A diverse, inclusive environment drives a strong culture and ensures we provide the best possible experience to our members. We are committed to achieving those goals through talent recruitment; education and training; and the promotion of open, honest dialogue at all levels of our organization.

**USAA PROUDLY** advocates diversity and inclusion (D&I) by promoting business-driven employee engagement and reinforcing leadership accountability.

**Employee Engagement**
Employee engagement is largely driven through our D&I Business Groups. USAA has eight core D&I Business Groups with more than 16,000 members participating across the organization. D&I Business Groups serve as networks that voluntarily organize employee engagement activities and assist in solving business opportunities with a diverse lens, under the strategy of “A.R.E.”: Attracting diverse talent, Retaining and developing diverse talent, and Educating the workforce on diversity matters. Groups include all demographics, stressing the importance of education, allyship and understanding to assist USAA in promoting an inclusive, engaged workforce for everyone.

Populations represented to date include: disability, LGBTQ+, gender partnership, women in information technology, generational/early career, African-American, Hispanic and Asian heritage employees. These teams collaborate with our military affinity group to develop awareness, education and business solutions that address the needs and insights of each demographic. Activities include panel discussions; guest speaker engagements; cultural awareness activities; mentoring workshops; and participation in recruitment events, company branding opportunities and conferences.

D&I Business Groups may form a chapter in each of USAA’s major locations, aligning core roles and responsibilities so USAA’s D&I programs and initiatives are effective and scalable.

PEAK, the D&I Business Group focused on issues pertaining to the African-American demographic, has five chapters with more than 2,000 members. In the past year, PEAK has executed more than 33 events across the enterprise, often in collaboration and partnership with other D&I Business Groups, to address business needs and opportunities pertinent to the African-American community.

Examples of PEAK activities include: participating in the Living Museum, which
showcases the biographies of famous African-Americans told by employees; hosting unconscious-bias discussions with guest speakers such as local professors and industry leaders; and representing USAA at recruitment fairs to ensure we reflect diversity and attract diverse talent during our recruitment efforts.

USAA’s D&I Business Groups are inclusive and work to leverage the intersections of diversity, furthering the premise that while there may be specific issues to be addressed in a demographic, we are all more alike than we are different. Everyone is included in the diversity conversation.

**Leadership Accountability**

USAA holds senior leadership accountable for creating and maintaining a diverse and inclusive environment through several structures.

The Executive Diversity and Inclusion Advisory Group (EDAG) comprises senior executives representing areas across the enterprise. Members of EDAG demonstrate hands-on leadership, accountability, involvement and problem-solving in recruitment, development, retention and improvement of inclusive behaviors within business groups. EDAG also addresses the external environment’s potential impact on internal culture to ensure we maintain a healthy workplace where all employees feel respected, valued and heard.

As an example, EDAG is sponsoring a companywide series called Courageous Conversations. Facilitated by a leader in the industry, these discussions address the impact of societal diversity topics on our employees and how to have respectful discourse amid opposing views. An activity of this scale requires the support and advocacy of senior leadership; an understanding of the impact of current events on our workforce; and the expectation that all leaders and employees will reinforce and model positive, constructive behaviors during difficult workplace conversations.

The Joint Advisory Group (JAG) is made up of executive sponsors of the employee-led D&I Business Groups. Their role is to ensure the programs and activities driven by the D&I Business Groups are aligned to the overarching D&I strategy and that any external representation of USAA aligns with our brand. The team ensures all D&I Business Groups are aware of and have access to the best resources (e.g., external speakers and experts) and encourages best-practice sharing to minimize rework or duplication (e.g., development and mentoring programs).

Finally, leadership accountability for D&I reaches the most senior levels of the organization. My direct reports, called the Executive Council, must review their D&I metrics and health as part of ongoing quarterly business reviews with me. In addition, I provide regular updates to the USAA Board of Directors regarding the status and progress of diversity and inclusion at USAA.