CRACKING THE GEN Z CODE:

Attracting and Retaining Gen Z's LGBTQ+ Talent

THE YOUNGEST WORKERS ARE THE QUEEREST

There are more LGBTQ+ people in Gen Z (people born between 1997 and 2012.[1]) than in any prior generation.*

By 2030, one in three workers in the United States will be from Gen Z. Inside that pool of next-gen talent, upwards of 20 percent identify as lesbian, gay, bisexual, transgender, and queer (LGBTQ+).

Any business that does not have specific LGBTQ+ talent initiatives is already behind in terms of next-gen talent preparedness. For Talent Acquisition (TA) professionals, the imperative is clear, but until now, there has been no centralized, accessible resource.

This user-friendly guide demystifies Gen Z, debunks misunderstandings and stereotypes, and gives you a clear roadmap for tailoring your talent acquisition efforts for maximum impact.

This resource is organized into four parts:

1. The demographic makeup of Gen Z with emphasis on the LGBTQ+ talent pool

2. A framework for the business case for implementing LGBTQ+-specific talent acquisition practices in your organization

3. Best practices that ensure that your organization has the internal policies and practices critical to attracting Gen Z talent

4. A guide to ensure your talent acquisition efforts are LGBTQ+-inclusive and Gen Z-attractive

With these new understandings in place, coupled with your revamped internal efforts, your talent acquisition strategy is about to level up.

*As measured by national survey analysis.

FORGET WHAT YOU THINK YOU KNOW, MEET GEN Z:
A Look at the Demographic Data

"Entitled." "Changemakers." "Hopeful." "Abrasive." "Diverse."

The tropes and assumptions—both positive and negative—seem to be everywhere when discussing Gen Z at work.

But this generation can't be whittled down to stereotypes. A look at the demographic data reveals key insights for understanding this new segment of the workforce and how organizations need to evolve to both attract and retain this talent pool.

Gen Z is More Diverse than Any Prior Generation

The concept of intersectionality–recognizing the challenges that individuals with multiple, often-marginalized identities encounter in terms of perceptions and progress–has been at the forefront of much workplace culture conversation. This understanding will be critical in engaging with Gen Z since they strongly identify with and embrace diverse identities.
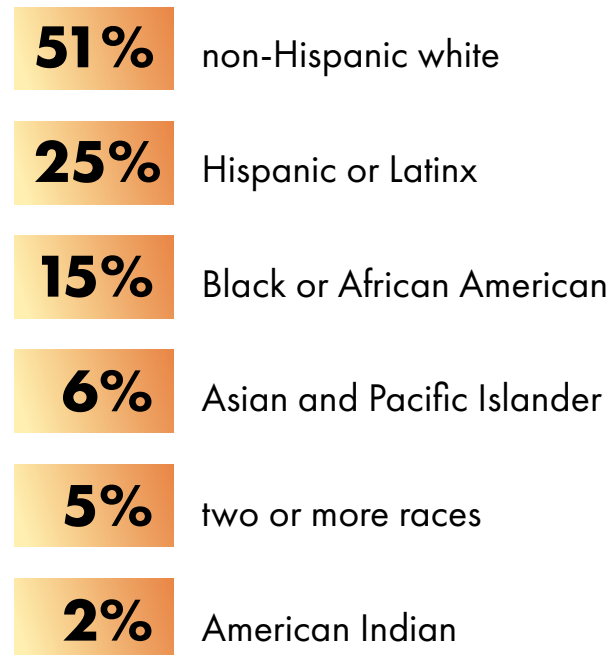
Gen Z champions multiple causes simultaneously. LGBTQ+ inclusion, racial equity, climate change, and more all occupy important places in their diversity, equity, inclusion, and belonging (DEIB) values.

This means that your LGBTQ+ talent acquisition strategies should also be interconnected with the other DEIB work at your organization. Make sure, for example, you're telling LGBTQ+ potential hires about the opportunities associated with other employee resource groups (ERGs) and DEIB initiatives (veterans, women, parents, caregivers, etc.).
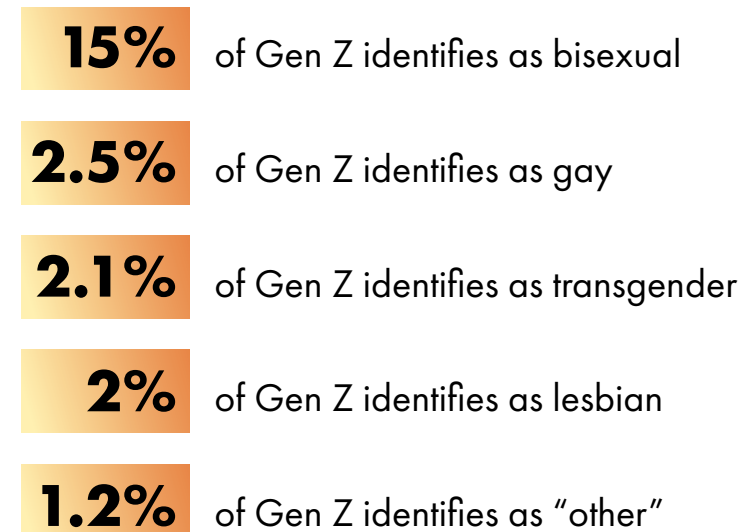
GEN Z DEMOGRAPHIC BREAKDOWN

In terms of race and ethnicity, more Gen Zers are people of color and LGBTQ+ than any other generation yet. A Snapshot of Gen Z's Racial Demographics[2]:

51% non-Hispanic white

25% Hispanic or Latinx

15% Black or African American

6% Asian and Pacific Islander

5% two or more races

2% American Indian

Additionally, one in five Gen Zers identify as LGBTQ+, with this percentage expected to increase as Gen Z comes of age.[3]:

15% of Gen Z identifies as bisexual

2.5% of Gen Z identifies as gay

2.1% of Gen Z identifies as transgender

2% of Gen Z identifies as lesbian

1.2% of Gen Z identifies as "other"

These demographics also help us understand key insights into Gen Z's role in breaking the gender binary. They often don't see gender identification as limited to just male and female, but rather a spectrum of identities, some of which combine male/female identity, others of which are fluid, and still others that rely on self-definition. **To provide greater depth of what this means, consider these points:**

Gen Zers between the ages of 13-17 make up about **18%** of the US transgender population (approximately 1.6 million people overall).[4]

Roughly **one in four** LGBTQ+ youth **identify as nonbinary**.[5]

50% of nonbinary Gen Zers also **identify as transgender**.[6]

95% of nonbinary Gen Zers **use pronouns outside of the gender binary**.[7]

32% of Gen Zers personally know someone who uses **gender-neutral pronouns**.[8]

The cultural impact of these shifts in Gen Z's embrace of the gender spectrum is significant.

In 2014, Facebook/Meta was at the vanguard of gender identity inclusion. Citing the needs of its 159 million monthly users, the social media giant offered at least 58 different gender identity options for users to choose from and allowed the display of pronouns in their apps. The company demonstrated that adapting to the market's changing needs is not so much a social statement but smart business.

In 2019, Merriam-Webster's dictionary named "they/them" and its use as a gender-neutral singular pronoun as the word of the year.[9] This yearly cultural pulse check underscored the significance of how the English language is adapting to increasing transgender and nonbinary visibility–significantly driven by Gen Z.

This generation's push for inclusive language through intentional pronoun use and other inclusive linguistic modifications isn't exclusive to the United States or to English. Languages around the world are adjusting to more inclusive language. And while many are undergoing this change, others have already made it to the other side.

We've also seen progress on the abilities front. Finally–and significantly–Gen Z displays a larger awareness and willingness to discuss issues around dis/ability. Data provides some clues into how prevalent this conversation is, especially in LGBTQ+ spaces:
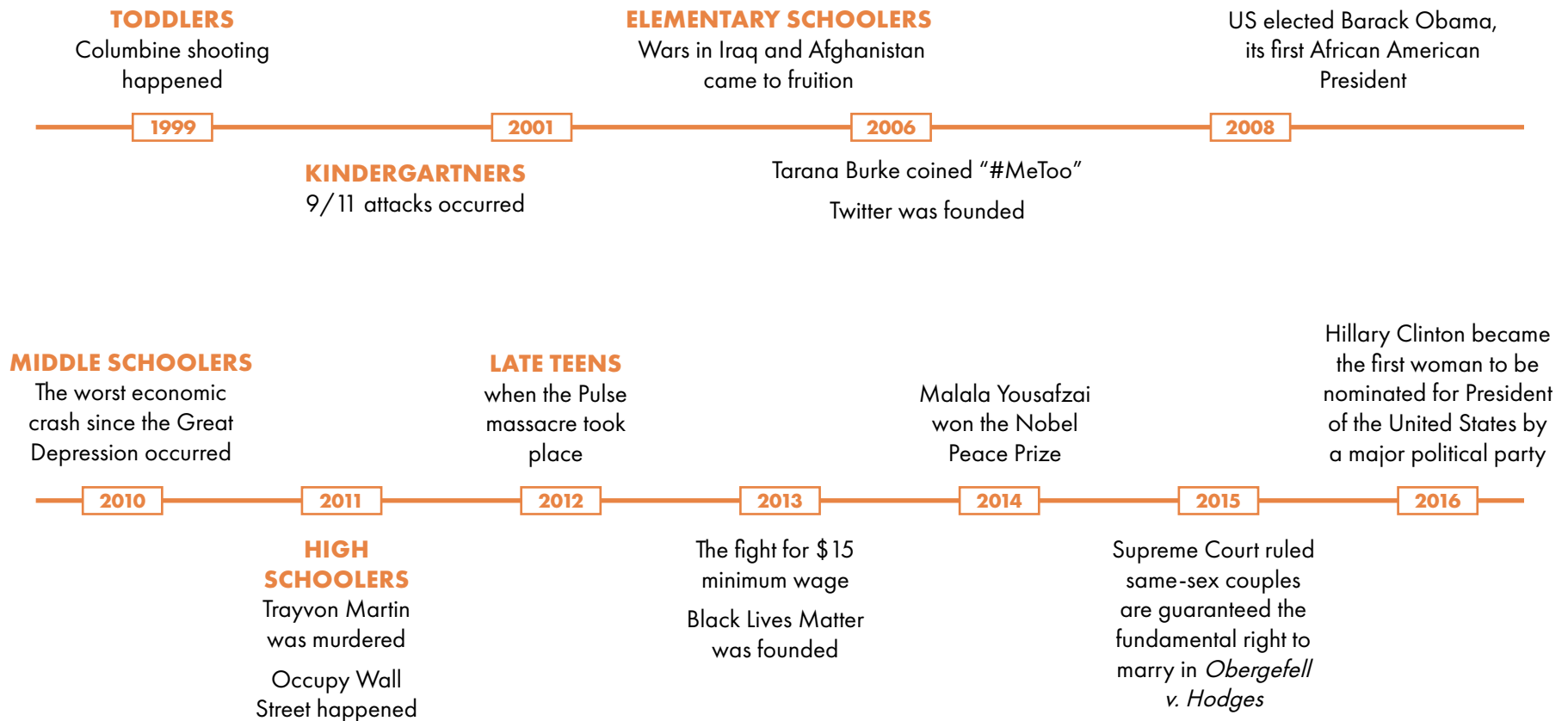
- Vice Media's 2022 polling revealed that overall, 43% of Gen Z respondents identified as someone with a dis/ability. Among the 57% who did not, 76% knew someone with a dis/ability.[10]

- In 2022 data from The Trevor Project, among LGBTQ+-identified individuals, 73% reported experiencing anxiety and 58% reported symptoms of depression. Interestingly, 82% said that they would like mental health care, but 60% couldn't access it.[11]

GEN Z: Understanding Their Major Life Shapers

Gen Z has passion and ideas that they're typically very willing to share about how to make the workplace more equitable and inclusive. While for some more seasoned professionals, this can read as youthful overzealousness that overlooks the process of change. However, what's often missed is the fact Gen Zers' desire for progress is a product of their lived experiences.

Consider this—the oldest Gen Zers (those now in their mid-20s) were:

TODDLERS
Columbine shooting happened

ELEMENTARY SCHOOLERS
Wars in Iraq and Afghanistan came to fruition

US elected Barack Obama, its first African American President

1999 ─── **2001** ─── **2006** ─── **2008**

KINDERGARTNERS
9/11 attacks occurred

Tarana Burke coined "#MeToo"

Twitter was founded

MIDDLE SCHOOLERS
The worst economic crash since the Great Depression occurred

LATE TEENS
when the Pulse massacre took place

Malala Yousafzai won the Nobel Peace Prize

Hillary Clinton became the first woman to be nominated for President of the United States by a major political party

2010 ─── **2011** ─── **2012** ─── **2013** ─── **2014** ─── **2015** ─── **2016**

HIGH SCHOOLERS
Trayvon Martin was murdered

Occupy Wall Street happened

The fight for $15 minimum wage

Black Lives Matter was founded

Supreme Court ruled same-sex couples are guaranteed the fundamental right to marry in *Obergefell v. Hodges*

GEN Z: Understanding Their Major Life Shapers

YOUNG ADULTS
when the Parkland, Florida shooting happened at Marjory Stoneman Douglass High School

Watching reel after reel of African Americans such as Walter Scott, Breonna Taylor, Daunte Wright, Rayshard Brooks, Tyre Nichols, Donovan Lewis, and so many more murdered on camera

2017

2018

2019

Women's March took place

March for Science happened

#MeToo movement gained national attention

March for Our Lives happened

#TimesUp movement began

The Green New Deal Resolution introduced in Congress

EARLY TWENTIES
when the Covid-19 pandemic halted the world, and George Floyd was murdered by Minneapolis police officers

entering their **MID-TWENTIES** when the Supreme Court overturned *Roe v. Wade*, in the *Dobbs v. Jackon* Women's Health Organization decision.

entering their **MID-TWENTIES** the year that more anti-LGBTQ+ bills than any other time in history were introduced into legislation—a record 550+!

2020

2022

2023

The Supreme Court ruled in the Bostock case that Title VII of the Civil Rights Act prohibits workplace discrimination on the basis of sexual orientation or gender identity

GEN Z: Understanding Their Major Life Shapers

Engaging LGBTQ+ Gen Z Talent: The Importance of Authentic Digital Engagement

In today's digital age, Gen Z places a premium on authenticity and diverse representation. Familiar platforms like TikTok, Snapchat, Instagram, Twitter (X), and others have become conduits for diverse voices, including those within the LGBTQ+ community, to be both seen and heard.

For many in the younger LGBTQ+ demographic, such platforms have moved beyond mere entertainment, morphing into invaluable spaces for representation often absent in traditional media. Here, they find a digital reflection of their unique identities and narratives. These platforms have, for many, become nurturing communities where Gen Z individuals, especially those from the LGBTQ+ spectrum, can explore their identities and share stories free from judgment—imperative, especially in regions that may be less inclusive both in the U.S. and globally.

Recognizing the significant role these platforms play and drawing evidence from a 2021 Pew Research Center Study, it's clear that for Gen Z, channels like YouTube, Instagram, Snapchat, and TikTok have overtaken the popularity of platforms like Facebook.[12] According to Stefanie Duguay, Assistant Professor in the Department of Communication Studies at Concordia University in Montreal, this generation intuitively aligns with platforms that cater to their specific interests and needs.[13]

As corporate leaders, especially those in HR and DEIB, look towards attracting Gen Z LGBTQ+ talent, there's a crucial need to truly comprehend and engage within these digital domains. It's not just about being online; it's about showcasing a genuine commitment to diversity and inclusion. Embracing LGBTQ+ narratives, forming partnerships with influential figures from the community, and championing equity are vital steps to resonate with this tech-savvy generation.

Navigating the fluid realm of popular platforms necessitates a dynamic strategy. Engaging Gen Z about potential careers means adopting a blend of authenticity, adaptability, and clarity. Key strategies include:

- Opting for platforms that celebrate genuine, relatable content over highly curated corporate presentations. Interactive features, like polls, quizzes, and live Q&A sessions can provide a more tangible connection;

- With Gen Z valuing personal and professional evolution, showcasing growth opportunities within an organization can serve as a significant draw; and

- A mobile-optimized, genuine, and value-centric approach that spotlights themes and fundamental beliefs typically aligned with Gen Z's preferences is vital for this generation.

The influential role of LGBTQ+ influencers on these platforms is also significant. Their presence provides both aspiration and a sense of community to their Gen Z audiences, setting new benchmarks of societal acceptance.

As businesses aim to secure the talent of forward-thinking Gen Z LGBTQ+ individuals, it becomes paramount to weave technology seamlessly into DEIB strategies. This involves not just highlighting authentic LGBTQ+ representation but also utilizing technological solutions that promote inclusivity and foster platforms for productive conversation.

Ultimately, engaging Gen Z on social media in relation to their career paths demands authenticity, a finger on the pulse of current trends, and transparent communication. Gen Z seeks ready answers and resonant inspiration, and establishing an honest rapport is key to attracting these digital-first individuals.

Gen Z and the Youth Mental Health Crisis: Navigating Unprecedented Challenges

Gen Z, comprising individuals born from the mid-1990s to the early 2010s, has grown up in an era marked by rapid technological advancements, socio-political upheaval, and global crises. Research from the American Psychological Association (APA) indicates that this generation is more likely than other generations to report their mental health as fair or poor, with the increased use of electronic communication being a possible factor influencing their well-being.[14]

In addition to navigating the digital realm's complexities, this generation has faced significant global challenges during their formative years. From the economic aftermath of the 2008 recession to the ongoing global pandemic, climate change threats, and heightened socio-political tensions, these large-scale events have undeniably shaped their collective psyche. The Centers for Disease Control and Prevention (CDC) has pointed out a substantial rise in the number of young adults experiencing symptoms of anxiety or depressive disorders during the COVID-19 pandemic, a testament to the profound impact such events have on youth mental health.[15]

Furthermore, with the advent of social media, Gen Z is constantly exposed to a barrage of both positive and negative information. While these platforms offer opportunities for connectivity and self-expression, according to one population-based study, they also come with the challenges of cyberbullying, comparison culture, and the pressure to curate a 'perfect' online persona, all of which can exacerbate feelings of inadequacy and isolation.[16]

The mental health intricacies of Gen Z deeply influences their professional aspirations and expectations. Given their challenges, this demographic is particularly drawn to workplaces that offer more benefits that extend beyond a mere paycheck. A recent study from Deloitte highlighted that Gen Z prioritizes workplaces that provide purpose, growth, and flexibility. This generation looks for organizations that not only recognize their mental well-being but actively champions it, intertwining professional development with personal care.[17] Similarly, the Trevor Project's 2023 U.S. National Survey on the Mental Health of LGBTQ Young People paints a concerning picture of the mental well-being of LGBTQ+ youth in the context of current societal challenges.[18] A significant 1 in 3 respondents revealed that anti-LGBTQ policies and legislation contributed

to their mental health being poor either most of the time or consistently. Furthermore, the discussions around potential state or local laws, particularly those that might ban discussions of LGBTQ+ topics in schools, heighten these concerns. Nearly 2 out of 3 LGBTQ+ young individuals reported that hearing about such legislation severely deteriorated their mental health. This data underscores the pressing need for supportive and inclusive environments for individuals soon entering the workforce, both socially and professionally, to counteract these prevalent external stressors.[19]

As digital natives, Gen Zers value genuine connections and seek transparent, authentic relationships with their employers. Their desire for purposeful work can be viewed as a counterbalance to the disconnection they often feel in the digital age. For them, the workplace becomes more than just a site of economic exchange; it's a community where they hope to find meaning, form genuine relationships, and experience a sense of belonging. Employers who can offer roles that align with their values, provide avenues for genuine human connection, and

proactively support their well-being will not only attract but also retain the talent of this deeply insightful and introspective generation by adopting actionable strategies such as:

- **Inclusive Employee Assistance Programs (EAPs) and Mental Health Resources:** Standard EAPs are designed to help employees navigate personal and professional challenges, but it's vital that they are tailored to cater to the unique challenges faced by LGBTQ+ individuals. This includes access to LGBTQ+-friendly therapists and counselors, workshops addressing specific issues the community faces (such as coming out in a professional setting or managing microaggressions), and resources related to gender transition support. Additionally, facilitating peer support groups where LGBTQ+ employees can share experiences and provide mutual support can be immensely beneficial.

- **Cultivating an Inclusive Culture with Continuous Education:** To truly create a supportive environment, companies need to go beyond surface-level initiatives.

This involves continuous diversity and inclusion training for all employees, aiming to foster a more understanding and empathetic workplace. Initiatives can range from workshops that debunk myths about the LGBTQ+ community to sessions on unconscious bias. Importantly, allyship programs can be developed to enable non-LGBTQ+ employees to understand, relate to, and support their LGBTQ+ peers effectively.

- **Mentorship and Career Development Programs for LGBTQ+ Employees:** Professional growth is intrinsically linked with personal well-being. By offering mentorship programs tailored to LGBTQ+ employees, companies support their career progression and their mental health. These programs can help address the unique challenges faced by LGBTQ+ individuals in the workplace, offering guidance on navigating potential biases and ensuring they don't feel isolated. Moreover, having visible LGBTQ+ leadership or mentor figures within an organization can provide inspiration, proving that one's identity is not a barrier to success, while simultaneously fostering a sense of belonging and motivation.

As you develop strategies to bolster this generation's mental well-being, recognizing the unique challenges faced by Gen Z will be a crucial step. By understanding the profound impact of global events, digitalization, and socio-cultural shifts on their mental health, your company can better cater to Gen Z's needs and foster a more inclusive, empathetic environment that benefits everyone.

BUILDING THE CASE FOR DEVELOPING STRATEGIC LGBTQ+ GEN Z TALENT ACQUISITION: Diversity, Equity, Inclusion, and Belonging is Essential

ATTRACT, RETAIN, REPEAT:
10 Key Ingredients for Implementing LGBTQ+-specific Inclusion

To attract and retain the next generation of talent, organizations need strong DEIB measures in place, both internally and externally. Here are the top 10 things Gen Z will be looking for in an inclusive workplace:

1 High Ratings on Inclusion Indices

This includes tools measuring LGBTQ+ inclusion, such as HRC's Corporate Equality Index[20] and those that provide insight into other parts of identity, like Disability: IN's Disability Equality Index.[21] Keep those intersectional identities in mind!

2 An LGBTQ+ Employee/Business Resource Group (E/BRG)

Company's E/BRGs should be clearly listed on your website, along with information on the organization's other DEIB efforts. Be mindful to not just highlight the LGBTQ+ ERGs—share information about all the groups to take an intersectional approach.

3 Inclusive and Targeted Recruiting Efforts

Organizations seeking to develop a diverse workforce should look for talent at LGBTQ+-focused student events and online spaces, be open about their inclusion policies, and support LGBTQ+ student-focused programs.

4 LGBTQ+ Inclusive Benefits

Partner and family benefits refer to any employer-provided benefits and should be available to the employee as well as their partner as legally defined. Provisions should be made in places that do not legally recognize marriage equality. Benefits should be comprehensive, covering things like healthcare coverage (including trans and intersex-inclusive healthcare coverage for employees and dependents), parental leave, and family benefits (including adoption, surrogacy, and fertility treatments).

5 **Workplace Gender Transition Guidelines**

Guidelines should be set for your company's transgender and nonbinary employees and/or clients, their coworkers, managers, HR leaders, and anyone else involved in the employees' transition process. This helps establish best practices to support and protect transgender employees throughout their transition.

6 **LGBTQ+ Inclusive Self-ID**

The collection of data from employees who volunteer to share information about their identities and backgrounds is critical to the success of DEIB initiatives. This data helps organizations develop better programs, policies, and support for a diverse workforce. Ensure that questions are properly asked about both sexual orientation and gender identity.

7 **LGBTQ+ Inclusion and Educational Offerings**

Continued education ensures that all employees have access to the tools and understanding to behave inclusively. This is key to building widespread buy-in to DEIB initiatives. Ensure that education covers both sexual orientation and gender identity and is inclusive of all identities in the LGBTQ+ community.

8 **Organization-sponsored DEIB-focused Mentoring Programs**

Many companies have formal mentorship programs that allow people with different identities (and sometimes similar ones) to learn from each other and build competencies in navigating the workplace. For younger employees, this can be an attractive opportunity to build skills as they start their careers.

9 **Philanthropy and Public Advocacy**

Organizational philanthropy is when a company donates its time, resources, and/or money to a charitable cause that will support local communities, as well as an organization or group's advocacy work. And just as businesses impact political, economic, social, and environmental trends, these forces also directly impact business. It's at this intersection that organizations cultivate their public advocacy positions.

10 **External Community Partnerships and Engagement**

External community partnerships and engagement is the process of building collaborative relationships with LGBTQ+ organizations (nonprofits and NGOs) affiliated by a special interest or issue. They are an important tool in influencing change and achieving your DEIB goals.

COMMUNICATING YOUR COMMITMENT TO LGBTQ+ INCLUSION TO PROSPECTIVE TALENT

Attracting the top Queer, Gen Z talent will mean ensuring that many systems in place get upgrades to meet this generation's expectations and needs. Here's where to begin:

BACKGROUND KNOWLEDGE

Your Gen Z prospective employees are likely to be well-informed and inquisitive about your corporate values and practices. Ensure that content is visible and recruiters are well-versed in key areas.

- Consider your company's values and DEIB initiatives. Are these easy to find on your website and social media platforms?

- Know the available LGBTQ+ resources, policies, and benefits your company provides. Be prepared to answer questions and/or appropriately guide prospective employees.

- Refresh yourself on LGBTQ+ inclusion best practices using Out & Equal's resources.

THE RECRUITMENT PROCESS

This is your time to shine. From career fairs to conferences, the language you use with Gen Z talent can make or break your first impressions with potential talent.

- Use gender-inclusive language on all promotional materials and communications with prospective hires. Team members publicly representing your organization should do the same whenever possible. (See sidebar on "You Never Get a Second Chance to Make a First Impression" for the basics.)

- Introduce yourself with your name and pronouns whenever you meet someone new and add your pronouns to your email signature, video chat profile, and anywhere else your information is publicly listed.

- Share your company's DEIB work on social media and provide overviews of these policies and practices to potential applicants.

THE HIRING PROCESS

Now is the time to show that the inclusive actions you implemented during the recruitment process are reinforced by comprehensive policies and practices.

- Prepare information about your company, including LGBTQ+-inclusive policies, benefits, and DEIB practices to present to the applicant in the interview.

- Provide information about DEIB initiatives, protections, and policies to all applicants, regardless of whether they asked about the information or disclosed any specific identities.

THE ONBOARDING PROCESS

Do your company's culture and policies line up? Now's your chance to show that DEIB is embedded in the very structures of your organization.

- Ensure all relevant documentation includes opportunities for someone to voluntarily declare their pronouns, e.g., in the company Applicant Tracking Systems (ATS), individual profiles, company directory, and HR records.

- Allow employees to use their chosen name in their email and as their display name, even if it differs from their legal name.

- Keep all information regarding a person's legal name and status as LGBTQ+ confidential unless given permission otherwise by the individual.

- Share information on company policies regarding LGBTQ+ inclusion, resources, and support with all new employees, including any opportunity to self-ID as LGBTQ+.

- Ensure that employees know what ERGs are available and how they can become engaged with the groups.

- Share DEIB professional development and community involvement opportunities with all new employees.

RETENTION OF GEN Z TALENT

Now that you've got them, you have to keep them. Improve your retention through consistent engagement opportunities for Gen Z to help influence what inclusion looks like in your organization.

- Collaborate across ERG, HR, and DEIB leadership to keep the company up-to-date on LGBTQ+ best practices.

- Use the ERG as an opportunity to build connections across generational differences to strengthen individuals' feelings of belonging.

- Emphasize the importance of intersectionality in building a culture of inclusion. Watch "Bringing your Whole Self to Work: Unpacking Covering & Intersectionality in the Workplace" to start the conversation.

- Implement mentorship and/or reverse mentorship programs to strengthen capacity, understanding, and leadership across the organization.

- Listen to feedback from Gen Z employees. A key point of frustration is when Gen Z passion for change is met with resistance or "that's not how we do it here" responses. Know that their input can help ensure your organization's work is growing to meet the needs of a changing workforce.

Gender-inclusive language that resonates with Gen Z workers goes beyond just pronouns and builds on efforts to create ways to communicate that are respectful for everyone and benefit all employees, whether LGBTQ+ identified or not. Using inclusive language is key to signaling your organization's LGBTQ+ commitment and fluency.

GETTING STARTED WITH PRONOUN USE:

What to Avoid	**What to Avoid**	**What to Avoid**
Assuming someone's pronouns based on how they look, talk, act, etc.	Asking for someone's gender identity or history	Giving a long-winded apology when you make a mistake
Actions to Take	**Actions to Take**	**Actions to Take**
Introduce yourself with your pronouns, and ask for other's in turn: "I'm Alex, and I use he/him pronouns. What pronouns do you use?"	Ask for pronouns instead—it's all we need to successfully communicate with one another in the workplace context!	Share a short, sincere apology, and move on to your correction ("I'm sorry, I misspoke, they're waiting to discuss their resume").

RETIRE YOUR GENDERED TERMINOLOGY:

Instead of...	Instead of...	Instead of...	Instead of...
"Hello, ladies and gentlemen."	Maternity/paternity leave	Assuming the use of Mr., Ms., Mrs., etc.	Using colloquialisms like "guys" to address a group

Try...	Try...	Try...	Try...
"Hello everyone.", "Hello colleagues.", "Hi Team."	Parental leave or caregiver leave	Include and use the neutral honorific, Mx. ("mix"), "M." ("em"), or avoid honorifics altogether.	Swap out "guys" with terms like team, friends, or guests.

Out & Equal offers the following multi-lingual resources to help you learn more about inclusive language:

English Language Resources

- [Nonbinary Gender Identities: A Diverse Global History](#) (Short Read)

- [What's Your Pronoun? Strategies for Inclusion in the Workplace](#) (Resource)

- [Building Allyship, Building Action: Strengthening Nonbinary Workplace Inclusion](#) (Recorded Panel Discussion)

- [Storytelling for Community: Finding Strength and Connection through Authenticity and Intersectionality, a Fireside Chat with Chella Man](#) (Fireside Chat)

Portuguese Language Resources

- [5 Dicas para Usar Linguagem Inclusiva e Neutra](#) (Short Read)

- [História Global de Identidades Não Binárias](#) (Short Read)

- [Inclusão de Pessoas Transgêneras e Não Binárias no Local de Trabalho Brasileiro](#) (Resource)

Spanish Language Resources

- [Guía de Comunicación Inclusiva para la Inclusión Laboral de Personas Trans y No Binarias](#) (Short Read)

Multi-Language Resources

- [Nonbinary in Four Languages](#) (Panel Discussion)

While these actions are designed to attract and retain a Gen Z audience, they will benefit *all* of your employees (current and future) by demonstrating a deep understanding of and commitment to DEIB work. As the landscape of LGBTQ+ inclusion continues to evolve and more Gen Z enter the workplace, stay up to date on current best practices by partnering with organizations like Out & Equal to ensure you continue attracting and retaining top next-gen talent.

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