[Date]

Dear [Rank] [LastName],

As your Secretary of Defense, I am deeply committed to the health and readiness of the force, including ensuring fair treatment and equal opportunity for all who serve. In order to give you the tools to fight and win, I am personally contacting you to learn more about your experiences serving in the military. Please take this opportunity to add your voice to inform the work we are doing to improve the lives of military members and their families by participating in the Armed Forces Workplace and Equal Opportunity (WEO) Survey.

To participate:



- 1. Go to **DoDsurveys.mil** on any computer, tablet, or smartphone
- 2. Log in with your **unique Ticket Number:** [XXXXXXXX]
- 3. Complete the survey **by December XX, 2022** to be removed from the contact list

Your feedback is important and your participation is considered **Official Business**. The survey should take less than 30 minutes. You can respond during the duty day, or any time convenient to you, on **any government or personal device**. Participation is voluntary and all individual responses are **confidential** and will not be shared with your commanders.

Your input matters. By responding, you help shape the policies, programs, and training that impact you and your fellow military members on a daily basis. If we do not hear from you, we will contact you again by email to remind you of this opportunity.

Having a healthy and ready force where everyone can serve with pride and with dignity is important to me. I know that you are very busy, so I deeply appreciate you taking your time to complete this survey.

Thank you for your service and your steadfast commitment to the mission, our military, and our Nation.

[INSERT SIGNATURE]

Lloyd J. Austin III United States Secretary of Defense

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and equal opportunity of military members every 4 years, though the DoD elects to conduct it every 2 years. To verify the authenticity of this survey, OMB

Control Number: 0704-XXXX call 372-2014 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, or if you have any other questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail <a href="https://www.weigh.number.com/www.weig