



## CEO Diversity and Inclusion Statement

Dear USO Teammates,

The USO is committed to promoting diversity in our workforce, fostering an inclusive environment, and providing equal opportunity for people of every race, color, creed, gender, and sexual orientation across our entire organization. This includes how we treat our customers — the service members and their families we see every day, in addition to all our employees and volunteers.

The USO serves a diverse and inclusive military community and, likewise, our staff and volunteers reflect the community we serve. While we work hard to promote diversity and inclusion across the USO, we know we can all do better. This part of our website is designed to help everyone stay more informed about, and engaged with, what we are doing to promote diversity and inclusion.

Diversity in our workforce is an important goal both because it is the right thing to do and it is the smart thing to do. The USO faces unique challenges every day moving staff in and out of war zones, supporting first responders during natural disasters, meeting the needs of military personnel far from home and family. The list is endless.

A diverse workforce that brings a broad spectrum of experience to our team makes us stronger, more agile, more creative and more attuned to the needs of the diverse community we serve.

It is also important that we foster an inclusive environment across the USO. One consistent finding of our customer surveys is that the diverse population we serve feels welcome, supported and included when visiting the USO. We should feel very proud of this but always stay attuned to improving the experience for them.

Similarly, we want the USO to be an inclusive work environment. Like diversity, an inclusive work environment is both right and smart. Only by working together as a team can we achieve our goal of being a world-class service organization. When people feel included and appreciated, they are more likely to work together as a team. We all have the same mission and the same passion. But we bring different strengths to our jobs, whether employees or volunteers. By valuing those strengths we create the inclusive environment needed to be successful.

We serve the United States military and their families. They are pledged to defend our country and its principles. A motto of the United States, approved by Congress in 1782, underscores what we as a Nation seek to achieve. This motto comprises thirteen letters — one for each former British colony that fought together for independence — proclaiming our aspiration as a Nation:

E pluribus unum (Out of Many, One)

This motto reflects our ideal here at the USO. We need the Many, the diverse, to make us strong and

successful. And we need those many to feel included so we can forge the One, creating an enthusiastic focus on our mission to strengthen service members and their families during their service to our country.

I invite all of you to think about, talk about and be active in promoting a diverse, inclusive environment at the USO where everyone has an equal opportunity to excel. It is the right thing to do, the smart thing to do, and is critical to fulfilling our promise to those we serve and to our country.

J.D. Crouch II  
CEO & President