The information contained in this report focuses on the Open Society Foundations workforce in our largest population centers at year’s end in 2021: Germany (Berlin); the United Kingdom (London); and the United States (New York, Washington, D.C., and Baltimore). Together, these offices comprise approximately 87 percent of all staff working in Open Society’s offices at the close of 2021 (this figure does not include Open Society foundation staff).

The data was derived from information volunteered by staff in Workday. It is presented at a macro level so that private information is not unintentionally revealed. We have sought a reasonable balance between our desires to respect employee privacy and to make the report as informative as possible.

A number of employees in the U.S. and U.K. declined to self-identify by race (across levels, 58.1 percent of employees in Berlin, 17.8 percent in the U.K., and 27.4 percent in the U.S.). Some variation is to be expected over time, based on employee turnover, promotions, new hires, and similar events occurring in the normal course of business. It is also important to note that the smaller the sample size, the greater impact a small change can have on the aggregate analysis.
For purposes of this report, we used the new race and gender self-identification options that were made available in Workday in 2021. In order to present as comprehensive and cohesive a data set as possible, we have used the following in this report:

- **“Multiple/Mixed Race”** includes individuals who identified as “Mixed” or “Two or More” under the prior race self-identification options that were available on Workday and who have not selected a different race under the new options available.

- **“Indigenous Persons”** includes individuals who identified as “Native American” or “Hawai’ian or Pacific Islander” under the prior race self-identification options that were available on Workday and who have not selected a different race under the new options available.

- **“Man”** includes individuals who identified as “Male” under the prior gender self-identification options that were available on Workday and who have not selected a different gender under the new options available.

- **“Woman”** includes individuals who self-identified as “Female” under the prior gender self-identification options that were available on Workday and who have not selected a different gender under the new options available.

- **“Latinx”** includes all individuals who have identified as Hispanic, Latino, and/or Latinx under the prior and/or current self-identification options available on Workday. Under the current self-identification options, the option to identify as Latinx is separate from the “Global Race” field, so that staff are able to select the race category with which they most identify and also, separately, indicate whether they identify as Latinx. Therefore, individuals included in the “Latinx” group for purposes of this report are also included in the applicable race category with which they’ve identified (or as “None Declared” if they have not self-identified by race under the current race self-identification options available on Workday).
Employees by gender as aggregated by level

2021

<table>
<thead>
<tr>
<th></th>
<th>United States</th>
<th>United Kingdom</th>
<th>Germany</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STAFF</strong> Levels A–D</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woman</td>
<td>227</td>
<td>62</td>
<td>90</td>
</tr>
<tr>
<td>Man</td>
<td>0.9%</td>
<td>29.0%</td>
<td>31.3%</td>
</tr>
<tr>
<td>Non-Binary</td>
<td>0.9%</td>
<td>71.0%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Total Employees</td>
<td>69.2%</td>
<td>0.4%</td>
<td>0.9%</td>
</tr>
<tr>
<td><strong>SENIOR STAFF</strong> Levels E–F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woman</td>
<td>193</td>
<td>85</td>
<td>59</td>
</tr>
<tr>
<td>Man</td>
<td>36.3%</td>
<td>35.3%</td>
<td>39.0%</td>
</tr>
<tr>
<td>Non-Binary</td>
<td>1.6%</td>
<td>64.7%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Total Employees</td>
<td>62.2%</td>
<td>64.7%</td>
<td>59.3%</td>
</tr>
<tr>
<td><strong>LEADERSHIP</strong> Level G</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woman</td>
<td>21</td>
<td>55.6%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Man</td>
<td>42.9%</td>
<td>44.4%</td>
<td>66.7%</td>
</tr>
<tr>
<td>Non-Binary</td>
<td>42.9%</td>
<td>44.4%</td>
<td>66.7%</td>
</tr>
<tr>
<td>Total Employees</td>
<td>57.1%</td>
<td>44.4%</td>
<td>33.3%</td>
</tr>
</tbody>
</table>

Legend:
- Woman
- Man
- Non-Binary
- Agender/Nongender
- Unspecified
Employees by race as aggregated by level
2021

**STAFF**
Levels A–D

- United States:
  - 227 employees
  - 36.6% Black
  - 12.3% Latinx
  - 11.5% Middle Eastern/North African
  - 5.7% White
  - 1.8% Other

- United Kingdom:
  - 62 employees
  - 16.7% Latinx
  - 6.5% Middle Eastern/North African
  - 9.7% White
  - 3.2% Other
  - 17.7% Black

- Germany:
  - 90 employees
  - 5.6% Latinx
  - 5.6% Middle Eastern/North African
  - 1.1% Black
  - 1.1% Other
  - 54.4% White

**SENIOR STAFF**
Levels E–F

- United States:
  - 193 employees
  - 43.0% Latinx
  - 10.4% Middle Eastern/North African
  - 16.6% Other
  - 1.0% Black
  - 4.7% White

- United Kingdom:
  - 85 employees
  - 38.8% Latinx
  - 15.3% Other
  - 12.9% Black
  - 9.4% White

- Germany:
  - 59 employees
  - 20.3% Latinx
  - 3.4% Other
  - 1.7% Black
  - 1.7% White
  - 66.1% Middle Eastern/North African

**LEADERSHIP**
Level G

- United States:
  - 21 employees
  - 61.9% Latinx
  - 14.3% Other
  - 19.0% Black

- United Kingdom:
  - 9 employees
  - 55.6% Latinx
  - 11.1% Other
  - 11.1% Black

- Germany:
  - 3 employees
  - 66.7% Latinx
  - 33.3% Other

Legend:
- Blue: Asian
- Red: Black
- Pink: Indigenous Persons
- Brown: Mixed/Multiple
- Gray: Unspecified
- Green: Latinx
- Yellow: White
- Cyan: Other
- Light Yellow: Middle Eastern/North African
- Orange: Other