companies worldwide by continent. See [Section I: Companies Surveyed](#) for an overview of which companies are included in each section.

The highest number of women artistic directors is in Europe, with 26 female artistic directors. South America has the highest proportion of women artistic directors, where 55.6% of artistic directors are women.

### North America (U.S. Excluded)

---

There are 18 artistic directors at 17 companies in North America (excluding the U.S.).<sup>22</sup>

- 6 are women (33.3%)
- 12 are men (66.7%)

### North America

---

There are 29 artistic directors at 27 companies when North American and the **Largest 10** (based on FY2022 expenditures<sup>23</sup>) companies are combined.<sup>24</sup>

- 10 are women (34.5%)
- 19 are men (65.5%)

### South America

---

There are 9 artistic directors at 9 companies in South America.

- 5 are women (55.6%)
- 4 are men (44.4%)

### Europe

---

There are 102 artistic directors at 100 companies in Europe.<sup>25</sup>

- 26 are women (25.5%)
- 76 are men (74.5%)

### Africa

---

There are 3 artistic directors at 3 companies in Africa.

- 1 is a woman (33.3%)
- 2 are men (66.6%)

---

22 Compañía Nacional de Danza de Mexico (National Dance Company of Mexico), Mexico, is lead by a team of co-artistic directors: 1 woman, 1 man.

23 DDP's most recent ranking of the **Largest 150** companies is based on FY2022 expenditures. FY2022 financials were the most complete and up to date fiscal year dataset when the report was released in July 2024.

24 Houston Ballet, United States and Compañía Nacional de Danza de Mexico (National Dance Company of Mexico), Mexico, are both lead by a team of co-artistic directors: 1 woman, 1 man.

25 Aalto Ballett Essen, Germany, is lead by two male artistic directors; Étoile Ballet Theatre, Italy, is lead by a team of co-artistic directors: 1 woman, 1 man.

## Asia

There are 26 artistic directors at 26 companies in Asia.

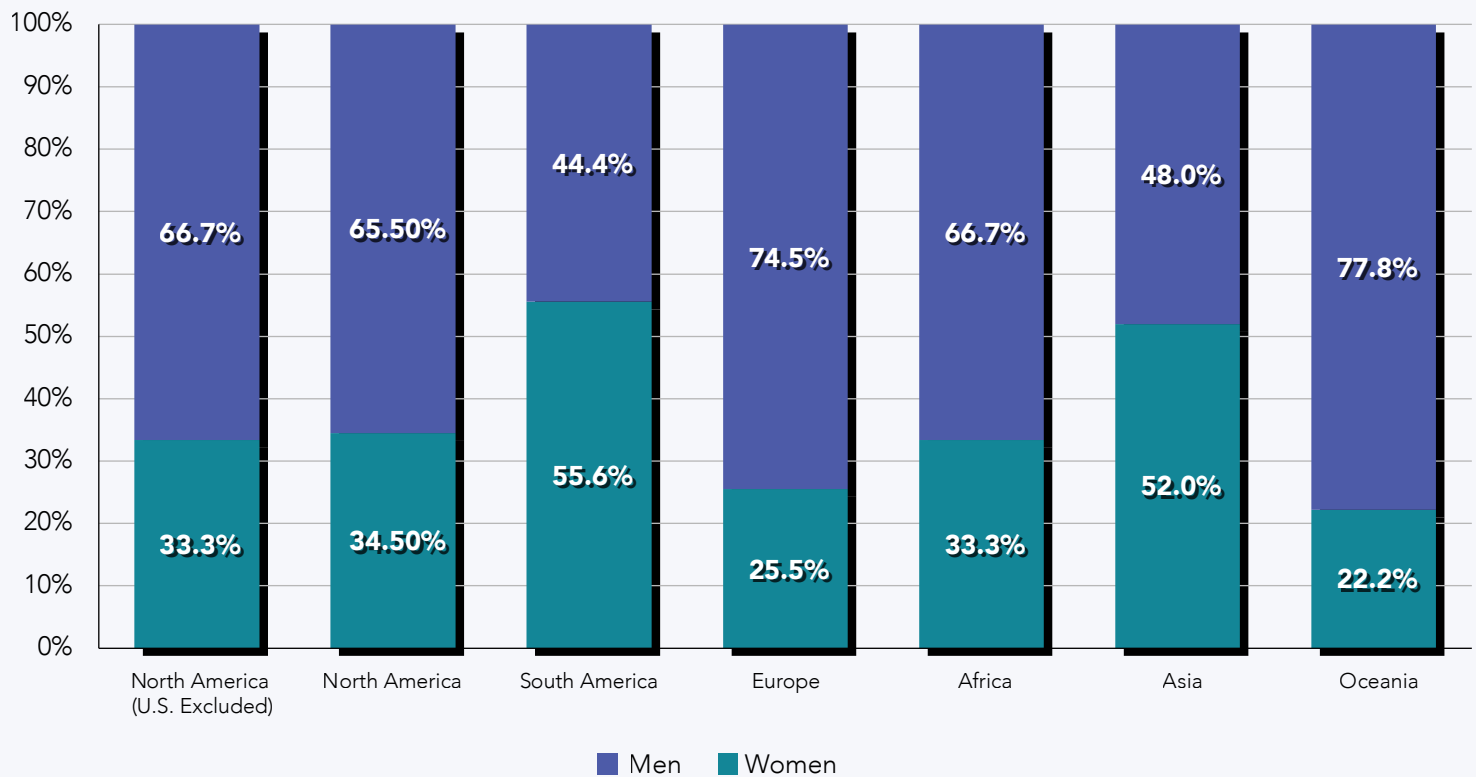
- 13 are women (52.0%)
- 13 are men (48.0%)

## Oceania

There are 9 artistic directors at 8 companies in Oceania.<sup>26</sup>

- 2 are women (22.2%)
- 7 are men (77.8%)

## Artistic Director by Continent



<sup>26</sup> Dance North Australia, Australia, is lead by a team of co-artistic directors: 1 woman, 1 man.

## Section V: 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. Included in this metric are: main company members, apprentices, trainees, and second company dancers. Analysis includes global and the **Largest 50** 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 11 companies with 100+ dancers, led by 11 artistic directors. Of these:

- 3 are women (27.3%)
- 8 are men (72.7%)

When examining companies with 75-99 dancers, DDP identified 20 companies headed by 20 artistic directors. Of these:

- 6 are women (30.0%)
- 14 are men (70.0%)

DDP identified 47 companies with 50-74 dancers that are led by 44 individual artistic directors and two teams of co-artistic directors (both one woman and one man). Of these:

- 13 are women (27.5%)
- 32 are men (68.1%)
- 2 are led by co-artistic directors (4.3%)

DDP identified 75 companies with 25-49 dancers led by 74 individual artistic directors and one team of co-artistic directors (one woman and one man). Of these:

- 16 are women (21.3%)
- 58 are men (77.3%)
- 1 is led by co-artistic directors (1.3%)

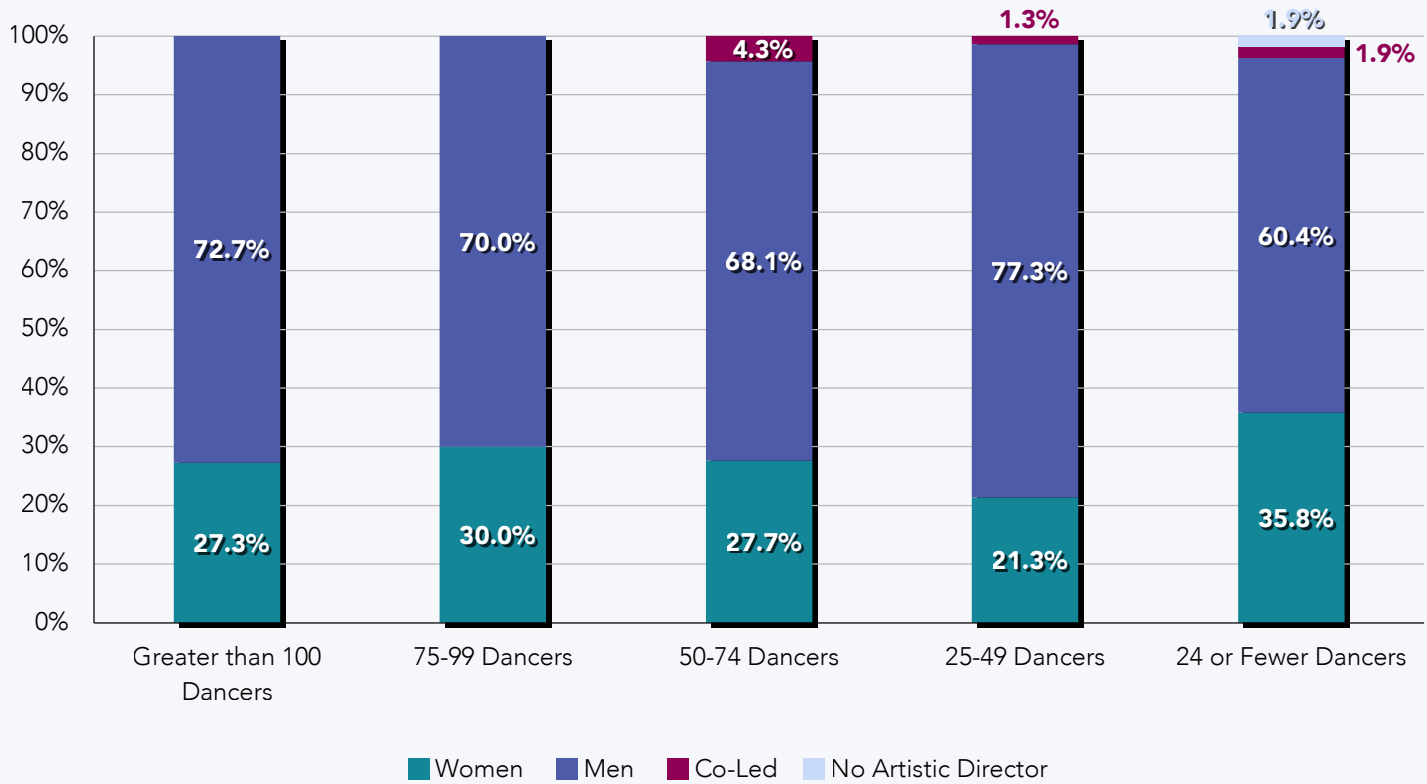
DDP identified 52 companies with 24 or fewer dancers led by 51 individual artistic directors, one team of co-artistic directors (one woman and one man), and one that does not list an artistic director.<sup>27</sup> Of these:

- 19 are women (35.8%)
- 58 are men (60.4%)
- 1 is led by co-artistic directors (1.9%)
- 1 does not have an artistic director (1.9%)

---

<sup>27</sup> Seoul Metropolitan Ballet, Republic of Korea, was established in 2024 and has yet to appoint an artistic director.

## Artistic Director Analysis Based by Company Size



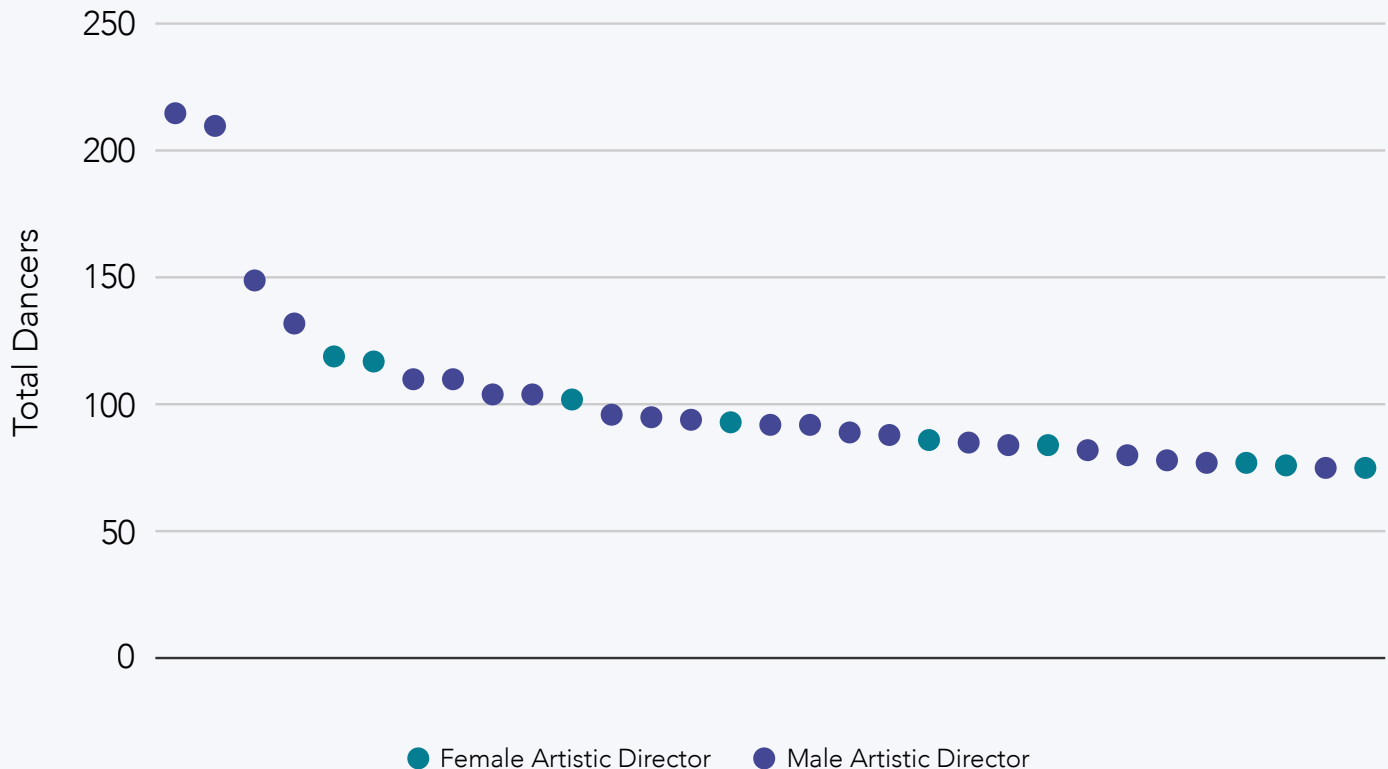
This graph details the largest classically influenced companies worldwide based on the number of dancers in the company. Included in this graph are the 31 global and U.S. companies that have 75 or more dancers as part of their company. Data points are color-coded to represent the gender of the company's artistic director.

Of the Largest 31 companies, each with more than 75 dancers, 9 are led by a woman artistic director (29.0%), and 24 are led by a male artistic director (71.0%).

The three largest companies by size are the Bolshoi Ballet (215 dancers; Russia), the Mariinsky Ballet (210 dancers; Russia), and the Paris Opéra Ballet (149 dancers; France), and all are led by male artistic directors.

The largest company by size led by a woman is the National Ballet of China (119 dancers; China).

### Number of Dancers in Company - Companies with more than 75 dancers in company





## The Largest 10 U.S. Companies vs. The Largest 10 Global Companies by Company Size

This section outlines the **Largest 10** Global and U.S. companies based on the number of dancers in the company. Findings from this section highlight the lack of women holding artistic director positions at the largest companies both globally and in the U.S.

### Largest 10 Global Companies

- |                                    |   |
|------------------------------------|---|
| 1. Mariinsky Ballet, Russia        | 6. Tokyo City Ballet, Japan                   |
| 2. Bolshoi Ballet, Russia          | 7. Ballet Estable del Teatro Colón, Argentina |
| 3. Paris Opéra Ballet, France      | 8. Hungarian National Ballet, Hungary         |
| 4. Mikhailovsky Ballet, Russia     | 9. Vienna State Ballet, Austria               |
| 5. National Ballet of China, China | 10. Stanislavsky Ballet, Russia               |

Among the **Largest 10** Global companies, there are 10 artistic directors: 2 women, and 8 men.

### Largest 10 U.S. Companies (based on number of dancers)

Note that the **Largest 10** U.S. companies listed below, differ from DDP's **Largest 10** based on fiscal expenditures.<sup>28</sup>

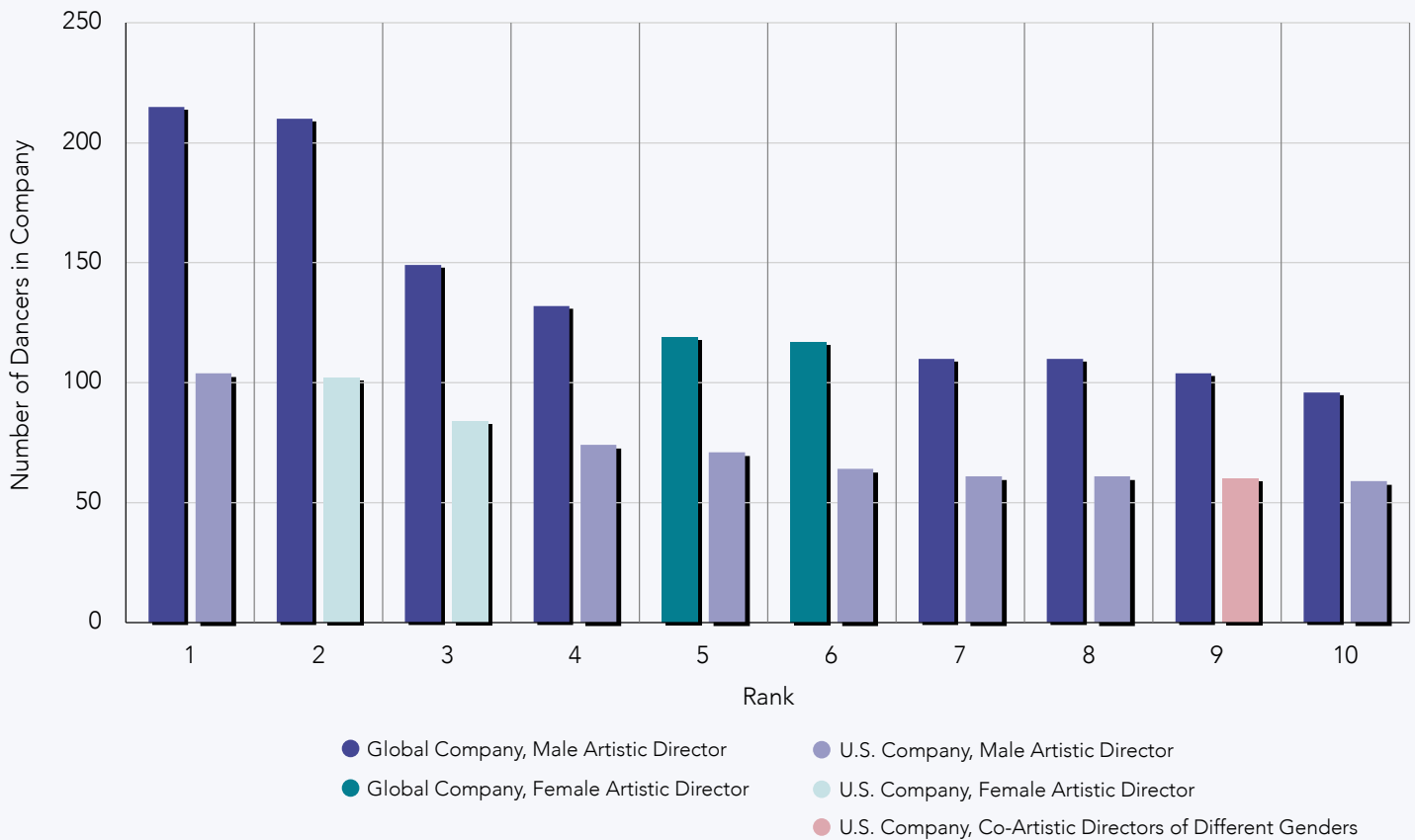
- |                            |                                       |
|----------------------------|---------------------------------------|
| 1. New York City Ballet    | 6. Alvin Ailey American Dance Theater |
| 2. American Ballet Theatre | 7. Tulsa Ballet                       |
| 3. San Francisco Ballet    | 8. Oklahoma City Ballet               |
| 4. Atlanta Ballet          | 9. Houston Ballet                     |
| 5. Boston Ballet           | 10. Philadelphia Ballet               |

Among these **Largest 10** U.S. (based on number of dancers) companies, there are 11 Artistic Directors: 2 women, 7 men, and 1 team of co-artistic directors comprising of 1 woman and 1 man.

<sup>28</sup> New York City Ballet is the 9th largest company overall based on number of dancers, and American Ballet Theatre ranks #10.

The graph below details the **Largest 10** global companies and the **Largest 10** U.S. companies based on the number of dancers in the company. Data points are color-coded to represent the gender of the company's artistic director.

### Largest 10 Global Companies vs. Largest 10 U.S Companies (based on number of dancers in company)



# Section VI: Operational Definitions, Methods, and Limitations

## Methods

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 asked the public through social media posts, requesting them to contribute additional companies for inclusion but did not receive any responses. The U.S. companies were compiled through publicly available fiscal data, as detailed in [The Largest Ballet & Classically Based Companies Leadership Report](#) (September 2024).

Data for companies outside of the U.S. was collected primarily through company websites and social media accounts (as available in March 2025) and secondarily through news and media articles. For individuals in positions of leadership, DDP counted individuals who were serving in a specific position and the number of dancers in each company as of March 2025. In instances where multiple individuals held a particular role, each individual was counted as their respective gender.

## Adjusted calculations

The **Largest 10** U.S. companies represent a significant portion of the U.S. ballet sector in terms of finances. In FY 2022, the **Largest 10** expenditures were \$380,115,421. This represents 52.9% 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.

## 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 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 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.

### Rehearsal Director

The rehearsal director(s) of each company was defined as either the person with that title or the person(s) who mostly closely fills the role of running rehearsal and teaching company repertoire.

### Music Director and Principal Conductor

DDP has expanded to examine the gender distribution of music directors and principal conductors for the first time. The music director or principal conductor was defined as either the person(s) with that title, or the person(s) whose title aligned most closely with the music director/principal conductor for the ballet company. As organization structures vary in structure, DDP first looked for individuals in these positions that are specific to the ballet, then those leading orchestras in the case of an umbrella organization that houses orchestras, operas, and theaters. DDP remains generous and flexible with this definition as this is a new area of research.

### 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 2024](#)). DDP respects and has worked to ensure we accurately represent individuals' gender identities.

### Number of Dancers

The number of dancers in a dance company was defined as the number of main company dancers, including but not limited to principals, soloists, corps de ballet members, artists, apprentices, trainees, aspirants, and second company members. Students, character artists, dancers denoted as "on leave", and emeritus dancers were excluded.

## Limitations

Due to this study's global scope, several key limitations are 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, via Google's "translate to English" function, or using AI services like ChatGPT or Copilot. 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.

### 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, and 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. No data on the number of dancers were available for seven companies (3.3%). Therefore, these seven companies were excluded from the ranking of companies by size.<sup>29</sup> Leadership positions for these companies were counted throughout the report.

*While every measure is taken to avoid errors and collect all company information, DDP acknowledges the possibility of errors appearing in the data obtained. DDP strives for accuracy and is open to correcting any mistakes that may have occurred.*

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

<sup>29</sup> There was no data regarding the number of dancers found for the following companies: Ballet Arabesque, Bulgaria; Ballet Nacional de Peru, Peru; Ballet Manila, Philippines; Compañía de Danza del Estado De Mexico (Dance Company of the State of Mexico), Mexico; and Tava Ziva, England.

CoisCéim Dance Theatre, Ireland does not have company dancers as they operate on a project by project basis.

