

# Exhibit A

An open letter to the Executives of SpaceX,

In light of recent allegations against our CEO and his public disparagement of the situation, we would like to deliver feedback on how these events affect our company's reputation, and through it, our mission. Employees across the spectra of gender, ethnicity, seniority, and technical roles have collaborated on this letter. We feel it is imperative to maintain honest and open dialogue with each other to effectively reach our company's primary goals together: making SpaceX a great place to work for all, and making humans a multiplanetary species.

As SpaceX employees we are expected to challenge established processes, rapidly innovate to solve complex problems as a team, and use failures as learning opportunities. Commitment to these ideals is fundamental to our identity and is core to how we have redefined our industry. But for all our technical achievements, SpaceX fails to apply these principles to the promotion of diversity, equity, and inclusion with equal priority across the company, resulting in a workplace culture that remains firmly rooted in the status quo.

Individuals and groups of employees at SpaceX have spent significant effort beyond their technical scope to make the company a more inclusive space via conference recruiting, open forums, feedback to leadership, outreach, and more. However, we feel an unequal burden to carry this effort as the company has not applied appropriate urgency and resources to the problem in a manner consistent with our approach to critical path technical projects. To be clear: recent events are not isolated incidents; they are emblematic of a wider culture that underserves many of the people who enable SpaceX's extraordinary accomplishments. As industry leaders, we bear unique responsibility to address this.

Elon's behavior in the public sphere is a frequent source of distraction and embarrassment for us, particularly in recent weeks. As our CEO and most prominent spokesperson, Elon is seen as the face of SpaceX—every Tweet that Elon sends is a de facto public statement by the company. It is critical to make clear to our teams and to our potential talent pool that his messaging does not reflect our work, our mission, or our values.

SpaceX's current systems and culture do not live up to its stated values, as many employees continue to experience unequal enforcement of our oft-repeated "No Asshole" and "Zero Tolerance" policies. This must change. As a starting point, we are putting forth the following categories of action items, the specifics of which we would like to discuss in person with the executive team within a month:

**Publicly address and condemn Elon's harmful Twitter behavior.** SpaceX must swiftly and explicitly separate itself from Elon's personal brand.

**Hold all leadership equally accountable to making SpaceX a great place to work for everyone.** Apply a critical eye to issues that prevent employees from fully performing their jobs and meeting their potential, pursuing specific and enduring actions that are well resourced, transparent, and treated with the same rigor and urgency as establishing flight rationale after a hardware anomaly.

**Define and uniformly respond to all forms of unacceptable behavior.** Clearly define what exactly is intended by SpaceX's "No Asshole" and "Zero Tolerance" policies and enforce them consistently. SpaceX must establish safe avenues for reporting and uphold clear repercussions for all unacceptable behavior, whether from the CEO or an employee starting their first day.

We care deeply about SpaceX's mission to make humanity multiplanetary. But more importantly, we care about each other. The collaboration we need to make life multiplanetary is incompatible with a culture that treats employees as consumable resources. Our unique position requires us to consider how our actions today will shape the experiences of individuals beyond our planet. Is the culture we are fostering now the one which we aim to bring to Mars and beyond?

We have made strides in that direction, but [there is so much more to accomplish.](#)

## Proposed Action Items

**Publicly address and condemn Elon's harmful Twitter behavior.** SpaceX must swiftly and explicitly separate itself from Elon's personal brand.

- Publicly state that Elon's Twitter behavior is not in line with SpaceX values.
- Expand the company's official social media presence to provide a professional and coherent public image of the company completely separate from Elon's online presence.
- Cease retweeting or directly linking to Elon's personal social media posts on any official SpaceX channels.

**Hold all leadership equally accountable to making SpaceX a great place to work for everyone.** Apply a critical eye to issues that prevent employees from fully performing their jobs and meeting their potential, pursuing specific and enduring actions that are well resourced, transparent, and treated with the same rigor and urgency as establishing flight rationale after a hardware anomaly.

- Institute an executive-level position, distinctly independent from Human Resources, responsible for ensuring that SpaceX is a great place to work for all individuals.
- Create direct channels for employee feedback to this new executive on the state of SpaceX culture across all departments to hold ourselves accountable for making progress towards this goal.
- Document workplace culture progress by regularly reporting data on employee hiring, promotion, and attrition disaggregated by experience, performance, and background.

**Define and uniformly respond to all forms of unacceptable behavior.** Clearly define what exactly is intended by SpaceX's "No Asshole" and "Zero Tolerance" policies and enforce them consistently. SpaceX must establish safe avenues for reporting and uphold clear repercussions for all unacceptable behavior, whether from the CEO or an employee starting their first day.

- Update the Employee Handbook and enforce annual in-person participation in comprehensive Diversity, Inclusion, and Misconduct training to ensure all employees adhere to these guidelines. Leadership candidates should be evaluated on these criteria.
- Commit to a consistent and transparent process for responses to all substantiated claims of misconduct, regardless of the alleged perpetrator.
- Document the efficacy of these policies by regularly reporting aggregate data on unacceptable behavior claims, involved party outcomes, and disciplinary actions.

To provide feedback on the above action items, fill out [this survey](#) or scan the QR code below.



<https://s.surveypplanet.com/h409awcp>

# Unwelcome behavior on Elon's Twitter

This document is a compilation of various examples of problematic Twitter posts by Elon, including “unwelcome behavior”, “subtle sexual harassment”, “sexual harassment”<sup>1</sup>, and bullying directed at individuals and various marginalized groups via his Twitter posts. It also includes examples of excessively vulgar and sexual content that is inappropriate at our workplace. Most of these tweets have been posted within the last two years (March 2020 - June 2022). The purpose of this document is to warn coworkers of the resulting harm to our work culture, harm to marginalized employees, and our impaired ability as a community of space enthusiasts to do the amazing work which we're all here for.

The tweets selected for this document were chosen because they most clearly depict the “Bro culture” Elon seems to not only tolerate, but embrace and encourage online and in his personal life. The effects of these tweets, however, are not just limited to public perception of Elon's character. [Elon's Twitter account](#) is routinely used to announce SpaceX company news, is referenced in page 23 of the SpaceX employee handbook as a source of company news, and is documented as an official source of company information ([source](#)) in various SEC filings made by Tesla ([example](#)). For these and other reasons, statements made by Elon on Twitter either directly speak for SpaceX or indirectly reflect on our company's culture and those who work here. Various examples support this claim, from personal accounts of families and friends reaching out to employees asking if they agree with what Elon says to news articles and essays written about the type of work culture being promoted at SpaceX in light of statements made by Elon online<sup>2</sup>. And in the absence of SpaceX saying otherwise, there's no reason for anyone to believe that the behavior repeatedly and consistently demonstrated by Elon in public, in spaces used for official company announcements, is not acceptable at SpaceX.

The content that Elon creates and promotes demonstrates tolerance, and even encouragement, of a workplace culture that is hostile to various marginalized and underrepresented groups. By mocking federally protected characteristics (including sex, sexual orientation, age, and race/religion), trivializing serious and traumatic challenges faced by those marginalized, and silencing attempts at raising legitimate concerns about our workplace culture by dismissing them as politically motivated attacks, Elon has set a very concerning example for what is acceptable and tolerated at SpaceX.

**By staying silent on his public actions, taken on a platform which is considered official company communication, SpaceX and its executives have affirmed that Elon's behavior is acceptable at our company.**

Please note that for each example screenshotted, a link is provided to the official source so that the full context can be examined. The vast majority of Tweets are still live on Elon's account, but

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<sup>1</sup> Such language, defined on [this PDF](#) published by the United Nations, often leads to a “hostile work environment”.

<sup>2</sup> Examples of articles are included with various tweets throughout this document.

some which have been deleted are also included because they are relevant in establishing the ongoing pattern of harassment and/or bullying that started years ago and continues to this day.

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# Tweets targeting or affecting an individual

## If you touch my wiener

 **Chad Hurley**  @Chad\_Hurley · May 20 ...

Hey, @elonmusk! Stop horsing around and close this Twitter deal. We all want a happy ending!

 1,496  3,476  68.5K 

 **Elon Musk**  @elonmusk ...

Replying to @Chad\_Hurley

Hi Chad, long time no see!

Fine, if you touch my wiener, you can have a horse.

2:04 PM · May 20, 2022 · Twitter for iPhone

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**7,061** Retweets **2,122** Quote Tweets **134.3K** Likes

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**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1527757119239380993>

## Describe me while exposed



**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1527505449905528846>

**Context:** Elon presumably challenging the accuser to describe his genitalia, after the [Sexual Harassment allegation at SpaceX](#) reported by Insider on May 19th, 2022.



# Stop hitting on me



**Alexandria Ocasio-Cortez** @AOC · Apr 29 ...

Tired of having to collectively stress about what explosion of hate crimes is happening bc some billionaire with an ego problem unilaterally controls a massive communication platform and skews it because Tucker Carlson or Peter Thiel took him to dinner and made him feel special

51.4K   23.5K   190.4K  



**Elon Musk** @elonmusk ...

Replying to @AOC

Stop hitting on me, I'm really shy 😊

2:27 PM · Apr 29, 2022 · Twitter for iPhone

---

52.1K Retweets   10.6K Quote Tweets   515.4K Likes

**Status:** online

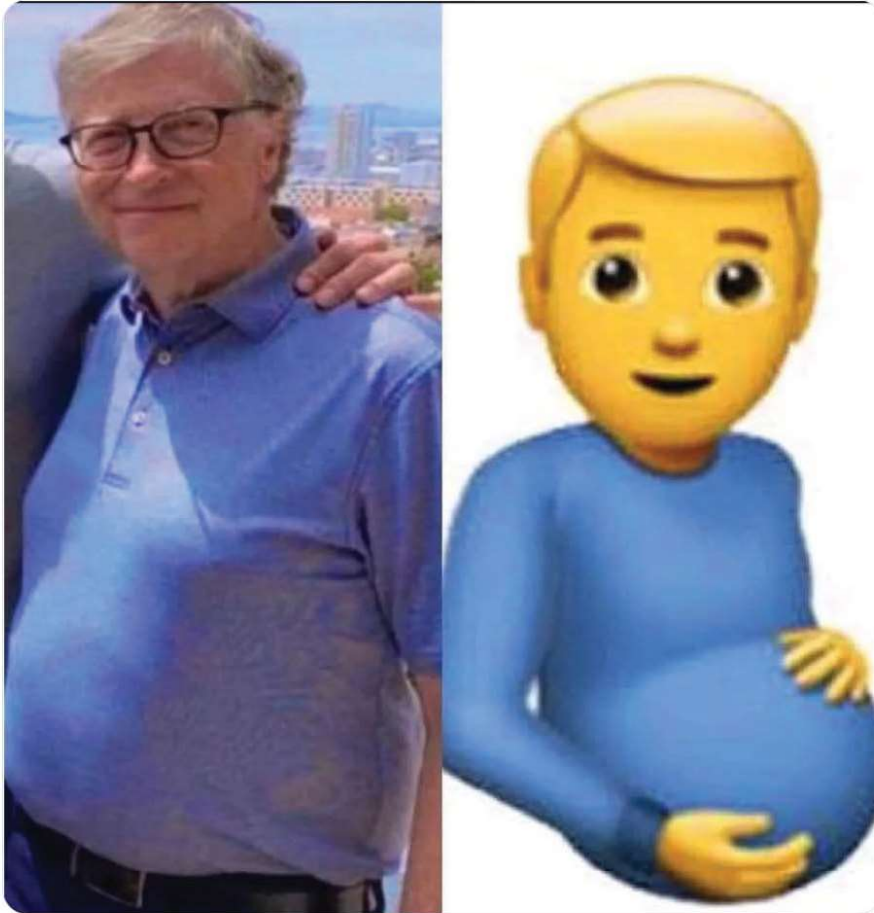
**Link:** <https://twitter.com/elonmusk/status/1520152887090892800>

In case you need to lose a boner



...

in case u need to lose a boner fast



8:30 PM · Apr 22, 2022 · Twitter for iPhone

142.6K Retweets 31.3K Quote Tweets 1.4M Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1517707521343082496>

**Article:**

<https://nypost.com/2022/06/06/elon-musk-posts-vulgar-tweet-about-bill-gates-during-fued/>

## I keep forgetting you're still alive



**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1459891238384115722>

**Articles:**

- <https://www.cnn.com/2021/11/14/business/elon-musk-bernie-sanders-tweet/index.html>
- <https://www.independent.co.uk/news/world/americas/us-politics/elon-musk-bernie-sanders-tweet-b1957625.html>

Looks like you just came

← **Tweet**

 **Ron Wyden**  @RonWyden · Nov 6, 2021 ...

Whether or not the world's wealthiest man pays any taxes at all shouldn't depend on the results of a Twitter poll. It's time for the Billionaires Income Tax.

 **Elon Musk**  @elonmusk · Nov 6, 2021

Much is made lately of unrealized gains being a means of tax avoidance, so I propose selling 10% of my Tesla stock.

Do you support this?  
[Show this poll](#)

 3,119    2,192    16.3K   

 **Elon Musk**  @elonmusk ...

Replying to [@RonWyden](#)

**Why does ur pp look like u just came?**

3:57 PM · Nov 7, 2021 · Twitter for iPhone

---

**10.3K** Retweets   **5,808** Quote Tweets   **94.1K** Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1457497438474981384>

**Article:** <https://sports.yahoo.com/elon-musk-made-gross-sex-130902137.html>

Can't get it up (to orbit)



**Kenneth Chang** @kchangnyt · Apr 26, 2021

SCOOP: Jeff Bezos' Blue Origin files a protest against NASA's awarding of the lunar lander contract to Elon Musk's SpaceX.



nytimes.com

Jeff Bezos' Rocket Company Challenges NASA Over SpaceX Moon La...  
The space agency picked Elon Musk's company over two other bidders to take its astronauts back to the lunar surface.

447

832

5,199



**Elon Musk** ✓  
@elonmusk

Replying to @kchangnyt

Can't get it up (to orbit) lol

4:31 PM · Apr 26, 2021 · Twitter for iPhone

4,775 Retweets 1,363 Quote Tweets 49.2K Likes

Status: online

Link: <https://twitter.com/elonmusk/status/1386825367948644352>

## You're an idiot



**Jarrett Walker** ✓ @humantransit · Dec 14, 2017 ...  
In cities, @elonmusk's hatred of sharing space with strangers is a luxury (or pathology) that only the rich can afford. Letting him design cities is the essence of elite projection. [humantransit.org/2017/07/the-da...](http://humantransit.org/2017/07/the-da...)



**Yonah Freemark** ✓ @yfreemark · Dec 14, 2017  
To summarize Elon Musk's views on transit: It's terrible. You might be killed. Japanese trains are awful. Individualized transport for everyone! Congestion? Induced demand? Climate change impacts? Unwalkable streets? Who cares! [wired.com/story/elon-mus...](http://wired.com/story/elon-mus...)

in the ass," he continued. "That's why  
t. And there's like a bunch of random  
might be a serial killer, OK, great. And  
like individualized transport, that go  
men you want."

189 1,473 3,885



**Elon Musk** ✓ @elonmusk · Dec 14, 2017 ...  
You're an idiot

811 4,973 35.8K



**Elon Musk** ✓ @elonmusk · Dec 14, 2017 ...  
Sorry

110 336 2,895



**Adam Lilling** @ALilling · Dec 14, 2017 ...  
Sorry that he's an idiot?

4 24 232



**Elon Musk** ✓ @elonmusk ...

Replying to @ALilling and @humantransit

Meant to say "sanctimonious idiot"

10:13 PM · Dec 14, 2017 · Twitter for iPhone

237 Retweets 70 Quote Tweets 2,937 Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/941500121564332032>

**Link:** <https://twitter.com/elonmusk/status/941551760799277056>

**Context:** A tweet from Jarrett Walker, a public transit planning and policy consultant, criticizing him for championing individual, over public, transport.

**Article:**

<https://www.theguardian.com/cities/2017/dec/21/elon-musk-public-transport-transit-painful-twitte>

[

## Tweets targeting or affecting a group

Here it comes



7:44 AM · May 31, 2022 · Twitter for iPhone

147K Retweets 23.1K Quote Tweets 1.4M Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1531647849599057921>

Later followed by this tweet:



**Link:** <https://twitter.com/elonmusk/status/1532030554778087424>

Note the original “here it comes” tweet is still up. An apology, if this is what it is, means nothing if behavior is not corrected.



## Politically motivated



**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1527491436005957633>

**Context:** the [Sexual Harassment allegation at SpaceX](#) reported by Insider on May 19th, 2022

## Mansplaining



**Elon Musk** ✓  
@elonmusk



10:46 AM · May 19, 2022 · Twitter for iPhone

**30.8K** Retweets **4,202** Quote Tweets **368K** Likes

**Status:** online

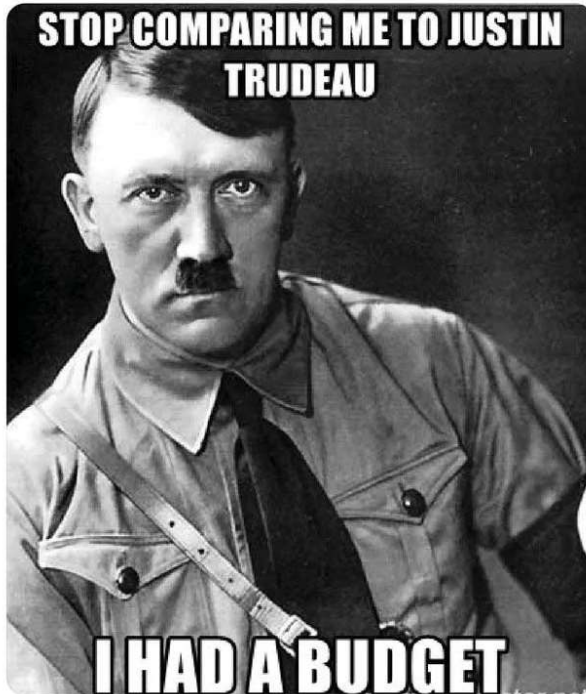
**Link:** <https://twitter.com/elonmusk/status/1527344969471520768>

## Comparison to Hitler



**Elon Musk** ✓  
@elonmusk

Replying to @CoinDesk @Aoyon\_A and @realDannyNelson



11:46 PM · 16 Feb 22 · Twitter for iPhone

**Status:** deleted

**Context:** In response to [a tweet](#) linking the coinbase article about Trudeau blocking crypto donations to Canadian Trucker protesters.

**Article:**

<https://www.theguardian.com/technology/2022/feb/17/elon-musk-criticised-for-comparing-justin-trudeau-to-adolf-hitler-tweet-auschwitz>

# TITS

The image shows a screenshot of Elon Musk's Twitter profile. At the top, there is a search bar and login/sign-up buttons. Below that is a banner image of Earth from space. The profile header includes the name "Elon Musk", handle "@elonmusk", a verified account, and a "Follow" button. It also shows "Joined June 2009", "106 Following", and "61.6M Followers".

The tweets listed are:

- Elon Musk** @elonmusk · 37m  
Used to be that u only had 140 characters to dig ur own grave  
4.3K replies, 2.8K retweets, 31.8K likes
- Elon Musk** @elonmusk · 2h  
Equal support for left & right!  
2.2K replies, 955 retweets, 19.7K likes
- Elon Musk** @elonmusk · 2h  
D's get degrees  
1.3K replies, 1.5K retweets, 23.4K likes
- Elon Musk** @elonmusk · 2h  
If Massachusetts & California can have an Institute of Technology, surely Texas can have one too? Adding Science makes it even more scientific.  
1.3K replies, 1K retweets, 21.2K likes
- Elon Musk** @elonmusk · 2h  
I do have a fondness for Rorschach acronyms ...  
1.3K replies, 1.5K retweets, 23.4K likes
- NASA and 2 others**  
morning's launch. Weather forecast is 80% favorable for liftoff, while teams are keeping an eye on weather along the ascent corridor  
2K replies, 2.6K retweets, 23.6K likes
- Elon Musk** @elonmusk · 15h  
Universally admired  
3K replies, 2.4K retweets, 87.6K likes
- Elon Musk** @elonmusk · 10h  
It will have epic merch  
4.5K replies, 5K retweets, 142.1K likes
- Elon Musk** @elonmusk · 16h  
Am thinking of starting new university: Texas Institute of Technology & Science  
37.8K replies, 51.3K retweets, 392.8K likes

**Status:** partially deleted

**Link:** <https://twitter.com/elonmusk/status/1453954994546229253>

**Article:** <https://mashable.com/article/elon-musk-sexist-joke-tweets>

## Pronouns are oppression



when you **put he/him** in ur bio



10:11 PM · Dec 13, 2020 · Twitter for iPhone

20K Retweets 14.6K Quote Tweets 248.5K Likes

Status: online

<https://twitter.com/elonmusk/status/1338365886542049282>

Article:

<https://cleantechnica.com/2020/12/16/real-friends-interrupt-you-when-you-are-making-a-mistake/>

In response to the above article:



Replying to @cleantechnica

I absolutely support trans, but all these pronouns are an esthetic nightmare

8:59 AM · Dec 16, 2020 · Twitter for iPhone




1,985 Retweets 22.7K Quote Tweets 29.7K Likes




Status: online

Link: <https://twitter.com/elonmusk/status/1339253909546823682>

## Catgirl robots

 **Elon Musk**   
@elonmusk 

Tesla should make  catgirl robots?

<b>Absolutely</b>	<b>81.9%</b>
Of Course	18.1%

928,281 votes · Final results

5:11 PM · Oct 28, 2020 · Twitter for iPhone

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**14.4K** Retweets   **8,849** Quote Tweets   **111.7K** Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1321605428963233794>

Pronouns suck



**Elon Musk** ✓  
@elonmusk



Pronouns suck

8:42 PM · Jul 24, 2020 · Twitter for iPhone

19.7K Retweets 15.3K Quote Tweets 255.8K Likes

**Status:** online

<https://twitter.com/elonmusk/status/1286869404874088448>

**Article:**

<https://www.forbes.com/sites/sethcohen/2020/07/25/tesla-founder-elon-musk-uses-twitter-to-mock-transgender-inclusion/?sh=11f2b1e1647f>

## Sperm Donor Clinic



**Elon Musk**   
@elonmusk



Jack in the Box should do double duty as a sperm donor clinic — name is 🍷

7:18 PM · Oct 27, 2020 · Twitter for iPhone

13K Retweets 5,067 Quote Tweets 166K Likes



**Elon Musk** @elonmusk · Oct 27, 2020



Replying to @elonmusk

Wow, this mayo sure is salty!

1,677

3,350

65.3K



**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1321275062998257665>

Later in the thread, he replied:



**Ms. Muff** @GoodtimesBig · Oct 28, 2020



Tell us about your space company....

1



2



**Elon Musk** @elonmusk · Oct 27, 2020



Replying to @elonmusk

Come here ... no, come, here 🍷

1,874

1,495

53.7K





# Elongate



**Elon Musk** ✓  
@elonmusk



Finally, we get to use Elongate as scandal name. It's kinda perfect. 🤔



**Elon Musk** ✓ @elonmusk · Mar 25, 2021

If there's ever a scandal about me, \*please\* call it Elongate

10:43 PM · May 19, 2022 · Twitter for iPhone

28.1K Retweets 3,922 Quote Tweets 293K Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1527525498460508160>

**Context:** the [Sexual Harassment allegation at SpaceX](#) reported by Insider on May 19th, 2022

Other Tweets promoting an unwelcome and potentially hostile environment

## Macrohard



**Elon Musk** ✓ @elonmusk · Oct 24, 2021

Macrohard >> Microsoft

9,367

11.9K

135.7K



**Elon Musk** ✓

@elonmusk

## Naughtius Maximus



youtube.com

Biggus Dickus - Monty Python, Life of Brian.

Just one of many brilliant scenes from the epic comedy "Life of Brian" by Monty Python.PS: Subtitles is the originals from the blu-ray.PS 2: Yes, we know abo...

1:02 AM · Oct 25, 2021 · Twitter for iPhone

952 Retweets 145 Quote Tweets 19.6K Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1452546064591040513>

## Erotic Democracy



**Elon Musk** ✓  
@elonmusk



erotic democracy >> sclerotic democracy

6:08 PM · Oct 24, 2021 · Twitter for iPhone

**4,158** Retweets **499** Quote Tweets **63.4K** Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1452442007784263682>

Deep thots



**Elon Musk**   
@elonmusk



Deep thots



**ginivera\_ she/he/they** has no hair

52m 25 likes Reply



— Hide replies



**hani\_srou** @ginivera\_ are you afraid to misgender a dinosaur



11:47 AM · May 26, 2021 · Twitter for iPhone

26K Retweets 3,697 Quote Tweets 289.8K Likes

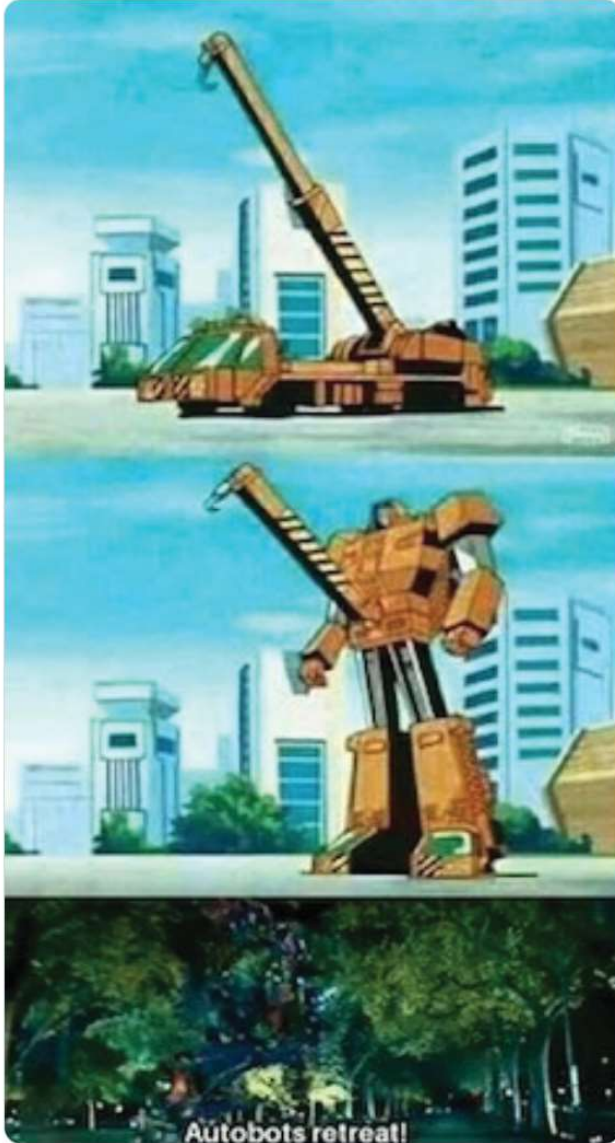
Status: online

Link: <https://twitter.com/elonmusk/status/1397625459437826049>

## Our crane



Check out our new crane



8:34 PM · Mar 26, 2021 · Twitter for iPhone

45.4K Retweets 6,454 Quote Tweets 559K Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1375652425814704128>

## Weekend meme juice



**Elon Musk** ✓  
@elonmusk



Lil meme juice for the weekend

Personally I don't think they thought  
this through at all



6:12 AM · Feb 13, 2021 · Twitter for iPhone

**19.1K** Retweets **2,368** Quote Tweets **273.8K** Likes

**Status:** online

**Link:** <https://twitter.com/elonmusk/status/1360592735409946625>

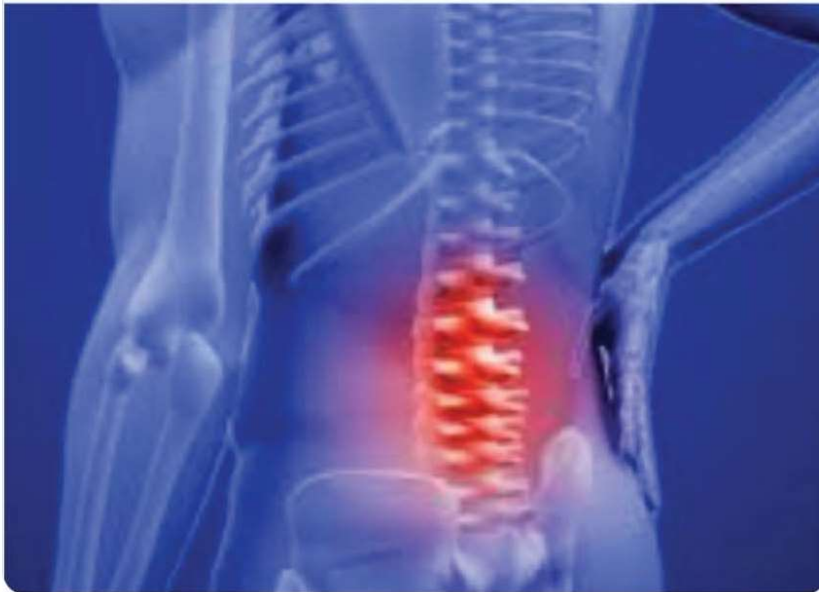
Huge cock

 **Jacob Two Two** @Zwiebelbach · Dec 14, 2020 ...  
What dick size?  
39 68 6,250

 **Elon Musk** ✓ @elonmusk ...

Replying to @Zwiebelbach @its\_menieb and @CyberpunkGame

My back after carrying  
my huge cock all day



7:25 AM · Dec 14, 2020 · Twitter for iPhone

12.8K Retweets 4,685 Quote Tweets 72.4K Likes

Status: online

Link: <https://twitter.com/elonmusk/status/1338505515719143425>



# Emails

## Tesla do the right thing

Elon Musk

Inbox - Exchange May 31, 2017 at 2:37 AM

Doing the right thing

To: Everybody

About four years ago, I sent out an email describing some of the core principles of Tesla. Since then, we have grown from 4,500 people to 33,000, so the vast majority of the company has never received this note. We are redoing the first day orientation and Tesla handbook to more clearly capture and emphasize these points, but I thought I should send this out in advance.

In my email below, please pay particular attention to the first point on the list. Tesla has to be hardcore and demanding, not for the hell of it, but because we are fighting for a good cause against giant, entrenched competitors who just want the status quo to continue. The list of companies that want to kill Tesla is so long, I've lost track – a week doesn't go by without some "Tesla Killer" article. The only way for a little company to prevail against those much larger companies is to work faster, smarter and harder. The passing grade at Tesla is excellence, because it has to be.

However, this does not give license to anyone to be a jerk. It is incredibly important that people look forward to coming to work in the morning. One of the best feelings in the world is to be part of a team that is fired up to achieve what most industry experts say is impossible! For many companies out there, work is like jail – employees look forward to Friday and dread Monday. That's horrible. We never want to be like that.

Part of not being a huge jerk is considering how someone might feel who is part of an historically less represented group. They have endured difficulties that someone born or raised in a more privileged situation did not. This doesn't mean that there is a different standard of performance or that you can't give critical feedback. You should – doing anything else would be an insult to the hard work it took to get there – but don't ever intentionally allow someone to feel excluded, uncomfortable or unfairly treated. Sometimes these things happen unintentionally, in which case you should apologize.

In fairness, if someone is a jerk to you, but sincerely apologizes, it is important to be thick-skinned and accept that apology. If you are part of a less represented group, you don't get a free pass on being a jerk yourself. We have had a few cases at Tesla where someone in a less represented group was actually given a job or promoted over more qualified highly represented candidates and then decided to sue Tesla for millions of dollars because they felt they weren't promoted enough. That is obviously not cool.

What it comes down to is this: do what would make your parents proud. If you can't look someone you respect in the eye and explain what you did, don't do it.

Thanks,  
Elon

**Link:** <https://www.tesla.com/blog/hotbed-misinformation>

**Article:**

<https://money.cnn.com/2017/11/15/technology/elon-musk-tesla-racial-discrimination/index.html>

**Excerpt from email:**

In fairness, if someone is a jerk to you, but sincerely apologizes, it is important to be thick-skinned and accept that apology. If you are part of a less represented group, you don't get a free pass on being a jerk yourself. We have had a few cases at Tesla where someone in a less represented group was actually given a job or promoted over more qualified highly represented candidates and then decided to sue Tesla for millions of dollars because they felt they weren't promoted enough. That is obviously not cool.

**Commentary:**

It seems like the *real* problem at Tesla (and SpaceX) is not the lack of diversity, but rather a plethora of maliciously acting diverse employees who are suing Tesla and not forgiving jerks when they apologize. These diverse employees are also getting a free pass to be jerks to the white male population.