



National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable French Hill
Chairman
U.S. House Committee on Financial Services
2129 Rayburn House Office Building
Washington, DC 20515

Dear Mr. Chairman:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

If you have questions about the agency's submission, please feel free to contact me at 703-215-7784 or oeacmail@ncua.gov.

Sincerely,

A handwritten signature in blue ink that reads "Sierra Robinson".

Sierra Robinson
Director

Enclosure



National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Maxine Waters
Ranking Member
U.S. House Committee on Financial Services
4340 O'Neill House Office Building
Washington, DC 20515

Dear Ranking Member Waters:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

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Director

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Warren Davidson
Chairman
Subcommittee on National Security, Illicit Finance,
and International Financial Institutions
U.S. House Committee on Financial Services
2129 Rayburn House Office Building
Washington, DC 20515

Dear Mr. Chairman:

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Joyce Beatty
Ranking Member
Subcommittee on National Security, Illicit Finance,
and International Financial Institutions
U.S. House Committee on Financial Services
4340 O'Neill House Office Building
Washington, DC 20515

Dear Ranking Member Beatty:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

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Sierra Robinson
Director

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Bryan Steil
Chairman
Subcommittee on Digital Assets, Financial Technology and Artificial Intelligence
U.S. House Committee on Financial Services
2129 Rayburn House Office Building
Washington, DC 20515

Dear Mr. Chairman:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

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Director

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Tom Emmer
Vice Chair
Subcommittee on Digital Assets, Financial Technology and Artificial Intelligence
U.S. House Committee on Financial Services
2129 Rayburn House Office Building
Washington, DC 20515

Dear Vice Chair Emmer:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Stephen F. Lynch
Ranking Member
Subcommittee on Digital Assets, Financial Technology and Artificial Intelligence
U.S. House Committee on Financial Services
4340 O'Neill House Office Building
Washington, DC 20515

Dear Ranking Member Lynch:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

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Sierra Robinson
Director

Enclosure



National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Andy Barr
Chairman
Subcommittee on Financial Institutions
U.S. House Committee on Financial Services
2129 Rayburn House Office Building
Washington, DC 20515

Dear Mr. Chairman:

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Director

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Barry Loudermilk
Vice Chairman
Subcommittee on Financial Institutions
U.S. House Committee on Financial Services
2133 Rayburn House Office Building
Washington, DC 20515

Dear Vice Chairman Loudermilk:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

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Sierra Robinson
Director

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Bill Foster
Ranking Member
Subcommittee on Financial Institutions
U.S. House Committee on Financial Services
4340 O'Neill House Office Building
Washington, DC 20515

Dear Ranking Member Foster:

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Sincerely,

Sierra Robinson
Director

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Tim Scott
Chairman
U.S. Senate Committee on Banking, Housing, and Urban Affairs
534 Dirksen Senate Office Building
Washington, DC 20510

Dear Mr. Chairman:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

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Director

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Elizabeth Warren
Ranking Member
U.S. Senate Committee on Banking, Housing, and Urban Affairs
534 Dirksen Senate Office Building
Washington, DC 20510

Dear Ranking Member Warren:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

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Director

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Thom Tillis
Chairman
Subcommittee on Financial Institutions and Consumer Protection
534 Dirksen Senate Office Building
Washington, DC 20510

Dear Mr. Chairman:

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National Credit Union Administration
Office of External Affairs and Communications

April 11, 2025

SENT BY EMAIL

The Honorable Catherine Cortez Masto
Ranking Member
Subcommittee on Financial Institutions and Consumer Protection
534 Dirksen Senate Office Building
Washington, DC 20510

Dear Ranking Member Cortez Masto:

Enclosed please find the NCUA's *Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress*, submitted in compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, P.L. 111-203. The report summarizes the agency's Office of Minority and Women's programming and work.

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NCUA
National Credit Union Administration

Fiscal Year 2024 Office of Minority and Women Inclusion Annual Report to Congress

April 2025

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Introduction

Created by the United States Congress in 1970, the NCUA insures deposits at federally insured credit unions, protects the members who own credit unions, and charters and regulates federal credit unions. The agency protects the safety and soundness of the credit union system by identifying, monitoring, and reducing risks to the National Credit Union Share Insurance Fund.

The NCUA's Office of Minority and Women Inclusion (OMWI) is responsible for ensuring the agency's compliance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (Dodd-Frank Act).¹ OMWI also manages the agency's equal employment opportunity (EEO) programs in compliance with Title VII of the Civil Rights Act of 1964 and 29 CFR Part 1614, Federal Sector Equal Employment Opportunity.²

This report is submitted to Congress to comply with Paragraph (e) of Section 342 (Reports) of the Dodd-Frank Act, which requires the following:

"Each [OMWI] Office shall submit to Congress an annual report regarding the actions taken by the agency and the Office pursuant to this section, which shall include —

- (1) a statement of the total amounts paid by the agency to contractors since the previous report;
 - (2) the percentage of the amounts described in paragraph (1) that were paid to contractors described in subsection (c)(1);
 - (3) the successes achieved and challenges faced by the agency in operating minority and women outreach programs;
 - (4) the challenges the agency may face in hiring qualified minority and women employees and contracting with qualified minority-owned and women-owned businesses; and
 - (5) any other information, findings, conclusions and recommendations for legislative or agency action, as the Director determines appropriate."
-

1 See <https://www.congress.gov/bill/111th-congress/house-bill/4173/text>.

2 See <https://www.ecfr.gov/current/title-29/subtitle-B/chapter-XIV/part-1614>.

Contract Payments

The NCUA awarded a total of \$76.5 million in reportable contracts in fiscal year (FY) 2024, an increase of 6.8 percentage points over \$71.6 million in FY 2023.³ Out of this total, \$35.3 million (46.1 percent) was awarded to minority- and women-owned businesses (MWOBs). With respect to payments, the NCUA made payments in the amount of \$34.2 million in FY 2024 vs. \$27.4 million in FY 2023. During the reporting period, OMWI conducted 24 market research assignments to identify qualified vendors to address business needs including information technology services and hardware, survey administration support, leadership coaching services, EEO support services, and more.⁴ Most contract awards to MWOBs were related to information technology.

NCUA Contract Awards⁵

Contract Awards	FY 2024	Percent of Total Contracts	FY 2023	Percent of Total Contracts
Minority-owned businesses only	\$9,769,367	12.8%	\$10,250,804	14.3%
Women-owned businesses only	\$18,467,677	24.1%	\$20,583,909	28.8%
Both minority- and women-owned businesses	\$7,029,210	9.2%	\$3,156,492	4.4%
Total	\$35,266,254	46.1%	\$33,991,205	47.5%

Table 1: NCUA Contract Awards

NCUA Contract Payments⁵

Contract Awards	FY 2024	Percent of Total Contracts	FY 2023	Percent of Total Contracts
Minority-owned businesses	\$9,693,645	12.6%	\$7,171,514	12.3%
Women-owned businesses	\$17,607,568	22.8%	\$15,273,461	26.2%
Both minority- and women-owned businesses	\$6,873,486	8.9%	\$4,989,684	8.6%
Total	\$34,174,699	44.3%	\$27,434,659	47.1%

Table 2: NCUA Contract Payments

³ *Reportable contract dollars* are contract award dollars obligated during FY 2024, and include hotels and utilities. It excludes office leases, payments associated with real property (such as owner association fees, parking), and government payments.

⁴ Dodd-Frank Act requirement.

⁵ Source: NCUA.

Successes Achieved

Recruitment and Outreach

The NCUA continues exploring new methods to reach prospective applicants identified during recruitment and outreach events, build a list of potential employment candidates, and provide useful resources. The NCUA conducted numerous recruitment and outreach efforts in FY 2024, as required by Section 342 of the Dodd-Frank Act. The NCUA's sustained focus on recruitment resulted in an increase in participation in recruitment events and new outreach partnerships.

The NCUA's Recruitment Outreach Working Group helps streamline the agency's recruitment outreach efforts to increase the number of talented candidates in the applicant pool. The group includes representatives from OMWI, the Office of Human Resources, the Office of External Affairs and Communications, three regional Division of Management Services offices, and employee representatives. This collaborative effort enabled NCUA representatives to participate in 44 recruitment, outreach, and partnership activities in FY 2024.

FY 2024 saw an increase in recruitment, outreach, and partnership events with minority-serving institutions and organizations. In FY 2024, the NCUA also partnered with a virtual platform vendor to establish and produce three successful targeted NCUA-only recruitment and outreach events for Hispanics and women. These events drew participants with backgrounds in finance, accounting, information technology, human resources, accounting, and management.

Intern Programs

The NCUA benefits from the diverse perspectives, talent, skills, and experiences that interns bring to the agency. In return, interns experience an enriching learning opportunity, gain experience in a federal government setting, and build professional experience as they support meaningful projects. The NCUA sponsored students in four distinct intern programs in 2024: Contract Internship Program, the Office of Personnel Management's (OPM) Pathways Program, the U.S. Department of Labor Workforce Recruitment Program, and the Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP). The NCUA received an "Outstanding Host Award" for the 2024 MBSYEP in recognition of our outstanding commitment and dedication to the MBSYEP. The NCUA was one of 12 award recipients out of over 700 hosts.

Business Activities Outreach

During FY 2024, the NCUA's outreach strategy consisted of participation in external business conferences and targeted capabilities briefings based on agency market research needs. This outreach strategy has allowed the agency to communicate its mission and contracting needs and to identify interested and capable vendors. Participation in external national events is a cost-

effective way for the NCUA to optimize its outreach efforts, as these events attract thousands of business-ready suppliers.

Coupling business conference outreach with focused market research for contracts requirements has been a consistently effective approach for the NCUA for several years.

Challenges in Hiring

Challenges

As previously stated, several NCUA program offices, regional offices, and groups work collaboratively to implement the agency's recruitment and vendor outreach strategies. As a result of this collaboration, the agency carried out 44 in-person and virtual recruitment and outreach activities in FY 2024 to attract the highly skilled workforce necessary to meet its mission of securing the safety and soundness of the credit union industry.

Notwithstanding these efforts, the NCUA faces certain challenges in attracting and hiring new workforce talent, such as:

- The NCUA is a relatively small agency with rather limited name recognition; and
- Anecdotal experience from recruitment and outreach efforts shows that many people do not understand or know much about the opportunities in the federal government or how to seek them.

As a mitigation strategy, the NCUA will continue leveraging its successful recruitment and outreach strategies as outlined in the previous section.

Barrier Analysis

In FY 2024, the NCUA reviewed and approved the Hispanic and Latino barrier analysis report.⁶ The insights derived from the analysis and the related recommendations will inform the NCUA's EEO programs.

Management Directive 715

The NCUA completed interviews and focus groups in response to triggers identified in the agency's 2023 Management Directive 715 (MD-715) report impacting the representation of

⁶ A "barrier analysis" in the context of the Equal Employment Opportunity Commission (EEOC) is an investigation process used to identify and analyze potential barriers in an organization's employment policies, practices, and procedures that may hinder EEO for different protected groups, allowing organizations to develop plans to address and eliminate these barriers. Such analysis helps an organization identify root causes of disparities in employment, as mandated by EEOC's Management Directive 715.

women in the workplace. The OMWI plans to conduct quantitative analysis and review of policies, practices, and procedures in FY 2025 to address potential barriers to EEO. The findings from the analysis will inform the NCUA's OMWI and EEO programs and activities in the coming years.

Challenges in Contracting

Challenges

Although the NCUA has been successful in expanding the pool of vendors that it invites to participate in its business activities, there are still some challenges, such as:

- As a relatively small agency, the NCUA has limited name recognition and requires significant vendor outreach to build awareness about its existence and important role in the financial services industry; and
- The NCUA's contracting budget and individual contracting actions are rather small — most awarded contracts are under \$200,000 — when compared with those of other federal agencies.

Mitigation Strategies

One of the NCUA's most successful methods of conducting MWOB outreach is to perform tailored market research for NCUA program offices by issuing Requests for Information (RFIs) for potential contract opportunities. The NCUA uses the RFI process to:

- Identify and educate MWOBs that may not have prior knowledge of or experience with the agency;
- Inform MWOBs of potential NCUA requirements; and
- Source capable and interested MWOBs for upcoming contract opportunities.

This practice has effectively increased agency awareness of the availability and capabilities of a considerable cohort of MWOBs. Also, during FY 2024, the NCUA's outreach strategy consisted of participation in external vendor conferences and targeted capabilities briefings based on agency market research needs. This outreach strategy has allowed the agency to communicate its mission and contracting needs and to identify interested and capable vendors.

Organizational Excellence

Employee Engagement

The Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index measures conditions that are conducive to employee engagement. The NCUA's 2024 Employee Engagement Index was 80.0 percent, a 2.9 percentage point increase from 2023. In comparison, the government-wide score was 73 percent, and 76 percent for medium-sized agencies.⁷

In 2024, 75.2 percent of NCUA employees participated in the FEVS, a decrease of 7.1 percentage points from 82.3 percent in 2023.⁸ In comparison, the response rate government-wide was 41 percent, and the response rate for medium-sized agencies was 60.5 percent.

FEVS Results, Key Indices⁹

FEVS Index	2024	2023	2022	2021
Employee Engagement Index	80.0%	77.1%	76.0%	77.0%
<i>Intrinsic Work Experience</i>	80.4%	76.1%	75.2%	76.0%
<i>Leaders Lead</i>	73.7%	68.7%	65.3%	69.0%
<i>Supervisors</i>	86.1%	86.5%	87.3%	85.5%
Global Satisfaction Index	76.4%	71.9%	65.3%	73.0%
Performance Confidence Index	91.1%	90.0%	89.5%	90.1%
Diversity, Equity, Inclusion and Accessibility (DEIA) Index	79.2%	77.1%	76.5%	N/A
<i>Diversity</i>	83.8%	83.0%	81.8%	N/A
<i>Equity</i>	74.7%	72.8%	71.2%	N/A
<i>Inclusion</i>	80.7%	79.6%	80.0%	N/A
<i>Accessibility</i>	77.7%	73.0%	72.8%	N/A

Table 3: FEVS Results, Key Indices

7 Medium-sized agencies are 1,000-9,999 employees per the OPM; see [Governmentwide Management Report: Results from the 2024 OPM Federal Employee Viewpoint Survey](#).

8 For more information on the OPM FEVS, visit <https://www.opm.gov/fevs/>.

9 Source: [OPM Data Reports](#).

FY 2024 – Culture, Diversity, and Inclusion Council

In FY 2024, the Culture, Diversity, and Inclusion Council¹⁰ assisted in building an organizational culture in concert with the NCUA's strategic priorities to optimize organizational performance. The Council included employee representatives at all levels (executives, supervisors, and non-supervisors from multiple grade levels) and a wide spectrum of functional areas.

Notable Programs and Activities in FY 2024

- Special Emphasis Program¹¹
- [Annual EEO policy statement](#)
- Employee Resource Groups
- Mentorship program
- Intern programs
- Training, including:
 - *EEO and Preventing Discrimination in the Federal Workplace;*
 - *Veterans Employment Training;*
 - *Uniformed Services Employment and Reemployment Rights Act (USERRA): An Overview;*
 - *Americans with Disabilities Act: An Overview for Managers;*
 - *Psychological Safety: Building a Culture of Inclusion & Innovation; and*
 - *A Roadmap to Success: Hiring, Retaining and Including People with Disabilities.*

Opportunities

The agency conducted interviews and focus groups in response to triggers identified in the agency's 2023 MD-715 report impacting the representation of women in the workplace. The findings from such analysis informs the NCUA's EEO program.

In FY 2025, the NCUA will continue to enhance EEO programs and activities with an emphasis on continued compliance with federal statutes and regulations.

¹⁰ Due to the Executive Order on Ending Radical and Wasteful Government DEI Programs and Preferencing released on January 20, 2025, the Culture, Diversity, and Inclusion Council was disbanded.

¹¹ As required by [29 CFR Part 1614](#).



Office of Minority and Women Inclusion
1775 Duke Street
Alexandria, VA 22314
703 518-6570
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NCUA.gov

