

Demographics: People

This section lays out the demographics of the 12,387 respondents to the 2022 Leading Edge Employee Experience Survey, and some key insights into how experience differs by these demographics. We first present job-related demographics: job levels and promotions, salaries, departments, workspace arrangement, and tenure within the organization. We then discuss previous professional and Jewish communal experiences. Then we present identity demographics: age, disability, gender identity and sexual orientation, Jewish identity, race, and religion. (Jewish denomination, Jewish ethnicity, tenure within the sector as a whole, employment type, and former Soviet Union (FSU) heritage can be found in [Appendix E: Additional Demographics](#).)



Survey Totals

In 2022, **257 Jewish nonprofit organizations** took the Employee Experience Survey. (This figure counts over 200 professionally staffed Hillel campuses as one collective unit. If each of these were counted separately, the figure would be more than 450 organizations.)

These organizations had a total of **20,223 eligible employees**. (Eligible employees are any full-time or part-time regular employee, excluding consultants, freelancers, and temps.)

Of those eligible, **12,387 employees responded** to the survey—a 61% response rate.



NOTE

The purpose of the Employee Experience Survey is to help each individual participating organization improve its team's experiences—*not* to conduct a census of the sector. Since the people and organizations that took the survey were not randomly selected, it is worth emphasizing that **we cannot know to what degree the demographics of this sample may be demographically representative of the field as a whole.**

We also want to note that **the findings related to demographics in this report are not comprehensive.**

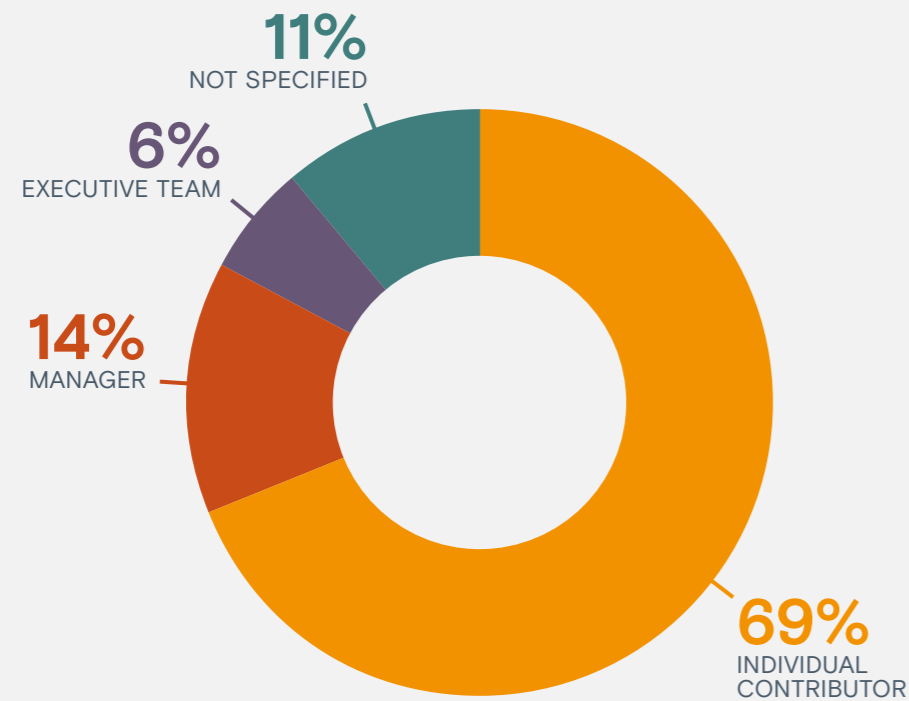
Our data include a complex set of job roles and identities that overlap in multiple ways. To make this report a useful and accessible length for decision-makers in our sector, rather than a full-length academic monograph, we are presenting here only very basic analyses of the demographics of our data, focusing on the most high-level, actionable insights. We may release further insights over time in separate publications.

NOTE

Throughout the report, “Not specified” means that the respondent did not answer this question.

Job Levels

Most employees surveyed are individual contributors (employees who do not supervise any other employee). Almost 1 out of 6 (14%) is a manager and about 1 in 20 (6%) is on an executive team. About 1 in 10 employees (11%) didn't answer this question.



Key Insight

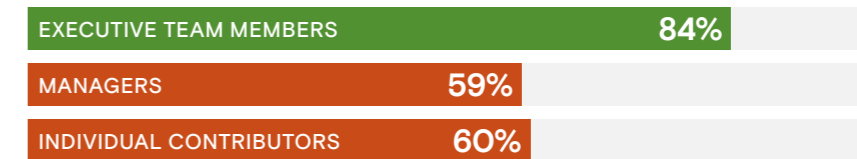
Executive team members are more engaged and have more favorable experiences across almost all factors compared with both managers and individual contributors, who report mostly similar favorability scores to one another.

For a few questions, this pattern reverses and individual contributors are more likely to report favorable experiences than managers. (These are discussed in the [Employee Enablement](#) section.)

The questions with biggest gaps between favorability scores from executive team members and those from managers are:

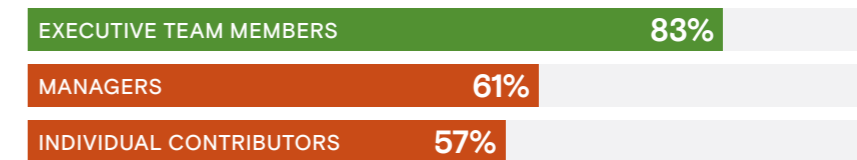
PROFESSIONAL LEADERSHIP

Our leaders generally communicate openly and honestly with employees



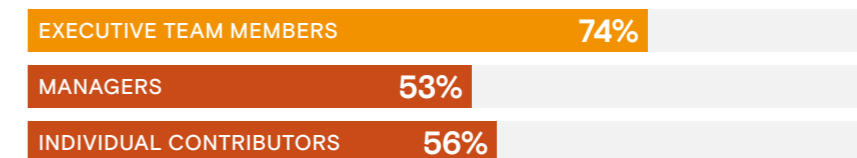
PROFESSIONAL LEADERSHIP

I am kept appropriately informed about major decisions and events happening at my organization



ORGANIZATIONAL ALIGNMENT

At my organization there is open and honest two-way communication



TOP-5 ENGAGEMENT DRIVER

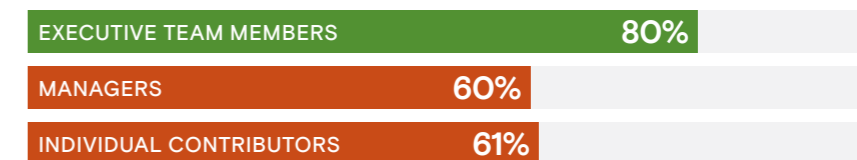
PROFESSIONAL LEADERSHIP

The leadership team's actions are consistent with my organization's values



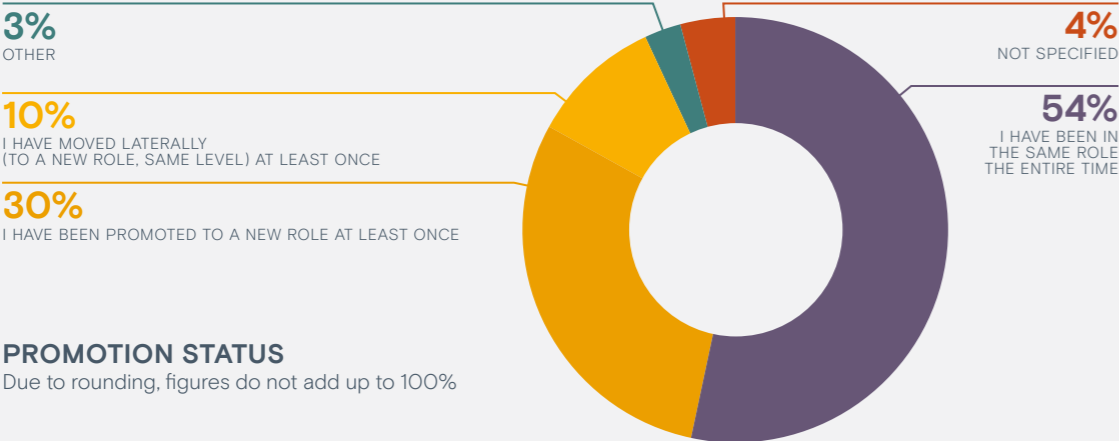
PROFESSIONAL LEADERSHIP

I believe leaders will support the organization in taking action as a result of this survey



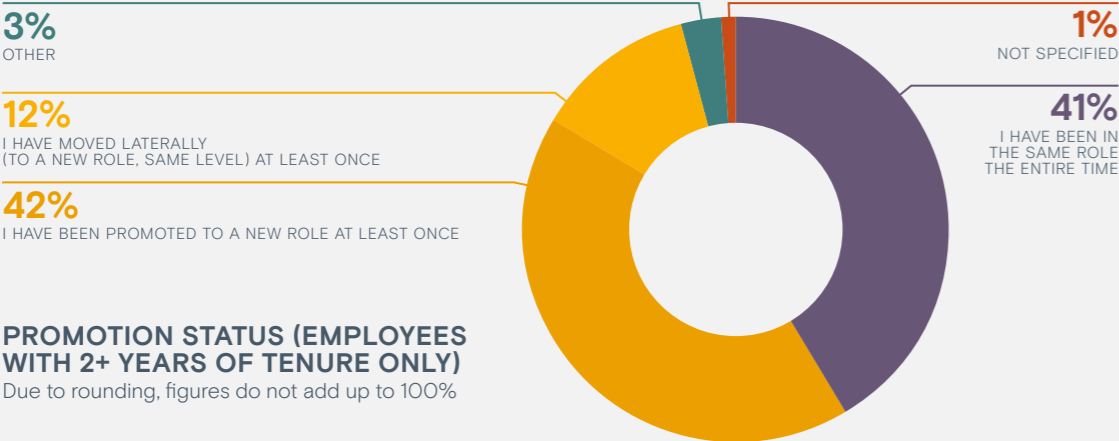
Promotions

About half of employees surveyed (54%) have been in the same role since joining their organizations, and have not moved either laterally or into a promotion.



PROMOTION STATUS
Due to rounding, figures do not add up to 100%

Since newer employees naturally haven't had time to advance, it's also useful to look at Promotion Status exclusively for employees who have been with the organization for two years or more. Among this group, **fully 42% of employees have been promoted to a new role at least once.**



PROMOTION STATUS (EMPLOYEES WITH 2+ YEARS OF TENURE ONLY)
Due to rounding, figures do not add up to 100%

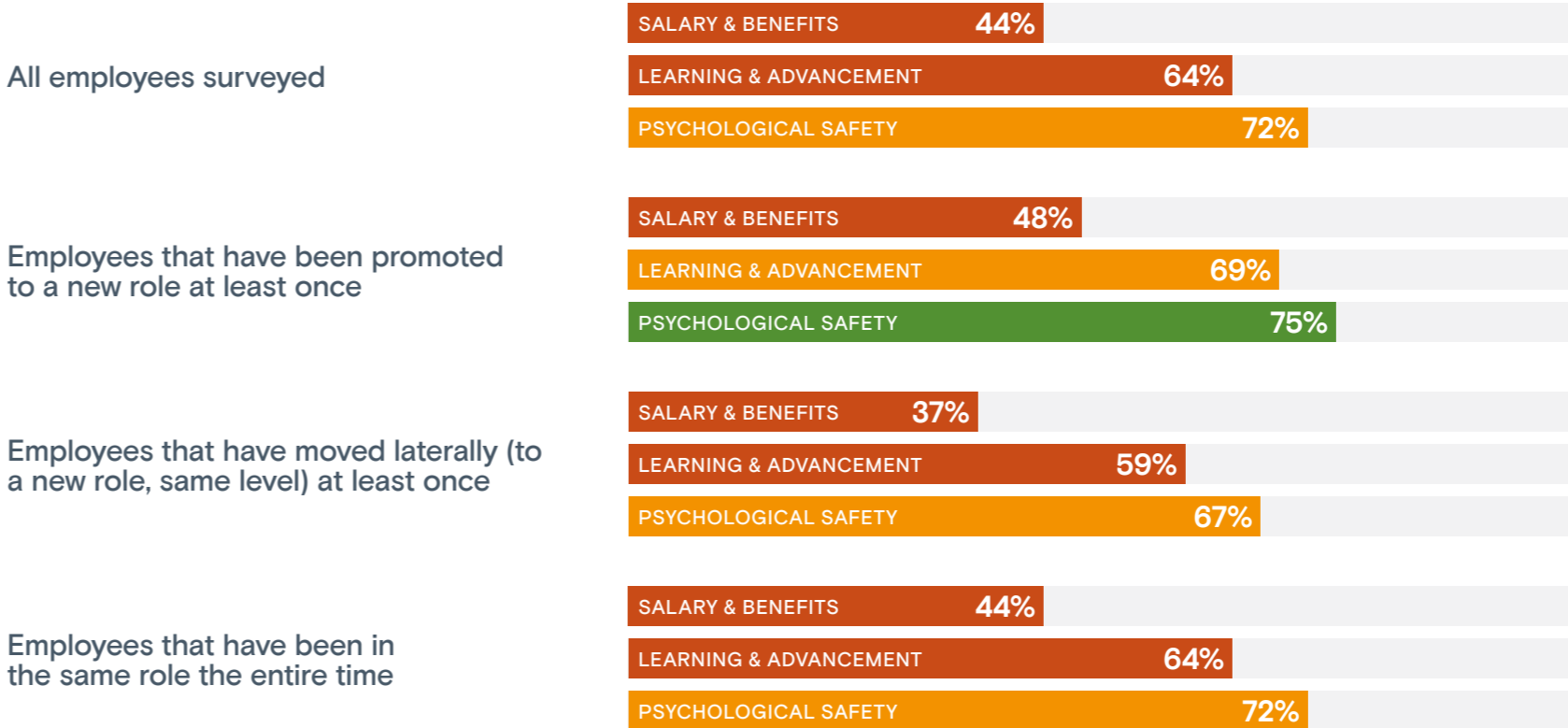


Key Insight

Those who have only moved laterally (1 out of every ten employees, 10%), are less likely to report favorable experiences generally—especially regarding the Salary & Benefits, Learning & Advancement, and Psychological Safety factors. (See [Learning & Advancement](#) for more details about the differences by promotion history in that factor.)

Lateral moves can sometimes be positive for employees, but our data suggests such moves may sometimes lead to employee dissatisfaction. Sometimes lateral moves can mean taking on additional responsibilities without receiving additional compensation. In the past few years especially, as organizations made major pivots in strategy, lateral moves may have involved changing job functions as part of adjustments to the pandemic.

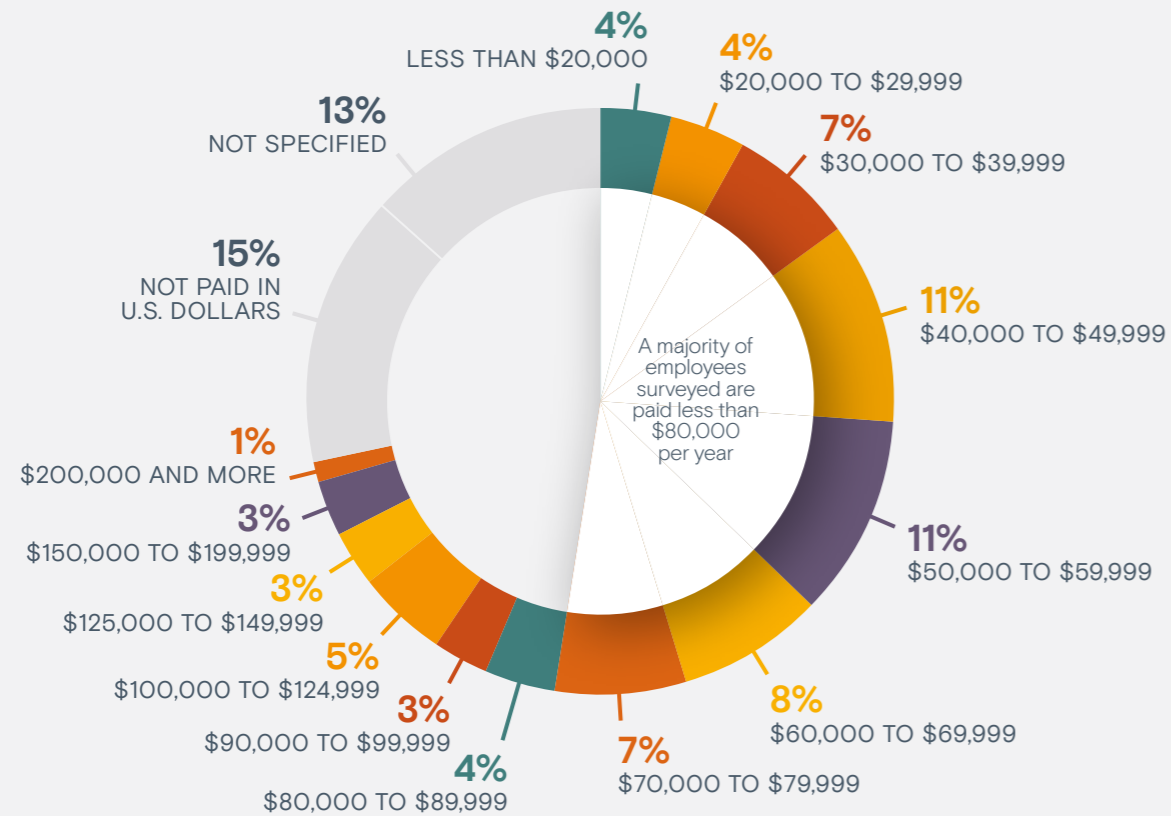
Factor Average Favorability Scores by Promotion History



Salaries

A majority of employees surveyed are paid less than \$80,000 per year.

Due to rounding, figures do not add up to 100%.



NOTE

About 15% of respondents to this survey are paid in currency other than U.S. dollars. In order to simplify the analysis by excluding fluctuating exchange rates, our findings related to salary apply only to the 85% of respondents who are paid in U.S. dollars. The “Not specified” figure of 13% refers to respondents who are paid in U.S. dollars but did not answer this question.

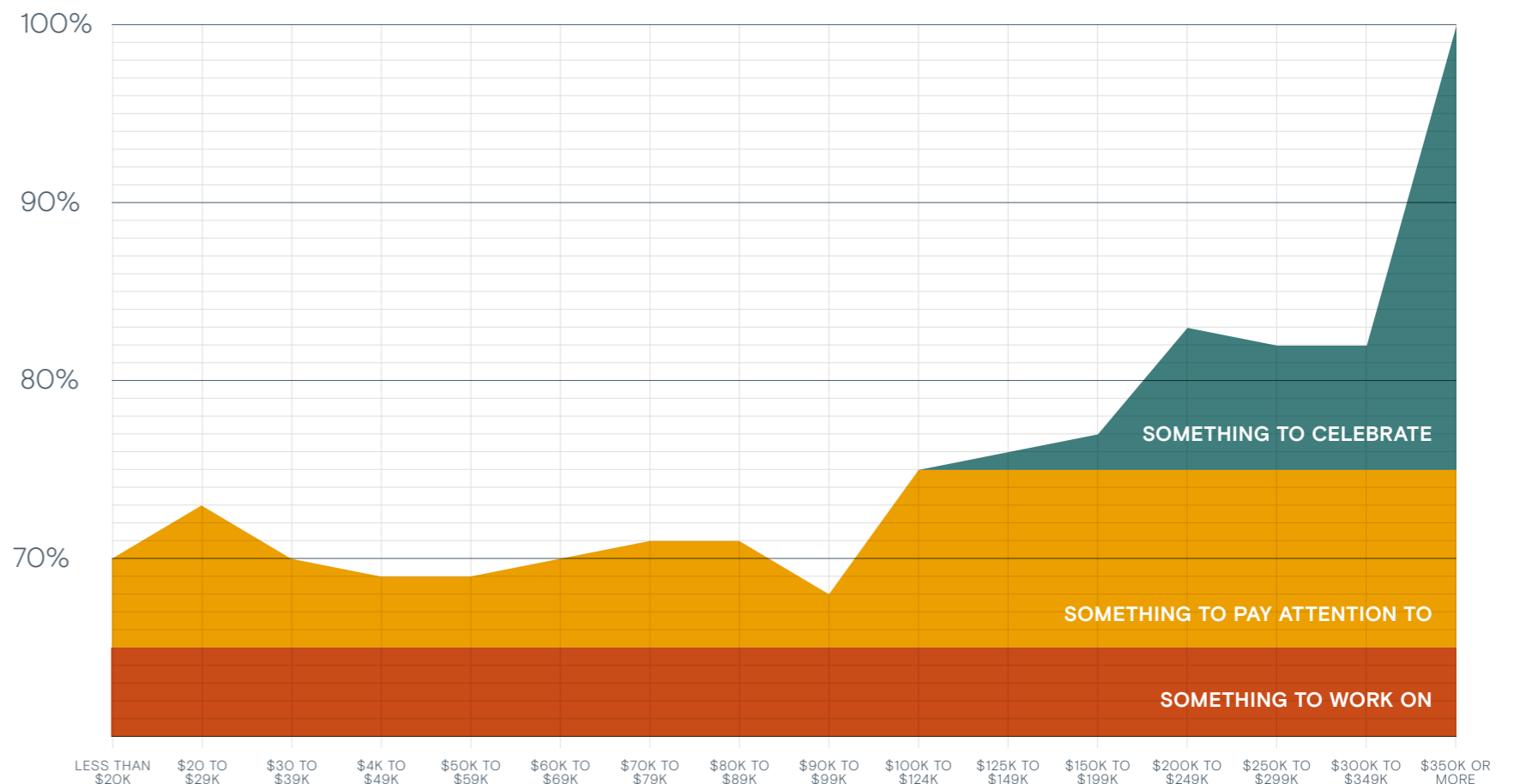


Key Insight

Money can't buy happiness—but it helps

As we discuss in the [Salary & Benefits](#) factor, feeling that compensation is fair and transparent can be as important as the salary amount in absolute terms. Still, those receiving higher salaries are more likely overall to report favorable experiences across most factors of employee experience. Employee Engagement (the full factor average) is presented as one example:

Employee Engagement by Salary Range



RESOURCE

Salary Bands: Valuing Talent with
Intention and Transparency
Leading Edge

[DOWNLOAD PDF](#)



Salary differences have a bigger effect on experience for those at higher job levels

When we look at differences by salary range within the different job level groups, we see that salary seems to make the highest impact on experience for executive team members, a modest impact for managers, and virtually no impact within individual contributors. (The Employee Engagement factor is presented below, but similar patterns appear for multiple other factors as well.)

Employee Engagement (entire factor average):

EXECUTIVE TEAM MEMBERS



MANAGERS



INDIVIDUAL CONTRIBUTORS



This may suggest that higher job levels tend to bring with them not only higher salaries, but also higher *expectations* about salary.

Department

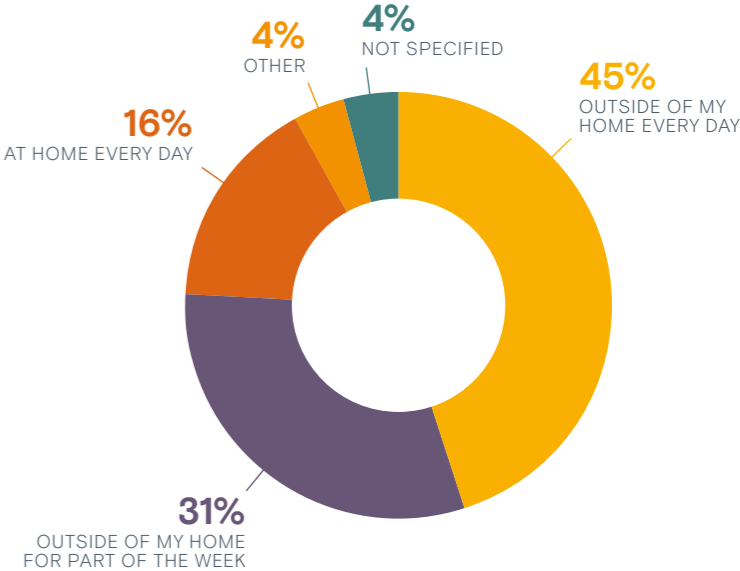
More than a third of respondents did not specify their department. Of those who did, the largest groups were Teaching, Programming/Direct Service, Community Organizing/Engagement, Development/Fundraising, General Administration/Support Staff, and Finance/Operations.

TEACHING	11%
PROGRAMMING/DIRECT SERVICE PROVIDER	10%
COMMUNITY ORGANIZING/COMMUNITY ENGAGEMENT	9%
DEVELOPMENT/FUNDRAISING	7%
GENERAL ADMINISTRATION/SUPPORT STAFF	6%
FINANCE/OPERATIONS	6%
MARKETING/COMMUNICATIONS	3%
INFORMATION TECHNOLOGY	1%
HUMAN RESOURCES	1%
MAINTENANCE/SECURITY	1%
RELIGIOUS PRACTICE	1%
LOBBYING/PUBLIC AFFAIRS	1%
OTHER	7%
NOT SPECIFIED	36%

Workspace Arrangement

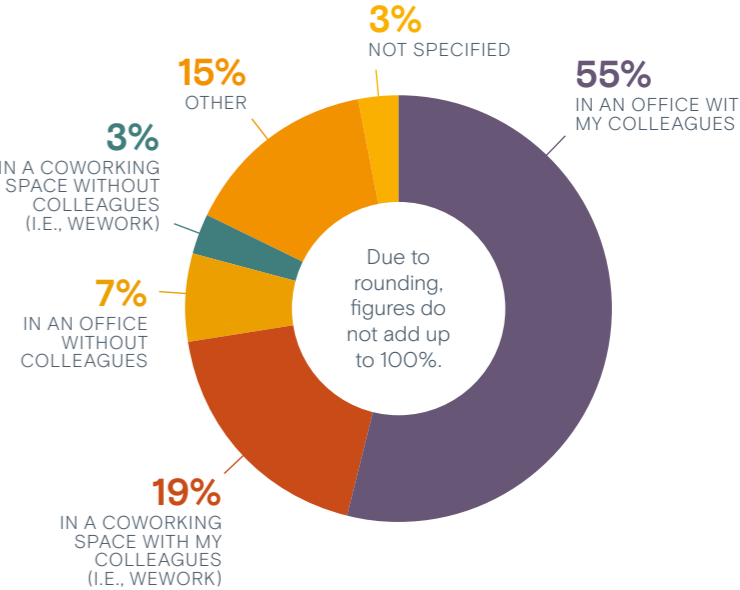
I work...

Almost half (45%) of employees surveyed work outside of their home every day, and 3 out of 4 employees (76%) work outside of their homes for at least part of the week.



Work location

Of the people who indicated that they work outside their home (whether every day or for part of the week), we asked where they work outside their home:



Different departments are prominent in different workspace arrangements

The largest department among all-remote respondents is Programming/Direct Service, while the largest department group among those who work in person every day is Teaching.

	REMOTE	IN PERSON	HYBRID
TEACHING	4%	18%	5%
PROGRAMMING/DIRECT SERVICE PROVIDER	16%	6%	13%
COMMUNITY ORGANIZING/COMMUNITY ENGAGEMENT	13%	6%	13%
DEVELOPMENT/FUNDRAISING	13%	2%	10%
GENERAL ADMINISTRATION/SUPPORT STAFF	6%	5%	7%
FINANCE/OPERATIONS	8%	3%	8%
MARKETING/COMMUNICATIONS	9%	0%	5%
INFORMATION TECHNOLOGY	3%	1%	2%
HUMAN RESOURCES	2%	1%	1%
MAINTENANCE/SECURITY	0%	1%	1%
RELIGIOUS PRACTICE	0%	0%	1%
GRANTMAKING	1%	0%	1%
LOBBYING/PUBLIC AFFAIRS	1%	0%	1%
OTHER	9%	6%	8%
NOT SPECIFIED	13%	50%	23%

Due to rounding, figures do not add up to 100%.

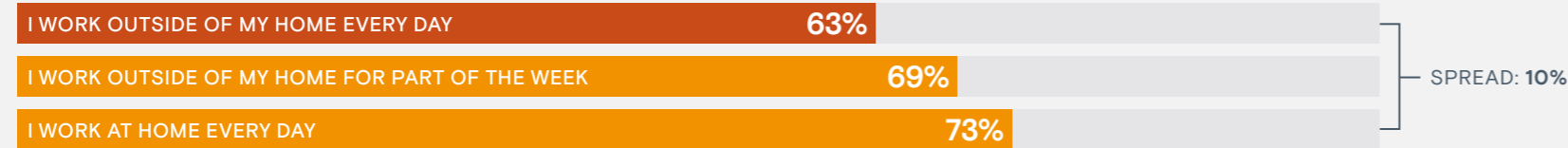


Key Insight

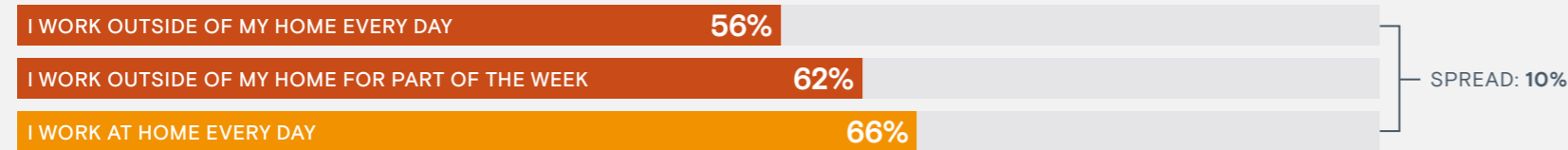
Fully remote workers are more likely to report favorable well-being experiences, even though they're also more likely to want to leave

I believe employee well-being is a priority at my organization

TOP-5 ENGAGEMENT DRIVER + TOP-5 RETENTION DRIVER



I have enough opportunities to disconnect from work



My manager genuinely cares about my well-being—e.g., my satisfaction, workload, and/or overall health



My organization demonstrates care and concern for its employees

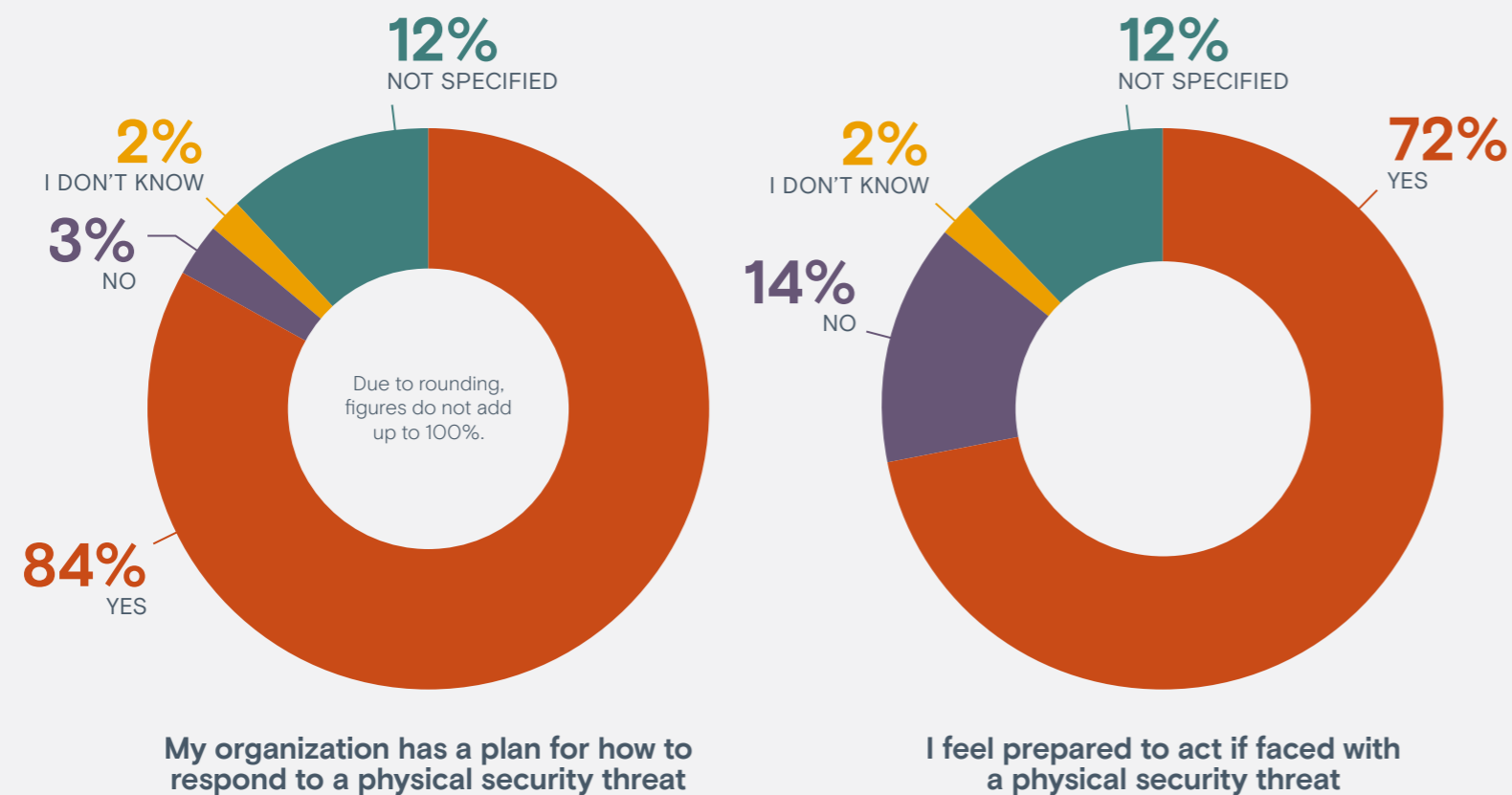
TOP-5 ENGAGEMENT DRIVER



At first glance, this higher favorability in well-being seems to be at odds with the fact that remote workers are more likely than average to intend to leave the organization within a year (see [“Stayers and Leavers”](#)). One possible explanation is that well-being alone is not enough to drive retention; it may be necessary, but not sufficient. Additionally or alternatively, it may suggest that intention to leave is influenced not only by “push” factors (reasons to want to leave), but also by “pull” factors (reasons to be attracted to a particular other opportunity). Those who work remotely all the time are generally “knowledge workers,” and so they may tend to have higher levels of education, skills, and experience that cause them to perceive more and better opportunities to switch jobs, compared with the aggregate of workers who work in an in-person workplace. A perception of abundant opportunity for knowledge workers may offset their higher average sense of well-being in creating more intention to leave.

Workspace Supplement: Physical Security

For the first time this year, we asked respondents who indicated that they work outside their home with colleagues to respond to two survey questions related to physical security at work. While physical attacks on Jewish nonprofit organizations in North America have been rare, they have happened multiple times in recent years. **Employees want to know that their leaders care about their physical safety.**



Key Insight

Almost 1 in 6 (14%) employees who works in-person with colleagues doesn't feel prepared to act if faced with a physical security threat—and that affects their confidence in their leaders

Almost three-quarters of these employees (72%) do feel prepared, but there is clearly room for growth related to security preparedness and communication. The gap of 12 percentage points between reporting that there *is* a plan and reporting that the respondent personally feels prepared suggests that more communication and preparation may be valuable.

Experience gaps by feeling prepared

Even for organizations that never experience an attack, ensuring that employees feel safe and prepared can help them feel that their organizations care about them. Looking at favorability scores according to who does and doesn't feel prepared to act if faced with a security threat, we see pronounced gaps across many factors and questions in which those who feel prepared for security threats are also more likely to report favorable experiences across the board. The factor with the largest average gap in this pattern is [Professional Leadership](#). **By differences of 17 to 20 percentage points, employees who don't feel prepared to act in a security threat are also less likely (compared with those who do feel prepared) to:**

- Have confidence in their leaders.
- Believe that their leaders will take action in response to this survey.
- Believe that their leaders will respond appropriately to reports of sexual harassment or discrimination.
- Believe that their leaders communicate well and keep them informed.

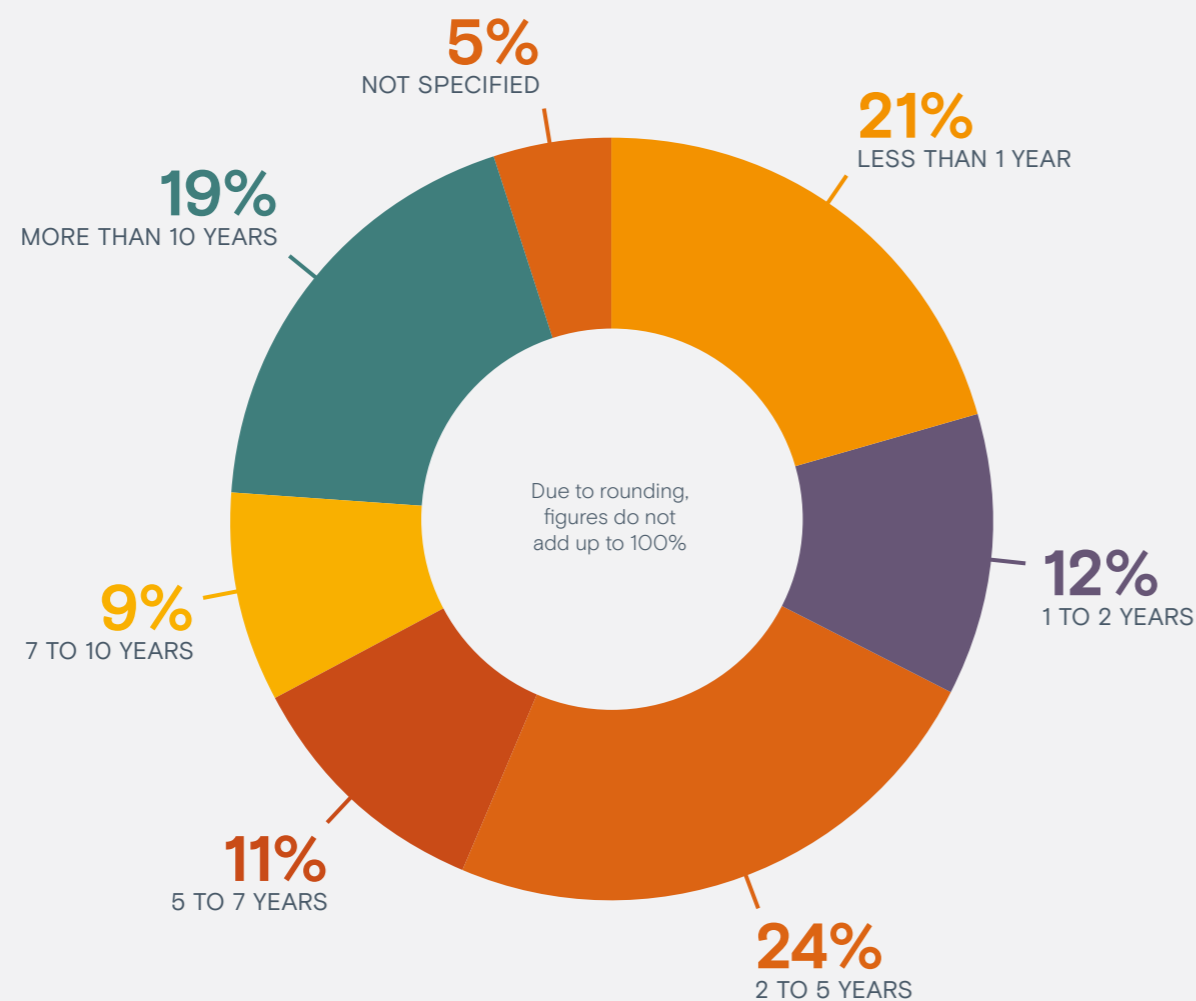
RESOURCE

Secure Community Network website

VISIT WEBSITE

Tenure at the Organization

One-third of employees (33%) have been working in their organizations for less than two years. Almost 1 in 5 (9%) have been at their organizations for more than a decade. The remaining 44%—those in the middle years of organizational tenure—need more support. (See [Employee Engagement](#) for information on the “engagement crater” by tenure.)



Key Insight

Turnover has been high—and fully one-third of employees started more recently at their organizations than COVID-19.

In 2021, 12% of employees surveyed were brand new in their jobs (under one year of tenure). This year, that figure is nearly twice as high at 21%, showing a lot of hiring, including both career entry and job switching. (This is what many called “The Great Resignation”—and what Amy Born, Leading Edge’s Chief Strategy Officer, called [“The Great Whatever.”](#))

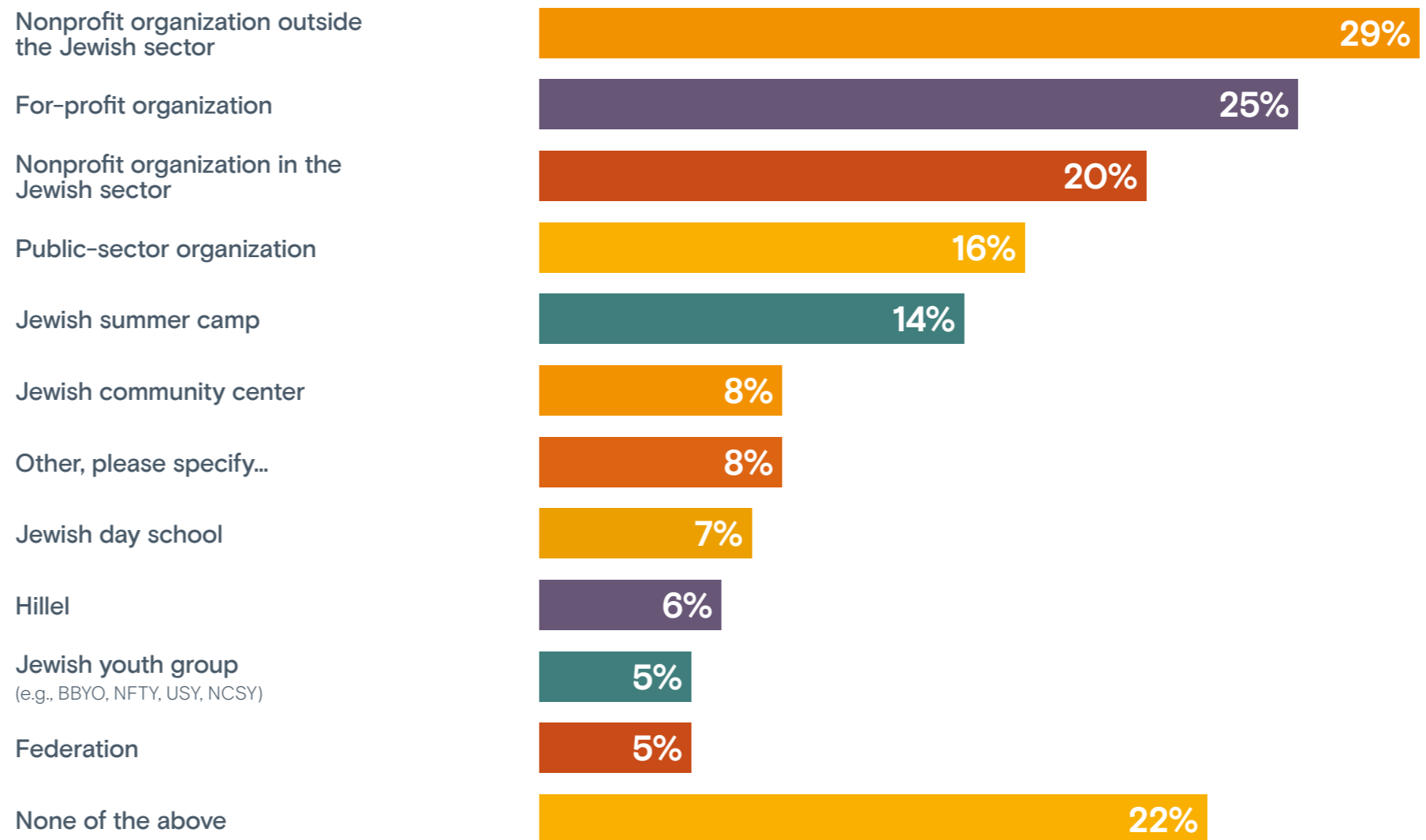
Furthermore, since 33% of employees surveyed have been with their organizations for less than two years, it is noteworthy that fully a third of employees started working at their organizations after the COVID-19 pandemic had already begun. A large share of workers don’t remember the pre-COVID status quo.

Previous Professional Experience

We asked employees about their previous professional experience in order to get a sense of the workforce pipeline for the organizations we surveyed.

Previous Professional Experience

Employees chose all options that matched their previous experience, so percentages do not add up to 100%.



Previous Jewish Communal Experience

We asked employees about their previous non-employment experiences with the Jewish community.

Almost one-third (32%) of respondents (including both Jewish and non-Jewish employees) attended Jewish summer camp, and a quarter (25%) participated in a Jewish youth group. Taking Birthright Israel and “Immersive Israel experience (other than Birthright)” together, more than a third (36%) of employees have participated in an immersive Israel experience of some kind.

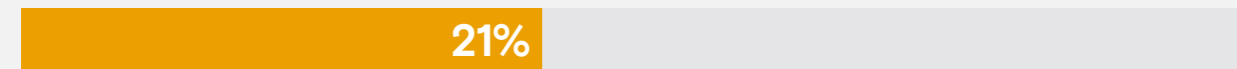
Jewish summer camp



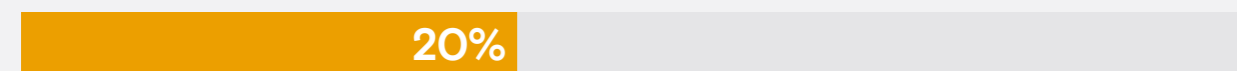
Jewish youth group (e.g., BBYO, NFTY, USY, NCSY)



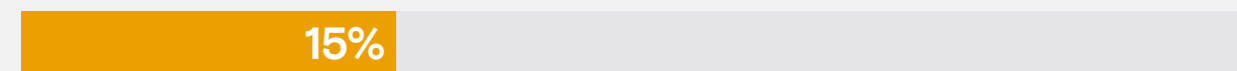
Immersive Israel experience (other than Birthright)



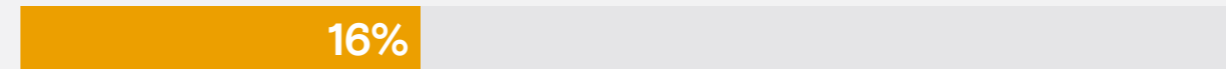
Hillel



Birthright

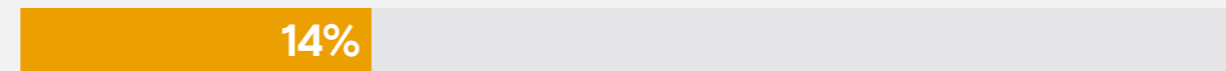


Jewish day school

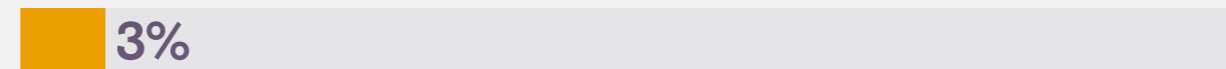


College campus experience

(other than Hillel — e.g., Jewish Student Union, Chabad on Campus, etc.)



Other



None of the above

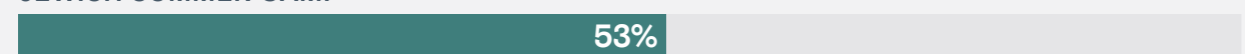


Looking at these numbers by Jewish identity, it appears that among Jewish employees who took this survey, over half (53%) attended Jewish summer camp; almost half (49%) participated in either Birthright or another immersive Israel experience; 44% attended a Jewish youth group; 42% participated in a campus Jewish experience (Hillel or another); and over a quarter (28%) attended Jewish day school.

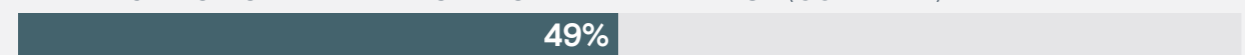
PREVIOUS JEWISH EXPERIENCE:

Jewish employees

JEWISH SUMMER CAMP



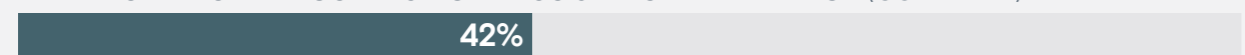
BIRTHRIGHT OR OTHER IMMERSIVE ISRAEL EXPERIENCE (COMBINED)*



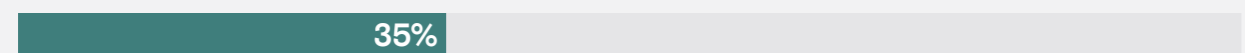
JEWISH YOUTH GROUP (E.G., BBYO, NFTY, USY, NCSY)



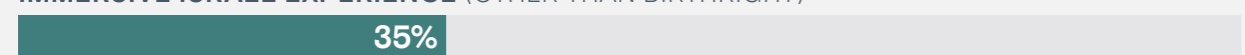
HILLEL OR ANOTHER COLLEGE CAMPUS JEWISH EXPERIENCE (COMBINED)**



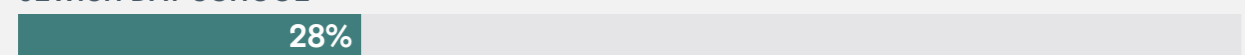
HILLEL



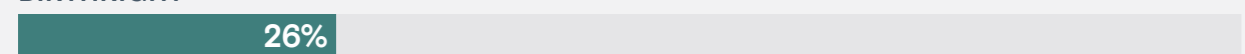
IMMERSIVE ISRAEL EXPERIENCE (OTHER THAN BIRTHRIGHT)



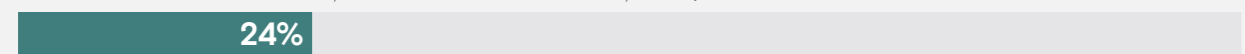
JEWISH DAY SCHOOL



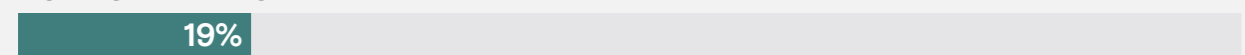
BIRTHRIGHT



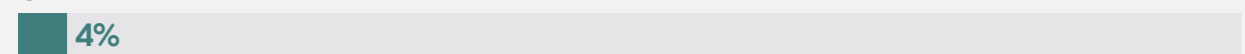
COLLEGE CAMPUS EXPERIENCE (OTHER THAN HILLEL – E.G., JEWISH STUDENT UNION, CHABAD ON CAMPUS, ETC.)



NONE OF THE ABOVE



OTHER



Looking at Jewish employees under the age of 40, more than three-quarters (76%) have participated in either Birthright or another immersive Israel experience; nearly two-thirds (66%) participated in either Hillel or another Jewish campus experience in college; 59% attended Jewish summer camp; nearly half (47%) participated in a Jewish youth group; and a third (34%) attended Jewish day school.

PREVIOUS JEWISH EXPERIENCE:

Jewish employees under age 40

BIRTHRIGHT OR OTHER IMMERSIVE ISRAEL EXPERIENCE (COMBINED)*



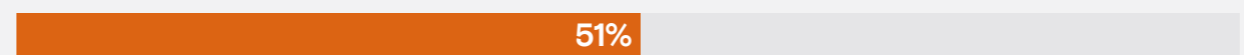
HILLEL OR ANOTHER COLLEGE CAMPUS JEWISH EXPERIENCE (COMBINED)**



JEWISH SUMMER CAMP



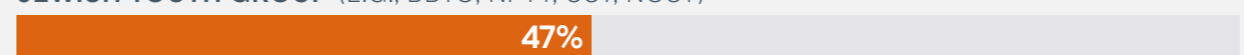
HILLEL



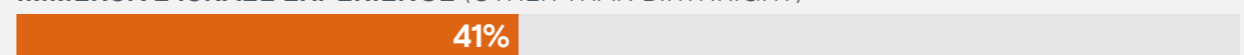
BIRTHRIGHT



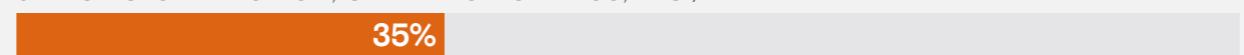
JEWISH YOUTH GROUP (E.G., BBYO, NFTY, USY, NCSY)



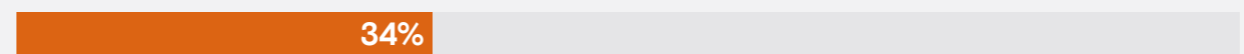
IMMERSIVE ISRAEL EXPERIENCE (OTHER THAN BIRTHRIGHT)



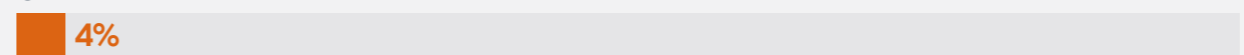
COLLEGE CAMPUS EXPERIENCE (OTHER THAN HILLEL – E.G., JEWISH STUDENT UNION, CHABAD ON CAMPUS, ETC.)



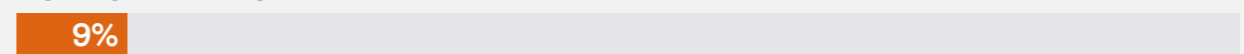
JEWISH DAY SCHOOL



OTHER

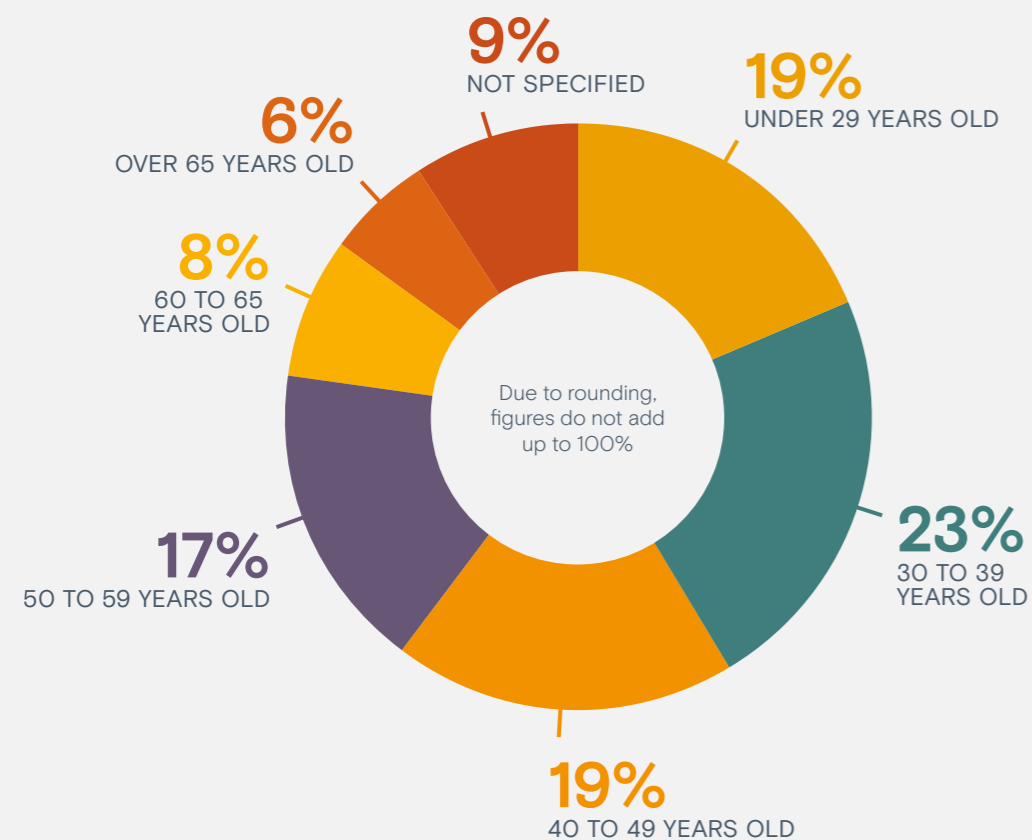


NONE OF THE ABOVE



* This figure is not as large as the sum of figures for Birthright alone plus other immersive experiences alone, since some respondents reported participating in both.
 ** This figure is not as large as the sum of figures for Hillel alone plus other campus experiences alone, since some respondents reported participating in both.

Age



Key Insight

There are now (at least) four generations in the workforce together. Don't undervalue any of them—including older employees

Employees over 50 tend to report higher-than-average favorability scores across most factors. Older employees are likely to be more engaged than younger employees, *regardless* of tenure (which plays its own role as well, regardless of age).

While older employees report more favorable-than-average experiences overall, there are a few questions for which this pattern reverses, and older employees are less likely than average to respond favorably. These include “I have opportunities for advancement at my organization” and “My organization has worked or is actively working on our approach to compensation—e.g., creating salary bands, communicating an approach to compensation, defining how raises happen, etc.”

This sense of inability to advance is not because older employees are all highly ranked in their organizations. To be sure, older employees are more likely to be managers or executive members than younger employees are, but two-thirds (68%) of employees aged 50 or older are individual contributors. Moreover, within job-level groups (individual contributors, managers, and executive teams) the pattern persists that older employees are least likely to respond favorably to “I have opportunities for advancement at my organization.”

Salary, too, may reflect ageism; among the employees surveyed, it is both the youngest *and the oldest* employees who are most likely to receive salaries below \$70,000.

RESOURCE

“How to Manage a Multi-Generational Team”

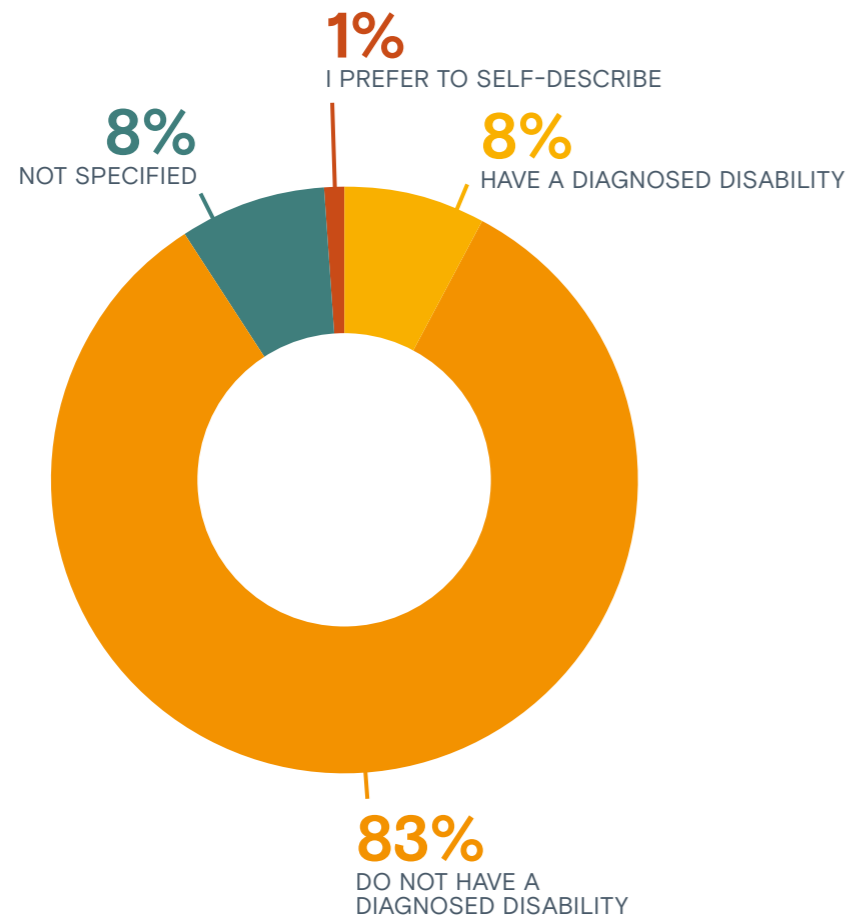
Harvard Business Review

[READ ONLINE ARTICLE](#)

Disability

We asked employees to indicate whether they have a diagnosed disability that affects their work. About 1 in every 12 respondents (8%) indicated that they did.

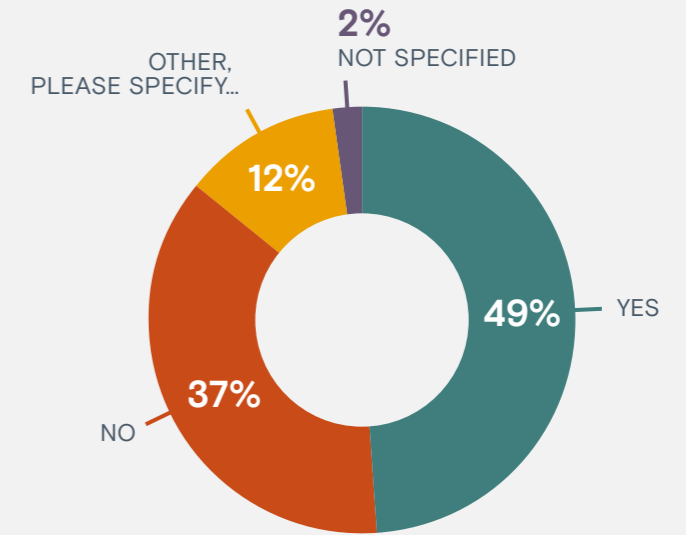
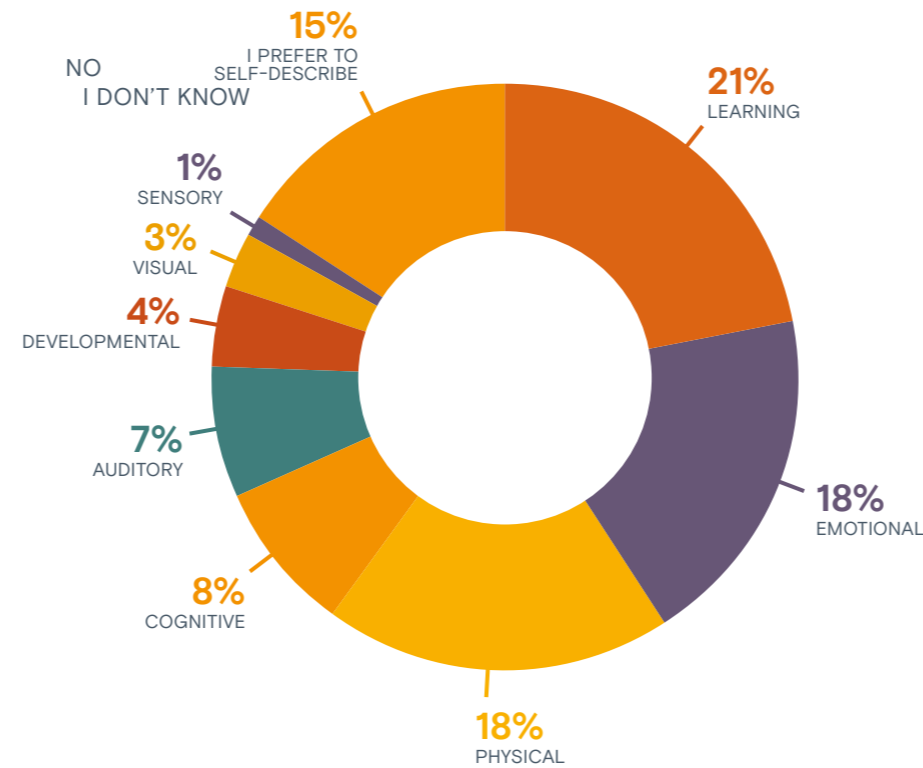
Employees with a diagnosed disability that affects their work



Of the respondents who indicated that they have a diagnosed disability (936 people), we asked them to indicate the type of disability:

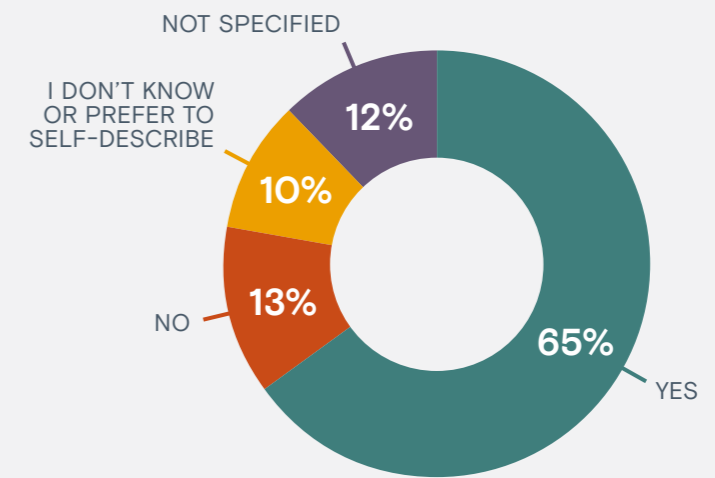
Type of Disability

Due to rounding, figures do not add up to 100%.



EMPLOYER AWARENESS OF DISABILITY

We also asked the respondents who indicated that they have a diagnosed disability (936 people) whether their employer is aware they have a disability.



NEEDED ACCOMMODATIONS PROVIDED

Of the respondents who indicated that their employer is aware of their disability (462 people), we asked them whether their employer provides the accommodations they need.



Key Insight

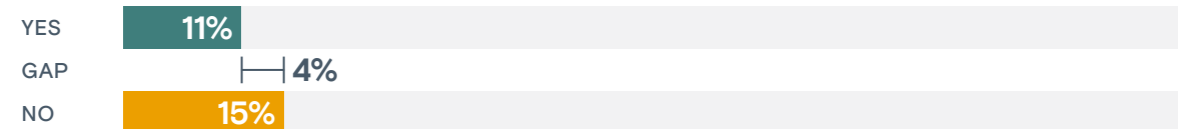
People who indicate having diagnosed disabilities are less likely to be in management or executive leadership (and, relatedly, less likely to be paid higher salaries) and less likely to report favorable experiences for a number of questions:

Job levels by “Do you have a diagnosed disability that affects your work?”

INDIVIDUAL CONTRIBUTORS



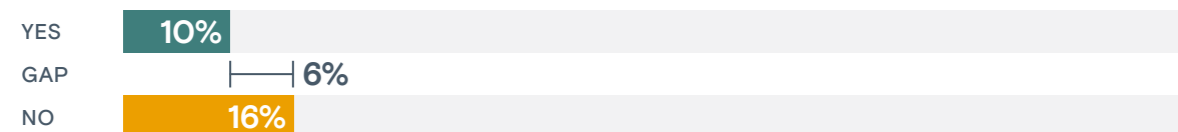
MANAGER



EXECUTIVE TEAM



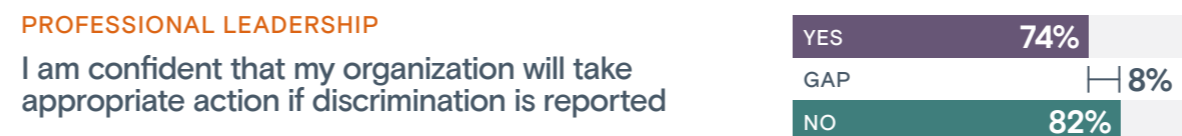
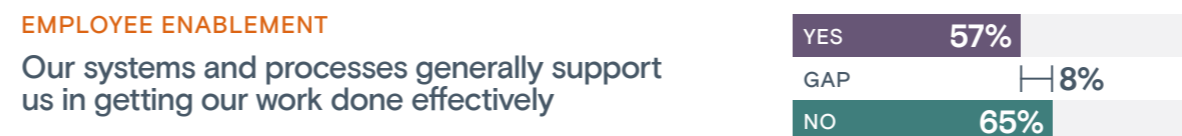
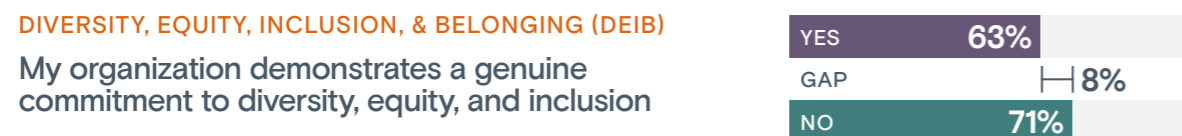
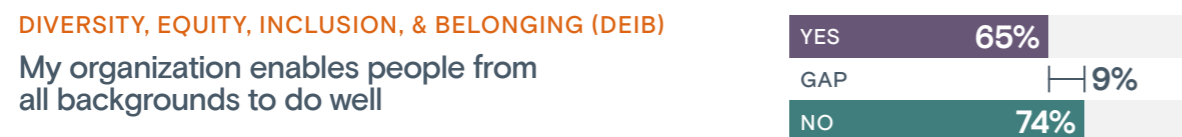
Percent paid \$90K+ by “Do you have a diagnosed disability that affects your work?”



I believe that diversity is valued by the organization and there is a genuine desire to make it an important topic, but I cannot pinpoint any clear steps to make it part of our environment or organizational culture. It is talked about, but it is not experienced. Representation has significantly improved, but that is only one element in the process.”

Respondent

Do you have a diagnosed disability that affects your work?



These inequities indicate inequities regarding respect, inclusion, and communication, among other issues.

For the gaps related to working with the board, the underrepresentation of employees with disabilities in management and executive teams appears to be related to the gaps in experience. Lower favorability scores for the two board questions were concentrated among individual contributors, while the few employees with disabilities who were in management or an executive team and work with their board reported higher-than-average favorability for the board questions.

According to the CDC, about [1 in 4 American adults has a disability](#). (This includes adults of all ages.) Looking at adults aged 25-54, the Brookings Institution estimates that [about 9% have a disability](#). Organizations that act on their values by mitigating these issues and closing these gaps can also reap benefits related to attracting, developing, and retaining talented people representing a sizeable segment of the workforce. Among other ways to do so, organizations can consider training all employees on disability inclusion.

RESOURCE

Jewish Disability Inclusion Toolkit
RespectAbility

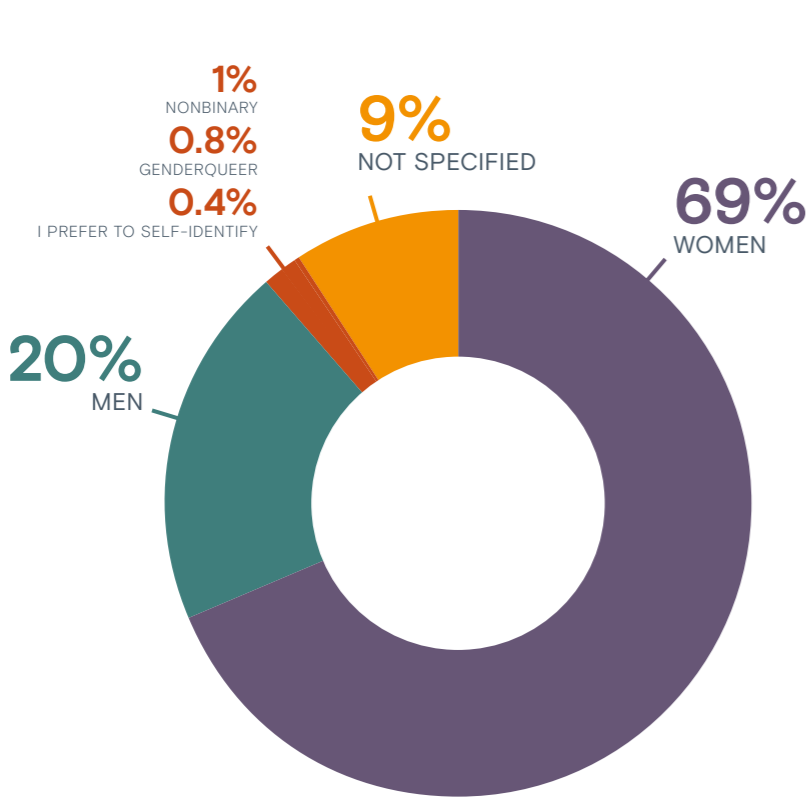
[READ ARTICLE](#)

Gender Identity & Sexual Orientation

More than two-thirds of employees surveyed (69%) identified as women, 20% identified as men, and 2% identified as another gender identity. Almost 1 in 10 (9%) did not answer this question.

Gender

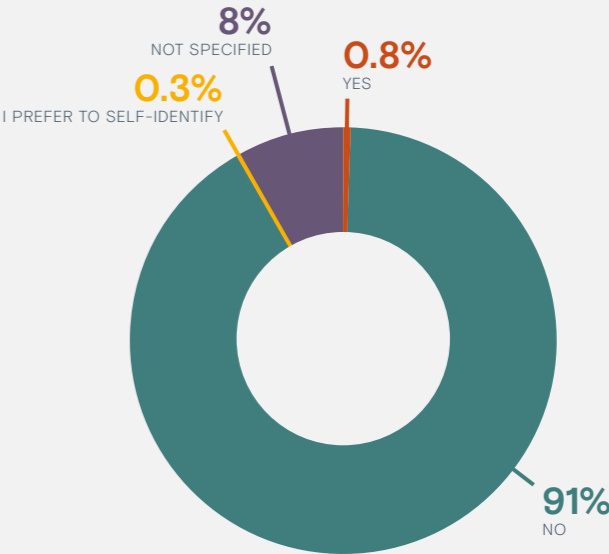
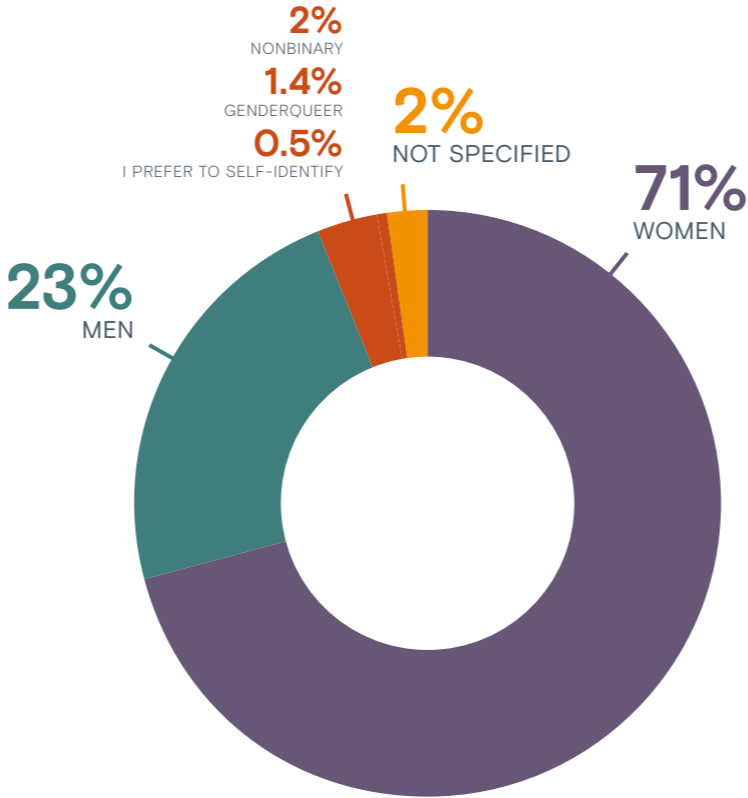
Due to rounding, figures do not add up to 100%



Among employees under 40 years old, the percentage who identified as either nonbinary, genderqueer, or “I prefer to self-identify” roughly doubles from about 2% to about 4% (about 1 in every 25 employees under 40).

Gender (under age 40)

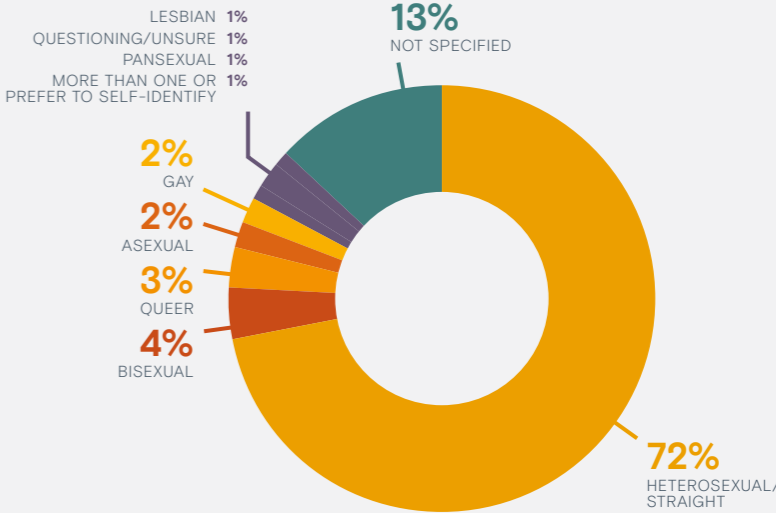
Due to rounding, figures do not add up to 100%



DO YOU IDENTIFY AS TRANSGENDER?

Due to rounding, figures do not add up to 100%

Around 1 in every 100 respondents (1%) answered either “Yes” or “I prefer to self-identify” to a question about transgender identification.



SEXUALITY

Just under three-quarters of respondents (72%) identified as Straight. About 1 in 8 declined to specify an orientation. About 1 in 6 employees (14%) identified with one or more sexualities other than Straight.

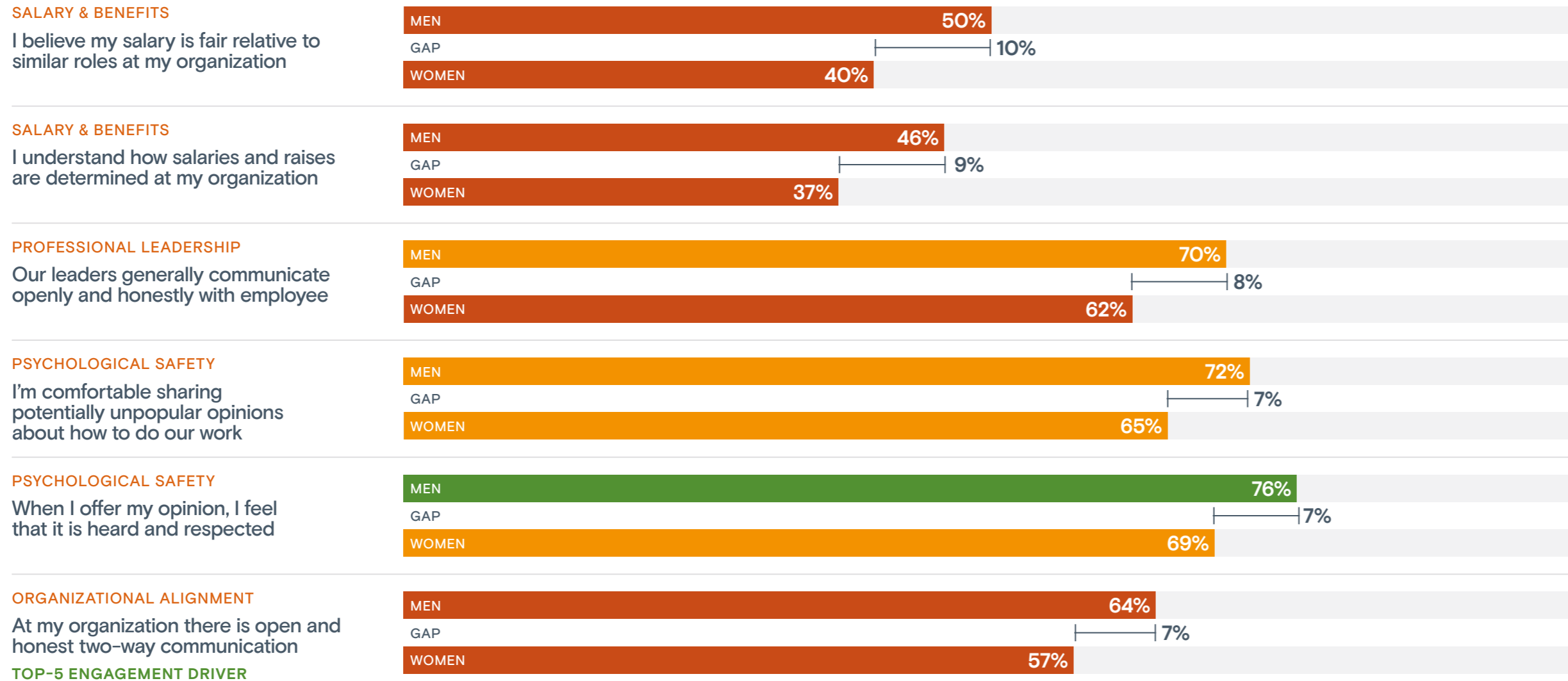


Key Insight

Inequities around gender identity and sexual orientation are strongly visible in employee experience. These inequities take multiple forms:

Women are less likely than men to report favorable experiences in some areas

For most areas, differences in experience between men and women are small. But here are six questions in which a men/women gender gap emerges of seven percentage points or more:



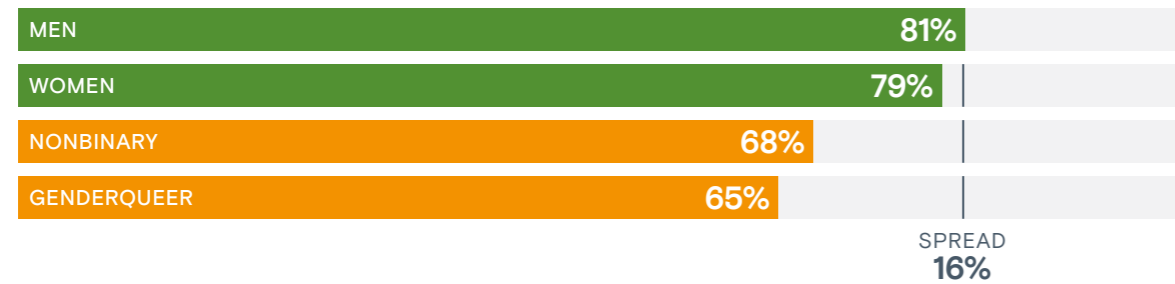
However, the gaps in favorability between men and women are much smaller than the gaps between men/women and the other gender identities represented in the sample.

Nonbinary and genderqueer employees are less likely to feel like they belong

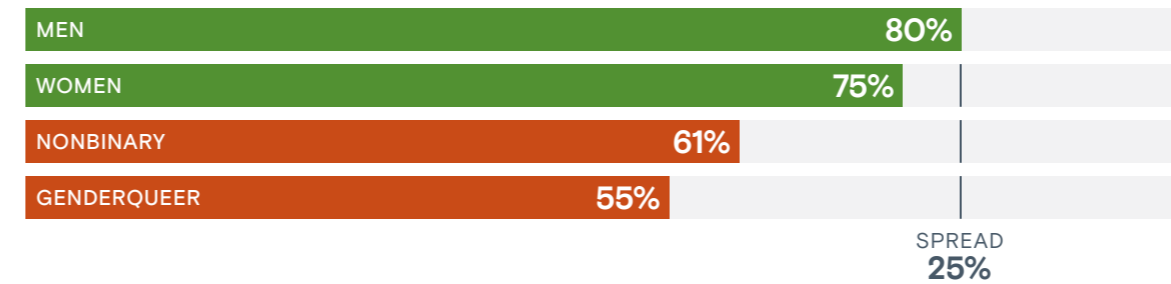
These groups are starkly less likely than average to agree with every [DEIB question](#), including the top five Engagement and Retention Driver “I feel like I belong at my organization”—sometimes with gaps in favorability score in the 20s and 30s of percentage points. These differences likely indicate disparate and discriminatory treatment and expectations from others, both in the workplace and in society more broadly.

I feel like I belong at my organization

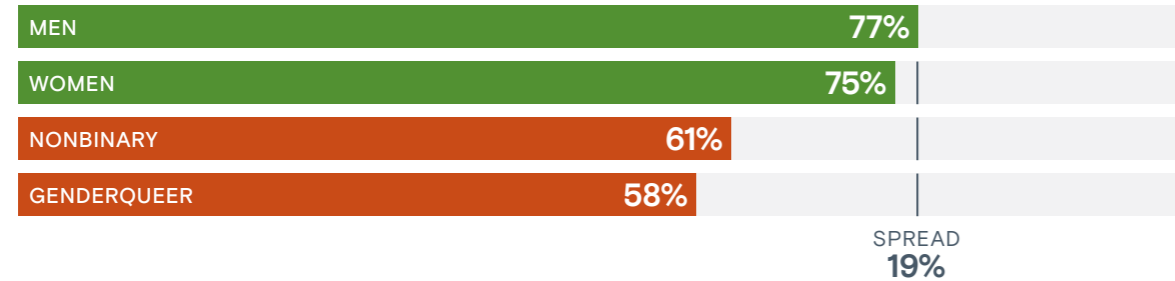
TOP-5 ENGAGEMENT DRIVER + TOP-5 RETENTION DRIVER



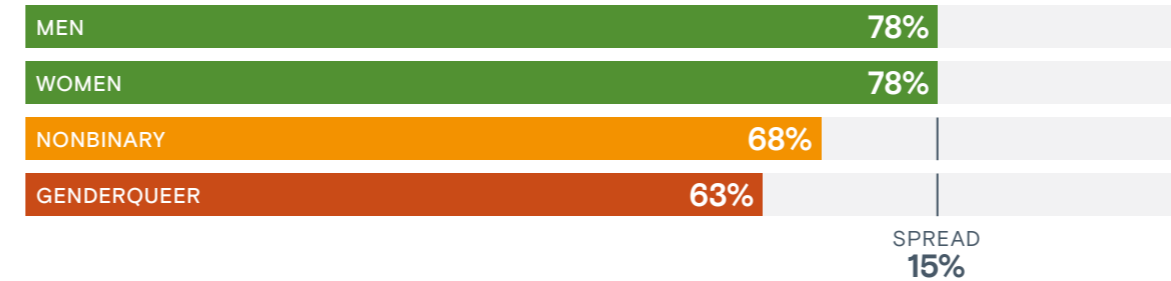
I believe my organization creates a safe and supportive environment for people from all backgrounds



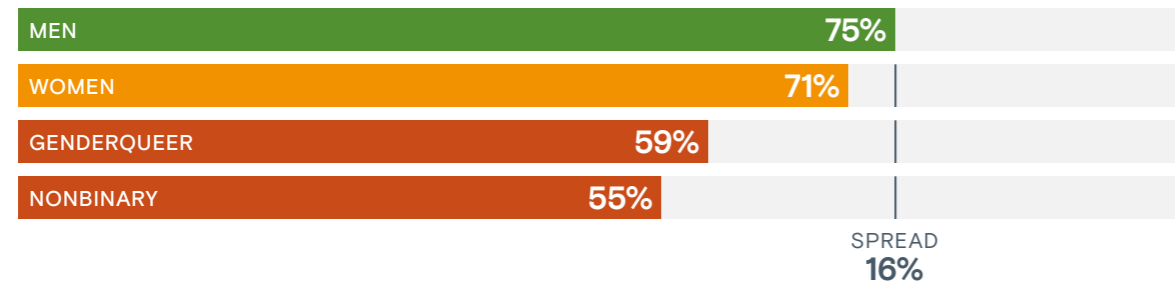
My organization values diversity (for purposes of answering this question diversity is defined as the representation of all varied identities and differences)



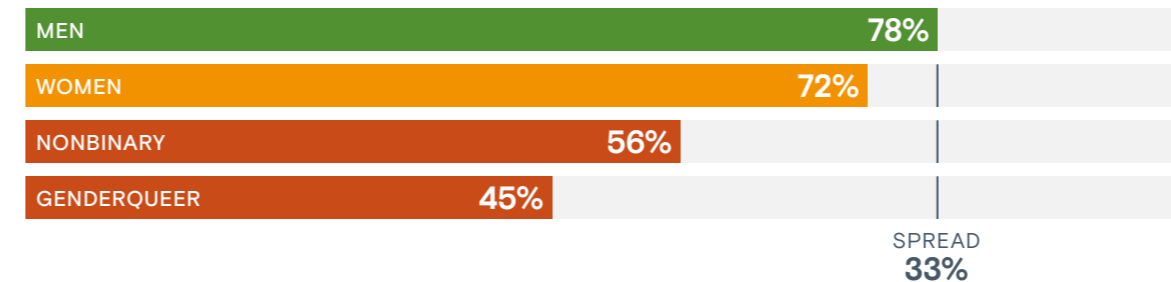
I feel comfortable discussing my background, beliefs, and cultural experiences with my co-workers



My organization demonstrates a genuine commitment to diversity, equity, and inclusion (feel free to leave specific examples and suggestions in the comments)



My organization enables people from all backgrounds to do well



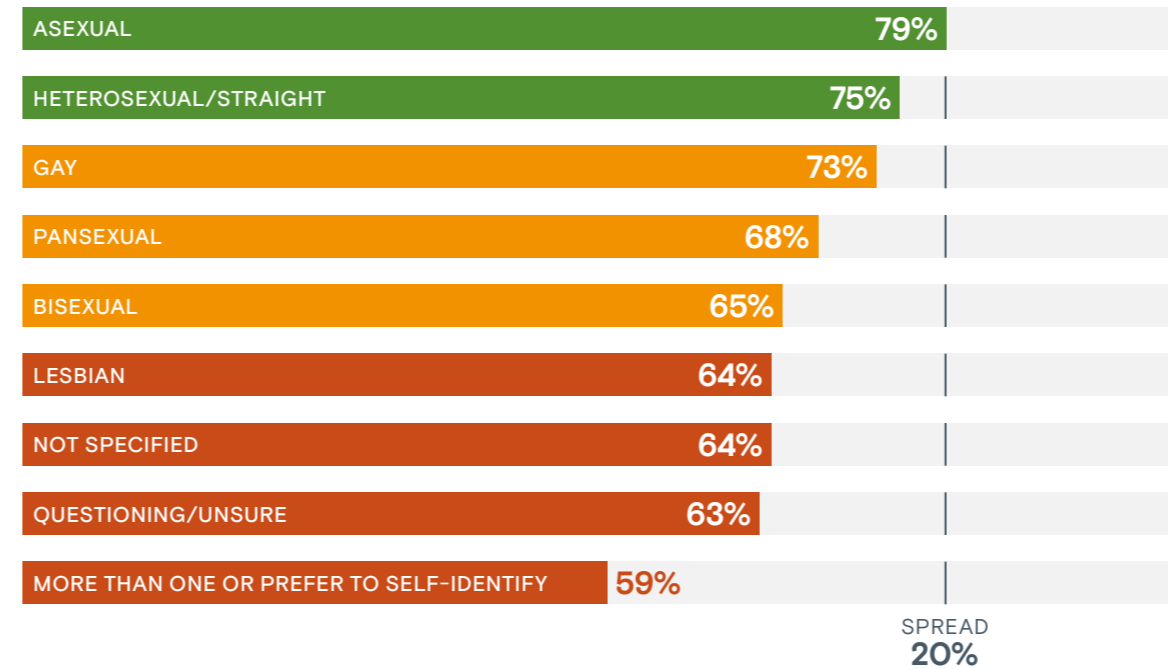
Employees who identified as transgender are also less likely than other employees to respond favorably to DEIB questions, with particularly large favorability gaps for “I believe my organization creates a safe and supportive environment for people from all backgrounds” and “My organization enables people from all backgrounds to do well.”



Sexual minorities have much less favorable DEIB experiences

Employees who identified as Straight were slightly more likely than average to respond favorably to DEIB questions. Employees who identified as Asexual were near the overall survey average for all DEIB questions, with slight differences in both directions depending on the question. But employees who identified with the sexual identities Bisexual, Queer, Gay, Lesbian, Questioning/unsure, Pansexual, or More than one or prefer to self-identify were all much less likely to respond favorably to all questions in the DEIB factor. The largest differences (by percentage points) in DEIB experience by sexual identity were for the question “My organization enables people from all backgrounds to do well.”

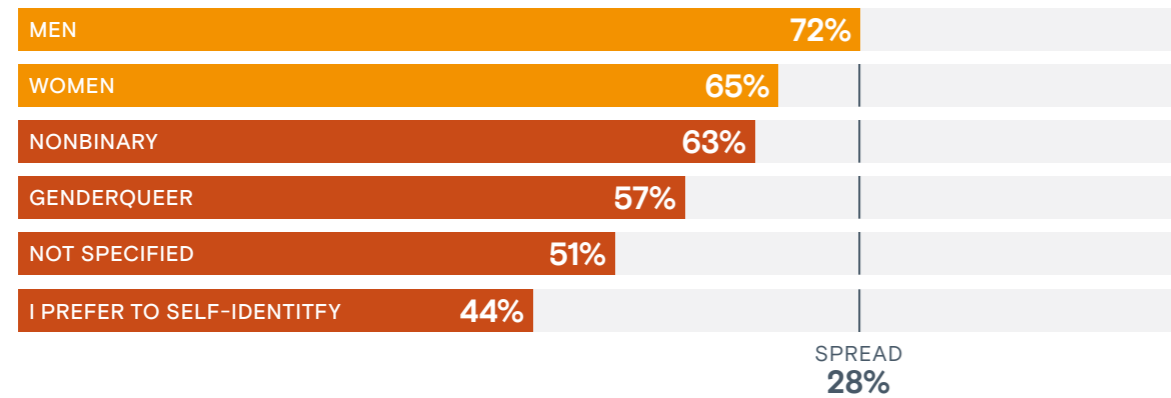
My organization enables people from all backgrounds to do well



Psychological safety and gender

Men were most likely to report feeling psychologically safe. Genderqueer employees and employees preferring to self-identify for gender were particularly less likely to report feeling comfortable expressing dissent about their organizations' work. (There are smaller gaps in psychological safety by sexuality, and almost no gaps in psychological safety between transgender and non-transgender employees.)

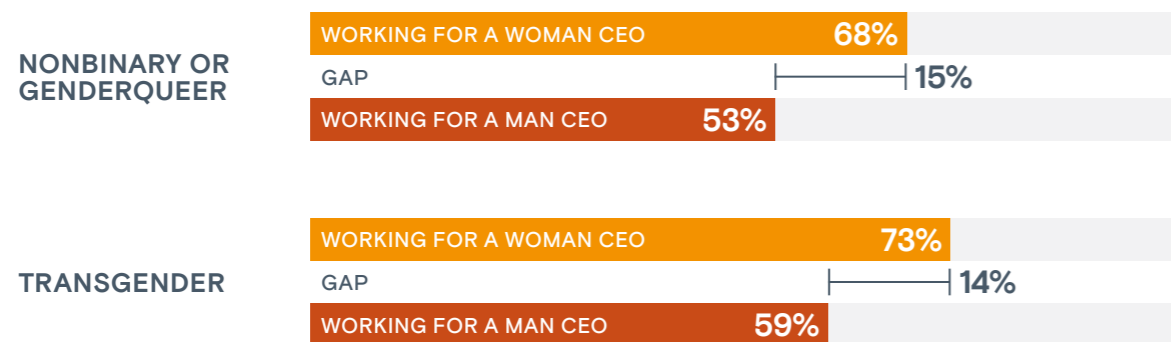
I'm comfortable sharing potentially unpopular opinions about how to do our work



CEO gender makes a difference for psychological safety

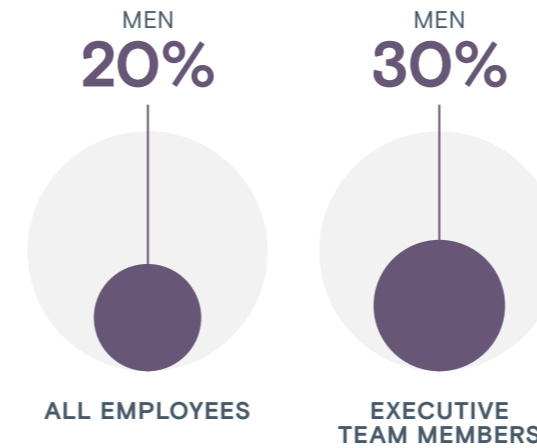
For employees in gender identity groups experiencing disproportionately less psychological safety, those working for women CEOs are more likely to report that they feel heard and respected:

When I offer my opinion, I feel that it is heard and respected



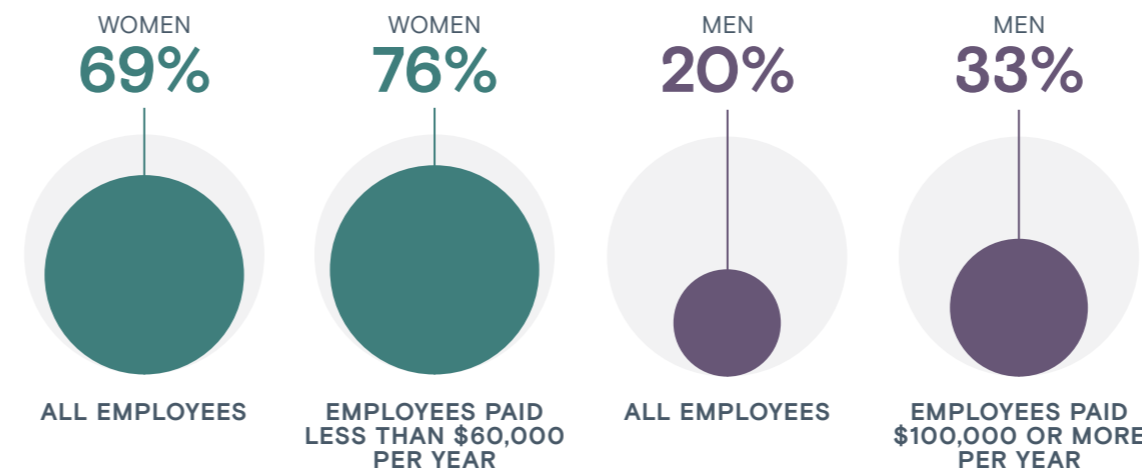
Representation in leadership

Men are somewhat disproportionately represented in executive teams—they are 20% of employees surveyed, but 30% of the executive team members.



Salary inequities

Women are disproportionately represented in salary ranges below \$60,000. Men are disproportionately represented in salary ranges above \$100,000. This may be related to some extent, but not entirely, to men's disproportionate representation on executive teams.



RESOURCES

The Gender Gap in Jewish Nonprofit Leadership: An Ecosystem View
Leading Edge

[DOWNLOAD PDF](#)

Community Inclusion Guides
Keshet

[VISIT WEBPAGE](#)

LGBTQ+ Terminology
Keshet

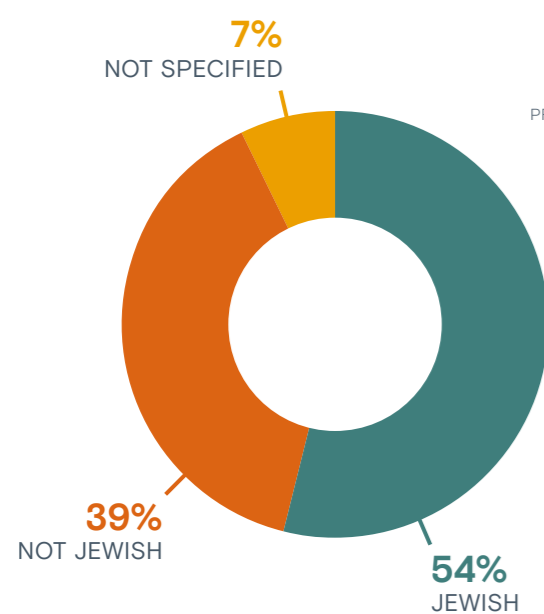
[READ ARTICLE](#)

Jewish Identity, Race/Ethnicity, & Religion

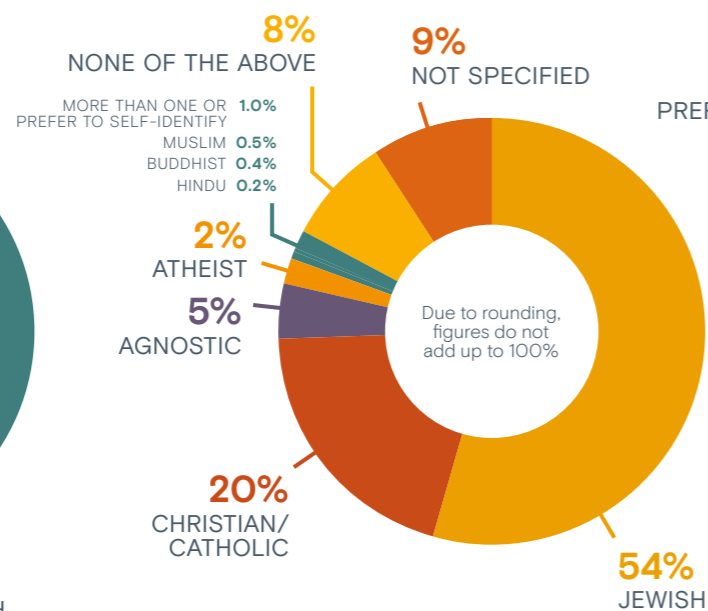
Why three in one?

We present findings on the Jewish identity, Race/Ethnicity, and Religion of the employees surveyed together in one section because the complex nature of Jewish identity makes them difficult to disentangle. Jewishness is related to religion, but many Jews may say they are Jews but have no religion per se. We addressed this nuance by first asking all respondents whether they are Jewish, and only then (in the case of employees who responded “no”) asking them what, if any, their (non-Jewish) religion is. Meanwhile, when it comes to race/ethnicity, it is difficult to understand the experiences of Jews of Color, in particular, without looking at comparison groups drawing from both the religious and the racial/ethnic categories of identity—comparison groups like white Jews and non-Jewish People of Color.

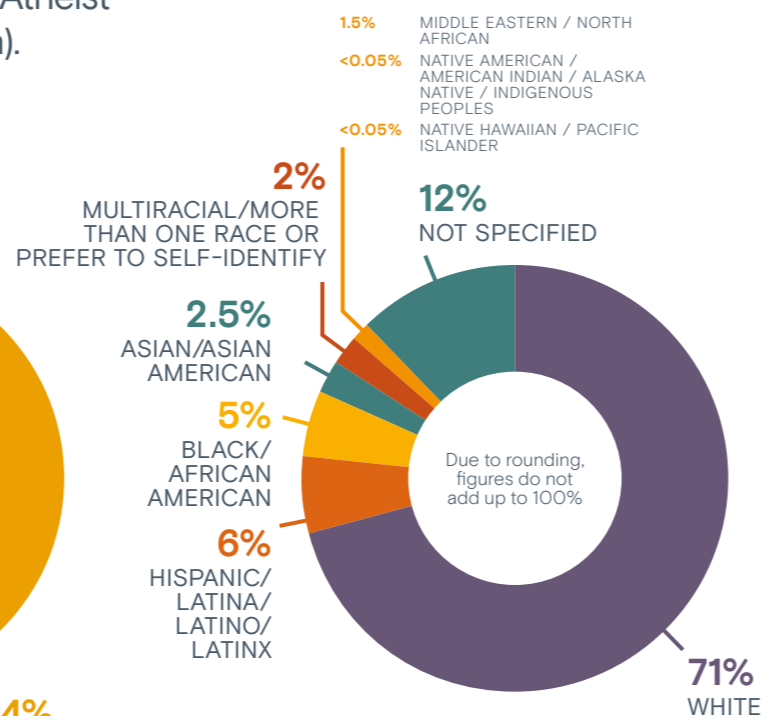
Just over half of the employees surveyed (54%) are Jewish. More than a third (39%) are not Jewish, and a further 7% didn't answer.



1 in 5 employees surveyed (20%) is Christian/Catholic, and 1 in 15 (6%) is either Agnostic or Atheist (and not also Jewish).



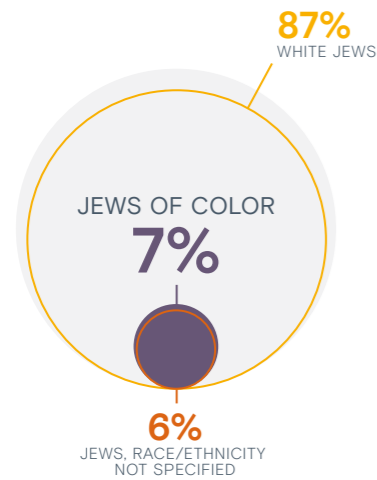
Race/ethnicity among all employees surveyed.



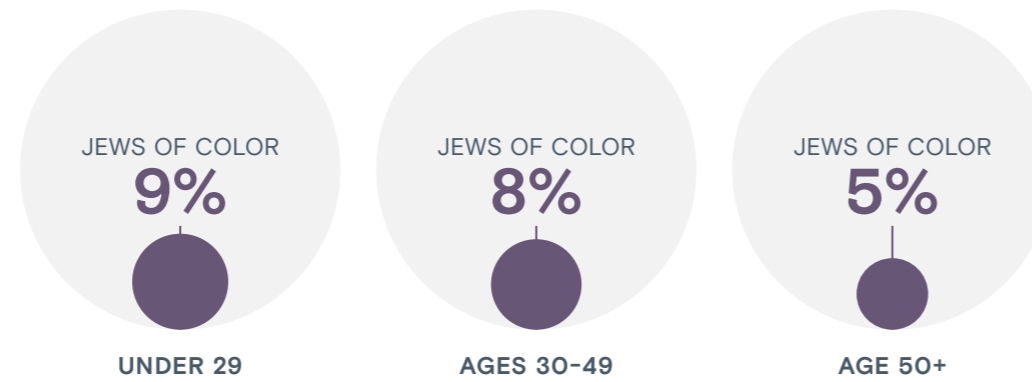
Jews of Color (JOC) are still underrepresented relative to the Jewish community

Among Jewish employees surveyed, 7% are Jews of Color (i.e., they identified as belonging to a racial/ethnic category other than “white”). According to *Counting Inconsistencies: An Analysis of American Jewish Population Studies, with a Focus on Jews of Color*, Jews of Color comprise about 12%–15% of the American Jewish population.¹⁰ This underrepresentation suggests that Jewish organizations are recruiting Jews of Color at a lower rate than white Jews, and/or failing to retain JOC employees, implying patterns of exclusion and/or failure to engage.

JOC representation among Jews in the survey



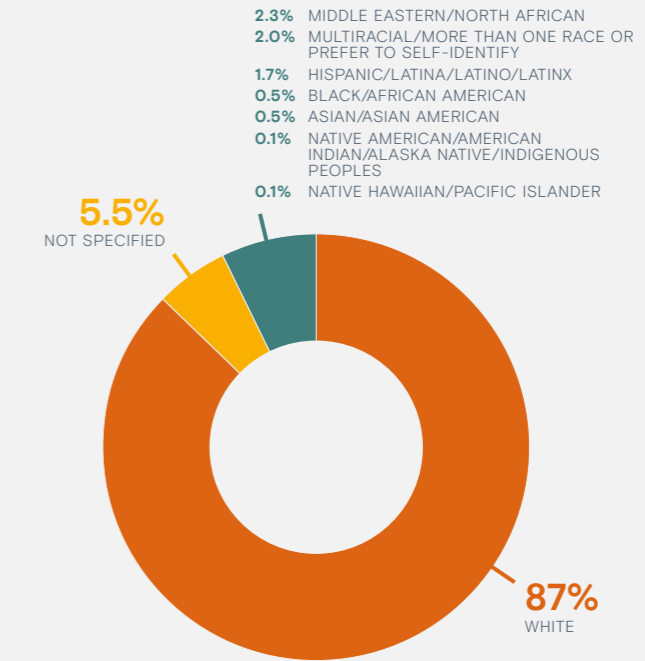
JOC are more represented among younger employees



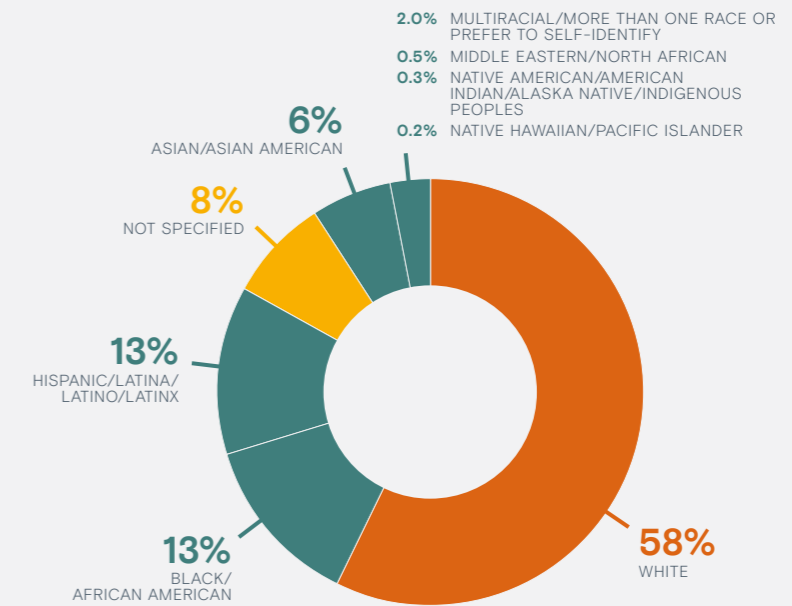
These data match external findings that the North American Jewish community is getting more racially/ethnically diverse in younger generations (see, for example, Pew Research Center’s *Jewish Americans in 2020*).

The largest racial/ethnic categories among Jews of Color surveyed are “Middle Eastern/North African” and “Multiracial/More than one race/Prefer to self-identify.”

¹⁰ Other estimates for the population of Jews of Color include 8% total (15% among Jews under 30) from *Pew Research Center (2021)* and 6% from *American Jewish Year Book 2019*. Much more quantitative and qualitative research about Jews of Color is available [on the website of the Jews of Color Initiative](#).



RACE AMONG JEWISH EMPLOYEES SURVEYED
Due to rounding, figures do not add up to 100%

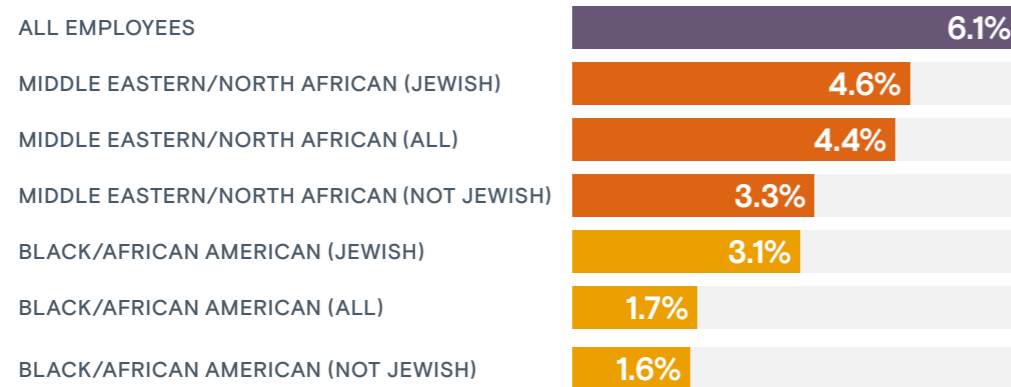


RACE AMONG NON-JEWISH EMPLOYEES
Due to rounding, figures do not add up to 100%

Job levels, Jewish identity, and race

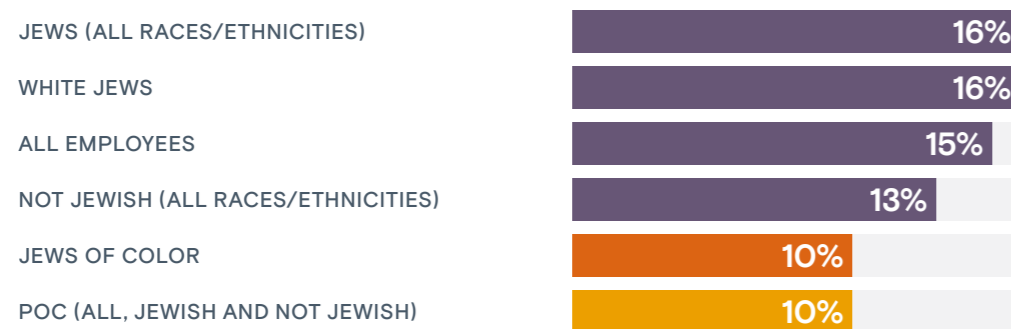
Black/African American, and Middle Eastern/North African employees—both Jewish and not Jewish—are underrepresented on executive teams.

Proportion of the groups listed who are executive team members



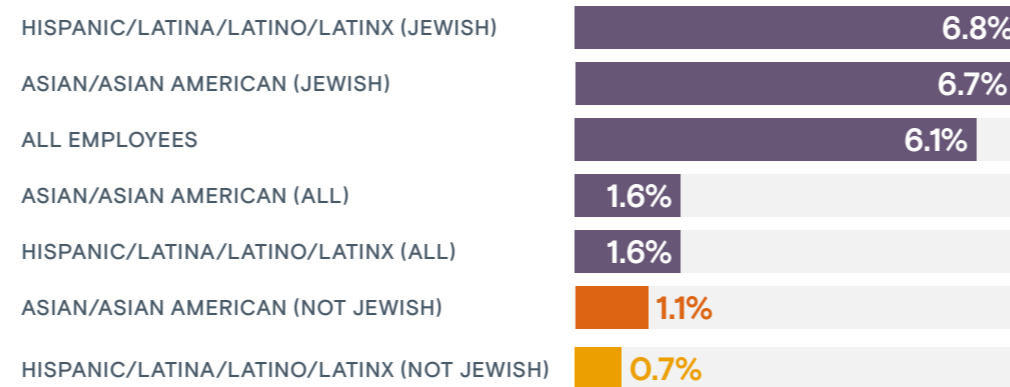
Jews of Color, and People of Color overall, are underrepresented in manager roles.

Proportion of the groups listed who are managers



Among Asian/Asian American and Hispanic/Latina/Latino/Latinx employees, those who identified as Jewish are proportionately represented on executive teams, while those who did not identify as Jewish are underrepresented.

Proportion of the groups listed who are executive team members



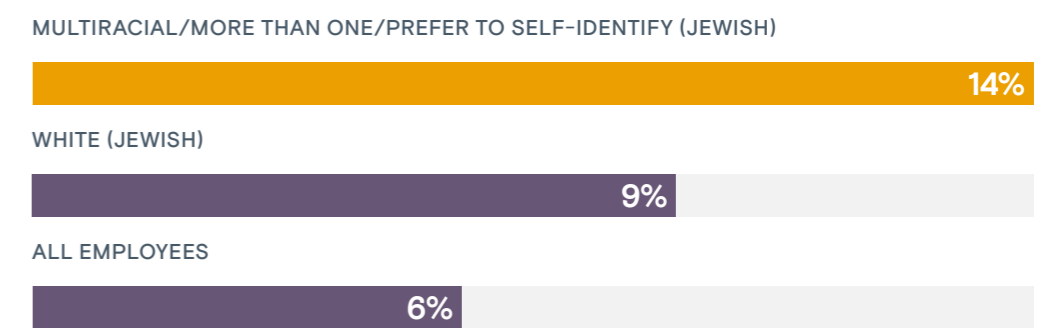
Black/African American and Asian/Asian-American employees (whether Jewish or not Jewish) are also less likely to have been promoted.

Percentage of employees who have been promoted at least once



Jews who identified as Multiracial/More than one race/Prefer to self-identify are strongly represented on executive teams.¹¹

Proportion of the groups listed who are executive team members



¹¹ It is not discernable from this question how many employees choosing this option would identify as “multiracial,” how many would identify as “more than one,” and how many would identify as “prefer to self-identify.”



Key Insight

There are differences and inequities in experiences of belonging based on race/ethnicity and Jewish identity

The experience of belonging for Jews of Color, and for People of Color overall, is not monolithic. The role of Jewish identity in affecting belonging interacts with different race/ethnicity groups differently. **Non-Jewish employees (of all races/ethnicities) in this sample are less likely to feel like they belong. And Black employees in this sample—Jewish and not Jewish alike—are markedly less likely to feel like they belong.**

Employee Experience and race/ethnicity: The general pattern

Across the majority of survey questions, the general pattern for experience and race/ethnicity is that **employees who identified as “Hispanic/Latina/Latino/Latinx,” “Black/African American,” and “Asian/Asian American” were all more likely than average to respond favorably.** (The same pattern occurred in the 2021 survey.) This pattern holds for these particular racial/ethnic categories within both Jewish and non-Jewish employees. This pattern may suggest that the work of organizations focused on Jews of Color has helped the Jewish nonprofit sector improve certain kinds of experiences for Jews of Color, as well as many non-Jewish People of Color, working in the field. Alternatively, it may represent employees in these groups having lower baseline expectations about how their experiences will be. (And perhaps some of those with higher expectations have been lost to attrition.)

For employees who identified as either “Middle Eastern/North African” or “Multiracial/More than one race/Prefer to self-identify,” the picture is more mixed, with these groups reporting a mix of higher-than-average, lower-than-average, and at-the-average favorability scores for different factors. Among employees in the multiracial category, Jews identifying as multiracial report much more favorable experiences than non-Jewish employees identifying as multiracial. In particular, employees who (1) are

not Jewish; (2) identify as “Multiracial/More than one race/Prefer to self-identify;” and (3) interact with their boards, are enormously less likely to feel that they are respected as a professional by board members.

I feel respected as a professional by board members at my organization

Multiracial/More than one race/Prefer to self-identify (Jewish)



All employees (who interact with their boards)



Multiracial/More than one race/Prefer to self-identify (Jewish and not)



Multiracial/More than one race/Prefer to self-identify (not Jewish)



SPREAD
34%

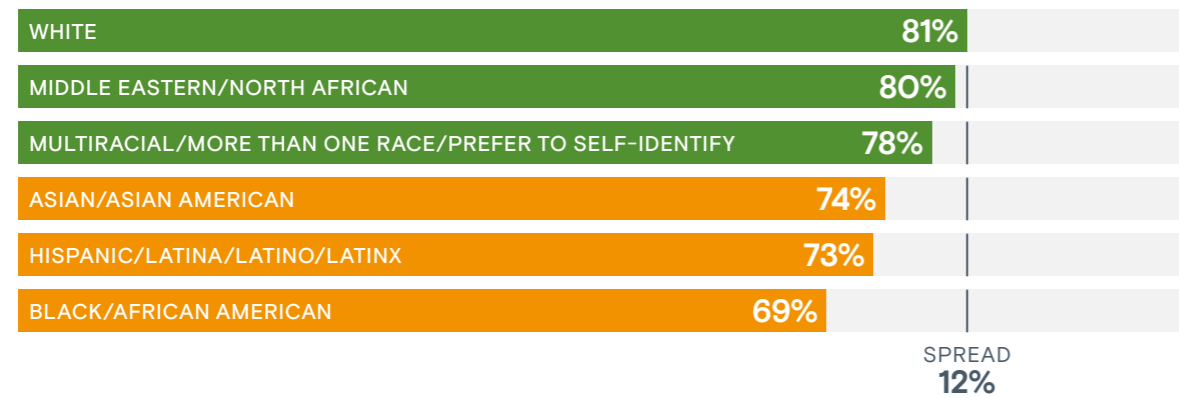
There are also several factors in which the usual pattern in favorability scores by race/ethnicity is upended altogether—most notably, Diversity, Equity, Inclusion, & Belonging.

People of Color tend to experience less belonging—especially Black employees

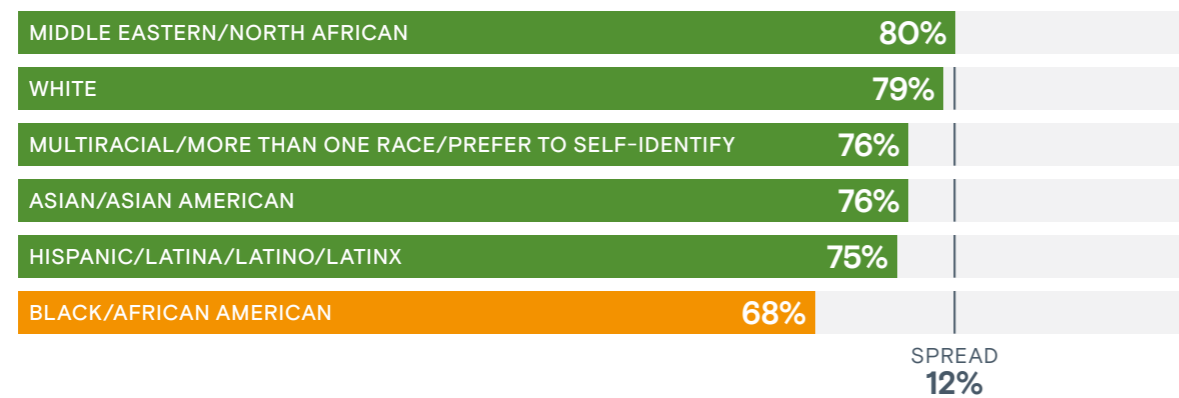
In two questions, Black employees reported markedly lower favorability scores, while other People of Color returned slightly lower favorability scores (differing from the usual pattern of higher favorability than average). In the following tables, race/ethnicity groups are presented in descending order of favorability scores for the questions:¹²

I feel like I belong at my organization

TOP-5 ENGAGEMENT DRIVER + TOP-5 RETENTION DRIVER



I feel comfortable discussing my background, beliefs, and cultural experiences with my co-workers



For all four other questions in the DEIB factor, favorability scores from Black employees were the same as favorability scores for white employees, while for other nonwhite race/ethnicity groups, the usual pattern from elsewhere in the survey applied of modestly higher-than-average favorability scores.

Non-Jewish employees experience less overall belonging than Jewish employees

I feel like I belong at my organization

TOP-5 ENGAGEMENT DRIVER + TOP-5 RETENTION DRIVER



I feel comfortable discussing my background, beliefs, and cultural experiences with my co-workers



While there are slight differences between how Christian/Catholic, Agnostic, Atheist, Muslim, and other religious groupings of employees experience belonging, the most significant gaps are not between religious groupings, but rather between Jewish and non-Jewish overall—and between different subgroups of how Jewishness interacts with race/ethnicity.

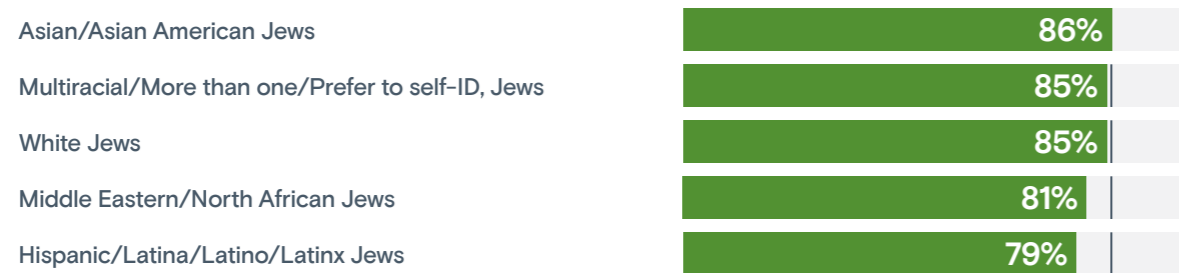
¹² In addition to the categories shown, respondents to the race/ethnicity question were also able to select “Native American / American Indian / Alaska Native / Indigenous Peoples” and “Native Hawaiian / Pacific Islander.” These groups do not appear in tables of responses by race/ethnicity due to the low numbers of respondents who identified with these groups. Including these groups as part of our analysis of how race/ethnicity interacts with employee experience would compromise confidentiality. The responses of the respondents who identified as belonging to these groups are still included within analyses whenever data is presented in ways not broken out by race/ethnicity.

Black Jews are especially likely to feel excluded

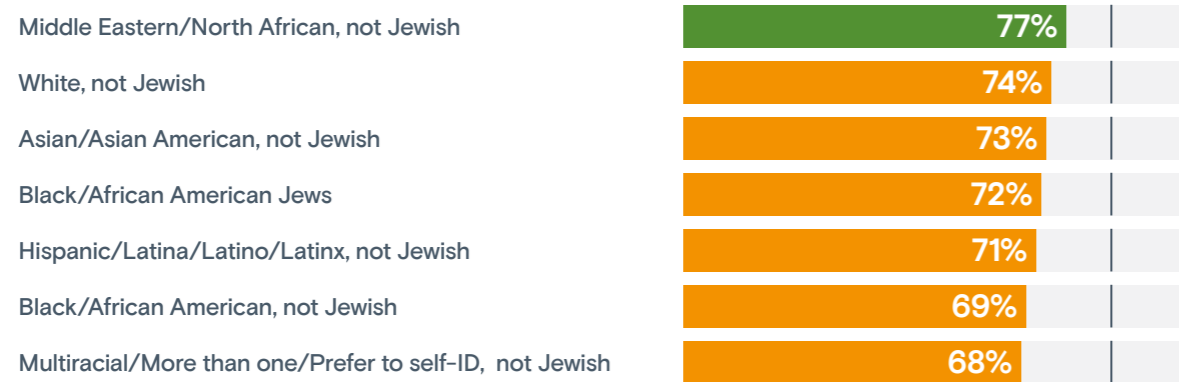
Black Jews reported markedly lower favorability scores for DEIB questions than other Jews of Color. In the tables below, showing subgroups of both race/ethnicity and Jewish identity, with the subgroups listed in descending order of favorability score for the survey question specified, there is a pattern that all the Jewish racial/ethnic subgroups report higher favorability scores than all the non-Jewish racial/ethnic subgroups—with the exception of Black Jews:

I feel like I belong at my organization

TOP-5 ENGAGEMENT DRIVER + TOP-5 RETENTION DRIVER

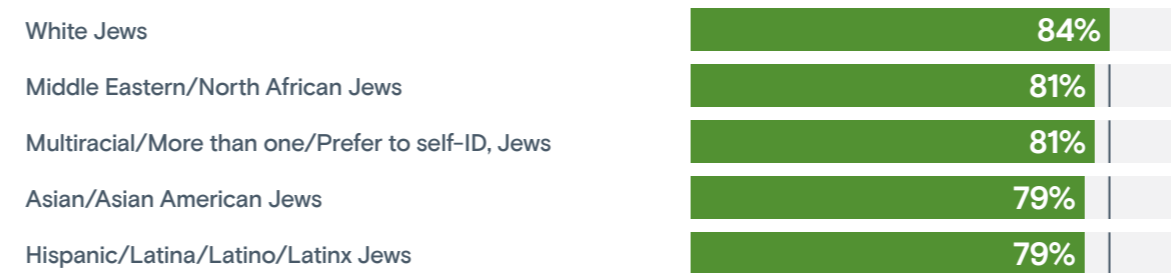


All groups above this line are Jewish; all groups below are not Jewish except Black Jews

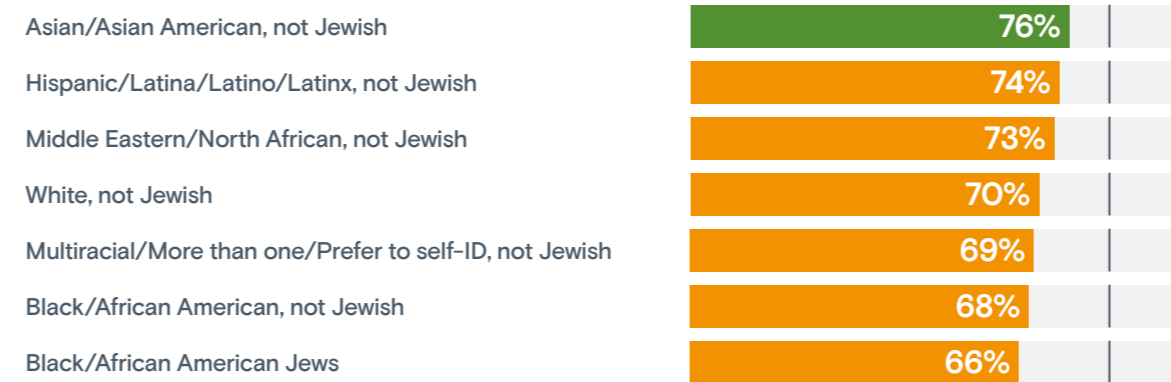


SPREAD
18%

I feel comfortable discussing my background, beliefs, and cultural experiences with my co-workers



All groups above this line are Jewish; all groups below are not Jewish except Black Jews



SPREAD
18%

Belonging is the only one of the top five Engagement Drivers in which this magnitude of disparity occurs

Belonging is vital, being not only a top Engagement Driver, but also a top Retention Driver. But it's also noteworthy that for [the other four top Engagement Drivers](#), differences in favorability tend to be much smaller and/or negligible, no matter how we look at race/ethnicity, Jewish identity, and the interactions between them.

RESOURCE

Beyond the Count: Perspectives and Lived Experiences of Jews of Color
Jews of Color Initiative

DOWNLOAD PDF