

o4U momentum

Put Us to Work

o4U OUT FOR
UNDERGRAD



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Unlocking Potential Unleashing Ambition

O4U Momentum is a 5-year campaign to serve almost 10,000 O4U graduates, many of whom are early-stage career professionals at leading US corporations ranked in the [HRC Corporate Equality Index \(CEI\)](#). In addition, some graduates are opting into venture-backed firms.

These companies hold significant economic influence and play a vital role in shaping societal change. Gen Z, with their global connectivity and valuing diversity, inclusivity, and equality, is pivotal in introducing innovation and fostering cultural shifts.

We believe that the key to combating social polarization, improving economic and social mobility, and ensuring growth lies in empowering early- and experienced mid-career employees to contribute their strengths and perspectives throughout the corporate ecosystem. We believe further that O4U Momentum—the name intentionally evocative of the classic physics equation $\text{momentum} = \text{mass} \times \text{velocity}$ —will be a catalyst for change.

creating

Opportunity for every generation

Responding To the Challenges of Today

The challenges in today's social and political landscape highlight the lack of support for the next generation of America's workforce, but it is the success of precisely that cohort which is vital for the sustainability of the US economy. In our campaign, inclusion has two main aspects: (1) placing increasing numbers of O4U graduates in corporate and venture-backed environments, and (2) ensuring those individuals feel a sense of belonging, psychological safety, and equal growth opportunities. With that support, they bring their "Outvantage" - their inclusion instincts, network thinking, authenticity, active listening, creativity, global connectedness, effective communication across differences, empathy, digital fluency, and cognitive diversity—to the workplace.

The current moment underscores the urgency of incorporating GenZ's unique perspectives. Social polarization, which poses a significant risk to our nation and the world, was identified in the 2024 World Economic Forum's Global Risks Report as one of the three greatest threats to humanity. If major banks and corporations harness their structural power over the economy and remain committed to inclusion, we have a significant opportunity over five years to enhance corporate performance and lead the defense against social polarization. This is not the time for corporations to step back from aggressively recruiting candidates like those O4U brings to them.

Research indicates that we have reached the critical mass necessary to induce a tipping point in the adoption of inclusion as the norm within the social systems of the world's largest corporations. External support for accelerating this shift is evident, with over 71% of Americans supporting same-sex relationships, 72% in favor of same-sex marriage, and 80% supporting laws against LGBTQ2+ discrimination in jobs, public accommodations, and housing.



Each year, O4U identifies high-achieving LGBTQ2+ undergraduates who not only excel in and out of the classroom, but also exhibit inclusion instincts, network mindsets, capacity for authenticity, active listening, skilled communication across differences, and empathy. We admit 1,000 of these students to our annual, industry-specific conferences and welcome others to our extended mentoring and learning community programs where they explore our tested curriculum and learn more about themselves and how they can be “out” at work and be successful.



We connect conference attendees with mentors and sponsors to continue to support them throughout their careers. The aggregated group of O4U alumni will be increased to 10,000 through our strategic partnership with [hellohive](#), with whom we share the goal of increasing inclusion through connecting companies directly with our growing community of next-generation talent. Supporters of O4U Momentum will have access to hellohive's patented resume technology and application platform (which Goldman Sachs currently uses for [Goldman Possibilities Summits](#)) to improve recruiting efficiencies.

Using O4U best practices, learning community, conferences, and highly curated identification and recruitment process in addition to hellohive's patented recruiting platform, corporations can access and hire the best talent with ease.

hellohive



Corporate Development: Infusing Inclusion Early

Venture backed firms are typically small, with fewer than a dozen investment professionals, and may often operate in the frame of "work fast and break things." From social psychology, we know small groups are more likely to have biases aggregated into expressed decision making and exhibit a slight preference over certain demographic characteristics, like gender, which can aggregate into a sustained overall lack of diversity at the industry level. Founder statistics (only 2% of venture dollars are invested in women founders) and reports that identify a troubling homogeneity in the tech sector (despite racially diverse teams outperforming their peers by 35%), indicate that inclusion is too often treated as a second-tier priority.

In reality, inclusion must be an intentional feature of the founding narrative of venture-backed firms if these businesses are to outperform competition for decades and ultimately create far greater returns.





Sustaining Inclusion

As part of our commitment to fostering inclusive cultures within major corporations and venture-backed firms, O4U will share our expertise in developing and sustaining inclusive environments with participants in O4U Momentum. Those who have attended O4U can attest to the strong sense of belonging it creates. Over our 20-year journey, we have learned valuable lessons about what works and what doesn't, and since 2018, we have incorporated best practices identified through the Global Diversity Equity and Inclusion Benchmarks (GDEIB) into our organization. We are now prepared to share these best practices with our sponsors.

As a part of O4U Momentum, we have established a consulting practice, led by our Executive Director, Dr. Cindi Love. Dr. Love will conduct informational sessions with senior Human Resources staff, ERG/BRG leaders, and present to larger employee groups during Pride events or key compliance training periods. Dr. Love, one of the 112 expert panelists for the Global Diversity Equity and Inclusion Benchmarks, has over 40 years of experience in successfully integrating and including marginalized populations in mainstream settings. Over the course of her tenure, 2018 to the present, O4U has achieved a shift in both student and volunteer demographics from predominantly white, cisgender male to over 50% participation from gender non-conforming, non-binary, transgender, and non-white individuals. We believe that Love's extensive experience with intergenerational groups will be significantly beneficial to employers with regard to promoting inclusion as a core value.



“As someone who founded eight tech companies since 1981 and served as CEO in all of them, I made almost every mistake and celebrated most of the wins possible. However, nothing compares to the challenges CEOs of the future will face. They will need to inspire and unite four very different generations – Generation Xers, millennials, Generation Zs, and even a significant population of baby boomers. The workforce will have the most gender, racial, ethnic, and generational diversity in history. Leading under a microscope, transparency and trust will be paramount.”
- Dr. Cindi Love

Dr. Love is not alone in emphasizing the importance of authenticity in connecting with diverse employee groups of the future. Bill George, a senior fellow at Harvard Business School and former CEO of Medtronic says, "If people see their leaders as trustworthy and willing to learn, followers will respond very positively to requests for help in getting through difficult times."

Corporate leaders will serve as key influencers who can bridge gaps across differences, encourage collaboration, and reduce polarization at both the individual and collective levels.

Sponsors who engage with Dr. Love and her team will witness how these practices successfully translate into corporate environments, and ultimately enhancing retention and organizational performance.



be part of the **momentum**



Continuing Research

A photograph of two men in business attire engaged in a conversation at what appears to be a conference or networking event. The man on the left is wearing a blue patterned shirt and a green lanyard with a badge. The man on the right is wearing a dark suit jacket over a black shirt and a purple lanyard with a badge. They are both smiling and looking at each other. In the background, other people are visible, some wearing lanyards, suggesting a busy event environment.

We distilled our 20 years of experience as a part of [Out to Succeed 2.0](#), in collaboration with Out Leadership, on the largest (to date) study of the LGBTQ2+ workplace experience. We aim to extend now to Out to Succeed 3.0 in which we plan to introduce a new research component focused on tracking the career trajectories of O4U graduates and the LGBTQ2+ community as a whole. This combined dataset will constitute the most extensive research study on LGBTQ2+ experiences in transitioning from educational settings to boardrooms worldwide.

Our goal is to present the research, upon completion, to the highest levels of US corporations, including C-Suite executives and Boards, as well as venture-backed firms. By providing them with essential data, we hope to equip them with the insights they will need to make informed decisions on leading in the future.

Increasing Partnerships

To increase O4U Momentum's visibility and reach, O4U leaders will develop strategic partnerships with recognized supporters of LGBTQ2+ inclusion.



In the next five years, as technology and interconnectivity continue to advance, it is crucial for organizations and funders to support emerging individuals and networks who can creatively blend various approaches, old and new, online and offline. This dynamic landscape calls for adaptability and collaboration.

In this context, we believe that leading organizations in the United States will face increased scrutiny for their public commitments or lack thereof to non-discrimination, especially concerning racial, gender, and sexual minorities. Leveraging the voices of early-career professionals can have a profound impact on driving both the response(s) of leaders and positive social change.





We aim to harness the power of networks to achieve several key objectives:

- Increase the presence and retention of high-achieving employees within major corporations and venture-backed firms
 - LGBT employees make up 5.9% of the U.S. workforce
 - LGBTQ+ representation across various roles in the workforce is low, notably at senior executive levels (www.investopedia.com/most-successful-lgbtq-entrepreneurs-5323723)
 - Transgender workers face greater barriers in the workplace and with career advancement
- Foster open knowledge-sharing, empowering individuals to make a difference
- Publish new and comprehensive research, the "Put Us to Work" study, by December 2026 - all contributors will be asked to participate in the research and will receive results
- Co-publish Out to Succeed 3.0 by December 2026 - all contributors will be asked to participate in the research and will receive results



We invite you to **join us**, alongside our fellow **social change makers**, in reinventing problem-solving **for the greater good.**



Dr. Cindi Love, O4U Executive Director

Be a Part of the Momentum Invest in Tomorrow's Leaders

- We invite up to 500 corporations and venture-backed firms to join **O4U Momentum as Catalysts, contributing \$2,000 per year to our work.**
 - These firms will stand out as inclusive organizations, fundamentally shifting the workforce of the future..
- Catalysts will receive access to O4U Best Practices materials and training, use of the Global Diversity Equity and Inclusion Benchmarks, and be featured in public media releases
- **Corporate donors to O4U Momentum at the \$10,000+ level** will receive our Best Practices materials and training, use of the Global Diversity Equity and Inclusion Benchmarks, and a 1.5 hour working session with Dr. Cindi Love for their senior execs, ERGs or other teams. These firms will also be featured in public media releases.
- HelloHive, Out Leadership, and O4U will share networking event invitations with all O4U Momentum contributors



Additional References

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