Clal

RESEARCH REPORT

Jewish@Work 2024

Researching the Impact of and Potential for Corporate Jewish Employee Resource Groups

JANUARY 2024

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Jewish at Work 2024: Executive Summary

Over the last year, there has been remarkable growth in corporate-based Jewish Employee Resource Groups (ERGs), part of a broader movement underway in today's corporate settings. ERGs have surged in popularity, particularly since 2020, with over 90% of Fortune 500 companies now having ERGs for groups considered minorities, underrepresented, or marginalized (McKinsey, 2022).

Previous research on ERGs impact on corporate outcomes, and on economic productivity, has underscored ERGs' impact:

- ERG members report a higher level of belonging in their organization than those who do not (85% vs. 81%), and that gap is even more significant when factors such as effective leadership and frequency of events are factored in. (Perceptyx, 2024).
- There is a strong correlation between a company's openness to sponsoring cultural and religious ERGs and its overall success. (Fortune 500, Fair360, 2024).
- Innovation is more than 2x as strong in countries with high religious tolerance (low religious hostilities) as countries with low tolerance. (World Economic Forum, 2014).

Clal and JewishERGs have developed a network of over 300 Jewish ERG leaders (representing 140+ ERGs) who have expressed that the path for Jewish ERGs has not been smooth, as many have had to fight in order to receive the same opportunities that so many of their colleagues have. Given that the field of Jewish ERGs is less than a decade old, we see an opportunity ahead to support these groups and their leaders and to position the growth and stability of ERGs. By studying Jewish ERG operating models, leadership structures, program offerings, and strategic communications, we intend for this report to help catalyze the field, and yield new pathways and initiatives designed to meet the needs of ERG participants and maximize the potential impact of ERGs on individuals (both Jewishly and professionally), and on company cultures writ large.

With funding from the Charles H. Revson Foundation, One8 Foundation, UJA Federation of New York, and Combined Jewish Philanthropies, Clal undertook a study to understand the market for Jewish employee resource groups (ERGs). We sought to unpack lessons about the climate of Jews in corporate workplaces, why Jewish employees seek out ERGs, the challenges current ERGs face, and the opportunities and conditions necessary for ERGs to reach their potential and engage more members.

The study includes a survey of 1,474 Jews across a range of industries and with varied levels of ERG participation (10% leaders, 28% participants, 2% non-participants, 60% at companies without ERGs), and 10 focus groups with 58 Jewish ERG members and leaders. We have identified **four key findings** that highlight the value of Jewish ERGs and need for resources, support, and structure.

Finding 1: Many Jews do not feel safe or supported at work.

- One-third of Jewish employees surveyed (31%) feel unsafe being "openly Jewish" at work.

- More than half of respondents (56%) don't feel supported by their employer to express their Jewish identity.
- 13% have considered leaving their current job based on their experience as a Jew at work.
- 37% "often" experience Jewish stereotypes or misconceptions in the workplace.
  This experience was even more exacerbated in the tech and non-profit sectors.
- In the tech sector, 42% feel unsafe being "openly Jewish" at work, 20% considered leaving their job and 48% experience Jewish stereotypes in the workplace.
- In the non-profit sector, 38% feel unsafe being "openly Jewish" at work, 25% considered leaving their job and 48% experience Jewish stereotypes in the workplace.

When it comes to Israel, many participants do not feel comfortable talking about Israel at work, despite their strong connection.

- The vast majority of participants believe Israel should exist (91%) and feel a personal connection to Israel (84%), but *far* fewer feel comfortable talking about their feelings on Israel at work (37%) or the current situation in Israel at work (30%).

- Once again, these gaps were worse in the tech and non-profit sectors.

For a further breakdown by industry see Figure 1, 2 and 3 on pages 12-14 in the report.

Finding 2: There is a growing demand for and interest in Jewish ERGs.

- 46% of ERG members and leaders surveyed joined an ERG after October 7th, 2023.

- From October 2023 to October 2024, there was a 709% growth in the number of groups participating in the Jewish ERG network [from 44 to 312 members in JewishERGs.com].

Interestingly, employees who are otherwise not Jewishly engaged outside of work are joining ERGs.

- 44% of ERG participants are not involved in any Jewish organizations outside of work suggesting a Jewish ERG could be an important entry point to Jewish life.

- For 24% of participants, their company's ERG is their "primary place to connect with Jewish life."

Participants joined ERGs for a wide range of reasons, primarily for celebrating being Jewish (73%) and networking with others (50%), and least of all for feeling unsafe (17%).

Demand for the following were outlined to help Jewish employees feel supported at work:

- 58% highlighted the need for antisemitism awareness training. Although highlighted by most as a key lever for change, focus group participants noted the challenges of delivering antisemitism training.
- They also were interested in Jewish gatherings to support each other through community support groups (44%), holiday celebrations (40%), and social events (35%).
- Only 4% valued religious programming to feel supported at work (4%).
- In addition to the need for antisemitism training, focus group participants expressed interest in cultural awareness training (32%) to share more of the positive aspects of being Jewish.

For a breakdown of the most important offerings for employees to feel safe at work, see Figure 5 on page 19.

Finding 3: Employees feel companies are not adequately supporting Jewish ERG efforts.

- Only 61% of participants felt that their companies were supporting their Jewish ERG efforts.
- This lack of support was even more pronounced in the healthcare and tech industries, where only 17% of ERG leaders in healthcare and 41% of them in tech felt supported. See Figure 7 on page 21 for the breakdown by industry.

Focus group feedback highlighted that companies are often unsupportive of Jewish ERGs as an ethno-religious minority group:

"We learned recently that we're not considered a first-tier ERG; we're like a second-tier group, not getting funding. Even with all that's going on in society, we're not a strategic priority." - ERG Leader, Focus Group

Finding 4: Jewish ERGs are not yet meeting their members' needs.

Often leaders of Jewish ERGs are new and inexperienced in this role.

- 34% of leaders started their company's Jewish ERGs after October 7th
- 50% of leaders have 13 months or less of experience leading their ERG.
- Many leaders had the role assigned to them or assumed the role unintentionally.

Leaders need considerable support to meet the gaps between the members and leaders experience of the Jewish ERG. Leaders have higher interest and satisfaction with the Jewish ERG than members. This suggests there is room for ERG leaders to serve their members' needs better.

- 65% of members were satisfied with their company's Jewish ERG (compared to 83% of leaders).
- 56% reported 'getting what they wanted' from their Jewish ERG participation (compared to 84% of leaders).

See Figure 8 on page 22 for a breakdown between members and leaders' experience of the Jewish ERG.

Jewish ERGs: A powerful and important new mode of gathering with immediate opportunities for improvement.

- With tremendous growth in the movement over the past year, Jewish ERGs hold significant opportunities for engaging Jews in their identity, helping Jews advance professionally, and advocating for Jewish equity in DEIB systems.

- That said, Jewish ERGs have not yet reached a mature state of development across the board, and they are not yet adequately fostering feelings of safety in the workplace for their members. Their leaders, while deeply committed, have not universally adopted the kinds of adaptive leadership practices that would make the ERGs more impactful and sustainable in the long run. There remain significant gaps between the interests of leadership and those of participants. These challenges, while common across ERGs of all identities and organizations, are exacerbated by some of the unique challenges Jews face in the workplace today.

- As Jewish ERGs grow in popularity, we recommend investing in their development using the Hierarchy of Needs framework, focusing on three levels: **fostering safety, deepening communal experiences**, and **building organizational bridges** (see figure 10 on page 25). This approach will help bridge the gap between the current state of ERGs and the field's aspirations.

Background and Methods

Over the last year, there has been remarkable growth in corporate-based Jewish Employee Resource Groups (ERGs), part of a broader movement underway in today's corporate settings. ERGs have surged in popularity, particularly since 2020, with over 90% of Fortune 500 companies now offering ERGs for groups considered minorities, underrepresented, or marginalized (McKinsey, 2022).

Currently a variety of ERGs exist for employees that share a common identity, interest or community, such as veterans, working parents, women, Black, and LGBTQ+ groups.

Previous research on ERGs in corporate settings has underscored their impact:

- There is a strong correlation between a company's overall success and its openness to sponsoring cultural and religious ERGs (Fortune 500, Fair360).

- There is also a strong correlation between the number of ERG groups in a company and the company's profitability (Fortune 500).

- Innovation is more than 2x as strong in countries with high religious tolerance (low religious hostilities) as countries with low tolerance. (World Economic Forum, 2014).

- ERG members report a higher level of belonging in their organization than those who do not (85% vs. 81%), but that gap was much more significant when factors such as effective leadership and frequency of events were factored in (Perceptyx, 2024).

Clal now houses the Jewish ERGs network, which connects over 300 Jewish ERG leaders from 140 organizations. They have expressed that the path for Jewish ERGs has not been a smooth one, as many have had to fight in order to receive the same opportunities that so many of their colleagues have. Given that the field of Jewish ERGs is less than a decade old, there is a clear opportunity ahead to further refine Jewish ERG operating models, leadership structures, program offerings, and strategic communications in order to meet the needs of participants and maximize their potential impact on individuals and on company cultures writ large.

With funding from the Charles H. Revson Foundation, One8 Foundation, UJA Federation of New York, and Combined Jewish Philanthropies, Clal undertook a study to understand the market for Jewish ERGs. We sought to unpack lessons about the climate of Jews in corporate workplaces, why Jewish employees seek out ERGs, the challenges current ERGs face, and the opportunities and conditions necessary for ERGs to reach their potential and engage more members.

Survey Methods

Clal and Applied Curiosity Research developed a survey with stakeholder input to explore the experiences, perceptions, and opinions of a diverse sample of Jewish employees. The survey asked for responses on 1) interest and participation in Jewish ERGs; 2) employer support for their careers; 3) employer support for Jews; 4) involvement in Jewish life; 5) comfort discussing Israel; and 6) a range of personal and work-related variables.

Screening questions were embedded to ensure all respondents identified as Jewish, were employed, worked at a company of 50+ employees, and did not work at a Jewish organization. We removed teachers and staff working in K-12 education from the study sample, as the barriers and structures for these employees are different from those in corporate settings.

The survey identified and tailored questions to leaders and members of Jewish ERGs, employees that are not members of Jewish ERGs, and employees working at companies with no Jewish ERG. Surveys were distributed through two channels:

- Grassroots (n=971): Survey was distributed through Clal and JewishERG's network of 140+ Jewish ERG leaders who shared the link with fellow employees and ERG members, and also shared the link informally, using their personal social media.

- Survey Panels (n=503): To expand the participant pool, surveys were also sent through two existing panel providers - Dynata and Prodege. Both offer expansive lists of potential survey participants available to companies to complete research activities.

Table M.1: Differences in type of ERG participant by distribution strategy

Data Source	Respondent Category by Data Source - Participation in Jewish ERGs				Total
	ERG Leader	ERG Member	Not an ERG Member	Company w/ no ERG	
Grassroots	**142 (15%)**	**370 (38%)**	17 (2%)	442 (46%)	971 (100%)
Survey Panels	9 (2%)	36 (7%)	12 (2%)	**446 (89%)**	503 (100%)
Full Sample	151 (10%)	406 (28%)	29 (2%)	888 (60%)	1,474 (100%)

Survey Sample

A total of 1,474 participants completed the survey. Respondents represent a range of industries, with nearly half (654) from four industries: technology (e.g., Amazon, Google, Microsoft), consulting (e.g., BCG, EY, Deloitte), healthcare (e.g., Humana, Medtronic), and financial services (e.g., American Express, Citi, JP Morgan Chase).

Table M.2 - Distribution of survey responses by industry

Industry	Full Sample (n=1,474)		Participant Category			
	N	Percent	ERG Leader (n=151)	ERG Member (n=406)	Not an ERG Member (n=29)	Company w/ no ERG (n=888)
Tech	289	20%	30%	35%	10%	11%
Consulting	190	13%	19%	20%	14%	9%
Healthcare Industries	193	13%	4%	5%	21%	18%
Financial Services	175	12%	13%	10%	10%	13%
Education Services/High Ed	128	9%	9%	9%	21%	8%
Consumer Goods	127	9%	3%	7%	3%	11%
Government	92	6%	7%	2%	3%	8%
Media	68	5%	9%	7%	10%	3%
Non-Profit	65	4%	3%	1%	3%	6%
Construction/Manufacturing	52	4%	1%	1%	0%	5%
Legal Services	45	3%	1%	1%	0%	4%
Real Estate	20	1%	0%	0%	0%	2%
Telecommunication	14	1%	1%	0%	0%	1%
Energy	10	1%	0%	1%	3%	1%
Unknown	6	0%	0%	0%	0%	1%

Table M.3 presents select demographics of the sample by ERG participation.

Table M.3 - Select demographics by ERG participation

	Full Sample		Participant Category			
	N	Percent	ERG Leader (n=151)	ERG Member (n=406)	Not an ERG Member (n=29)	Company w/ no ERG (n=888)
Company Size						
51 to 100	105	7%	1%	1%		11%
101 to 500	221	15%	3%	4%	10%	22%
501 to 5,000	414	28%	21%	17%	28%	34%
5,000 to 10,000	145	10%	13%	10%	14%	9%
10,001+	589	40%	63%	67%	48%	23%
Seniority						
Entry Level	145	10%	4%	8%	14%	11%
Mid-level non-manager	555	38%	33%	43%	54%	36%
Mid-level manager	372	25%	31%	23%	14%	26%
Director	248	17%	23%	19%	11%	15%
VP	105	7%	7%	6%	7%	8%
C-Suite	44	3%	2%	1%	-	4%
Age range in years						
18-24	54	4%	4%	5%	3%	3%
25-34	342	24%	27%	26%	21%	22%
35-44	413	28%	33%	31%	28%	27%
45-54	299	21%	25%	20%	28%	20%
55-64	235	16%	11%	15%	17%	18%
Above 64	108	7%	-	4%	3%	10%

Respondents generally have an active Jewish life (see Table M.4), though Jewish ritual observance is higher among the participants at companies with ERGs. It's worth noting that **24% of ERG leaders and 32% of members have no other involvement in Jewish organizations outside of the ERG.** Involvement was lowest among entry level employees (see Appendix Table A.1) and at the youngest and oldest age brackets.

Table M.4 - Jewish participation by respondent type

Jewish Participation	Full Sample (n=1,474)	Participant Category			
		ERG Leader (n=151)	ERG Member (n=406)	Not an ERG Member (n=29)	Company w/ no ERG (n=888)
Participates in a Passover Seder*	88%	**94%**	**95%**	**97%**	84%
Observes Yom Kippur in some way*	87%	**97%**	**91%**	86%	84%
Celebrates Chanukah*	93%	95%	**95%**	100%	91%
Marks Shabbat every week*	37%	**49%**	**43%**	41%	33%
Keeps a kosher home (partially or more)	44%	48%	46%	34%	43%
Is involved with any Jewish org outside of work*	56%	**76%**	**68%**	48%	48%

Statistically significant difference at p<.01

Qualitative Research

The survey also provided respondents with the opportunity to express interest in participating in a focus group or interview with the Clal team. A total of 10 focus groups were conducted with 58 leaders (n=22), members (n=19) and those with no Jewish ERG (n=17) across a range of companies. Quotes and themes from these groups are included throughout the report.

Key Findings

Finding 1: Many Jews do not feel safe or supported at work—both in terms of their Jewish identity and their relationship to Israel.

Many Jewish employees feel unsafe being "openly Jewish" at work. Only 56% of respondents feel supported to express their Jewish identity at work, and 58% trust their employer to handle incidents of antisemitism. At the same time, respondents agree at much higher rates (85%) that their company supports them to do their job effectively. Employees from the tech, healthcare, and non-profit sectors had significantly[1] lower perceived safety and perceived support than consulting, finance and higher ed.

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[1]These differences are statistically significant at *p*<.01.

Figure 1

Feelings of safety and support in the workplace by industry
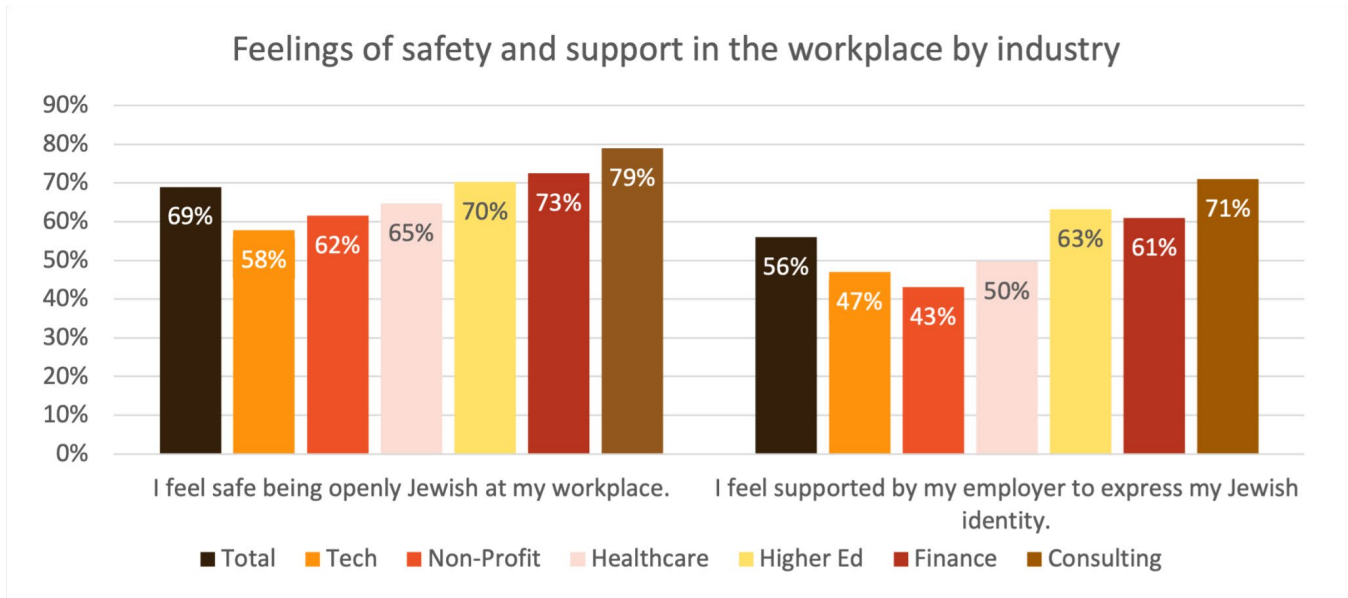
Many participants "often" hear or see Jewish stereotypes or misconceptions at work and some have considered leaving their jobs because of their treatment as a Jewish employee. This was worse among employees working at Non-Profits and Tech companies, which had significantly higher numbers of employees experiencing Jewish stereotypes and considering leaving than other sectors.

Figure 2

Employee sentiment and experiencing Jewish stereotypes by sector
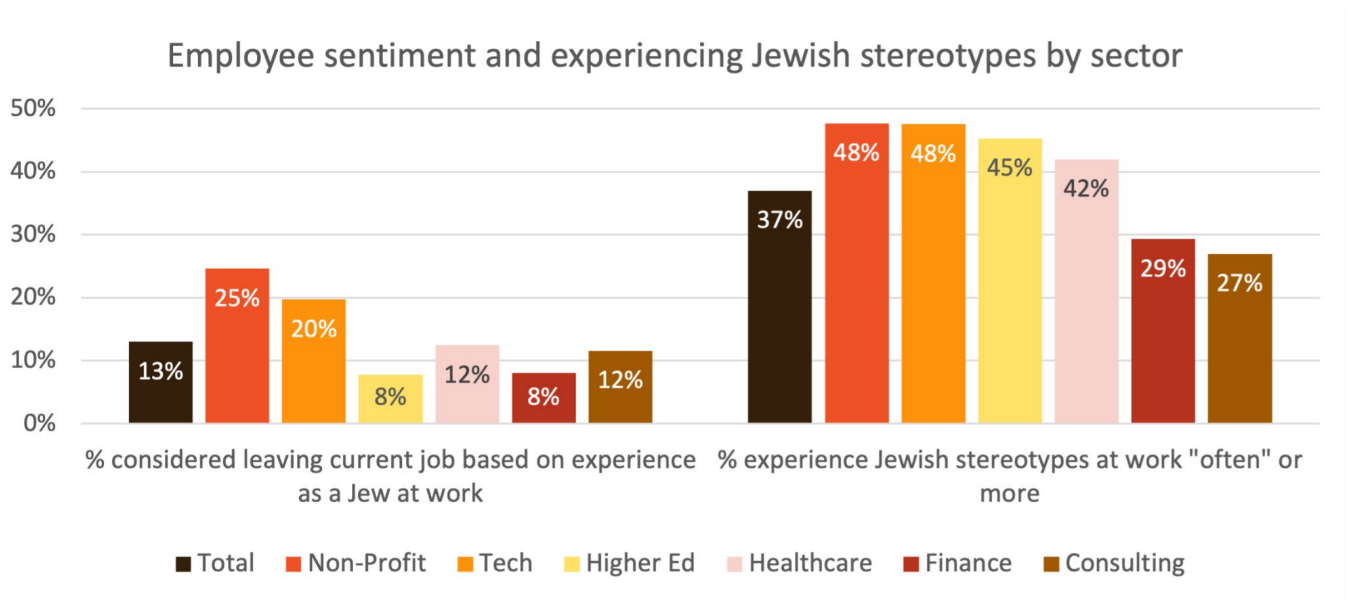
There is a noteworthy gap between participants' feelings about Israel and their comfort with talking about Israel at work. Across the sample, 91% of respondents believe Israel should exist as a state, 80% feel that Israel is an important part of their Jewish identity, and 84% feel a personal connection to Isra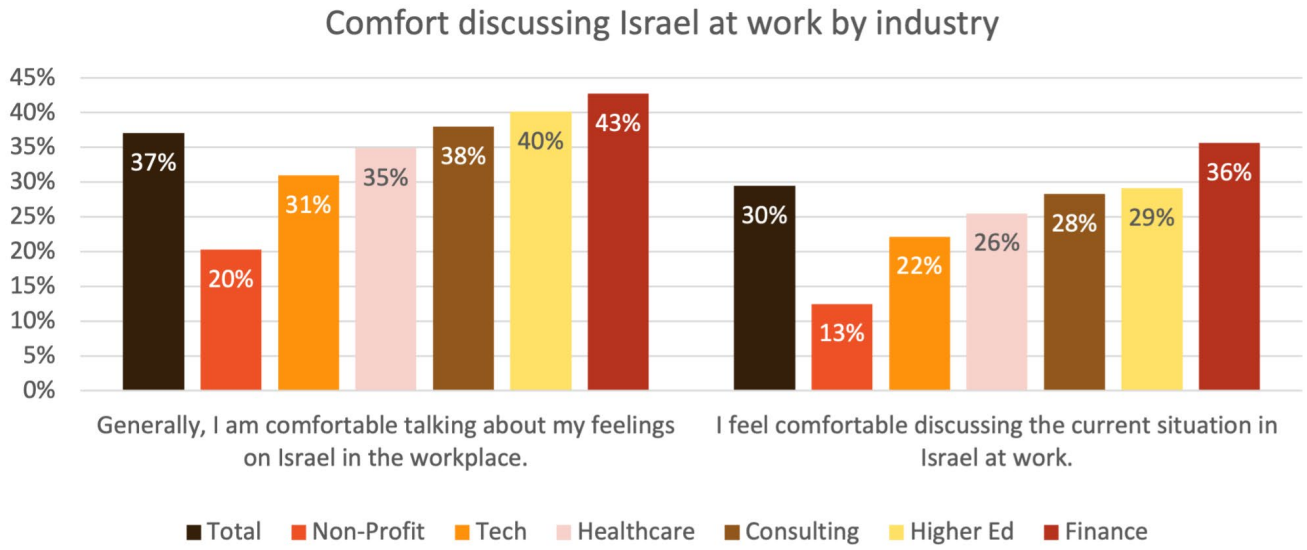el. However, only 37% are comfortable talking about Israel in the workplace, and only 30% feel comfortable discussing the current situation in the workplace. Based on qualitative feedback, this disconnect extends to all kinds of conversations about Israel, not just current events:

"When I got back from my Israel Leadership trip I wanted to talk about my experience of the trip with my internal team. One team member asked where I'd been, and when I answered 'Israel', I was met with awkward silence. These are the situations I don't know how to navigate." - Jewish ERG Leader, Focus Group

Question	% Disagree	% Neutral	% Agree
I believe Israel should exist as a Jewish state.	4%	6%	91%
My connection to Israel is an important part of my Jewish Identity.	9%	11%	80%
I feel a personal connection to the people of Israel.	6%	11%	84%
Generally, I am comfortable talking about my feelings on Israel in the workplace.	43%	20%	37%
Israel-related content shared at my workplace is treated as fairly and equally as content relating to other count	33%	38%	29%
I feel comfortable discussing the current situation in Israel at work.	52%	19%	30%

As shown in the table below, participants in the non-profit and tech sectors were significantly less comfortable talking about Israel than those in other sectors.
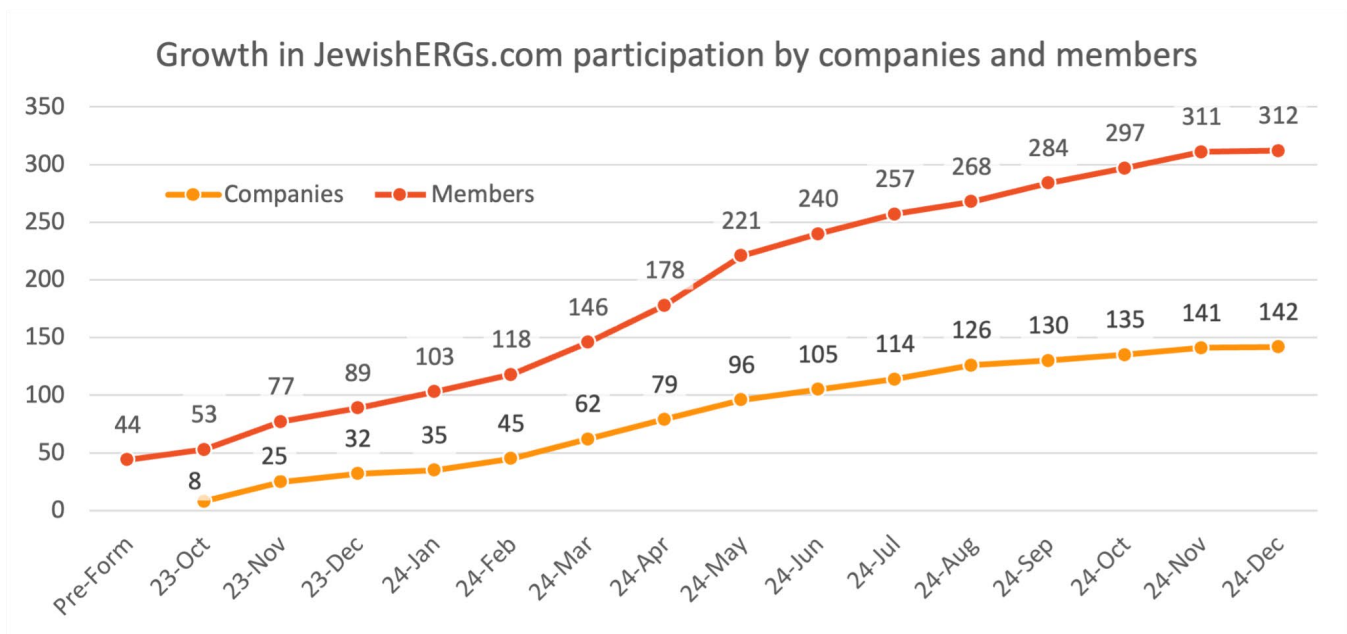
Figure 3

Comfort discussing Israel at work by industry

Generally, I am comfortable talking about my feelings on Israel in the workplace.
- Total: 37%
- Non-Profit: 20%
- Tech: 31%
- Healthcare: 35%
- Consulting: 38%
- Higher Ed: 40%
- Finance: 43%

I feel comfortable discussing the current situation in Israel at work.
- Total: 30%
- Non-Profit: 13%
- Tech: 22%
- Healthcare: 26%
- Consulting: 28%
- Higher Ed: 29%
- Finance: 36%

Legend: ■ Total ■ Non-Profit ■ Tech ■ Healthcare ■ Consulting ■ Higher Ed ■ Finance

Finding 2: There is a growing demand for and interest in Jewish ERGs.

Membership and participation in the grass-roots organization for Jewish ERG leaders increased in the last year. The grass-roots ERG leader network (JewishERGs.com) had 44 members in 2023 and by 2024 it grew to 312, a 709% increase. Additionally, in the weeks following October 7, 2023, the group increased its gathering cadence from monthly to weekly to provide additional support to ERG leaders.

Figure 4

Growth in JewishERGs.com participation by companies and members

Legend: Companies, Members

Month	Members	Companies
Pre-Form	44	8
23-Oct	53	25
23-Nov	77	32
23-Dec	89	35
24-Jan	103	45
24-Feb	118	62
24-Mar	146	79
24-Apr	178	96
24-May	221	105
24-Jun	240	114
24-Jul	257	126
24-Aug	268	130
24-Sep	284	135
24-Oct	297	141
24-Nov	311	142
24-Dec	312	

Most survey participants (67%) are either currently engaged in or interested in joining a Jewish ERG. Across a range of industries, we collected the following evidence about those who are not currently in a Jewish ERG:

- Of the 888 respondents who did not have a Jewish ERG at their company, 418 (47%) agreed they "would like a Jewish network in their company."
- Among the 29 respondents who were not involved in their company's Jewish ERG, 11 (38%) would be interested in joining.

In addition, two data points suggest that Jewish ERGs fill a valuable need for current participants that could be leveraged to grow the size of the network.

- 44% of survey participants were not involved in any Jewish organization outside of work, suggesting a Jewish ERG could be an important entry point to Jewish life.

- For 24% of participants, their company's ERG is their "primary place to connect with Jewish life."

Participants' reasons for joining ERGs varied. The top reasons for joining were to celebrate being Jewish (73%), to network (50%), and socialize with Jewish friends (43%)**.** There were differences in reason for joining by seniority level. Many participants, particularly entry-level employees, included in their reasons for joining looking for Jewish friends and/or networking. Mid- and senior-level employees were more likely to endorse joining because they felt unsafe or betrayed by their colleagues, and 46% joined after October 7th, 2023.

Top reasons for joining Jewish networks by level of seniority (select all that apply)

Reason	Total (n=557)	Entry (n=41)	Mid (n=364)	Senior (n=152)
Oriented towards social				
I want to celebrate being Jewish	73%	No Significant Difference		
I am looking to network*	50%	**71%**	54%	36%
I am looking for Jewish friends*	43%	**66%**	46%	30%
Connection and Identity				
It's my primary place to connect to Jewish life	24%	No Significant Difference		
I am trying to better understand my Jewish identity	17%	No Significant Difference		
Oriented towards safety				
I feel unsafe*	17%	2%	**20%**	15%
I feel betrayed by my colleagues*	17%	2%	**19%**	15%

*Differences are statistically significant at p<.01. **Bold** indicated statistically higher than all, **Red** indicates statistically lower than all, italics indicates statistically higher and lower.

Other - represents coded responses to open ended questions

A few standout reasons for joining ERGs taken from the focus groups and survey comments include:

Oriented towards safety

"I've always kept my personal life separate from work. After October 7th, I realizedvI can't. I'm Jewish, and I'm not dealing with some of that negativityvtoward me and my coworkers. So when I heard about the ERG, I jumped on it." - ERG Member, Boston Focus Group

"I don't feel that I need a robust Jewish community at work because I have one outside of work. But in an environment that is so overwhelmingly not Jewish, it is meaningful to have an occasional space to be with other Jewish colleagues."
- ERG Member, Survey

Oriented towards social

"I don't necessarily feel unsafe at work, but I do want a safe space where I know people will understand me and with whom I can feel a sense of community at work." - ERG Member, Survey

Finally, most, but not all, participants agreed that it was important to bring their "full and authentic Jewish self" to work (69%) and connect with a community of Jews at work (56%). These percentages varied significantly by seniority, Jewish involvement outside work, company size, and sector, suggesting these attitudes are based on a confluence of factors (see Finding 3b).

Participant perceptions of being Jewish at work, support from employers, and antisemitism

Question	Mean	% Disagree	% Neutral	% Agree
Jewish at work				
I have a strong Jewish life outside of work.	3.82	15%	18%	67%
It's important for me to bring my full and authentic Jewish self to work.	3.84	8%	23%	69%
It's important for me to connect with a community of Jews at work.	3.55	16%	28%	56%

A majority of participants highlighted the need for antisemitism awareness training to support Jewish employees at work (58%). Although highlighted by most as a key lever for change, focus group participants noted the challenges of delivering antisemitism training.

"It's taken me over two years to get antisemitism training approved by my employer" - ERG Leader, Focus Group

"Having a joint Islamophobia training as a precondition to approving an antisemitism training feels like a hurtful precondition for getting our needs met given the disproportionate volume of antisemitic incidents in the current moment." - ERG Leader, Focus Group

In addition to the need for antisemitism training, focus group participants expressed interest in cultural awareness training. While antisemitism training (when it occurs) is suggested as having a positive impact, many Jews reported feeling further distanced from their own Jewish identities in the workplace when the primary reference to Judaism is combating prejudice. Participants noted the desire for sharing more of the positive aspects of being Jewish.

"Antisemitism training is like 'here's how they try and get us,' but cultural awareness training is the joy... the good things about being Jewish. I'd love to see more on what it means to be Jewish in a way that's not just about the challenges."
- ERG Leader, Focus Group

"More important than educating colleagues about antisemitism, is showing them what Judaism is really about." - ERG Member, Focus Group

"Having a Jewish educator present on the framework of what Judaism is, could really be a good approach to address antisemitism in a different way."
- ERG Member, Focus Group

Some survey participants also care about being granted proper religious accommodations (31%).
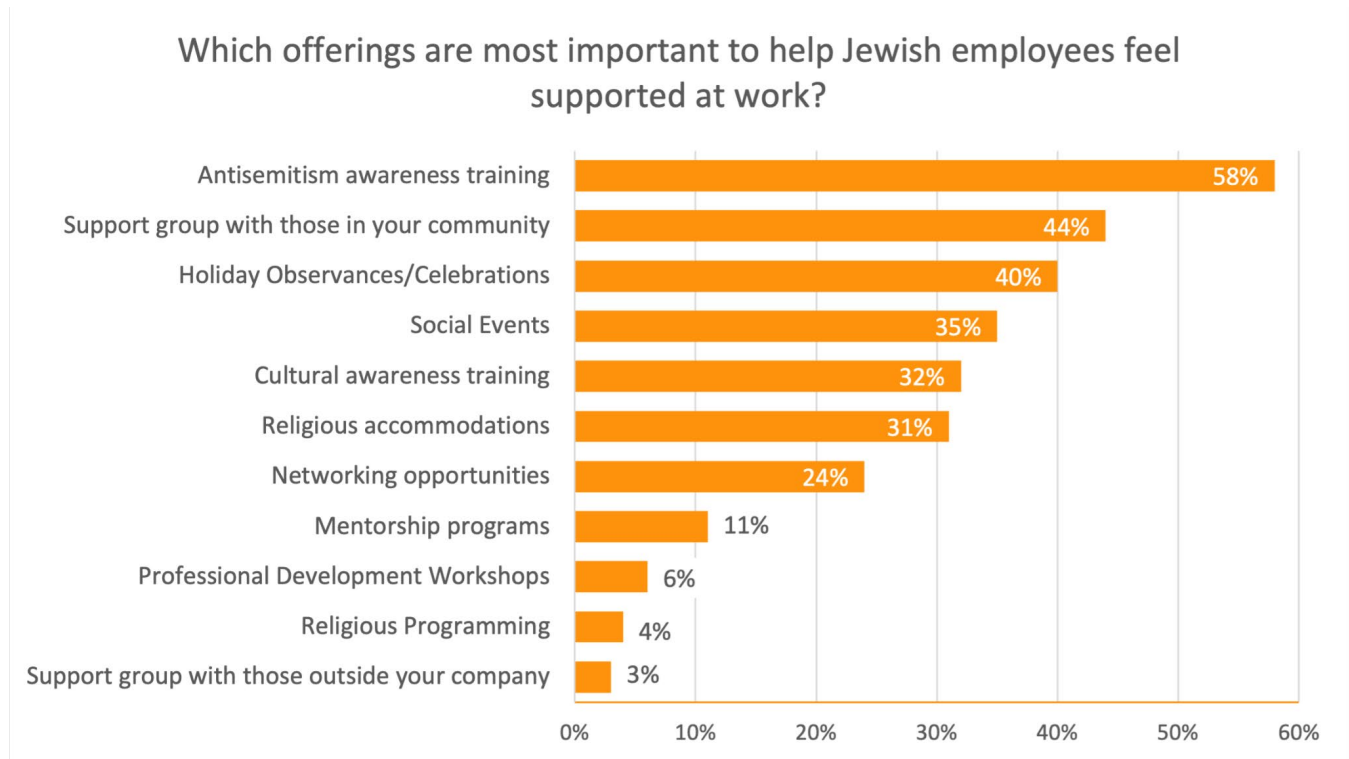
"I want to be able to take off for Jewish holidays, and recently in order to do, so I was required to dock my pay." - Focus Group Participant with no ERG

Finally, while some employees are looking to share religious programming, they are in a small minority (4%), with others concerned about the presence of religious practice in the workplace. Comparatively, participants care more about cultural Jewish gatherings to support each other as Jews through community support groups (44%), holiday celebrations (40%), and social events (35%) than their religious programming (4%). This was further supported by the focus groups.

"Religious practices can be a huge tension within our ERG and I prefer that we keep things strictly cultural. There was a blow up in our ERG group chat when a member suggested that if we all 'wrapped tefillin' the situation in Israel might improve." - ERG Member, Focus Group

Figure 5

Which offerings are most important to help Jewish employees feel supported at work?

Offering	Percentage
Antisemitism awareness training	58%
Support group with those in your community	44%
Holiday Observances/Celebrations	40%
Social Events	35%
Cultural awareness training	32%
Religious accommodations	31%
Networking opportunities	24%
Mentorship programs	11%
Professional Development Workshops	6%
Religious Programming	4%
Support group with those outside your company	3%

In addition to exploring the ways to support Jewish employees at work, our research identified what current, and potential members find as compelling opportunities for ERG participation. Based on survey results, cross company networking opportunities seemed to be broadly popular through industry-specific gatherings (68%) and regional gatherings (61%).

When addressed in focus groups, it was evident that there was a real desire to gather, and there was appetite for the context of the gatherings to be Jewish. Many were excited about regional gatherings and having Jewish meetups at existing conferences, and many also shared a desire to develop allyship by encouraging non-Jews to attend events.
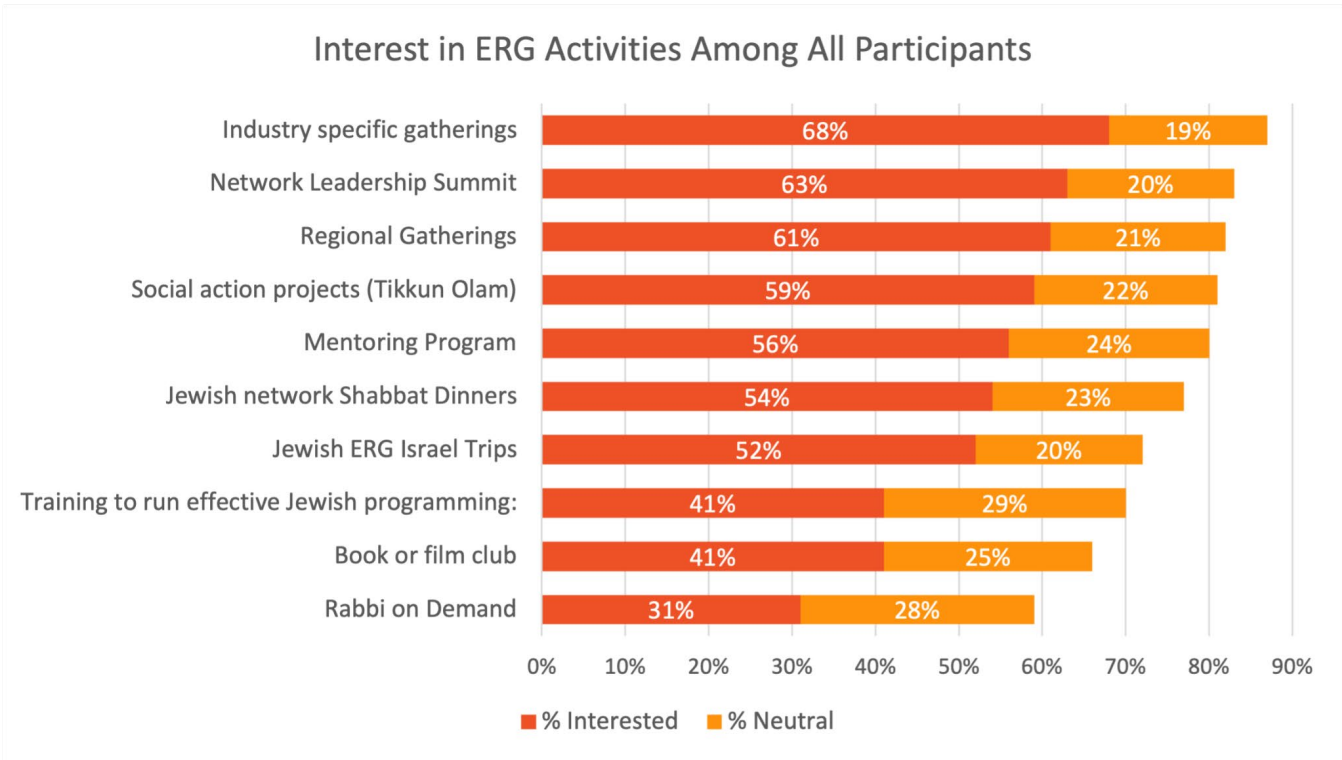
"The best thing our ERG has been doing is hosting quarterly Shabbat dinners in people's homes. I love connecting with Jews and non-Jews in this way. It's a leadership opportunity for me and it's really amazing to share this with my colleagues" - ERG Member, Focus Group

"Our partner conference this year was over Sukkot and I made sure we had a Sukkah. We gathered for meals and it was a beautiful way to connect at a conference." - ERG Leader, Focus Group

Of note, 59% indicated interest in participating in organized social action projects (Tikkun Olam). In the focus groups some suggested that they see these Tikkun Olam initiatives as the strongest form of combating antisemitism:

"We started monthly volunteer events in our headquarters, packing lunches for homeless populations and dropping them off at shelters. It's been important for us to have this visibility throughout the company of the good things Jews do."
- Jewish ERG Leader, Focus Group

Figure 6

Interest in ERG Activities Among All Participants

Activity	% Interested	% Neutral
Industry specific gatherings	68%	19%
Network Leadership Summit	63%	20%
Regional Gatherings	61%	21%
Social action projects (Tikkun Olam)	59%	22%
Mentoring Program	56%	24%
Jewish network Shabbat Dinners	54%	23%
Jewish ERG Israel Trips	52%	20%
Training to run effective Jewish programming:	41%	29%
Book or film club	41%	25%
Rabbi on Demand	31%	28%

Finding 3: Employees feel companies are not adequately supporting Jewish ERG efforts.

The success and visibility of ERGs often hinge on support and alignment with senior leadership. A significant majority of ERG leaders (69%) indicated that backing from senior management is crucial for sustaining participation in Jewish networks. This sentiment was echoed in focus group discussions. For example, a Jewish Senior Partner at an international consulting firm described stepping in to support the firm's Jewish ERG, claiming:

Strikingly, only 61% of participants felt that their companies were supporting their Jewish ERG efforts. This lack of support was even more pronounced amongst ERG leaders in the healthcare and tech industries, where only 17% in healthcare and 41% in tech felt supported.

Focus group feedback highlighted that companies are often unsupportive of Jewish ERGs as an ethno-religious minority group:
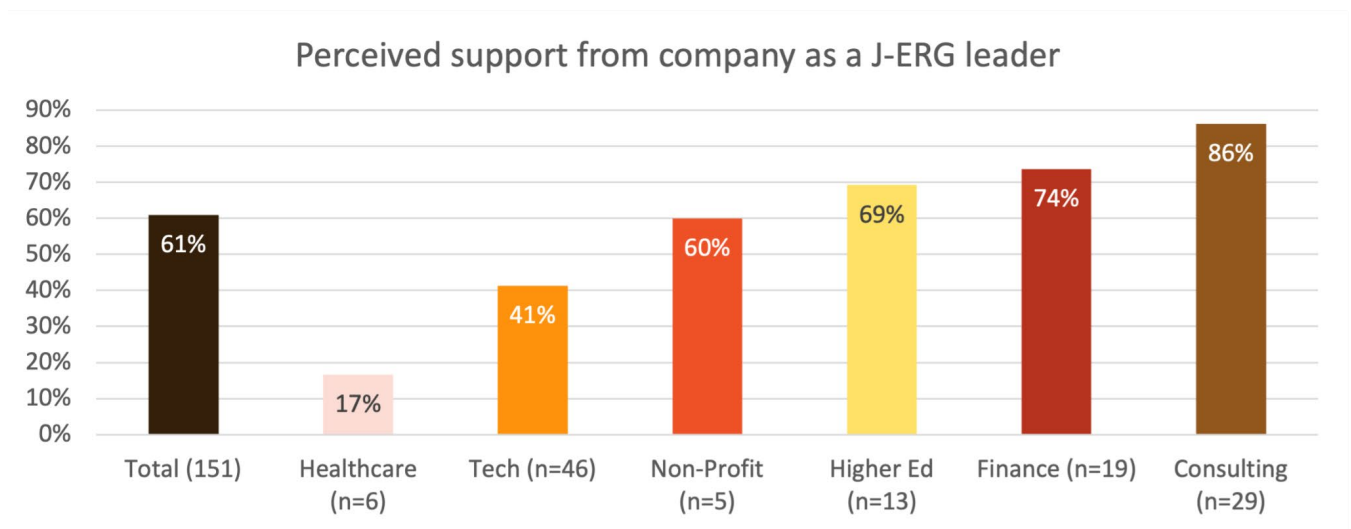
*"We learned recently that we're not considered a first-tier ERG;
we're like a second-tier group, not getting funding. Even with all that's going on
in society, we're not a strategic priority."* - ERG Leader, Focus Group

*"There's a huge amount of ignorance, especially within the DEI and ERG spaces.
I'm probably one of the few visibly Jewish people in my workplace, and it feels like
I'm constantly having to explain what being Jewish even means beyond religion."*
- ERG Leader, Focus Group

Figure 7

These findings underscore the strong desire employees have for companies to prioritize tangible support for Jewish ERGs.

Perceived support from company as a J-ERG leader

Total (151)	Healthcare (n=6)	Tech (n=46)	Non-Profit (n=5)	Higher Ed (n=13)	Finance (n=19)	Consulting (n=29)
61%	17%	41%	60%	69%	74%	86%

Finding 4: Jewish ERGs are not yet meeting their members' needs.

Members and leaders were asked about their overall satisfaction with their Jewish ERGs and if they are getting what they want from their ERGs. Significantly, compared to leaders, fewer members were satisfied with their company's Jewish ERG (65% to 83%) and were 'getting what they wanted' from their Jewish ERG participation (56% to 84%). This suggests there is room for ERGs to serve their members' needs better.

Figure 8

Leaders Have Higher Interest and Satisfaction with J-ERG Activities than Members
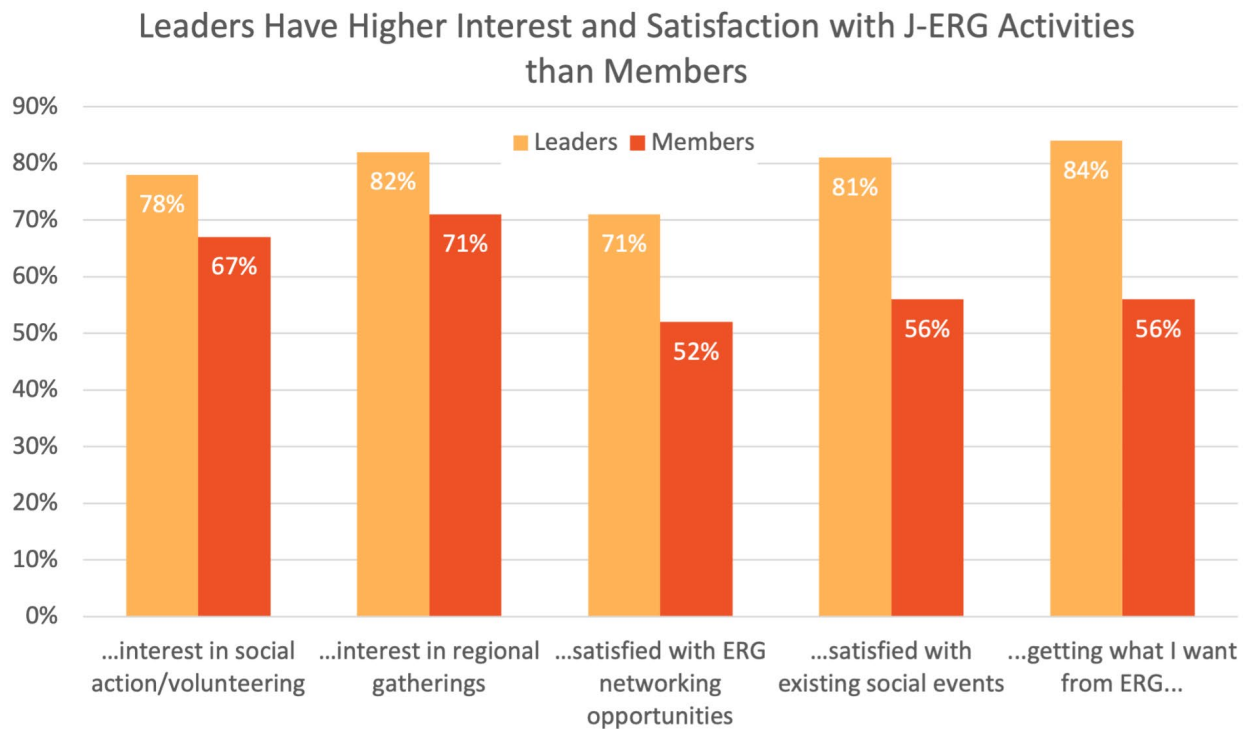
Jewish ERGs need inclusive leadership in order to support the wide range of member interests, motivations, and attitudes. Data analysis identified *many* statistically significant differences in perceptions, perceived need, and motivations by a range of personal and professional factors (see appendix). Factors such as hybrid work arrangements, industry, company size, Jewish engagement, and employee level and age will all interact to create a range of unique needs leaders must navigate to support employees at their company.

ERG leaders were consistently and clearly more interested in potential ERG activities and more satisfied with existing activities than members. For example, 78% of leaders were interested in social action compared to 67% of members; 82% of leaders were interested in regional gatherings compared to 71% of members. We also found that ERG leaders were consistently more satisfied with

the existing ERG activities than their members. This was most pronounced for social events (81% vs 56%) and networking opportunities (71% vs 52%). Perhaps most importantly, **leaders reported higher agreement with the statement *"I'm getting what I want from my ERG"* by a wide margin** (84% vs 56%)**.**

It's easy to dismiss this finding as leaders simply enjoying the activities because they chose and ran them. This pattern is consistent across the data, suggesting a gap between the leaders and their members on the goals, activities, and driving needs of their ERGs.

Opinions, perceptions, and needs are highly dependent on individuals and the unique cultures of different workplaces. Meeting those needs will require regularly surveying and actively listening to ERG members and Jewish employees, with programming for different stakeholders, and unique support for leaders. Leaders need to be equipped with leadership training to adapt to meet the needs of ERG members.

Leaders referenced challenges in engaging people with differing beliefs.

"One thing that's been on my mind is how do I clarify that the Jewish ERG is for Jewish, Jewish adjacent—you know, including allies—and Israeli employees, to make sure that my company is an inclusive workplace for all of these different groups. I've seen how our Israeli employees are having a different experience than our non-Israeli employees." - Focus Group, ERG Leaders

"I think one of our challenges is just meeting our Jewish community where it's at while also balancing meeting our ally community where it's at because they're in two different places." - Focus Group, ERG Leaders

"I think one of the political things would be my biggest concern... I wouldn't know where to start if I was to start a group, because I'd worry about it being divisive, even among the Jewish employees." - ERG Leader, Focus Group

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It's also worth noting that there are some Jewish employees who are not interested in joining Jewish ERGs, for a number of reasons including primarily due to lack of time (51%) and events being in a different location (27%). Leaders should consider these reasons when recruiting colleagues and developing programming.

With all these considerations, leaders will need considerable support. Thirty-four percent of surveyed leaders started their company's Jewish ERGs after October 7th, and 50% of leaders have 13 months or less of experience leading their ERG.

The data also suggests that companies with ERGs did not have higher levels of perceived safety, employer trust, or comfort talking about Israel, despite that these needs are pervasive. Those with an ERG reported increased rates of experiencing stereotypes and misconceptions about Jews in the workplace (44%) than those without ERGs (32%). There is no definitive data to suggest that ERG participation contributes to perceptions of safety as of yet. This remains an opportunity for further exploration and potentially indicates the need to support existing ERGs.

One hypothesis is that ERGs have been formed out of environments with existing expressions of antisemitism. Another hypothesis is that with such a network, information travels faster and further so more are aware of various incidents than may have been otherwise.

Figure 9

Differences in perceptions by participants in companies with and without Jewish ERGs
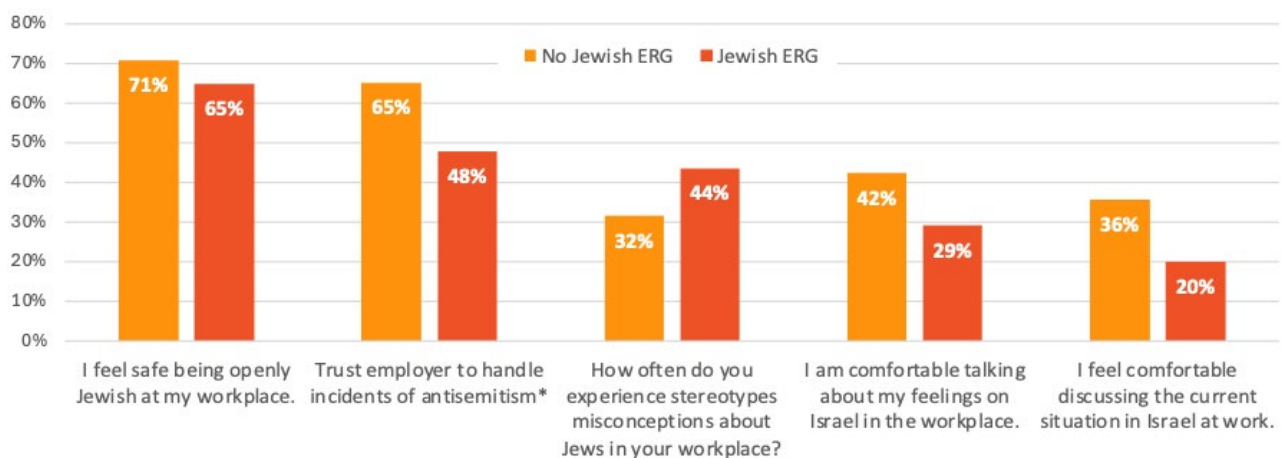
Recommendations

Research points to immediate opportunities for Jewish ERGs to fulfill their potential. ERGs are a powerful and important new mode of gathering for Jews all around the world. With tremendous growth in the movement over the past year, they hold significant potential for engaging Jews in their identity, helping Jews advance professionally, and advocating for Jewish equity in DEI systems. That said, the movement is quite young and our findings indicate that there is considerable room for growth and improvement in order for Jewish ERGs to meet the diverse needs of their participants.

In their current state, however, Jewish ERGs are not yet meeting the opportunities of the moment. They haven't yet yielded feelings of safety in the workplace for their members. Their leaders – while deeply committed – have not universally adopted the kinds of adaptive leadership practices that would make the ERGs more impactful and sustainable in the long run. There remain significant gaps between the interests of leadership and those of participants. These challenges, while common across ERGs of all identities and organizations, are exacerbated by some of the unique challenges facing Jews in the workplace today.

By focusing on the more successful Jewish ERGs in our network, we have identified a Hierarchy of Needs framework for Jewish ERGs to consider as they are maturing. These three levels are built on our research, as well as our review of previous research in the field of Jewish ERGs (McKinsey, Religious Freedom and Business Foundation, Cisco, among others). As the broader movement of Jewish ERGs continues to grow, we believe that continued investment in the field should focus on enabling Jewish ERGs and their leaders to develop along these levels.

Hierarchy of Needs:

Figure 10

Hierarchy of Needs for Jewish ERGs

3 — Bridge-Building

2 — Community

1 — Safety

Level 3 Bridge-building, partnership, and dialogue across the company with non-Jewish colleagues
Level 2 Focus on deepening a sense of Community for Jewish employees at work
Level 1 Foster a sense of Safety for Jewish employees

Supporting ERGs to move up along this framework will bridge the gap between the ERG today and where the field wants to be. To increase the potential and improve the capabilities of Jewish ERGs in companies around the world, we need to help each ERG understand where they are along this framework and support them appropriately. Additionally, some elements that will grow the field can be centralized, such as a central resource hub.

Recommendations and Initiatives for Strengthening Jewish ERGs

Based on these research findings, the following will be critical for key stakeholders, including Jewish organizations and foundations, Jewish ERG leaders, and company DEIB and HR professionals, as the Jewish ERG field accelerates:

1. **Launch Inclusive Leadership Programs**
   - Develop a cohort-based leadership fellowship to train Jewish ERG leaders in sustainable leadership practices, community building, and navigating complex workplace dynamics. Depending on the needs of each cohort, consider culminating trip to Israel, modeled after the pilot Jewish ERGs trip from November, 2024.

2. **Provide Pro Bono Support for Launching Jewish ERGs**
   - While there are three known entities that offer specific resources for launching Jewish ERGs (Religious Freedom and Business Foundation, Project Shema, ADL), launching an ERG often requires a multi-faceted approach (legal, HR, educational, advocacy, etc.). More robust support is needed for leaders seeking to launch new Jewish ERGs.

3. **Establish a Central Resource Hub**
   - Create a centralized user portal offering:
     - Resource directories (cultural, religious, and Israel-related materials, pre-recorded antisemitism trainings)
     - Listings of partner organization offerings (OneTable, PJ Library, National Jewish Book Council, Moishe House retreats, etc)
     - Volunteer opportunities (Repair the World, American Jewish World Service, local efforts, etc)
     - Blog posts and case studies
     - Micro-grant applications for program funding
     - Opportunities for collaborative projects
     - Job networking boards to foster professional connections

4. **Host Regional Network Gatherings**
   - Convene regular regional gatherings for Jewish ERG leaders to share best practices, build community, and collaborate on initiatives.

5. **Equip ERG leaders with Survey Tools**
   ○ Develop and distribute survey tools for Jewish ERGs to assess member needs and preferences, ensuring programming aligns with their priorities.

6. **Offer a Variety of Israel Engagement and Educational Initiatives**
   ○ Organize trips to Israel for ERG leaders and high-potential members to deepen their connection to Israel and build confidence in discussing their relationship with it.

7. **Support Additional Research**
   ○ Investigate the differences in experience between low-level and mid-level employees regarding ERGs' impact on safety, engagement, and retention.
   ○ Conduct longitudinal studies tracking specific companies or sectors over time to measure the long-term impact of ERGs.
   ○ Extend research to additional audiences, including nonprofit employees, to address their unique structural challenges and needs, building on preliminary findings from the participants surveyed.

Recommendations for Company DEIB and HR Professionals

1. **Support Safety Initiatives**
   ○ Prioritize creating safe spaces for Jewish employees through robust policies and visible allyship to increase perceived safety.

2. **Enhance Sense of Community through Antisemitism and Cultural Awareness Training**
   ○ Commit to running antisemitism-focused training.
   ○ Include **"Celebrating Judaism"** programs that highlight Jewish culture, traditions, and contributions.

3. **Facilitate Bridge-Building with Inclusive Programming**
   ○ Collaborate with Jewish ERGs to offer inclusive, educational programming that broadens understanding of Jewish identity and Israel for the broader company.
   ○ Encourage and incentivize dialogue to occur across different business groups.

By adopting these recommendations, the movement of Jewish ERGs can become more inclusive, engaged, and effective in building feelings of belonging, safety, and community among Jewish professionals around the world, and, in turn, yield positive results for the ERGs and their companies.

Last Word

The goals of this survey were to take a snapshot of the field and to create a baseline set of metrics, so that further studies can assess the impact of potential interventions in the field. As such, this study is a first step, a chance to hear from a range of Jewish employees about their experiences at work. The findings confirm what Clal has heard from its growing network of 300 Jewish ERG leaders--that many are looking for safe and meaningful connection to other Jews at work but are not finding enough opportunities to do so.

The data identified areas of need, and this analysis suggests a series of potential resources and interventions that funders, stakeholders, and leaders in this emerging field of Jewish ERGs might choose to address through gatherings, resources, and continued conversation.

In partnership with a wide array of potential partners, stakeholders, and program delivery organizations, Clal has begun the process of synthesizing this data and brainstorming interventions. That said, Clal welcomes any and all opportunities to work with additional partners, or to match-make among others, as opportunities arise.

We would like to thank all those Jewish employees that participated in this research and shared their time and insights with us. Thank you Gerad O'Shea from Applied Curiosity Research for running the survey, analyzing the data, and providing the insight. Thank you to Steven Phillips, our partner at Clal, for supporting us immensely on the various research components.

A special thank you goes to our Research Advisory Council, including Alyssa Arens, Rina Cohen, Ayalon Eliach, Melissa Garlick, Deborah Grayson-Riegel, Elizabeth Leiman Kraiem, Deborah Lovich, April Powers, Marya Slade, Stephen Siderow, Danny Stone and Eva Witesman for serving as our esteemed advisors every step of the way, and to everyone else who helped make this project possible.

If you have any questions about this data, or suggestions for potential next steps, please contact Clal Chief of Staff, Rebecca Leeman at rebecca@clal.org.

Appendix Tables

Table A.1 - Percentage of participants that are involved in a Jewish organization outside of work by career level

	No	**Yes**
Entry-Level (n=142)	51.8%	48.2%
Mid-level Non-manager (n=555)	44.4%	55.6%
Mid-Level Manager (n=372)	49.7%	50.3%
Director (n=248)	35.5%	64.5%
Vice President (n=105)	31.4%	68.6%
C-Suite (n=44)	40.9%	59.1%
Total	44.0%	56.0%

The differences in this distribution are statistically significant at $X^2 = 22.200$, $P<.001$

Table A.2 - Additional sample demographics

	Full Sample (n=1,474)		% by Participant Category*			
	N	%	Leader (n=151)	Member (n=406)	Non-Member (n=29)	Company w/ no ERG (n=888)
Marital status			No statistically significant differences			
Single	374	26%	26%	27%	24%	26%
Married	896	62%	68%	64%	66%	59%
Unmarried Life Partner	74	5%	2%	4%	3%	6%
Divorced	80	6%	3%	3%	7%	7%
Separated	8	1%	1%	1%	0%	0%
Widowed	16	1%	0%	1%	0%	2%
Total annual compensation			Statistically significant, X2=142.885, p<.001			
Less than $60,000	127	9%	2%	2%	10%	13%
$60,000 to $79,999	142	10%	5%	5%	7%	13%
$80,000 to $99,999	163	11%	11%	8%	17%	13%
$100,000 to $139,999	237	16%	18%	13%	17%	18%
$140,000 to $179,999	168	12%	7%	12%	14%	12%

$180,000 to $199,999	98	7%	7%	8%	10%	6%
Above $200,000	377	26%	35%	38%	24%	19%
Prefer not to say	133	9%	15%	13%		7%
Gender Identity	No statistically significant differences					
Woman	817	56%	59%	54%	66%	56%
Man	618	43%	39%	45%	35%	42%
Non-binary	5	0%	1%	1%	0%	0%
Agender	2	0%	0%	0%	0%	0%
Gender fluid	2	0%	0%	0%	0%	0%
Gender queer	2	0%	0%	0%	0%	0%
Prefer not to answer	6	0%	1%	0%	0%	1%
Prefer to self-describe	2	0%	0%	0%	0%	0%

Table A.3 - Participant perceptions of support from employers

Question	Mean	% Disagree	% Neutral	% Agree
I have the support (equipment/tools/resources) I need to do my job effectively.	4.09	7%	9%	85%
My organization does a good job providing opportunities for advancement/promotion.	3.59	15%	26%	59%
I have the opportunity for professional development and growth in my company.	3.80	11%	18%	71%
Overall, I am satisfied with my experience at my company.	3.87	10%	16%	74%

Table A.4 - Participant perceptions of being Jewish at work, support from employers, and antisemitism

Question	Mean	% Disagree	% Neutral	% Agree
Jewish at work				
I have a strong Jewish life outside of work.	3.82	15%	18%	67%
It's important for me to bring my full and authentic Jewish self to work.	3.84	8%	23%	69%
It's important for me to connect with a community of Jews at work.	3.55	16%	28%	56%

Perceived support from employers for being Jewish at work				
I feel safe being openly Jewish at my workplace.	3.77	14%	17%	69%
I have considered leaving my current job based on my experience as a Jew at work.	1.91	77%	10%	13%
I feel supported by my employer to express my Jewish identity.	3.58	14%	30%	56%
My workplace has policies in place that protect Jewish employees.	3.37	19%	34%	47%

Question	Mean	% Never/ Rarely	% Sometimes	% Often/Very Often
How often do you hear/see stereotypes /misconceptions about Jews expressed in your workplace?	2.22	63%	26%	11%

Question	Mean	% Disagree	% Neutral	% Agree
Trust employer to handle incidents of antisemitism	3.53	20%	22%	58%

Table A.5 - Participant perceptions of future generations

How important would it be that your grandchildren…	Mean	% Not Important	% Neutral	% Important	Mean by Participant Category			
					Leader (n=150)	Member (n=40)	Non-Member (n=29)	Company w/ no ERG (n=878)
Are Jewish?*	4.42	5%	9%	87%	**4.76**	4.55	4.24	4.30
Share your core political convictions?	3.79	10%	25%	64%	No Significant Differences			
Marry someone who is Jewish?*	3.76	18%	19%	63%	**4.09**	**3.90**	3.28	3.66

Table A.6 - Top reasons for joining Jewish networks

Reason	Total (n=557)	Leader (n=151)	Member (n=406)
Oriented towards social			
I want to celebrate being Jewish*	73%	85%	69%
I am looking to network*	50%	58%	48%
I am looking for Jewish friends*	43%	51%	40%
Connection and Identity			
It's my primary place to connect to Jewish life	24%	29%	22%

I am trying to better understand my Jewish identity	17%	13%	18%
Other: Connecting with or supporting Jews at work	6%	8%	5%
Oriented towards safety			
I feel unsafe	17%	17%	17%
I feel betrayed by my colleagues	17%	13%	19%
Other: Antisemitism or response to October 7th	4%	3%	5%

*Differences between Leaders and Members are statistically significant at p<.01
Other - represents coded responses to open ended questions

Table A.7 - Overview of Jewish ERG funding models, funding status, and positioning

Categories of Jewish ERG Organization	N	%
ERG Funding Model		
Funded (Fully financed, covering all activities and initiatives)	55	36%
Part-Funded (Partially supported, with some costs covered and others requiring alternative funding)	59	39%
Unfunded (No financial support, relying entirely on external resources or member contributions)	31	21%
Other	6	4%
Jewish ERG Status		
Official (Formally recognized and company-supported)	114	75%
Unofficial (Operates informally and without company recognition or support)	26	17%
Pre-Launch (Network Leadership team is working to meet requirements for recognition or support)	8	5%
Other	3	2%
Jewish ERG Positioning		
Stand alone	93	62%
Part of Interfaith group	27	18%
Part of Cultural group	23	15%
Not Sure	4	3%
Other	4	3%