

March 5, 2020

Colleagues,

The highlight of my new role leading the USG business unit has been the opportunity to learn more about the amazing work that you all are doing leading our projects around the world. I am awed by the innovation, tenacity, and dedication that you bring to your projects every single day.

It is, however, equally important that I focus my attention on the many challenges and risks that we face in doing our work -- and that I flag for you the things that keep me up at night. These include ethics issues, security/staff safety, and measuring our performance, among other things. I completely acknowledge and accept that my "insights" will likely be things that you already understand or are already doing, but I want to raise them because I believe that they are essential to our success.

Today, I want to reiterate the absolute importance of proper and careful handling of any and all ethical issues and/or violations that you or your staff learn about. Our initial handling of allegations can have a direct bearing on the outcome of a case and, very importantly, a direct impact on the safety of the person making the report. We must do everything in our means to protect those who are willing to report their concerns from repercussions and retaliation. Therefore, as a reminder, the following actions and cautions **must** be taken when you receive any information that may be considered an ethical violation:

- Immediately report the allegations to the Chief Ethics and Compliance Officer.
- Do not contact other entities or individuals outside of DAI for any additional information or clarifications.
- Take every effort to protect the identity of the individual(s) reporting the matter.
- Investigations must only be done under the direction of Internal Audit.
- Home Office Human Resources staff must be involved with any employee disciplinary measures.
- Regularly remind staff of the avenues of reporting allegations, including the Office of the Inspector General.

Our projects can only achieve their development objectives -- and we can only achieve our mission of significantly contributing to the development of the countries in which we work -- if we adhere to our ethical standards without exception; this includes the proper handling of any and all issues. Again, I know that all of you have been trained and re-trained in the actions described above through our annual ethics training and other trainings, but I wanted to clearly and directly convey to all of you the importance that I place on making sure that these processes are followed at all times as the safety of our staff, partners, and beneficiaries are our responsibility and can never be placed at risk.

Regards, Tine

Tine Knott
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