



June 29, 2023

Wayne Peacock  
President and CEO  
USAA  
9800 Fredericksburg Rd.  
San Antonio, TX 78288

Dear Mr. Peacock:

The purpose of this letter is to make you aware of grave concerns we have about USAA's position regarding DEI, and to strongly encourage you to stop supporting its underlying divisive ideology. Thousands of veterans who comprise your customer base would take umbrage if they were aware that the banking/Insurance organization to which they have been so loyal were supporting a cause that they consider antithetical to team unity and traditional moral values.

The undersigned represent the leadership of STARRS. We are a volunteer 501c3 organization composed of retired senior military officers and patriotic civilians. We have over 3000 followers. Please see our website for our vision, mission, and other instructive information at: <https://starrs.us>.

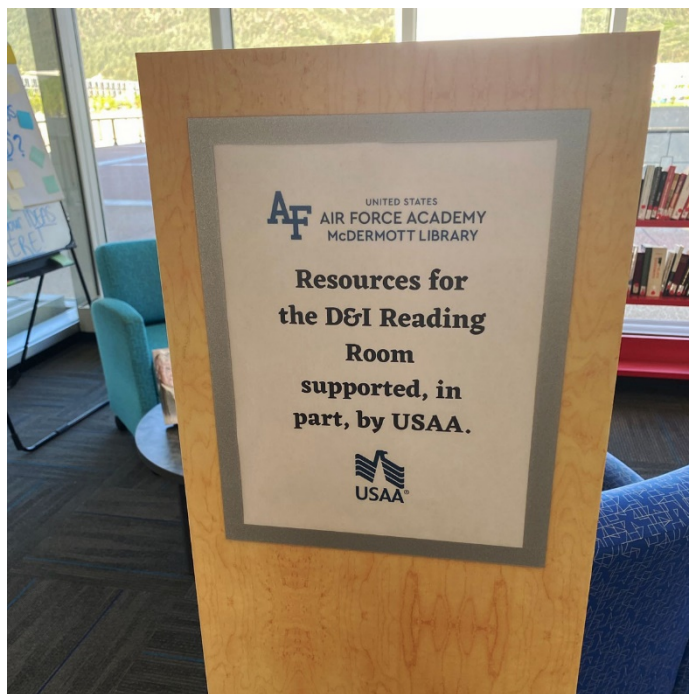
We have had two main strategic goals. One is to educate why DoD's mandatory vaccination policy should be eliminated (because it was illegal), and we played a key role in that happening. Our second goal is to educate the public, including members of Congress, on the divisive aspects of DEI within the DoD.

Moreover, 180 retired generals and admirals have sent a letter addressed to the House leadership specifying their grave concerns about the toxic effects of DEI on military readiness and the warrior ethos. Please see: <https://starrs.us/160-retired-generals-and-admirals-request-congress-remove-diversity-inclusion-and-equity-funding-from-dod/>.

Added to the letter above, which describes the serious dangers DEI presents to DoD readiness, the Heritage Foundation conducted a 5-month study on this topic, and we invite you to review the results at: <https://www.heritage.org/defense/report/report-the-national-independent-panel-military-service-and-readiness>.

What is wrong with DEI? The answer is provided in the above links, which we implore you to read, but in simple terms DEI is a subtle poison that quietly, but quickly, destroys the organs of society along with the heart and soul of our military—the warrior ethos. DEI is a spin-off of Critical Race Theory (CRT)—it's roots, history, lineage, and intent are all grounded in Marxism. It divides people into identity groups, often along racial lines, pitting them against each other—the oppressed vs the oppressors. Such a divisive ideology is antithetical to our military culture, which is based on “unity” not “division.” Our military must have total confidence in each other for their very lives from

the foxhole to the top of the chain. DEI destroys that trust and confidence by focusing on identity groups vs “one team, one fight.”



How does this involve USAA? Two ways: First, we were shocked to see photos at the U.S. Air Force Academy (AFA) library introducing a D&I Reading Room where dozens of leftist/Marxist books and documents are displayed and supported, in part, by USAA. Translation: USAA is supporting the indoctrination of AFA cadets into DEI, which is a Marxist based ideology. It is bad enough to have the AFA supporting DEI but seeing USAA helping to fund it in the library generated this letter. See additional photos (taken last week) here: <https://starrs.us/inside-the-dei-reading-room-at-the-air-force-academy/>.

Second, your USAA website has a slide dedicated to supporting DEI (attached). Two problems: One, DEI includes “equity” which means equal outcomes, which requires lowering of standards to accommodate identity groups. Then the slide says USAA will provide an opportunity for all to obtain or advance their careers based on “merit.” Point: DEI is the opposite of a meritocracy based system. We hope USAA operates based on meritocracy but that cannot happen when DEI predominates.

On its face, DEI sounds good and appears to overcome claims of racism; yet its focus on immutable characteristics of race, ethnicity, and gender enables deliberate discrimination to achieve equity. Winning wars are far more consequential than winning games—professional sports are based on merit, not DEI.

USAA likely has 10s if not 100s of thousands of Korea and Vietnam veteran members who fought against Marxist Communism resulting in ~37,000 killed in Korea and 58,000+ killed in Vietnam; over 95,000 killed fighting the Marxist ideology that justifies DEI praxis.

We know USAA along with the DoD, all federal agencies, and private corporations are under great political pressure to support DEI. But considering your customer base, including the combined ~200 years of USAA membership of the undersigned, we ask that you remove all support of DEI at the AFA and any other military organization; plus seriously consider what DEI means internally to USAA.

As loyal members of a first-class banking/insurance corporation that caters to those who dedicate or have dedicated their life to serving our Nation, we look forward to your response.

Very respectfully,



Robert D. Bishop, Jr.  
Lieutenant General, USAF, Retired  
Chairman, STARRS



William "Dean" Lee  
Vice Admiral, USCG, Retired  
Advisor, STARRS



Joseph W. Arbuckle  
Major General, USA, Retired  
Vice Chairman, STARRS



Ronald J. Scott, Jr.  
Colonel, USAF, Retired  
President and CEO, STARRS

Attachment: USAA Slide on Diversity, Equity and Inclusion (DEI)



## DIVERSITY, EQUITY AND INCLUSION (DEI)

USAA is committed to fostering and preserving a culture of diversity, equity and inclusion. The collective sum of individual differences, life experiences, knowledge, backgrounds, unique capabilities and skills represent a significant part of our culture, reputation and ability to accomplish our mission. At USAA, we embrace diversity and work to foster a culture of inclusion and belonging where all employees have the opportunity to reach their full potential. DEI is a strategic imperative and woven into our core values and The USAA Standard to promote conditions for success and to encourage diverse perspectives, innovation and bold ideas.

At USAA, we create an inclusive culture when we respect the talents and abilities of others. We do not discriminate based on legally protected characteristics such as race, sex, gender identity/expression, age, religion, national origin, disability or veteran status. Our employees are empowered to leverage their unique abilities and talents and recognized as valuable members of the teams that they serve on.

We reinforce our commitment to diversity, equity and inclusion by:

- Ensuring our employment practices are fair and ensuring that everyone has an opportunity to obtain or advance their careers based on merit.
- Treating everyone we work with at USAA, our members and our community at large with the utmost respect and dignity.
- Ensuring that our workplace is collaborative and that we encourage diversity of thoughts, ideas and perspectives, as well as healthy challenge.
- Maintaining the principles of equal employment opportunities and adherence to the laws relating to non-discrimination and fair employment practices.
- Employing enterprise-wide proactive programs, initiatives and strategies that assist in attracting, developing and retaining all talent that reflects our membership and communities, enabling us to better serve their financial needs.