

OUTLEADERSHIP 

Out to Succeed 2.0

REALIZING THE FULL POTENTIAL OF LGBTQ+ TALENT



 OUT FOR UNDERGRAD

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About Out Leadership



Out Leadership is the world's premier global platform for businesses to drive LGBTQ+ equality.

We work closely with the world's leading companies to develop extraordinary talent, produce cutting-edge research, advance powerful advocacy, and improve business outcomes.



Out Leadership is a certified B Corporation, which means we have voluntarily met the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose.

About O4U



Out for Undergrad's (O4U) mission is to help high-achieving LGBTQ2+ and otherwise diverse undergraduates reach their full potential.

Annually, 100+ early-career LGBTQ2+ professionals volunteer to create three high impact leadership and career development, industry-specific conferences for 1,000 undergraduates and 200+ sponsoring corporations. These employers send recruiters and mentors to identify and support students in navigating the classroom to workplace transition. All student costs are fully underwritten. All O4U programs encourage living authentically, bringing one's whole self to work and aim to reverse inequities in corporate recruitment, retention and advancement of LGBTQ2+ employees.

About OutNEXT

Developing the next generation of business leaders.

OutNEXT is the first and only global talent accelerator for LGBTQ+ emerging Leaders. Since our launch in 2014 we've represented 9,000+ leaders, 400+ speakers, and 200+ businesses from 30+ countries and 5 continents.

OutNEXTers have achieved tremendous success, including several who have go on to become CEOs of their companies. OutNEXT has empowered thousands of leaders to earn promotions, to start and lead their own businesses, and even to run for public office.

They all continue to use their platforms to advocate for and to advance LGBTQ+ equality.

Out Leadership Member Investors

Member companies that have demonstrated significant investment and engagement in our global initiatives over a period of time.



Out Leadership Member Companies



Nonprofit Partners

Out Leadership is proud to convene and partner with 72 nonprofits around the world. In addition, Out Leadership donates 20% of its profits to nonprofit partners.





TODD SEARS

Founder & CEO, Out Leadership

With this report, **Out Leadership** revisits the argument made five years ago in *Out to Succeed: businesses that support and develop LGBTQ+ talent unleash “the power of out,”* attracting and retaining global top talent, boosting share performance, and gaining access to the \$4.7 trillion global market of LGBTQ+ consumers.¹

It’s an argument I’ve been making for the last 18 years – that protective policies, supportive programs, and inclusive cultures could benefit not only LGBTQ+ employees but also their employers. I served as a subject for the Center for Work-Life Policy’s 2011 report, *The Power of ‘Out’*,^{2,3} the first study to quantify the impact of both LGBTQ+-friendly as well as LGBTQ+-hostile work environments. In 2013, I co-authored *The Power of ‘Out’ 2.0*,⁴ which highlighted the effect of allyship in helping companies realize the potential of their LGBTQ+ talent. In 2016, I was a lead sponsor (and OL board member Kenji Yoshino was a lead author) of *Out in the World*,⁵ an examination of LGBTQ+ talent and workplace culture that quantified the costs of closeting and passing in ten markets representing the gamut of laws governing LGBTQ+ rights worldwide. *Out to Succeed*, which Out Leadership published in partnership with PwC in 2018, built on this eight-year inquiry with robust evidence that business was, in fact, succeeding at being more inclusive of LGBTQ+ talent.

Fully 80% of our survey cohort (261 high-potential LGBTQ+ employees in global companies) was comfortably out at work, a stunning improvement on the 52% reported in 2011.⁶ Presented to more than 1,000 leaders in talent acquisition and management, downloaded over

reveal that, while businesses are doing an outstanding job tapping the leadership potential of white gay and bisexual men and women, work remains to be done for those at the margins of the LGBTQ+ community—those who, our data show, are potentially the most resilient and

“Fully 80% of LGBTQ+ employees are comfortable being out at work, a stunning improvement on the 36% reported in 2016.”

10,000 times, and served as the basis for OutNEXT curriculum, *Out to Succeed* continues to shape recruitment and retention policy worldwide – and LGBTQ+ talent can safely be out at work now more than ever.

***Out to Succeed 2.0* advances this impactful research by examining the collective experience of individuals typically underrepresented in global surveys of LGBTQ+ talent: those who identify as transgender, non-binary, or non-white.**

Thanks to our partnership with OutNEXT and O4U, 29% of our 2023 survey cohort identifies as trans, 13% as non-binary, and 61% as non-white. The insights made possible by this incredibly diverse cohort

empathetic of all high-potential talent. As a globally recognized leader of the professional LGBTQ+ community, we have more than a few ideas on what form that work should take. With your partnership, we’re confident that future research will reveal no rising star has been left behind.

Todd Sears
Founder & CEO,
Out Leadership



1. “LGBT Market Statistics.” *LGBT Capital*. 2. S Hewlett and K Sumberg, “The Power of ‘Out,’” Center for Work-Life Policy (New York: 2011). 3. *The Power of ‘Out’, The Power of ‘Out’ 2.0, and Out in the World* specifically surveyed “LGBT” audiences, but this report uses the phrase “LGBTQ+” for consistency. 4. S Hewlett, T Sears, K Sumberg, “The Power of ‘Out’ 2.0: LGBT in the Workplace,” Center for Talent Innovation (New York: 2013). 5. S Hewlett and K Yoshino, “Out in the World: Securing LGBT Rights in the Global Workplace,” Center for Talent Innovation (New York: 2016). 6. S Hewlett and K Sumberg, “The Power of ‘Out,’” Center for Work-Life Policy (New York: 2011).



DR. CINDI LOVE

Executive Director, O4U

The political, social, and economic tensions within which we live today are highly disruptive but also catalytic for transformative and essential change.

Out for Undergrad's partnership with Out Leadership in the research and publication of *Out to Succeed 2.0* is our way of helping our member and sponsoring corporations make data-informed decisions in order to build resilience and momentum necessary to guarantee inclusive workplaces. We all benefit from the best data to inform leadership decisions as well as recognition that ESG (environmental, social, and governance) goals can rarely be achieved unilaterally. We need deep commitments individually and collectively to make an impact. We need one another to achieve success. Alfred Whitney Griswold wrote, "The only sure weapon against bad ideas is better ideas." It's a bad business idea to limit opportunities for talented people who bring new perspectives and energy.

Out to Succeed 2.0 reveals the areas where corporations have improved in the recruitment, retention, and advancement of LGBTQ2+ employees since 2018. And, it identifies gaps and actionable improvements. We invite you to review

it, use it, and join us in our partnership to bring the best ideas to life in the workplace. When you sponsor O4U and join Out Leadership, you invest in a talent pipeline that spans the classroom to the boardroom and, we believe, you gain access to some of the world's most insightful leaders, those individuals whose life experiences extend beyond the limits of the binary and artificially constructed divisions between us.

Dr. Cindi Love
Executive Director, O4U
(she/her/they)

“When you sponsor O4U and join Out Leadership, you invest in a talent pipeline that spans the classroom to the boardroom.”



The New Business Case for LGBTQ+ Inclusion

When top talent find the support, development, and sponsorship they need to fulfill their leadership potential, employers succeed in the global marketplace.

And top talent, our 2023 dataset reveals, are increasingly likely to identify as non-white, female, and/or LGBTQ+.

Consider that a majority (57%) of the 1,438 employees in our survey cohort (94% of whom identify as lesbian, gay, bisexual, transgender, queer or non-binary) are deemed high-potential or key talent by their employers. Among transgender employees, that proportion is 64%.

Moreover, our survey cohort scores, on average, exceptionally high on two traits that research⁷ shows to be highly correlated with high performance and leadership potential: **resilience and empathy**.

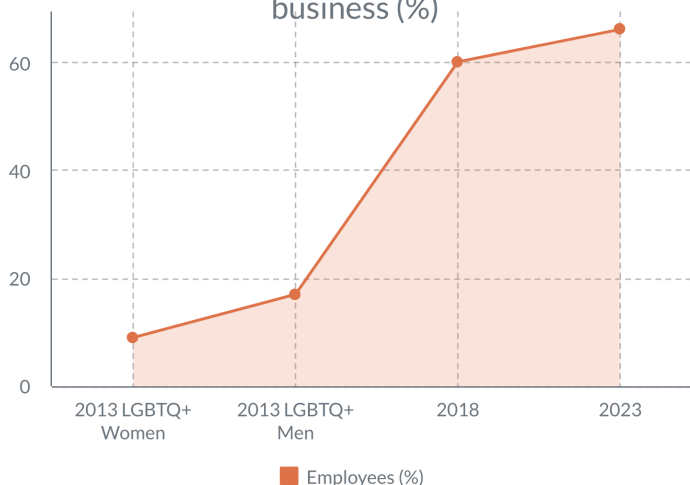
Resilience, like empathy, is thought to arise from the experience of being "othered." The more reasons a person has for being perceived as different—being of a minoritized or stigmatized race, ethnicity, ability, religious belief, sexual orientation, socioeconomic background, or gender identity—the more likely they are to develop resilience.⁸ This thesis finds support in our data: Black lesbians score 72, transgender and non-binary respondents both score 67—upwards of 18% higher than respondents who identify as allies, and 9% higher than white respondents who identify as male, female, or non-binary.

Investment in LGBTQ+ talent has long been a human-capital priority, as this community represents the spectrum of inherent and acquired diversity that helps businesses grow market share and capture new markets.⁹ But the resilience that comes from compounded identity raises the stakes, for business, of winning and keeping LGBTQ+ talent. Resilient individuals, research shows, are better able to weather organizational change¹⁰—a decided plus for businesses navigating roiling markets and a volatile geopolitical landscape. Because they are more likely to be more engaged than their peers, they make strong contributors and performers¹¹ They're less inclined to leave,¹² which reduces turnover and its related costs. And they're less prone to mental and emotional health issues,^{13,14} reducing sick days, absences, and productivity loss.

Resilient individuals, research shows, are better able to weather organizational change—a decided plus for businesses navigating roiling markets and a volatile geopolitical landscape.

What will it take to woo these high-potential up-and-comers? A nuanced understanding of who they are, what they look for in a prospective employer, and what they need to fulfill their potential. With a survey cohort that skews young (66% are ages 18-34), transgender (29% of the cohort), and non-white (61% of the cohort), that's a data portrait we're uniquely positioned, with this report, to provide.

Employees who see their LGBTQ+ identity as having a positive impact on their ability to do business (%)



7. Brower, PhD, "Empathy Is The Most Important Leadership Skill According To Research." 8. Springfield et al., "Modifiable Resources and Resilience in Racially and Ethnically Diverse Older Women." 9. S Hewlett, M Marshall, L Sherbin, "Innovation, Diversity, and Market Growth," Center for Talent Innovation (New York, 2013). 10. Shin et. al, 2012 <https://psycnet.apa.org/record/2012-18159-011> 11. Ying et. al, 2023 <https://onlinelibrary.wiley.com/doi/pdf/10.1002/hrm.22153> 12. Shin et. al, 2012 <https://psycnet.apa.org/record/2012-18159-011> 13. Colpitts and Gahagan, "The Utility of Resilience as a Conceptual Framework for Understanding and Measuring LGBTQ Health." 14. Schmitz and Tyler, "Life Has Actually Become More Clear."

Executive Summary

In *Out to Succeed* (2018), we posited that businesses supportive of LGBTQ+ talent unleash “the power of out,”¹ attracting and retaining global top talent, boosting share performance, and gaining access to the \$4.7 trillion global market of LGBTQ+ consumers. Four out of five LGBTQ+ employees in our survey cohort were comfortable being out at work, a dramatic improvement over the 36% who reported that in 2016.

Five years later, our global data suggests that businesses have largely succeeded in creating environments where LGBTQ+ talent can thrive. 70% of out LGBTQ+ talent believe that being out in the workplace has had a positive impact on their career opportunities and advancement. 66% say being out has had a positive effect on their ability to do business or engage with clients. 78% say that being LGBTQ+ has helped them build their personal and professional networks.

As a result, employers are realizing all the benefits—greater productivity, innovative potential, and loyalty— predicted by the power of out. They’re also avoiding the tremendous costs associated with passing and covering, as LGBTQ+ employees who feel seen, heard, and valued are less likely to badmouth their employer, less likely to leave, and more likely to pay forward the mentorship and sponsorship they have themselves received.

Yet while this is remarkable progress, our data show that not all members of the LGBTQ+ community have benefited from it. Transgender people, non-binary people, and people of color—especially women of color—continue to experience exclusion, persecution, microaggressions, and discrimination. Trans and non-binary employees are more likely than other LGBTQ+ employees (9% vs 7%) to say they are uncomfortable being out at work, and many feel it hasn’t been good for their careers. Black lesbian employees are 1.6x more likely than other LGBTQ+

employees (41% vs 26%) to say they’ve felt uncomfortable or insulted by comments made by colleagues about the LGBTQ+ community, and are much more inclined to cover: 76% avoid talking about their lives outside of work, and 71%—the highest of any demographic sampled—say they change their appearance, mannerisms, or way of speaking to hide or downplay their sexual orientation.

Absent or passive allyship may be to blame. Non-binary employees are the most likely of all LGBTQ+ employees to disagree (34% vs 27%) that their employer takes action to protect its LGBTQ+ employees from offensive comments or behaviors. Only 59% of Latin American LGBTQ+ employees—as compared to 80% of their North American peers—perceive their straight/cisgender colleagues as allies. Asian LGBTQ+ employees are 1.3x times more likely than other LGBTQ+ employees (30% vs 23%) to disagree that their company has an active ally network.

The experiences of non-white, non-binary, transgender, and lesbian individuals underscore what we have long observed: policy cannot be considered a proxy for culture. Despite the protective policies, supportive programs, and progressive attitudes at companies and campuses worldwide, cultures aren’t yet inclusive enough to assure all members of the LGBTQ+ community that they can afford to be out. Those at the margins of the community (or at multiple intersections of identity)



Resiliency Scale

When Out Leadership began writing the survey for this second *Out to Succeed* study, we worked with experts at Columbia University to understand how we could gather data on the hypothesis many have held in the study of leadership: those who experience othering are resilient and therefore empathetic and impactful leaders.

We identified a resiliency scale used by experts, including the United Nations, to understand how resilient individuals are.

These questions look at topics like empathy, tolerance of uncertainty and change, communication, and relational skills. The scale measures resilience with 0 being the least resilient and 100 being the most resilient (an almost impossible score to attain).

¹S Hewlett and K Sumburg, “The Power of ‘Out,’” Center for Work-Life Policy (New York: 2011).

70% of out LGBTQ+ talent believe that being out in the workplace has had a positive impact on their career opportunities and advancement.

are covering their gender identity or downplaying their sexual orientation. This prevents them, in turn, from participating in the LGBTQ+ programs, like OutNEXT and O4U, that have proven so effective at fast-tracking professional development, fomenting sponsorship, and unleashing leadership potential. As a result, they're more likely to languish and ultimately, to leave.

Businesses can ill afford to lose top talent. And global top talent today, our data affirm, are increasingly likely to identify as non-white, female, and LGBTQ+. Fully 57% of the 1,390 employees in our survey cohort (94% of whom identify as lesbian, gay, bisexual, transgender, queer or non-binary) are deemed high-potential or key talent by their employers and score high on two traits that research shows to be

highly correlated with performance and leadership potential: resilience and empathy. Black lesbians score 72, the highest score of all respondents. So if businesses fail to create cultures that unleash their "power of out," they will lose out on the superior resilience, empathy, and leadership potential they bring.

Given the investment companies are making in recruiting, developing, and advancing women and people of color, and given the importance of resilience to operational success, a new priority surfaces in talent retention strategies. To succeed in the global marketplace, talent leaders must ensure that the advocacy, allyship, and sponsorship programs they've built empower those at the margins of the LGBTQ+ community to bring their full selves to work.



Overview of Key Data Points

80%

80% of LGBTQ+ employees in our survey cohort were **comfortable being out at work**, a dramatic improvement over the 36% who reported that in 2016 (*Out in the World*).

70%

70% of out LGBTQ+ talent believe that being out in the workplace has had a **positive impact** on their career opportunities and advancement.

66%

66% say being out has had a **positive effect** on their ability to do business or engage with clients.

78%

78% say that being LGBTQ+ has **helped them build** their personal and professional networks.

92%

92% consider a **company's reputation** around LGBTQ+ inclusion when job seeking.

86%

86% say that visible LGBTQ+ senior leaders make an organization an **attractive employer**.

57%

57% are deemed **high-potential or key talent** by their employers and score high on two traits that research shows to be highly correlated with performance and leadership potential: resilience and empathy.

“The changes we’ve seen since we pioneered this research in 2011 are remarkable. Our community has made huge progress. But there’s long way to go before we reach full equality regardless of sexual orientation, race or gender.”

Todd Sears,
Founder & CEO,
Out Leadership

The State of LGBTQ+ Inclusion

A. Worldwide, workplaces are largely safe places

In workplaces in North America, Latin America, Europe, and Asia-Pacific, the majority of LGBTQ+ talent elect to be out—an outcome hard to imagine even a decade ago.

Today, four out of five LGBTQ+ employees say they're comfortable being out at work. Compare that to the 36% worldwide who reported being out at work in 2016¹⁵, or to the 52% of American professionals who were out at work in 2011.¹⁶ It's clear that employers have made huge strides in creating safe and inclusive workplaces for LGBTQ+ talent.

Indeed, as more and more Fortune 500 companies put protections and support in place for LGBTQ+ talent, more and more of that talent have felt safe enough to come out or be out at work. Even since *Out to Succeed*, there's been a quantum leap in confidence: whereas half of employees surveyed in 2018 said they knew of LGBTQ+ colleagues who were not out, in 2023 only 16% say that. Many employees—57%— say they were out during the recruitment and interview process. Three in four students—76%— also report being out as job applicants.

These numbers affirm another trend we've long observed: with the proliferation of protective policies and supportive programs, employees are coming out or electing to be out at ever younger ages. Today, 86% of employees

ages 18-24 are out, compared to 71% of those 45-54 and 62% of those ages 55+. The average age for 18- to 24-year-olds to come out is now 21, compared to 25 for 45- to 54-year-olds and nearly 30 for those 55 and older. We do see regional differences: in Asia, the average age is 27.2. But the trend holds.

And as predicted by previous research, when talent feel safe to be themselves, everybody benefits.

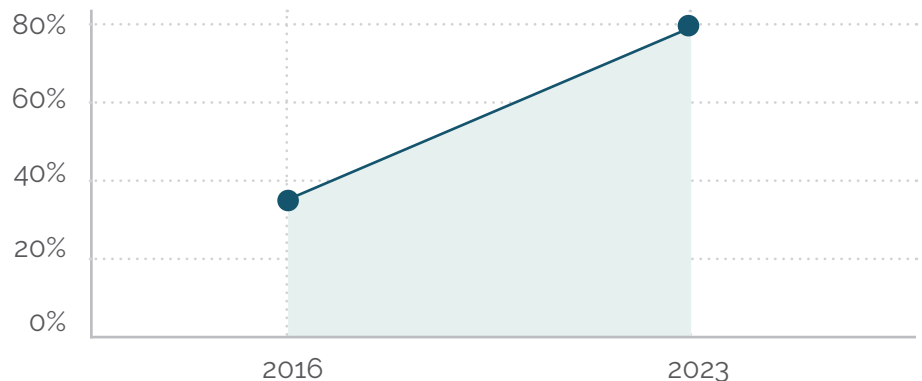
B. LGBTQ+ employees are thriving

A stunning 70% of 'out' employees in our cohort believe being out in the workplace has had a positive impact on their career opportunities and advancement. Nearly as many—66%— say it's had a positive effect on their ability to do business/engage with clients.



4 out of 5 LGBTQ+ employees say they're comfortable being out at work

2016 vs 2023: Employees who are comfortable being out at work



¹⁵ S Hewlett and K Yoshino, "Out in the World: Securing LGBT Rights in the Global Marketplace," Center for Talent Innovation (New York: 2016). ¹⁶ S Hewlett and Karen Sumberg, "The Power of 'Out!'," Center for Work-Life Policy (New York: 2011).

What it means to identify as LGBTQ+

LGBTQ+ is an umbrella term describing a diverse community of individuals who collectively identify outside traditional gender or sexual norms.

The community includes those who identify as lesbian (women who are attracted to women), gay (people attracted to their own gender), bisexual (people attracted to both men and women), transgender (people whose gender identity differs from the gender assigned to them at birth), questioning (people exploring their gender identity or sexual orientation), queer (people who don't consider themselves heteronormative), intersex (people born with indeterminate sexual anatomy), non-binary (people who don't identify as male or female), and asexual (people who don't feel sexual attraction). Members of the LGBTQ+ community may identify with more than one sexual orientation and/or gender identity. Each person's experience of their sexuality and gender is unique.

As the community widens, the term continues to expand. From LGBT in 2011, many have come to use LGBTQIA today. This "alphabet soup" has thrown into question the utility of an umbrella term, especially as not every subgroup within the community feels equally represented by the whole. Indeed, some might argue that an umbrella term might encourage people to view the community as a monolith and disregard the unique challenges facing each subgroup, intersection, and individual. Some have suggested replacing LGBTQ+ with

Queer, a term historically used as a slur but more recently claimed as a term of empowerment by all who do not conform to heteronormative and/or binary constructs of gender and sexuality. Indeed, Gen Z members of the LGBTQ+ community are most likely to embrace the term "Queer" as a form of protest against those norms. "Queer liberation" or "queer activism" are terms they use to describe their political or social perspective.

No one can deny the immense diversity of the LGBTQ+ community. Members represent every nationality, generation, religion, race, ethnicity, and ability in addition to the spectrum of gender and sexual orientation. It is anything but monolithic.

Yet the umbrella term, in our view, continues to serve its original purpose, signaling a united front in the ongoing battle against widespread and persistent discrimination. LGBTQ+ confers the solidarity necessary to advance every member's safety and rights worldwide. For this reason, we will continue to use it. We urge our partners and sponsors to do the same. So long as everyone within the LGBTQ+ community contends with marginalization—and many remain at risk of violence, imprisonment, and death—effective advocacy depends on our solidarity.



That's up from 60% in 2018 and way up from the 17% reported by LGBTQ+ men and 9% of LGBTQ+ women surveyed in 2013.¹⁷

78% say that being LGBTQ+ has helped them build their personal and professional networks. In this regard, progress has been substantial: in 2013, only 15% of men and 10% of women believed that being out turbo-charged their networks.¹⁸

We asked respondents in 2023, as we did in 2018, if they felt being out had also enhanced certain traits and skills valued by employers. Robust majorities agreed (strongly or somewhat) that being out has enhanced their authenticity (79%); inclusiveness (75%); empathy (74%); relationship-building (73%); adaptability (72%); resilience (71%); collaboration (70%); leadership (70%); creativity/innovation (70%); and problem-solving (69%).

17. S Hewlett and T Sears, "Power of Out 2.0." Center for Talent Innovation (New York:2013) 18. S Hewlett and T Sears, "Power of Out 2.0." Center for Talent Innovation (New York:2013)

Over 70% of LGBTQ+ talent report that being out at work enhances career skills such as:

- ✓ Authenticity
- ✓ Inclusiveness
- ✓ Empathy
- ✓ Relationship Building
- ✓ Adaptability
- ✓ Resilience
- ✓ Collaboration
- ✓ Innovation
- ✓ Problem Solving



66% say being out has had a positive effect on their ability to do business or engage with clients.

The biggest power of out may be the sheer visibility it confers. LGBTQ+ talent that are winning new business, building extensive networks, and demonstrating leadership skills are very likely to capture the attention—and win the backing—of

senior management. As a raft of research affirms, nothing could be more important than sponsorship in unlocking leadership potential.

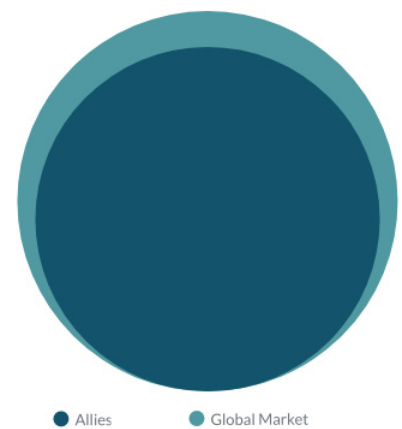
C. Businesses are realizing returns on LGBTQ+ investment

When employees feel comfortable bringing their full selves to work, a host of benefits—in the form of greater productivity, innovative potential, and loyalty—accrue to their employer, too.

This is especially true for employers who have succeeded in making their LGBTQ+ employees feel safe, heard, supported, and valued. *Out in the World* research shows that at supportive companies, 84% of LGBTQ+ employees say they are willing to go the extra mile for their employer—whereas at non-supportive companies, only 73% say that. Moreover, at supportive companies, 63% of LGBTQ+ employees (versus 54% at non-supportive companies) say they feel free to express their views and share their perspectives, which ensures that employers benefit

from insights that could grow their market share among LGBTQ+ consumers, whose spending power is today estimated at \$4.7 trillion worldwide.¹⁹ And indeed, 71% of LGBTQ+ consumers and 82% of their allies surveyed in 2015 say they are more likely to purchase a good or service from a company that supports LGBTQ+ equality.²⁰

87% of Allies consider LGBTQ+ friendliness when considering where to spend



19. "LGBT Market Statistics," LGBT Capital. 20. S Hewlett and K Yoshino, *Out in the World*, 2016. 21. Inc., "This Fixable Problem Costs U.S. Businesses \$1 Trillion."

“We are thrilled to partner with Out Leadership to reveal critical insights into the future of LGBTQ2+ inclusion in the workplace and beyond. Continued collaboration with NGO, university and corporate partners will be required to address the challenges our community faces.”



Heath Clayton (he/him/his)
Chair, O4U Board
of Directors

Head of Diversity, Equity,
and Inclusion, Consumer
and Community Banking,
JPMorgan Chase



But just as important as the benefits these supportive employers enjoy are the costs they avoid. Employees who feel valued don't discredit or badmouth their employer to friends or online networks, a huge savings in reputation-risk management costs. They tend to step up their engagement and intensify their loyalty, sparing employers the high cost—estimated at \$660,000 to \$2.6 million per year²¹—of replacing them. And those who realize their leadership potential pay it forward, sponsoring rising stars and deepening the bench of executive talent.

a potential minefield. 86% of students and 73% of employees say they've felt uncomfortable or insulted by anti-LGBTQ+ comments made by their fellow students or colleagues.

Nearly **three in four** LGBTQ+ employees say they've felt uncomfortable or insulted by anti-LGBTQ+ comments made by their colleagues



D. Pockets of exclusion persist

Yet progress in global LGBTQ+ inclusion isn't uniform.

The aggregated experience of LGBTQ+ respondents in our dataset masks the ongoing struggle of select groups within the LGBTQ+ community. Closer analysis reveals that transgender people, non-binary people, and people of color (especially women of color) continue to experience exclusion, persecution, microaggressions, and discrimination. Most LGBTQ+ respondents, of course, continue to find day-to-day interactions

20. S Hewlett and K Yoshino, *Out in the World*, 2016. 21. Inc, "This Fixable Problem Costs U.S. Businesses \$1 Trillion."

Black LGBTQ+ and transgender employees are 1.3x more likely than other LGBTQ+ employees to feel uncomfortable or insulted by colleagues' comments about the LGBTQ+ community.

But trans and non-binary respondents have it much harder.

Transgender and non-binary employees are more likely to be insulted at work:

- They are 1.3x more likely than other LGBTQ+ employees (33% vs 26%) to say they've been insulted or made to feel uncomfortable at the office.
- Transgender women are 1.5x more likely (39% vs 26%) to say the same.

Non-binary employees have experienced discomfort:

- They are 1.5x more likely than other LGBTQ+ employees (19% vs 13%) to say they've experienced discomfort or insults when working directly with clients.
- They're also 1.4x more likely (33% vs 24%) to experience this while working from home.

Trans and non-binary employees are afraid to come out:

- They are less likely than other LGBTQ+ employees (9% vs 7%) to say they are comfortably out.
- Among those who are out at work, many feel it hasn't been good for their careers.
- Non-binary employees, for example, are more likely than other LGBTQ+ respondents (9% vs 6%) to disagree with the statement, "Being out has positively impacted my career opportunities and advancement."

Transgender students fare just as poorly:

- They are 1.3x more likely than other students in our sample (44% vs 35%) to have experienced discomfort or insults while virtually attending class or participating in campus activities.
- Transgender women are 1.3x more likely than other LGBTQ+ students (39% vs 30%) to suffer in the actual classroom.

LGBTQ+ people of color are also struggling. In North America, where sample sizes of Black, Hispanic, and

66% say being out has had a positive effect on their ability to do business or engage with clients.

Asian LGBTQ+ respondents are large enough to be considered representative, our 2023 data reveal that:

Black LGBTQ+ employees' experience is more disturbing:

- They are just as likely as trans employees (33% vs 33%)—and 1.3x more likely than other LGBTQ+ employees (33% vs 26%)—to feel uncomfortable or insulted by colleagues' comments about the LGBTQ+ community.

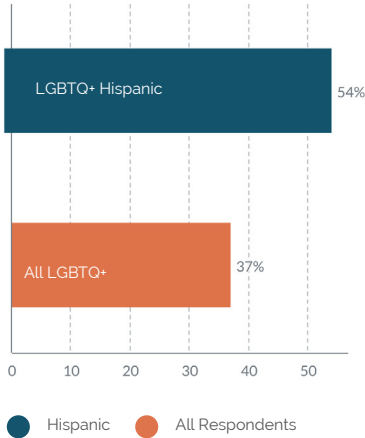
Black lesbian employees are most likely to report insults:

- They are 1.6x more likely than other LGBTQ+ employees (41% vs 26%) to say they've felt uncomfortable



21. Inc. "This Fixable Problem Costs U.S. Businesses \$1 Trillion."

Hispanics are the most likely of all LGBTQ+ employees (54% vs 37%) to agree that their religious beliefs are incompatible with their sexual orientation/gender identity.



of any demographic sampled—say they change their appearance, mannerisms, or way of speaking to hide or downplay their sexual orientation.

Hispanic LGBTQ+ employees' experience is colored by religious beliefs:

- They are somewhat more likely than other LGBTQ+ employees—39% vs 30%—to report feeling uncomfortable or insulted by colleagues making comments about the LGBTQ+ community.
- The conflict that inflicts the most suffering comes from within: Hispanics are the most likely of all LGBTQ+ employees (54% vs 37%) to agree that their religious beliefs are incompatible with their sexual orientation/gender identity.

“We are very excited for the next iteration of this pivotal research in partnership with Out Leadership. Studies such as this will enable a brighter future for our global community as they advance through universities and corporate leadership roles.”



**Tara Cullerton, (she/they)
Member, O4U Board
of Directors**

Senior Research & Development
Scientist, The Clorox Company

- or insulted by comments made by colleagues about the LGBTQ+ community.
- They're more inclined to report this than any other LGBTQ+ employee, whether working at home, working at the office, or working directly with a client.
- They're also the most inclined of all groups (44% vs 28%) to feel penalized for turning down work trips that put them at risk because of their sexual orientation or gender identity.

Asian LGBTQ+ employees are least likely to be out at work:

- They are the least likely of all ethnicities to say they are extremely or somewhat comfortable being out at work (74% vs 80%), and most likely (50% vs 28%) to say that declining to travel in LGBTQ+-hostile countries has negatively impacted their career.
- They are 1.2x more likely than other LGBTQ+ employees (7% vs 6%) to disagree that being out at work has positively impacted their ability to engage with clients.

Black lesbian students:

- They are as likely as trans women students (39% vs 39%)—and 1.3x more likely than other LGBTQ+ students (30%) to feel insulted or be made uncomfortable by others' comments in the classroom.
- 76% compared to 65% LGBTQ+ employees —avoid talking about their lives outside of work.
- Most (71%) say they stay quiet when they hear colleagues making negative comments about LGBTQ+ people.
- The same percentage—the highest

E. Allyship is failing the most vulnerable

Non-binary and non-white LGBTQ+ respondents are less likely than others to feel supported or protected:

- Non-binary employees are the most likely of all LGBTQ+ employees to disagree (34% vs 27%) that their employer takes action to protect its LGBTQ+ employees from offensive comments or behaviors.



Non-binary employees are most likely of all LGBTQ+ employees to disagree (34% vs 27%) that their employer takes action to protect its LGBTQ+ employees from offensive comments or behaviors



- Non-binary students are the least likely of all LGBTQ+ student respondents (62% vs 73%) to agree that, "My campus has an active ally network."

times more likely than other LGBTQ+ employees (30% vs 23%) to disagree that their company has an active ally network.

Perceptions of allyship differ by region:

- Four in five North American employees perceive their straight/cisgender colleagues as allies.
- But only 59% of Latin Americans—and 63% of Europeans—share that perception.

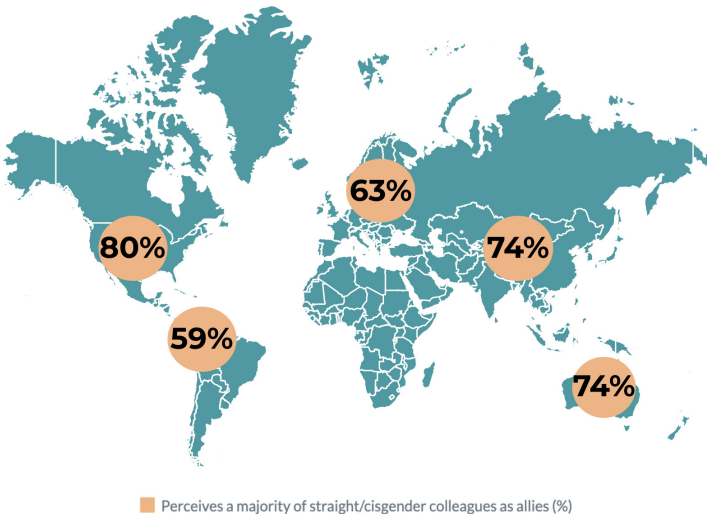
Hispanic and Asian respondents also decry a lack of allies.

- Hispanic employees are twice as likely as other LGBTQ+ employees (1.4% vs 0.7%) to say there are no vocal allies at their organization.
- Hispanic women employees are also more likely (6% vs 5%) to strongly disagree that most of their straight colleagues are LGBTQ+ allies.
- Asian LGBTQ+ employees are 1.3x

Curiously, this trend does not hold true for transgender or Black women respondents.

- Half of LGBTQ+ Black women (compared to 30% of other LGBTQ+ respondents) strongly agree that their straight/cisgender colleagues or fellow students are allies.
- Transgender students are also more inclined than other LGBTQ+ students to see their peers as allies (39% vs 30%).

Perceptions of Allyship by region



78% say that being LGBTQ+ has helped them build their personal and professional networks.

Implications of Our Findings

A. Policy cannot be considered a proxy for culture

Since the publication of *AllyUP*, Out Leadership's 2020 report on the importance of LGBTQ+ allyship and advocacy, businesses worldwide have stepped up their efforts on both. Some multinationals actively advocate for LGBTQ+ rights in the global marketplace; others devote resources to ensure their workplaces are safe and supportive places. Virtually all companies consider protective policies, ally networks and programs, and Pride ERGs to be table stakes.

As evidenced by the 80% of LGBTQ+ employees who say they are comfortably out at work, these measures are clearly working.

Yet for those who are not comfortable—who feel compelled to cover or downplay their LGBTQ+ identity—the reverse is also true. Covering adversely impacts the business by diverting energy away from productivity.²² More than half (52%) of LGBTQ+ employees we surveyed in 2018 admitted to devoting at least 30% of their time on the job to hiding or downplaying their sexual orientation or gender identity.²³

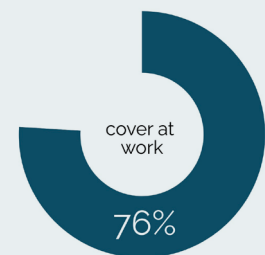
The experience of transgender, non-binary, people of color, and Black women revealed by our current dataset serves to remind us that, however progressive, policy cannot be considered a proxy for culture. Workplaces and campuses aren't yet inclusive enough to assure *all* members of the LGBTQ+ community that they can afford to be fully themselves. Those at the margins of the community (or at multiple intersections of identity) are covering their gender identity or downplaying their



sexual orientation, perhaps because, unlike their gender or race, they can. In order not to be seen as LGBTQ+, they're diverting productive energy into changing the way they dress, speak, and act. This prevents them, in turn, from participating in the LGBTQ+ programs that have proven so effective at fast-tracking professional development, fomenting sponsorship, and unleashing leadership potential. As a result, they're more likely to languish and ultimately, to leave. The resilience they bring—and Black lesbians bring the most—leaves with them.

Given the investment companies are making in recruiting, developing, and advancing women and people of color, and given the importance of resilience to operational success, this is an inclination employers can ill afford.

Black LGBTQ+ women are the most likely to cover at work AND score highest in resilience



Workplaces need to be safe for these leaders to be our and able to contribute at their highest capacity

22. "AllyUp." 23. "AllyUp."

B. Allyship isn't absent... but for some, it isn't active

We know from our previous research that allyship plays a huge role in obviating the need for covering, but that straight/cisgender employees, though sympathetic to LGBTQ+ colleagues, too often fall short in extending it. While nine in ten employees worldwide consider themselves "LGBTQ+ friendly," only half (56%) identify as allies.

We also know that allyship is too often passive. *Power of Out 2.0* research reveals that, of those who identify as allies, only a fraction (in 2013, 8% of men and 19% of women) qualifies as active allies—meaning, they are willing to intervene in defense of their LGBTQ+ colleagues.²⁵

This may explain why Black lesbian and trans employees, despite being the most

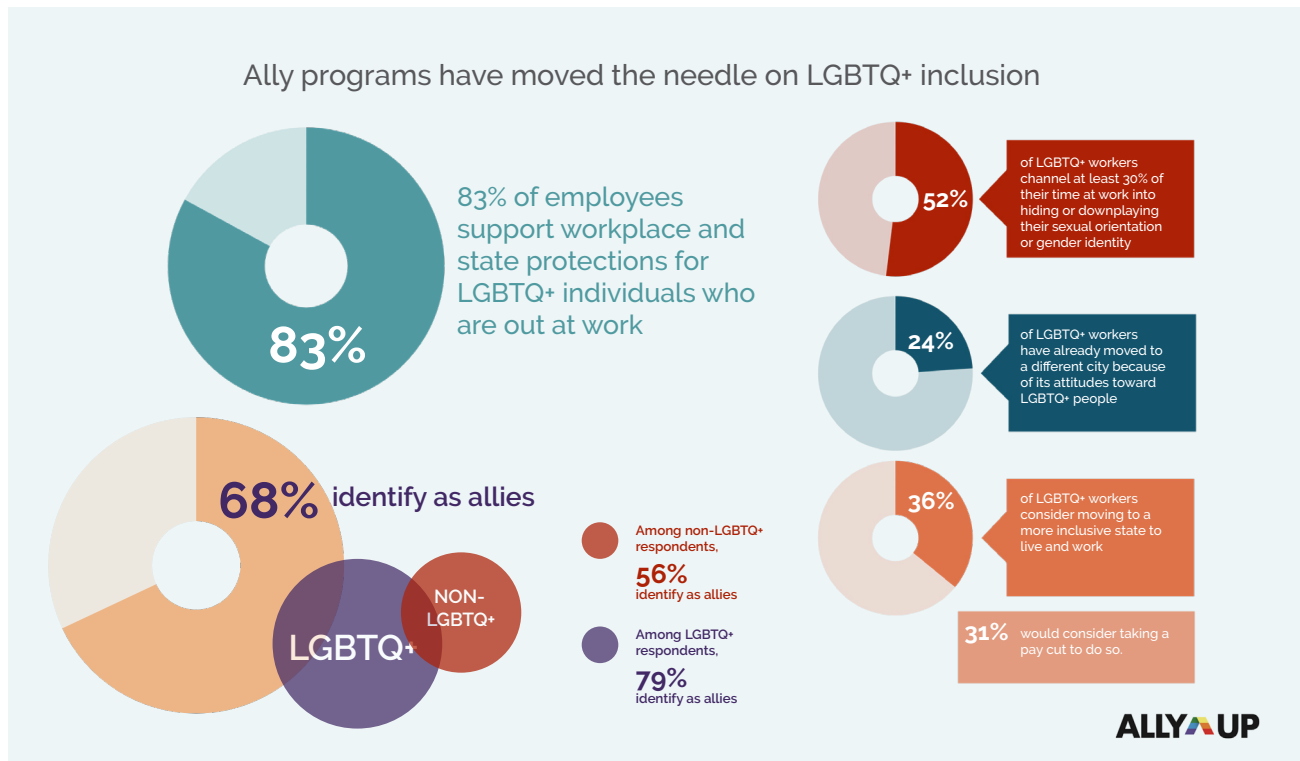
likely to feel uncomfortable and least likely to feel protected on the job, are also the most likely to perceive their straight/cisgender colleagues as allies. They are seeing people who identify as friends of LGBTQ+ people and may even identify as allies. They are not experiencing, however, the comfort, protection and support that active allies provide. They closet or cover at work so that others around them aren't made to feel uncomfortable in their presence (the number-one reason why LGBTQ+ employees hide or downplay their identity).

C. A monolithic approach leaves the most resilient at the margins

Our data on the student experience suggests that LGBTQ+ inclusion begins with what is increasingly common on college campuses: safe spaces, robust DEI goals and commitments, active ally

networks, and education for faculty/staff as well as students. As a result of these investments, most LGBTQ+ students are comfortably out, permitting them to grow their LGBTQ+ networks, speak up for LGBTQ+ rights on campus, and leverage their institutional platforms to advance LGBTQ+ equality worldwide.

But the sense of vulnerability that Black lesbians and trans or non-binary individuals feel as students—a vulnerability that follows them to the workplace—also testifies to what's missing in the current investment approach: recognition that the LGBTQ+ community consists of distinct sub-communities who, because they exist at multiple intersections of identity, don't necessarily foreground and may even hide their LGBTQ+ identity. As a result, these individuals cannot avail themselves of the pathways, networks, and resources that powerfully advance the careers of white LGBTQ+ individuals.



25. Coqual, *The Power of Out 2.0* (2013) https://coqual.org/wp-content/uploads/2020/09/30_thepowerofout2point0_keyfindings-1.pdf

Conclusion

Out Leadership's partnership with O4U, along with the insights surfaced by our 2023 dataset, reveal a talent cohort the likes of which we could not have imagined when we first quantified the *Power of Out* in 2011.

Unlike respondents in 2011, employees today are overwhelmingly out at work. Unlike respondents in 2013, they perceive the workplace as largely LGBTQ+-friendly and find active allies among their peers, managers, and senior-most leaders. Unlike respondents in 2016, most are not covering, and are therefore not suffering the isolation and career-stalling that come with downplaying one's identity. On the contrary: They own their LGBTQ+ identity. They're leveraging it to win business, engage with clients, innovate products for consumers, add value to their teams, and build their professional networks.

And while every cohort we have ever sampled has identified as high-potential, the 2023 cohort demonstrates it. As employees and job candidates, they score disproportionately high on resilience, empathy, and authenticity—traits that correlate to sustained engagement, increased productivity, and effective leadership.

To be sure, regional differences persist, because legal protections and cultural acceptance remain inconsistent across global markets. But even for those in restrictive legal jurisdictions, we are seeing allyship, sponsorship, and protective policies unleash their potential.

Today's remarkable state of inclusion is testament to the concerted effort and robust investment of organizations worldwide. By directing that effort and investment to lift up those at the margins and intersections of the LGBTQ+ community, businesses and universities will at last unlock the prodigious talent, innovation, and market potential that the community represents—the 'power of out' we have long predicted.

Today's remarkable state of inclusion is testament to the concerted effort and robust investment of organizations worldwide.



Recommended Actions

Get a data-informed picture of your workforce.

- Customizing programs to develop and advance underrepresented talent demands you be able to see that talent with the precision that only data can provide. That's why a number of companies—including Google, HSBC, and LinkedIn—have embarked on self-identification initiatives: to collect data that grants them insight into the experiences and needs of women, people of color, LGBTQ+ people, people with disabilities, and other marginalized groups worldwide. Inspired by the success of Citi's LGBTQ+ self-ID program, Out Leadership partnered with the global law firm Ropes & Gray to develop guidelines for global businesses to ensure that the personal data they collect is accurate, securely stored, and handled according to strict privacy protocols. Reliable data makes possible all future initiatives.

Invest in Allyship.

- As our data shows, for all the progress made by schools and businesses in advancing LGBTQ+ safety and equality, workplaces and campuses remain risky places for LGBTQ+ talent—especially those who are transgender, non-binary, and/or non-white. Ally networks, as our research continues to demonstrate, can change that: 89% of the LGBTQ+ employees and students we surveyed in 2023 attribute their comfort in being out to the support

they have received from colleagues, managers, peers, and professors. Indeed, allyship is the number-one reason they decided to be out at work or school. Visible allyship has also been shown to increase LGBTQ+ wellbeing, which is associated with positive work outcomes.



What level of engagement is right for me and my organization?

With the publication of *Out in the World*, author (and OL board member) Kenji Yoshino established a framework by which multinationals can gauge their progress on the road to realizing the full potential of their LGBTQ+ talent worldwide. The framework comprises three models of engagement that correspond to progressive stages of maturity in terms of corporate culture.

The first, "When in Rome," describes policies that conform to local laws but which afford employees the means to secure their own safety, such as offering individuals the choice of opting out when an assignment would put them at personal risk. The second, the "Embassy" model, describes initiatives designed to ensure the safety of LGBTQ+ employees while they're on campus or on assignment, especially where local laws or culture threaten their security off-campus. "Advocate," the third model, describes actions taken to advance LGBTQ+ rights in the jurisdiction and worldwide, so that LGBTQ+ individuals can live and work without fear of violence, incarceration, or marginalization.

Private Sector Approaches to Securing LGBTQ+ Equality



When in Rome



Embassy



Advocate

Source: *Out in the World*

26. S Hewlett and K Yoshino, "Out in the World: Securing LGBT Rights in the Global Workplace," Center for Talent Innovation (New York: 2016).



Train employees to detect harassment and equip them to intervene in ways that promote inclusion and preserve respect.

Educate leaders to be effective sponsors of talent at multiple intersections.

- Among companies that have formalized mentorship and sponsorship, the trend has been to pair leaders and mentees based on shared identity. Given the dearth of diversity in leadership, this approach isn't easily sustained. Rising talent benefit from leaders who are attuned to their developmental needs, aware of their professional ambitions, and familiar with their particular challenges as shaped by identity or background. To get leaders acquainted with these challenges and comfortable with individuals at the intersection of multiple identities, enlist the help of your employee resource or business resource groups. Consider formalizing reverse mentorship relationships between leaders and ERG members.

Customize LGBTQ+ leadership training.

- Augment existing leadership programming with external development devoted to developing LGBTQ+ talent. We host OutNEXT, a global talent accelerator for emerging LGBTQ+ leaders that offers a proprietary curriculum, a global leadership network, and social impact challenges.

Educate/equip employees to be active allies.

- To feel safe when coming out or being out, LGBTQ+ people need to know they will be protected and supported. Having protective policies in place simply isn't to convey that assurance. This is where active allyship—employees who can be relied upon to intervene when their LGBTQ+ colleagues are being harassed—makes all the difference. Active allyship requires courage, to be sure. But with know-how and incentive, courage flowers. First step: Train employees to detect harassment and equip them to intervene in ways that promote inclusion and preserve respect. Just by doing so, you signal that

intervention will be rewarded. You also deputize team members as organizational change agents, an essential investment in a sustainably inclusive culture.

Partner with an LGBTQ+ network.

- We work with Out for Undergrad (O4U), a US-based nonprofit whose career conferences help connect LGBTQ+ talent to employers in business, digital, and engineering sectors. Members of the O4U community come from a variety of backgrounds and represent every intersectional identity.

Showcase your LGBTQ+ advocacy.

- Young LGBTQ+ talent are very keen to see and inspect prospective employers' track records with regard to promoting LGBTQ+ rights and securing their protections. About half (49%) of employees 18-24 say it's extremely important to see their employer engaged in advancing LGBTQ+ equality, compared to only 27% of their older (55+) peers. Make sure that internal and external messaging align, as existing employees are the company's best evangelists for prospective hires.



Case Study



Evan identifies as trans-masculine non-binary, is a Clinical Trials Operations Development Program member for AbbVie and an Engineering Education research assistant at the University of Michigan.

As a student, Evan attended the O4U Engineering Conferences from 2020-2021, served as 2021 Campus Ambassador, and 2022 Programming Director. Evan is 2023 O4UE Logistics Director and brought AbbVie to O4U as a sponsor.

Evan didn't identify as heterosexual during high school, but was closeted knowing that their family's faith tradition would not support acceptance. Outed to their conservative family in 2nd year of college, Evan was kicked out of their home and lost financial support for school.

Evan says: "This was the 1st time in evaluating my values outside of what was instructed to me, in getting to live a life

aligned to my sexuality. I found out about O4U through an online flyer on my department's news board. There were so many firsts for me at O4U —being in a queer engineering space: validating the intersection of my field of study with my identity:

“There were so many firsts for me at O4U —being in a queer engineering space: validating the intersection of my field of study with my identity: speaking with other ‘Selectively Out’ folks and mentors.”

speaking with other "Selectively Out" folks and mentors: being exposed to the gender spectrum and trans and gender diverse people: experiencing ideas of chosen family, queer joy and love, authenticity, and nourishing community. I started my journey of gender exploration - something I had once thought about briefly, but pushed back because of fear. O4U gave me knowledge and the foundation to set standards for future places of employment—understanding my 'market

value' as a high achieving student, including my intersectional identities so that I could intentionally find places of work that respect all of me and not just the work I can provide. Now I am on a journey from surviving to thriving."



Evan Ko
Logistics Director, O4U
(he/they)



Early NEXUS members have now progressed into more senior roles and are now acting as sponsors, mentors, and champions

employees. Maintaining a focus on intersectionality is critical for detailing insights, driving equity, pooling resources on common challenges and opportunities, and innovating ERG strategies.

All ERG leaders are welcome to participate in NEXUS, regardless of seniority level. As a result, the group gets a very diverse range of seniority levels and functional roles among its participants. This naturally lends itself to informal mentoring and sponsorship opportunities across the network, both around support for ERG responsibilities as well as for wider career opportunities. LGBTQ+ data capturing and reporting best practices regularly feature in discussions, as well as LGBTQ+ talent progression in the workplace, and upskilling on how to equip business leaders to be active LGBTQ+ allies.

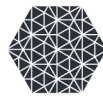
Anecdotally, early NEXUS members have now progressed into more senior roles and are now acting as sponsors, mentors, and champions for more junior LGBTQ+ talent in their organisation or for their LGBTQ+ ERG, and are able to support NEXUS by hosting events and serving as speakers.



Dan Ricard
 Founder, NEXUS LGBTQ+
 Business Operations Leader, Financial Services Consulting, PwC

If you want an LGBTQ+ ERG Leader based in London, contact info@outleadership.com

Case Study



NEXUS
 WHERE NETWORKS NETWORK

What is NEXUS?

NEXUS LGBTQ+ was established in London, UK in 2015 to bring together LGBTQ+ employee resource group (ERG) leaders across different sectors for presentations and discussions at in-person quarterly breakfasts. It's a completely free resource for LGBTQ+ ERG leads and their companies, led and curated by founder Daniel Ricard from PwC on a volunteer basis. For the first time in 2023, NEXUS joined the official programme of Out Leadership's annual Europe Summit.

How does NEXUS make an impact?

NEXUS enables ERG leads to build connections through facilitated speed networking and discussions, stay aware of key news items through quarterly updates, and learn best practices around driving LGBTQ+ progress from market-leading organisations and subject matter experts. Each meeting also highlights LGBTQ+-focused charities looking for corporate engagement to help ERGs drive social good.

NEXUS enables members to:

- Recognize that they are not alone in the hard work they are moving forward within their companies.
- Connect with other ERG leads with similar challenges and learn how to manage different issues and opportunities.
- Develop common understanding around wider issues in the LGBTQ+ space and what else leaders can do either individually or collectively to get ahead of emerging topics.
- Create new business ideas alongside colleagues outside of their sector and their usual connections.

NEXUS regularly features speakers and content with an intersectional focus, and it continues to promote a collaborative approach with other diversity ERGs and organisations. NEXUS also partners with ERG networks in other diversity strands to explore overlapping concerns – for example, NEXUS partnered with Gender Networks to collectively look at what LGBTQ+ and women's/gender ERG were doing well, or not, to meet the current needs of LGBTQ+ women and non-binary

Methodology

Out Leadership and O4U conducted a global online survey of 2,790 LGBTQ+ and ally employees and college students (LGBTQ+ respondents constitute 94% of the survey pool) over the time period of May 2022 to November 2022. Participants self-selected to take the survey, and primarily include employees from Out Leadership’s member firms and nonprofit partners, business leaders from Out Leadership’s current and past OutNEXT cohorts, students from O4U’s talent network, and individuals from the general public.

The survey was also fielded to a global audience through Toluna, a market research company that provided a small financial incentive to participants who completed the survey. In order to participate through Toluna, participants were required to self-identify as LGBTQ+ and report having “some high school and/or university experience.”

All of the surveys were conducted online and all quantitative surveys were conducted on a confidential basis. The *Out to Succeed 2.0* survey adopted many questions from Out Leadership’s 2018

Out to Succeed 1.0 survey, with edits made to acknowledge today’s LGBTQ+ social, economic, and political climate. Employee and student participants took nearly identical surveys, with slight language modifications made to suit workplace and school environments.

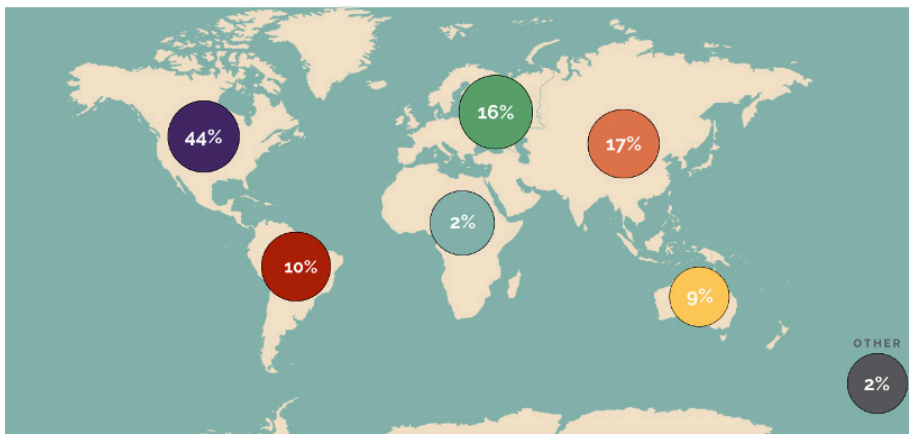
The base for figures is 2,790 employees and college students unless otherwise stated. The research was undertaken by Out Leadership and O4U. Not all figures add up to 100%, as a result of rounding percentages and the presence of optional survey questions. Additionally, respondents who self-identified as more than one sexual orientation and/or gender identity were counted within each identity category, but the base figure remained constant.

“LGBTQ+” is defined as any participant who self-identified as non-heterosexual and/or non-cisgender. “Ally” is defined as any participant who self-identified as both heterosexual and cisgender. “Person of color (POC)” is defined as any participant who self-identified as non-white.

Survey Demographics

- A. **Overall:** We surveyed 2,790 participants from a global audience: 61% people of color, 44% women, 29% transgender individuals.
- B. **Employees vs. Students:** Among this population, 52% of them are in the workforce and 49% are students.
- C. **Age:** 23% are in age 18-24, 43% are in age 25-34, 23% are in age 35-44, 7% are in age 45-54.
- D. **Race:** This dataset is 39% white, 10% Black, 5% Indigenous, 19% Asian (including South Asian), 3.2% Native Hawaiian/Pacific Islander, 6% Two or more races, and 1.9% other.
- E. **LGBTQ+:** 94% of this population is LGBTQ+.
- F. **Gender:** This dataset is 25% cis men, 28% cis women, 13% non-binary, 14% trans men, 15.3% trans women, and 4.6% as other gender identity. 44% of this population is women. 29% is trans.
- G. **Sexual Orientation:** This dataset is 13% Heterosexual or Straight people, 12% Asexual, 30% Bisexual, 35% Gay, 14% Lesbian, 4% Other, and 14% Queer.
- H. **Education:** The top 5 most common educational backgrounds in this dataset are: Bachelor’s degree (38%); Master’s degree (26%); HS diploma or GED (14%); PhD or higher (11%); Some high school (8%); These percentages are similar for LGBTQ+ people.
- I. **Industry:** Among employees, the top 5 industries represented in this dataset are: Technology (21%), Financial Services (11%), Consulting (9%), Industrials (9%) and Consumer Products (8%).
- J. **Geography:** 44% North America, 10% Central/South America, 16% Europe, 17% Asia, 2% Africa, 9% Australia/Oceania, 2% Other.

Respondent Geography



● Africa ● Asia ● Australia ● Europe ● North America ● Central & South America ● Other

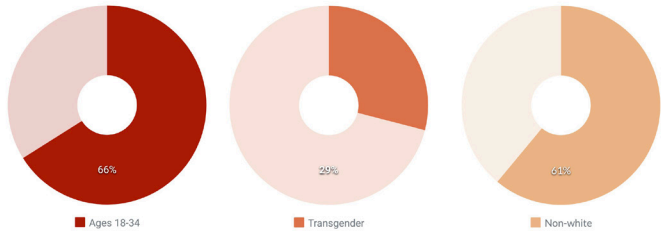


Notes

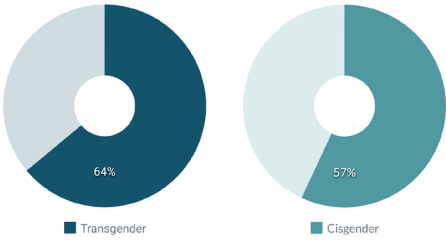
This seminal research only scratches the surface. Out Leadership and O4U know that there is much more to be mined from this data set, and plan to create a longitudinal *Out to Succeed 2.0* study to further investigate this data. Future iterations will feature global comparisons across identities, geographies, and generations.

- The survey required participants to self-ID as either LGBTQ+ or an ally – this could have been a barrier for entry as potential respondents may have not been willing to openly identify as LGBTQ+ and participate in the survey. This, in combination with Out Leadership’s partnership with O4U, may have skewed the dataset towards individuals who are already out in workplace and/or university settings.
- This dataset featured a large proportion of transgender respondents, people of color, and Gen Z and Millennial respondents (age 18-44). This is likely a result of Out Leadership’s partnership with O4U, the global nature of this survey, and a high proportion of North American responses, among other reasons.
- Some respondents self-identified as having multiple sexual orientations, which impacts the demographic breakdown of each question. These responses were counted under each demographic group that the individual identified as, but the base figure did not change.
- All of the questions in the survey were optional, which led to each question having some amount of blank responses. We did not count blank responses in the analysis, so the total number of responses for each question doesn’t necessarily equal the total number of people who took the survey.
- Due to the drastic change in sample size (231 respondents in 2018 vs. 2,790 respondents in 2023), some unexpected differences between the datasets are due to the small sample size of *Out to Succeed 1.0*.
- Percentage scores have been rounded to the nearest whole number for conciseness.

The survey cohort skews **young, transgender, and non-white**



Employees deemed **high-potential** or **key talent** by their employers



Out Leadership Signature Research

Out to Succeed: Realising the full potential of LGBTQ+ talent
Global survey finds businesses need to do more to attract and support LGBTQ+ talent

OUTLEADERSHIP

pwc

OutQUORUM
LGBTQ+ Board Diversity: Progress & Possibility

OUTLEADERSHIP

OUTLEADERSHIP
FCP 47

No pride for some of us without liberation for all of us.
-Wendell Phillips

ALLY UP
Ally is a Verb.

Todd Sears
with Jane Barry-Moran

OUTLEADERSHIP

2023 State LGBTQ+ Business Climate Index

OUTLEADERSHIP

LGBTQ+ Business Climate Score
Michigan
75.03

AMBASSADOR BRIDGE

OUTLEADERSHIP

The Business Leader's Guide to Trans Equality in the U.S.

PUBLISHED BY OUT LEADERSHIP JUNE 2023

OUTLEADERSHIP CEO Brief
CHINA

LGBT+ Business Climate Score

4

1	0	0
0	0	0
1	0	1
0	0	0
0.5	0	0.5

OUTLEADERSHIP CEO Brief
BRAZIL

LGBT+ Business Climate Score

7.5

1	0
1	0.5
0.5	1
0.5	1
1	1

OUTLEADERSHIP

The Workplace Reality for
LGBTQ+ Women

Jane Barry-Moran

OUTLEADERSHIP

Visibility Counts
Corporate Guidelines for LGBT+ Staff

PROFFERS & GRAY

OutQUORUM **OUTLEADERSHIP**

LGBTQ+ Visibility Counts: Board Demographics Reporting Guidelines

OUTLEADERSHIP

Visibility Counts: LGBTQ+ Equality and the Tokyo Olympics 2020

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LGBTQ+ Board Diversity Guidelines: Australia

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LGBTQ+ Board Diversity Guidelines: UK

OL-iQ
by Out Leadership

The first comprehensive and credible approach to measuring and enhancing business impact around LGBTQ+ inclusion

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