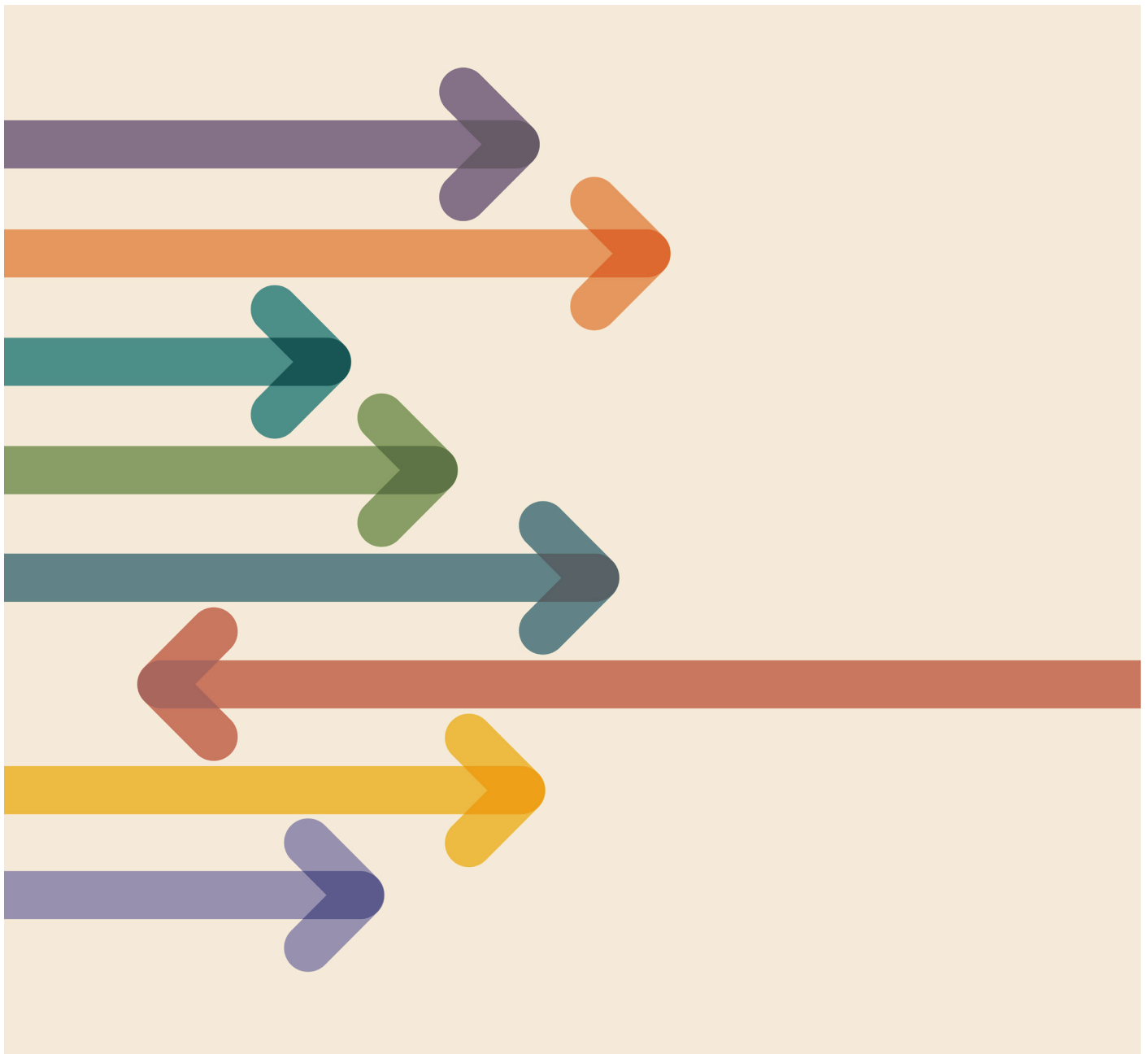


# The LGBTQ+ Employee Lifecycle: What's Missing?

A 2024 NEXUS WHITE PAPER



# About NEXUS & Out Leadership

For the first time in 2023, NEXUS joined the official programme of Out Leadership's annual Europe Summit and has since partnered with the organisation to drive Return on Equality™ in the UK. The partnership was established to expand access to NEXUS' ERG leadership events and business network, and give Out

Leadership's members additional engagement avenues in the UK. The partnership has also helped expand the ability to share insights and thought leadership from NEXUS to a broader audience.



## 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 LSEG on a volunteer basis.



Dan Ricard, Founder & Birgit Neu, Senior DEI Adviser, NEXUS.

## 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.



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.

# Introduction.

This paper aims to delve deeper into employee lifecycle stages where LGBTQ+ considerations may be getting less focus within organisational diversity, equity and inclusion (DEI) strategies, as discussed in the Nexus Q2 event within the 2024 Out Leadership Europe Summit.

By highlighting key gaps for LGBTQ+ within the employee lifecycle and proposing potential solutions, we hope to equip LGBTQ+ employee resource group (ERG) leaders and other key stakeholders to have more informed conversations about where additional progress can be made for the LGBTQ+ workforce.

## What is the employee lifecycle?

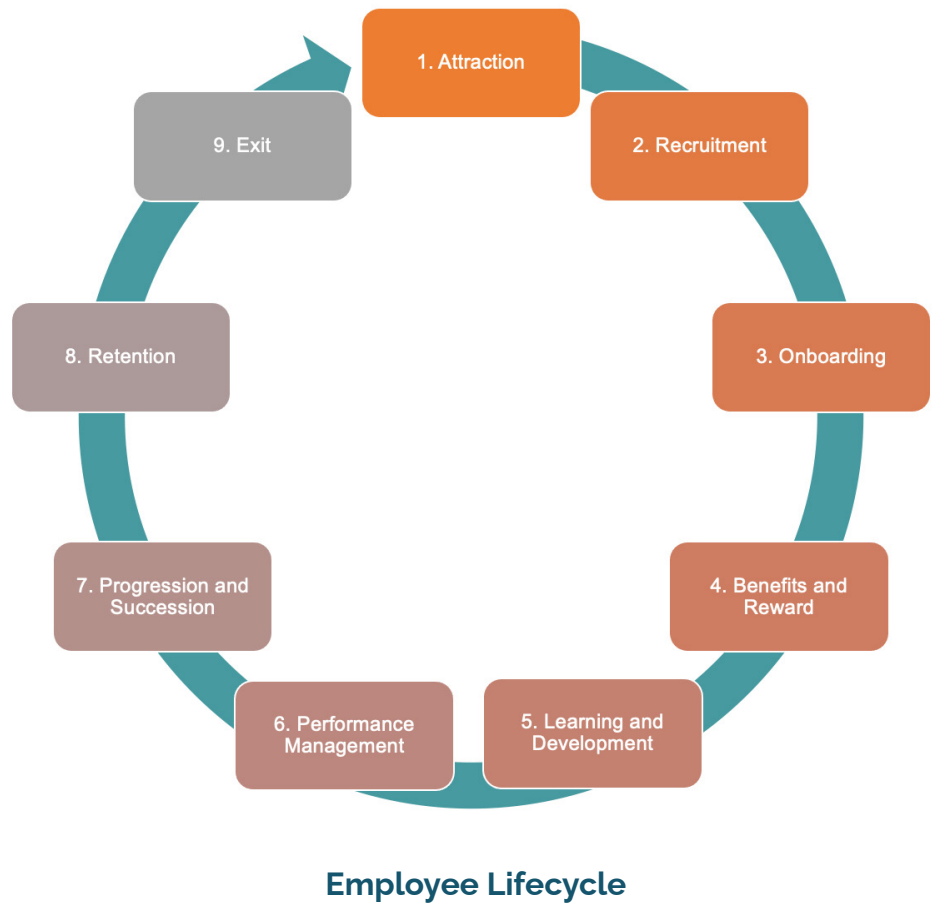
It is effectively the different stages of an employee's journey with their organisation. The lifecycle stages start with attraction and recruitment, through to onboarding, benefits and reward, learning and development, performance management and talent management processes, and finally end with what happens when the employee exits. **An employee's experience through these stages is a key determinant of an employee's professional growth and satisfaction with their employer.**

However, common efforts in each stage of the employee lifecycle at present may overlook different aspects of DEI. As many organisational DEI commitments continue to be around improving representation of women and ethnic minorities (particularly at senior levels), opportunities to improve outcomes for the LGBTQ+ workforce across all stages of the employee lifecycle may not yet be commonly understood or embedded.

It is worth noting that while many LGBTQ+ specific areas of focus within DEI strategies include a focus on public advocacy, community engagement, and supplier diversity which may impact an employee's perception of their organisation's commitment to LGBTQ+, these areas fall outside of the core employee lifecycle stages included in this paper.



Note: All photography in the report is from recent Nexus + Out Leadership events.



# Current Best Practices for LGBTQ+ Diversity Across the Employee Lifecycle.

A number of best practices for LGBTQ+ diversity, equity and inclusion across the employee lifecycle have been established by various prominent LGBTQ+ organisations. Notably, Stonewall in the UK and the Human Rights Campaign (HRC) in the US have been at the forefront of advocating for LGBTQ+ rights in the workplace for many years. More recently, Open For Business's [Investor Guide to LGBTQ+ Inclusion](#) established a toolkit of nine key questions to assess LGBTQ+ inclusion in investee companies by reviewing and consolidating the question sets from

the major LGBTQ+ benchmarks globally. Their toolkit has been designed to help investors understand which best practices to be looking for in investee firms, and includes actions for LGBTQ+ around recruitment, workforce data and insights monitoring, benefits, and training too.

Additionally, Out Leadership's [Return on Equality™ ESG Report](#) provides sustainability data from top UK and US companies and a guide for business leaders to leverage the \$3.7 trillion global LGBTQ+ market in their ESG policies.



# Data Availability and Insights.

Diversity data availability, or the lack thereof, plays a significant role in shaping actions across the employee lifecycle. As organisations want evidence to support the actions they take and associated investment/resources, those diversity strands that have better data are more easily prioritised.

Regulators are recognising this challenge too. In 2023, the UK's Financial Conduct Authority (FCA) and Prudential Regulation Authority (PRA) consultation papers on diversity and inclusion in the financial sector proposed making the collection and reporting of sexual orientation data mandatory (and gender identity data voluntary). Similarly, the US government has passed H.R.4176, the LGBTQ+ Data Inclusion Act, which mandates that federal reporting using demographic data from covered surveys must include information on sexual orientation, gender identity, and intersex traits no later than 3 years after enactment. **The availability of LGBTQ+ data in some of the most economically critical sectors to the UK and US may therefore significantly improve**, which in turn could provide valuable insights for organisations and the regulators alike around LGBTQ+ representation gaps and inclusion challenges.

Discussions with organisations who are already engaged in trying to improve the volume and quality of diversity data they hold highlight that diversity data collection takes time and employee trust in the organisation. **It is important that organisations give themselves significant enough lead time to achieve their desired diversity data enhancements** given the complexities around data privacy and updates to

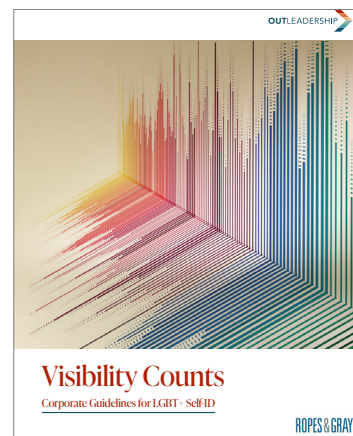
the systems/process for data capture which may also be involved. Experienced organisations also suggest **positioning diversity data collection efforts and results to employees as an enabler of authentic change** in the organisation within their DEI communications, rather than positioning diversity data collection as a compliance exercise. Talking about self identification (ID) campaigns as a driver of positive change will help to get better buy-in and participation rates. Strong participation rates are also crucial, as organisations need enough employees to share data to ensure it is sufficiently representative and protect the anonymity of LGBTQ+ employees who have identified, especially if organisations want to use the data at the individual L, G, B, T and Q+ levels.

Organisations should also look at **linking the diversity data they collect to other HR and employee engagement metrics** so that the metrics can be filtered with an LGBTQ+ lens (with any necessary data privacy measures in place for appropriate data access and handling). This way the data can be analysed and used to inform policies and practices across the organisation to drive better outcomes for the LGBTQ+ workforce.

**Transparency around the results of any diversity data collection efforts can help build trust in the self-ID process.** It can reassure employees that if they share their data, they will also help drive accountability for actioning what the data says when outcomes are published and visible internally and potentially externally as well. Data from organisations who publicly share their LGBTQ+ workforce data is available from

Windō through one of their [Leaderboards](#). Out Leadership also maintains [Visibility Counts: Corporate Guidelines for LGBTQ+ Self-ID](#), which outlines benefits, best practices, and challenges of implementing self-ID.

All of that said, organisations may still have considerable LGBTQ+ data limitations for some time in the markets where data collection is already possible, as well as in many other markets where there is legislation prohibiting this data capture. It will remain critical to engage with ERGs and other key stakeholders to find other ways to get insights about the LGBTQ+ workforce in the absence of quantitative internal data.



# Progress and Shifts Over the Last 10 Years.

There has been a clear shift over the past 10 years from addressing the LGBTQ+ community as one homogenous community, to now having more nuanced conversations about the issues for each letter of the acronym and their intersectionality with other diversity strands. **The understanding of different needs for the individual parts of the LGBTQ+ community has become much more widespread.** For example, organisations may have guidance for people managers and HR specialists on how to support employees who are transitioning. Some organisations are also segmenting their LGBTQ+ self-ID data to a more granular level in employee engagement surveys to better understand challenge areas for specific populations, e.g. looking at data on bi employees by gender.

Across organisations, a number of other trends have been observed:

- There is an **increased focus on intersectionality** between LGBTQ+ and other diversity strands like ethnicity, disability, faith, and family considerations. This is often done by the respective ERGs joining forces to help reach bigger audiences, given the increasing challenges around engaging employees who are working hybrid/flexibly and who remain under pressure to skip events due to workloads.
- Resource-challenged DEI practitioners are turning their efforts to **driving broader organisation-wide cultural change** and general allyship skills/awareness rather than simply focussing on the needs

of individual communities on a one by one basis. However, it remains to be seen whether a more general inclusion-focussed approach is effective enough to drive the desired improvements on a strand by strand basis. [Research published by Coqual](#) shows that **organisations that focus on LGBTQ+ inclusion are not only better at attracting people from within the LGBTQ+ community (as potential candidates/ consumers) but also benefit from a halo effect that attracts people from outside the community.**

- Senior leaders are increasingly expected to demonstrate **inclusive and authentic leadership skills**. In some organisations this is now being embedded in expectations in job descriptions, within organisational values measures, and in leadership development programmes.
- **DEI expectations of employers from the Gen Z workforce are much higher than they are from previous generations.** As [external data indicates](#) that more and more of Gen Z are identifying as LGBTQ+, that generation is also expecting organisations to be transparent and visibly taking action towards LGBTQ+ inclusion. They are also not afraid to leave their organisations if DEI-related expectations are not fulfilled. According to a [survey by Deloitte](#) of 5,474 LGBTQ+ people across 13 countries published in June 2023, **a third of respondents were actively looking to change employers** to find an organisation that is more LGBTQ+ inclusive.



“ There are still opportunities to improve outcomes for the LGBTQ+ workforce across some stages of the employee lifecycle where the LGBTQ+ issues have yet to be fully explored or commonly understood. This is crucial to close the gaps in LGBTQ+ talent retention.”

Birgit Neu  
Senior DEI Adviser, NEXUS

# Lessons from Other Diversity Strands.

While more significant progress has been made on gender and ethnicity representation in senior leadership in recent years, LGBTQ+ efforts have not been as focused on leadership levels, suggesting a potential area of opportunity. As is true for other strands, there is a **particular need for more openly LGBTQ+ individuals in leadership roles to serve as role models** for other LGBTQ+ employees and to demonstrate that an organisation's leadership ranks are LGBTQ+ inclusive.

Moreover, other diversity strands have seen more dedicated development programmes and talent-related actions, such as development programmes for women and ethnic minorities and gender/ethnicity monitoring of talent cohorts and succession plans. The development programmes typically aim to provide targeted support, connectivity and other career opportunities for these groups. While the evidence base around some of the content frequently included in these kinds of programmes is facing more academic scrutiny as to

its effectiveness (e.g. looking at where content may in fact be reinforcing stereotypes rather than truly addressing the barriers to progression), there is an unresolved question around what the common LGBTQ+-specific development needs may be. A stronger evidence base and understanding of LGBTQ+ development needs could help make the case for more development programmes dedicated to preparing employees in this community for senior leadership positions.

**Sponsorship programmes (versus mentoring programmes) have been another staple of the talent development** toolbox for gender and ethnicity, providing sponsees from those under-represented groups with better access to critical feedback, important power networks, and advocacy for promotions. While little research is available around how sponsorship works for LGBTQ+ talent, it stands to reason that building good sponsorship relationships is a positive for any organisation's talent bench and this should be a greater focus for LGBTQ+ talent wanting to get ahead too.



“ There are many ideas that organisations could implement for LGBTQ+ talent from their existing DEI toolbox for other diversity strands. This could include ensuring LGBTQ+ participation in sponsorship relationships and other key development opportunities, or providing coaching to support out senior colleagues to be active and visible role models for the LGBTQ+ pipeline.”

Dan Ricard,  
Founder & Chair, NEXUS



# Specific Development Needs for the LGBTQ+ Community.

8.9% of employed LGBTQ+ people reported that they were fired or not hired because of their sexual orientation or gender identity in the past year, including 11.3% of LGBTQ+ employees of color and 6.5% of white LGBTQ+ employees.

Source: Wilams Institute

A small number of LGBTQ+-specific leadership development programmes are available through external specialist organisations. However, talent teams will be considering how closely any external programmes align to broader internal talent management needs before progressing with them for their LGBTQ+ employees. This is a bigger challenge when there are such limited numbers of LGBTQ+ development programmes to choose from.

Few organisations appear to have developed their own internal talent programmes for LGBTQ+ career advancement and development. These may leverage both internal resources and external vendors to tailor content to the needs of their LGBTQ+ talent. They can also be designed to complement broader talent and leadership development programmes that are run for all employees.

Out Leadership's OutNEXT initiative is the first and only global talent accelerator for LGBTQ+ emerging Leaders. Since 2014, OutNEXT has engaged 4,500+ emerging leaders from 200+ organizations on 4 continents.

Once again, self-ID data should be analysed where available to help inform the needs, the particular challenge areas and the effectiveness of these programmes. Without that, it will be more challenging to determine whether LGBTQ+ employees are progressing and/or being promoted at the same rate as non-LGBTQ+ people, and whether they are leaving at a commensurate rate. However, where quantitative data is not available organisations can look to other qualitative sources like ERG feedback to understand what's needed or what's working.



Todd Sears, Mila Jam and young LGBTQ+ leaders at OutNEXT 2023



# Other Existing LGBTQ+-specific HR Best Practices.

## Access to work opportunities requiring global mobility:

A number of external organisations provide guidance to LGBTQ+ individuals looking to relocate around the world to help those individuals make the most informed decision on future opportunities. This guidance will usually include LGBTQ+-specific travel and mobility guides, assessing risks and cultural sensitivities that LGBTQ+ people should be aware of. In addition to leveraging local legal expertise, this guidance typically also highlights external local resources from the LGBTQ+ community itself to provide more context, such as those provided by [ILGA](#) and [Out Leadership](#).

In some cases internal global mobility teams also have this type of guidance in hand and/or have external providers for this type of information for their employees. However, the availability and awareness around this type of guidance with internal teams does appear to vary greatly (and is likely also a function of how typical it is for an organisation to move employees around and which locations they are moving employees between). This is an area where, as relevant, **ERGs and key stakeholders may wish to spend more time interrogating key practices and providing recommendations around what kind of support may be needed for LGBTQ+ talent looking to move between countries.**

## LGBTQ+ representation and pay gap reporting:

There has been some progress with a few more companies sharing LGBTQ+ representation and pay gap data externally, but **there is a very long way to go before this is common practice at the current rate.** Law and Consulting firms are leading the way in data transparency in this area, demonstrated by Windō in its LGBTQ+ Pay Gap leaderboard. Again, more progress in this area is very dependent on organisations having enough of the relevant data in hand to use for analysis and to share, so improvements to data collection are key to enable more of this reporting as well as better benchmarking between organisations.

## Mitigating LGBTQ+ bias in performance management and promotions processes:

While many organisations have general guidance on mitigating bias and, in some cases, HR participation in key processes like performance management and promotions to ensure that bias is challenged, it is not clear whether the typical guidance and HR participation is detailed enough to recognise and address LGBTQ+ issues which may be barriers to performance recognition and progression. Given that LGBTQ+ data is still lacking in many organisations, this is likely to be an area where **there is more work to be done to ensure that barriers are understood, addressed, and more equitable outcomes are achieved** (similar to what many organisations are now doing to identify and mitigate potential biases re: gender, ethnicity and other diversity strands).

## Employee relations (ER) issues for LGBTQ+ employees (e.g. reporting discrimination, harassment, bullying):

There may be a number of challenges around the reporting of poor conduct impacting LGBTQ+ employees. LGBTQ+ employees may not be aware of how to report or trust that appropriate action will be taken if they do report a problem. **ER teams may not be trained to recognise and/or address LGBTQ+ issues when poor conduct is reported.** Data capture in ER reporting systems may also be a challenge, where the way that data is captured about any reported incident may not make it easy to get consolidated reporting on the LGBTQ+ identity of the parties involved (where that's relevant) or on whether the incident itself relates to something LGBTQ+-specific.

One best practice that organisations are adopting is to **include examples of LGBTQ+ issues in mandatory learning on culture and values, expectations of behaviours, and their DEI policies.** However, this is unlikely to be enough to deter poor conduct.

More legislation in this space is already appearing in the UK, including the new Worker Protection Act 2023 which puts increased responsibility on organisations to prevent sexual harassment in the workplace. This type of legislation is expected to increase the organisational appetite for internal transparency around ER reporting processes and better reporting capabilities, and should provide LGBTQ+ ERGs and other key stakeholders with a good opportunity to engage with the relevant teams around how to make these processes work more effectively for all involved.

# Other Existing LGBTQ+-specific HR Best Practices.

## Employee engagement and exit surveys:

More organisations are linking diversity strand data like LGBTQ+ with engagement and exit survey data to be able to do more detailed analysis of where there are positive or negative gaps between LGBTQ+ and non-LGBTQ+ employees, or where there are representation or retention issues in a particular business area (e.g. LGBTQ+ employees resigning at a higher rate or less likely to be out in one part of the business).

In more mature organisations, the L, G, B, T and Q+ data may be analysed separately to **ensure that representation/participation for each is understood as well as being able to compare the gaps within the LGBTQ+ community to understand differences in experiences.** Insights from these surveys can also be fed back into employee lifecycle activity and shared with ERGs and other key stakeholders to help align key resources around any problem areas or to highlight where progress has been made.



**46% of LGBTQ+ Americans are not out at work and the percentage increases dramatically in less open societies.**

Source: AllyUp 2020

# The Impact of AI for LGBTQ+ Talent Across the Employee Lifecycle.

There is still significant work needed to improve outcomes for LGBTQ+ employees across the lifecycle stages on the basis of the policies and processes in those stages as we have traditionally known them. But there is now also every chance that in the very immediate future, we may need to rethink the LGBTQ+ implications in each step of each stage - even those stages that we have already been making progress on - depending on where and how AI is deployed in a related context internally and externally.

AI discussions in HR are now happening at pace, but **while awareness of the potential for bias in AI has been very well-documented, the involvement of DEI teams in AI deployment discussions still appears to be minimal.** While there is limited data available on the diversity of those working on AI and related tech teams, the known indications are that

these teams are significantly lacking in overall diversity too. The focus of AI use cases in HR so far appears to be around enhancing recruitment and internal talent marketplaces as well as improving the general productivity of HR teams with query handling and workflow support. Even just in those areas, there is already potential for LGBTQ+-related biases to impact the outcomes - but there has been next to no discussion in public forums like LinkedIn on what that might look like and what organisations or employees should do about it.

There is no doubt that AI will become integrated across far more HR systems and processes in short order, while at the same time organisations are working on getting more LGBTQ+ employee data in. It has therefore never been more important for organisations to make sure they have the necessary expertise in data

privacy to **avoid the potential misuse of LGBTQ+ and other employee diversity data**, and for organisations to very quickly get clear on how they plan to both understand and manage the risks around AI use from an LGBTQ+ perspective.

As organisations are setting up and evolving their HR AI governance structures, internal capabilities and relationships with external vendors of AI-driven HR solutions, **LGBTQ+ ERGs and key stakeholders should get LGBTQ+ employees involved in the discussions** and involved/upskilled as needed to support responsible AI design and use both across the employee lifecycle and throughout their organisations.



# Actions that Organisations and C-suite Leaders Should Consider Taking Now.

- 1. Ensure employee self-ID campaigns are being mobilised where appropriate to help increase LGBTQ+ data in hand**, with cross-functional teams in place to address communications, data privacy, and systems/data collection process considerations. Be transparent with your employees about how the data will be used, and share the outcomes of self-ID campaigns with them.
- 2. Learn to be comfortable** with not having complete datasets to base decisions on for LGBTQ+ actions. This will be true for some other diversity strands beyond LGBTQ+ too, and should not mean no action is taken in the absence of data.
- 3. Be clear with your leadership teams** and ERGs that it is the organisation's responsibility to drive an inclusive culture, address any under-representation and ensure equitable outcomes for all employees. ERGs should not be held accountable for these changes when they are volunteer-led groups who are not recruited for specific skill sets and are not performance managed or compensated for any progress they achieve. ERGs should be a key component of supporting a successful organisational DEI/ LGBTQ+ strategy given their composition and what they are structured to be able to do well.

- 4. Encourage sponsorship relationships with LGBTQ+ talent** (either informally or through dedicated programmes) so senior leaders build a better understanding of the LGBTQ+ employee experience and LGBTQ+ talent can move up the organisation at a proportionate rate.
- 5. Foster LGBTQ+ representation at all levels** to reflect the communities that the organisation operates in to have a strong, sustainable pipeline.
- 6. Include LGBTQ+ considerations and representation** in AI governance, risk management and skills discussions.
- 7. Learn about the LGBTQ+ equality landscape** everywhere your company conducts business through Out Leadership's [CEO Country Briefs](#). These briefs equip business leaders and policymakers with a clear sense of the most impactful steps countries can take to make themselves more hospitable to forward-thinking, innovative, inclusive businesses.

# Actions LGBTQ+ ERG Leads Can Take Now.

- 1. Engage with your HR/DEI teams** to consult on actions taken across the employee lifecycle, including actions taken on the basis of available data and survey insights.
- 2. Support your organisation's self-ID campaigns** and communications via your ERG communications and show how the data collected is expected to impact your ERG efforts.
- 3. Ensure the activities and events** you organise as an ERG are catering for the various strands of the LGBTQ+ community and consider intersectionality.
- 4. Engage with those responsible for AI use** in HR to make sure that LGBTQ+ employees are involved in discussions about where and how AI is being deployed to help identify and address any potential LGBTQ+ biases. Get ERG members involved in AI upskilling efforts to support responsible AI design and use across the employee lifecycle and throughout the organisation.
- 5. Stay up to date** by signing up for [OutNEWS](#), Out Leadership's weekly newsletter of the latest LGBTQ+ business news and advocacy work around the globe.

**LGBTQ+-supportive policies are linked to greater job commitment, increased job satisfaction, and better health outcomes among LGBTQ+ employees.**

Source: Williams Institute  
UCLA School of Law



# Conclusion.

While progress has been made with regard to LGBTQ+ inclusion in organisational DEI strategies, **there are still significant gaps** in activity and support across the employee lifecycle that can be addressed to improve outcomes for the LGBTQ+ workforce, with a particular focus on development opportunities and talent progression.

**Moreover, the current state of LGBTQ+ data and insights still presents significant challenges.** While some organisations have made strides in collecting and utilising their data and insight to inform their DEI and LGBTQ+ strategies, there are still many organisations who are at the very beginning of their LGBTQ+ data journeys or who are not looking at this data at all. In addition, there will continue to be limitations across geographies

where data can't be collected. This lack of comprehensive and reliable data should not be allowed to stop the development of effective strategies for LGBTQ+ inclusion. Instead, organisations should continue to work with ERGs and other key stakeholders to develop innovative approaches to identifying challenges and solutions for their LGBTQ+ workforce. Learning from other diversity strands, increasing self-ID data and other LGBTQ+ insights/metrics, and enhancing transparency can all contribute to increasing the satisfaction and visibility of the LGBTQ+ workforce across the employee lifecycle. **As AI is already being integrated into the employee lifecycle**, now is the time for LGBTQ+ ERGs and key stakeholders to ensure that there is a seat at the table for LGBTQ+ views to be factored into the organisation's approach to responsible AI.





# Dan Ricard

Founder & Chair,  
NEXUS

Dan Ricard established NEXUS LGBTQ+ in London in 2015 to bring UK LGBTQ+ employee network leaders together across sectors through quarterly in-person networking breakfasts hosted by participating companies. In 2022, Nexus LGBTQ+ formed a partnership with Out Leadership.

Dan is the Business Management Director for the COO function within LSEG (London Stock Exchange Group) Data & Analytics. He previously held a number of different roles within PwC UK.

[Dan's LinkedIn Profile](#)



# Birgit Neu

Senior DEI Adviser,  
NEXUS

Birgit Neu is an independent Senior DEI Advisor and was the former Global Head of Diversity and Inclusion at HSBC, with a broad career spanning multiple sectors including digital, retail, publishing and financial services. She has been named in LinkedIn's Top 10 UK Voices for Equity 2022, Top 20 Diversity Professionals in Industry 2020 by the Global Diversity List and Head of Diversity of the Year at the 2019 European Diversity Awards.

Birgit is a Visiting Lecturer on DEI for Warwick Business School's MBA programmes and is a regular contributor to thought leadership and advisory groups across different aspects of DEI and ESG for leading organisations worldwide.

[Birgit's LinkedIn Profile](#)

# Thank you.

We'd also like to thank friends and supporters of NEXUS who have contributed directly and indirectly to this paper:

**Ken Janssens,**

Co-founder of Windō.

**Tim Jarman,**

EMEA Diversity & Inclusion Leader – Global Talent, Development, Diversity & Inclusion at Microsoft.

**Emma Gange,**

Head of HR for Global Banking at HSBC.

**Thornhall Hembrow,**

Executive Director, Deputy Head of LGBTQ+ Affairs at JPMorgan Chase & Co.

**Cameron Wu,**

Programs and Research Manager at Out Leadership.

**Michael Paterson,**

Managing Director, Marketing, Communications & Creative at Out Leadership.

**Jane Barry-Moran,**

Managing Director, Programs and Research at Out Leadership.

**Joey Seo,**

Programs and Research Intern at Out Leadership.

# Out Leadership Member Companies



# Nonprofit Partners





To get involved & join NEXUS:  
**events@outleadership.com**  
Subscribe to [OutNEWS here](#)

NEXUS

OUTLEADERSHIP

