



DEFENSE INNOVATION UNIT
230 RT JONES RD
MOUNTAIN VIEW, CA 94043

9 MAR - 26

MEMORANDUM FOR ALL DEFENSE INNOVATION UNIT EMPLOYEES

SUBJECT: Week 1 – Ethics Build Trust

For decades, America's military has been its most trusted institution. Every member of the Department of War contributes to this national confidence through individual actions.

Public-facing units must reinforce institutional integrity. DIU is the Department of War's primary liaison to commercial markets and non-traditional defense companies. Entrusted with a healthy budget and tasked to seek out commercial solutions, we represent the Department's high ethical standards.

We have two basic obligations. First, we must be thoughtful stewards of taxpayer money. Second, we must evaluate every company as objectively as possible. Winners are chosen on test performance not conference attendance. All DIU team members must continuously disclose any conflicts of interest or relationships that could influence their ability to be impartial.

Ethical dilemmas are commonplace in acquisition. Our decisions are high stakes for the companies determined to assist the national defense. We must safeguard their proprietary property and the sanctity of our process. Selection is not easy. But monetary stakes are small compared to the consequences of adverse selection on the front lines.

Each of us is an entrusted representative of our military. Ethical expectations are higher than in the commercial world. I expect all hands to be transparent in selection, evaluating risk-versus-reward in writing wherever possible. Our Oath of Office is to "faithfully execute" delivery of the highest quality combat power at the lowest price, at the intersection of speed, scale and lethality.

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