

1 UNITED STATES DEPARTMENT OF LABOR
 2 OFFICE OF ADMINISTRATIVE LAW JUDGES
 3
 4 OFFICE OF FEDERAL CONTRACT) OALJ Case No. 2017-OFC-00006
 COMPLIANCE PROGRAMS, UNITED)
 5 STATES DEPARTMENT OF LABOR,) OFCCP No. R00192699
)
 6 Plaintiff,)
)
 7 v.)
)
 8 ORACLE AMERICA, INC.)
)
 9 Defendant.)
 _____)
 10
 11
 12 VIDEO DEPOSITION OF KATE WAGGONER
 13 MAY 1, 2019
 14 DENVER, COLORADO
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24 Reported by:
 SUSAN BRETSCHNEIDER
 25 JOB No. 190501CRL

1

1 APPEARANCES:
 2
 3 ON BEHALF OF THE PLAINTIFF:
 4 Jeremiah E. Miller, Esq.
 Mary Hermosillo, Esq.
 5 U.S. Department of Labor
 300 5th Avenue, Suite 1120
 6 Seattle, Washington 98104
 Miller.jeremiah@dol.gov
 Hermosillo.mary.a@dol.gov
 7 Norman E. Garcia, Esq.
 U.S. Department of Labor
 90 7th Street, Suite 3700
 8 San Francisco, California 94103
 9
 10
 11 ON BEHALF OF THE DEFENDANT:
 12
 Erin M. Connell, Esq.
 13 Orrick, Herrington & Sutcliffe
 405 Howard Street
 14 San Francisco, California 94105
 E-mail: econnell@orrick.com
 15
 Jessica R.L. James, Esq.
 16 Orrick, Herrington & Sutcliffe
 400 Capitol Mall, Suite 3000
 17 Sacramento, California 95814
 E-mail: Jessica.james@orrick.com
 18
 19 ALSO PRESENT: Victor Sieff, videographer
 20
 21
 22
 23
 24
 25

2

1 PURSUANT TO NOTICE, the deposition of
 2 KATE WAGGONER, called for examination, was taken at
 3 1244 Speer Boulevard, Suite 515, Denver, Colorado,
 4 commencing at 9:16 a.m., on Wednesday, May 1, 2019
 5 before Susan Bretschneider, court reporter and notary
 6 public in and for the State of Colorado.
 7
 8 INDEX
 9 EXAMINATION PAGE
 10 By Mr. Miller 4
 11
 12 EXHIBIT FIRST REFERENCE
 13
 14 1 Global Compensation Training 46
 2 Global Equity Guidelines 50
 3 Agenda 57
 15 4 Global Compensation 60
 5 Oracle Compensation Guidelines 63
 16 6 Job Changes, Discretionary Titles 65
 7 Managing Compensation 71
 17 8 Global Approval Matrix 102
 9 Global Approval Matrix 106
 18 10 New Manager Training 108
 11 Annual Bonus Program 111
 19 12 E-mail chain 113
 13 US Pay Equity FAQ 126
 20 14 Opening a Vacancy 129
 15 Global Compensation Guidelines 130
 21 16 Oracle NoSQL Database 133
 22
 23
 24
 25

3

1 THE VIDEOGRAPHER: We are on the record at
 2 9:16 a.m. This is the videotaped deposition of Kate
 3 Waggoner in the matter of the Office of Federal Contract
 4 Compliance Programs, United States Department of Labor.
 5 Today's date is May 1st, 2019. My name is
 6 Victor Sieff with Gradillas Court Reporters located at
 7 520 North Central Avenue in Glendale, California.
 8 Would counsel please identify themselves.
 9 MR. MILLER: Jeremiah Miller. I'm an
 10 attorney for the United States Department of Labor.
 11 MS. CONNELL: Erin Connell of Orrick,
 12 Herrington & Sutcliffe on behalf of defendant Oracle and
 13 the witness.
 14 MR. MILLER: And with me are also Norman
 15 Garcia and Ana Hermosillo, also attorneys for the United
 16 States Department of Labor.
 17 MS. JAMES: Jessica James, Orrick,
 18 Herrington & Sutcliffe on behalf of Oracle.
 19 KATE WAGGONER,
 20 having been first duly sworn, was examined and testified
 21 as follows:
 22 EXAMINATION
 23 BY MR. MILLER:
 24 Q. Good morning, Ms. Waggoner. As I
 25 understand it, you have been recently deposed; is that

4

1 right?
 2 **A.** Yes.
 3 **Q.** So I'm just going to run over the ground
 4 rules again just so it's clear what we're doing here,
 5 but we'll shorten it up a bit since you have heard it
 6 before.
 7 **MS. CONNELL:** Can I put something on the
 8 record at the beginning? Do you mind?
 9 **MR. MILLER:** I suppose not. What do you
 10 have to put on the record?
 11 **MS. CONNELL:** I just wanted to put on the
 12 record and confirm that Ms. Waggoner is here to testify
 13 today in her personal capacity, not as any 30(b)(6)
 14 witness and so under Rule -- Federal Rule of Procedure
 15 30(d), OFCCP is entitled to one day of deposition with
 16 her for up to seven hours.
 17 As we discussed beforehand, we still have
 18 compensation-related data and documents to produce in
 19 this case, and we've suggested that you may wish to
 20 depose her once our production is complete, but
 21 notwithstanding that meet and confer, OFCCP still chose
 22 to depose her today.
 23 So we do want to confirm that, from our
 24 perspective, today is the one day of deposition for her
 25 in her personal capacity.

5

1 We've also met and conferred related --
 2 regarding 30(b)(6) topics. As OFCCP knows, Ms. Waggoner
 3 has already been deposed over the course of two days in
 4 the Jewett matter on compensation-related matters there.
 5 We have asked that OFCCP consider those topics because
 6 we have produced the unredacted deposition transcripts
 7 of her testimony in that case on the condition that
 8 OFCCP consider that when issuing its own 30(b)(6) topics
 9 related to compensation here. Our understanding thus
 10 far is OFCCP has been unwilling to do that.
 11 We have also requested of OFCCP to
 12 accommodate Ms. Waggoner, depose her tomorrow on any
 13 30(b)(6) topics related to compensation, although OFCCP
 14 declines that request.
 15 So with all of this in mind, I just want to
 16 make clear that we reserve our right to raise these
 17 issues with regard to the ongoing meet and confer over
 18 the 30(b)(6) topics.
 19 **MR. MILLER:** That's fine. I -- we agree
 20 that she's here in her individual capacity today. You
 21 know, as you say, there's a dispute between the parties
 22 as to whether or not we would get additional time with
 23 her as more documents are produced or whatever, but
 24 that's fine, it's on the record.
 25 With the 30(b)(6), you know, we were unable

6

1 to accommodate the second day tomorrow, but I assume,
 2 you know, that process appears to be ongoing, so we'll
 3 see what we can do then.
 4 **Q.** (By Mr. Miller) Okay, so, you know, you're
 5 under oath, you're going to -- I'm going to ask you
 6 questions. You will need to answer them for me unless
 7 your attorney explicitly instructs you not to answer
 8 them based on privilege. If I ask an unclear question,
 9 please ask me to clarify. It'll probably happen at
 10 sometime where I ask you an unclear question. If you
 11 don't ask me to clarify and you answer the question,
 12 what the transcript is going to read is that you
 13 personally understood what I said and answered it, and
 14 I'm always happy to clarify.
 15 We should be careful not to talk over one
 16 another. It's a little bit easier with a video because
 17 we can sort of follow the conversation, but with a
 18 written transcript, it's kind of a mess if we interrupt
 19 each other. So I will do my best not to talk over you.
 20 You try to do your best to not talk over me.
 21 I am available to take a break if you need
 22 one with the one exception, if a question is
 23 outstanding, I do need that answered before you take a
 24 break. Do you understand all that?
 25 **A.** Yes.

7

1 **Q.** Ms. Waggoner, can you tell me what your
 2 current job is at Oracle?
 3 **A.** My current job is the senior director of
 4 global compensation.
 5 **Q.** And how long have you been in that
 6 position?
 7 **A.** Since January of 2018.
 8 **Q.** And what was the position you held before
 9 that?
 10 **A.** Director of global compensation.
 11 **Q.** How long did you hold that position?
 12 **A.** Oh, a year and a half, two years, maybe. I
 13 don't recall the exact dates. It's just a progression.
 14 **Q.** Did you first get that position in November
 15 of 2014?
 16 **A.** I think I was probably a senior manager
 17 around that time.
 18 **Q.** Okay. So for about a year and a half
 19 before you were senior director, you were just director
 20 of global compensation, and then before that, you were
 21 senior manager --
 22 **A.** Yes.
 23 **Q.** -- of compensation?
 24 **A.** Of compensation.
 25 **Q.** And when did you first become senior

8

1 manager of compensation?
2 **A.** I think that was November of 2014. Prior
3 to that, I was a consultant, not in management, but also
4 in the comp field.
5 **Q.** All right, in your current position, what
6 are your job duties?
7 **A.** I'm in charge of the team that does various
8 things. I work on the -- we do the administration of
9 all of our annual compensation program, so annual merit
10 increases, equity grants and corporate bonus plans. We
11 administer that and work with our Oracle software to
12 make that happen globally.
13 My team also is responsible for any M and A
14 compensation activity, so integrating employees into our
15 job codes and our pay plans and those -- anything
16 related to that.
17 We also are responsible for the global job
18 tables, salary survey, international salary survey
19 submission. I do executive comp work and things for our
20 compensation committee of the board of directors. It's
21 a wide variety of responsibilities globally.
22 **Q.** Do you play any role with respect to
23 initial compensation for employees at Oracle?
24 **A.** I do not.
25 **Q.** Who does?

9

1 **Q.** And does Chris Edwards also report to Phil?
2 **A.** Yes.
3 **Q.** And before you were senior director for
4 global compensation, when you were just director for
5 global compensation, what were your job duties?
6 **A.** Fairly similar. It hasn't changed a whole
7 lot. There just have been progressively more things
8 added into those types of responsibilities, and the role
9 has just grown a little bit as far as what -- in
10 general, it has remained fairly the same. My
11 responsibility is to ensure global consistency in how we
12 run programs.
13 **Q.** Okay. Can you tell me what duties were
14 added between going from director to senior director?
15 **A.** There weren't really any. It was just a
16 step progression. I have been doing the same type of
17 thing for quite a few years.
18 **Q.** And as senior manager of compensation, what
19 were your job duties?
20 **A.** So when I was a senior manager, the -- the
21 team was not split the way it was, and so I had some
22 client groups that were -- where I was -- I was part of
23 a team and managed a team that did some of the
24 consulting work as well and worked directly with the
25 business. And then there was another person who did

11

1 MS. CONNELL: Objection, vague, calls for
2 speculation.
3 **A.** There is a -- there is a team of people
4 that are considered comp consultants that could be
5 consulted by the business and are available to consult
6 with the business.
7 **Q.** (By Mr. Miller) And those comp consultants
8 would be people on your team?
9 **A.** No.
10 **Q.** There is a separate team?
11 **A.** Separate team.
12 **Q.** Who runs that team?
13 **A.** Her name is Chris Edwards.
14 **Q.** Do you know what her position is?
15 **A.** She is a senior director of U.S.
16 compensation.
17 **Q.** Is there anything else you do as part of
18 your job duties?
19 **A.** Not that I can think of.
20 **Q.** Who do you report to in your present
21 position?
22 **A.** His name is Phil Genish.
23 **Q.** And what's Phil's title?
24 **A.** VP work force intelligence and
25 compensation.

10

1 consulting work, and both of us split when it came to
2 the compensation programs, like focal bonus, equity, we
3 would split those, so we each had a little bit of the
4 program administration and then a little bit of the
5 consultative responsibility.
6 **Q.** And when you say "split," you would have
7 both had responsibilities for the focal review, for
8 instance?
9 **A.** Well, so we each -- we split as far as
10 client groups. So somebody took -- we split it by
11 leaders, so --
12 **Q.** Okay.
13 **A.** -- so one of -- one of us in our teams
14 would support certain leaders as their consultant, and
15 then the other would support the other leaders as their
16 consultant, but then we each held responsibility for the
17 administration of a program.
18 **Q.** Okay. Who was the other senior manager?
19 **A.** Her name was Lisa Gordon.
20 **Q.** And when you were senior manager of
21 compensation, what leaders were you responsible for?
22 **A.** Oh, gosh, I had -- in the -- I've been with
23 Oracle for a long time, so I've supported many of them.
24 I have supported the sales leaders. I've supported some
25 product development leaders. I've supported consulting

12

1 leaders, marketing leaders, the support leaders, IT
2 leaders. I've done -- I've been around a long time, so
3 I've done a little bit of --
4 **Q.** How long have you worked at Oracle?
5 **A.** I was a part of the J.D. Edwards
6 acquisition, so that was in 2005, J.D. Edwards
7 acquisition by PeopleSoft, which was then acquired by
8 Oracle in 2005.
9 **Q.** So coming back to your job duties as senior
10 director and I guess also business director, when you
11 say that you are in charge of administering all annual
12 compensation programs, what do you mean?
13 **A.** That means that my team works to -- we
14 define and establish and communicate the eligibility
15 rules for those programs. We make sure that our Oracle
16 system, called work force compensation, is set up and
17 prepared to accept input from the leaders in the
18 business for recommendations for their -- their
19 increases or rewards. And we are the point of contact
20 for -- we develop the training for the managers and the
21 HR business partners to be able to conduct those and
22 work within those systems. And we establish the
23 timeline, and we -- we then seek the appropriate
24 approvals and then process it and post it all to their
25 records and audit it and make sure that everything was

13

1 submitted in the system appropriately.
2 And it's just sort of a from start to
3 finish making sure the program goes smoothly across the
4 globe.
5 **Q.** When you say "audit," what do you mean?
6 **A.** That means we make sure that what was
7 submitted and approved in the plan for that
8 particular -- actually got posted and sticks to an
9 employee's record within our HR system.
10 **Q.** So I guess what I'm curious about is when
11 you say what was in a plan, are there plans for
12 individual employees?
13 **A.** There are people who are eligible for each
14 plan, so we would have like a merit increase. We call
15 it a focal, so we have a focal plan. If the focal plan
16 is a non-sales focal plan, we might have 70 thousand
17 people globally eligible for a non-sales focal plan, so
18 it's that plan.
19 When we close it, we post it to employee
20 records, and we make sure that what was in there -- we
21 run a report from the HR system after the fact to make
22 sure that what was in there stuck to the employee
23 record.
24 **Q.** Okay, so the way -- so how does this focal
25 plan look? I mean, if you're running it against what

14

1 actually happened, does it show like amounts to be given
2 to individual groups or individual people?
3 **A.** It's at an individual level.
4 **Q.** Okay.
5 **A.** Individual employees are -- like I said,
6 there might be 70 thousand employees eligible in a plan,
7 and it is each individual employee.
8 **Q.** Okay, so what you are actually checking is
9 to make sure that people who are eligible for that plan
10 got paid under that plan?
11 **A.** Not necessarily.
12 **Q.** Okay. What do you -- what are they -- I
13 guess I'm still a little confused about what you're
14 comparing between the plan and then what happened.
15 **A.** If an increase was put in the plan and
16 received approval for an individual employee, did that
17 increase get posted to the employee's record.
18 **Q.** Now, I understand. So after the approval
19 process has happened and the decision has been made,
20 then it's applied to the employee, you're just making
21 sure the employee actually gets that increase?
22 **A.** Yes, that it's recorded to their record.
23 **Q.** Okay. All right, so you told me that you
24 dealt with programs, setting them up to receive input
25 from managers related to the annual compensation

15

1 program, you told me you develop training for the
2 managers and HR business partners, you told me you set
3 the time lines, you told me you audited submissions.
4 Is there anything else that you do with
5 respect to your responsibilities to the annual
6 compensation programs?
7 **A.** Not that -- at the end, I seek the CEO sign
8 off on this was our budget, this was what we spent, are
9 you okay with us posting.
10 **Q.** When you seek that CEO sign off, does it
11 ever get rejected?
12 **A.** Not if they stay within budget.
13 **Q.** In the time you've been responsible for the
14 annual programs, has it happened that the CEO has
15 refused to approve the plan?
16 **A.** We've always stayed within budget, so, no.
17 **Q.** One of the other job duties you told me you
18 had was that you worked with software in relationship to
19 these annual programs, and I think you mentioned that
20 with your annual program responsibilities.
21 Apart from setting up the internal Oracle
22 software to receive input, are there other things that
23 you do with the software program?
24 **A.** No.
25 **Q.** And so what does setting them up entail?

16

1 **A.** So this is someone on my team who does it.
2 I don't personally do it. She works with internal IT to
3 set up the script for eligibility, and then they run the
4 program, and the plan populates according to the script.
5 Then there are audits that take place to
6 make sure that the script worked as we intended and that
7 people who we expected to be eligible are showing as
8 eligible and the people who we expect not to be eligible
9 are not eligible.
10 **Q.** Which programs do you set up as part of
11 your annual compensation program responsibilities?
12 **A.** The -- any base salary increase programs,
13 the annual equity grant and a corporate bonus program.
14 **Q.** Do you do other things with internal Oracle
15 compensation databases besides just setting them up for
16 the annual program?
17 MS. CONNELL: Objection, vague.
18 **A.** Not that I can recall.
19 **Q.** (By Mr. Miller) In preparing for this
20 deposition today, did you review internal Oracle
21 databases?
22 **A.** No.
23 **Q.** What did you do to prepare -- and before
24 you answer, I don't want to know about conversations you
25 may have had with counsel. I'm just asking generally

17

1 lead for mergers and acquisitions. It entails
2 reviewing -- reviewing information on the targeted
3 company's employees, the duties of those employees and
4 providing guidance to HR and the business as far as into
5 which Oracle job family they would probably fall,
6 providing guidance in terms of what to do with their
7 compensation package when they come on board and
8 providing guidance in terms of any plan, any
9 compensation type plans that they have at their company
10 and how that might -- how they might be integrated into
11 what we offer at Oracle.
12 **Q.** Is there anything else that this global
13 comp team does for mergers and acquisitions since you
14 have been the director?
15 MS. CONNELL: Objection, calls for
16 speculation.
17 **A.** I can't think of anything else.
18 **Q.** (By Mr. Miller) And how -- how was this
19 process different when you were just director of global
20 compensation?
21 **A.** I wouldn't say that those general steps are
22 different.
23 **Q.** Okay, and how is it different when you were
24 senior manager?
25 **A.** Probably not very different from then

19

1 how you prepared for this deposition.
2 **A.** We just met yesterday for a few hours.
3 **Q.** Did you review any documents?
4 **A.** Yes.
5 **Q.** Did you review documents that have been
6 produced in this matter?
7 **A.** Yes.
8 **Q.** Did you review any electronic databases?
9 **A.** No.
10 **Q.** You also told me that you have
11 responsibility for mergers and acquisition activities,
12 and I believe what you said was involving bringing
13 employees from the acquired company into the Oracle
14 compensation system; is that right?
15 **A.** Yes.
16 **Q.** What does that entail?
17 MS. CONNELL: Objection, vague as to time.
18 **Q.** (By Mr. Miller) Do you need a more
19 specific time? Has it changed?
20 **A.** Yes.
21 **Q.** Since you've been senior director, what
22 does the mergers and acquisition part of your job
23 entail?
24 **A.** So I have a person on my team who is the
25 main point of contact. She is the global compensation

18

1 either.
2 **Q.** So earlier I asked you how it changed -- if
3 it had changed over time, and you said yes. Can you
4 tell me what way this part of your job changed over
5 time?
6 **A.** The part that has changed the most in the
7 time that I have been in the capacity of supporting M
8 and As is in how we kind of evaluate the compensation
9 packages, because we have learned a lot from the
10 hundreds of acquisitions that Oracle has done over the
11 years. The approach that we have taken has sort of
12 evolved.
13 **Q.** And that's with respect to looking at the
14 compensation the individual received from the business
15 before it was acquired?
16 MS. CONNELL: Objection, misstates her
17 testimony.
18 **A.** It is in evaluating everything about how
19 they did things at the company -- company wide to how we
20 do things at Oracle.
21 **Q.** (By Mr. Miller) So how has that process
22 evolved?
23 **A.** We -- Oracle used to take a little more of
24 a firm stance and say we bring people over laterally,
25 nothing changes with their comp, and we take, you know,

20

1 six to 12 months to really evaluate what those employees
2 do and they're eligible for our next global program, and
3 any compensation-related changes would be made after
4 time to evaluate the role in this -- the role of the
5 person.
6 Now, there is a little bit more care taken
7 because we spend so much money on the acquisitions
8 themselves, and we need to be mindful of making sure the
9 employees want to stay and work for Oracle. So
10 sometimes there are adjustments made to ensure that they
11 are satisfied and don't leave as soon as we buy them.
12 **Q.** When you say Oracle used to have this
13 policy to wait six to 12 months to do adjustments, can
14 you give me a time frame when that policy was operative?
15 **MS. CONNELL:** Objection, misstates her
16 testimony.
17 **A.** We've never had a policy. It was more
18 common practice that we would bring them on board to
19 evaluate and get a real grip on what it is they do and
20 make our decision -- and make a more informed decision.
21 I don't know exactly when -- exactly how
22 long we've been -- I don't know exactly how long we've
23 been now being more mindful at the front end.
24 **Q.** (By Mr. Miller) Did a change happen after
25 2015?

21

1 **A.** It's 2019 now. I really don't know. I
2 really don't know.
3 **Q.** You told me that one of the tasks that your
4 team does when you are looking at mergers and
5 acquisitions, bringing in people, is to review the job
6 duties of the employee from the acquired company; is
7 that right?
8 **A.** Yes.
9 **Q.** How do you review those job duties?
10 **A.** They -- the target company provides to us
11 job title information. They provide survey match
12 information. They sometimes provide brief summaries of
13 what people do. And we look at that and are able to
14 make a general assessment as to which family they will
15 likely fall into at Oracle.
16 **Q.** When you say survey information, are you
17 talking about the salary surveys that are done, for
18 example, by companies like Radford?
19 **A.** Yes.
20 **Q.** And you said they sometimes give brief
21 summaries, so sometimes they don't give you brief
22 summaries of the job duties?
23 **A.** Sometimes we don't receive that. If we get
24 a Radford match, it essentially gives us a good idea of
25 what they do.

22

1 **Q.** And you've mentioned a couple of times now
2 that you're trying to match these employees to the
3 correct job family. What is a job family?
4 **A.** It is a series of job codes and titles
5 where the very general duties of what that role does
6 match, but it's multiple levels. So we have six
7 individual contributor levels and six or seven manager
8 levels within a family.
9 **Q.** So to take an example and say prior
10 development, a job family might be software developer?
11 **A.** Correct.
12 **Q.** And then if -- these career levels you were
13 talking about, it would be like a software developer
14 two, that would then represent that they were in the IC2
15 level in that job family?
16 **A.** Correct.
17 **Q.** So once you've determined which job
18 families that match, what do you do with that
19 information?
20 **A.** The -- like I said, our role is to provide
21 the guidance to say this is where we believe this person
22 falls within -- as regarding the general duties that
23 we've been told they perform. And we just document that
24 our recommendation would be the developer family, and
25 then that goes to HR and the line of business leader,

23

1 and they make -- they end up doing the final kind of
2 mapping to say, okay, we know this person, and we can
3 assess that they perform at this level or whatever.
4 **Q.** How does that process relate to the
5 guidance that you provide for compensation when you're
6 on boarding people?
7 **MS. CONNELL:** Objection, vague, assumes
8 facts.
9 **A.** Repeat the question.
10 **Q.** (By Mr. Miller) Sure. Maybe I can make it
11 clearer. You told me earlier that one of the jobs from
12 the M and A part of your job is to provide guidance
13 regarding compensation when on boarding employees. Is
14 that -- no, you didn't? Okay. Well, why don't you tell
15 me then if you provide --
16 **A.** When on boarding from an M and A?
17 **Q.** Yes.
18 **A.** Oh, okay. So, similarly, the person on my
19 team would evaluate the kind of where the -- where the
20 current compensation falls within our broad ranges for
21 those jobs, and they might say -- and also evaluate for
22 internal equity, and they might say, you know, this
23 person's salary fits nicely within our range, fits
24 nicely within the future internal peer group, no change
25 recommended.

24

1 Or they might say it doesn't fit so nicely,
2 we recommend an increase, but, again, it is -- it is
3 guidance. It's not final say.
4 **Q.** The final say would go to HR and the line
5 of business head?
6 **A.** HR and the line of business head generally
7 make that decision of whether they're going to do
8 anything with the comp package.
9 **Q.** Does HR have equal decision making
10 authority with the line of business head?
11 **MS. CONNELL:** Objection, calls for
12 speculation and vague.
13 **A.** I don't have any idea.
14 **Q.** (By Mr. Miller) The next thing I think you
15 told me you did as part of your job duties is both
16 senior director and director of global compensation was
17 to develop training for managers and HR business
18 partners. What's that entail?
19 **A.** That is just about taking screenshots and
20 providing step-by-step instruction on how to use our
21 system when we're open for focal or equity or corporate
22 bonus plan.
23 **Q.** Do you also provide policies that Oracle
24 has about compensation in this training?
25 **MS. CONNELL:** Objection, assumes facts.

25

1 **A.** We don't really have policies, but as part
2 of that training, we don't give guidelines either. It
3 is strictly about the system.
4 **Q.** (By Mr. Miller) So this has come up a
5 couple of times where you are drawing a distinction
6 between policies and guidelines. Can you help me
7 understand what you mean by the distinction between
8 those two things?
9 **A.** To me a policy is kind of a rule, and if
10 you don't follow the policy, there could be
11 consequences.
12 With guidelines, they're more a general
13 recommendation of best practices, but ultimately, the
14 business leader can choose to do something outside of
15 guidelines should he or she choose to do so.
16 **Q.** And in the context of the question I just
17 asked, I think what you said is we don't have policies.
18 I mean, to your knowledge, are there any policies at
19 Oracle about compensation?
20 **MS. CONNELL:** Objection, calls for
21 speculation.
22 **A.** To my knowledge, no.
23 **Q.** (By Mr. Miller) Given your position, would
24 there be policies that you would be unaware of? Would
25 somebody else have a compensation policy?

26

1 **MS. CONNELL:** Calls for speculation.
2 **A.** I don't think so, but I don't -- I don't
3 know.
4 **Q.** (By Mr. Miller) Do you develop trainings
5 that do cover your guidelines?
6 **A.** Yes.
7 **Q.** Is that -- well, let me back up a moment.
8 Is that training just part of your regular
9 duties, developing that training?
10 **MS. CONNELL:** Objection, vague.
11 **A.** No, the -- no, not regular duties.
12 **Q.** (By Mr. Miller) How often do you develop
13 training regarding the guidelines for compensation?
14 **A.** In my entire time at Oracle, we've -- I
15 mean, I've been part of training around guidelines and
16 helping with decision making probably twice.
17 **Q.** Do you present training on these
18 guidelines?
19 **A.** Not recently.
20 **Q.** When was the last time you presented
21 training on guidelines?
22 **A.** 2013 maybe, 2014 for an in person.
23 **Q.** When you were involved in developing
24 training on these guidelines, were you just part of a
25 team, or did you have leadership over that development?

27

1 **A.** I had leadership over the development.
2 **Q.** What did you do to develop training on the
3 guidelines?
4 **A.** I worked with global peers to -- to come up
5 with the topics that we would need to cover, how we
6 would break them up and then the materials that would be
7 part of each of those segments of training.
8 **Q.** And were you drawing on materials from
9 previous iterations of the training?
10 **A.** I don't remember. I think we had -- we did
11 have other -- it was -- around the world different
12 groups had perhaps things that they had used before that
13 we liked and incorporated. But I wouldn't say previous
14 versions of training necessarily.
15 **Q.** Okay. Another job duty you told me you had
16 was setting the timeline for these annual compensation
17 programs. What does that entail?
18 **A.** That entails factoring in when we could
19 make the system available, any system upgrades or down
20 time that we need to consider, considering when we could
21 get budget approved, considering what the effective date
22 needs to be and how much time we need to process and
23 ensure accuracy of the posting, so many factors at play.
24 **Q.** So I believe I asked you who do you
25 currently report to, and you said Phil Genish; is that

28

1 correct?
2 A. Yes.
3 Q. Did you report to Phil Genish when you were
4 director of compensation?
5 A. Yes.
6 Q. Did you report to Phil Genish when you were
7 senior management of compensation?
8 A. For part of the time. That was when I had
9 a change in manager.
10 Q. Who was your manager for the other part of
11 the time?
12 A. Sue Charle was her name.
13 Q. And who does Phil Genish report to?
14 A. Joyce Westerdahl.
15 Q. So we briefly talked about some of the
16 arrangement of jobs at Oracle. Do you know what your
17 current global career level is?
18 A. M5.
19 Q. Did that change when you went from director
20 to senior director?
21 A. Yes. Director is M4.
22 Q. And when you were a senior manager, do you
23 remember what your global career was?
24 A. M3.
25 Q. And we've been using your job title as

29

1 Q. So the job family that you are in now would
2 be director of human resources; is that the job family?
3 A. The family would be considered HR
4 management.
5 Q. Okay. So job families are not always some
6 subset of the system title?
7 MS. CONNELL: Objection, vague.
8 A. No, I think that is. It's the HR
9 management track, so it's --
10 Q. (By Mr. Miller) I mean, the reason I asked
11 it that way, you told me your system title was senior
12 director of HR?
13 A. Yes.
14 Q. Which doesn't have HR management as part of
15 the title?
16 A. Also senior director indicates management,
17 and so manager, senior manager, director, senior
18 director VP, that's management of HR, so it's just HR
19 management would be the umbrella.
20 Q. Okay. Do you know which job function
21 you're a part of?
22 A. HR.
23 Q. So I've just run through all these factors
24 that describe you as an employee. How were you aware of
25 your global career level?

31

1 senior manager, director and senior director of global
2 compensation except, I'm sorry, was senior manager --
3 it's senior manager of compensation, correct?
4 A. Correct.
5 Q. Global compensation was not part of your
6 title at that time?
7 A. Correct.
8 Q. Are these titles, senior manager of
9 compensation, director of global compensation, senior
10 director of global compensation, are those job titles
11 that are official within the system, or are they
12 discretionary titles?
13 A. They are discretionary titles.
14 Q. Do you know what your system title is?
15 A. Senior director, HR.
16 Q. When you were director of global
17 compensation, would it have been director of HR?
18 A. Yes.
19 Q. And then when you were senior manager of
20 compensation?
21 A. Senior manager HR.
22 Q. So your promotions from senior manager to
23 director to senior director, did those all come with pay
24 increases?
25 A. I think so.

30

1 MS. CONNELL: Objection, vague.
2 A. Probably because I run the system. I've
3 been around a while. I just know.
4 Q. (By Mr. Miller) And would that be true for
5 why you know what your job function and your family and
6 your system job title are?
7 MS. CONNELL: Objection, vague.
8 A. I guess.
9 Q. (By Mr. Miller) I'm just trying to figure
10 out how you came by this information about your position
11 within the organization, I mean, these technical
12 identifiers.
13 A. Yeah. Well, one, because I run the system,
14 but it also the -- no, that's not -- for the average
15 employee, they could certainly ask and --
16 Q. Sorry, finish your --
17 A. And we have an internal system that where
18 we can look up an internal employee. It says what their
19 title is on it, so you could look yourself up and see
20 what your official title is.
21 Q. So does the average employee have to ask
22 somebody to do that, or do they have access to the
23 system?
24 A. They can see it.
25 Q. They can see it? So as you may know, this

32

1 case, the case for which we're conducting this
2 deposition, is about a specific facility -- a specific
3 Oracle facility.
4 My understanding is that Oracle has
5 separate compensation systems for a headquarters region
6 in California and then the rest of California; is that
7 right?
8 MS. CONNELL: Objection, assumes facts.
9 A. I don't know what you mean by "compensation
10 systems."
11 Q. (By Mr. Miller) Yeah, maybe I'm being a
12 little imprecise. Is pay different for the headquarters
13 organization within Oracle than, say, like a
14 non-headquarters location?
15 MS. CONNELL: Objection, vague and
16 ambiguous, assumes facts. Compound and calls for a
17 narrative.
18 A. The -- we have a set of ranges for
19 headquarters versus outside of headquarters.
20 Q. (By Mr. Miller) Okay. When you say
21 "ranges," are you talking about salary ranges?
22 A. Yes.
23 Q. Is there anything else that's different in
24 the compensation system between headquarters and
25 non-headquarters?

33

1 MS. CONNELL: Objection, vague and
2 ambiguous, calls for a narrative, assumes facts. Calls
3 for speculation.
4 A. Not that I can think of.
5 Q. (By Mr. Miller) And then the pay ranges
6 that are for headquarters, do you know what that
7 encompasses?
8 MS. CONNELL: Objection, vague.
9 A. What do you mean?
10 Q. (By Mr. Miller) I just mean physically,
11 how are you -- how do you demarcate between headquarters
12 or non-headquarters?
13 MS. CONNELL: Objection, vague.
14 A. It's based on zip codes in the headquarters
15 area.
16 Q. (By Mr. Miller) Okay. Do you know what
17 the headquarters area is?
18 A. In general, it's 94 zip codes and 950s and
19 951s, I think.
20 MS. CONNELL: Jeremiah, when you are at a
21 breaking point, can we take our first morning break?
22 MR. MILLER: Yeah, we can go off the record
23 right now for a short break.
24 MS. CONNELL: Thank you.
25 THE VIDEOGRAPHER: The time is 10:03.

34

1 Going off the record.
2 (Recess was taken.)
3 THE VIDEOGRAPHER: The time is 10:16 a.m.
4 Back on the record.
5 A. So could I just clarify, please, when we
6 were talking about policies before? I did think of one
7 policy that I'm aware exists from October of 2017 --
8 Q. (By Mr. Miller) Okay.
9 A. -- that was rolled out by the U.S.
10 compensation team. I didn't have anything to do with
11 the development or the roll out of it, and that's why it
12 was not fresh in my head, but that policy relates to
13 asking candidates about prior salary or using that as a
14 consideration in determining pay for a job at Oracle.
15 So that is a policy that forbids managers from doing
16 that.
17 So, like I said, that's not part of my
18 role, and I wasn't part of it, so it wasn't fresh in my
19 head that we have that one.
20 Q. Thanks for the clarification.
21 A. Yes.
22 Q. So just to help me understand how the U.S.
23 compensation team fits together with your team, does the
24 U.S. compensation team report to global compensation?
25 A. No.

35

1 Q. So are you then in parallel with the U.S.
2 compensation team?
3 A. They are -- I would say they are my client
4 group. My job is to help them help the business to run
5 programs and just global consistency with how --
6 Q. And related to achieving global
7 consistency, you know, you said that you have been
8 involved in creating some trainings for guidelines but
9 years ago at this point; is that right?
10 A. Correct.
11 Q. Do you review other trainings about these
12 guidelines that come out?
13 A. No.
14 Q. Who prepares guideline trainings related to
15 compensation?
16 MS. CONNELL: Objection, calls for
17 speculation.
18 A. That's not an ongoing thing.
19 Q. (By Mr. Miller) Okay. I have a couple of
20 clarifying questions to ask, too. One of them is when
21 we were talking about job families, I wanted to figure
22 out whether or not it's always the case that managers
23 are in a different job family than individual
24 contributors?
25 A. Not always the case.

36

1 Q. And the specific question I had in mind is,
2 say, in software development again, could you have a
3 manager that was in the software developer family?
4 MS. CONNELL: Objection, incomplete
5 hypothetical.
6 A. Yes.
7 Q. (By Mr. Miller) Is there any way that --
8 well, let me try something -- let me ask this question a
9 little differently.
10 When we were talking about the job family
11 you were in, you said you were in HR management,
12 correct?
13 A. Uh-hum.
14 Q. So are there other HR employees who are not
15 managers?
16 A. Yes.
17 Q. So, for example, one of your subordinate
18 compensation consultants, what job family would they be
19 in?
20 MS. CONNELL: Objection, incomplete
21 hypothetical, calls for speculation.
22 A. My subordinates are in a compensation
23 consultant family.
24 Q. (By Mr. Miller) So in the specific example
25 of the job in which you work, there is a separate job

37

1 software called Aria?
2 A. That's one place where they can look.
3 Q. Where are other places they can look?
4 MS. CONNELL: Objection, calls for
5 speculation.
6 A. Another place would be HCM in our human
7 capital management.
8 Q. (By Mr. Miller) What else is in Aria?
9 MS. CONNELL: Objection, vague, calls for
10 speculation.
11 A. Physical addresses, phone numbers, org
12 charts.
13 Q. (By Mr. Miller) Would those all be
14 available to, say, an individual contributor?
15 A. Yeah.
16 MS. CONNELL: Objection, calls for
17 speculation.
18 Q. (By Mr. Miller) And what's in HCM?
19 MS. CONNELL: Objection, calls for
20 speculation and vague.
21 A. Could you be more specific?
22 Q. (By Mr. Miller) Sure. Well, first, why
23 don't you tell me what HCM stands for.
24 A. Human capital management.
25 Q. You said that, my apology.

39

1 family for managers from non-managers?
2 A. Yes.
3 Q. And then also you said that -- earlier that
4 the employees can look up information about their system
5 identification on their own; is that right?
6 A. Correct.
7 Q. And then the system identification is a
8 little awkward, but what I meant is the things we have
9 been discussing, you know, job function, job family,
10 global career level, things like that.
11 A. Okay.
12 Q. Can a, you know, front-line sort of IC2
13 employee look up all of that information? Can they see
14 job function?
15 MS. CONNELL: Objection, calls for
16 speculation.
17 A. I'm not sure.
18 Q. (By Mr. Miller) Are you aware of any
19 limitations on what a front-line employee could
20 determine about their job using internal software?
21 MS. CONNELL: Objection, calls for
22 speculation and vague.
23 A. I'm not sure exactly what is in when they
24 log in to view their own record.
25 Q. (By Mr. Miller) And is this internal

38

1 A. Yeah.
2 Q. What kind of information is maintained in
3 human capital management about employees?
4 MS. CONNELL: Objection, vague and calls
5 for speculation.
6 A. Off the top of my head, I know it contains
7 mailing address, job code, salary, supervisor,
8 employment history.
9 Q. (By Mr. Miller) Do you know of anything
10 else that's in there?
11 MS. CONNELL: Same objection.
12 A. I can't think of -- I'm sure there is, but
13 I can't think of specifics.
14 Q. (By Mr. Miller) Does either HCM or Aria
15 contain budget information?
16 MS. CONNELL: Objection. Calls for
17 speculation and vague.
18 A. No.
19 Q. (By Mr. Miller) And when you were senior
20 manager, we talked a bit about how you divided up the
21 various groups that you worked with between you and Lisa
22 Gordon. Do you remember that?
23 A. Yes.
24 Q. And I think you told me that you had
25 responsibilities at one point or another for all kinds

40

1 of elements within Oracle. I think you mentioned sales,
 2 product development, marketing support and IT; is that
 3 right?
 4 **A.** I believe I also mentioned consulting.
 5 **Q.** Thank you. Was there ever a point when you
 6 were senior manager of compensation that you and Lisa
 7 Gordon had divided the areas of responsibility between
 8 sales and non-sales?
 9 **A.** Not that I can think of. I'm not sure,
 10 though.
 11 **Q.** So you said a couple of times that your job
 12 is to ensure global consistency compensation. When you
 13 say consistency, what -- what is it that you are seeking
 14 to make sure is consistent?
 15 **MS. CONNELL:** Objection, misstates her
 16 testimony.
 17 **A.** I believe what I was talking about,
 18 consistency, I was speaking more to consistency in how
 19 we administer our programs, how we administer focal, how
 20 we administer equity and bonus and consistency in how we
 21 use our global job architecture and how we would match a
 22 certain job to a specific level in a survey, just
 23 consistency in that way.
 24 **Q.** (By Mr. Miller) And thus far when we have
 25 talked about it, we have talked about doing

41

1 recommendation to various elements inside Oracle; is
 2 that right?
 3 **MS. CONNELL:** Objection, vague.
 4 **A.** What do you mean by "elements"?
 5 **Q.** (By Mr. Miller) I think you told me that
 6 you provided recommendations to HR business partners and
 7 line of business heads about pay, for instance, for
 8 people brought in under the M and A program.
 9 **MS. CONNELL:** Objection, misstates her
 10 testimony.
 11 **A.** There was -- I don't believe I talked about
 12 providing recommendations. Gave guidance to -- to HR
 13 and/or the business to say this is what I find.
 14 **Q.** (By Mr. Miller) Okay.
 15 **A.** But not really specific recommendations.
 16 **Q.** Okay. So that's on the front as you are,
 17 say, on boarding this mergers and acquisition at this
 18 point?
 19 **A.** It's way earlier than that. It's well
 20 before the on boarding. It's early in the stage of
 21 reviewing the employees.
 22 **Q.** Okay. Do you do anything to ensure
 23 consistency once the pay decision has been made?
 24 **MS. CONNELL:** Objection, vague.
 25 **A.** I don't personally.

42

1 **Q.** (By Mr. Miller) Does your group?
 2 **MS. CONNELL:** Objection, vague and calls
 3 for speculation.
 4 **A.** I'm not sure exactly what she would get
 5 involved in at the end after the business has made their
 6 recommendations.
 7 **Q.** (By Mr. Miller) But nothing comes to you
 8 where you then see whether or not it's consistent in
 9 terms of, as you mentioned, trying to find the right job
 10 family and that kind of thing?
 11 **A.** No.
 12 **Q.** Do you receive training for your job?
 13 **MS. CONNELL:** Objection, vague.
 14 **A.** What kind of -- what do you mean by that?
 15 **Q.** (By Mr. Miller) Well, I guess I just mean
 16 that over the course of your job, let's say -- let's
 17 just stick with the director of global compensation,
 18 senior director for global compensation for the moment.
 19 Does Oracle provide you with training on
 20 how to do your job, do they offer annual refresher
 21 courses, do they help you prepare for and do your job?
 22 **A.** Uh-hum.
 23 **MS. CONNELL:** Same objection.
 24 **A.** There are mandatory trainings that I must
 25 take regarding non-discrimination, insider trading,

43

1 harassment. There are various trainings that we are
 2 required to take, yes.
 3 **Q.** (By Mr. Miller) And insider trading, you
 4 mean things related to the Securities and Exchange
 5 Commission rules, right?
 6 **A.** Yes.
 7 **Q.** What kind of non-discrimination training do
 8 you get?
 9 **A.** It is -- it is a video that we are required
 10 to watch that teaches us about how to behave in a
 11 non-discriminatory way and what our obligation is as
 12 managers to ensure that discrimination doesn't happen.
 13 **Q.** Do you get training on ensuring
 14 non-discrimination in pay?
 15 **MS. CONNELL:** Objection, vague.
 16 **A.** I have been -- that is -- part of the
 17 compensation training and guidelines that we have speak
 18 specifically to not discriminating in making decisions
 19 about pay.
 20 **Q.** (By Mr. Miller) But do you receive
 21 training like that?
 22 **A.** I built the training, and that's what we
 23 publish and make available to all of our managers.
 24 **Q.** And, you know, I'm going to have more
 25 questions for you about the guidelines when we get to

44

1 them but, for this piece, how do you determine what
 2 should be in the training with respect to
 3 non-discrimination in pay?
 4 MS. CONNELL: Just caution the witness not
 5 to disclose the contents of any attorney-client
 6 privileged discussion she may have had.
 7 A. I'm not really sure what -- what you're
 8 asking.
 9 Q. (By Mr. Miller) What I'm asking is if you
 10 aren't getting training on how to do this as part of
 11 your job, how to avoid discrimination in pay, how do you
 12 determine what goes into guidelines that you're sharing
 13 with management with respect to ensuring
 14 non-discrimination in pay?
 15 MS. CONNELL: Objection, misstates her
 16 testimony and assumes facts.
 17 A. The training -- the training that I was
 18 part of building was a globally collaborative effort,
 19 and there are many professionals as all over the globe
 20 who had input on that and multiple years of experience
 21 and knowing.
 22 Q. (By Mr. Miller) Okay. So I'd like to ask
 23 you some questions about how these guidelines work. So
 24 I'd like to show you an exhibit I'm going to ask the
 25 court reporter to mark as Exhibit 1.

45

1 (Exhibit 1 marked for identification.)
 2 Q. (By Mr. Miller) Take a moment just to flip
 3 through it.
 4 A. Okay.
 5 Q. Do you recognize this document?
 6 A. I do.
 7 Q. What is it?
 8 A. It is the -- the -- one of the nine modules
 9 of our global training.
 10 Q. If I can direct your attention to the
 11 second page, you'll notice at the bottom it's got a sort
 12 of long number?
 13 A. Uh-hum.
 14 Q. There's a dash two at the bottom of the
 15 second page to help you follow along.
 16 A. Okay.
 17 Q. So this is one of the modules, and what's
 18 underlined here is salary ranges. Is that what this
 19 module is?
 20 A. Yes.
 21 Q. So how are these guidelines implemented at
 22 Oracle?
 23 MS. CONNELL: Objection, vague and calls
 24 for speculation. Assumes facts.
 25 A. Back in 2011, we created and posted and

46

1 they were made available to managers online as on-demand
 2 trainings, and we did a big announcement to HR to make
 3 them aware that they were available for them to help
 4 support their clients.
 5 Q. (By Mr. Miller) Has it changed since 2011?
 6 A. Not -- not really, no.
 7 Q. And I realize that was a little
 8 non-specific question. Let me ask it first this way.
 9 Has the training -- or sorry, the
 10 guidelines, have they changed since 2011?
 11 MS. CONNELL: Objection, vague.
 12 A. What part of the guidelines, what are we
 13 talking about?
 14 Q. (By Mr. Miller) Well, you say there's nine
 15 modules that go into this series, correct?
 16 A. Uh-hum.
 17 Q. And these were the modules that were
 18 developed in 2011 on the bottom of these slides,
 19 correct?
 20 A. Yes.
 21 Q. Are the guidelines different today than
 22 they were in 2011?
 23 MS. CONNELL: Objection, vague.
 24 A. I haven't reviewed every one of these
 25 recently, but when we created them, we intentionally

47

1 created them to be very compensation 101, just general
 2 practitioner, the right ways to do things, and so I
 3 would be surprised if much has changed.
 4 Q. (By Mr. Miller) So just a moment ago you
 5 told me how in 2011, they were created and posted and
 6 you told HR about them and made them widely available so
 7 they could use them in doing their work on compensation;
 8 is that right?
 9 A. Yes.
 10 Q. Is that process for making the guidelines
 11 available still the process used now?
 12 MS. CONNELL: Objection, vague and calls
 13 for speculation.
 14 A. So because technology has evolved a lot,
 15 our company has evolved a lot, we have, I would say,
 16 spruced up and now have actually released today like
 17 general comp 101 little video snippets that essentially
 18 cover much of the same topics.
 19 Q. (By Mr. Miller) So perhaps the format has
 20 changed?
 21 A. Yes, yes, they no longer have to just look
 22 at a PowerPoint slide.
 23 Q. I'm drawing your attention to page three,
 24 which is the next page, so I will just represent to you
 25 that this is the comment that was associated with this

48

1 slide.
 2 **A.** Uh-hum.
 3 **Q.** Looking at this comment, there's two
 4 paragraphs basically, and the second paragraph, there is
 5 a disclaimer about this simply being an overview and
 6 then asks, I guess, whoever the audience is for this, to
 7 work with their local compensation team representative
 8 and HR manager on employee compensation issues. Do you
 9 see that section?
 10 **A.** Uh-hum. Yes.
 11 **Q.** How does the manager responsible for
 12 compensation work with the HR manager and compensation
 13 team representative?
 14 **MS. CONNELL:** Objection, assumes facts and
 15 calls for speculation.
 16 **A.** What do you mean?
 17 **Q.** (By Mr. Miller) Well, so what this -- what
 18 that note seems to be supposing is that you will have a
 19 compensation issue arise for an employee of some kind
 20 and the focal reviews come up and they are due for an
 21 increase or there is some off-cycle increase or
 22 something.
 23 What is the manager responsible for making
 24 that pay decision supposed to do in involving HR in the
 25 compensation?

49

1 **Q.** (By Mr. Miller) If you will take just a
 2 moment to look at that for me.
 3 **MS. CONNELL:** I'm just going to say for the
 4 record that -- I can't tell if these have been
 5 designated as confidential, but I do see actual ranges
 6 in here. So to the extent these exhibits have been
 7 marked confidential when they were produced, we are --
 8 our position is they maintain their confidential
 9 designation. I just can't tell.
 10 **MR. MILLER:** Sure.
 11 **A.** I'm not sure these would have been.
 12 **MR. MILLER:** The xerox thing in the middle?
 13 **MS. CONNELL:** Well, it has way more than --
 14 **MR. MILLER:** Just to make it clear, let's
 15 correct that exhibit.
 16 **MS. CONNELL:** Just to make it even clearer,
 17 I'm going to designate both of these as confidential.
 18 (Off the record discussion.)
 19 **Q.** (By Mr. Miller) Can you confirm for me
 20 that your exhibit goes to dash 16 on the last page?
 21 **A.** Yeah. Yeah.
 22 **MS. CONNELL:** Thank you.
 23 **Q.** (By Mr. Miller) So do you need a moment to
 24 look at this again?
 25 **A.** No.

51

1 **MS. CONNELL:** Objection, assumes facts and
 2 calls for speculation.
 3 **A.** I mean, this is simply telling them that if
 4 you have a question about a specific compensation
 5 related topic or someone on your team, give your HR
 6 manager a call.
 7 **Q.** (By Mr. Miller) Would they call the comp
 8 team directly, or would that be something the HR manager
 9 would facilitate?
 10 **MS. CONNELL:** Objection, calls for
 11 speculation and incomplete hypothetical.
 12 **A.** I -- I don't know that it is consistent all
 13 the time. I don't -- I'm not sure.
 14 **Q.** (By Mr. Miller) So there isn't a defined
 15 process for how they would interact with HR and the
 16 compensation team to resolve compensation issues?
 17 **MS. CONNELL:** Objection, calls for
 18 speculation.
 19 **A.** No.
 20 **Q.** (By Mr. Miller) Okay, I'm going to ask you
 21 to look at another exhibit. The court reporter will
 22 mark this as Exhibit 2.
 23 (Exhibit 2 marked for identification.)
 24 **MR. MILLER:** There's going to be a lot of
 25 paper in front of you by the end of the day.

50

1 **Q.** Do you recognize this document?
 2 **A.** I do.
 3 **Q.** What is it?
 4 **A.** It is our roll-out of global equity
 5 guidelines to global compensation and global recruiting.
 6 **Q.** Okay. And do you see on the first page
 7 here, the one that's got a one on it, that it's got a
 8 date of September 2016 and then your name on it?
 9 **A.** Yes.
 10 **Q.** Did you present this training?
 11 **A.** Yes.
 12 **Q.** Did you develop this training?
 13 **A.** I did.
 14 **Q.** So we talked a little bit about how
 15 trainings are developed. Can you tell me how this
 16 training was developed?
 17 **A.** So I wouldn't necessarily call this
 18 training. This was the first time that we ever created
 19 guidelines on the amount of equity to give by location,
 20 by career level. And globally we had been asked to give
 21 some parameters for what a reasonable grant would be to
 22 somebody in India versus somebody in the U.K. versus
 23 somebody in the United States.
 24 So in 2016, I did the market research to
 25 figure out which countries would get bucketed into

52

1 specific zones based on their equity practices and
 2 created these ranges to give our global compensation
 3 team and our global recruiting team an idea of what the
 4 local markets were like in terms of equity practices.
 5 So this was more of just a roll-out of
 6 saying we now have these, and this is how you would use
 7 them.
 8 **Q.** And when you say "ranges," you're talking
 9 about the tables that appear on the pages that are dash
 10 11 and dash 12?
 11 **A.** Yes.
 12 **Q.** In preparing these guidelines, did you take
 13 into account making them fair and equitable with respect
 14 to race or gender?
 15 **MS. CONNELL:** Objection, vague and
 16 ambiguous.
 17 **A.** By the nature of using market data, market
 18 data does not indicate race or gender at all.
 19 **Q.** (By Mr. Miller) So what you determined
 20 were ranges based on location primarily?
 21 **A.** And whether they are technical or
 22 non-technical and whether they're an IC4 or a M6.
 23 **Q.** All right. Drawing your attention to the
 24 page that's marked with a dash 4 at the bottom, this is
 25 again the comment to slide three. There are just two

53

1 sentences in this comment?
 2 **A.** Uh-hum.
 3 **Q.** One suggests that you should discuss the
 4 history of prior attempts to create guidelines and the
 5 reasons they weren't rolled out, and then the second
 6 sentence asks for the comp committee -- asks to point
 7 out the comp committee fully embrace this initiative.
 8 Do you see this?
 9 **A.** Yes.
 10 **Q.** What is the prior attempt at guidelines?
 11 **A.** Equity practices are very different around
 12 the world, so providing these generalizations and saying
 13 we're having global guidelines can be a bit of a
 14 challenge.
 15 Equity is used more heavily in the United
 16 States at Oracle than it is in other countries. There
 17 are particular groups within Oracle who use it more
 18 heavily than others.
 19 There's a -- so our fear in prior years was
 20 if we rolled out guidelines, simply because we put a
 21 range for an IC2, someone may draw the conclusion that
 22 they need to offer equity to an IC2, but they otherwise
 23 never would have thought of it.
 24 And so this isn't -- the practices are so
 25 different among lines of business and across the world

54

1 that we weren't sure that we could really even create
 2 guidelines that we could say were global.
 3 We eventually agreed that by calling them
 4 guidelines, there was an understanding that some would
 5 get lower than minimum, some would get higher than
 6 maximum, and that's okay. This is just a representation
 7 of what the market would suggest is appropriate.
 8 **MS. CONNELL:** For the record, I want to
 9 designate the testimony about this Exhibit 2 as
 10 confidential.
 11 **MR. MILLER:** Let's go off the record just
 12 for a moment.
 13 (Off the record discussion.)
 14 **THE VIDEOGRAPHER:** The time is 10:50 a.m.,
 15 going off the record.
 16 (Off the record discussion.)
 17 **THE VIDEOGRAPHER:** The time is 10:50 a.m.
 18 Back on the record.
 19 **Q.** (By Mr. Miller) And then for the second
 20 section on this page that's got a dash 4 at the bottom,
 21 the second comment says that the -- there's a comp
 22 committee meeting where the initiative was fully
 23 embraced by the, I guess, comp committee. What is the
 24 comp committee?
 25 **A.** They are the independent directors, the

55

1 independent members of the board of directors who are
 2 part of the compensation committee for Oracle.
 3 **Q.** What does the compensation committee do?
 4 **MS. CONNELL:** Objection, calls for
 5 speculation and vague.
 6 **A.** High-level oversight of our compensation
 7 practices, specifically when it comes to our highest
 8 level executives.
 9 **Q.** (By Mr. Miller) What other kinds of things
 10 go to the compensation committee?
 11 **MS. CONNELL:** Objection, vague and calls
 12 for speculation.
 13 **A.** Any requests for changes of -- for equity
 14 grants over a certain threshold, changes to executive
 15 vice president level and above, their compensation
 16 packages, the request for equity budgets for our annual
 17 grants and for off-cycle equity budgets. Those are a
 18 few of the things.
 19 **Q.** (By Mr. Miller) Do they play a role in
 20 salary, setting budgets for salary?
 21 **MS. CONNELL:** Objection, calls for
 22 speculation and vague.
 23 **A.** No.
 24 **Q.** (By MR. MILLER) Do they play a role in
 25 setting bonuses?

56

1 MS. CONNELL: Calls for speculation and
2 vague.
3 A. Not below the EVP level.
4 Q. (By Mr. Miller) Okay, I'm going to show
5 you another exhibit now.
6 MS. CONNELL: You can end the confidential
7 designation.
8 (Exhibit 3 marked for identification.)
9 MS. CONNELL: Jeremiah, do you know if
10 these were designated confidential?
11 MR. MILLER: You know, I don't because of
12 the way they were produced is the native format, so
13 there is a tag associated with them in the production.
14 But I don't know for sure whether or not these were
15 tagged that way.
16 MR. GARCIA: I think in the native data,
17 these were designated as confidential, but it did not
18 appear on the document itself.
19 MS. CONNELL: Okay, if they were produced
20 natively, there would be no way to make that
21 designation. So if they were, then we would designate
22 this exhibit as confidential in order to maintain its
23 confidential designation during the deposition.
24 MR. MILLER: That's fine, Erin, and I'm
25 okay with it being conditional, you know, if you're not

57

1 sure about a thing, it's fine with me if you want to
2 call it as confidential now, and we can discuss it later
3 if it turns out they weren't marked confidential.
4 MS. CONNELL: Yeah, that's fine. I just
5 don't want anything to lose its confidential
6 designation.
7 MR. MILLER: I understand. I think that
8 your statement earlier these were likely made --
9 produced as confidential is probably true given what
10 they contain.
11 MS. CONNELL: Yeah, yeah. So for purposes
12 of today, we'll designate Exhibit 3 as confidential.
13 Q. (By Mr. Miller) Okay. Do you recognize
14 this document?
15 A. I recognize it as being kind of a
16 compilation of the nine individual modules we made.
17 Much of the content is -- comes from those.
18 Q. (By Mr. Miller) And when you say "the nine
19 individual modules," you're talking about the set of
20 PowerPoints that the first exhibit I showed you was a
21 part of?
22 A. Correct, from 2011.
23 Q. And if you look at the very first page of
24 this exhibit, you can see it is a copyright of 2012 on
25 that slide?

58

1 A. Yes.
2 Q. Did you have a hand in creating this
3 document?
4 MS. CONNELL: Vague.
5 A. I don't recall.
6 Q. (By Mr. Miller) Drawing your attention to
7 the sixth page of this exhibit, it's marked with a dash
8 6 on the bottom. Do you see that this slide is titled
9 Oracle's Compensation Philosophy and Objectives?
10 A. Yes.
11 Q. There's a bullet -- well, I guess a dash,
12 the third dash down, that says, You are to provide
13 compensation programs that are legally compliant. What
14 does "legally compliant" mean in this context?
15 MS. CONNELL: Objection, calls for
16 speculation and calls for a legal conclusion.
17 A. I guess I -- I feel like the words kind of
18 speak for themselves. We aren't breaking the law in the
19 programs that we run.
20 Q. (By Mr. Miller) Are there any laws in
21 specific that could be complied with here?
22 MS. CONNELL: Objection, vague and
23 ambiguous, calls for speculation, calls for a legal
24 conclusion.
25 A. I think about discrimination in pay

59

1 decisions. I'm not a legal expert, but I know when --
2 Q. (By Mr. Miller) And to be clear, I'm not
3 asking for you to render a legal opinion. I'm asking
4 what this means to you.
5 MS. CONNELL: Same objection.
6 A. It means that we shouldn't do anything
7 against the law when we are running compensation
8 programs.
9 Q. (By Mr. Miller) Fair enough. I'm going to
10 show you some more exhibits here. There'll be, I guess,
11 three of them.
12 A. And I will add this is global, so when --
13 when we talk legally compliant, we mean there are
14 countries in Europe where you must do -- you must give X
15 percent, or there are countries in Latin America where
16 we have a legally-required increase. This applies,
17 legally compliant, in every country in which we do
18 business.
19 Q. Thank you for the clarification.
20 MR. MILLER: I am going to ask the court
21 reporter to mark this as Exhibit 4.
22 (Exhibit 4 marked for identification.)
23 MS. CONNELL: I see Exhibit 4 is labeled
24 confidential, so it should have a confidential
25 designation for the depo.

60

1 Q. (By Mr. Miller) Do you recognize this
2 document?
3 A. I do.
4 Q. What is it?
5 A. It is essentially print screens of
6 information that is available on our global compensation
7 intranet site.
8 Q. Who has access to this intranet site?
9 MS. CONNELL: Objection, calls for
10 speculation.
11 A. Oracle employees.
12 Q. (By Mr. Miller) All Oracle employees?
13 MS. CONNELL: Same objection.
14 A. I can't be positive, but I would think so.
15 Q. (By Mr. Miller) And this particular
16 exhibit is a printout of three pages with a heading on
17 it on the first page that says total compensation; is
18 that right?
19 A. Yes.
20 Q. How does the information that's provided on
21 your intranet website work with the compensation
22 presentations we've been looking at?
23 MS. CONNELL: Objection, vague and
24 ambiguous, assumes facts.
25 A. I'm not sure what you mean.

61

1 Q. (By Mr. Miller) I'm curious how they're
2 related. This appears to cover, from my read of it,
3 some of the information that's been in, say, the
4 PowerPoints we have looked at so far.
5 Is it the case that this is just yet
6 another version of the same set of guidelines, or is
7 this something different than what's in the PowerPoints?
8 MS. CONNELL: I will object that the
9 documents speak for themselves with regard to the
10 preamble and lacks foundation and assumes facts, and
11 it's vague.
12 A. What is posted on the intranet site is the
13 target audience is the general employee population, and
14 what is in the guidelines is manager, it's for managers
15 and HR, and the overall information provided should be
16 consistent.
17 Q. (By Mr. Miller) So the guidelines that we
18 have been looking at previously, things like Exhibits 1
19 through 3, those are for managers only?
20 MS. CONNELL: Objection, misstates her
21 prior testimony.
22 A. The intended audience was HR and managers
23 as training for them in making decisions.
24 Q. (By Mr. Miller) Okay. I'm going to show
25 you another exhibit that I'm going to ask the court

62

1 reporter to mark as Exhibit 5.
2 (Exhibit 5 marked for identification.)
3 MS. CONNELL: Mark this as confidential,
4 also. Also, point out that this also appears to be
5 separate, two exhibits in one.
6 MR. MILLER: Do we have two exhibits here?
7 A. We have doubles of this.
8 MR. MILLER: Too many copies.
9 Q. (By Mr. Miller) Can you tell me where your
10 page ends, Ms. Waggoner, what's the last Bates number?
11 A. 798.
12 Q. (By Mr. Miller) Well, that is how I intend
13 to present them to you, but I will ask you, there are
14 actually two documents in here. Actually, let me start
15 with that.
16 Looking at this Exhibit 5 I've given you,
17 is there more than one document in there?
18 A. I think it looks like it.
19 Q. Where -- can you give me the numbers where
20 the documents begin and end?
21 A. I think 598 is something totally separate.
22 Q. So starting then with 594 to 597, do you
23 recognize this document?
24 A. Yeah, it looks like the same as Exhibit 4.
25 Q. It's the same in terms of the same content?

63

1 A. It appears to be.
2 Q. But from a -- I mean, it's -- so the reason
3 I'm asking you about this is if you look at Exhibit 4,
4 this has got a heading that says total compensation, and
5 it's got a global compensation super header, but then
6 Exhibit 5 just says Oracle compensation guidelines
7 before launching into total compensation.
8 I guess what I'm asking, the question I ask
9 here, is Exhibit 5 just a different format of Exhibit 4,
10 page 597?
11 MS. CONNELL: Objection. The documents
12 speak for themselves.
13 A. I mean, I'm just comparing. Looks like
14 word for word.
15 Q. (By Mr. Miller) So looking at the last
16 page of Exhibit 5, do you recognize this document?
17 A. Yeah.
18 Q. What is it?
19 A. I'm not sure.
20 Q. But you recognize it?
21 A. I do recognize it.
22 Q. How do you recognize it?
23 A. Because this was shown to me in my previous
24 deposition.
25 Q. Oh, okay, but you don't know where this

64

1 came from?
2 **A.** I don't.
3 **Q.** Do you know who made it?
4 **A.** I don't.
5 **Q.** Okay. Let's -- I should have one more
6 exhibit to show you here in this run.
7 I will ask the court reporter to mark this
8 as Exhibit 6.
9 (Exhibit 6 marked for identification.)
10 MR. MILLER: I will do my best to give you
11 just one copy of it. Yeah.
12 MS. CONNELL: It's just -- it is marked --
13 I am just noting for the record it's marked as
14 confidential. I don't know if I need to do that every
15 time for you if it's already got the confidential
16 designation on it, but I am --
17 (Off the record discussion.)
18 **Q.** (By Mr. Miller) Do you recognize this
19 document?
20 **A.** Again, it's -- looks like it's from our
21 internal -- our intranet site in the global
22 compensation -- on the global compensation page with you
23 the sub menu of job changes and discretionary titles.
24 **Q.** (By Mr. Miller) And, again, the intended
25 audience for this is all employees, not just managers?

65

1 your understanding of how pay increases work at Oracle?
2 MS. CONNELL: Object to the preamble that
3 Oracle has taken that position.
4 **A.** I guess I don't -- I don't really know
5 what -- what you're asking -- I'm not sure what you're
6 asking. I mean, it states that salary increases are
7 offered at the discretion of your manager. There are
8 various levels of manager, so we don't specify.
9 **Q.** (By Mr. Miller) That's -- what I am really
10 asking is what is your understanding about the level at
11 which those salary increases are made?
12 **A.** It could be at any level.
13 **Q.** (By Mr. Miller) So somebody three or four
14 steps up from the employee could make it -- could
15 authorize or offer a salary increase?
16 MS. CONNELL: Objection, incomplete
17 hypothetical, calls for speculation.
18 **A.** I suppose. I don't -- I don't deal with
19 salary increases to individual employees but maybe.
20 **Q.** (By Mr. Miller) So I'm about to get into a
21 larger exhibit, so why don't we take a short break here.
22 THE VIDEOGRAPHER: The time is 11:12 a.m.,
23 going off the record.
24 (Recess was taken.)
25 THE VIDEOGRAPHER: The time is 11:25 a.m.

67

1 **A.** Correct.
2 **Q.** So let's look at Exhibit 4 again just once
3 for me. At the bottom of this page, there's heading
4 that says salary increases?
5 **A.** Correct.
6 **Q.** Do you see -- so on here, it says that
7 salary increases are offered at the discretion of your
8 manager; is that right?
9 **A.** That's what it says.
10 MS. CONNELL: The document speaks for
11 itself.
12 **Q.** (By Mr. Miller) What does that mean for
13 the line employee, for the IC employee?
14 MS. CONNELL: Objection, vague, calls for
15 speculation.
16 **A.** I'm not sure what you mean by that.
17 **Q.** (By Mr. Miller) Well, it says your manager
18 has discretion over salary increases. Does that mean
19 your direct manager?
20 MS. CONNELL: Objection, misstates the
21 document and calls for speculation. Also assumes facts.
22 **A.** I -- I don't know.
23 **Q.** (By Mr. Miller) So I believe in other
24 places, Oracle has taken the position that front-line
25 managers have discretion over pay increases. Is that

66

1 Back on the record.
2 **Q.** (By Mr. Miller) Ms. Waggoner, I wanted you
3 to look at Exhibits 1, 2 and 3 for me, just the front of
4 them.
5 So, Ms. Waggoner, if you look at Exhibits 1
6 and 3, there's nothing to indicate on these front pages
7 that there are guidelines, is there?
8 MS. CONNELL: Objection, the document
9 speaks for itself.
10 **A.** I would say that, no, I mean, the word
11 "guidelines" isn't on here.
12 **Q.** (By Mr. Miller) And it's prominent on
13 Exhibit 2, correct?
14 MS. CONNELL: Objection, the document
15 speaks for itself.
16 **A.** It's part of the title.
17 **Q.** (By Mr. Miller) Did you change the way you
18 communicated these guidelines to employees between, I
19 guess it would be, 2011 and 2012 and 2016 with respect
20 to how you talked about them as guidelines?
21 MS. CONNELL: Objection, vague.
22 **A.** Not that I can think of.
23 **Q.** (By Mr. Miller) So in 2011 or 2012, you
24 would have presented these as guidelines even though
25 they don't have that appellation with them?

68

1 MS. CONNELL: On the front page, to be
2 clear for the record.
3 A. I don't -- I mean, we presented them as
4 comp 101. We didn't present them as anything other than
5 general comp training.
6 Q. (By Mr. Miller) Okay. And then if you
7 recall earlier, we were discussing your role in
8 anti-discrimination training with respect to setting
9 pay. Do you remember that?
10 MS. CONNELL: Objection, misstates her
11 prior testimony.
12 A. I'm not sure which part you're talking
13 about.
14 Q. (By Mr. Miller) Well, you told me that
15 part of the training that you gave was training related
16 to prevent discrimination in pay positions, correct?
17 A. No.
18 Q. Don't think so? Okay.
19 MS. CONNELL: Objection, misstates her
20 prior testimony.
21 Q. (By Mr. Miller) Did you provide training
22 or discussion in providing these guidelines about not
23 discriminating on the basis of sex or race in pay?
24 MS. CONNELL: Objection, vague and the
25 documents speak for themselves.

69

1 A. I don't think that I talked at all about me
2 training anybody on non-discrimination.
3 Q. (By Mr. Miller) Well, for instance, in
4 looking at Exhibit 3, I asked you on page 6, I believe
5 it is, dash 6 -- I asked you what legally compliant
6 meant. And you told me a variety of things. One of the
7 things you mentioned is that it would include a
8 requirement not to discriminate in setting pay; is that
9 right?
10 A. I mean, my -- my response was legally
11 compliant, I think, speaks for itself, and you asked
12 what does that mean, and to me, legally compliant would
13 -- non-discrimination would fall under that, but I
14 certainly didn't train on anything like that.
15 Q. So you didn't provide anti-discrimination
16 in pay training?
17 A. No.
18 Q. Are you aware that anybody provides that
19 training?
20 MS. CONNELL: Calls for speculation.
21 A. Non-discrimination training is mandatory
22 for our managers. I mentioned that that's some of the
23 mandatory training I received.
24 Q. (By Mr. Miller) Right. I guess I didn't
25 understand that the training you received specifically

70

1 dealt with pay discrimination. Is that a portion of the
2 training?
3 A. It's non-discrimination in general in our
4 employment practices.
5 Q. But does it cover appropriately setting pay
6 so as to not create disparities for people based on race
7 or gender?
8 MS. CONNELL: Objection, assumes facts.
9 A. I don't recall.
10 Q. (By Mr. Miller) Are you aware of anybody
11 providing this kind of training in connection with
12 compensation at Oracle?
13 MS. CONNELL: Object -- objection, calls
14 for speculation.
15 A. I don't know.
16 Q. (By Mr. Miller) I'd like to show you
17 another exhibit I'm going to ask the court reporter to
18 mark as Exhibit 7.
19 (Exhibit 7 marked for identification.)
20 MS. CONNELL: Mark Exhibit 7 as
21 confidential.
22 Q. (By Mr. Miller) Have you finished
23 reviewing it?
24 A. Yes.
25 Q. Do you recognize this document?

71

1 A. Vaguely.
2 Q. What do you recognize it as?
3 A. Looks like it's a manager training.
4 Q. Did you take any part in developing this --
5 this document?
6 A. I did not.
7 Q. Did you take any part in delivering this
8 training?
9 A. I did not.
10 Q. All right, I'd like to draw your attention
11 to what is slide four and the page is dash 5.
12 I believe you told me at the beginning of
13 this deposition one of your responsibilities was to
14 maintain and I think update the global job table; is
15 that right?
16 A. Correct.
17 Q. And so this slide appears to have a little
18 example piece of the global job table; is that right?
19 MS. CONNELL: Document speaks for itself.
20 Q. (By Mr. Miller) And is this what you meant
21 by global job table? I mean, I assume it's much larger
22 than this, but is this an example of part of it?
23 A. Yes.
24 Q. When you say "global job table," does that
25 include all of the jobs at Oracle?

72

1 MS. CONNELL: Objection, vague as to jobs.
 2 A. The global job table includes the general
 3 and bag job codes, system job codes and job titles that
 4 exist at our company, but it certainly doesn't -- it's
 5 not representative of every job, because our jobs get
 6 much more granular underneath a general bucket of, say,
 7 software development.
 8 Q. (By Mr. Miller) So does that mean to sort
 9 of ask it in reverse then, are there any employees at
 10 Oracle who would not fit into a job code on the global
 11 job table?
 12 MS. CONNELL: Objection, vague.
 13 A. Every employee has a job code.
 14 Q. (By Mr. Miller) Okay. Looking at this
 15 global job table, we have some of these elements that we
 16 talked about at the very beginning of the deposition
 17 with respect to you. And there's little pop-up balloons
 18 on this slide, but in the section called job title, this
 19 is the formal job title, correct?
 20 MS. CONNELL: Objection, misstates the
 21 document.
 22 A. It's the system job title.
 23 Q. (By Mr. Miller) As distinct from, say --
 24 well, let's take you as an example. We talked about
 25 this. You are the senior director of global

73

1 compensation, but in the system, you're the senior human
 2 resources manager?
 3 A. I'm the senior director of human resources,
 4 yes.
 5 Q. Sorry, forgive my misstatement.
 6 A. Yes.
 7 Q. So what's in this global job table is the
 8 second one, the senior director of human resources; is
 9 that right?
 10 A. Correct.
 11 Q. Does this global job table ever include the
 12 discretionary title senior director of global
 13 compensation?
 14 A. No, discretionary titles are not included
 15 in the table.
 16 Q. And the only other thing I want to confirm
 17 is I believe earlier when we were talking about your
 18 job, you know, I asked what your global career level was
 19 and you told me it's currently M5.
 20 Global career level, in this example
 21 anyway, short for career level, right, but that's the
 22 same thing, isn't it?
 23 A. It is.
 24 Q. So when you told me early on you were
 25 responsible for maintaining and updating the global job

74

1 table, what does that entail?
 2 A. So, again, I have someone on my team who
 3 works on this, but it has to do with -- with making
 4 sure, for example, if we have an existing family that
 5 only goes up to an IC5 and a line of business determines
 6 they need an IC6, they come to my team to say we need an
 7 IC6 of this particular family, here is how we
 8 distinguish the IC5 from the IC6 and could we please add
 9 this to our table.
 10 And we, as my team being responsible
 11 globally, we get a global consensus that the IC6 level
 12 is necessary for the business, and then the person on my
 13 team is able to go into the system to add that level to
 14 the table.
 15 Q. How do you distinguish between the global
 16 career levels?
 17 MS. CONNELL: Objection, vague.
 18 A. It has to do with years of experience,
 19 level of complexity of what they're working on, the
 20 scope of what they're working on, the complexity, scope,
 21 years, their -- the influence of the role, who they
 22 interact with, if they interact with C suite levels or
 23 most of their interaction is lower levels, there are
 24 various things that go into play in determining a career
 25 level.

75

1 Q. (By Mr. Miller) Are there other factors
 2 beyond the ones you just named?
 3 A. There may be, but offhand, I --
 4 Q. When you say complexity of project and
 5 scope of project, what do you mean by "project"?
 6 A. I don't think I said complexity of project.
 7 I mean complexity of their role, complexity of the
 8 products they work on, the complexity of the duties, the
 9 decision-making authority that that person has -- or not
 10 a person, the decision-making authority that we assume
 11 of a specific career level. Someone of a IC1 has little
 12 to no decision-making authority but someone as a 4 or a
 13 5 or a 6.
 14 Q. So when you're taking about the complexity
 15 of the product, how do you evaluate that?
 16 MS. CONNELL: Objection, vague and assumes
 17 facts.
 18 A. We don't go down to the product level
 19 evaluating that from a global table perspective.
 20 Q. (By Mr. Miller) How do you evaluate the
 21 complexity of the duties?
 22 MS. CONNELL: Objection, assumes facts and
 23 vague.
 24 A. Again, we don't -- we don't personally
 25 evaluate. We -- we speak to at -- at a -- in general,

76

1 across any function that we would be talking about, it
 2 could be an attorney, it could be a financial analyst,
 3 it could be a developer, it could be a salesperson. We
 4 have categories or we have these career levels that
 5 really essentially are pretty standard in the market.
 6 We got -- I mean, we got most of our
 7 framework for the career levels from a Radford. They
 8 define at the IC4 level, you would expect that they
 9 would have X types of responsibilities. At the IC1
 10 level, you would expect that they would need a lot of
 11 guidance and have Y types of responsibility.
 12 So it's a very -- it essentially talks
 13 about the level at which the job is done in pretty
 14 general terms, but the things that come into play when
 15 it comes to the next step up have to do with a different
 16 level of complexity or a different level of
 17 decision-making authority or the other really --
 18 **Q.** So when you're looking at adjusting the
 19 global job table and as your example was adding an IC6
 20 to a line that recently had an IC5, how do you determine
 21 that the IC6 is necessary?
 22 **MS. CONNELL:** Objection, assumes facts and
 23 misstates her testimony.
 24 **A.** We review often -- well, always, the
 25 business has to define and show us why and to say, you

77

1 know, the latest one we had, for example, it talked
 2 about how -- for this next level, they -- their current
 3 IC5s perform, you know, support or depending on the size
 4 of the client or whatever, but then at the next level,
 5 it's going to be much bigger, tier one clients, dealing
 6 with the C suite. I mean, it has to do with their
 7 interactions with, you know, like I mentioned before,
 8 who they work with.
 9 In our industry, you know, if you are known
 10 as an industry guru, if you do white papers, if you
 11 present places, you are probably a 5 or a 6. That has
 12 to do with the influence of and the different complexity
 13 of what it is that you are working on.
 14 **Q.** So you get a request to add a new career
 15 level?
 16 **A.** Yes, that usually comes from the business.
 17 **Q.** And then you do an analysis and determine
 18 if that's appropriate?
 19 **A.** I don't personally. We review the
 20 documentation that the business has given us to decide
 21 if there's a good argument and if, in fact, they've
 22 defined it as the next step up, and then we have a -- I
 23 wouldn't say a committee, but it's sort of all the
 24 regional leads around the world, we say this has come
 25 before us, what do you guys think.

78

1 **Q.** Okay. And job code is linked to a specific
 2 salary range, correct?
 3 **MS. CONNELL:** Objection, vague.
 4 **A.** No.
 5 **Q.** (By Mr. Miller) What do you mean?
 6 **A.** A job code is in the -- in the United
 7 States, a job code is linked to a grade.
 8 **Q.** How is that different from a salary range?
 9 **A.** Because as we talked about before, there
 10 is -- at Oracle, we have non-HQ ranges and HQ ranges,
 11 and a grade could be an EO6, but the range wouldn't be
 12 the same for every EO6.
 13 **Q.** Right. Okay, and when you say "grade,"
 14 what you're talking about in this context is salary
 15 grade, correct?
 16 **A.** Correct.
 17 **Q.** Yeah, okay. Turning your attention to
 18 slide 6 and 7 of this presentation, and it's marked at
 19 the bottom with 9 and 10. Do you see these two slides?
 20 **A.** Yes.
 21 **Q.** Have you seen charts like the ones that are
 22 included in nine and 10 before?
 23 **A.** Really only in this exhibit.
 24 **Q.** So this appears to be an example linking
 25 career level, job title, discretionary title and

79

1 responsibilities; is that right?
 2 **MS. CONNELL:** Objection. The document
 3 speaks for itself. Assumes facts.
 4 **A.** I mean, that's what it says, but when -- if
 5 you read the responsibilities, it's certainly not
 6 specific responsibilities. It's kind of a general
 7 overview of what you would expect them to be responsible
 8 for if they were at that level.
 9 **Q.** (By Mr. Miller) And this is not something
 10 that would appear in the global job table?
 11 **A.** No.
 12 **Q.** This information, okay. I mean, if nothing
 13 else, it's got discretionary title which you already
 14 told me --
 15 **A.** Is not in there.
 16 **Q.** So does discretionary title affect pay?
 17 **MS. CONNELL:** Objection, vague and assumes
 18 facts, calls for speculation.
 19 **A.** Directly, I would say no.
 20 **Q.** (By Mr. Miller) Does it affect it
 21 indirectly?
 22 **MS. CONNELL:** Same objections.
 23 **A.** We have -- discretionary title are --
 24 discretionary titles are just what they say, they're at
 25 the discretion of -- we've had people with Queen of

80

1 Sheba for their discretionary title. Like we don't
 2 control discretionary titles.
 3 **Q.** (By Mr. Miller) Did they really have Queen
 4 of Sheba?
 5 **A.** They did. This was back a long time ago,
 6 but we don't -- this isn't a mandatory -- some people
 7 don't have a discretionary title at all. It's -- it's
 8 put in there with a --
 9 **Q.** Do you know why they exist then?
 10 **MS. CONNELL:** Objection, calls for
 11 speculation.
 12 **A.** I don't. They predate me.
 13 **Q.** (By Mr. Miller) Turning your attention to
 14 slide 15 and the accompanying note. So this is a page
 15 marked 25 and 26. So this slide is titled Choosing the
 16 Correct Job Code. Who selects job code at Oracle?
 17 **MS. CONNELL:** Objection, assumes facts.
 18 **A.** So the job code, as it says, it reflects a
 19 role. So a manager will decide what role they have, and
 20 the manager would decide what job code to use in a
 21 posting for an opening on their team, because the job
 22 code reflects in very, very general terms what the role
 23 is that they need to fill.
 24 **Q.** (By Mr. Miller) So they do that in the job
 25 code, and then at hiring, are they locked into the job

81

1 this called out as a separate thing for mergers and
 2 acquisitions employees?
 3 **MS. CONNELL:** Objection, calls for
 4 speculation.
 5 **A.** I am not sure. I'm not sure why that note
 6 was added in there.
 7 **Q.** (By Mr. Miller) Given your experience in
 8 on boarding mergers and acquisition people, dealing with
 9 mergers and acquisitions, compensation issues, you can't
 10 think of a reason why it's called out specifically here?
 11 **MS. CONNELL:** Form objection.
 12 **A.** Except that it says hamper access to
 13 manager self service. When the M and A employees come
 14 on board, the assumption would be that they can just
 15 bridge and go right into our systems, and if they give
 16 them the wrong code, if they're not set up correctly as
 17 a manager, for example, they wouldn't have manager self
 18 service access or they wouldn't have access to our
 19 compensation program tools, because the system didn't
 20 identify them correctly as a manager.
 21 So with M and A employees, we try to make
 22 that as seamless as possible, and that is one thing that
 23 I can think of this statement reflecting.
 24 **Q.** (By Mr. Miller) And, again, the last
 25 comment on -- on this comment page is about contacting

83

1 code? If the job code is in the requisition or the
 2 posting, is that the only job code the employee could
 3 have?
 4 **A.** Depending on the candidate selected, they
 5 could go up one level or down one level.
 6 **Q.** So that would then affect --
 7 **A.** But it has to be the same family.
 8 **Q.** Okay. So on this slide, there's a second
 9 set of statements after the first one you reference
 10 that's about what's important about getting the correct
 11 job code. I mean, it lists salary range, bonus
 12 eligibility, overtime eligibility, these eligibility
 13 systems access and more.
 14 Are you aware of other parts of employment
 15 at Oracle that are impacted by job code?
 16 **MS. CONNELL:** Calls for speculation.
 17 **A.** The one that comes to mind would be
 18 business class for travel but, otherwise, I can't think
 19 of anything.
 20 **Q.** (By Mr. Miller) I can see that really
 21 matters. All right. In the note, which is on page 26,
 22 there's a -- there's just a note that says, Incorrect
 23 job code impact offer letter or employment terms
 24 especially for merger and acquisition employees.
 25 I guess I don't quite understand, why is

82

1 your HR business partner for questions about job code
 2 classification. Should they also be talking to the
 3 compensation team if there's a question about job code?
 4 **MS. CONNELL:** Objection, assumes facts.
 5 **A.** So our -- and I'm going to assume we're
 6 only speaking U.S. here, because I'm always thinking
 7 global, but our -- our line of support model, we do not
 8 have a big enough compensation team for every manager to
 9 directly call their compensation person.
 10 So their first line is their HR person and
 11 if their HR person cannot help, then -- or if their HR
 12 person would like further assistance or a third -- third
 13 set of eyes, the HR person generally would do that,
 14 would contact the compensation.
 15 **Q.** (By Mr. Miller) Okay. Do you know how
 16 long the job code system has been in effect at Oracle?
 17 **A.** I believe this current --
 18 **MS. CONNELL:** Objection, vague. You mean
 19 job code table?
 20 **Q.** (By Mr. Miller) You know, let's stick with
 21 job code as it's explained between page 25 and 27.
 22 Those are two slides that have job code as key in
 23 getting, you know, these features, these are the salary
 24 range, getting that correct and also in terms of using
 25 job code to find salary grade and salary range.

84

1 MS. CONNELL: Objection, vague, misstates
2 the document.
3 A. I'm not really sure what the question is, I
4 guess.
5 Q. (By Mr. Miller) Have job codes been a
6 factor in setting pay at Oracle for as long ago you've
7 worked there?
8 MS. CONNELL: Objection, assumes facts.
9 Misstates the document.
10 A. There are many, many, many factors that go
11 into setting pay, so I mean, the job code to which
12 someone applies would assist as kind of a starting point
13 to tell us about what that broad range may be. But then
14 we have vocation and product and skills and experience
15 and knowledge and everything that they bring to the
16 table. There's a lot that goes into play with that.
17 Q. (By Mr. Miller) How long has job code been
18 used to set salary grade at Oracle?
19 A. I am not really sure.
20 MS. CONNELL: Objection, vague.
21 Q. (By Mr. Miller) Has that always been the
22 case since you worked there?
23 A. Yes, I mean, the -- the structure of our
24 general architecture has been in place since I've been
25 around. There have been additions and subtractions

85

1 throughout the years, but --
2 Q. (By Mr. Miller) And we talked about this
3 briefly in passing. You said you were thinking U.S.
4 when you answered my questions, which generally, you
5 know, our case concerns a headquarters facility in
6 California, but are job codes used globally?
7 A. Yes, our table absolutely is global.
8 Q. It says global job table?
9 A. Yes.
10 Q. Good enough. All right, I'd like to direct
11 your attention now to slide 16 and the accompanying
12 note. This is marked 27 and 28.
13 A. Uh-hum.
14 Q. So we've talked about salary grade and
15 salary ranges to some extent already. And also some of
16 the other topics on this slide have come up.
17 When you are setting a salary range, when
18 Oracle sets a salary range, you've told me you rely on
19 Radford surveys; is that correct?
20 A. Radford -- we have two main surveys,
21 Radford and Mercer.
22 Q. And how do those help you set the salary
23 range?
24 MS. CONNELL: Objection, vague.
25 A. Our very general jobs can be mapped to very

86

1 general, we call them, benchmark jobs. And if they are
2 in a survey, they are considered a benchmark job. And
3 we use data that comes out of those surveys to tell us
4 what the market rate is for that general job and level.
5 Q. (By Mr. Miller) And what do you do with
6 the market rate information in setting the salary range
7 at Oracle?
8 MS. CONNELL: Objection, vague.
9 A. Our general philosophy is that the market
10 50th percentile would represent Oracle's midpoint of the
11 range for a specific location.
12 Q. (By Mr. Miller) So maybe it would help,
13 too, just to look quickly as page 29. This is slide 17.
14 A. All right.
15 Q. And so this slide has what looks to be an
16 example salary range. Is that what that is?
17 A. It appears, yeah.
18 Q. So what you're saying is the Radford or the
19 Mercer survey should be used to set the midpoint that's
20 identified on this pay-range description?
21 A. Correct.
22 Q. How does Oracle determine the minimum or
23 the maximum for that range?
24 A. That is something that can vary from --
25 from country to country, from level to level generally,

87

1 and this is all kind of compensation theoretical. The
2 lower level jobs, you don't have to have quite as broad
3 of a range because there isn't as much variation in what
4 people bring to the table. But as you get higher in
5 your career levels, it gets broader because people bring
6 a wide variety of different knowledge, skills,
7 abilities, education, all those kinds of things, and we
8 have to be able to account for the wide variety that
9 could be in there.
10 Q. And who ultimately sets the minimum or the
11 maximum for a salary range?
12 MS. CONNELL: Objection, assumes facts,
13 vague.
14 A. There isn't really a who. We have had the
15 same range widths for a really long time, and it was
16 just kind of a best practices. They might be as narrow
17 as ■ percent at the bottom up to ■ percent at the top.
18 Q. (By Mr. Miller) And then they are just
19 adjusted as the market salary surveys change?
20 A. Correct, we adjust the mid points, and then
21 our minimums and maximums adjust with that.
22 Q. So at the time you worked at Oracle, the
23 spread in the salary range has been set as a percentage,
24 and you are not aware --
25 MS. CONNELL: Objection, misstates her

88

1 testimony and assumes facts.
 2 **A.** From the time I've been around, the range
 3 widths, like I said, it has to do with kind of best
 4 practices, and when you've been in the field for a
 5 while, you know what other companies are doing, you read
 6 into what the survey would recommend you do, and we've
 7 had a fairly consistent range width for as long as I've
 8 been on -- who originally set them, I don't know. But
 9 it's been fairly consistent, and our ranges have
 10 adjusted according to the way the market has adjusted in
 11 those years or based on the midpoint.
 12 **Q.** (By Mr. Miller) And when you're using the
 13 Radford surveys to find the midpoint of these salary
 14 ranges, you say they are at a fairly general level of
 15 description, right?
 16 **A.** Correct.
 17 **Q.** Do you do a job analysis to look at
 18 Oracle's job to determine where they -- how they match
 19 up with those general descriptions?
 20 MS. CONNELL: Objection, vague.
 21 **A.** Every year, our regional comp teams look at
 22 Radford's general descriptions to our general system
 23 descriptions and make sure we're still benchmarking
 24 across, because ours are intentionally very broad, also,
 25 and so they match -- they match up to -- but, yeah, we

89

1 for in positioning an employee?
 2 MS. CONNELL: Objection, vague. Calls for
 3 speculation.
 4 **A.** Product, if I'm thinking like software
 5 developers, the product that they are developing, if
 6 it's a really old legacy product or a cutting edge new
 7 [REDACTED] and there's not a lot of talent out there that
 8 know how to do this, they would command a higher
 9 position in the range versus somebody who's working on
 10 [REDACTED] that's existed forever.
 11 There are more in the market who could do
 12 something like that than there are who could do AI, for
 13 example, so an AI developer could command a higher
 14 position and be commissioned higher in the range than,
 15 say, the [REDACTED].
 16 **Q.** (By Mr. Miller) Who determines which
 17 products are more valuable?
 18 MS. CONNELL: Objection, assumes facts.
 19 **A.** I wouldn't say anybody decides they're more
 20 valuable, but the candidates that come and apply for our
 21 positions tell us what they're earning. They tell us
 22 what their competitive offers are to do something
 23 different.
 24 **Q.** (By Mr. Miller) And so then the manager
 25 attempting to make that hire is the one that picks where

91

1 look at to make sure we're matching to the right general
 2 category of job each year.
 3 **Q.** (By Mr. Miller) Looking at slide 17 here,
 4 this is the one marked as 29, there's a red box that
 5 said several factors should be considered to position
 6 pay. Does that -- is that talking about positioning an
 7 individual employee within the range?
 8 MS. CONNELL: Objection, the document
 9 speaks for itself and calls for speculation.
 10 **A.** It seems that that -- again, I didn't
 11 develop this, but it seems that that's what --
 12 **Q.** (By Mr. Miller) How is an individual
 13 employee positioned within the range?
 14 MS. CONNELL: Calls for speculation.
 15 **A.** As I've mentioned, it has to do with
 16 knowledge, skills, abilities, education, what they bring
 17 to the table, the internal situation of peers doing the
 18 same thing and by doing the same thing, it's not just
 19 within that job code, but there are differences by the
 20 product you are working on or the location where you sit
 21 and do your work.
 22 There are lots of different factors that go
 23 into play as far as where they would be positioned in a
 24 range.
 25 **Q.** (By Mr. Miller) How is product accounted

90

1 they fall in the salary range?
 2 MS. CONNELL: Objection, calls for
 3 speculation.
 4 **A.** I mean, not necessarily -- it's a
 5 collaboration with recruiting and with the manager, and
 6 sometimes they involve HR and/or compensation, but it
 7 has to do with the local labor market and if they are
 8 looking for something that is the more cutting edge
 9 technology, there are fewer -- it is general economics,
 10 there are fewer people who can do that, and so if they
 11 have offers from Amazon and Google and Microsoft and
 12 Oracle, we've got to come in with a compelling offer or
 13 they won't take ours.
 14 Someone who doesn't have that cutting edge
 15 hot skill doesn't come -- they don't have all of those
 16 other competing offers with which we have to then
 17 position them differently in the range. We can pay them
 18 a general market salary, and it's not as competitive.
 19 **Q.** (By Mr. Miller) Does product appear in the
 20 global job table?
 21 **A.** It does not.
 22 **Q.** Are you aware of any other way in which
 23 product is tracked in relationship to employees?
 24 MS. CONNELL: Objection, vague.
 25 **A.** I am not.

92

1 **Q.** (By Mr. Miller) Again, looking at slide
2 17, which is page 29 here, or we can just go with what
3 you told me that people have position. One of the
4 things you mentioned is internal equity with respect to
5 how the employee's peers are doing or being paid, I
6 guess; is that right?
7 **A.** That's a factor, yes.
8 **Q.** What do you mean by "peers"?
9 **A.** What I mean by peers are people who are
10 performing similar work at a similar level on a similar
11 product where their duties are consistent and similar.
12 And their location, also having to factor
13 in their location and their -- I mean, when we talk
14 peers, we really mean doing the same -- the same role
15 working on the same product. It's not -- it doesn't
16 come to job code or title because, as I said, those are
17 incredibly general.
18 We have to get down a little bit more
19 granular to say, oh, this is our group of people with
20 the hot skill working on AI today. Those are considered
21 the peers, not people in the same job code but
22 developing PeopleSoft.
23 **Q.** (By Mr. Miller) So for those peer groups,
24 how then do you determine if there's internal equity?
25 MS. CONNELL: Objection, vague. Calls for

93

1 speculation.
2 **A.** I don't. The manager who's hiring would
3 look within their own team to say these are the people
4 who will have similar duties and performing at a similar
5 level.
6 **Q.** (By Mr. Miller) Does anyone review these
7 decisions about what would result in internal equity for
8 an employee?
9 MS. CONNELL: Calls for speculation.
10 **A.** I am not really sure what you are asking.
11 **Q.** (By Mr. Miller) Well, as you have just
12 described it to me, a hiring manager, here's an employee
13 and says they are doing a job that's similar to four
14 people, so we will pay them this much. Is there anybody
15 that reviews those decisions to ensure that that manager
16 has done it correctly, has the correct position within
17 the group of what they think are the peers?
18 MS. CONNELL: I want to insert an objection
19 that the preamble misstates her prior testimony, and the
20 question calls for speculation.
21 **A.** We always have encouraged, as a lot of our
22 training indicates, that a manager work with their HR
23 business partner, and when there are questions about how
24 to set pay or where to set pay, they would also involve
25 compensation. They work with a recruiter as well.

94

1 So I would say a checks and balances exists
2 within that -- that very foundation of --
3 **Q.** (By Mr. Miller) But they would have to ask
4 a question about it to involve HR and comp?
5 MS. CONNELL: Objection, incomplete
6 hypothetical.
7 **A.** The -- HR is pretty involved in the
8 recruiting process and the selection of candidates and
9 helping with those things. So I mean, I can't speak
10 specifically to all situations, but our training
11 certainly advises that they -- that they work with the
12 professionals who are assigned to them.
13 **Q.** (By Mr. Miller) Can HR override -- I am
14 sorry. Can HR override the manager's assessment of what
15 it requires to produce internal equity?
16 MS. CONNELL: Objection, calls for
17 speculation, vague.
18 **A.** I'm not really sure.
19 **Q.** (By Mr. Miller) When you're looking at
20 these peer groups to think about internal equity, is
21 there an attempt to ensure that the peer groups are
22 representative across the relevant work force for race
23 and gender?
24 MS. CONNELL: Objection, misstates her
25 testimony, assumes facts, vague.

95

1 **A.** I'm not involved in any peer group
2 analysis.
3 **Q.** (By Mr. Miller) Is anybody, other than the
4 front-line manager, involved in peer group analysis?
5 MS. CONNELL: Objection, calls for
6 speculation, asked and answered.
7 **A.** I am not aware of -- I'm not involved in
8 any of it, so I'm not sure.
9 **Q.** (By Mr. Miller) Are job codes communicated
10 to employees?
11 MS. CONNELL: Objection, calls for
12 speculation, vague.
13 **A.** I don't know. I don't know that job code
14 is necessarily important to people. They want to know
15 what am I called.
16 **Q.** (By Mr. Miller) Hence, the discretionary
17 title?
18 **A.** Right.
19 MR. MILLER: Can we go off the record for a
20 moment?
21 THE VIDEOGRAPHER: The time is 12:08.
22 (Off the record discussion.)
23 THE VIDEOGRAPHER: The time is 12:09. Back
24 on the record.
25 **Q.** (By Mr. Miller) I'd like to draw your

96

1 attention back now to slide four. This is the page
2 that's marked with a dash 5 at the bottom.
3 So, again, this is just a little example
4 piece of the global job table, and there's an entry
5 that's titled specialty area. What is "specialty"?
6 **A.** It's just a little bit more granular
7 explanation of what someone within a function does.
8 **Q.** So do you know why specialty is a part of
9 establishing the global job table?
10 **A.** It predates me having it in there, but, for
11 example, the function of product development would have
12 a specialty area of software engineer, technical writer,
13 QA, so it just gives a little bit more -- without
14 listing an entire description for every single family,
15 just gives a little bit more of an indicator of what
16 that job does in very general terms.
17 **Q.** Does that factor into the benchmarking
18 process where you are looking at the Radford or Mercer
19 surveys?
20 **A.** It doesn't.
21 **Q.** But it does have an impact on what the job
22 area is, correct?
23 **A.** It doesn't.
24 **Q.** Is specialty related to pay?
25 **MS. CONNELL:** Objection, vague.

97

1 **A.** It's not.
2 **Q.** (By Mr. Miller) Okay, drawing your
3 attention now to slide 18 and the notes that would be
4 pages that are marked dash 31 and dash 32.
5 So unlike many of the other things that are
6 shown in these slides, I don't think we have talked
7 about compa-ratio until now. Can you explain
8 compa-ratio to me?
9 **A.** So compa-ratio is the ratio that represents
10 how the employee's annual salary matches up against the
11 Oracle internal midpoint for the job. A compa-ratio of
12 1.0 means they are paid at midpoint.
13 **Q.** And then if you look at page 31, this is
14 slide -- I can't remember now, slide eight. There's
15 some bullet points down toward the bottom, and there's a
16 suggestion that compa-ratio was used in salary
17 benchmarking to peers.
18 So in relation to the discussion we were
19 having about internal equity, would that be part of what
20 is happening with pay is that you would look at
21 compa-ratios of the peer group?
22 **MS. CONNELL:** Objection, calls for
23 speculation.
24 **A.** Sure. I mean, once we've established who
25 the true peers are working on the same product, at the

98

1 same level, we could -- we could say compa-ratio could
2 be considered, but mostly the compa-ratio and
3 benchmarking between peers is helpful if you have a
4 manager who has people in many countries, and it gives
5 you an idea of how those peers are paid within their
6 local market.
7 **Q.** (By Mr. Miller) Drawing your attention back
8 now to slide 17, the one before page 29, so this has
9 this example salary range, and the salary range is
10 broken up into quartiles, and those quartiles are going
11 to correspond to compa-ratio quartiles, too, right?
12 **MS. CONNELL:** I'm sorry, what page are you
13 on?
14 **MR. MILLER:** It's marked dash 29.
15 **A.** Got it. No, because the quartiles will be
16 different depending on how wide the range is.
17 **Q.** (By Mr. Miller) Fair enough. Does Oracle
18 make adjustments for low compa-ratios?
19 **MS. CONNELL:** Objection, calls for
20 speculation, assumes facts.
21 **A.** Simply because of low compa-ratios, I'm not
22 sure.
23 **Q.** (By Mr. Miller) Does Oracle review
24 compa-ratios to see if there are effects by race or
25 gender?

99

1 **MS. CONNELL:** Objection, calls for
2 speculation, assumes facts.
3 **A.** I am not involved in that.
4 **MR. MILLER:** Let's go off the record.
5 **THE VIDEOGRAPHER:** The time is 12:14 p.m.
6 Going off the record.
7 (A lunch recess was taken.)
8 **THE VIDEOGRAPHER:** Back on the record at
9 1:19 p.m.
10 **Q.** (By Mr. Miller) So before we went on break
11 for lunch, we were talking a little bit about
12 compa-ratio. Do you remember that?
13 **A.** Yes.
14 **Q.** One of the things you said was compa-ratio
15 was important if the manager had employees that were
16 working in multiple countries, right?
17 **A.** Uh-hum.
18 **MS. CONNELL:** Objection, misstates your
19 testimony.
20 **Q.** (By Mr. Miller) What do you mean by that?
21 **A.** Compa-ratios can be a way to -- for
22 managers to know how the employees on their team are
23 paid according to the local market.
24 So if they've identified that they have a
25 couple people on their team who perform a similar role

100

1 and they know their compa-ratio, that gives them -- but
 2 they are not familiar with a local market in a certain
 3 country, it gives them an indication of where they are
 4 paid within that market.
 5 **Q.** So by using ratio, you can keep the pay
 6 relative to the market the same or at least compare pay
 7 relative to the market across different markets?
 8 **A.** Right, by using a ratio.
 9 **Q.** Does Oracle have policies about what
 10 happens to compa-ratio when employees come from one
 11 Oracle business in one country to another Oracle
 12 business in another country?
 13 **MS. CONNELL:** Objection, vague, calls for
 14 speculation.
 15 **A.** Again, I wouldn't say policy. We have --
 16 the way that we look at international transfers would be
 17 to consider what the current compa-ratio is for an
 18 employee, and provided they are moving to the new
 19 location in the same capacity, same role, same level,
 20 same everything, they would use that as their starting
 21 point. It doesn't mean it has to stay there, but it's a
 22 good reference point.
 23 **Q.** (By Mr. Miller) And what kind of factors
 24 would affect whether the compa-ratio moved in that kind
 25 of a transfer?

101

1 **MS. CONNELL:** Objection, incomplete
 2 hypothetical, calls for speculation.
 3 **A.** Factors to consider would be the
 4 internal -- the internal equity to the peers in the new
 5 location who will be doing the same thing at the same
 6 level.
 7 If it's incredibly high -- the ratio is
 8 incredibly high or incredibly low, they might try to
 9 recalibrate to more align to the internal peer group.
 10 **Q.** (By Mr. Miller) I want to show you some
 11 new exhibits. Give me a moment. I'm going to ask the
 12 court reporter to mark this as Exhibit 8.
 13 (Exhibit 8 marked for identification.)
 14 **MS. CONNELL:** Mark this as confidential.
 15 **Q.** (By Mr. Miller) Just take a moment to look
 16 at that and let me know when you have --
 17 Do you recognize this document?
 18 **A.** I do.
 19 **Q.** What is it?
 20 **A.** The global approval matrix.
 21 **Q.** And what is the global approval matrix?
 22 **A.** It documents the level of approval needed
 23 for various types of changes to an employee record.
 24 **Q.** And up near the top of the first page of
 25 this exhibit, there's a date that says, Last updated,

102

1 March 30th, 2017. Do you see that?
 2 **A.** Yes.
 3 **Q.** So how frequently is this updated?
 4 **A.** I don't have any idea.
 5 **Q.** Do you have any role in updating this?
 6 **A.** I do not.
 7 **Q.** So looking at the first page here, there's
 8 a -- a block or basically a table set where the category
 9 identified is assignment. Do you see those assignment
 10 categories?
 11 **A.** Yes.
 12 **Q.** And, in sequence, the first thing that's in
 13 this assignment table is cost center change. Do you see
 14 that?
 15 **MS. CONNELL:** I'm not following. Where are
 16 you looking? Sorry.
 17 **MR. MILLER:** It's on the first page,
 18 there's a block that's titled assignments.
 19 **MS. CONNELL:** Okay, got it.
 20 **Q.** (By Mr. Miller) So there's one that's got
 21 cost center change?
 22 **A.** Uh-hum.
 23 **Q.** What is a cost center?
 24 **A.** It is -- it's a category that finance uses
 25 to say -- kind of give a general indication of the

103

1 organization in which the person works. So like my cost
 2 center is 0772, and that just means global compensation.
 3 **Q.** Is that different from line of business?
 4 **MS. CONNELL:** Objection, calls for
 5 speculation.
 6 **A.** Yes.
 7 **Q.** (By Mr. Miller) Do you know how it's
 8 different?
 9 **MS. CONNELL:** Calls for speculation.
 10 **A.** When we, as in global compensation, talk
 11 about line of business, we are more often than not
 12 referring to a specific organization under a specific
 13 leader. There are many, many cost centers under a
 14 leader.
 15 **Q.** (By Mr. Miller) Okay. Does cost center
 16 relate to product?
 17 **MS. CONNELL:** Objection, vague.
 18 **A.** I'm not sure.
 19 **Q.** (By Mr. Miller) So finances would be the
 20 organization that sets what the cost centers are?
 21 **MS. CONNELL:** Objection, calls for
 22 speculation, assumes facts.
 23 **A.** I believe so, but I'm not positive. I just
 24 know I don't have anything to do with it.
 25 **Q.** (By Mr. Miller) The next line down has

104

1 a -- this is still in the assignment block and the
2 sequence I guess -- I guess that's what S and Q mean,
3 says discretionary title change. Do you see that?
4 **A.** Yes.
5 **Q.** So if I'm reading this correctly, there are
6 required approvals at HR and at first -- what looks like
7 1 LVL, which I assume is first level; is that right?
8 **A.** Looks like it.
9 **Q.** Why does the discretionary title require
10 any approvals?
11 **MS. CONNELL:** Objection, calls for
12 speculation, assumes facts.
13 **A.** I don't know.
14 **Q.** (By Mr. Miller) And moving down to --
15 there's a -- you know, there's a table entitled dollars
16 that -- that doesn't go on to the next page. It's on
17 this first page, though. Do you see the second in the
18 sequence here, base salary change increase?
19 **A.** Yes.
20 **Q.** And that has to be approved by HR, but it
21 doesn't look like the first level has to approve it; is
22 that right?
23 **MS. CONNELL:** Objection, calls for
24 speculation.
25 **A.** I can see how it's read that way. I

105

1 believe what this is -- it indicates that that's the
2 final, that's the top level that it needs to go to, so
3 an increase, it would work its way up all these other
4 levels and the last, quote-unquote, approver is at that
5 level, but at that level, they're not really digging
6 into the details. It's more about a sanity check of
7 what's going on.
8 **Q.** (By Mr. Miller) Okay. Okay, I'd like to
9 show you another exhibit. I'm going to mark this as
10 Exhibit 9.
11 (Exhibit 9 marked for identification.)
12 **MS. CONNELL:** Mark this exhibit as
13 confidential as well.
14 **Q.** (By Mr. Miller) Have you had a chance to
15 review it?
16 **A.** Yes.
17 **Q.** Do you recognize this document?
18 **A.** It's the same as the last one. It's just
19 an earlier date.
20 **Q.** So looking at the second page of Exhibit 9,
21 it says -- or, actually, let's go to the third page, the
22 one that's marked dash 3. Do you see at the top of this
23 page says global approval matrix, non-automated?
24 **A.** I do.
25 **Q.** And then if you just look at the first

106

1 page, it says global approval matrix, automated?
2 **A.** Yeah.
3 **Q.** What's the difference between those two
4 processes?
5 **A.** I don't know.
6 **Q.** And if you look back at Exhibit 8 for me,
7 too. On the first page, the one marked dash 1 and then
8 in this case, the fourth page, the one marked dash 4,
9 you've got the same automated versus non-automated?
10 **A.** Looks like it.
11 **Q.** And going further back into Exhibit 8 onto
12 the page marked dash 6 -- and I apologize, it looks like
13 some of these tables broke across pages in some strange
14 way. You can see that there is a box entitled M and A
15 approval matrix?
16 **A.** Yes.
17 **Q.** Do you know what this is?
18 **A.** I mean, I can only go based on the title.
19 I'm assuming it's the lines of approval needed for M and
20 **A.**
21 **Q.** The reason I was asking is given what you
22 have to do with mergers and acquisitions, I thought
23 maybe you would have more familiarity with this but no?
24 **A.** I don't.
25 **Q.** Okay. Do you know who generates these

107

1 approval matrices?
2 **A.** I don't.
3 **Q.** Okay, I'm going to show you another
4 exhibit, ask the court reporter to mark it as Exhibit
5 10.
6 (Exhibit 10 marked for identification.)
7 **MS. CONNELL:** Designate this as
8 confidential as well.
9 **Q.** (By Mr. Miller) Have you had a chance to
10 review this?
11 **A.** Yes.
12 **Q.** Do you recognize this?
13 **A.** No.
14 **Q.** So this is not a training that you have had
15 a hand in?
16 **A.** No.
17 **Q.** It's dated May 2011 on the first page,
18 correct?
19 **A.** Yes.
20 **Q.** But then this is not a part of the -- the
21 nine modules that we discussed as Exhibit 1, right?
22 **A.** It is not.
23 **Q.** Drawing your attention to slide four, which
24 in this one I think is actually marked dash 4. So this
25 slide is an exhibit titled Summary of All Processes, and

108

1 it's got a bullet point that says, Do not communicate
 2 anything until final LJE approval is obtained. Who is
 3 LJE?
 4 **A.** Larry Ellison.
 5 **Q.** So if you look at the first page of this
 6 training, it says it's new manager training for
 7 compensation processes. So does this mean then that you
 8 are not allowed to communicate the outcome of the
 9 compensation process until Larry Ellison approves of it?
 10 **MS. CONNELL:** Objection, misstates the
 11 document.
 12 **A.** This is essentially training on how to use
 13 our tool. That's why it says slash compensation work
 14 bench. There are screenshots from our system that we
 15 use -- used to use to administer our compensation
 16 processes. It speaks to the plans that I talked about
 17 before that are run out of my team, and the final LJE
 18 approval obtained, as I mentioned before, these do roll
 19 up to the top level, but it is simply to confirm that
 20 everything was within budget and that there has been no
 21 spend outside of budget. It isn't a review or deep dive
 22 into what's been recommended, it is just we have stayed
 23 within budget, it is now okay to communicate what you've
 24 recommended.
 25 **Q.** (By Mr. Miller) But prior to getting this

109

1 work flows, day-to-day transactions. This has to do
 2 with a global compensation process.
 3 **Q.** Okay. Okay, I'm going to show you another
 4 exhibit, ask the court reporter to mark this as Exhibit
 5 11.
 6 (Exhibit 11 marked for identification.)
 7 **MS. CONNELL:** Also mark Exhibit 11 as
 8 confidential.
 9 **Q.** (By Mr. Miller) Have you had a chance to
 10 review it?
 11 **A.** Yes.
 12 **Q.** Do you recognize this document?
 13 **A.** I do.
 14 **Q.** What is it?
 15 **A.** It is a manager system for our new system,
 16 which is work force compensation, and it gives
 17 screenshots and tells managers how to navigate that in
 18 that new system.
 19 **Q.** Did you participate in developing this
 20 training?
 21 **A.** I did not, but the person on my team who
 22 runs programs did.
 23 **Q.** Did you review this training?
 24 **A.** Yes.
 25 **Q.** I should be more clear, not just here

111

1 final level of approval, managers are not to communicate
 2 any of those pay decisions, right?
 3 **MS. CONNELL:** Objection, misstates her
 4 testimony.
 5 **A.** Well, what -- I mean, the last part of the
 6 process is when you hear that it's an all clear, then
 7 you may communicate.
 8 **Q.** (By Mr. Miller) But not before?
 9 **A.** You should not communicate until we've
 10 indicated that the final approval has been obtained.
 11 **Q.** And I notice you said "final approval,"
 12 because my understanding is that this -- Larry Ellison's
 13 approval or his office approval, there's been some
 14 technical changes to that over time; is that right?
 15 **MS. CONNELL:** Objection, assumes facts.
 16 **A.** I guess I'm not sure exactly what you mean
 17 by that.
 18 **Q.** (By Mr. Miller) Well, you know, if we --
 19 we don't have to take them out again, but the approval
 20 matrices showed different titles for the highest level
 21 approval, approvers, right? I think there's one that
 22 says something like CEOs. I think there's an earlier
 23 version that maybe said LJE. There's been some change
 24 in that, right?
 25 **A.** Okay. Yes. The matrices have to do with

110

1 today, but did you review this training before it was
 2 finalized and given?
 3 **A.** Yes.
 4 **Q.** So we were just talking a moment ago about
 5 the way approvals work and the rolling-up process. I
 6 want to draw your attention to slides 20 through 33, so
 7 these are pages marked 53 to 64, and, you know, you can
 8 certainly read whatever you need to read to understand
 9 them, but really I mostly just want to look at the title
 10 of these slides, so let me know when you've had a
 11 moment.
 12 **A.** 53 to what?
 13 **Q.** 64.
 14 **A.** Okay.
 15 **Q.** So the way that this training is set up for
 16 using your new tool, this work force compensation tool,
 17 it's phrased in terms of managers making recommendations
 18 for -- I think these are bonuses; is that right?
 19 **A.** Yes.
 20 **Q.** So why are they termed "recommendations" at
 21 this point?
 22 **A.** Because we have --
 23 **MS. CONNELL:** Objection, calls for
 24 speculation. You can answer.
 25 **A.** Because you have multiple -- I mean, some

112

1 employees have, you know, three levels above them, some
 2 have seven levels above them, but it starts with it's
 3 initially a recommendation that could be changed. I
 4 mean, it could be changed by them, it could be changed
 5 by someone else on the hierarchy, but, like we said,
 6 it's essentially not final until we've done the whole --
 7 the whole did everybody stay within budget and did
 8 everybody stay within what they were given.
 9 And so we always called them
 10 recommendations because nothing is final until we've
 11 been through the entire process and can verify that
 12 everyone stayed within their budget.
 13 **Q.** Okay. Okay, I want to show you another
 14 exhibit and ask the court reporter to mark this as
 15 Exhibit 12.
 16 (Exhibit 12 marked for identification.)
 17 **MS. CONNELL:** Mark this exhibit as
 18 confidential as well, designated.
 19 **Q.** (By Mr. Miller) Have you finished
 20 reviewing it?
 21 **A.** Uh-hum.
 22 **Q.** So at the very top, you can see this is
 23 from Vicki Ton to Sudhakar Kaki, I guess. I am
 24 mispronouncing these names.
 25 **A.** Uh-hum.

113

1 **Q.** Do you know either of those people?
 2 **A.** I don't know Sudhakar. I am familiar with
 3 Vicki Ton, but I don't know her.
 4 **Q.** What does Vicki Ton do?
 5 **MS. CONNELL:** Objection, vague, calls for
 6 speculation.
 7 **A.** She's on the HR team.
 8 **Q.** (By Mr. Miller) So I know that you're not
 9 on this e-mail, so I assume you have not seen this
 10 e-mail before now?
 11 **A.** I have not.
 12 **Q.** But it looks like, if you go back to 22, 23
 13 and 24, that this is a -- looks like a recommendation
 14 about pay being passed up the chain; is that right?
 15 **MS. CONNELL:** Objection, document speaks
 16 for itself, mischaracterizes the document.
 17 **A.** The subject line specifically says it's a
 18 job offer.
 19 **Q.** (By Mr. Miller) And do you know what GSI
 20 stands for?
 21 **A.** GSI is our global single instance. It has
 22 to do with -- it was our old E-business suite before we
 23 moved to our new Oracle cloud, for us internally.
 24 **Q.** Return to the first page here at 21. Can
 25 you just read this -- you don't have to read it out

114

1 loud, just read the body of the top e-mail and let me
 2 know when you are done.
 3 **A.** Okay.
 4 **Q.** So given what you've been telling me about
 5 the way a CEO or ultimate approver approvals work, why
 6 is Ms. Ton recommending that this person include, you
 7 know, the unique points to justify the hire for review
 8 up the chain?
 9 **MS. CONNELL:** Objection, calls for
 10 speculation.
 11 **A.** I don't have any idea.
 12 **Q.** (By Mr. Miller) In making pay changes,
 13 say, annual increase in salary or awarding a bonus or
 14 something, what kind of information do managers have to
 15 enter into the system to satisfy the approval process?
 16 **MS. CONNELL:** Objection, vague, assumes
 17 facts and calls for speculation.
 18 **A.** What do you mean by "in making pay
 19 changes"?
 20 **Q.** (By Mr. Miller) Well, so we just looked at
 21 a PowerPoint that was talking about bonus awards, right,
 22 and so the manager makes a recommendation for the bonus,
 23 and it goes up through the approvals. What's required
 24 to be in that recommendation in order for it to go
 25 through the approval process?

115

1 **MS. CONNELL:** Objection, assumes facts,
 2 vague, calls for speculation.
 3 **A.** The bonus program is a mass system of
 4 thousands of global employees included at once. In that
 5 recommendation, they can enter the amount, and then
 6 there is a note section for them to write why they
 7 recommended that specific amount that the higher-level
 8 managers could see if they went in.
 9 **Q.** (By Mr. Miller) Are they required to make
 10 entries in that notes section?
 11 **MS. CONNELL:** Objection, vague, assumes
 12 facts.
 13 **A.** I don't know.
 14 **Q.** (By Mr. Miller) And if you are thinking
 15 about annual salary increases, does that have more
 16 information that's entered, or is it the same thing?
 17 **MS. CONNELL:** Objection, assumes facts.
 18 **A.** As part of a program or as part of an
 19 individual --
 20 **Q.** (By Mr. Miller) When the manager is making
 21 the recommendation for the annual salary increase, for
 22 instance, within your software, what are they required
 23 to enter for it to move up the chain of approvals?
 24 **MS. CONNELL:** Objection, assumes facts.
 25 **A.** It would be the same -- they would enter

116

1 their recommendation and could enter notes for the
2 higher up to review.
3 **Q.** (By Mr. Miller) And like the bonus
4 program, do you know if they are required to enter
5 notes?
6 **A.** I don't know if they are.
7 **Q.** And for equity grants, a manager is going
8 to make a recommendation of an equity grant, what are
9 they required to enter into the software before it goes
10 up the chain?
11 **MS. CONNELL:** Objection, assumes facts,
12 lacks foundation.
13 **A.** It's that same process.
14 **Q.** (By Mr. Miller) Do you know if they are
15 required to enter anything in notes to justify that?
16 **A.** I don't know.
17 **MS. CONNELL:** Same objection.
18 **Q.** (By Mr. Miller) In looking at positioning
19 employees within the salary range, we talked about
20 various factors that might go into that, remember, we
21 looked at a PowerPoint and shared some things. One of
22 the factors that we mentioned, too, was performance, is
23 that right, performance is a factor in setting -- in
24 positioning an employee's salary range?
25 **MS. CONNELL:** Objection, calls for

117

1 will help clear this up. Like I said, this is my
2 understanding there's separate programs, but both of
3 them are at least partly concerned with the performance
4 of an employee; isn't that right?
5 **MS. CONNELL:** Objection, assumes facts,
6 lacks foundation.
7 **A.** I guess I'm not really sure what you're --
8 **Q.** (By Mr. Miller) So for the focal review,
9 how often does the focal review happen?
10 **A.** It varies, depends on when we have budget.
11 **Q.** And what is the focal review?
12 **A.** It is one point in time to review salaries
13 around employees.
14 **Q.** And how are those salaries reviewed?
15 **MS. CONNELL:** Objection, vague, calls for
16 speculation.
17 **A.** What do you mean?
18 **Q.** (By Mr. Miller) Well, you said the focal
19 review is a point in time salary review, so what's the
20 review?
21 **MS. CONNELL:** Same objection.
22 **A.** It's when we set up our system and if it
23 appears -- and you're given a budget and you may make
24 recommendations for salary increases for employees as
25 you deem appropriate, and it goes through various

119

1 speculation.
2 **A.** Yes, it could be considered.
3 **Q.** (By Mr. Miller) Could you place an
4 employee in a salary range without considering
5 performance?
6 **MS. CONNELL:** Objection, incomplete
7 hypothetical, calls for speculation.
8 **A.** You wouldn't know performance for a new
9 hire.
10 **Q.** (By Mr. Miller) Okay, so excluding new
11 hires, somebody who had been there for sometime, can you
12 place them in a salary range without knowing their
13 performance?
14 **MS. CONNELL:** Objection, lacks foundation,
15 calls for speculation.
16 **A.** Could you? Maybe.
17 **Q.** (By Mr. Miller) So my understanding is
18 that Oracle has a focal review that you mentioned before
19 and that there's also a separate performance review
20 system; is that correct?
21 **MS. CONNELL:** Objection, assumes facts,
22 lacks foundation.
23 **A.** The performance review system is separate
24 from compensation programs, yes.
25 **Q.** (By Mr. Miller) So maybe -- maybe this

118

1 approval chains.
2 **Q.** (By Mr. Miller) Okay. So is performance
3 an element of the focal review?
4 **MS. CONNELL:** Objection, calls for
5 speculation.
6 **A.** For some lines of business, yes. For
7 others, no.
8 **Q.** (By Mr. Miller) Is there a principled way
9 to determine which lines of business uses performance
10 and which don't?
11 **MS. CONNELL:** Objection, vague.
12 **A.** No.
13 **Q.** (By Mr. Miller) Is that a decision that's
14 left up to the line of business?
15 **MS. CONNELL:** Objection.
16 **A.** What decision?
17 **Q.** (By Mr. Miller) Whether or not to include
18 performance in the focal review.
19 **MS. CONNELL:** Objection, vague.
20 **A.** Within a line of business -- it could even
21 be different within a line of business, but a
22 performance piece is not required for the compensation.
23 **Q.** (By Mr. Miller) So apart from the focal
24 review, does Oracle review performance reviews?
25 **MS. CONNELL:** Objection, vague.

120

1 **A.** It's -- in some areas, yes, and in some
2 areas, no.
3 **Q.** (By Mr. Miller) Is there any guidance
4 about how to consider performance in making pay
5 decisions?
6 MS. CONNELL: Calls for speculation.
7 **A.** In some of the training that we've already
8 reviewed in our exhibits, there are slides in there that
9 specifically speak to theoretically where somebody would
10 be placed based on their performance. I believe one
11 specifically mentioned newer to the job. Does it bring
12 everything to the table, probably Q 1, star performers,
13 star everything, probably Q 3 or Q 4. There's general
14 theoretical ways to approach that within our training.
15 **Q.** And when you say Q 1, you mean quartile 1?
16 **A.** Quartile 1.
17 **Q.** And Q 2 is quartile 2?
18 **A.** Correct.
19 **Q.** And Q 3 is quartile 3?
20 **A.** Correct.
21 **Q.** And Q 4 is quartile 4?
22 **A.** Yes.
23 **Q.** Is there any other training about how to
24 use performance in setting pay beyond -- as I said, with
25 the general guidelines there with the quartile?

121

1 **A.** I don't know.
2 MR. MILLER: Why don't we go off the
3 record.
4 THE VIDEOGRAPHER: The time is 1:54. We
5 are now going off the record.
6 (Recess was taken.)
7 THE VIDEOGRAPHER: The time is 2:05 p.m.,
8 back on the record.
9 **Q.** (By Mr. Miller) Ms. Waggoner, when we were
10 speaking a moment ago, you said that at least at the
11 level of the CEO, what's going on is just a sanity check
12 for the approvals that reach that level, right?
13 MS. CONNELL: Objection, misstates her
14 testimony, vague.
15 **A.** No, I didn't say sanity check. I said a
16 check to make sure that we're within budget.
17 **Q.** (By Mr. Miller) How do you know that
18 that's the only consideration at that level?
19 **A.** Because that's the information that's sent
20 is this is what the budget was, this is what the spend
21 is, this is what's left over, and are we okay to
22 proceed.
23 **Q.** So at that level, they don't get the
24 individual employee's recommendation?
25 **A.** They don't. They don't review that.

122

1 **Q.** Do you know what the intermediate managers,
2 the intermediate approvals are during that -- in that
3 approval process?
4 **A.** I can't -- I couldn't speak for all of
5 them. We've got thousands.
6 **Q.** Do you know how often approvals are
7 rejected by intermediate managers?
8 **A.** I couldn't --
9 MS. CONNELL: Objection, calls for
10 speculation.
11 **A.** I couldn't put a number to it. I mean, if
12 I had to be precise, I couldn't be precise.
13 **Q.** (By Mr. Miller) Do you believe you could
14 estimate how many?
15 **A.** My estimate would be that it's pretty rare
16 that a first-line manager, between that first line and
17 maybe the next line, it might change between there, but
18 for the most part, if people stay within budget, it
19 stays with what that first-line manager would recommend.
20 **Q.** And how are you able to arrive at that
21 estimate?
22 **A.** Well, I -- I mean, I've been a comp
23 consultant there before and been supporting these
24 programs for a long time and know that the higher up --
25 the further removed you get from the individual

123

1 employee, the less you know about the specifics, so the
2 highest levels don't tend to get involved in that.
3 **Q.** But that estimate is not based on, for
4 instance, reviewing the databases as approvals go up and
5 down and seeing what's happening?
6 **A.** I've never done a full statistical
7 analysis, no. You asked me to estimate, and it doesn't
8 happen very often.
9 **Q.** No, I was really just curious what the
10 basis for the estimate was. I was wondering if it was
11 based on your observations of the approvals going up and
12 down or if it is what you explained, which was your
13 personal experience when you worked compensation.
14 MS. CONNELL: Misstates her testimony. She
15 testified to more than that.
16 **Q.** (By Mr. Miller) Did I leave something out?
17 What else was it based on?
18 **A.** What else which was based on?
19 **Q.** What else your estimate was based on. I
20 characterized it as your experience as a compensation
21 consultant. Was there something else?
22 **A.** Well, yeah, because the further away you
23 get from that individual employee, the less they know
24 about that individual employee's performance and what
25 they contribute to the team. And so, in general, the

124

1 first-line manager and maybe one level above would agree
2 to what the increase would be.
3 And then from there, as long as people stay
4 within budget, there isn't a lot of scrutiny all the way
5 down to the individual employee level.
6 **Q.** So during the focal review, are the
7 managers required to rank the employees they supervise
8 in making proposals about increases?
9 **MS. CONNELL:** Objection, calls for
10 speculation, assumes facts.
11 **A.** Required -- required, no.
12 **Q.** (By Mr. Miller) Is it common for them to
13 do so?
14 **MS. CONNELL:** Same objections.
15 **A.** I -- I don't have any idea. It's not
16 something that's required within our tool. But while
17 it's not required, they do have a limited budget, so
18 assuming they have people among whom they need to spread
19 this budget, they likely take into consideration
20 performance and how they would rank in terms of priority
21 for whom to spend that limited budget on.
22 **Q.** (By Mr. Miller) But they are not required
23 to consider performance, correct?
24 **MS. CONNELL:** Objection, asked and
25 answered.

125

1 **A.** They are not required to enter performance
2 into our program.
3 **Q.** (By Mr. Miller) Well, I guess the question
4 I actually asked is are they required to consider
5 performance?
6 **MS. CONNELL:** Objection, vague, calls for
7 speculation.
8 **A.** I wouldn't say required. It's part of
9 our -- it's part of our recommendations and our training
10 and our guidelines to say these are the things that you
11 might consider, but we don't have a tracking mechanism
12 for -- within our tool. We don't require that there be
13 a rating or a ranking entered.
14 **Q.** (By Mr. Miller) So if you recall earlier
15 in the day, you corrected some testimony you'd given
16 about whether or not Oracle had policies that affected
17 compensation, and one of the things you said there was
18 now anyway a policy that prohibited managers from
19 inquiring about prior salaries; is that correct?
20 **A.** Correct.
21 **Q.** I'd like to show you an exhibit now -- I
22 guess this will be lucky number Exhibit 13.
23 (Exhibit 13 marked for identification.)
24 **MS. CONNELL:** In an abundance of caution,
25 I'll designate this as confidential.

126

1 **Q.** (By Mr. Miller) Have you had a chance to
2 review this document?
3 **A.** Yes.
4 **Q.** Do you recognize this?
5 **A.** Yes.
6 **Q.** What is it?
7 **A.** It looks like our -- the FAQ that was
8 released when they created this policy to no longer ask
9 for prior salary or consider it in determining pay for
10 new hires.
11 **Q.** Why did this policy come into effect?
12 **MS. CONNELL:** Objection, calls for
13 speculation.
14 **A.** I don't know. I was not involved.
15 **Q.** (By Mr. Miller) Prior to this policy, was
16 it Oracle's policy to ask for a salary history?
17 **A.** Prior to this policy, we didn't have a
18 policy on that topic.
19 **Q.** Prior to this policy, was it Oracle's
20 practice to ask for prior salary information?
21 **MS. CONNELL:** Objection, vague.
22 **A.** I don't -- I don't know that it was a
23 practice.
24 **Q.** (By Mr. Miller) If you look at this
25 exhibit, the first page which is marked 381077?

127

1 **A.** Yeah.
2 **Q.** There's a second -- I guess it's the second
3 paragraph under introduction. There's a bolded portion
4 that begins, To ensure Oracle compliance with these
5 laws, Oracle removed the current salary field from the
6 iRecruitment job offer form. Do you know what the
7 iRecruitment job offer form is?
8 **A.** I do.
9 **Q.** What is it?
10 **A.** It's the form that actually was one of the
11 forms -- one of the exhibits, the job offer exhibit that
12 you put before me. That's the form.
13 **Q.** Do you remember which exhibit that was?
14 **A.** Oh, the last one, 12.
15 **Q.** 12 is an e-mail, yes, okay.
16 **A.** It's what's behind it.
17 **Q.** I see. So it's the pages 27022 --
18 **A.** To 24.
19 **Q.** -- to 24. Yes, in fact, here in Exhibit
20 12, it has a salary entry, right?
21 **A.** On 23 it looks like there is a current
22 salary on there.
23 **Q.** Do you know how the iRecruitment process
24 works using that piece of software?
25 **A.** It's -- I mean, it's essentially data entry

128

1 by the hiring manager to enter in the fields. The job
 2 would auto populate, because it's the job for which they
 3 posted the requisition. But it's data entry on the
 4 salary to offer and some of those other elements.
 5 **Q.** Do you know what's required for the
 6 iRecruitment job offer form?
 7 **A.** I actually do not.
 8 **Q.** Okay, I'm going to show you another
 9 exhibit, ask the court reporter to mark it as Exhibit
 10 14.
 11 (Exhibit 14 marked for identification.)
 12 MS. CONNELL: This exhibit is confidential
 13 as well.
 14 **Q.** (By Mr. Miller) Are you finished reviewing
 15 it?
 16 **A.** Uh-hum.
 17 **Q.** Do you recognize this document?
 18 **A.** I don't.
 19 **Q.** Drawing your attention to -- I guess this
 20 is slide 12. It's on the page marked dash 22.
 21 **A.** Uh-hum. Oh, dash 22?
 22 **Q.** Yeah, sorry.
 23 **A.** Okay.
 24 **Q.** Is this an iRecruitment job offer form?
 25 **A.** It looks like it.

129

1 **Q.** Do you know what the stars next to some of
 2 these fields mean?
 3 MS. CONNELL: Objection, calls for
 4 speculation.
 5 **A.** I don't. Is there a legend on here?
 6 **Q.** (By Mr. Miller) Do you see a legend?
 7 **A.** I don't, no.
 8 **Q.** Let me show you another exhibit, ask the
 9 court reporter to mark this Exhibit 15.
 10 (Exhibit 15 marked for identification.)
 11 MS. CONNELL: Mark this exhibit as
 12 confidential as well.
 13 **Q.** (By Mr. Miller) Do you recognize this
 14 document?
 15 **A.** I vaguely recall.
 16 **Q.** So on the first page, it's labeled as May
 17 2013. At that time, you would have worked for -- you
 18 would have been a senior manager of compensation?
 19 **A.** I think so.
 20 **Q.** Did you have any role in developing this
 21 training?
 22 **A.** I think I did. I think this was -- again,
 23 to give a little more precise guidelines to our U.S. HR
 24 population based on all those other modules and kind of
 25 pulling things together into one resource kind of place.

130

1 **Q.** I'd like to draw your attention to slide
 2 28. This is on the page marked dash 45 at the bottom.
 3 **A.** I'm sorry, dash 45?
 4 **Q.** Yes.
 5 **A.** Okay. Okay.
 6 **Q.** So just take a moment to read this slide,
 7 and I'll ask you some questions about it.
 8 **A.** Okay.
 9 **Q.** So at least as of May 2013, the guidelines
 10 were that the current salary of a candidate for hire
 11 should be reviewed as part of the offer process?
 12 MS. CONNELL: Objection, misstates the
 13 document, and the document speaks for itself.
 14 **A.** Well, it -- I see that it states should be
 15 reviewed, but it also clearly states that's one factor,
 16 and the experience and current skill set should be
 17 weighed more heavily in determining that.
 18 **Q.** (By Mr. Miller) The question was, at least
 19 as of 2013, the guidelines were that current salary
 20 should be reviewed as part of the offer process?
 21 MS. CONNELL: Objection, misstates the
 22 document.
 23 **A.** Like I said, the document says that it
 24 should be, but experience and skill set should weigh
 25 more heavily.

131

1 **Q.** (By Mr. Miller) I can see the other part.
 2 I am just asking about the first item.
 3 **A.** If you read it, that's what it says. I'm
 4 clarifying that we clearly state that experience and
 5 skill at the time should be weighed more heavily.
 6 **Q.** But that wasn't the question I asked.
 7 **A.** But you can read the slide.
 8 **Q.** Sure can, but the way these depositions
 9 work is I ask questions, and you answer them. It was a
 10 yes or no question.
 11 **A.** Not really.
 12 MS. CONNELL: No, she qualified her answer.
 13 It's asked and answered, and now it's argumentative.
 14 MR. MILLER: That's a speaking objection
 15 which you don't need to make during the deposition, but
 16 we can move on, but you are required to answer my
 17 question.
 18 MS. CONNELL: She did.
 19 MR. MILLER: Erin, please don't interrupt
 20 the deposition.
 21 **A.** I answered the question.
 22 **Q.** (By Mr. Miller) Thank you.
 23 **A.** Twice, I think.
 24 **Q.** Well, by my count, it would have been more
 25 like three or four.

132

1 **A.** Then why do you keep asking?
2 MS. CONNELL: Counsel, this is getting
3 really argumentative.
4 MR. MILLER: It is argumentative, fair
5 point.
6 **Q.** (By Mr. Miller) Let's see, I'm going to
7 show you another exhibit here. I guess it would be 16
8 and 17. Well, I guess two, 16 and 17.
9 (Exhibit 16 marked for identification.)
10 **Q.** (By Mr. Miller) Are you done reviewing it?
11 **A.** Yes.
12 **Q.** Do you recognize this document?
13 **A.** I don't.
14 **Q.** Have you seen documents like this before?
15 **A.** I don't know that I have.
16 MS. CONNELL: For the record, I'll
17 designate it as confidential, mark it as such.
18 **Q.** (By Mr. Miller) If you look at the very
19 top of the first page, there's a little like -- I guess
20 it's one sentence, partly italicized. It says,
21 Consideration, apply online at iRecruitment dot Oracle
22 dot com. Is iRecruitment the hiring portal?
23 **A.** We now use two. There are one of the
24 acquisitions that -- one of the companies we acquired is
25 called Taleo, I believe. Taleo is used for our job

133

1 postings now. Our iRecruitment is used to submit
2 offers.
3 **Q.** And then looking at the bottom of this
4 first page, you can see there's another italicized
5 section talking about the employment process requiring a
6 pre-employment screening process that involves salary
7 verification. Do you see that?
8 MS. CONNELL: Where are you?
9 MR. MILLER: It's at the bottom of the
10 first page. Actually might be on the bottom of the
11 second page, too. Yes.
12 **A.** I see that.
13 **Q.** (By Mr. Miller) So at least as of whenever
14 this document was created, salary verification was part
15 of the hiring process?
16 MS. CONNELL: Objection, misstates the
17 document, assumes facts, lacks foundation, calls for
18 speculation.
19 **A.** I don't have any idea. I know identity and
20 employment verification, that's part of background
21 checks, but managers aren't involved in background
22 checks, and recruiters aren't involved in background
23 checks.
24 **Q.** (By Mr. Miller) Well, but salary
25 verification is different, right, than employment

134

1 verification, and you mentioned there was something
2 else?
3 **A.** The identity, employment, salary
4 verification, that all comes through on a background
5 check as well.
6 **Q.** A background check, okay, all right.
7 Let's see, we talked about this briefly in
8 terms of compa-ratio, I think. But when you transfer
9 within Oracle, within, say, job function, and it's a
10 lateral transfer, so you're not changing those factors
11 that go into job codes like assistant job title,
12 function, global career level, does that require a
13 change in pay?
14 MS. CONNELL: Objection, lack of
15 foundation, assumes facts, calls for speculation.
16 **A.** Require? I wouldn't -- I wouldn't say
17 require, no.
18 **Q.** (By Mr. Miller) Might it come with a
19 change in pay?
20 MS. CONNELL: Calls for speculation.
21 **A.** Repeat the --
22 **Q.** (By Mr. Miller) Sure. So if you change
23 jobs at Oracle, you have a lateral transfer, but you're
24 not changing global career level, job title, function or
25 family, I guess. Does that require a change in pay?

135

1 **A.** So just moving to a different group doing
2 the same thing?
3 **Q.** Yeah.
4 MS. CONNELL: Objection, incomplete
5 hypothetical, calls for speculation.
6 **A.** Require, no. Possibly be considered?
7 Maybe.
8 **Q.** (By Mr. Miller) So let's have a look then
9 at -- I forgot which exhibit it was. Let me see -- at
10 Exhibit 7. I want to draw your attention to slide 31.
11 It's at dash 57. Let me know when you've had a chance
12 to review it.
13 **A.** Uh-hum, yep.
14 **Q.** So this just confirms what you told me,
15 right, this is the same thing, it's just lateral
16 transfers don't necessarily require a change in pay?
17 MS. CONNELL: Objection. The document
18 speaks for itself.
19 **A.** Yeah, it wouldn't necessarily include a
20 change in pay. It doesn't say -- I would say, yes, it
21 confirms when I said it's not required, but it's
22 possible a lateral move could be -- could involve a pay
23 change as well.
24 **Q.** (By Mr. Miller) Would it involve a pay
25 change if that lateral move was from, say, cloud -- one

136

1 of your cloud products to, say, PeopleSoft?
 2 MS. CONNELL: Objection, incomplete
 3 hypothetical and calls for speculation.
 4 A. I don't know. You know, in any of those
 5 situations, it would be reviewed on case-by-case basis
 6 and internal equity for peers.
 7 One of the reasons we do this is because we
 8 don't want to cause infighting and battling over
 9 resources and who has more money to throw at this
 10 developer, so people are always wanting to jump.
 11 It doesn't make for a very collaborative
 12 environment if you have people who think I could jump
 13 over here and do the exact same thing and get a raise,
 14 so we try -- we try to limit that kind of activity
 15 because it can be very toxic if it's competition between
 16 teams thinking they could get a raise to go do the same
 17 thing somewhere else.
 18 Q. (By Mr. Miller) Switching to slightly
 19 different kinds of transfers, and I asked about this in
 20 a little bit ago, but how does pay -- how is pay
 21 analyzed when a person transfers from a different --
 22 like an Oracle business in a different part of the world
 23 but no longer Oracle U.S. but let's say Oracle India,
 24 how is their compensation handled when they transfer to
 25 the United States?

137

1 MS. CONNELL: Objection, incomplete
 2 hypothetical, calls for speculation, assumes facts.
 3 A. I'm so sorry, I thought we covered this.
 4 If they are transferring to a new country, you start
 5 with the compa-ratio and doing the exact same thing, you
 6 start with the compa-ratio, and you get an idea of how
 7 they would have to be positioned in their new location
 8 to the new market, and then you would evaluate based on
 9 internal peers and what they bring to the table and what
 10 they will bring to this new group.
 11 Q. (By Mr. Miller) You're right, we did cover
 12 that, and that's again starting with compa-ratio. You
 13 told me there were other factors that would affect where
 14 they land in the group?
 15 A. Uh-hum, uh-hum.
 16 Q. So far when you have been talking about the
 17 annual compensation programs, we've talked about focal
 18 reviews, we've talked about a bonus program, annual
 19 bonus program, and we've talked a little bit about an
 20 equity program; is that right?
 21 A. Yes.
 22 Q. Does Oracle give performance-only bonuses,
 23 bonuses that are not connected to the focal review but
 24 are just about performance of the individual?
 25 MS. CONNELL: Objection, assumes facts,

138

1 calls for speculation.
 2 A. The corporate bonus program is funded based
 3 on the performance of the business. Whether or not we
 4 have a budget is completely dependent upon the
 5 performance of the business.
 6 Q. (By Mr. Miller) Okay. But so it's not
 7 tied to the individual performance of the employee?
 8 MS. CONNELL: Objection, vague.
 9 A. The funding of the pool is not tied to
 10 individual performance, no.
 11 Q. (By Mr. Miller) What about the award once
 12 you have the pool?
 13 A. If a manager is given a pool to spend,
 14 then, yes, a bonus is supposed to be taken into
 15 consideration. That's part of our philosophy of being
 16 paid for performance. If you have a limited budget and
 17 you have five people, the correct way to do things and
 18 the way we speak about it as guidelines in training
 19 would be that you reward your high performers first.
 20 Q. And how would it be determined who the high
 21 performers are?
 22 MS. CONNELL: Objection, calls for
 23 speculation.
 24 A. Varying teams have different ways of doing
 25 that. Some go through a formal appraisal, some go

139

1 through a formal rating, and some don't. There are some
 2 areas where you get down to the manager, and the manager
 3 knows who their performers are, but there's no formal
 4 system documentation of that.
 5 Q. (By Mr. Miller) Are stocks or equity, is
 6 that ever used as a performance bonus?
 7 MS. CONNELL: Objection, calls for
 8 speculation.
 9 A. Yes, but our -- kind of our philosophy and
 10 our global compensation team approach on that is that
 11 cash bonuses are more performance recognition based, and
 12 equity is more about retaining key talent over the long
 13 term.
 14 Q. (By Mr. Miller) Does Oracle have policies
 15 that discourage employees from discussing pay?
 16 MS. CONNELL: Objection, vague.
 17 A. To my knowledge, there are no policies
 18 regarding pay except for the one about not asking about
 19 prior salary.
 20 Q. (By Mr. Miller) Are there any guidelines
 21 or practices that discourage employees from discussing
 22 pay with one another?
 23 A. Not that I'm aware of.
 24 Q. So throughout today, you know, we've talked
 25 about a variety of guidelines, and I asked you early on

140

1 the difference between policy and guidelines, and I
 2 think you explained that to me. And we've commented at
 3 various points, but when we're talking about these
 4 guidelines that you've developed and that we have been
 5 looking at all day, are they -- how are they
 6 communicated to the employees?
 7 **A.** So at this point, I think we actually only
 8 reviewed one set of guidelines, and it had to do with
 9 the equity guidelines, and that was because there were
 10 specific numbers and ranges around it, and that's why we
 11 called it guidelines. It was just to give them an idea
 12 of what that market might be.
 13 The other -- and those are not available to
 14 employees. And most of the other documentation, there's
 15 some things that I said from the exhibits that are
 16 posted on the intranet that are available, so they can
 17 see definitions of things, definitions of comp terms and
 18 how, say, our annual programs work.
 19 But, for the most part, the rest of those
 20 exhibits and the trainings that we've made available are
 21 -- the intended audience is HR and managers to assist
 22 them in their conversations with them, but the average
 23 employee, it's not something that they would have access
 24 to.
 25 **Q.** I'd like to turn your attention back to

141

1 more on a needs-to-know basis in lines of business where
 2 equity is more common to be offered than the HR leader
 3 or recruiting may share, you know, to say, oh, you're
 4 hiring in zone one and M5, this is what the range looks
 5 like and the guidelines, but we didn't want this to be
 6 blasted anywhere because, like I mentioned before, we
 7 didn't want anyone to get the impression that an [REDACTED]
 8 [REDACTED]. We didn't
 9 want that misunderstanding.
 10 So it was meant to be intended for that
 11 audience to be shared only really more as a need to know
 12 when discussing an offer for the annual grant.
 13 **Q.** Okay. So the -- the documents we've looked
 14 at today, the ICs, individual contributors, they would
 15 have access to the documents you said were posted on the
 16 intranet; is that right?
 17 **A.** Correct.
 18 **Q.** Would they have access to any of these
 19 other documents?
 20 MS. CONNELL: Take your time.
 21 **Q.** (By Mr. Miller) Yeah, you can look back
 22 through them. I know we've got 16 outstanding.
 23 **A.** So Exhibit 4 and Exhibit 5 minus that last
 24 page, page 598, the one -- Exhibit 6, yes. I don't
 25 know. Exhibits 8 and 9 are the approval matrix. I have

143

1 Exhibit 2. I'm going to draw your attention to slide
 2 five, which is at dash 7. Have you had a chance to
 3 review that?
 4 **A.** Yeah.
 5 **Q.** So these are the equity guidelines we were
 6 just talking about or you just mentioned, correct?
 7 **A.** Yes.
 8 **Q.** So these guidelines say they're not to be
 9 distributed to management and they're only intended for
 10 compensation recruiting and HR leader use?
 11 **A.** Yes.
 12 **Q.** So this is even somewhat more restricted
 13 than what you were just saying about the trainings that
 14 are --
 15 **A.** Yes, yep.
 16 **Q.** So how much -- like I guess my question is
 17 if these are restricted to these groups of people, how
 18 much of this ever gets communicated further down the
 19 road? Like beyond the compensation recruiting and HR
 20 leaders, would they communicate any of this to
 21 subordinate managers or to managers?
 22 MS. CONNELL: Objection, incomplete
 23 hypothetical, calls for speculation, assumes facts.
 24 **A.** I don't -- it will vary by the lines of
 25 business. The -- these were released and rolled out

142

1 no idea who has access to those. Exhibit 10, Exhibit 12
 2 is that work flow, that job offer. The ICs don't have
 3 that. I don't know who has access to Exhibit 13.
 4 That's the one on the -- the policy about not asking for
 5 prior salary. I think that's probably for managers
 6 only, but I don't know. And then 14, 15 are managers
 7 only and 16, it looks like this is an open posting that
 8 could potentially be online, so anybody can see that.
 9 **Q.** So I'm just going to try to summarize.
 10 Sounds to me like ICs would have access to Exhibits 4, 5
 11 and 6 with the exception of the last page on five which
 12 is marked 598?
 13 **A.** 598 and 6, yep, 4, 5 and 6, minus that
 14 page.
 15 **Q.** And then you were uncertain about 8, 9, 13
 16 and 16?
 17 **A.** Uncertain about the matrices, and then 13
 18 is the don't ask about prior pay, and 16 is the job
 19 posting. So, I mean, job postings, any outsider can see
 20 those, so that's anyone.
 21 **Q.** Okay. So what steps does Oracle take to
 22 ensure that there's no racial, ethnic or gender
 23 disparities in its annual pay programs?
 24 MS. CONNELL: Objection, calls for
 25 speculation, plus it lacks foundation.

144

1 **A.** The steps we take, from a -- from a
2 compensation perspective, I believe the trainings that
3 we've developed, the mandatory trainings that managers
4 are required to take, including non-discrimination in
5 employment practices and that training.
6 We -- we prepare and educate by HR and our
7 comp teams on how to advise and be legally compliant as
8 one of our trainers said -- or one of our trainings
9 said.
10 So from that standpoint, I think the
11 guidelines and the trainings that we set forth make that
12 clear that that's what Oracle is about in making fair
13 and equitable decisions and using knowledge, skills,
14 abilities, internal peer equity, pay for performance,
15 those kind of factors when making their pay decisions.
16 That's -- those are the ways that I've been involved in
17 trying to ensure such things.
18 **Q.** (By Mr. Miller) When you say training we
19 developed, are you talking about something other than
20 the kind of trainings we've been looking at today?
21 **A.** No, I'm talking about the various modules
22 that we've put together that say what you should
23 consider when making decisions.
24 **Q.** And when we -- when you mentioned manager
25 HR training, that's a thing that you mentioned a couple

145

1 goals are related to assuring equal employment
2 opportunity compensation?
3 **A.** I don't.
4 **Q.** When reviewing pay decisions, as you say,
5 the final check in where you make sure everything is
6 within budget and then it's finalized, is there any
7 attempt to take into account Oracle's affirmative action
8 obligations?
9 MS. CONNELL: Objection, calls for
10 speculation, vague.
11 **A.** I don't know. I do not review the details
12 of the submissions.
13 **Q.** (By Mr. Miller) Does Oracle make pay
14 adjustments for individual employees based on assessment
15 of that employee's pay with respect to race, gender or
16 ethnicity?
17 MS. CONNELL: Objection, calls for
18 speculation, vague.
19 **A.** I don't know.
20 **Q.** (By Mr. Miller) Under what circumstances
21 does Oracle make individualized pay adjustments?
22 MS. CONNELL: Objection, calls for
23 speculation, vague.
24 **A.** Competitive offer, they might submit a
25 resignation and say I have a competitive offer and we

147

1 of times that has to do with the training, the
2 anti-discrimination training you received or your
3 managers received?
4 **A.** Correct, correct.
5 **Q.** And then you say that there is training of
6 HR personnel, I guess, how to avoid pay discrimination.
7 Is that separate from the mandatory training?
8 **A.** I guess I don't -- I don't recall that I
9 said how to avoid it. It was -- it was about giving
10 them the information on the things they should consider
11 when making their decisions in order to be legally
12 compliant and use the factors that we are allowed to use
13 when making those decisions like knowledge, skills,
14 abilities, education, performance, internal peer equity,
15 those kind of things.
16 **Q.** Have you had any specific training on
17 Oracle's obligations under the executive order that
18 applies to federal contractors?
19 **A.** Personally, no.
20 **Q.** Are you aware of Oracle's affirmative
21 action obligations?
22 MS. CONNELL: Objection, vague.
23 **A.** I am aware they exist, but I'm not aware of
24 specifics.
25 **Q.** (By Mr. Miller) Do you know what Oracle's

146

1 counter that offer for a promotion, for an increase of
2 duties that didn't necessarily mean a promotion, but
3 maybe somebody on a team left and someone else had to
4 pick up some slack, and the manager would recognize that
5 by giving an increase in pay.
6 **Q.** (By Mr. Miller) And I've heard this
7 competitive offer process referred to as dive and safe.
8 Is that what it's referred to sometimes?
9 **A.** Yes, yes.
10 **Q.** Does Oracle make individualized pay
11 adjustments based on state regulatory actions?
12 MS. CONNELL: Objection, calls for
13 speculation.
14 **A.** I have no idea.
15 **Q.** (By Mr. Miller) Something you've
16 mentioned, I believe, a couple of times is that budgets
17 are set at the country level; is that correct?
18 MS. CONNELL: Objection, misstates her
19 testimony.
20 **A.** I don't recall we've talked about budgets
21 today.
22 **Q.** (By Mr. Miller) I thought you mentioned --
23 but could be mistaken. How are budgets set for the
24 annual compensation programs?
25 **A.** We start with a global market assessment,

148

1 and all of the regions come forward with their request
 2 for the country -- for the percentage for every country,
 3 and at the very, very top level, we enter that into our
 4 model, the country budgets, and that then gives us an
 5 idea of what our two CEOs and Larry Ellison as CTO, so
 6 the very top level, refer to it as the Oracle board of
 7 directors, and Larry, Mark and Safra are the next level
 8 down.
 9 We model based on country budgets at the
 10 Larry, Mark and Safra level. And then from there, they
 11 make individual decisions on how much they want to
 12 spend. If the -- if the country model -- say, the
 13 country model came to a 200 million dollar budget and at
 14 this point in time, we can only afford 125, we have to
 15 shave it down, and then it starts to get cascaded. They
 16 then make decisions on that next level, and then each
 17 level manager makes decisions on how they want to push.
 18 **Q.** Is it a single budget that then is broken
 19 out by bonus and salary adjustments and equity, or are
 20 there separate budgets for each of those?
 21 **A.** Separate for each.
 22 **MR. MILLER:** Let's go off the record.
 23 **THE VIDEOGRAPHER:** The time is 2:51 p.m.,
 24 going off the record.
 25 (Recess was taken.)

149

1 **THE VIDEOGRAPHER:** The time is 3:06 p.m.,
 2 we're back on the record.
 3 **Q.** (By Mr. Miller) Ms. Waggoner, before we
 4 went on break, I was asking you for reasons for
 5 individualized pay adjustments, and I believe you told
 6 me they were competitive offers, the dive and safe,
 7 promotions or an increase of duties if they made the
 8 promotion; is that right?
 9 **A.** Those would be a few of them, yeah.
 10 **Q.** What are some others?
 11 **MS. CONNELL:** Objection, calls for
 12 speculation.
 13 **A.** I can't -- I mean, I can't really think of
 14 other specific scenarios.
 15 **Q.** (By Mr. Miller) Are you aware of
 16 individualized pay adjustments being made because the
 17 employee had low internal or external equity? If you
 18 recall when we were looking at the PowerPoint slides,
 19 one of the two categories we were looking at, external
 20 equity is related to the market and internal equity is
 21 related to peers. So that's a very long question, so
 22 let's start over.
 23 Are you aware of any individualized pay
 24 adjustments made to attract low internal equity?
 25 **MS. CONNELL:** Objection, calls for

150

1 speculation.
 2 **A.** No, I am not. No, not personally.
 3 **Q.** (By Mr. Miller) Have you been involved in
 4 reviewing the fairness of Oracle's pay systems with
 5 respect to race, gender or ethnicity?
 6 **MS. CONNELL:** Objection, vague.
 7 **A.** I have not had anything to do with
 8 evaluating for those reasons, no.
 9 **Q.** (By Mr. Miller) So when we talk about
 10 these guidelines or the training, I think you have been
 11 pretty clear about this, but I just want to make sure I
 12 understand. These are recommendations that you are
 13 making to managers, they are not requirements; is that
 14 right?
 15 **MS. CONNELL:** Objection, vague.
 16 **A.** So the guidelines -- I think the only
 17 guidelines really that we've put forth in our exhibits
 18 were those global equity guidelines, and those were -- I
 19 believe one of slides even stated they are guidelines,
 20 not rules. This just tells you where the general market
 21 might fall for this kind of job and this career level
 22 and this location.
 23 The others are we consider more like comp
 24 101, general comp best practices for how to use a range,
 25 for how to make pay decisions or how to evaluate an

151

1 internal transfer or a promotion, but I would say
 2 general -- general practices for how to make the right
 3 decisions of the management.
 4 **Q.** (By Mr. Miller) But not requirements?
 5 **A.** Not requirements.
 6 **Q.** Then I just -- looking at Exhibit 15 very
 7 briefly, the front of that exhibit or that PowerPoint
 8 dec says, Global compensation guidelines training. So
 9 does this constitute a guideline, too?
 10 **A.** Well, this one is different in that it
 11 gives very specific circumstances, like this one is
 12 different from any of the other pieces of training in
 13 that it gives like a specific -- on page 47, for
 14 example, it says this is what you would do for a U.S.
 15 Oracle direct-to-field sales transfer, so the way that
 16 this one is different from all others is that it draws
 17 out specific scenarios of what to do in precise
 18 instances.
 19 I'm trying to find some of the other pages.
 20 There are a lot of pages on here --
 21 **Q.** Yeah.
 22 **A.** -- that show specific scenarios, like page
 23 10 and 11 specifically speak to an internal transfer
 24 where the variable increases in North America.
 25 So we say typically, there will be a

152

1 reduction in career level, and there's a reduction in
2 base. Salary, employee new to the role should be
3 targeted in the first or lower or second quartile. This
4 is if somebody is moving from a non-sales to a sales job
5 or something like that. And then -- and then it gives
6 an example of what you might do for that.
7 So this would be more -- more guidelines
8 simply because there are scenarios in here that would
9 kind of guide them in how to make a decision, but it's
10 not a rule around you must do something this way.
11 Q. Okay. And then I just have like three
12 housekeeping questions. One of them is you used the
13 abbreviation EVP at a couple of points. I assume you
14 meant executive vice president?
15 A. Yes.
16 Q. And when you were talking about the salary
17 ranges being different for HQ and non-HQ, you gave me a
18 list of some zip codes. Do you know if it also includes
19 the 93 zip codes?
20 A. Off the top of my head, I don't.
21 Q. And then at the beginning, I asked you what
22 you reviewed in preparation for this deposition, and I
23 asked you if you had reviewed documents that had been
24 produced. Did you review documents that didn't have
25 Bates ranges on them, Bates stamp numbers?

153

1 A. No.
2 MR. MILLER: Okay, I think that does it for
3 me. Thank you for your time.
4 MS. CONNELL: All right, you know our
5 position is that we're done with her now.
6 MR. GARCIA: So you have no questions to
7 ask?
8 MS. CONNELL: I have no questions to ask,
9 and I believe that we have been on the record for just
10 over three hours, three hours and change, so --
11 THE VIDEOGRAPHER: The time is 3:12 p.m.
12 This concludes the deposition, and we are off the
13 record.
14 (Proceedings concluded at 3:12 p.m.)
15
16
17
18
19
20
21
22
23
24
25

154

1 I, KATE WAGGONER, do hereby certify that
2 I have read the foregoing transcript, and that the same
3 and accompanying amendment sheets, if any, constitute a
4 true and complete record of my testimony.
5
6
7 _____ I have made corrections to my deposition.
8 _____ I have NOT made any changes to my deposition.
9
10
11 _____
12 KATE WAGGONER
13
14
15
16
17
18
19
20
21
22
23
24
25

155

1 STATE OF COLORADO)
2) ss.
3 COUNTY OF DENVER)
4
5 I, Susan Bretschneider, Notary Public
6 within and for the State of Colorado, do hereby certify
7 that previous to the commencement of the examination,
8 the deponent was duly sworn by me to testify the truth.
9 I further certify that this deposition was
10 taken in shorthand by me at the time and place herein
11 set forth, and that it was thereafter reduced to
12 typewritten form, and that the foregoing constitutes a
13 true and correct transcript.
14 I further certify that I am not related to,
15 employed by, nor of counsel for any of the parties or
16 attorneys herein, nor otherwise interested in the result
17 of the within action.
18
19
20 _____
21 Susan Bretschneider
22 Notary Public, State of Colorado
23 Commission Expires: 10-26-22
24 Dated: May 6, 2019
25

156

| | |
|---|--|
| <p>1 ERRATA SHEET 2 WITNESS NAME: KATE WAGGONER 3 DATE TAKEN: MAY 1, 2019 4 PAGE/LINE CORRECTION/REASON 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10 _____ 11 _____ 12 _____ 13 _____ 14 _____ 15 _____ 16 _____ 17 _____ 18 _____ 19 _____ 20 _____ 21 _____ 22 _____ 23 _____ 24 SIGNATURE OF DEPONENT: _____ 25 DATE: _____</p> <p style="text-align: center;">157</p> | |
| | |

| A | | | |
|--|--|--|--|
| a.m 3:4 4:2 35:3 55:14,17 67:22,25 | afford 149:14 | approval 3:17,17 15:16,18 102:20,21,22 106:23 107:1 107:15,19 108:1 109:2,18 110:1,10,11,13,13,19,21 115:15,25 120:1 123:3 143:25 | 135:15 138:2,25 142:23 |
| abbreviation 153:13 | Agenda 3:14 | approvals 13:24 105:6,10 112:5 115:5,23 116:23 122:12 123:2,6 124:4,11 | assuming 107:19 125:18 |
| abilities 88:7 90:16 145:14 146:14 | ago 36:9 48:4 81:5 85:6 112:4 122:10 137:20 | approve 16:15 105:21 | assumption 83:14 |
| able 13:21 22:13 75:13 88:8 123:20 | agree 6:19 125:1 | approved 14:7 28:21 105:20 | assuring 147:1 |
| absolutely 86:7 | agreed 55:3 | approver 106:4 115:5 | attempt 54:10 95:21 147:7 |
| abundance 126:24 | AI 91:12,13 93:20 | approvers 110:21 | attempting 91:25 |
| accept 13:17 | align 102:9 | approves 109:9 | attempts 54:4 |
| access 32:22 61:8 82:13 83:12,18,18 141:23 143:15 143:18 144:1,3,10 | allowed 109:8 146:12 | architecture 41:21 85:24 | attention 46:10 48:23 53:23 59:6 72:10 79:17 81:13 86:11 97:1 98:3 99:7 108:23 112:6 129:19 131:1 136:10 141:25 142:1 |
| accommodate 6:12 7:1 | Amazon 92:11 | area 34:15,17 97:5,12,22 | attorney 4:10 7:7 77:2 |
| accompanying 81:14 86:11 155:3 | ambiguous 33:16 34:2 53:16 59:23 61:24 | areas 41:7 121:1,2 140:2 | attorney-client 45:5 |
| account 53:13 88:8 147:7 | amendment 155:3 | argument 78:21 | attorneys 4:15 156:16 |
| accounted 90:25 | America 1:8 60:15 152:24 | argumentative 132:13 133:3 133:4 | attract 150:24 |
| accuracy 28:23 | amount 52:19 116:5,7 | Aria 39:1,8 40:14 | audience 49:6 62:13,22 65:25 141:21 143:11 |
| achieving 36:6 | amounts 15:1 | arrangement 29:16 | audit 13:25 14:5 |
| acquired 13:7 18:13 20:15 22:6 133:24 | Ana 4:15 | arrive 123:20 | audited 16:3 |
| acquisition 13:6,7 18:11,22 42:17 82:24 83:8 | analysis 78:17 89:17 96:2,4 124:7 | asked 6:5 20:2 26:17 28:24 31:10 52:20 70:4,5,11 74:18 96:6 124:7 125:24 126:4 132:6,13 137:19 140:25 153:21,23 | audits 17:5 |
| acquisitions 19:1,13 20:10 21:7 22:5 83:2,9 107:22 133:24 | analyst 77:2 | asking 17:25 35:13 45:8,9 60:3,3 64:3,8 67:5,6,10 94:10 107:21 132:2 133:1 140:18 144:4 150:4 | authority 25:10 76:9,10,12 77:17 |
| action 146:21 147:7 156:17 | analyzed 137:21 | asks 49:6 54:6,6 | authorize 67:15 |
| actions 148:11 | and/or 42:13 92:6 | assess 24:3 | auto 129:2 |
| activities 18:11 | announcement 47:2 | assessment 22:14 95:14 147:14 148:25 | automated 107:1,9 |
| activity 9:14 137:14 | annual 3:18 9:9,9 13:11 15:25 16:5,14,19,20 17:11 17:13,16 28:16 43:20 56:16 98:10 115:13 116:15 116:21 138:17,18 141:18 143:12 144:23 148:24 | assigned 95:12 | available 7:21 10:5 28:19 39:14 44:23 47:1,3 48:6,11 61:6 141:13,16,20 |
| actual 51:5 | answer 7:6,7,11 17:24 112:24 132:9,12,16 | assignment 103:9,9,13 105:1 | Avenue 2:5 4:7 |
| add 60:12 75:8,13 78:14 | answered 7:13,23 86:4 96:6 125:25 132:13,21 | assignments 103:18 | average 32:14,21 141:22 |
| added 11:8,14 83:6 | anti-discrimination 69:8 70:15 146:2 | assist 85:12 141:21 | avoid 45:11 146:6,9 |
| adding 77:19 | anybody 70:2,18 71:10 91:19 94:14 96:3 144:8 | assistance 84:12 | award 139:11 |
| additional 6:22 | anyway 74:21 126:18 | assistant 135:11 | awarding 115:13 |
| additions 85:25 | apart 16:21 120:23 | associated 48:25 57:13 | awards 115:21 |
| address 40:7 | apologize 107:12 | assume 7:1 72:21 76:10 84:5 105:7 114:9 153:13 | aware 31:24 35:7 38:18 47:3 70:18 71:10 82:14 88:24 92:22 96:7 140:23 146:20 146:23,23 150:15,23 |
| addresses 39:11 | apology 39:25 | assumes 24:7 25:25 33:8,16 34:2 45:16 46:24 49:14 50:1 61:24 62:10 66:21 71:8 76:16,22 77:22 80:3 80:17 81:17 84:4 85:8 88:12 89:1 91:18 95:25 99:20 100:2 104:22 105:12 110:15 115:16 116:1,11,17 116:24 117:11 118:21 119:5 125:10 134:17 | awkward 38:8 |
| adjust 88:20,21 | appear 53:9 57:18 80:10 92:19 | | |
| adjusted 88:19 89:10,10 | APPEARANCES 2:1 | | |
| adjusting 77:18 | appears 7:2 62:2 63:4 64:1 72:17 79:24 87:17 119:23 | | |
| adjustments 21:10,13 99:18 147:14,21 148:11 149:19 150:5,16,24 | appellation 68:25 | | |
| administer 9:11 41:19,19,20 109:15 | applied 15:20 | | |
| administering 13:11 | applies 60:16 85:12 146:18 | | |
| administration 9:8 12:4,17 | apply 91:20 133:21 | | |
| ADMINISTRATIVE 1:2 | appraisal 139:25 | | |
| advise 145:7 | approach 20:11 121:14 140:10 | | |
| advises 95:11 | appropriate 13:23 55:7 78:18 119:25 | | |
| affect 80:16,20 82:6 101:24 138:13 | appropriately 14:1 71:5 | | |
| affirmative 146:20 147:7 | | | |

B

back 13:9 27:7 35:4 46:25 55:18 68:1 81:5 96:23 97:1 99:7 100:8 107:6,11 114:12 122:8 141:25 143:21 150:2

background 134:20,21,22 135:4,6

bag 73:3

balances 95:1

balloons 73:17

base 17:12 105:18 153:2

based 7:8 34:14 53:1,20 71:6 89:11 107:18 121:10 124:3,11,17,18,19 130:24

| | | | |
|--|---|--|--|
| <p>138:8 139:2 140:11 147:14 148:11 149:9 basically 49:4 103:8 basis 69:23 124:10 137:5 143:1 Bates 63:10 153:25,25 battling 137:8 beginning 5:8 72:12 73:16 153:21 begins 128:4 behalf 2:3,11 4:12,18 behave 44:10 believe 18:12 23:21 28:24 41:4,17 42:11 66:23 70:4 72:12 74:17 84:17 104:23 106:1 121:10 123:13 133:25 145:2 148:16 150:5 151:19 154:9 bench 109:14 benchmark 87:1,2 benchmarking 89:23 97:17 98:17 99:3 best 7:19,20 26:13 65:10 88:16 89:3 151:24 beyond 76:2 121:24 142:19 big 47:2 84:8 bigger 78:5 bit 5:5 7:16 11:9 12:3,4 13:3 21:6 40:20 52:14 54:13 93:18 97:6,13,15 100:11 137:20 138:19 blasted 143:6 Blazen 91:7 block 103:8,18 105:1 board 9:20 19:7 21:18 56:1 83:14 149:6 boarding 24:6,13,16 42:17 42:20 83:8 body 115:1 bolded 128:3 bonus 3:18 9:10 12:2 17:13 25:22 41:20 82:11 115:13 115:21,22 116:3 117:3 138:18,19 139:2,14 140:6 149:19 bonuses 56:25 112:18 138:22,23 140:11 bottom 46:11,14 47:18 53:24 55:20 59:8 66:3 79:19 88:17 97:2 98:15 131:2 134:3,9,10 Boulevard 3:3 box 90:4 107:14 break 7:21,24 28:6 34:21,23 67:21 100:10 150:4 breaking 34:21 59:18</p> | <p>Bretschneider 1:24 3:5 156:5,20 bridge 83:15 brief 22:12,20,21 briefly 29:15 86:3 135:7 152:7 bring 20:24 21:18 85:15 88:4,5 90:16 121:11 138:9 138:10 bringing 18:12 22:5 broad 24:20 85:13 88:2 89:24 broader 88:5 broke 107:13 broken 99:10 149:18 brought 42:8 bucket 73:6 bucketed 52:25 budget 16:8,12,16 28:21 40:15 109:20,21,23 113:7 113:12 119:10,23 122:16 122:20 123:18 125:4,17,19 125:21 139:4,16 147:6 149:13,18 budgets 56:16,17,20 148:16 148:20,23 149:4,9,20 building 45:18 built 44:22 bullet 59:11 98:15 109:1 business 10:5,6 11:25 13:10 13:18,21 16:2 19:4 20:14 23:25 25:5,6,10,17 26:14 36:4 42:6,7,13 43:5 54:25 60:18 75:5,12 77:25 78:16 78:20 82:18 84:1 94:23 101:11,12 104:3,11 120:6 120:9,14,20,21 137:22 139:3,5 142:25 143:1 buy 21:11</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p>C 75:22 78:6 California 2:9,14,17 4:7 33:6 33:6 86:6 call 14:14 50:6,7 52:17 58:2 84:9 87:1 called 3:2 13:16 39:1 73:18 83:1,10 96:15 113:9 133:25 141:11 calling 55:3 calls 10:1 19:15 25:11 26:20 27:1 33:16 34:2,2 36:16 37:21 38:15,21 39:4,9,16 39:19 40:4,16 43:2 46:23 48:12 49:15 50:2,10,17 56:4,11,21 57:1 59:15,16</p> | <p>59:23,23 61:9 66:14,21 67:17 70:20 71:13 80:18 81:10 82:16 83:3 90:9,14 91:2 92:2 93:25 94:9,20 95:16 96:5,11 98:22 99:19 100:1 101:13 102:2 104:4 104:9,21 105:11,23 112:23 114:5 115:9,17 116:2 117:25 118:7,15 119:15 120:4 121:6 123:9 125:9 126:6 127:12 130:3 134:17 135:15,20 136:5 137:3 138:2 139:1,22 140:7 142:23 144:24 147:9,17,22 148:12 150:11,25 candidate 82:4 131:10 candidates 35:13 91:20 95:8 capacity 5:13,25 6:20 20:7 101:19 capital 39:7,24 40:3 Capitol 2:16 care 21:6 career 23:12 29:17,23 31:25 38:10 52:20 74:18,20,21 75:16,24 76:11 77:4,7 78:14 79:25 88:5 135:12 135:24 151:21 153:1 careful 7:15 cascaded 149:15 case 1:4 5:19 6:7 33:1,1 36:22,25 62:5 85:22 86:5 107:8 case-by-case 137:5 cash 140:11 categories 77:4 103:10 150:19 category 90:2 103:8,24 cause 137:8 caution 45:4 126:24 center 103:13,21,23 104:2 104:15 centers 104:13,20 Central 4:7 CEO 16:7,10,14 115:5 122:11 CEOs 110:22 149:5 certain 12:14 41:22 56:14 101:2 certainly 32:15 70:14 73:4 80:5 95:11 112:8 certify 155:1 156:6,9,14 chain 3:19 114:14 115:8 116:23 117:10 chains 120:1 challenge 54:14</p> | <p>chance 106:14 108:9 111:9 127:1 136:11 142:2 change 21:24 24:24 29:9,19 68:17 88:19 103:13,21 105:3,18 110:23 123:17 135:13,19,22,25 136:16,20 136:23,25 154:10 changed 11:6 18:19 20:2,3 20:4,6 47:5,10 48:3,20 113:3,4,4 changes 3:16 20:25 21:3 56:13,14 65:23 102:23 110:14 115:12,19 155:8 changing 135:10,24 characterized 124:20 charge 9:7 13:11 Charle 29:12 charts 39:12 79:21 check 106:6 122:11,15,16 135:5,6 147:5 checking 15:8 checks 95:1 134:21,22,23 China 143:8 choose 26:14,15 Choosing 81:15 chose 5:21 Chris 10:13 11:1 circumstances 147:20 152:11 clarification 35:20 60:19 clarify 7:9,11,14 35:5 clarifying 36:20 132:4 class 82:18 classification 84:2 clear 5:4 6:16 51:14 60:2 69:2 110:6 111:25 119:1 145:12 151:11 clearer 24:11 51:16 clearly 131:15 132:4 client 11:22 12:10 36:3 78:4 clients 47:4 78:5 close 14:19 cloud 114:23 136:25 137:1 code 40:7 73:10,13 79:1,6,7 81:16,16,18,20,22,25 82:1 82:1,2,11,15,23 83:16 84:1 84:3,16,19,21,22,25 85:11 85:17 90:19 93:16,21 96:13 codes 9:15 23:4 34:14,18 73:3,3 85:5 86:6 96:9 135:11 153:18,19 collaboration 92:5 collaborative 45:18 137:11 Colorado 1:16 3:3,6 156:1,6 156:21</p> |
|--|---|--|--|

| | | | |
|--|---|--|---|
| <p>com 133:22 come 19:7 26:4 28:4 30:23 36:12 49:20 75:6 77:14 78:24 83:13 86:16 91:20 92:12,15 93:16 101:10 127:11 135:18 149:1 comes 43:7 56:7 58:17 77:15 78:16 82:17 87:3 135:4 coming 13:9 command 91:8,13 commencement 156:7 commencing 3:4 comment 48:25 49:3 53:25 54:1 55:21 83:25,25 commented 141:2 Commission 44:5 156:22 commissioned 91:14 committee 9:20 54:6,7 55:22,23,24 56:2,3,10 78:23 common 21:18 125:12 143:2 communicate 13:14 109:1,8 109:23 110:1,7,9 142:20 communicated 68:18 96:9 141:6 142:18 comp 9:4,19 10:4,7 19:13 20:25 25:8 48:17 50:7 54:6 54:7 55:21,23,24 69:4,5 89:21 95:4 123:22 141:17 145:7 151:23,24 compa-ratio 98:7,8,9,11,16 99:1,2,11 100:12,14 101:1 101:10,17,24 135:8 138:5 138:6,12 compa-ratios 98:21 99:18 99:21,24 100:21 companies 22:18 89:5 133:24 company 18:13 19:9 20:19 20:19 22:6,10 48:15 73:4 company's 19:3 compare 101:6 comparing 15:14 64:13 compelling 92:12 compensation 3:13,15,15 3:16,20 6:9,13 8:4,10,20 8:23,24 9:1,9,14,20,23 10:16,25 11:4,5,18 12:2,21 13:12,16 15:25 16:6 17:11 17:15 18:14,25 19:7,9,20 20:8,14 24:5,13,20 25:16 25:24 26:19,25 27:13 28:16 29:4,7 30:2,3,5,9,9 30:10,17,20 33:5,9,24</p> | <p>35:10,23,24,24 36:2,15 37:18,22 41:6,12 43:17,18 44:17 48:1,7 49:7,8,12,12 49:19,25 50:4,16,16 52:5 53:2 56:2,3,6,10,15 59:9 59:13 60:7 61:6,17,21 64:4 64:5,6,7 65:22,22 71:12 74:1,13 83:9,19 84:3,8,9 84:14 88:1 92:6 94:25 104:2,10 109:7,9,13,15 111:2,16 112:16 118:24 120:22 124:13,20 126:17 130:18 137:24 138:17 140:10 142:10,19 145:2 147:2 148:24 152:8 compensation-related 5:18 6:4 21:3 competing 92:16 competition 137:15 competitive 91:22 92:18 147:24,25 148:7 150:6 compilation 58:16 complete 5:20 155:4 completely 139:4 complexity 75:19,20 76:4,6 76:7,7,8,14,21 77:16 78:12 compliance 1:4 4:4 128:4 compliant 59:13,14 60:13 60:17 70:5,11,12 145:7 146:12 complied 59:21 Compound 33:16 concerned 119:3 concerns 86:5 concluded 154:14 concludes 154:12 conclusion 54:21 59:16,24 condition 6:7 conditional 57:25 conduct 13:21 conducting 33:1 confer 5:21 6:17 conferred 6:1 confidential 51:5,7,8,17 55:10 57:6,10,17,22,23 58:2,3,5,9,12 60:24,24 63:3 65:14,15 71:21 102:14 106:13 108:8 111:8 113:18 126:25 129:12 130:12 133:17 confirm 5:12,23 51:19 74:16 109:19 confirms 136:14,21 confused 15:13 connected 138:23 connection 71:11</p> | <p>Connell 2:12 4:11,11 5:7,11 10:1 17:17 18:17 19:15 20:16 21:15 24:7 25:11,25 26:20 27:1,10 31:7 32:1,7 33:8,15 34:1,8,13,20,24 36:16 37:4,20 38:15,21 39:4,9,16,19 40:4,11,16 41:15 42:3,9,24 43:2,13,23 44:15 45:4,15 46:23 47:11 47:23 48:12 49:14 50:1,10 50:17 51:3,13,16,22 53:15 55:8 56:4,11,21 57:1,6,9 57:19 58:4,11 59:4,15,22 60:5,23 61:9,13,23 62:8,20 63:3 64:11 65:12 66:10,14 66:20 67:2,16 68:8,14,21 69:1,10,19,24 70:20 71:8 71:13,20 72:19 73:1,12,20 75:17 76:16,22 77:22 79:3 80:2,17,22 81:10,17 82:16 83:3,11 84:4,18 85:1,8,20 86:24 87:8 88:12,25 89:20 90:8,14 91:2,18 92:2,24 93:25 94:9,18 95:5,16,24 96:5,11 97:25 98:22 99:12 99:19 100:1,18 101:13 102:1,14 103:15,19 104:4 104:9,17,21 105:11,23 106:12 108:7 109:10 110:3 110:15 111:7 112:23 113:17 114:5,15 115:9,16 116:1,11,17,24 117:11,17 117:25 118:6,14,21 119:5 119:15,21 120:4,11,15,19 120:25 121:6 122:13 123:9 124:14 125:9,14,24 126:6 126:24 127:12,21 129:12 130:3,11 131:12,21 132:12 132:18 133:2,16 134:8,16 135:14,20 136:4,17 137:2 138:1,25 139:8,22 140:7 140:16 142:22 143:20 144:24 146:22 147:9,17,22 148:12,18 150:11,25 151:6 151:15 154:4,8 consensus 75:11 consequences 26:11 consider 6:5,8 28:20 101:17 102:3 121:4 125:23 126:4 126:11 127:9 145:23 146:10 151:23 consideration 35:14 122:18 125:19 133:21 139:15 considered 10:4 31:3 87:2 90:5 93:20 99:2 118:2 136:6</p> | <p>considering 28:20,21 118:4 consistency 11:11 36:5,7 41:12,13,18,18,20,23 42:23 consistent 41:14 43:8 50:12 62:16 89:7,9 93:11 constitute 152:9 155:3 constitutes 156:12 consult 10:5 consultant 9:3 12:14,16 37:23 123:23 124:21 consultants 10:4,7 37:18 consultative 12:5 consulted 10:5 consulting 11:24 12:1,25 41:4 contact 13:19 18:25 84:14 contacting 83:25 contain 40:15 58:10 contains 40:6 content 58:17 63:25 contents 45:5 context 26:16 59:14 79:14 Contract 1:4 4:3 contractors 146:18 contribute 124:25 contributor 23:7 39:14 contributors 36:24 143:14 control 81:2 conversation 7:17 conversations 17:24 141:22 copies 63:8 copy 65:11 copyright 58:24 corporate 9:10 17:13 25:21 139:2 correct 23:3,11,16 29:1 30:3 30:4,7 36:10 37:12 38:6 47:15,19 51:15 58:22 66:1 66:5 68:13 69:16 72:16 73:19 74:10 79:2,15,16 81:16 82:10 84:24 86:19 87:21 88:20 89:16 94:16 97:22 108:18 118:20 121:18,20 125:23 126:19 126:20 139:17 142:6 143:17 146:4,4 148:17 156:13 corrected 126:15 CORRECTION/REASON 157:4 corrections 155:7 correctly 83:16,20 94:16 105:5 correspond 99:11 cost 103:13,21,23 104:1,13</p> |
|--|---|--|---|

| | | | |
|--|---|--|---|
| <p>104:15,20 counsel 4:8 17:25 133:2 156:15 count 132:24 counter 148:1 countries 52:25 54:16 60:14 60:15 99:4 100:16 country 60:17 87:25,25 101:3,11,12 138:4 148:17 149:2,2,4,9,12,13 COUNTY 156:3 couple 23:1 26:5 36:19 41:11 100:25 145:25 148:16 153:13 course 6:3 43:16 courses 43:21 court 3:5 4:6 45:25 50:21 60:20 62:25 65:7 71:17 102:12 108:4 111:4 113:14 129:9 130:9 cover 27:5 28:5 48:18 62:2 71:5 138:11 covered 138:3 create 54:4 55:1 71:6 created 46:25 47:25 48:1,5 52:18 53:2 127:8 134:14 creating 36:8 59:2 CTO 149:5 curious 14:10 62:1 124:9 current 8:2,3 9:5 24:20 29:17 78:2 84:17 101:17 128:5,21 131:10,16,19 currently 28:25 74:19 cutting 91:6 92:8,14</p> | <p>dealing 78:5 83:8 dealt 15:24 71:1 dec 152:8 decide 78:20 81:19,20 decides 91:19 decision 15:19 21:20,20 25:7,9 27:16 42:23 49:24 120:13,16 153:9 decision-making 76:9,10,12 77:17 decisions 44:18 60:1 62:23 94:7,15 110:2 121:5 145:13,15,23 146:11,13 147:4 149:11,16,17 151:25 152:3 declines 6:14 deem 119:25 deep 109:21 defendant 1:9 2:11 4:12 define 13:14 77:8,25 defined 50:14 78:22 definitions 141:17,17 delivering 72:7 demarcate 34:11 Denver 1:16 3:3 156:3 Department 1:1,5 2:5,8 4:4 4:10,16 dependent 139:4 depending 78:3 82:4 99:16 depends 119:10 depo 60:25 deponent 156:8 157:24 depose 5:20,22 6:12 deposed 4:25 6:3 deposition 1:14 3:1 4:2 5:15 5:24 6:6 17:20 18:1 33:2 57:23 64:24 72:13 73:16 132:15,20 153:22 154:12 155:7,8 156:9 depositions 132:8 describe 31:24 described 94:12 description 87:20 89:15 97:14 descriptions 89:19,22,23 designate 51:17 55:9 57:21 58:12 108:7 126:25 133:17 designated 51:5 57:10,17 113:18 designation 51:9 57:7,21,23 58:6 60:25 65:16 details 106:6 147:11 determine 38:20 45:1,12 77:20 78:17 87:22 89:18 93:24 120:9 determined 23:17 53:19</p> | <p>139:20 determines 75:5 91:16 determining 35:14 75:24 127:9 131:17 develop 13:20 16:1 25:17 27:4,12 28:2 52:12 90:11 developed 47:18 52:15,16 141:4 145:3,19 developer 23:10,13,24 37:3 77:3 91:13,15 137:10 developers 91:5 developing 27:9,23 72:4 91:5 93:22 111:19 130:20 development 12:25 23:10 27:25 28:1 35:11 37:2 41:2 73:7 97:11 difference 107:3 141:1 differences 90:19 different 19:19,22,23,25 28:11 33:12,23 36:23 47:21 54:11,25 62:7 64:9 77:15,16 78:12 79:8 88:6 90:22 91:23 99:16 101:7 104:3,8 110:20 120:21 134:25 136:1 137:19,21,22 139:24 152:10,12,16 153:17 differently 37:9 92:17 digging 106:5 direct 46:10 66:19 86:10 direct-to-field 152:15 directly 11:24 50:8 80:19 84:9 director 8:3,10,19,19 10:15 11:3,4,14,14 13:10,10 18:21 19:14,19 25:16,16 29:4,19,20,21 30:1,1,9,10 30:15,16,17,23,23 31:2,12 31:16,17,18 43:17,18 73:25 74:3,8,12 directors 9:20 55:25 56:1 149:7 disclaimer 49:5 disclose 45:5 discourage 140:15,21 discretion 66:7,18,25 67:7 80:25 discretionary 3:16 30:12,13 65:23 74:12,14 79:25 80:13,16,23,24 81:1,2,7 96:16 105:3,9 discriminate 70:8 discriminating 44:18 69:23 discrimination 44:12 45:11 59:25 69:16 71:1 146:6 discuss 54:3 58:2</p> | <p>discussed 5:17 108:21 discussing 38:9 69:7 140:15,21 143:12 discussion 45:6 51:18 55:13,16 65:17 69:22 96:22 98:18 disparities 71:6 144:23 dispute 6:21 distinct 73:23 distinction 26:5,7 distinguish 75:8,15 distributed 142:9 dive 109:21 148:7 150:6 divided 40:20 41:7 document 23:23 46:5 52:1 57:18 58:14 59:3 61:2 63:17,23 64:16 65:19 66:10,21 68:8,14 71:25 72:5,19 73:21 80:2 85:2,9 90:8 102:17 106:17 109:11 111:12 114:15,16 127:2 129:17 130:14 131:13,13 131:22,23 133:12 134:14 134:17 136:17 documentation 78:20 140:4 141:14 documents 5:18 6:23 18:3,5 62:9 63:14,20 64:11 69:25 102:22 133:14 143:13,15 143:19 153:23,24 doing 5:4 11:16 24:1 35:15 41:25 48:7 89:5 90:17,18 93:5,14 94:13 102:5 136:1 138:5 139:24 dollar 149:13 dollars 105:15 dot 133:21,22 doubles 63:7 draw 54:21 72:10 96:25 112:6 131:1 136:10 142:1 drawing 26:5 28:8 48:23 53:23 59:6 98:2 99:7 108:23 129:19 draws 152:16 due 49:20 duly 4:20 156:8 duties 9:6 10:18 11:5,13,19 13:9 16:17 19:3 22:6,9,22 23:5,22 25:15 27:9,11 76:8 76:21 93:11 94:4 148:2 150:7 duty 28:15</p> |
| D | | | |
| <p>dash 46:14 51:20 53:9,10,24 55:20 59:7,11,12 70:5 72:11 97:2 98:4,4 99:14 106:22 107:7,8,12 108:24 129:20,21 131:2,3 136:11 142:2 data 5:18 53:17,18 57:16 87:3 128:25 129:3 Database 3:21 databases 17:15,21 18:8 124:4 date 4:5 28:21 52:8 102:25 106:19 157:3,25 dated 108:17 156:24 dates 8:13 day 5:15,24 7:1 50:25 126:15 141:5 day-to-day 111:1 days 6:3 deal 67:18</p> | <p>dealing 78:5 83:8 dealt 15:24 71:1 dec 152:8 decide 78:20 81:19,20 decides 91:19 decision 15:19 21:20,20 25:7,9 27:16 42:23 49:24 120:13,16 153:9 decision-making 76:9,10,12 77:17 decisions 44:18 60:1 62:23 94:7,15 110:2 121:5 145:13,15,23 146:11,13 147:4 149:11,16,17 151:25 152:3 declines 6:14 deem 119:25 deep 109:21 defendant 1:9 2:11 4:12 define 13:14 77:8,25 defined 50:14 78:22 definitions 141:17,17 delivering 72:7 demarcate 34:11 Denver 1:16 3:3 156:3 Department 1:1,5 2:5,8 4:4 4:10,16 dependent 139:4 depending 78:3 82:4 99:16 depends 119:10 depo 60:25 deponent 156:8 157:24 depose 5:20,22 6:12 deposed 4:25 6:3 deposition 1:14 3:1 4:2 5:15 5:24 6:6 17:20 18:1 33:2 57:23 64:24 72:13 73:16 132:15,20 153:22 154:12 155:7,8 156:9 depositions 132:8 describe 31:24 described 94:12 description 87:20 89:15 97:14 descriptions 89:19,22,23 designate 51:17 55:9 57:21 58:12 108:7 126:25 133:17 designated 51:5 57:10,17 113:18 designation 51:9 57:7,21,23 58:6 60:25 65:16 details 106:6 147:11 determine 38:20 45:1,12 77:20 78:17 87:22 89:18 93:24 120:9 determined 23:17 53:19</p> | <p>139:20 determines 75:5 91:16 determining 35:14 75:24 127:9 131:17 develop 13:20 16:1 25:17 27:4,12 28:2 52:12 90:11 developed 47:18 52:15,16 141:4 145:3,19 developer 23:10,13,24 37:3 77:3 91:13,15 137:10 developers 91:5 developing 27:9,23 72:4 91:5 93:22 111:19 130:20 development 12:25 23:10 27:25 28:1 35:11 37:2 41:2 73:7 97:11 difference 107:3 141:1 differences 90:19 different 19:19,22,23,25 28:11 33:12,23 36:23 47:21 54:11,25 62:7 64:9 77:15,16 78:12 79:8 88:6 90:22 91:23 99:16 101:7 104:3,8 110:20 120:21 134:25 136:1 137:19,21,22 139:24 152:10,12,16 153:17 differently 37:9 92:17 digging 106:5 direct 46:10 66:19 86:10 direct-to-field 152:15 directly 11:24 50:8 80:19 84:9 director 8:3,10,19,19 10:15 11:3,4,14,14 13:10,10 18:21 19:14,19 25:16,16 29:4,19,20,21 30:1,1,9,10 30:15,16,17,23,23 31:2,12 31:16,17,18 43:17,18 73:25 74:3,8,12 directors 9:20 55:25 56:1 149:7 disclaimer 49:5 disclose 45:5 discourage 140:15,21 discretion 66:7,18,25 67:7 80:25 discretionary 3:16 30:12,13 65:23 74:12,14 79:25 80:13,16,23,24 81:1,2,7 96:16 105:3,9 discriminate 70:8 discriminating 44:18 69:23 discrimination 44:12 45:11 59:25 69:16 71:1 146:6 discuss 54:3 58:2</p> | <p>discussed 5:17 108:21 discussing 38:9 69:7 140:15,21 143:12 discussion 45:6 51:18 55:13,16 65:17 69:22 96:22 98:18 disparities 71:6 144:23 dispute 6:21 distinct 73:23 distinction 26:5,7 distinguish 75:8,15 distributed 142:9 dive 109:21 148:7 150:6 divided 40:20 41:7 document 23:23 46:5 52:1 57:18 58:14 59:3 61:2 63:17,23 64:16 65:19 66:10,21 68:8,14 71:25 72:5,19 73:21 80:2 85:2,9 90:8 102:17 106:17 109:11 111:12 114:15,16 127:2 129:17 130:14 131:13,13 131:22,23 133:12 134:14 134:17 136:17 documentation 78:20 140:4 141:14 documents 5:18 6:23 18:3,5 62:9 63:14,20 64:11 69:25 102:22 133:14 143:13,15 143:19 153:23,24 doing 5:4 11:16 24:1 35:15 41:25 48:7 89:5 90:17,18 93:5,14 94:13 102:5 136:1 138:5 139:24 dollar 149:13 dollars 105:15 dot 133:21,22 doubles 63:7 draw 54:21 72:10 96:25 112:6 131:1 136:10 142:1 drawing 26:5 28:8 48:23 53:23 59:6 98:2 99:7 108:23 129:19 draws 152:16 due 49:20 duly 4:20 156:8 duties 9:6 10:18 11:5,13,19 13:9 16:17 19:3 22:6,9,22 23:5,22 25:15 27:9,11 76:8 76:21 93:11 94:4 148:2 150:7 duty 28:15</p> |
| E | | | |
| <p>E 2:4,8 E-business 114:22</p> | | | |

| | | | |
|--|--|--|--|
| <p>e-mail 2:14,17 3:19 114:9,10 115:1 128:15 earlier 20:2 24:11 38:3 42:19 58:8 69:7 74:17 106:19 110:22 126:14 early 42:20 74:24 140:25 earning 91:21 easier 7:16 econnell@orrick.com 2:14 economics 92:9 edge 91:6 92:8,14 educate 145:6 education 88:7 90:16 146:14 Edwards 10:13 11:1 13:5,6 91:10 effect 84:16 127:11 effective 28:21 effects 99:24 effort 45:18 eight 98:14 either 20:1 26:2 40:14 114:1 electronic 18:8 element 120:3 elements 41:1 42:1,4 73:15 129:4 eligibility 13:14 17:3 82:12 82:12,12 eligible 14:13,17 15:6,9 17:7 17:8,8,9 21:2 Ellison 109:4,9 149:5 Ellison's 110:12 embrace 54:7 embraced 55:23 employed 156:15 employee 14:19,22 15:7,16 15:20,21 22:6 31:24 32:15 32:18,21 38:13,19 49:8,19 62:13 66:13,13 67:14 73:13 82:2 90:7,13 91:1 94:8,12 101:18 102:23 118:4 119:4 124:1,23 125:5 139:7 141:23 150:17 153:2 employee's 14:9 15:17 93:5 98:10 117:24 122:24 124:24 147:15 employees 9:14,23 14:12 15:5,6 18:13 19:3,3 21:1,9 23:2 24:13 37:14 38:4 40:3 42:21 61:11,12 65:25 67:19 68:18 73:9 82:24 83:2,13,21 92:23 96:10 100:15,22 101:10 113:1 116:4 117:19 119:13,24 125:7 140:15,21 141:6,14</p> | <p>147:14 employment 40:8 71:4 82:14,23 134:5,20,25 135:3 145:5 147:1 encompasses 34:7 encouraged 94:21 ends 63:10 engineer 97:12 ensure 11:11 21:10 28:23 41:12 42:22 44:12 94:15 95:21 128:4 144:22 145:17 ensuring 44:13 45:13 entail 16:25 18:16,23 25:18 28:17 75:1 entails 19:1 28:18 enter 115:15 116:5,23,25 117:1,4,9,15 126:1 129:1 149:3 entered 116:16 126:13 entire 27:14 97:14 113:11 entitled 5:15 105:15 107:14 entries 116:10 entry 97:4 128:20,25 129:3 environment 137:12 EO6 79:11,12 equal 25:9 147:1 equitable 53:13 145:13 equity 3:14,19 9:10 12:2 17:13 24:22 25:21 41:20 52:4,19 53:1,4 54:11,15,22 56:13,16,17 93:4,24 94:7 95:15,20 98:19 102:4 117:7,8 137:6 138:20 140:5,12 141:9 142:5 143:2,8 145:14 146:14 149:19 150:17,20,20,24 151:18 Erin 2:12 4:11 57:24 132:19 ERRATA 157:1 especially 82:24 Esq 2:4,4,8,12,15 essentially 22:24 48:17 61:5 77:5,12 109:12 113:6 128:25 establish 13:14,22 established 98:24 establishing 97:9 estimate 123:14,15,21 124:3 124:7,10,19 ethnic 144:22 ethnicity 147:16 151:5 Europe 60:14 evaluate 20:8 21:1,4,19 24:19,21 76:15,20,25 138:8 151:25 evaluating 20:18 76:19</p> | <p>151:8 eventually 55:3 everybody 113:7,8 evolved 20:12,22 48:14,15 EVP 57:3 153:13 exact 8:13 137:13 138:5 exactly 21:21,21,22 38:23 43:4 110:16 examination 3:2,9 4:22 156:7 examined 4:20 example 22:18 23:9 37:17 37:24 72:18,22 73:24 74:20 75:4 77:19 78:1 79:24 83:17 87:16 91:13 97:3,11 99:9 152:14 153:6 exception 7:22 144:11 Exchange 44:4 excluding 118:10 executive 9:19 56:14 146:17 153:14 executives 56:8 exhibit 3:12 45:24,25 46:1 50:21,22,23 51:15,20 55:9 57:5,8,22 58:12,20,24 59:7 60:21,22,23 61:16 62:25 63:1,2,16,24 64:3,6,9,9,16 65:6,8,9 66:2 67:21 68:13 70:4 71:17,18,19,20 79:23 102:12,13,25 106:9,10,11 106:12,20 107:6,11 108:4 108:4,6,21,25 111:4,4,6,7 113:14,15,16,17 126:21,22 126:23 127:25 128:11,13 128:19 129:9,9,11,12 130:8,9,10,11 133:7,9 136:9,10 142:1 143:23,23 143:24 144:1,1,3 152:6,7 exhibits 51:6 60:10 62:18 63:5,6 68:3,5 102:11 121:8 128:11 141:15,20 143:25 144:10 151:17 exist 73:4 81:9 146:23 existed 91:10 existing 75:4 exists 35:7 95:1 expect 17:8 77:8,10 80:7 expected 17:7 experience 45:20 75:18 83:7 85:14 124:13,20 131:16,24 132:4 expert 60:1 Expires 156:22 explain 98:7 explained 84:21 124:12 141:2</p> | <p>explanation 97:7 explicitly 7:7 extent 51:6 86:15 external 150:17,19 eyes 84:13</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>facilitate 50:9 facility 33:2,3 86:5 fact 14:21 78:21 128:19 factor 85:6 93:7,12 97:17 117:23 131:15 factoring 28:18 factors 28:23 31:23 76:1 85:10 90:5,22 101:23 102:3 117:20,22 135:10 138:13 145:15 146:12 facts 24:8 25:25 33:8,16 34:2 45:16 46:24 49:14 50:1 61:24 62:10 66:21 71:8 76:17,22 77:22 80:3 80:18 81:17 84:4 85:8 88:12 89:1 91:18 95:25 99:20 100:2 104:22 105:12 110:15 115:17 116:1,12,17 116:24 117:11 118:21 119:5 125:10 134:17 135:15 138:2,25 142:23 fair 53:13 60:9 99:17 133:4 145:12 fairly 11:6,10 89:7,9,14 fairness 151:4 fall 19:5 22:15 70:13 92:1 151:21 falls 23:22 24:20 familiar 101:2 114:2 familiarity 107:23 families 23:18 31:5 36:21 family 19:5 22:14 23:3,3,8 23:10,15,24 31:1,2,3 32:5 36:23 37:3,10,18,23 38:1,9 43:10 75:4,7 82:7 97:14 135:25 FAQ 3:19 127:7 far 6:10 11:9 12:9 19:4 41:24 62:4 90:23 138:16 fear 54:19 features 84:23 federal 1:4 4:3 5:14 146:18 feel 59:17 fewer 92:9,10 field 9:4 89:4 128:5 fields 129:1 130:2 figure 32:9 36:21 52:25 fill 81:23 final 24:1 25:3,4 106:2 109:2</p> |
|--|--|--|--|

| | | | |
|--|--|--|---|
| <p>109:17 110:1,10,11 113:6 113:10 147:5 finalized 112:2 147:6 finance 103:24 finances 104:19 financial 77:2 find 42:13 43:9 84:25 89:13 152:19 fine 6:19,24 57:24 58:1,4 finish 14:3 32:16 finished 71:22 113:19 129:14 firm 20:24 first 3:12 4:20 8:14,25 34:21 39:22 47:8 52:6,18 58:20 58:23 61:17 82:9 84:10 102:24 103:7,12,17 105:6 105:7,17,21 106:25 107:7 108:17 109:5 114:24 123:16 127:25 130:16 132:2 133:19 134:4,10 139:19 153:3 first-line 123:16,19 125:1 fit 25:1 73:10 fits 24:23,23 35:23 five 139:17 142:2 144:11 flip 46:2 flow 144:2 flows 111:1 focal 12:2,7 14:15,15,15,16 14:17,24 25:21 41:19 49:20 118:18 119:8,9,11 119:18 120:3,18,23 125:6 138:17,23 follow 7:17 26:10 46:15 following 103:15 follows 4:21 forbids 35:15 force 10:24 13:16 95:22 111:16 112:16 foregoing 155:2 156:12 forever 91:10 forgive 74:5 forgot 136:9 form 83:11 128:6,7,10,12 129:6,24 156:12 formal 73:19 139:25 140:1,3 format 48:19 57:12 64:9 forms 128:11 forth 145:11 151:17 156:11 forward 149:1 foundation 62:10 95:2 117:12 118:14,22 119:6 134:17 135:15 144:25 four 67:13 72:11 94:13 97:1 108:23 132:25</p> | <p>fourth 107:8 frame 21:14 framework 77:7 Francisco 2:9,14 frequently 103:3 fresh 35:12,18 front 21:23 42:16 50:25 68:3 68:6 69:1 152:7 front-line 38:12,19 66:24 96:4 full 124:6 fully 54:7 55:22 function 31:20 32:5 38:9,14 77:1 97:7,11 135:9,12,24 funded 139:2 funding 139:9 further 84:12 107:11 123:25 124:22 142:18 156:9,14 future 24:24</p> <hr/> <p style="text-align: center;">G</p> <hr/> <p>Garcia 2:8 4:15 57:16 154:6 gender 53:14,18 71:7 95:23 99:25 144:22 147:15 151:5 general 11:10 19:21 22:14 23:5,22 26:12 34:18 48:1 48:17 62:13 69:5 71:3 73:2 73:6 76:25 77:14 80:6 81:22 85:24 86:25 87:1,4,9 89:14,19,22,22 90:1 92:9 92:18 93:17 97:16 103:25 121:13,25 124:25 151:20 151:24 152:2,2 generalizations 54:12 generally 17:25 25:6 84:13 86:4 87:25 generates 107:25 Genish 10:22 28:25 29:3,6 29:13 getting 45:10 82:10 84:23 84:24 109:25 133:2 give 21:14 22:20,21 26:2 50:5 52:19,20 53:2 60:14 63:19 65:10 83:15 102:11 103:25 130:23 138:22 141:11 given 15:1 26:23 58:9 63:16 78:20 83:7 107:21 112:2 113:8 115:4 119:23 126:15 139:13 gives 22:24 97:13,15 99:4 101:1,3 111:16 149:4 152:11,13 153:5 giving 146:9 148:5 Glendale 4:7 global 3:13,14,15,17,17,20</p> | <p>8:4,10,20 9:17 11:4,5,11 18:25 19:12,19 21:2 25:16 28:4 29:17,23 30:1,5,9,10 30:16 31:25 35:24 36:5,6 38:10 41:12,21 43:17,18 46:9 52:4,5,5 53:2,3 54:13 55:2 60:12 61:6 64:5 65:21 65:22 72:14,18,21,24 73:2 73:10,15,25 74:7,11,12,18 74:20,25 75:11,15 76:19 77:19 80:10 84:7 86:7,8 92:20 97:4,9 102:20,21 104:2,10 106:23 107:1 111:2 114:21 116:4 135:12 135:24 140:10 148:25 151:18 152:8 globally 9:12,21 14:17 45:18 52:20 75:11 86:6 globe 14:4 45:19 go 25:4 34:22 47:15 55:11 56:10 75:13,24 76:18 82:5 83:15 85:10 90:22 93:2 96:19 100:4 105:16 106:2 106:21 107:18 114:12 115:24 117:20 122:2 124:4 135:11 137:16 139:25,25 149:22 goals 147:1 goes 14:3 23:25 45:12 51:20 75:5 85:16 115:23 117:9 119:25 going 5:3 7:5,5,12 11:14 25:7 35:1 44:24 45:24 50:20,24 51:3,17 55:15 57:4 60:9,20 62:24,25 67:23 71:17 78:5 84:5 99:10 100:6 102:11 106:7 106:9 107:11 108:3 111:3 117:7 122:5,11 124:11 129:8 133:6 142:1 144:9 149:24 good 4:24 22:24 78:21 86:10 101:22 Google 92:11 Gordon 12:19 40:22 41:7 gosh 12:22 grade 79:7,11,13,15 84:25 85:18 86:14 Gradillas 4:6 grant 17:13 52:21 117:8 143:12 grants 9:10 56:14,17 117:7 granular 73:6 93:19 97:6 grip 21:19 ground 5:3 group 24:24 36:4 43:1 93:19</p> | <p>94:17 96:1,4 98:21 102:9 136:1 138:10,14 groups 11:22 12:10 15:2 28:12 40:21 54:17 93:23 95:20,21 142:17 grown 11:9 GSI 114:19,21 guess 13:10 14:10 15:13 32:8 43:15 49:6 55:23 59:11,17 60:10 64:8 67:4 68:19 70:24 82:25 85:4 93:6 105:2,2 110:16 113:23 119:7 126:3,22 128:2 129:19 133:7,8,19 135:25 142:16 146:6,8 guidance 19:4,6,8 23:21 24:5,12 25:3 42:12 77:11 121:3 guide 153:9 guideline 36:14 152:9 guidelines 3:14,15,20 26:2 26:6,12,15 27:5,13,15,18 27:21,24 28:3 36:8,12 44:17,25 45:12,23 46:21 47:10,12,21 48:10 52:5,19 53:12 54:4,10,13,20 55:2,4 62:6,14,17 64:6 68:7,11,18 68:20,24 69:22 121:25 126:10 130:23 131:9,19 139:18 140:20,25 141:1,4 141:8,9,11 142:5,8 143:5 145:11 151:10,16,17,18,19 152:8 153:7 guru 78:10 guys 78:25</p> <hr/> <p style="text-align: center;">H</p> <hr/> <p>half 8:12,18 hamper 83:12 hand 59:2 108:15 handled 137:24 happen 7:9 9:12 21:24 44:12 119:9 124:8 happened 15:1,14,19 16:14 happening 98:20 124:5 happens 101:10 happy 7:14 harassment 44:1 HCM 39:6,18,23 40:14 head 25:5,6,10 35:12,19 40:6 153:20 header 64:5 heading 61:16 64:4 66:3 headquarters 33:5,12,19,19 33:24 34:6,11,14,17 86:5 heads 42:7</p> |
|--|--|--|---|

| | | | |
|--|--|---|--|
| <p>hear 110:6 heard 5:5 148:6 heavily 54:15,18 131:17,25 132:5 held 8:8 12:16 help 26:6 35:22 36:4,4 43:21 46:15 47:3 84:11 86:22 87:12 119:1 helpful 99:3 helping 27:16 95:9 Hermosillo 2:4 4:15 Hermosillo.mary.a@dol.g... 2:7 Herrington 2:13,16 4:12,18 hierarchy 113:5 high 102:7,8 139:19,20 High-level 56:6 higher 55:5 88:4 91:8,13,14 117:2 123:24 higher-level 116:7 highest 56:7 110:20 124:2 hire 91:25 115:7 118:9 131:10 hires 118:11 127:10 hiring 81:25 94:2,12 129:1 133:22 134:15 143:4 history 40:8 54:4 127:16 hold 8:11 hot 92:15 93:20 hours 5:16 18:2 154:10,10 housekeeping 153:12 Howard 2:13 HQ 79:10 153:17 HR 13:21 14:9,21 16:2 19:4 23:25 25:4,6,9,17 30:15,17 30:21 31:3,8,12,14,18,18 31:22 37:11,14 42:6,12 47:2 48:6 49:8,12,24 50:5 50:8,15 62:15,22 84:1,10 84:11,11,13 92:6 94:22 95:4,7,13,14 105:6,20 114:7 130:23 141:21 142:10,19 143:2 145:6,25 146:6 human 31:2 39:6,24 40:3 74:1,3,8 hundreds 20:10 hypothetical 37:5,21 50:11 67:17 95:6 102:2 118:7 136:5 137:3 138:2 142:23</p> <hr/> <p style="text-align: center;">I</p> <p>IC 66:13 IC1 76:11 77:9 IC2 23:14 38:12 54:21,22 143:7</p> | <p>IC4 53:22 77:8 IC5 75:5,8 77:20 IC5s 78:3 IC6 75:6,7,8,11 77:19,21 ICs 143:14 144:2,10 idea 22:24 25:13 53:3 99:5 103:4 115:11 125:15 134:19 138:6 141:11 144:1 148:14 149:5 identification 38:5,7 46:1 50:23 57:8 60:22 63:2 65:9 71:19 102:13 106:11 108:6 111:6 113:16 126:23 129:11 130:10 133:9 identified 87:20 100:24 103:9 identifiers 32:12 identify 4:8 83:20 identity 134:19 135:3 impact 82:23 97:21 impacted 82:15 implemented 46:21 important 82:10 96:14 100:15 imprecise 33:12 impression 143:7 include 70:7 72:25 74:11 115:6 120:17 136:19 included 74:14 79:22 116:4 includes 73:2 153:18 including 145:4 incomplete 37:4,20 50:11 67:16 95:5 102:1 118:6 136:4 137:2 138:1 142:22 incorporated 28:13 Incorrect 82:22 increase 14:14 15:15,17,21 17:12 25:2 49:21,21 60:16 67:15 105:18 106:3 115:13 116:21 125:2 148:1,5 150:7 increases 9:10 13:19 30:24 66:4,7,18,25 67:1,6,11,19 116:15 119:24 125:8 152:24 incredibly 93:17 102:7,8,8 independent 55:25 56:1 INDEX 3:8 India 52:22 137:23 indicate 53:18 68:6 indicated 110:10 indicates 31:16 94:22 106:1 indication 101:3 103:25 indicator 97:15 indirectly 80:21 individual 6:20 14:12 15:2,2</p> | <p>15:3,5,7,16 20:14 23:7 36:23 39:14 58:16,19 67:19 90:7,12 116:19 122:24 123:25 124:23,24 125:5 138:24 139:7,10 143:14 147:14 149:11 individualized 147:21 148:10 150:5,16,23 industry 78:9,10 infighting 137:8 influence 75:21 78:12 information 19:2 22:11,12 22:16 23:19 32:10 38:4,13 40:2,15 61:6,20 62:3,15 80:12 87:6 115:14 116:16 122:19 127:20 146:10 informed 21:20 initial 9:23 initially 113:3 initiative 54:7 55:22 input 13:17 15:24 16:22 45:20 inquiring 126:19 insert 94:18 inside 42:1 insider 43:25 44:3 instance 12:8 42:7 70:3 114:21 116:22 124:4 instances 152:18 instruction 25:20 instructs 7:7 integrated 19:10 integrating 9:14 intelligence 10:24 intend 63:12 intended 17:6 62:22 65:24 141:21 142:9 143:10 intentionally 47:25 89:24 interact 50:15 75:22,22 interaction 75:23 interactions 78:7 interested 156:16 intermediate 123:1,2,7 internal 16:21 17:2,14,20 24:22,24 32:17,18 38:20 38:25 65:21 90:17 93:4,24 94:7 95:15,20 98:11,19 102:4,4,9 137:6 138:9 145:14 146:14 150:17,20 150:24 152:1,23 internally 114:23 international 9:18 101:16 interrupt 7:18 132:19 intranet 61:7,8,21 62:12 65:21 141:16 143:16 introduction 128:3</p> | <p>involve 92:6 94:24 95:4 136:22,24 involved 27:23 36:8 43:5 95:7 96:1,4,7 100:3 124:2 127:14 134:21,22 145:16 151:3 involves 134:6 involving 18:12 49:24 iRecruitment 128:6,7,23 129:6,24 133:21,22 134:1 issue 49:19 issues 6:17 49:8 50:16 83:9 issuing 6:8 It'll 7:9 italicized 133:20 134:4 item 132:2 iterations 28:9</p> <hr/> <p style="text-align: center;">J</p> <p>J.D 13:5,6 91:10 James 2:15 4:17,17 January 8:7 Jeremiah 2:4 4:9 34:20 57:9 Jessica 2:15 4:17 Jessica.james@orrick.com 2:17 Jewett 6:4 job 1:25 3:16 8:2,3 9:6,15,17 10:18 11:5,19 13:9 16:17 18:22 19:5 20:4 22:5,9,11 22:22 23:3,3,4,10,15,17 24:12 25:15 28:15 29:25 30:10 31:1,2,5,20 32:5,6 35:14 36:4,21,23 37:10,18 37:25,25 38:9,9,14,20 40:7 41:11,21,22 43:9,12,16,20 43:21 45:11 65:23 72:14 72:18,21,24 73:2,3,3,3,5 73:10,11,13,15,18,19,22 74:7,11,18,25 77:13,19 79:1,6,7,25 80:10 81:16,16 81:18,20,21,24,25 82:1,2 82:11,15,23 84:1,3,16,19 84:21,22,25 85:5,11,17 86:6,8 87:2,4 89:17,18 90:2,19 92:20 93:16,21 94:13 96:9,13 97:4,9,16,21 98:11 114:18 121:11 128:6 128:7,11 129:1,2,6,24 133:25 135:9,11,11,24 144:2,18,19 151:21 153:4 jobs 24:11,21 29:16 72:25 73:1,5 86:25 87:1 88:2 135:23 Joyce 29:14 JUDGES 1:2</p> |
|--|--|---|--|

| | | | |
|------------------------------------|------------------------------------|-------------------------------------|------------------------------------|
| jump 137:10,12 | 118:22 119:6 134:17 | limited 125:17,21 139:16 | 77:10 85:16 91:7 94:21 |
| justify 115:7 117:15 | 144:25 | line 23:25 25:4,6,10 42:7 | 125:4 152:20 |
| K | land 138:14 | 66:13 75:5 77:20 84:7,10 | lots 90:22 |
| Kaki 113:23 | larger 67:21 72:21 | 104:3,11,25 114:17 120:14 | loud 115:1 |
| Kate 1:14 3:2 4:2,19 155:1 | Larry 109:4,9 110:12 149:5 | 120:20,21 123:16,17 | low 99:18,21 102:8 150:17 |
| 155:11 157:2 | 149:7,10 | lines 16:3 54:25 107:19 | 150:24 |
| keep 101:5 133:1 | lateral 135:10,23 136:15,22 | 120:6,9 142:24 143:1 | lower 55:5 75:23 88:2 153:3 |
| key 84:22 140:12 | 136:25 | linked 79:1,7 | lucky 126:22 |
| kind 7:18 20:8 24:1,19 26:9 | laterally 20:24 | linking 79:24 | lunch 100:7,11 |
| 40:2 43:10,14 44:7 49:19 | latest 78:1 | Lisa 12:19 40:21 41:6 | LVL 105:7 |
| 58:15 59:17 71:11 80:6 | Latin 60:15 | list 153:18 | M |
| 85:12 88:1,16 89:3 101:23 | launching 64:7 | listing 97:14 | M 2:12 9:13 20:7 24:12,16 |
| 101:24 103:25 115:14 | law 1:2 59:18 60:7 | lists 82:11 | 42:8 83:13,21 107:14,19 |
| 130:24,25 137:14 140:9 | laws 59:20 128:5 | little 7:16 11:9 12:3,4 13:3 | M3 29:24 |
| 145:15,20 146:15 151:21 | lead 19:1 | 15:13 20:23 21:6 33:12 | M4 29:21 |
| 153:9 | leader 23:25 26:14 104:13 | 37:9 38:8 47:7 48:17 52:14 | M5 29:18 74:19 143:4 |
| kinds 40:25 56:9 88:7 | 104:14 142:10 143:2 | 72:17 73:17 76:11 93:18 | M6 53:22 |
| 137:19 | leaders 12:11,14,15,21,24 | 97:3,6,13,15 100:11 | mailing 40:7 |
| know 6:21,25 7:2,4 10:14 | 12:25 13:1,1,1,2,17 142:20 | 130:23 133:19 137:20 | main 18:25 86:20 |
| 17:24 20:25 21:21,22 22:1 | leadership 27:25 28:1 | 138:19 | maintain 51:8 57:22 72:14 |
| 22:2 24:2,22 27:3 29:16 | leads 78:24 | LJE 109:2,3,17 110:23 | maintained 40:2 |
| 30:14 31:20 32:3,5,25 33:9 | learned 20:9 | local 49:7 53:4 92:7 99:6 | maintaining 74:25 |
| 34:6,16 36:7 38:9,12 40:6 | leave 21:11 124:16 | 100:23 101:2 | making 14:3 15:20 21:8 25:9 |
| 40:9 44:24 50:12 57:9,11 | left 120:14 122:21 148:3 | located 4:6 | 27:16 44:18 48:10 49:23 |
| 57:14,25 60:1 64:25 65:3 | legacy 91:6 | location 33:14 52:19 53:20 | 53:13 62:23 75:3 112:17 |
| 65:14 66:22 67:4 71:15 | legal 59:16,23 60:1,3 | 87:11 90:20 93:12,13 | 115:12,18 116:20 121:4 |
| 74:18 78:1,3,7,9 81:9 | legally 59:13,14 60:13,17 | 101:19 102:5 138:7 151:22 | 125:8 145:12,15,23 146:11 |
| 84:15,20,23 86:5 89:5,8 | 70:5,10,12 145:7 146:11 | locked 81:25 | 146:13 151:13 |
| 91:8 96:13,13,14 97:8 | legally-required 60:16 | log 38:24 | Mall 2:16 |
| 100:22 101:1 102:16 104:7 | legend 130:5,6 | long 8:5,11 12:23 13:2,4 | managed 11:23 |
| 104:24 105:13,15 107:5,17 | let's 43:16,16 51:14 55:11 | 21:22,22 46:12 81:5 84:16 | management 9:3 29:7 31:4 |
| 107:25 110:18 112:7,10 | 65:5 66:2 73:24 84:20 | 85:6,17 88:15 89:7 123:24 | 31:9,14,16,18,19 37:11 |
| 113:1 114:1,2,3,8,19 115:2 | 100:4 106:21 133:6 135:7 | 125:3 140:12 150:21 | 39:7,24 40:3 45:13 142:9 |
| 115:7 116:13 117:4,6,14 | 136:8 137:23 149:22 | longer 48:21 127:8 137:23 | 152:3 |
| 117:16 118:8 122:1,17 | 150:22 | look 14:25 22:13 32:18,19 | manager 3:18 8:16,21 9:1 |
| 123:1,6,24 124:1,23 | letter 82:23 | 38:4,13 39:2,3 48:21 50:21 | 11:18,20 12:18,20 19:24 |
| 127:14,22 128:6,23 129:5 | level 15:3 23:15 24:3 29:17 | 51:2,24 58:23 64:3 66:2 | 23:7 29:9,10,22 30:1,2,3,8 |
| 130:1 133:15 134:19 | 31:25 38:10 41:22 52:20 | 68:3,5 87:13 89:17,21 90:1 | 30:19,21,22 31:17,17 37:3 |
| 136:11 137:4,4 140:24 | 56:8,15 57:3 67:10,12 | 94:3 98:13,20 101:16 | 40:20 41:6 49:8,11,12,23 |
| 143:3,11,22,25 144:3,6 | 74:18,20,21 75:11,13,19 | 102:15 105:21 106:25 | 50:6,8 62:14 66:8,17,19 |
| 146:25 147:11,19 153:18 | 75:25 76:11,18 77:8,10,13 | 107:6 109:5 112:9 127:24 | 67:7,8 72:3 74:2 81:19,20 |
| 154:4 | 77:16,16 78:2,4,15 79:25 | 133:18 136:8 143:21 | 83:13,17,17,20 84:8 91:24 |
| knowing 45:21 118:12 | 80:8 82:5,5 87:4,25,25 | looked 62:4 115:20 117:21 | 92:5 94:2,12,15,22 96:4 |
| knowledge 26:18,22 85:15 | 88:2 89:14 93:10 94:5 99:1 | 143:13 | 99:4 100:15 109:6 111:15 |
| 88:6 90:16 140:17 145:13 | 101:19 102:6,22 105:7,21 | looking 20:13 22:4 49:3 | 115:22 116:20 117:7 |
| 146:13 | 106:2,5,5 109:19 110:1,20 | 61:22 62:18 63:16 64:15 | 123:16,19 125:1 129:1 |
| known 78:9 | 122:11,12,18,23 125:1,5 | 70:4 73:14 77:18 90:3 92:8 | 130:18 139:13 140:2,2 |
| knows 6:2 140:3 | 135:12,24 148:17 149:3,6 | 93:1 95:19 97:18 103:7,16 | 145:24 148:4 149:17 |
| L | 149:7,10,16,17 151:21 | 106:20 117:18 134:3 141:5 | manager's 95:14 |
| labeled 60:23 130:16 | 153:1 | 145:20 150:18,19 152:6 | managers 13:20 15:25 16:2 |
| labor 1:1,5 2:5,8 4:4,10,16 | levels 23:6,7,8,12 67:8 | looks 63:18,24 64:13 65:20 | 25:17 35:15 36:22 37:15 |
| 92:7 | 75:16,22,23 77:4,7 88:5 | 72:3 87:15 105:6,8 107:10 | 38:1 44:12,23 47:1 62:14 |
| lack 135:14 | 106:4 113:1,2 124:2 | 107:12 114:12,13 127:7 | 62:19,22 65:25 66:25 |
| lacks 62:10 117:12 118:14 | liked 28:13 | 128:21 129:25 143:4 144:7 | 70:22 100:22 110:1 111:17 |
| | limit 137:14 | lose 58:5 | 112:17 115:14 116:8 123:1 |
| | limitations 38:19 | lot 11:7 20:9 48:14,15 50:24 | |

| | | | |
|--|--|---|--|
| <p>123:7 125:7 126:18 134:21 141:21 142:21,21 144:5,6 145:3 146:3 151:13 Managing 3:16 mandatory 43:24 70:21,23 81:6 145:3 146:7 mapped 86:25 mapping 24:2 March 103:1 mark 45:25 50:22 60:21 63:1 63:3 65:7 71:18,20 102:12 102:14 106:9,12 108:4 111:4,7 113:14,17 129:9 130:9,11 133:17 149:7,10 marked 46:1 50:23 51:7 53:24 57:8 58:3 59:7 60:22 63:2 65:9,12,13 71:19 79:18 81:15 86:12 90:4 97:2 98:4 99:14 102:13 106:11,22 107:7,8,12 108:6,24 111:6 112:7 113:16 126:23 127:25 129:11,20 130:10 131:2 133:9 144:12 market 52:24 53:17,17 55:7 77:5 87:4,6,9 88:19 89:10 91:11 92:7,18 99:6 100:23 101:2,4,6,7 138:8 141:12 148:25 150:20 151:20 marketing 13:1 41:2 markets 53:4 101:7 Mary 2:4 mass 116:3 match 22:11,24 23:2,6,18 41:21 89:18,25,25 matches 98:10 matching 90:1 materials 28:6,8 matrices 108:1 110:20,25 144:17 matrix 3:17,17 102:20,21 106:23 107:1,15 143:25 matter 4:3 6:4 18:6 matters 6:4 82:21 maximum 55:6 87:23 88:11 maximums 88:21 mean 13:12 14:5,25 26:7,18 27:15 31:10 32:11 33:9 34:9,10 42:4 43:14,15 44:4 49:16 50:3 59:14 60:13 61:25 64:2,13 66:12,16,18 67:6 68:10 69:3 70:10,12 72:21 73:8 76:5,7 77:6 78:6 79:5 80:4,12 82:11 84:18 85:11,23 92:4 93:8,9 93:13,14 95:9 98:24</p> | <p>100:20 101:21 105:2 107:18 109:7 110:5,16 112:25 113:4 115:18 119:17 121:15 123:11,22 128:25 130:2 144:19 148:2 150:13 means 13:13 14:6 60:4,6 98:12 104:2 meant 38:8 70:6 72:20 143:10 153:14 mechanism 126:11 meet 5:21 6:17 meeting 55:22 members 56:1 mentioned 16:19 23:1 41:1 41:4 43:9 70:7,22 78:7 90:15 93:4 109:18 117:22 118:18 121:11 135:1 142:6 143:6 145:24,25 148:16,22 menu 65:23 Mercer 86:21 87:19 97:18 merger 82:24 mergers 18:11,22 19:1,13 22:4 42:17 83:1,8,9 107:22 merit 9:9 14:14 mess 7:18 met 6:1 18:2 Microsoft 92:11 mid 88:20 middle 51:12 midpoint 87:10,19 89:11,13 98:11,12 Miller 2:4 3:10 4:9,9,14,23 5:9 6:19 7:4 10:7 17:19 18:18 19:18 20:21 21:24 24:10 25:14 26:4,23 27:4 27:12 31:10 32:4,9 33:11 33:20 34:5,10,16,22 35:8 36:19 37:7,24 38:18,25 39:8,13,18,22 40:9,14,19 41:24 42:5,14 43:1,7,15 44:3,20 45:9,22 46:2 47:5 47:14 48:4,19 49:17 50:7 50:14,20,24 51:1,10,12,14 51:19,23 53:19 55:11,19 56:9,19,24 57:4,11,24 58:7 58:13,18 59:6,20 60:2,9,20 61:1,12,15 62:1,17,24 63:6 63:8,9,12 64:15 65:10,18 65:24 66:12,17,23 67:9,13 67:20 68:2,12,17,23 69:6 69:14,21 70:3,24 71:10,16 71:22 72:20 73:8,14,23 76:1,20 79:5 80:9,20 81:3 81:13,24 82:20 83:7,24 84:15,20 85:5,17,21 86:2</p> | <p>87:5,12 88:18 89:12 90:3 90:12,25 91:16,24 92:19 93:1,23 94:6,11 95:3,13,19 96:3,9,16,19,25 98:2 99:7 99:14,17,23 100:4,10,20 101:23 102:10,15 103:17 103:20 104:7,15,19,25 105:14 106:8,14 108:9 109:25 110:8,18 111:9 113:19 114:8,19 115:12,20 116:9,14,20 117:3,14,18 118:3,10,17,25 119:8,18 120:2,8,13,17,23 121:3 122:2,9,17 123:13 124:16 125:12,22 126:3,14 127:1 127:15,24 129:14 130:6,13 131:18 132:1,14,19,22 133:4,6,10,18 134:9,13,24 135:18,22 136:8,24 137:18 138:11 139:6,11 140:5,14 140:20 143:21 145:18 146:25 147:13,20 148:6,15 148:22 149:22 150:3,15 151:3,9 152:4 154:2 Miller.jeremiah@dol.gov 2:6 million 149:13 mind 5:8 6:15 37:1 82:17 mindful 21:8,23 minimum 55:5 87:22 88:10 minimums 88:21 minus 143:23 144:13 mischaracterizes 114:16 mispronouncing 113:24 misstatement 74:5 misstates 20:16 21:15 41:15 42:9 45:15 62:20 66:20 69:10,19 73:20 77:23 85:1 85:9 88:25 94:19 95:24 100:18 109:10 110:3 122:13 124:14 131:12,21 134:16 148:18 mistaken 148:23 misunderstanding 143:9 model 84:7 149:4,9,12,13 module 46:19 modules 46:8,17 47:15,17 58:16,19 108:21 130:24 145:21 moment 27:7 43:18 46:2 48:4 51:2,23 55:12 96:20 102:11,15 112:4,11 122:10 131:6 money 21:7 137:9 months 21:1,13 morning 4:24 34:21</p> | <p>move 116:23 132:16 136:22 136:25 moved 101:24 114:23 moving 101:18 105:14 136:1 153:4 multiple 23:6 45:20 100:16 112:25</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p>name 4:5 10:13,22 12:19 29:12 52:8 157:2 named 76:2 names 113:24 narrative 33:17 34:2 narrow 88:16 native 57:12,16 natively 57:20 nature 53:17 navigate 111:17 near 102:24 necessarily 15:11 28:14 52:17 92:4 96:14 136:16 136:19 148:2 necessary 75:12 77:21 need 7:6,21,23 18:18 21:8 28:5,20,22 51:23 54:22 65:14 75:6,6 77:10 81:23 112:8 125:18 132:15 143:11 needed 102:22 107:19 needs 28:22 106:2 needs-to-know 143:1 never 21:17 54:23 124:6 new 3:18 78:14 91:6 101:18 102:4,11 109:6 111:15,18 112:16 114:23 118:8,10 127:10 138:4,7,8,10 153:2 newer 121:11 nicely 24:23,24 25:1 nine 46:8 47:14 58:16,18 79:22 108:21 non-automated 106:23 107:9 non-discrimination 43:25 44:7,14 45:3,14 70:2,13,21 71:3 145:4 non-discriminatory 44:11 non-headquarters 33:14,25 34:12 non-HQ 79:10 153:17 non-managers 38:1 non-sales 14:16,17 41:8 153:4 non-specific 47:8 non-technical 53:22 Norman 2:8 4:14</p> |
|--|--|---|--|

| | | | |
|---|--|--|---|
| <p>North 4:7 152:24 NoSQL 3:21 notary 3:5 156:5,21 note 49:18 81:14 82:21,22 83:5 86:12 116:6 notes 98:3 116:10 117:1,5 117:15 notice 3:1 46:11 110:11 noting 65:13 notwithstanding 5:21 November 8:14 9:2 number 46:12 63:10 123:11 126:22 numbers 39:11 63:19 141:10 153:25</p> | <p>objections 80:22 125:14 Objectives 59:9 obligation 44:11 obligations 146:17,21 147:8 observations 124:11 obtained 109:2,18 110:10 October 35:7 OFCCP 1:5 5:15,21 6:2,5,8 6:10,11,13 off-cycle 49:21 56:17 offer 19:11 43:20 54:22 67:15 82:23 92:12 114:18 128:6,7,11 129:4,6,24 131:11,20 143:8,12 144:2 147:24,25 148:1,7 offered 66:7 67:7 143:2 offers 91:22 92:11,16 134:2 150:6 offhand 76:3 office 1:2,4 4:3 110:13 official 30:11 32:20 oh 8:12 12:22 24:18 64:25 93:19 128:14 129:21 143:3 okay 7:4 8:18 11:13 12:12 12:18 14:24 15:4,8,12,23 16:9 19:23 24:2,14,18 28:15 31:5,20 33:20 34:16 35:8 36:19 38:11 42:14,16 42:22 45:22 46:4,16 50:20 52:6 55:6 57:4,19,25 58:13 62:24 64:25 65:5 69:6,18 73:14 79:1,13,17 80:12 82:8 84:15 98:2 103:19 104:15 106:8,8 107:25 108:3 109:23 110:25 111:3 111:3 112:14 113:13,13 115:3 118:10 120:2 122:21 128:15 129:8,23 131:5,5,8 135:6 139:6 143:13 144:21 153:11 154:2 old 91:6 114:22 on-demand 47:1 once 5:20 23:17 42:23 66:2 98:24 116:4 139:11 ones 76:2 79:21 ongoing 6:17 7:2 36:18 online 47:1 133:21 144:8 open 25:21 144:7 opening 3:20 81:21 operative 21:14 opinion 60:3 opportunity 147:2 Oracle 1:8 3:15,21 4:12,18 8:2 9:11,23 12:23 13:4,8 13:15 16:21 17:14,20 18:13 19:5,11 20:10,20,23</p> | <p>21:9,12 22:15 25:23 26:19 27:14 29:16 33:3,4,13 35:14 41:1 42:1 43:19 46:22 54:16,17 56:2 61:11 61:12 64:6 66:24 67:1,3 71:12 72:25 73:10 79:10 81:16 82:15 84:16 85:6,18 86:18 87:7,22 88:22 92:12 98:11 99:17,23 101:9,11 101:11 114:23 118:18 120:24 126:16 128:4,5 133:21 135:9,23 137:22,23 137:23 138:22 140:14 144:21 145:12 147:13,21 148:10 149:6 152:15 Oracle's 59:9 87:10 89:18 127:16,19 146:17,20,25 147:7 151:4 order 57:22 115:24 146:11 146:17 org 39:11 organization 32:11 33:13 104:1,12,20 originally 89:8 Orrick 2:13,16 4:11,17 outcome 109:8 outside 26:14 33:19 109:21 outsider 144:19 outstanding 7:23 143:22 overall 62:15 override 95:13,14 oversight 56:6 overtime 82:12 overview 49:5 80:7</p> | <p>107:13 112:7 128:17 152:19,20 paid 15:10 93:5 98:12 99:5 100:23 101:4 139:16 paper 50:25 papers 78:10 paragraph 49:4 128:3 paragraphs 49:4 parallel 36:1 parameters 52:21 part 10:17 11:22 13:5 17:10 18:22 20:4,6 24:12 25:15 26:1 27:8,15,24 28:7 29:8 29:10 30:5 31:14,21 35:17 35:18 44:16 45:10,18 47:12 56:2 58:21 68:16 69:12,15 72:4,7,22 97:8 98:19 108:20 110:5 116:18 116:18 123:18 126:8,9 131:11,20 132:1 134:14,20 137:22 139:15 141:19 participate 111:19 particular 14:8 54:17 61:15 75:7 parties 6:21 156:15 partly 119:3 133:20 partner 84:1 94:23 partners 13:21 16:2 25:18 42:6 parts 82:14 passed 114:14 passing 86:3 pay 3:19 9:15 30:23 33:12 34:5 35:14 42:7,23 44:14 44:19 45:3,11,14 49:24 59:25 66:25 67:1 69:9,16 69:23 70:8,16 71:1,5 80:16 85:6,11 90:6 92:17 94:14 94:24,24 97:24 98:20 101:5,6 110:2 114:14 115:12,18 121:4,24 127:9 135:13,19,25 136:16,20,22 136:24 137:20,20 140:15 140:18,22 144:18,23 145:14,15 146:6 147:4,13 147:15,21 148:5,10 150:5 150:16,23 151:4,25 pay-range 87:20 peer 24:24 93:23 95:20,21 96:1,4 98:21 102:9 145:14 146:14 peers 28:4 90:17 93:5,8,9,14 93:21 94:17 98:17,25 99:3 99:5 102:4 137:6 138:9 150:21 people 10:3,8 14:13,17 15:2</p> |
| O | | | |
| <p>OALJ 1:4 oath 7:5 object 62:8 67:2 71:13 objection 10:1 17:17 18:17 19:15 20:16 21:15 24:7 25:11,25 26:20 27:10 31:7 32:1,7 33:8,15 34:1,8,13 36:16 37:4,20 38:15,21 39:4,9,16,19 40:4,11,16 41:15 42:3,9,24 43:2,13,23 44:15 45:15 46:23 47:11 47:23 48:12 49:14 50:1,10 50:17 53:15 56:4,11,21 59:15,22 60:5 61:9,13,23 62:20 64:11 66:14,20 67:16 68:8,14,21 69:10,19 69:24 71:8,13 73:1,12,20 75:17 76:16,22 77:22 79:3 80:2,17 81:10,17 83:3,11 84:4,18 85:1,8,20 86:24 87:8 88:12,25 89:20 90:8 91:2,18 92:2,24 93:25 94:18 95:5,16,24 96:5,11 97:25 98:22 99:19 100:1 100:18 101:13 102:1 104:4 104:17,21 105:11,23 109:10 110:3,15 112:23 114:5,15 115:9,16 116:1 116:11,17,24 117:11,17,25 118:6,14,21 119:5,15,21 120:4,11,15,19,25 122:13 123:9 125:9,24 126:6 127:12,21 130:3 131:12,21 132:14 134:16 135:14 136:4,17 137:2 138:1,25 139:8,22 140:7,16 142:22 144:24 146:22 147:9,17,22 148:12,18 150:11,25 151:6 151:15</p> | <p style="text-align: center;">P</p> | <p>p.m 100:5,9 122:7 149:23 150:1 154:11,14 package 19:7 25:8 packages 20:9 56:16 page 3:9 46:11,15 48:23,24 51:20 52:6 53:24 55:20 58:23 59:7 61:17 63:10 64:10,16 65:22 66:3 69:1 70:4 72:11 81:14 82:21 83:25 84:21 87:13 93:2 97:1 98:13 99:8,12 102:24 103:7,17 105:16,17 106:20 106:21,23 107:1,7,8,12 108:17 109:5 114:24 127:25 129:20 130:16 131:2 133:19 134:4,10,11 143:24,24 144:11,14 152:13,22 PAGE/LINE 157:4 pages 53:9 61:16 68:6 98:4</p> | |

| | | | |
|--|---|---|---|
| <p>15:9 17:7,8 20:24 22:5,13 24:6 42:8 71:6 80:25 81:6 83:8 88:4,5 92:10 93:3,9 93:19,21 94:3,14 96:14 99:4 100:25 114:1 123:18 125:3,18 137:10,12 139:17 142:17 PeopleSoft 13:7 91:15 93:22 137:1 percent 60:15 88:17,17 percentage 88:23 149:2 percentile 87:10 perform 23:23 24:3 78:3 100:25 performance 117:22,23 118:5,8,13,19,23 119:3 120:2,9,18,22,24 121:4,10 121:24 124:24 125:20,23 126:1,5 138:24 139:3,5,7 139:10,16 140:6,11 145:14 146:14 performance-only 138:22 performers 121:12 139:19 139:21 140:3 performing 93:10 94:4 person 11:25 18:24 21:5 23:21 24:2,18 27:22 75:12 76:9,10 84:9,10,11,12,13 104:1 111:21 115:6 137:21 person's 24:23 personal 5:13,25 124:13 personally 7:13 17:2 42:25 76:24 78:19 146:19 151:2 personnel 146:6 perspective 5:24 76:19 145:2 Phil 10:22 11:1 28:25 29:3,6 29:13 Phil's 10:23 philosophy 59:9 87:9 139:15 140:9 phone 39:11 phrased 112:17 Physical 39:11 physically 34:10 pick 148:4 picks 91:25 piece 45:1 72:18 97:4 120:22 128:24 pieces 152:12 place 17:5 39:2,6 85:24 118:3,12 130:25 156:10 placed 121:10 places 39:3 66:24 78:11 Plaintiff 1:6 2:3 plan 14:7,11,14,15,15,16,17</p> | <p>14:18,25 15:6,9,10,14,15 16:15 17:4 19:8 25:22 plans 9:10,15 14:11 19:9 109:16 play 9:22 28:23 56:19,24 75:24 77:14 85:16 90:23 please 4:8 7:9 35:5 75:8 132:19 plus 144:25 point 13:19 18:25 34:21 36:9 40:25 41:5 42:18 54:6 63:4 85:12 101:21,22 109:1 112:21 119:12,19 133:5 141:7 149:14 points 88:20 98:15 115:7 141:3 153:13 policies 25:23 26:1,6,17,18 26:24 35:6 101:9 126:16 140:14,17 policy 21:13,14,17 26:9,10 26:25 35:7,12,15 101:15 126:18 127:8,11,15,16,17 127:18,19 141:1 144:4 pool 139:9,12,13 pop-up 73:17 populate 129:2 populates 17:4 population 62:13 130:24 portal 133:22 portion 71:1 128:3 position 8:6,8,11,14 9:5 10:14,21 26:23 32:10 51:8 66:24 67:3 90:5 91:9,14 92:17 93:3 94:16 154:5 positioned 90:13,23 138:7 positioning 90:6 91:1 117:18,24 positions 69:16 91:21 positive 61:14 104:23 possible 83:22 136:22 Possibly 136:6 post 13:24 14:19 posted 14:8 15:17 46:25 48:5 62:12 129:3 141:16 143:15 posting 16:9 28:23 81:21 82:2 144:7,19 postings 134:1 144:19 potentially 144:8 PowerPoint 48:22 115:21 117:21 150:18 152:7 PowerPoints 58:20 62:4,7 practice 21:18 127:20,23 practices 26:13 53:1,4 54:11,24 56:7 71:4 88:16 89:4 140:21 145:5 151:24</p> | <p>152:2 practitioner 48:2 pre-employment 134:6 preamble 62:10 67:2 94:19 precise 123:12,12 130:23 152:17 predate 81:12 predates 97:10 premises 91:15 preparation 153:22 prepare 17:23 43:21 145:6 prepared 13:17 18:1 prepares 36:14 preparing 17:19 53:12 present 2:19 10:20 27:17 52:10 63:13 69:4 78:11 presentation 79:18 presentations 61:22 presented 27:20 68:24 69:3 president 56:15 153:14 pretty 77:5,13 95:7 123:15 151:11 prevent 69:16 previous 28:9,13 64:23 156:7 previously 62:18 primarily 53:20 principaled 120:8 print 61:5 printout 61:16 prior 9:2 23:9 35:13 54:4,10 54:19 62:21 69:11,20 94:19 109:25 126:19 127:9 127:15,17,19,20 140:19 144:5,18 priority 125:20 privilege 7:8 privileged 45:6 probably 7:9 8:16 19:5,25 27:16 32:2 58:9 78:11 121:12,13 144:5 Procedure 5:14 proceed 122:22 Proceedings 154:14 process 7:2 13:24 15:19 19:19 20:21 24:4 28:22 48:10,11 50:15 95:8 97:18 109:9 110:6 111:2 112:5 113:11 115:15,25 117:13 123:3 128:23 131:11,20 134:5,6,15 148:7 processes 107:4 108:25 109:7,16 produce 5:18 95:15 produced 6:6,23 18:6 51:7 57:12,19 58:9 153:24</p> | <p>product 12:25 41:2 76:15,18 85:14 90:20,25 91:4,5,6 92:19,23 93:11,15 97:11 98:25 104:16 production 5:20 57:13 products 76:8 91:17 137:1 professionals 45:19 95:12 program 3:18 9:9 12:4,17 14:3 16:1,20,23 17:4,11,13 17:16 21:2 42:8 83:19 116:3,18 117:4 126:2 138:18,19,20 139:2 programs 1:4 4:4 11:12 12:2 13:12,15 15:24 16:6,14,19 17:10,12 28:17 36:5 41:19 59:13,19 60:8 111:22 118:24 119:2 123:24 138:17 141:18 144:23 148:24 progression 8:13 11:16 progressively 11:7 prohibited 126:18 project 76:4,5,5,6 prominent 68:12 promotion 148:1,2 150:8 152:1 promotions 30:22 150:7 proposals 125:8 provide 22:11,12 23:20 24:5 24:12,15 25:23 43:19 59:12 69:21 70:15 provided 42:6 61:20 62:15 101:18 provides 22:10 70:18 providing 19:4,6,8 25:20 42:12 54:12 69:22 71:11 public 3:6 156:5,21 publish 44:23 pulling 130:25 purposes 58:11 PURSUANT 3:1 push 149:17 put 5:7,10,11 15:15 54:20 81:8 123:11 128:12 145:22 151:17</p> |
| Q | | | |
| <p>QA 97:13 qualified 132:12 quartile 121:15,16,17,19,21 121:25 153:3 quartiles 99:10,10,11,15 Queen 80:25 81:3 question 7:8,10,11,22 24:9 26:16 37:1,8 47:8 50:4 64:8 84:3 85:3 94:20 95:4</p> | | | |

| | | | |
|--|--|---|---|
| <p>126:3 131:18 132:6,10,17 132:21 142:16 150:21 questions 7:6 36:20 44:25 45:23 84:1 86:4 94:23 131:7 132:9 153:12 154:6 154:8 quickly 87:13 quite 11:17 82:25 88:2 quote-unquote 106:4</p> <hr/> <p style="text-align: center;">R</p> <p>R.L 2:15 R00192699 1:5 race 53:14,18 69:23 71:6 95:22 99:24 147:15 151:5 racial 144:22 Radford 22:18,24 77:7 86:19,20,21 87:18 89:13 97:18 Radford's 89:22 raise 6:16 137:13,16 range 24:23 54:21 79:2,8,11 82:11 84:24,25 85:13 86:17,18,23 87:6,11,16,23 88:3,11,15,23 89:2,7 90:7 90:13,24 91:9,14 92:1,17 99:9,9,16 117:19,24 118:4 118:12 143:4 151:24 ranges 24:20 33:18,21,21 34:5 46:18 51:5 53:2,8,20 79:10,10 86:15 89:9,14 141:10 153:17,25 rank 125:7,20 ranking 126:13 rare 123:15 rate 87:4,6 rating 126:13 140:1 ratio 98:9 101:5,8 102:7 reach 122:12 read 7:12 62:2 80:5 89:5 105:25 112:8,8 114:25,25 115:1 131:6 132:3,7 155:2 reading 105:5 real 21:19 realize 47:7 really 11:15 21:1 22:1,2 26:1 42:15 45:7 47:6 55:1 67:4 67:9 77:5,17 79:23 81:3 82:20 85:3,19 88:14,15 91:6 93:14 94:10 95:18 106:5 112:9 119:7 124:9 132:11 133:3 143:11 150:13 151:17 reason 31:10 64:2 83:10 107:21 reasonable 52:21</p> | <p>reasons 54:5 137:7 150:4 151:8 recalibrate 102:9 recall 8:13 17:18 59:5 69:7 71:9 126:14 130:15 146:8 148:20 150:18 receive 15:24 16:22 22:23 43:12 44:20 received 15:16 20:14 70:23 70:25 146:2,3 recess 35:2 67:24 100:7 122:6 149:25 recognition 140:11 recognize 46:5 52:1 58:13 58:15 61:1 63:23 64:16,20 64:21,22 65:18 71:25 72:2 102:17 106:17 108:12 111:12 127:4 129:17 130:13 133:12 148:4 recommend 25:2 89:6 123:19 recommendation 23:24 26:13 42:1 113:3 114:13 115:22,24 116:5,21 117:1 117:8 122:24 recommendations 13:18 42:6,12,15 43:6 112:17,20 113:10 119:24 126:9 151:12 recommended 24:25 109:22 109:24 116:7 recommending 115:6 record 4:1 5:8,10,12 6:24 14:9,23 15:17,22 34:22 35:1,4 38:24 51:4,18 55:8 55:11,13,15,16,18 65:13 65:17 67:23 68:1 69:2 96:19,22,24 100:4,6,8 102:23 122:3,5,8 133:16 149:22,24 150:2 154:9,13 155:4 recorded 15:22 records 13:25 14:20 recruiter 94:25 recruiters 134:22 recruiting 52:5 53:3 92:5 95:8 142:10,19 143:3 red 90:4 reduced 156:11 reduction 153:1,1 refer 149:6 reference 3:12 82:9 101:22 referred 148:7,8 referring 104:12 reflecting 83:23 reflects 81:18,22</p> | <p>refresher 43:20 refused 16:15 regard 6:17 62:9 regarding 6:2 23:22 24:13 27:13 43:25 140:18 region 33:5 regional 78:24 89:21 regions 149:1 regular 27:8,11 regulatory 148:11 rejected 16:11 123:7 relate 24:4 104:16 related 6:1,9,13 9:16 15:25 36:6,14 44:4 50:5 62:2 69:15 97:24 147:1 150:20 150:21 156:14 relates 35:12 relation 98:18 relationship 16:18 92:23 relative 101:6,7 released 48:16 127:8 142:25 relevant 95:22 rely 86:18 remained 11:10 remember 28:10 29:23 40:22 69:9 98:14 100:12 117:20 128:13 removed 123:25 128:5 render 60:3 Repeat 24:9 135:21 report 10:20 11:1 14:21 28:25 29:3,6,13 35:24 Reported 1:24 reporter 3:5 45:25 50:21 60:21 63:1 65:7 71:17 102:12 108:4 111:4 113:14 129:9 130:9 Reporters 4:6 represent 23:14 48:24 87:10 representation 55:6 representative 49:7,13 73:5 95:22 represents 98:9 request 6:14 56:16 78:14 149:1 requested 6:11 requests 56:13 require 105:9 126:12 135:12 135:16,17,25 136:6,16 required 44:2,9 105:6 115:23 116:9,22 117:4,9 117:15 120:22 125:7,11,11 125:16,17,22 126:1,4,8 129:5 132:16 136:21 145:4 requirement 70:8 requirements 151:13 152:4</p> | <p>152:5 requires 95:15 requiring 134:5 requisition 82:1 129:3 research 52:24 reserve 6:16 resignation 147:25 resolve 50:16 resource 130:25 resources 31:2 74:2,3,8 137:9 respect 9:22 16:5 20:13 45:2,13 53:13 68:19 69:8 73:17 93:4 147:15 151:5 response 70:10 responsibilities 9:21 11:8 12:7 16:5,20 17:11 40:25 72:13 77:9 80:1,5,6 responsibility 11:11 12:5,16 18:11 41:7 77:11 responsible 9:13,17 12:21 16:13 49:11,23 74:25 75:10 80:7 rest 33:6 141:19 restricted 142:12,17 result 94:7 156:16 retaining 140:12 Return 114:24 reverse 73:9 review 12:7 17:20 18:3,5,8 22:5,9 36:11 77:24 78:19 94:6 99:23 106:15 108:10 109:21 111:10,23 112:1 115:7 117:2 118:18,19,23 119:8,9,11,12,19,19,20 120:3,18,24,24 122:25 125:6 127:2 136:12 138:23 142:3 147:11 153:24 reviewed 47:24 119:14 121:8 131:11,15,20 137:5 141:8 153:22,23 reviewing 19:2,2 42:21 71:23 113:20 124:4 129:14 133:10 147:4 151:4 reviews 49:20 94:15 120:24 138:18 reward 139:19 rewards 13:19 right 5:1 6:16 9:5 15:23 18:14 22:7 33:7 34:23 36:9 38:5 41:3 42:2 43:9 44:5 48:2,8 53:23 61:18 66:8 70:9,24 72:10,15,18 74:9 74:21 79:13 80:1 82:21 83:15 86:10 87:14 89:15 90:1 93:6 96:18 99:11</p> |
|--|--|---|---|

| | | | |
|--|---|---|--|
| <p>100:16 101:8 105:7,22 108:21 110:2,14,21,24 112:18 114:14 115:21 117:23 119:4 122:12 128:20 134:25 135:6 136:15 138:11,20 143:16 150:8 151:14 152:2 154:4 road 142:19 role 9:22 11:8 21:4,4 23:5,20 35:18 56:19,24 69:7 75:21 76:7 81:19,19,22 93:14 100:25 101:19 103:5 130:20 153:2 roll 35:11 109:18 roll-out 52:4 53:5 rolled 35:9 54:5,20 142:25 rolling-up 112:5 rule 5:14,14 26:9 153:10 rules 5:4 13:15 44:5 151:20 run 5:3 11:12 14:21 17:3 31:23 32:2,13 36:4 59:19 65:6 109:17 running 14:25 60:7 runs 10:12 111:22</p> | <p>80:4 81:18 82:22 83:12 86:8 94:13 102:25 105:3 106:21,23 107:1 109:1,6 109:13 110:22 114:17 131:23 132:3 133:20 152:8 152:14 scenarios 150:14 152:17,22 153:8 scope 75:20,20 76:5 screening 134:6 screens 61:5 screenshots 25:19 109:14 111:17 script 17:3,4,6 scrutiny 125:4 seamless 83:22 Seattle 2:6 second 7:1 46:11,15 49:4 54:5 55:19,21 74:8 82:8 105:17 106:20 128:2,2 134:11 153:3 section 49:9 55:20 73:18 116:6,10 134:5 Securities 44:4 see 7:3 32:19,24,25 38:13 43:8 49:9 51:5 52:6 54:8 58:24 59:8 60:23 66:6 79:19 82:20 99:24 103:1,9 103:13 105:3,17,25 106:22 107:14 113:22 116:8 128:17 130:6 131:14 132:1 133:6 134:4,7,12 135:7 136:9 141:17 144:8,19 seeing 124:5 seek 13:23 16:7,10 seeking 41:13 seen 79:21 114:9 133:14 segments 28:7 selected 82:4 selection 95:8 selects 81:16 self 83:13,17 senior 8:3,16,19,21,25 10:15 11:3,14,18,20 12:18 12:20 13:9 18:21 19:24 25:16 29:7,20,22 30:1,1,2 30:3,8,9,15,19,21,22,23 31:11,16,17,17 40:19 41:6 43:18 73:25 74:1,3,8,12 130:18 sent 122:19 sentence 54:6 133:20 sentences 54:1 separate 10:10,11 33:5 37:25 63:5,21 83:1 118:19 118:23 119:2 146:7 149:20</p> | <p>149:21 September 52:8 sequence 103:12 105:2,18 series 23:4 47:15 service 83:13,18 set 13:16 16:2 17:3,10 33:18 58:19 62:6 82:9 83:16 84:13 85:18 86:22 87:19 88:23 89:8 94:24,24 103:8 112:15 119:22 131:16,24 141:8 145:11 148:17,23 156:11 sets 86:18 88:10 104:20 setting 15:24 16:21,25 17:15 28:16 56:20,25 69:8 70:8 71:5 85:6,11 86:17 87:6 117:23 121:24 seven 5:16 23:7 113:2 sex 69:23 share 143:3 shared 117:21 143:11 sharing 45:12 shave 149:15 Sheba 81:1,4 SHEET 157:1 sheets 155:3 short 34:23 67:21 74:21 shorten 5:5 shorthand 156:10 show 15:1 45:24 57:4 60:10 62:24 65:6 71:16 77:25 102:10 106:9 108:3 111:3 113:13 126:21 129:8 130:8 133:7 152:22 showed 58:20 110:20 showing 17:7 shown 64:23 98:6 Sieff 2:19 4:6 sign 16:7,10 SIGNATURE 157:24 similar 11:6 93:10,10,10,11 94:4,4,13 100:25 similarly 24:18 simply 49:5 50:3 54:20 99:21 109:19 153:8 single 97:14 114:21 149:18 sit 90:20 site 61:7,8 62:12 65:21 situation 90:17 situations 95:10 137:5 six 21:1,13 23:6,7 sixth 59:7 size 78:3 skill 92:15 93:20 131:16,24 132:5 skills 85:14 88:6 90:16</p> | <p>145:13 146:13 slack 148:4 slash 109:13 slide 48:22 49:1 53:25 58:25 59:8 72:11,17 73:18 79:18 81:14,15 82:8 86:11,16 87:13,15 90:3 93:1 97:1 98:3,14,14 99:8 108:23,25 129:20 131:1,6 132:7 136:10 142:1 slides 47:18 79:19 84:22 98:6 112:6,10 121:8 150:18 151:19 slightly 137:18 smoothly 14:3 snippets 48:17 software 9:11 16:18,22,23 23:10,13 37:2,3 38:20 39:1 73:7 91:4 97:12 116:22 117:9 128:24 somebody 12:10 26:25 32:22 52:22,22,23 67:13 91:9 118:11 121:9 148:3 153:4 somewhat 142:12 soon 21:11 sorry 30:2 32:16 47:9 74:5 95:14 99:12 103:16 129:22 131:3 138:3 sort 7:17 14:2 20:11 38:12 46:11 73:8 78:23 Sounds 144:10 speak 44:17 59:18 62:9 64:12 69:25 76:25 95:9 121:9 123:4 139:18 152:23 speaking 41:18 84:6 122:10 132:14 speaks 66:10 68:9,15 70:11 72:19 80:3 90:9 109:16 114:15 131:13 136:18 specialty 97:5,5,8,12,24 specific 18:19 33:2,2 37:1 37:24 39:21 41:22 42:15 50:4 53:1 59:21 76:11 79:1 80:6 87:11 104:12,12 116:7 141:10 146:16 150:14 152:11,13,17,22 specifically 44:18 56:7 70:25 83:10 95:10 114:17 121:9,11 152:23 specifics 40:13 124:1 146:24 specify 67:8 speculation 10:2 19:16 25:12 26:21 27:1 34:3 36:17 37:21 38:16,22 39:5</p> |
| S | | | |
| <p>S 105:2 Sacramento 2:17 safe 148:7 150:6 Safra 149:7,10 salaries 119:12,14 126:19 salary 9:18,18 17:12 22:17 24:23 33:21 35:13 40:7 46:18 56:20,20 66:4,7,18 67:6,11,15,19 79:2,8,14 82:11 84:23,25,25 85:18 86:14,15,17,18,22 87:6,16 88:11,19,23 89:13 92:1,18 98:10,16 99:9,9 105:18 115:13 116:15,21 117:19 117:24 118:4,12 119:19,24 127:9,16,20 128:5,20,22 129:4 131:10,19 134:6,14 134:24 135:3 140:19 144:5 149:19 153:2,16 sales 12:24 41:1,8 152:15 153:4 salesperson 77:3 San 2:9,14 sanity 106:6 122:11,15 satisfied 21:11 satisfy 115:15 saying 53:6 54:12 87:18 142:13 says 32:18 55:21 59:12 61:17 64:4,6 66:4,6,9,17</p> | <p>80:4 81:18 82:22 83:12 86:8 94:13 102:25 105:3 106:21,23 107:1 109:1,6 109:13 110:22 114:17 131:23 132:3 133:20 152:8 152:14 scenarios 150:14 152:17,22 153:8 scope 75:20,20 76:5 screening 134:6 screens 61:5 screenshots 25:19 109:14 111:17 script 17:3,4,6 scrutiny 125:4 seamless 83:22 Seattle 2:6 second 7:1 46:11,15 49:4 54:5 55:19,21 74:8 82:8 105:17 106:20 128:2,2 134:11 153:3 section 49:9 55:20 73:18 116:6,10 134:5 Securities 44:4 see 7:3 32:19,24,25 38:13 43:8 49:9 51:5 52:6 54:8 58:24 59:8 60:23 66:6 79:19 82:20 99:24 103:1,9 103:13 105:3,17,25 106:22 107:14 113:22 116:8 128:17 130:6 131:14 132:1 133:6 134:4,7,12 135:7 136:9 141:17 144:8,19 seeing 124:5 seek 13:23 16:7,10 seeking 41:13 seen 79:21 114:9 133:14 segments 28:7 selected 82:4 selection 95:8 selects 81:16 self 83:13,17 senior 8:3,16,19,21,25 10:15 11:3,14,18,20 12:18 12:20 13:9 18:21 19:24 25:16 29:7,20,22 30:1,1,2 30:3,8,9,15,19,21,22,23 31:11,16,17,17 40:19 41:6 43:18 73:25 74:1,3,8,12 130:18 sent 122:19 sentence 54:6 133:20 sentences 54:1 separate 10:10,11 33:5 37:25 63:5,21 83:1 118:19 118:23 119:2 146:7 149:20</p> | <p>149:21 September 52:8 sequence 103:12 105:2,18 series 23:4 47:15 service 83:13,18 set 13:16 16:2 17:3,10 33:18 58:19 62:6 82:9 83:16 84:13 85:18 86:22 87:19 88:23 89:8 94:24,24 103:8 112:15 119:22 131:16,24 141:8 145:11 148:17,23 156:11 sets 86:18 88:10 104:20 setting 15:24 16:21,25 17:15 28:16 56:20,25 69:8 70:8 71:5 85:6,11 86:17 87:6 117:23 121:24 seven 5:16 23:7 113:2 sex 69:23 share 143:3 shared 117:21 143:11 sharing 45:12 shave 149:15 Sheba 81:1,4 SHEET 157:1 sheets 155:3 short 34:23 67:21 74:21 shorten 5:5 shorthand 156:10 show 15:1 45:24 57:4 60:10 62:24 65:6 71:16 77:25 102:10 106:9 108:3 111:3 113:13 126:21 129:8 130:8 133:7 152:22 showed 58:20 110:20 showing 17:7 shown 64:23 98:6 Sieff 2:19 4:6 sign 16:7,10 SIGNATURE 157:24 similar 11:6 93:10,10,10,11 94:4,4,13 100:25 similarly 24:18 simply 49:5 50:3 54:20 99:21 109:19 153:8 single 97:14 114:21 149:18 sit 90:20 site 61:7,8 62:12 65:21 situation 90:17 situations 95:10 137:5 six 21:1,13 23:6,7 sixth 59:7 size 78:3 skill 92:15 93:20 131:16,24 132:5 skills 85:14 88:6 90:16</p> | <p>145:13 146:13 slack 148:4 slash 109:13 slide 48:22 49:1 53:25 58:25 59:8 72:11,17 73:18 79:18 81:14,15 82:8 86:11,16 87:13,15 90:3 93:1 97:1 98:3,14,14 99:8 108:23,25 129:20 131:1,6 132:7 136:10 142:1 slides 47:18 79:19 84:22 98:6 112:6,10 121:8 150:18 151:19 slightly 137:18 smoothly 14:3 snippets 48:17 software 9:11 16:18,22,23 23:10,13 37:2,3 38:20 39:1 73:7 91:4 97:12 116:22 117:9 128:24 somebody 12:10 26:25 32:22 52:22,22,23 67:13 91:9 118:11 121:9 148:3 153:4 somewhat 142:12 soon 21:11 sorry 30:2 32:16 47:9 74:5 95:14 99:12 103:16 129:22 131:3 138:3 sort 7:17 14:2 20:11 38:12 46:11 73:8 78:23 Sounds 144:10 speak 44:17 59:18 62:9 64:12 69:25 76:25 95:9 121:9 123:4 139:18 152:23 speaking 41:18 84:6 122:10 132:14 speaks 66:10 68:9,15 70:11 72:19 80:3 90:9 109:16 114:15 131:13 136:18 specialty 97:5,5,8,12,24 specific 18:19 33:2,2 37:1 37:24 39:21 41:22 42:15 50:4 53:1 59:21 76:11 79:1 80:6 87:11 104:12,12 116:7 141:10 146:16 150:14 152:11,13,17,22 specifically 44:18 56:7 70:25 83:10 95:10 114:17 121:9,11 152:23 specifics 40:13 124:1 146:24 specify 67:8 speculation 10:2 19:16 25:12 26:21 27:1 34:3 36:17 37:21 38:16,22 39:5</p> |

| | | | |
|--|--|---|--|
| <p>39:10,17,20 40:5,17 43:3 46:24 48:13 49:15 50:2,11 50:18 56:5,12,22 57:1 59:16,23 61:10 66:15,21 67:17 70:20 71:14 80:18 81:11 82:16 83:4 90:9,14 91:3 92:3 94:1,9,20 95:17 96:6,12 98:23 99:20 100:2 101:14 102:2 104:5,9,22 105:12,24 112:24 114:6 115:10,17 116:2 118:1,7 118:15 119:16 120:5 121:6 123:10 125:10 126:7 127:13 130:4 134:18 135:15,20 136:5 137:3 138:2 139:1,23 140:8 142:23 144:25 147:10,18 147:23 148:13 150:12 151:1 Speer 3:3 spend 21:7 109:21 122:20 125:21 139:13 149:12 spent 16:8 split 11:21 12:1,3,6,9,10 spread 88:23 125:18 spruced 48:16 ss 156:2 stage 42:20 stamp 153:25 stance 20:24 standard 77:5 standpoint 145:10 stands 39:23 114:20 star 121:12,13 stars 130:1 start 14:2 63:14 138:4,6 148:25 150:22 starting 63:22 85:12 101:20 138:12 starts 113:2 149:15 state 3:6 132:4 148:11 156:1 156:6,21 stated 151:19 statement 58:8 83:23 statements 82:9 states 1:1,5 4:4,10,16 52:23 54:16 67:6 79:7 131:14,15 137:25 statistical 124:6 stay 16:12 21:9 101:21 113:7,8 123:18 125:3 stayed 16:16 109:22 113:12 stays 123:19 step 11:16 77:15 78:22 step-by-step 25:20 steps 19:21 67:14 144:21</p> | <p>145:1 stick 43:17 84:20 sticks 14:8 stocks 140:5 strange 107:13 Street 2:9,13 strictly 26:3 structure 85:23 stuck 14:22 sub 65:23 subject 114:17 submission 9:19 submissions 16:3 147:12 submit 134:1 147:24 submitted 14:1,7 subordinate 37:17 142:21 subordinates 37:22 subset 31:6 subtractions 85:25 Sudhakar 113:23 114:2 Sue 29:12 suggest 55:7 suggested 5:19 suggestion 98:16 suggests 54:3 suite 2:5,9,16 3:3 75:22 78:6 114:22 summaries 22:12,21,22 summarize 144:9 Summary 108:25 super 64:5 supervise 125:7 supervisor 40:7 support 12:14,15 13:1 41:2 47:4 78:3 84:7 supported 12:23,24,24,25 supporting 20:7 123:23 suppose 5:9 67:18 supposed 49:24 139:14 supposing 49:18 sure 13:15,25 14:3,6,20,22 15:9,21 17:6 21:8 24:10 38:17,23 39:22 40:12 41:9 41:14 43:4 45:7 50:13 51:10,11 55:1 57:14 58:1 61:25 64:19 66:16 67:5 69:12 75:4 83:5,5 85:3,19 89:23 90:1 94:10 95:18 96:8 98:24 99:22 104:18 110:16 119:7 122:16 132:8 135:22 147:5 151:11 surprised 48:3 survey 9:18,18 22:11,16 41:22 87:2,19 89:6 surveys 22:17 86:19,20 87:3 88:19 89:13 97:19</p> | <p>Susan 1:24 3:5 156:5,20 Sutcliffe 2:13,16 4:12,18 Switching 137:18 sworn 4:20 156:8 system 13:16 14:1,9,21 18:14 25:21 26:3 28:19,19 30:11,14 31:6,11 32:2,6,13 32:17,23 33:24 38:4,7 73:3 73:22 74:1 75:13 83:19 84:16 89:22 109:14 111:15 111:15,18 115:15 116:3 118:20,23 119:22 140:4 systems 13:22 33:5,10 82:13 83:15 151:4</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p>table 72:14,18,21,24 73:2,11 73:15 74:7,11,15 75:1,9,14 76:19 77:19 80:10 84:19 85:16 86:7,8 88:4 90:17 92:20 97:4,9 103:8,13 105:15 121:12 138:9 tables 9:18 53:9 107:13 tag 57:13 tagged 57:15 take 7:21,23 17:5 20:23,25 23:9 34:21 43:25 44:2 46:2 51:1 53:12 67:21 72:4,7 73:24 92:13 102:15 110:19 125:19 131:6 143:20 144:21 145:1,4 147:7 taken 3:2 20:11 21:6 35:2 66:24 67:3,24 100:7 122:6 139:14 149:25 156:10 157:3 taleo 91:7 140:12 Taleo 133:25,25 talk 7:15,19,20 60:13 93:13 104:10 151:9 talked 29:15 40:20 41:25,25 42:11 52:14 68:20 70:1 73:16,24 78:1 79:9 86:2,14 98:6 109:16 117:19 135:7 138:17,18,19 140:24 148:20 talking 22:17 23:13 33:21 35:6 36:21 37:10 41:17 47:13 53:8 58:19 69:12 74:17 77:1 79:14 84:2 90:6 100:11 112:4 115:21 134:5 138:16 141:3 142:6 145:19 145:21 153:16 talks 77:12 target 22:10 62:13 targeted 19:2 153:3 tasks 22:3</p> | <p>teaches 44:10 team 9:7,13 10:3,8,10,11,12 11:21,23,23 13:13 17:1 18:24 19:13 22:4 24:19 27:25 35:10,23,23,24 36:2 49:7,13 50:5,8,16 53:3,3 75:2,6,10,13 81:21 84:3,8 94:3 100:22,25 109:17 111:21 114:7 124:25 140:10 148:3 teams 12:13 89:21 137:16 139:24 145:7 technical 32:11 53:21 97:12 110:14 technology 48:14 92:9 tell 8:1 11:13 20:4 24:14 39:23 51:4,9 52:15 63:9 85:13 87:3 91:21,21 telling 50:3 115:4 tells 111:17 151:20 tend 124:2 term 140:13 termed 112:20 terms 19:6,8 43:9 53:4 63:25 77:14 81:22 82:23 84:24 97:16 112:17 125:20 135:8 141:17 testified 4:20 124:15 testify 5:12 156:8 testimony 6:7 20:17 21:16 41:16 42:10 45:16 55:9 62:21 69:11,20 77:23 89:1 94:19 95:25 100:19 110:4 122:14 124:14 126:15 148:19 155:4 Thank 34:24 41:5 51:22 60:19 132:22 154:3 Thanks 35:20 theoretical 88:1 121:14 theoretically 121:9 thing 11:17 25:14 36:18 43:10 51:12 58:1 74:16,22 83:1,22 90:18,18 102:5 103:12 116:16 136:2,15 137:13,17 138:5 145:25 things 9:8,19 11:7 16:22 17:14 20:19,20 26:8 28:12 38:8,10 44:4 48:2 56:9,18 62:18 70:6,7 75:24 77:14 88:7 93:4 95:9 98:5 100:14 117:21 126:10,17 130:25 139:17 141:15,17 145:17 146:10,15 think 8:16 9:2 10:19 16:19 19:17 25:14 26:17 27:2 28:10 30:25 31:8 34:4,19</p> |
|--|--|---|--|

| | | | |
|---|---|--|---|
| <p>35:6 40:12,13,24 41:1,9 42:5 57:16 58:7 59:25 61:14 63:18,21 68:22 69:18 70:1,11 72:14 76:6 78:25 82:18 83:10,23 94:17 95:20 98:6 108:24 110:21,22 112:18 130:19 130:22,22 132:23 135:8 137:12 141:2,7 144:5 145:10 150:13 151:10,16 154:2 thinking 84:6 86:3 91:4 116:14 137:16 third 59:12 84:12,12 106:21 thought 54:23 107:22 138:3 148:22 thousand 14:16 15:6 thousands 116:4 123:5 three 48:23 53:25 60:11 61:16 67:13 113:1 132:25 153:11 154:10,10 threshold 56:14 throw 137:9 tied 139:7,9 tier 78:5 time 6:22 8:17 12:23 13:2 16:3,13 18:17,19 20:3,5,7 21:4,14 27:14,20 28:20,22 29:8,11 30:6 34:25 35:3 50:13 52:18 55:14,17 65:15 67:22,25 81:5 88:15 88:22 89:2 96:21,23 100:5 110:14 119:12,19 122:4,7 123:24 130:17 132:5 143:20 149:14,23 150:1 154:3,11 156:10 timeline 13:23 28:16 times 23:1 26:5 41:11 146:1 148:16 title 10:23 22:11 29:25 30:6 30:14 31:6,11,15 32:6,19 32:20 68:16 73:18,19,22 74:12 79:25,25 80:13,16 80:23 81:1,7 93:16 96:17 105:3,9 107:18 112:9 135:11,24 titled 59:8 81:15 97:5 103:18 108:25 titles 3:16 23:4 30:8,10,12 30:13 65:23 73:3 74:14 80:24 81:2 110:20 today 5:13,22,24 6:20 17:20 47:21 48:16 58:12 93:20 112:1 140:24 143:14 145:20 148:21 Today's 4:5</p> | <p>told 15:23 16:1,2,3,17 18:10 22:3 23:23 24:11 25:15 28:15 31:11 40:24 42:5 48:5,6 69:14 70:6 72:12 74:19,24 80:14 86:18 93:3 136:14 138:13 150:5 tomorrow 6:12 7:1 Ton 113:23 114:3,4 115:6 tool 109:13 112:16,16 125:16 126:12 tools 83:19 top 40:6 88:17 102:24 106:2 106:22 109:19 113:22 115:1 133:19 149:3,6 153:20 topic 50:5 127:18 topics 6:2,5,8,13,18 28:5 48:18 86:16 total 61:17 64:4,7 totally 63:21 toxic 137:15 track 31:9 tracked 92:23 tracking 126:11 trading 43:25 44:3 train 70:14 trainers 145:8 training 3:13,18 13:20 16:1 25:17,24 26:2 27:8,9,13,15 27:17,21,24 28:2,7,9,14 43:12,19 44:7,13,17,21,22 45:2,10,17,17 46:9 47:9 52:10,12,16,18 62:23 69:5 69:8,15,15,21 70:2,16,19 70:21,23,25 71:2,11 72:3,8 94:22 95:10 108:14 109:6 109:6,12 111:20,23 112:1 112:15 121:7,14,23 126:9 130:21 139:18 145:5,18,25 146:1,2,5,7,16 151:10 152:8,12 trainings 27:4 36:8,11,14 43:24 44:1 47:2 52:15 141:20 142:13 145:2,3,8 145:11,20 transactions 111:1 transcript 7:12,18 155:2 156:13 transcripts 6:6 transfer 101:25 135:8,10,23 137:24 152:1,15,23 transferring 138:4 transfers 101:16 136:16 137:19,21 travel 82:18 true 32:4 58:9 98:25 155:4</p> | <p>156:13 truth 156:8 try 7:20 37:8 83:21 102:8 137:14,14 144:9 trying 23:2 32:9 43:9 145:17 152:19 turn 141:25 Turning 79:17 81:13 turns 58:3 twice 27:16 132:23 two 6:3 8:12 23:14 26:8 46:14 49:3 53:25 63:5,6,14 79:19 84:22 86:20 107:3 133:8,23 149:5 150:19 type 11:16 19:9 types 11:8 77:9,11 102:23 typewritten 156:12 typically 152:25</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>U.K 52:22 U.S 2:5,8 10:15 35:9,22,24 36:1 84:6 86:3 130:23 137:23 152:14 uh-hum 37:13 43:22 46:13 47:16 49:2,10 54:2 86:13 100:17 103:22 113:21,25 129:16,21 136:13 138:15 138:15 ultimate 115:5 ultimately 26:13 88:10 umbrella 31:19 unable 6:25 unaware 26:24 uncertain 144:15,17 unclear 7:8,10 underlined 46:18 underneath 73:6 understand 4:25 7:24 15:18 26:7 35:22 58:7 70:25 82:25 112:8 151:12 understanding 6:9 33:4 55:4 67:1,10 110:12 118:17 119:2 understood 7:13 unique 115:7 United 1:1,4 4:4,10,15 52:23 54:15 79:6 137:25 unredacted 6:6 unwilling 6:10 update 72:14 updated 102:25 103:3 updating 74:25 103:5 upgrades 28:19 use 25:20 41:21 48:7 53:6 54:17 81:20 87:3 101:20</p> | <p>109:12,15,15 121:24 133:23 142:10 146:12,12 151:24 uses 103:24 120:9 usually 78:16</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>v 1:7 Vacancy 3:20 vague 10:1 17:17 18:17 24:7 25:12 27:10 31:7 32:1,7 33:15 34:1,8,13 38:22 39:9 39:20 40:4,17 42:3,24 43:2 43:13 44:15 46:23 47:11 47:23 48:12 53:15 56:5,11 56:22 57:2 59:4,22 61:23 62:11 66:14 68:21 69:24 73:1,12 75:17 76:16,23 79:3 80:17 84:18 85:1,20 86:24 87:8 88:13 89:20 91:2 92:24 93:25 95:17,25 96:12 97:25 101:13 104:17 114:5 115:16 116:2,11 119:15 120:11,19,25 122:14 126:6 127:21 139:8 140:16 146:22 147:10,18 147:23 151:6,15 vaguely 72:1 130:15 valuable 91:17,20 variable 152:24 variation 88:3 varies 119:10 variety 9:21 70:6 88:6,8 140:25 various 9:7 40:21 42:1 44:1 67:8 75:24 102:23 117:20 119:25 141:3 145:21 vary 87:24 142:24 Varying 139:24 verification 134:7,14,20,25 135:1,4 verify 113:11 version 62:6 110:23 versions 28:14 versus 33:19 52:22,22 91:9 107:9 vice 56:15 153:14 Vicki 113:23 114:3,4 Victor 2:19 4:6 video 1:14 7:16 44:9 48:17 videographer 2:19 4:1 34:25 35:3 55:14,17 67:22 67:25 96:21,23 100:5,8 122:4,7 149:23 150:1 154:11 videotaped 4:2</p> |
|---|---|--|---|

| | | | |
|---|---|---|---|
| <p>view 38:24 vocation 85:14 VP 10:24 31:18</p> | <p>wish 5:19 witness 4:13 5:14 45:4 157:2</p> | <p style="text-align: center;">0</p> <p>0772 104:2</p> | <p>2:05 122:7 2:51 149:23 20 112:6 200 149:13 2005 13:6,8</p> |
| <p style="text-align: center;">W</p> | <p>wondering 124:10 word 64:14,14 68:10 words 59:17</p> | <p style="text-align: center;">1</p> | <p>2011 46:25 47:5,10,18,22 48:5 58:22 68:19,23 108:17</p> |
| <p>Waggoner 1:14 3:2 4:3,19 4:24 5:12 6:2,12 8:1 63:10 68:2,5 122:9 150:3 155:1 155:11 157:2 wait 21:13 want 5:23 6:15 17:24 21:9 55:8 58:1,5 74:16 94:18 96:14 102:10 112:6,9 113:13 136:10 137:8 143:5 143:7,9 149:11,17 151:11 wanted 5:11 36:21 68:2 wanting 137:10 Washington 2:6 wasn't 35:18,18 132:6 watch 44:10 way 11:21 14:24 20:4 31:11 37:7 41:23 42:19 44:11 47:8 51:13 57:12,15,20 68:17 89:10 92:22 100:21 101:16 105:25 106:3 107:14 112:5,15 115:5 120:8 125:4 132:8 139:17 139:18 152:15 153:10 ways 48:2 121:14 139:24 145:16 we'll 5:5 7:2 58:12 we're 5:4 25:21 33:1 54:13 84:5 89:23 90:1 122:16 141:3 150:2 154:5 we've 5:19 6:1 16:16 21:17 21:22,22 23:23 27:14 29:25 61:22 80:25 86:14 89:6 92:12 98:24 110:9 113:6,10 121:7 123:5 138:17,18,19 140:24 141:2 141:20 143:13,22 145:3,20 145:22 148:20 151:17 website 61:21 Wednesday 3:4 weigh 131:24 weighed 131:17 132:5 went 29:19 100:10 116:8 150:4 weren't 11:15 54:5 55:1 58:3 Westerdahl 29:14 white 78:10 wide 9:21 20:19 88:6,8 99:16 widely 48:6 width 89:7 widths 88:15 89:3</p> | <p>work 9:8,11,19 10:24 11:24 12:1 13:16,22 21:9 37:25 45:23 48:7 49:7,12 61:21 67:1 76:8 78:8 90:21 93:10 94:22,25 95:11,22 106:3 109:13 111:1,16 112:5,16 115:5 132:9 141:18 144:2 worked 11:24 13:4 16:18 17:6 28:4 40:21 85:7,22 88:22 124:13 130:17 working 75:19,20 78:13 90:20 91:9 93:15,20 98:25 100:16 works 13:13 17:2 75:3 104:1 128:24 world 28:11 54:12,25 78:24 137:22 wouldn't 19:21 28:13 52:17 78:23 79:11 83:17,18 91:19 101:15 118:8 126:8 135:16,16 136:19 write 116:6 writer 97:12 written 7:18 wrong 83:16</p> | <p>1 1:15 3:4,13 45:25 46:1 62:18 68:3,5 105:7 107:7 108:21 121:12,15,15,16 157:3 1.0 98:12 1:19 100:9 1:54 122:4 10 3:18 79:19,22 108:5,6 144:1 152:23 10-26-22 156:22 10:03 34:25 10:16 35:3 10:50 55:14,17 101 48:1,17 69:4 151:24 102 3:17 106 3:17 108 3:18 11 3:18 53:10 111:5,6,7 152:23 11:12 67:22 11:25 67:25 111 3:18 1120 2:5 113 3:19 12 3:19 21:1,13 53:10 113:15,16 128:14,15,20 129:20 144:1 12:08 96:21 12:09 96:23 12:14 100:5 1244 3:3 125 149:14 126 3:19 129 3:20 13 3:19 126:22,23 144:3,15 144:17 130 3:20 133 3:21 14 3:20 129:10,11 144:6 15 3:20 81:14 130:9,10 144:6 152:6 16 3:21 51:20 86:11 133:7,8 133:9 143:22 144:7,16,18 17 87:13 90:3 93:2 99:8 133:8,8 18 98:3 190501CRL 1:25 1st 4:5</p> | <p>2012 58:24 68:19,23 2013 27:22 130:17 131:9,19 2014 8:15 9:2 27:22 2015 21:25 2016 52:8,24 68:19 2017 35:7 103:1 2017-OFC-00006 1:4 2018 8:7 2019 1:15 3:4 4:5 22:1 156:24 157:3 21 114:24 22 114:12 129:20,21 23 114:12 128:21 24 114:13 128:18,19 25 81:15 84:21 26 81:15 82:21 27 84:21 86:12 27022 128:17 28 86:12 131:2 29 87:13 90:4 93:2 99:8,14</p> |
| | | <p style="text-align: center;">X</p> | |
| | <p>X 60:14 77:9 xerox 51:12</p> | | |
| | | <p style="text-align: center;">Y</p> | |
| | <p>Y 77:11 yeah 32:13 33:11 34:22 39:15 40:1 51:21,21 58:4 58:11,11 63:24 64:17 65:11 79:17 87:17 89:25 107:2 124:22 128:1 129:22 136:3,19 142:4 143:21 150:9 152:21 year 8:12,18 89:21 90:2 years 8:12 11:17 20:11 36:9 45:20 54:19 75:18,21 86:1 89:11 yep 136:13 142:15 144:13 yesterday 18:2</p> | | |
| | | <p style="text-align: center;">Z</p> | |
| | <p>zip 34:14,18 153:18,19 zone 143:4 zones 53:1</p> | | |
| | | <p style="text-align: center;">2</p> | |
| | | <p>2 3:14 50:22,23 55:9 68:3,13 121:17,17 142:1</p> | <p style="text-align: center;">3</p> |
| | | | <p>3 3:14 57:8 58:12 62:19 68:3 68:6 70:4 106:22 121:13 121:19,19 3:06 150:1 3:12 154:11,14 30(b)(6) 5:13 6:2,8,13,18,25 30(d) 5:15 300 2:5 3000 2:16 30th 103:1 31 98:4,13 136:10 32 98:4 33 112:6 3700 2:9 381077 127:25</p> |
| | | | <p style="text-align: center;">4</p> |
| | | | <p>4 3:10,15 53:24 55:20 60:21 60:22,23 63:24 64:3,9 66:2 76:12 107:8 108:24 121:13 121:21,21 143:23 144:10 144:13 400 2:16 405 2:13 45 131:2,3 46 3:13</p> |

47 152:13

5

5 3:15 63:1,2,16 64:6,9,16
72:11 76:13 78:11 97:2
143:23 144:10,13

50 3:14 88:17

50th 87:10

515 3:3

520 4:7

53 112:7,12

57 3:14 136:11

594 63:22

597 63:22 64:10

598 63:21 143:24 144:12,13

5th 2:5

6

6 3:16 59:8 65:8,9 70:4,5
76:13 78:11 79:18 107:12
143:24 144:11,13,13
156:24

60 3:15

63 3:15

64 112:7,13

65 3:16

7

7 3:16 71:18,19,20 79:18
136:10 142:2

70 14:16 15:6

71 3:16

798 63:11

7th 2:9

8

8 3:17 102:12,13 107:6,11
143:25 144:15

80 88:17

9

9 3:17 79:19 106:10,11,20
143:25 144:15

9:16 3:4 4:2

90 2:9

93 153:19

94 34:18

94103 2:9

94105 2:14

950s 34:18

951s 34:19

95814 2:17

98104 2:6