



# Transcribed Interview Excerpts: Jason A. Friedman

March 14, 2022

Committee on Oversight and Reform  
U.S. House of Representatives  
[oversight.house.gov](https://oversight.house.gov)

On March 14, 2022, the Committee conducted a transcribed interview of Jason Friedman, a former Commanders sales executive who served 24 years on the team. Below are key excerpts from the interview.

**“People Were Afraid to Lose Their Jobs” If They Spoke Out. The Team’s Pattern Was to “Intimidate,” then “Terminate,” then “Buy Off” (pp. 155-57)**

- Q: Why were these executives so afraid of what Dan Snyder would do with respect to their employment? What was it about the team that instilled that fear?
- A: The pattern of termination that many times was not related to performance or contribution. Good contributors and high performers would just be let go for seemingly just unknown reasons.
- Q: The fact that all of these executives were afraid to speak out, what does that say to you about the culture at the Washington Commanders?
- A: Well, that it was oftentimes hostile. And I think that hesitancy to speak up—in fact I know, the hesitancy to speak up at the highest levels snowballed down to the entire company.
- Q: And do you think that’s the reason why the behaviors that you described here today—sexual harassment, financial impropriety—why that was allowed to continue during your tenure?
- A: Absolutely. The silence was the enabler and the silence was driven by fear, and that fear was justified by actions. It was not concocted. People were afraid to lose their jobs because they had seen so many others lose their jobs.
- Q: And how did you find the team addressed individuals who did speak out and who were ultimately terminated? How did they handle those types of individuals?
- A: Well, I felt like there was a sequence of events that was a pattern that would be followed: Obey first. If you don’t obey, intimidate. If you still don’t obey, terminate. And then if you didn’t go away and you tried to sue the team for wrongful termination, it would be to fight back. If that didn’t work, buy off.

**Mr. Friedman Witnessed Daniel Snyder Touch Tiffani Johnston after a Team Dinner (pp. 66-67)**

- Q: Can you tell me more about that?
- A: Yes. We were outside of the restaurant, as the dinner was finished. I was walking towards my car as was Mitch, I believe, walking towards his car. Tiffani was a little bit behind us, and Mr. Snyder’s limousine was basically at the curb of where the restaurant was. He was all the way in the back, driver’s side, with the door open, seemingly getting ready to leave, and put his arm behind Tiffani and tried to guide her into the limousine and she quickly pulled away.

**Mr. Friedman Came Forward Because He Was a Witness and Ms. Johnston “Was Telling the Truth” (p. 72)**

- Q: Now, earlier you had called—you had said that Snyder called the allegations

regarding Ms. Johnston outright lies. You also said that you saw it with your own two eyes. How did you react to Snyder's statement, his denial of those allegations?

A: Well, it's to be expected. Frankly, I thought it was odd that—to back up a second.

One of the reasons I wrote that letter is I didn't want this—I didn't want my friend who was telling the truth, Tiffani, to have to dangle on her own in a he said/she said; that she was telling the truth. And I had a conversation with my wife about doing the right thing in God's eyes. And the worst thing that we could do would be to let her dangle on her own when I was a witness there.

**“The Focus Was on Whatever Filth There Was Needed to be Kept Private” (pp. 89-90)**

Q: Do you have any reason to believe that Mitch Gershman would know why they wouldn't want the allegations that were made by that employee to happen again?

A: Well, because that's expensive. And I also believe that that's, until now, the closest that Mr. Snyder got to being exposed; that they all realized that he got away by the skin of his teeth that time, and that they didn't want to flirt with disaster again.

Q: When you say that Mitch Gershman would make statements that he doesn't want that to happen again, what did you understand him to mean by that?

A: Don't get caught. Meaning, there was never a movement inside the company to clean up all of this filth. Really, the focus was on whatever filth there was needed to be kept private, kept quiet, keep it to yourself.

Q: You said that it was the closest that Mr. Snyder had gotten to being exposed. What did you mean when you said that?

A: Well, I think when you have an employee accusing him directly of harassment or assault who ends up settling for \$1.6 million, it's fair to ask the question: What if that employee didn't accept any settlement and instead decided to call the police or The Washington Post?

**The Team's Human Resources Was Considered a “Running Joke” over Two Decades (pp. 43-45)**

Q: Can you describe for me what the HR department consisted of during your employment? Could you walk me through the evolution of the HR, how many employees, et cetera?

A: It was never more than two, and we never had a VP. It was always director or lower.

Q: What's the significance of not having a VP in that department?

A: Well, that you're almost assured to be dealing with a midlevel or junior person.

Q: How many employees worked there in the Commanders' workforce, to your knowledge, at the time when there were two HR employees?

A: About 200.

...

- Q: Under Mr. Snyder's leadership, could he have made one of the HR employees a VP?
- A: Yes.
- Q: Do you know if there were ever suggestions or recommendations that that be made?
- A: Yes. Excuse me. That specific, to make a VP in HR? I don't know if that specific recommendation was made, but there were recommendations made to expand the department either to make it have more staff, more authority, more visibility.
- Q: Do you recall when those recommendations were made or by whom?
- A: On a regular basis by countless staff. Almost in—it was almost like a running joke at the team.
- Q: What was the running joke?
- A: We'd call our HR department if we had one.
- Q: How long did that joke exist, to your knowledge?
- A: The whole time.

**The Claim that Employees Who Did “Bad Things” Are Gone Is “Not True” Because Daniel Snyder Did “Bad Things” and Is Still at the Commanders (pp. 71-72)**

- Q: What changed?
- A: Well, over time, you listen more carefully to these women as they have grown up, and you see the impact, the negative impact that it's had on their lives being treated like a piece of meat at their workplace. And they've had to—I think most of them have done an amazing feat in being able to overcome being treated like that. But, you know, that's probably not the case for everybody. You know, if you spend your first five years out of college and you're just being told that your value here at this company is based on your looks and that's it, think about what that's going to do for your psyche for the rest of your professional career. And, you know, it's—the exact opposite should be happening during your first five years out of college. You know, you want influences that are pushing you in the right direction and bringing out the best in you, not telling you that your value here is based on your chest size or how you look in tight clothing. That's a lot to overcome. You know, when you say what changed, why now? Frankly, the repeated comments that I've heard over the past few months that all the people that did these bad things are gone from the company is just not true.
- Q: Why not?
- A: Well, because there's one person still there who did these bad things.
- Q: Who is that?
- A: That's Daniel Snyder.

**Mr. Friedman Believed Recent Changes at the Team Were a “Reaction to This Media Outpouring” and “Investigation,” but Daniel Snyder Has Not “Seen the Light” (p. 64)**

- Q: If you learned that Mr. Snyder has since expanded his human resources department, what would your reaction be?
- A: Well, of course he has now. He doesn't have a choice.
- Q: What do you mean?
- A: I believe that all of the reported culture change and expanded human resources department that's taken place since I left is all just reaction to this media outpouring and, you know, your investigation. It's not like he, you know, saw the light overnight and just decided he wanted to treat people better.
- Q: What makes you believe that he has not seen the light?
- A: There hasn't been any apology. He called Tiffani Johnston a liar.

### **Daniel Snyder Sexualized the Cheerleading Program (p. 23)**

- Q: How did that program change, if at all, under Mr. Snyder's leadership?
- A: I feel like it became a lot more seductive, less about dancing and more about looks, making the uniforms as small as possible. It was less wholesome.

### **Executives Went to Strip Clubs on Work Trips (p. 51)**

- Q: Who would go to strip clubs?
- A: Well, the—I would hear the—you know, when the team traveled, okay, to road games, there would be a certain number of executives that traveled with the team. I was not one of them. I probably went on four or five road trips the whole time I was with the team. And each time it was like, okay, dinner's over, what strip club are we going to? It's just like, I'm going back to my hotel.

### **Mr. Friedman Stated He Was Instructed to Lie in a Deposition (pp. 98-101)**

- Q: Is there anything else that Mr. Donovan directed you to do in the course of your employment that was inappropriate or unlawful that we haven't discussed? You mentioned there were two incidents.
- A: Yes, ma'am. Another incident involved what started as an overtime case where some of our frontline employees were claiming that they were due overtime pay. They brought that to my attention. I then brought that complaint to the attention of my boss and Dave Donovan. There had been some precedent set by another team in sports, I believe one of the pro teams in New Orleans, and some of my employees were saying, hey, how come we don't get paid overtime? And it was a—the topic was starting to bubble up quite a bit in the department. And, frankly, I thought the employees were in the right. I said, how come we're not paying these guys overtime when they work at the games on Sundays, when they work more than 40 hours per week? I brought that to the attention of Mitch Gershman and whoever the CFO was at that time, I don't remember who it was, and Dave Donovan, who was our general counsel at the time. The team made a decision to not pay overtime. And there was a day that Dave Donovan actually came to FedEx Field and met with the staff and communicated that. We're not

going to pay overtime, and if you have any questions about it, you can contact me, Dave Donovan.

My understanding is that a couple of employees did reach out to him in the aftermath but were basically stonewalled; at which point, shortly thereafter, six employees retained an attorney, James Rubin, in Rockville, Maryland, who is an employment attorney, to make a claim, file a suit against the team for unpaid overtime.

Mr. Rubin sent a preliminary letter to the team, not naming any of his clients, stating that he represented a number of unnamed clients related to unpaid overtime and that the names would be forthcoming.

When that letter was received in Ashburn, Virginia, I received a call from Mitch Gershman. Mitch told me, Dan wants you to fire the people who you think are behind this claim, and you need to do it quickly before we officially know the names. I then proceeded to dismiss three employees who I thought were behind the claim, at which point the overtime case additionally turned into a retaliation case, and the team refused to relent to the point where I had to give a deposition under oath in Mr. Rubin's office.

One or two days prior to that deposition, Dave Donovan met with me and Mitch Gershman in my office and explained that I needed to stick to the story that I fired those employees simply because they had bad attitudes and it had nothing to do with their overtime claims. And as Mr. Donovan was giving me those instructions, he said, quote, "I can get in a lot of trouble for this. Let's make it quick."

I then proceeded to give the deposition at Mr. Rubin's office per Mr. Donovan's instructions.

Q: Mr. Friedman, did you terminate those employees because of their bad attitudes?

A: No, absolutely not.

Q: So when Mr. Donovan told you to terminate them—strike that.

When Mr. Donovan told you to say under oath that you terminated them because of their bad attitudes, was that a lie?

A: Yes, it was.

**Mr. Friedman Recalls He Was Told That Daniel Snyder "Appreciates What You Did" after Providing False Testimony in a Lawsuit (p. 101)**

Q: Did Mr. Donovan instruct you to lie under oath during your deposition?

A: Yes, he did.

Q: Did you follow his instructions?

A: I did.

Q: Did you feel like you had a choice?

A: Yes. The choice was follow his instructions or lose my job. And I didn't want to lose my job.

Q: Why did you think that if you did not follow his instructions, that you would lose your job?

A: Well, because I think that would have gotten back to Mr. Snyder that I was testifying against him under oath, which effectively, in order to tell the truth, I

would have had to testify against him. And then I received a secondary message a couple days later from Mitch that Dan appreciates what you did.

Q: So was that to say that Mr. Snyder knew that you lied under oath on his behalf?

A: Yes.

**Team Used Non-Disclosure Agreement to “Silence” Mr. Friedman (p. 152)**

Q: When you were terminated, were you offered any type of separation package from the team?

A: I was. So within less than 24 hours, I had documents in my inbox to silence me.

Q: What do you mean by that?

A: In order to receive any severance pay, I was going to need to agree to not say anything to anyone except the government.

Q: Are you referring to a nondisclosure agreement?

A: Yes, ma'am.

**“In a World Where We Have Fewer Restrictions in a Nondisclosure Agreement, You’re Going to Have More People that Simply Come Forward” (pp. 166-67)**

Q: And when you say “problem,” are you also referring to the use of nondisclosures to conceal workplace misconduct?

A: Yes. Because I feel like one of the reasons that I’m here and so many others aren’t is because of these nondisclosure agreements; and that the carveout in my nondisclosure agreement that explicitly says I’m permitted to speak to the government, you know, I don’t know if that was in any of the other agreements.

I don’t know if people are aware of what their rights are in situations like this. I think a lot of people would be reactive to these type of situations and maybe, as I did, wait for somebody to come to me. But I think in a world where we have fewer restrictions in a nondisclosure agreement, you’re going to have more people that simply come forward. And in that world, you just are not going to be able to exist owning a company where this kind of stuff is so prevalent. You know, I would think that exposure, you know, leads to cleanliness, and concealing leads to filth.

**Mr. Friedman Felt Compelled to Share Information with the Committee (pp. 141-142)**

Q: Why are you sharing this information with the committee?

A: Well, the committee approached me originally as a witness, I guess, or a voice in the topic. I did not seek this committee out; the committee came to me. And when they did, I was approached in a professional manner and I felt it my civic, patriotic duty to tell the truth, to my country. I’ve been approached by multiple TV stations, newspapers, et cetera, and said nothing, and will continue to do so.

But I am here today because when the government approached me, I decided that I wanted to tell the truth and that I was not going to lie to protect Daniel

Snyder anymore.

Q: You said anymore. Why?

A: Well, you know, the Tiffani Johnston situation really put me at a crossroads where I needed to make a decision to either come forward or stay quiet and let a dear, honest friend of mine dangle in the wind all alone.

And also, I didn't want to—I didn't want to continue to be, by process of association, cast on the wrong side of this. I saw what happened to Tiffani Mattingly, and I stood there and did nothing. And I knew as that story was coming out, that if somehow that came out in the paper, that I would be just another Snyder yes man feeding him women, and I did not want to continue to have my reputation tarnished by the actions of dishonorable men.

But my primary reason for coming forward is to tell the truth to the government. Like, I don't want to be on the run and trying to hide, and that's—I'm not doing that.



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11 INTERVIEW OF: JASON A. FRIEDMAN

12 MONDAY, MARCH 14, 2022

13 U.S. HOUSE OF REPRESENTATIVES

14 COMMITTEE ON OVERSIGHT AND REFORM

15 WASHINGTON, D.C.

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25 The Interview Commenced at 9:06 a.m.

26                      Appearances:

27 For the COMMITTEE ON OVERSIGHT AND REFORM:

28

29 For the DEMOCRATIC STAFF:

30 [REDACTED], Majority Counsel

31 [REDACTED], Majority Counsel

32

33 For the REPUBLICAN STAFF:

34 [REDACTED], Minority Counsel

35 [REDACTED], Minority Counsel

36 [REDACTED], Minority Counsel

37

38 For the WITNESS:

39 LISA BANKS, ESQ.

40                   Katz, Marshall & Banks

41 1718 Connecticut Avenue, NW

42                      Seventh Floor

43 Washington, DC 20009

44

45

46

47 -and-

48

49

50      Appearances (Continued):

51

52 For the WITNESS:

53 MATT KAISER, ESQ.

54 KaiserDillon, PLLC

55 1099 14th St, NW

56 8th Floor West

57 Washington, DC 20005

58 [REDACTED]

59 [REDACTED]

60

61 ALSO PRESENT:

62 [REDACTED], Majority Staff, Subcommittee on

63 Economics and Policy.

64 [REDACTED], Majority Staff, Subcommittee on

65 Economics and Policy

66 [REDACTED], Majority Staff

67 [REDACTED], Majority Staff

68

## 69 Exhibits

70 Exhibit No. Page No.

71 1 - Letter dated February 3, 2022 to

72 The Honorable Carolyn Maloney,

73 Chairwoman 70

74 2 - Email dated May 6, 2014 from Jason.

75 Friedman to [REDACTED] and

76 Stephen Choi 110

77 3 - Email dated April 1, 2013 from

78 [REDACTED] to [REDACTED] 110

79 4 - Letter dated November 9, 2020 from

80 Jason Friedman to Daniel Snyder 169

81 - - -

82

83 P R O C E E D I N G S

84 [REDACTED] It's 9:06, we're on the record.

85 Whereupon,

86 JASON A. FRIEDMAN

87 was examined and testified as follows:

88 EXAMINATION BY COUNSEL FOR THE COMMITTEE

89 BY [REDACTED]

90 Q Good morning.

91 A Good morning.

92 Q This is a transcribed interview of Jason

93 Friedman conducted by the House Committee on Oversight and

94 Reform. This interview was requested by Chairwoman Carolyn

95 Maloney as part of the Committee's investigation into the

96 Washington Commanders' toxic work environment and the NFL's

97 handling of this matter.

98 Mr. Friedman, can you please state your full name and

99 spell your last name for the record.

100 A Yes, Jason Andrew Friedman. The last name is

101 spelled F-R-I-E-D-M-A-N.

102 Q My name is [REDACTED], Majority counsel

103 for the Committee on Oversight and Reform. We want to

104 thank you for coming in to this interview today. We

105 appreciate that you are willing to speak with us

106 voluntarily.

107 At this time, I would like to ask the additional

108 committee staff in the room to introduce themselves  
109 starting with the Majority staff.

110 [REDACTED] Majority staff.

111 [REDACTED] Majority staff.

112 [REDACTED] Majority staff,

113 Subcommittee on Economics and Policy.

114 [REDACTED] Majority staff,

115 Subcommittee on Economics and Policy.

116 [REDACTED] Majority staff.

117 [REDACTED] Majority staff.

118 [REDACTED] for the Minority.

119 [REDACTED] Republican staff.

120 [REDACTED] Republican staff.

121 [REDACTED] The way this interview will proceed is

122 as follows: The Minority and Majority staffs will  
123 alternate asking you questions, one hour per side per  
124 round. The Majority staff will begin and proceed for an  
125 hour, and the Minority staff will then have an hour to ask  
126 questions. Thereafter, the Majority staff will ask  
127 additional questions and so on. We'll alternate back and  
128 forth in this manner until there are no more questions from  
129 either side and the interview will be over.

130 During the interview, we will do our best to limit  
131 the number of people who are directing questions at you  
132 during any given hour. That said, from time to time,

133 follow-up or clarifying questions may be useful, and if  
134 that's the case, you might hear from additional people  
135 around the room.

136 Under the committee's rules, you are allowed to have  
137 an attorney present to advise you.

138 Mr. Friedman, do you have an attorney representing  
139 you in your personal capacity present with you today?

140 A Yes, ma'am, I do.

141 [REDACTED] Would counsel for Mr. Friedman please  
142 identify themselves for the record?

143 Ms. Banks. My name is Lisa Banks, Katz, Marshall &  
144 Banks, representing Mr. Friedman.

145 Mr. Kaiser. Matt Kaiser, KaiserDillon, also  
146 representing Mr. Friedman.

147 [REDACTED] Mr. Friedman, there's a stenographer  
148 taking down everything I say and everything you say to make  
149 a written record. For the record to be clear, please wait  
150 until I finish each question before you begin your answer  
151 and I will wait until you finish your response before  
152 asking you the next question.

153 The stenographer cannot record nonverbal answers,  
154 such as shaking your head, so it is important that you  
155 answer each question audibly with a verbal answer.

156 Mr. Friedman, do you understand?

157 A Yes, ma'am.

158 Q We want to ensure that you answer our  
159 questions in the most complete and truthful manner  
160 possible, so we are going to take our time. If you have  
161 any questions or do not understand any of the questions,  
162 please do let us know. We will be happy to clarify or  
163 rephrase our questions.

164 Do you understand?

165 A Yes, ma'am.

166 Q If I ask you about conversations or events in  
167 the past and you are unable to recall the exact words or  
168 details, you should testify to the substance of those  
169 conversations or events to the best of your recollection.  
170 If you only recall a part of the conversation or event, you  
171 should give us your best recollection of those events or  
172 parts of those conversations that you do recall.

173 Do you understand?

174 A Yes, ma'am.

175 Q If for any reason you need to take a break,  
176 please do let us know. We're happy to accommodate you.  
177 Ordinarily we will take a break -- a five-minute break at  
178 the end of each hour of questioning. But if you need a  
179 break before that, please let us know. However, to the  
180 extent there's a pending question, I would just ask that  
181 you finish answering the question before you take a break.

182 Do you understand?



183 A I do.

184 Q One final thing. Although you are here  
185 voluntarily and we will not swear you in, you are required  
186 by law to answer questions from Congress truthfully. This  
187 also applies to questions posed by congressional staff in  
188 an interview.

189 Do you understand?

190 A I do.

191 Q If at any time you knowingly make false  
192 statements, you could be subject to criminal prosecution.  
193 Mr. Friedman, do you understand?

194 A I do.

195 Q Is there any reason you are unable to provide  
196 truthful answers in today's interview?

197 A There is not.

198 Q Please note, if you wish to assert a  
199 privilege over any statement today that assertion must  
200 comply with committee's rules. Committee Rule 16(c) (1)  
201 states, and I quote, "For the chair to consider assertions  
202 of privilege over testimony or statements, witnesses or  
203 entities must clearly state the specific privilege being  
204 asserted and the reason for the assertion on or before the  
205 scheduled date of testimony or appearance."

206 In addition, Committee Rule 16(c) (3) states, and I  
207 quote, "The only assertions of executive privilege that the

208 chair of the committee will consider are those made in  
209 writing by an Executive Branch official authorized to  
210 assert privilege."

211 Mr. Friedman, do you understand?

212 A I do.

213 Q Do you have any questions before we begin?

214 A I do not.

215 Q The official time is 9:12.

216 Now, Mr. Friedman, you worked for the Washington  
217 Commanders for approximately 24 years. Why did you want to  
218 work for the team?

219 A Well, I grew up in Maryland as a fan, and  
220 working for the team was a childhood dream of mine.  
221 Probably the first dream would be actually playing for the  
222 team. I then went to study sports marketing at the  
223 University of Massachusetts. So working for my hometown  
224 NFL franchise was a goal of mine and really a dream come  
225 true.

226 Q In 1996, specifically your dream came true  
227 and you were hired by the Washington Commanders; is that  
228 correct?

229 A Yes, ma'am.

230 Q I'd like to walk through your employment  
231 history.

232 Under the former owner of the team, Mr. Jack Kent

233 Cooke, do you recall what jobs you held with the team?

234 A I started with the team in 1996 as a  
235 ticketing assistant marketing intern, and then became an  
236 account executive responsible for selling tickets to the  
237 games and providing customer service to fans.

238 Q When you became an account executive, were  
239 you at that time a full-time employee?

240 A Yes, ma'am.

241 Q Did you have any other roles under Mr. Cooke?

242 A Officially, no. But we would complete duties  
243 as assigned if called on to do work that was maybe slightly  
244 outside of ticketing.

245 Q Mr. Snyder, Daniel Snyder, the current owner  
246 of the Washington Commanders, purchased the team in 1999.  
247 After he acquired the team, what jobs, if any, did you  
248 hold?

249 A Well, when he first purchased the team, I  
250 believe I was still an account executive, but was shortly  
251 thereafter promoted to manager, then eventually director,  
252 then eventually VP.

253 Q When you were promoted to director, do you  
254 recall, was your title director of premium sales?

255 A Yes, ma'am.

256 Q And what, if any, job duties did you have as  
257 the director of premium sales?

258           A           As the director of premium sales, my  
259   responsibility was to head up the selling of premium  
260   tickets at FedEx Field, premium as defined by our club  
261   level, our dream seat level, and our loge level, to provide  
262   ticket sales and customer service related to that specific  
263   type of seating at the stadium.

264           Q           When you became a VP, was that considered a  
265   promotion?

266           A           Yes, ma'am.

267           Q           And do you recall what your job title was as  
268   the VP?

269           A           I think it was VP of premium sales.

270           Q           How did your job duties change when you  
271   became the VP of premium sales, if at all?

272           A           I would say at that point, I had more control  
273   over the department as a whole on things such as budgeting,  
274   but for the most part, my core responsibilities stayed the  
275   same. That was to sell tickets, service customers, help my  
276   teammates, help my bosses.

277           Q           Now, going back to when you were a director,  
278   do you recall who you reported to?

279           A           At first, you know, I had a number of bosses  
280   over the years. So I think [REDACTED] would have been my  
281   supervisor when I first became a director.

282           Q           And after [REDACTED], if you recall?

283           A           I think after that, briefly [REDACTED]. That  
284 last name is spelled [REDACTED]. And then after that, Mitch  
285 Gershman was my boss for probably the next 15 years,  
286 approximately.

287           Q           What was Mitch Gershman's title within the  
288 team?

289           A           He was the senior VP and later COO.

290           Q           Did you have any supervisors after Mitch  
291 Gershman?

292           A           Yes. There were supervisors at a couple of  
293 different points that were inserted in between me and  
294 Mr. Gershman. [REDACTED] was one and [REDACTED] was  
295 another one. But those were relatively short terms, maybe  
296 just one season for both of them. And for the rest of the  
297 time I reported right to Mitch.

298           Q           When did you stop reporting to Mitch  
299 Gershman?

300           A           When he left the team.

301           Q           Do you recall when he left the team?

302           A           I don't know the exact year. I believe it  
303 was around 2015 or 2016.

304           Q           After Mr. Gershman left the team, who did you  
305 report to?

306           A           Stephen Choi.

307           Q           Who is Stephen Choi?

308 A The CFO.

309 Q Is that who you reported to until your  
310 separation with the company?

311 A No. There was one season intermediate that  
312 would be the 2018 season, where I reported to Jake Bye --  
313 that last name's spelled B-Y-E -- for one season. And then  
314 Jake left and I went back to reporting directly to Stephen  
315 until I left in October of 2020.

316 Q In your role as a vice president, did you  
317 have complete autonomy to perform your job duties?

318 A No. I would not say complete, no.

319 Q Why would you not say that you had complete  
320 autonomy?

321 A Well, I would need to have my overall annual  
322 plan approved by my supervisor each year.

323 Q Did your supervisors, such as Mr. Gershman  
324 and Mr. Choi and Mr. Bye, did they provide you directives  
325 as the individuals that you reported to?

326 A Absolutely.

327 Q Did they regularly provide you directives in  
328 the course of your employment?

329 A Every day.

330 Q If they provided you a directive, did you  
331 have the ability to tell them that you were not able to  
332 perform the duty that they had asked you to do?

333           A           Can you ask that again?

334           Q           If you were provided a directive by one of  
335 the individuals you reported to, were you able to tell them  
336 that you were not going to perform the directive that you  
337 were given?

338           A           Yes. I was able to, under certain  
339 circumstances, voice my opinion about strategy if I  
340 disagreed.

341           Q           Now, with respect to your vice president  
342 position, do you recall when you became the vice president  
343 of, I think premium sales is what you said, in or around?

344           A           Maybe sometime around two thousand --  
345 sometime between 2002 and 2005, maybe somewhere in there.

346           Q           And did you have just one title as the vice  
347 president?

348           A           At first, it was vice president of premium  
349 seating.

350           Q           And was there another title that you acquired  
351 at some point in your employment as vice president?

352           A           Yes. I then later became vice president of  
353 all ticket sales and customer service, at which point my  
354 role expanded to overseeing sales and customer service for  
355 the entire stadium, not just the premium seating, with the  
356 exception of the private skyboxes, which was handled out of  
357 a different department.

358 Q And do you recall when you became the vice  
359 president of all ticket sales?

360 A I think that would be somewhere between 2013  
361 and 2015.

362 Q Once Mr. Snyder acquired the team, do you  
363 recall approximately how many promotions you received?

364 A At least three.

365 Q Why do you believe that you received at least  
366 three promotions under Mr. Snyder?

367 A Well, I was our -- as an account executive, I  
368 was our top performing salesperson. I had a very good  
369 reputation with our customers, a number of whom would send  
370 in letters on my behalf. I was reliable. I knew  
371 everything about the seating bowl at FedEx Field, meaning  
372 where every section, row, seat number -- you know, a very  
373 good understanding of the stadium. I never missed -- I  
374 very rarely missed work. I'm just -- you know, overall  
375 good work performance.

376 Q So I want to transition a bit to the  
377 environment at the Washington Commanders. Again, you had  
378 24 years with the team. How would you describe the  
379 Commanders' work culture under the leadership of the former  
380 owner Jack Kent Cooke?

381 A Amazing. Truly amazing.

382 Q What do you mean by that?



383           A           In my entire time working for the Cookes, I  
384 was never asked how much of anything that I did. I was  
385 only asked how well I did what I did. The focus on quality  
386 reigned supreme. Things like volume and quantity were very  
387 rarely discussed. What work you did do was to be done  
388 perfectly or redone if not.

389                   One of the worst things you could do working for the  
390 Cookes would be to send out a letter with even the smallest  
391 typo in it. The emphasis on quality was just nonstop.

392           Q           Under Mr. Cooke's leadership, did you ever  
393 fear for the security of your job?

394           A           Yes. Yes, I did fear -- well, I'm not sure  
395 if "fear" is the word that I would use, actually. I knew  
396 that in order to continue working for the team that I  
397 needed to meet the standard of excellence of quality that  
398 was required to continue working there; and that if I got  
399 lazy or let up, that I could lose my job. But as long as  
400 you maintained the commitment -- the same commitment to  
401 excellence that the Cookes had, there was nothing to be  
402 afraid of.

403           Q           Now, according to reports, Dan Snyder  
404 purchased the team, the now Washington Commanders, in May  
405 of 1999. How would you describe your first meeting with  
406 Mr. Snyder?

407           A           I gave Mr. Snyder his first tour of FedEx

408 Field. That's when I first met him.

409 Q What was that like?

410 A Well, he asked me to walk him around the  
411 stadium as if he were a customer thinking about buying  
412 tickets, because that's what we did with a lot of  
413 customers. They would come for a tour of the stadium and  
414 we would walk them around the stadium and then they would  
415 pick their seat. And he asked to be walked around the  
416 stadium, treated like you would give a tour to a customer,  
417 and it was a pleasant experience.

418 Q Do you know why you were asked to give him  
419 that tour?

420 A I don't know exactly, but I was the best  
421 person to do that because I knew just where all the seating  
422 areas were located, all of the features and benefits of  
423 each different seating area, the fastest way around to get  
424 to the elevators, and things like that. So that's, I  
425 think, why I was asked to give that tour.

426 Q How did the work culture change, if at all,  
427 at the Washington Commanders under Mr. Snyder?

428 A Well, if I were to try to describe that as  
429 briefly as possible, the focus changed from one of quality  
430 to one of quantity. Suddenly, I was being asked how many  
431 tickets did I sell today, yesterday, last week, last month.  
432 How many tickets do I expect to sell next week, next month?

433 How much money are we going to make?

434 We did some capacity expansions at the stadium,  
435 shrinking the sizes of seats so that we could add a couple  
436 of more seats into various rows, closed off aisles and  
437 added more seats into the stadium, installed seating behind  
438 pillars where people couldn't see the entire field.

439 So the -- I believe the stadium when we first opened  
440 in 1997 had a capacity of 78,000, and we maxed out at  
441 90,000 in the mid 2000s without installing even one extra  
442 restroom in the facility. So if you think about that,  
443 increasing your seating capacity from 78,000 to adding  
444 12,000 people to your stadium and not adding one restroom,  
445 I think, says a lot about where your focus is. Raising  
446 ticket prices during that time was a regular occurrence,  
447 and there was just a lot more focus on volume and not  
448 quality.

449 Q Did you feel comfortable, if you had any  
450 concern at that time, raising any concerns with any of the  
451 executives at the Washington Commanders?

452 A Regarding that change that I just described?

453 Q Or any other concerns that you may have had.

454 A No, I did not necessarily feel comfortable  
455 raising concerns.

456 Q And why is that?

457 A Well, to back up a minute. When Mr. Snyder

458 bought the team, one of the first things that happened when  
459 he officially took over was there was a memo sent out  
460 saying that there was a meeting late in the day in a  
461 particular room at the stadium. And that memo went to  
462 everybody.

463           Early in the day, they started firing people; and  
464 then at the end of the day, if you hadn't been fired, you  
465 showed up at that meeting and that's when they told you  
466 that you had made the cut. And I would say 75 percent of  
467 our staff was let go that day. So there was sort of a  
468 message sent to the rest of us that, you know, you're  
469 deemed to be worthy of working for the new owner, march on.

470           Q           How did that meeting and knowing that that  
471 many people were terminated impact you, if at all?

472           A           It was awful.

473           Q           What do you mean by that?

474           A           There were, I would say, a very small handful  
475 of maybe underperformers that were let go that day, and --  
476 but the majority of the people that were let go that day I  
477 felt were great teammates, great people, good at their  
478 jobs. There were a lot of tears that day, and a lot of  
479 very good friends of mine were let go that day.

480           Q           Thereafter, how did that meeting where your  
481 colleagues were terminated impact your level of comfort  
482 within the organization?

483           A           You know, I enjoyed working for the team and  
484 I was confident in my performance, but I was always worried  
485 that I would be let go if we fell too far behind on our  
486 numbers or if something else changed that would just cause  
487 the managers or the owner to just have a different opinion  
488 about me.

489           I was always worried about losing my job there,  
490 always. You would think working someplace for 24 years  
491 that you would gain some sort of comfort in job security.  
492 But I was very paranoid just because I saw so many people  
493 over the years get fired that I -- I was always worried  
494 that I would be next.

495           Q           So did your concerns about being fired impact  
496 your ability to speak up as an employee in the workplace  
497 during your employment under Mr. Snyder?

498           A           My ability to speak up and to be heard was  
499 limited to my expertise regarding tickets, but not other  
500 topics.

501           Q           What do you mean by that?

502           A           If there were -- any other topic about the  
503 overall management of the company, the football team or the  
504 quarterback or any other topic, you know, my voice was not  
505 relevant. My voice was relevant related to tickets.

506           Q           I understand that the team has two separate  
507 office locations, Redskins Park and FedEx Field; is that

508 correct?

509 A Yes, ma'am.

510 Q In which office did you work?

511 A Well, actually, when I started, we had an  
512 office downtown here on Connecticut and I that I worked at  
513 for probably a year. But once FedEx Field opened in 1997,  
514 I worked at FedEx Field.

515 Q Did you work at FedEx Field throughout the  
516 duration of your employment?

517 A From 1997 -- from September of 1997 to  
518 October of 2020, yes.

519 Q How would you describe the difference in  
520 culture between FedEx Field and Redskins Park?

521 A Well, at FedEx -- I can only -- well, I can  
522 best describe the culture at FedEx Field because that's  
523 where I spent most of my time. We sought for it to be fun  
524 there at the stadium. You know, any upper manager that  
525 might have -- I think the most senior levels of management  
526 were in Ashburn. So people just were generally more  
527 relaxed at FedEx Field compared to Ashburn.

528 Q When you say Ashburn, are you referring to  
529 Redskins Park?

530 A Yes, ma'am.

531 Q Did you ever want to work in Ashburn?

532 A No.

533 Q Why not?

534 A I loved FedEx Field.

535 Q Do you know where the cheerleader program,  
536 where that program was run out of? Was it FedEx Field or  
537 Redskins Park?

538 A FedEx Field.

539 Q Is that where the cheerleaders had their  
540 practices?

541 A Yes, ma'am.

542 Q Prior to your termination and throughout most  
543 of your employment, there was in fact a cheerleaders  
544 program in place, correct?

545 A Yes.

546 Q How did that program change, if at all, under  
547 Mr. Snyder's leadership?

548 A I feel like it became a lot more seductive,  
549 less about dancing and more about looks, making the  
550 uniforms as small as possible. It was less wholesome.

551 Q Did Mr. Snyder himself have a role in the  
552 changes directly, to your knowledge?

553 A I only know what I've heard from comments  
554 that I've read from Donald Wells, who was at one point the  
555 head of the cheerleaders, where he was instructed to -- I  
556 don't remember the exact quote, but, you know, big -- big  
557 up top and skinny. Keep the -- that Mr. Snyder, I think

558 the quote is, keep the cheerleaders with big breasts and  
559 skinny or I'll kill you, I think is the quote that Donald  
560 Wells, who was the head of the cheerleaders, is on record.  
561 I think you can look that up. But I never heard --  
562 Mr. Snyder never said anything to me about the cheerleading  
563 team. It wasn't a part of my responsibility.

564 Q Do you know if he had any role in selecting  
565 the cheerleaders?

566 A Again, secondhand. There was a binder where  
567 each cheerleader -- each cheerleader who was trying out, so  
568 each aspiring cheerleader had their bikini shot in a  
569 three-ring binder that would get circulated. And there  
570 were small colored stickers on each page, green, yellow,  
571 red -- green good, yellow maybe, red no -- that apparently  
572 -- I was told that, you know, that was -- those stickers  
573 were Dan's stickers.

574 Q Who told you that?

575 A I know Mitch Gershman did at one point. I  
576 don't think anybody else did, though.

577 Q Did Mitch Gershman report directly to  
578 Mr. Snyder?

579 A He did.

580 Q Did he work closely with Mr. Snyder, to your  
581 knowledge?

582 A I don't know how frequently they spoke, but I



583 believe it was at least once a day.

584 Q Do you have any reason to believe that what  
585 Mr. Gershman told you about the binders and the stickers  
586 wasn't true?

587 A No.

588 Q Did you ever hear any concerns from the  
589 cheerleaders about the changes made to the program under  
590 Mr. Snyder's leadership?

591 A Yes. Yes, I did. So one of the practices of  
592 the team was we would hire cheerleaders as full-time  
593 employees, so -- to do other things in the office, you  
594 know, from 9:00 to 5:00. So during my tenure, Tiffani  
595 Johnston, [REDACTED], [REDACTED], and [REDACTED]  
596 were all cheerleaders who were also full-time employees of  
597 mine. So I would hear things from them about what was  
598 going on at cheer.

599 Q Did any of the individuals you just named  
600 ever raise concerns about things that you mentioned, such  
601 as having a more seductive program, selecting cheerleaders  
602 based on looks, having skimpier clothing?

603 A I can't remember individual circumstances of  
604 complaints from them. But, you know, one big change was  
605 that during the games, Mr. Snyder and Dennis Greene --  
606 Dennis being the head of the private skyboxes -- wanted  
607 cheerleaders inside the private skyboxes with clients

608 during the games, which creates an obvious conflict because  
609 the cheerleaders are supposed to be down on the field  
610 leading the cheers.

611 So the team developed this secondary cheer squad of  
612 an additional 10 to 20 women who, I think, we called  
613 ambassadors, cheer ambassadors, who looked and dressed just  
614 like the regular cheerleaders but didn't dance, and they  
615 would be schmoozing clients during the games.

616 So to back up one second. That first or second  
617 season where the actual cheerleaders were being asked to be  
618 in the private skyboxes during the games, I heard  
619 complaints about that, that that was difficult to manage.

620 Another complaint I heard, since you asked, is at one  
621 point the cheerleaders were asked to go to the upper level,  
622 upper deck at FedEx Field to throw t-shirts into the crowd,  
623 and that environment in particular in the upper deck at  
624 FedEx Field was notoriously wild. And I think, generally  
625 speaking, the cheerleaders felt safest on the field and not  
626 injected into the crowd, which was primarily men, many of  
627 whom are drinking lots of beer.

628 Q And just so I'm clear. So the cheerleaders  
629 raised concerns about being asked to go into this section  
630 with members of the public, predominantly men drinking  
631 alcohol. They were concerned because it was wild?

632 A Yeah. I mean, I wasn't there, but the things

633 that are, you know, being said.

634 Q What do you mean by that?

635 A Just lewd comments from the fans. And,  
636 again, this is just something that -- I don't know that  
637 they ever raised a concern formally up that chain of  
638 command, but it's just something that I heard about.

639 Q Do you know if the cheerleaders would have  
640 felt comfortable raising concerns in that environment,  
641 having to work in that environment?

642 A I know, from speaking with [REDACTED],  
643 Melanie Coburn, and Stephanie Jojokian over the years, and  
644 Donald Wells, those were the four heads of cheerleaders,  
645 all four friends of mine, that they felt muzzled.

646 Q What do you mean by muzzled?

647 A That their words were -- the only thing that  
648 was important was their looks, and that their words were  
649 not important. Now, I don't know if that's true. I just  
650 know that, you know, at times they felt like that and that,  
651 you know, depending on who was in charge of the  
652 cheerleaders, meaning who those four reported to, which at  
653 one point was Larry Michael, I think they felt very  
654 trapped. You know, do what you're told or you won't be on  
655 the team.

656 Q Who's Larry Michael?

657 A Larry Michael was the voice of the Redskins.

658 Q What was his title?

659 A I don't know. Head of broadcasting. But he  
660 then became like our head of media and game day  
661 entertainment, and at one point the cheerleading squad  
662 reported to him. And I believe that's when -- again, I  
663 think Donald, Melanie, [REDACTED], or Stephanie would be able  
664 to speak better to this -- but I believe that's when they  
665 would characterize the situation as at its worst when Larry  
666 was in charge.

667 Q Do you recall how long Larry Michael was in  
668 charge?

669 A I would say at least five seasons. And he  
670 was in charge of creating the annual calendar shoot  
671 documentary DVD, as well.

672 Q Who does Larry Michael report to? Or who did  
673 he report to at the time?

674 A Mr. Snyder.

675 Q Do you have any reason to believe what  
676 Jojokian, Coburn, Wells, or [REDACTED] told you about feeling  
677 muzzled was untrue?

678 A Absolutely not. In particular, [REDACTED]  
679 is the best friend I've ever had there. She would never  
680 lie to me.

681 Q And were they raising these concerns with you  
682 as they were happening?

683           A           Well, yes. [REDACTED], yes. Because [REDACTED]  
684 was a captain on the squad at the same time she worked for  
685 me as a ticket sales rep, so -- and we were good friends,  
686 too. So she would -- it was almost like commiserating with  
687 me as opposed to lodging a formal complaint.

688           Q           Are there any other concerns that were raised  
689 by any of the cheerleaders regarding the change in the  
690 cheerleader program that you could think of that we haven't  
691 discussed?

692           A           No.

693           Q           So I want to go back to the private skyboxes.  
694 You had mentioned that Mr. Greene and Mr. Snyder wanted the  
695 cheerleaders to be in the private skyboxes during games.  
696 Why do you think they wanted that to happen?

697           A           To increase customer satisfaction and  
698 increase renewal rates.

699           Q           How would having the cheerleaders in the  
700 private skyboxes increase customer satisfaction and renewal  
701 rates?

702           A           I think the suite owner would be impressed  
703 or, you know, entertained or felt special. And,  
704 incidentally, the team would arrange for  
705 Redskins/Commanders alumni, former players, to visit the  
706 private skyboxes as well. But that was all about  
707 schmoozing.

708           You know, one of the biggest selling points with the  
709 private skyboxes was access that you would get to meet  
710 people, access to powerful people in town, go to big events  
711 like the Super Bowl, meet celebrities, et cetera. And, you  
712 know, a lot of the private skyboxes were occupied by  
713 primarily men drinking lots of beer.

714           Q           You had mentioned earlier that under  
715 Mr. Snyder's leadership there was more of a focus on the  
716 way that cheerleaders looked. Is it fair to say that  
717 having these private skyboxes where cheerleaders were  
718 schmoozing, so to speak, with the individuals occupying the  
719 skyboxes was a way to increase profits for the team?

720           A           Absolutely.

721           Q           What, if anything, did you hear about  
722 Mr. Snyder's affinity for cheerleaders during your  
723 employment?

724           A           Beyond the binder description that I provided  
725 earlier, I think the only other thing that I can remember  
726 hearing was that he would sit in his box pre-game before  
727 the stadium opened and watch warmups with binoculars.

728           Q           Who did you hear that from?

729           A           I don't remember.

730           Q           Did you hear that from more than one person?

731           A           I don't remember.

732           Q           Do you have any understanding of why

733 Mr. Snyder was sitting watching warmups with binoculars?

734 A I don't think -- there's no way for me to  
735 know why he would do that.

736 Q Okay. You mentioned Larry Michael and Mitch  
737 Gershman both reported to Mr. Snyder. Do you know if  
738 Mr. Snyder had an inner circle?

739 A Yes, he did. That was the way it was  
740 referred to for a long time, the inner circle.

741 Q What's your understanding of what inner  
742 circle means?

743 A Mr. Snyder is definitely in the inner circle,  
744 plus I would say anywhere between three and five other top  
745 executives. And that would rotate quite a bit.

746 Q Were any of the top executives women?

747 A Were any of the top executives that were in  
748 the inner circle women?

749 Q Correct.

750 A No.

751 Q Were any of the top executives in the inner  
752 circle racial minorities, to your knowledge?

753 A At one point I think Tony Wyllie as our head  
754 of communications was in the inner circle.

755 Q Who would you say was in Mr. Snyder's inner  
756 circle? I know it varied, but who would you say was in the  
757 core inner circle during your employment?

758           A           Well, definitely Karl Schreiber.

759           Q           Who is Karl Schreiber?

760           A           I believe he's Mr. Snyder's like chief of

761   staff.  At various times, Dave Donovan, Mitch Gershman,

762   Larry Michael, Nico Foris, Bruce Allen.

763           Q           Who is Dave Donovan?

764           A           He was the team's general counsel for a

765   period of time.

766           Q           Who is Nico Foris?

767           A           He was the team's CFO for a period of time.

768           Q           Bruce Allen?

769           A           He was the team's general manager and then

770   later team president for a period of time.

771           Q           Anyone else that you could think of?

772           A           Way back, Karl Swanson.  That's going to be

773   early 2000s.

774           Q           Who is Karl Swanson?

775           A           He was head of communications.

776           Q           How would somebody earn their way into that

777   inner circle, to your knowledge?

778           A           I don't know.

779           Q           Did you ever want to be part of Mr. Snyder's

780   inner circle?

781           A           Absolutely not.

782           Q           Why not?



783           A           Well, first, that would have required me to  
784 have to leave FedEx Field. And I figured out pretty early  
785 on that that was going to be part of the key to my  
786 longevity there, that staying one notch away was safe.

787           Q           Why did you think that?

788           A           Because I saw how often people would get  
789 close and then disappear.

790           Q           What do you mean by that?

791           A           Well, they wouldn't be working for the  
792 company anymore.

793           Q           Do you know if they were terminated?

794           A           I don't know if they -- some were terminated,  
795 some left on their own, some I just don't know. You could  
796 also sort of lose your standing in the inner circle and  
797 then just go back to working in your regular job, but not  
798 be in the inner circle anymore. But a lot of the time it  
799 was almost like -- you know, the way I understood it is he  
800 sort of got tired of people and then that was it.

801           Q           Is it fair to say that you were not part of  
802 Mr. Snyder's inner circle?

803           A           I definitely was not part of Mr. Snyder's  
804 inner circle.

805           Q           Okay.

806           [REDACTED]   At this point, we're going to transition  
807 to the Minority, if they have any questions. Off the

808 record.

809 (Recess.)

810 [REDACTED]. We can go on the record.

811 BY [REDACTED].

812 Q I'm [REDACTED], Republican staff. These  
813 are my colleagues, [REDACTED] and [REDACTED]. I just  
814 have very few questions.

815 I just would like to really make a statement for the  
816 record that this investigation, as my colleague said, is  
817 led by Chairwoman Maloney. We found out that this  
818 transcribed interview was happening on Friday, March 11th,  
819 at 11:07 a.m. We received your attorney's contact  
820 information on Friday evening at 7:23 p.m., and decided not  
821 to reach out since it was after business hours.

822 We received the exhibits for this interview, exhibits  
823 that may or may not be introduced, but exhibits  
824 nonetheless, at 11:01 a.m. and at 10:18 p.m. yesterday. So  
825 this is very much Chairwoman Maloney's investigation. And  
826 as our members said at the related hearing earlier this  
827 year, while we think these are certainly concerns for the  
828 Washington, DC area, the forum for this investigation is  
829 not the House of Representatives. There's no relief for  
830 anyone aggrieved here in the House. Those remedies should  
831 be sought elsewhere.

832 But we want to thank you so much for your time and

833 your testimony. And I just wanted to back up a little bit.

834 You worked for the team, and I'll just call it the  
835 team, under the Cooke family, you said. Do you have any  
836 idea why they sold the team?

837 A Well, Mr. Jack passed away. Mr. Jack Kent  
838 Cooke passed away in May of 1997, I believe. He never got  
839 to see the first game at the new stadium. The team was  
840 then run by Mr. John, his son, from the time when Mr. Jack  
841 passed away to May of '99, when Mr. Snyder bought the team.

842 Mr. Jack -- and I don't know all the details -- but  
843 Mr. Jack, it was his wishes that the proceeds from the team  
844 would be used to start the Jack Kent Cooke Foundation,  
845 which would provide scholarships, college scholarships for  
846 people in need, and that Mr. John with his financial  
847 wherewithal would be able to buy the team. So instead of  
848 the team simply being passed down, and I think some of this  
849 had to do with tax implications, the idea was the team  
850 would be put up for sale, that Mr. John would buy it, and  
851 that the proceeds would then go to benefit the Jack Kent  
852 Cooke Foundation.

853 Well, what happened was the price of the team was  
854 initially going to be 4 to \$500 million, but it was bid up  
855 by a number of people to \$800 million, Mr. Snyder being the  
856 sort of winning bid, and Mr. John bowed out and the \$800  
857 million went to the Foundation.

858 Q And just for clarification, Mr. John is Jack  
859 Kent Cooke's son?

860 A Correct.

861 Q Okay. And is the Jack Kent Cooke Foundation  
862 still -- do you have any awareness of its existence today?

863 A It still exists, absolutely.

864 Q You talked a little bit with my colleague  
865 about the two sort of places -- you know, offices for the  
866 Redskins, one being FedEx Field and the other Redskins Park  
867 which is in Ashburn, correct?

868 A Yes, ma'am.

869 Q Did you ever have a desk in Ashburn at any  
870 point? A permanent desk?

871 A No.

872 Q Thank you. Is there still an Ashburn  
873 location?

874 A Yes, ma'am.

875 Q Okay. You were talking about the inner  
876 circle. And just because it's hard to hear and folks are  
877 wearing masks, you said Karl Schreiber. And I want to make  
878 sure he's the -- Mr. Snyder's chief of staff; is that  
879 right?

880 A I don't know what his exact title is.

881 Q Okay.

882 A But that's the way we referred to him.

883 Q And Dave Donovan. And you said for a period  
884 of time he was the team's general counsel; is that correct?

885 A Yes, ma'am.

886 Q Who is the current GC, do you know?

887 A I do not know.

888 Q Do you know who it was when you left the  
889 team? It's okay if you don't.

890 A I believe Will Rawson.

891 Q And then Larry Michael we talked about.  
892 Bruce Allen you said was the GM and then became president,  
893 correct?

894 A Yes, ma'am.

895 Q Nico Foris, I didn't hear who he was or is.

896 A His last name is spelled F-O-R-I-S, and he  
897 was the CFO for a period of time.

898 Q Okay. That's what I thought you said. And  
899 then Karl Swanson, you said in the early 2000s, and he was  
900 the head of communications, correct?

901 A Yes, ma'am.

902 Q Anyone else you can think of that flowed in  
903 or out that I'm missing?

904 A Not that I can think of, no.

905 Q Okay.

906 [REDACTED] I think that's all the questions I have.

907 Thank you again for your time.

908           The Witness.   Thank you.

909           [REDACTED]   It is 10:31, back on the record.

910           BY [REDACTED].

911           Q           Mr. Friedman, I had a couple of follow-up  
912 questions from some of the information you shared with us  
913 earlier, specifically the program, the new program with  
914 cheerleaders or people who looked like cheerleaders but  
915 weren't actually cheerleaders.

916                   Was there a name of that program?

917           A           I believe they were referred to as  
918 cheerleader ambassadors.

919           Q           Okay. And I believe you had mentioned that  
920 the cheerleaders -- not the ambassadors, but the  
921 cheerleaders, at one point, when they were required to be  
922 in a private skyboxes, that they felt that it was difficult  
923 to manage being in the skyboxes when they believed they  
924 were supposed to be on the field; is that correct?

925           A           Yes, ma'am.

926           Q           What did you mean when you said that they  
927 felt that it was difficult to manage? What specifically?

928           A           Well, for starters, the logistics of getting  
929 to and from the field up to the private skyboxes. Like,  
930 for instance, a five-minute visit inside a private skybox  
931 might require you to be off the field for 45 minutes  
932 because of how long it takes to get everywhere.

933           Q           Anything else that comes to mind when you  
934 think about what they meant when they said difficult to  
935 manage?

936           A           Well, I mean, the logistics. But also, I  
937 think many of them thought that this was not what they  
938 signed up for.

939           Q           What do you mean by that?

940           A           That being subjected to -- you know, being  
941 put in a room with drunk men with very little buffer. Even  
942 though there was security escorting them around, that being  
943 put in a room with drunk men, the idea of taking pictures  
944 of them and entertaining them was just not what they signed  
945 up for.

946           Q           Do you know if there were ever incidents  
947 where the men in those skyboxes behaved inappropriately  
948 towards those cheerleaders?

949           A           I don't know because I wasn't in there. I  
950 think it was more of just an overall sense of being  
951 uncomfortable.

952           Q           You said that it was not what they signed up  
953 for. Did you have any understanding of what the  
954 cheerleaders had in fact signed up for?

955           A           Well, yes. I think if you would at any point  
956 go to the website and read the mission statement, you know,  
957 to provide family friendly entertainment and have a

958 positive impact on the community. But most cheerleaders  
959 will tell you that the thing that matters most about their  
960 job is being role models to little girls. And, you know, I  
961 think many of them felt like they were being treated like a  
962 piece of meat.

963 Q And that's under Dan Snyder's leadership,  
964 correct?

965 A Yes, ma'am.

966 Q Now, you had also had mentioned that  
967 Mr. Snyder would before games sit in a stadium with  
968 binoculars. You know the stadium better than anyone.  
969 Could Mr. Snyder have seen the cheerleaders practicing,  
970 warming up without binoculars?

971 A Yes. But that would be more like from seeing  
972 the formations of the cheerleaders based on the distance.  
973 And that if you wanted to be able to like really see the  
974 individual person up close, that's why you would use  
975 binoculars. But you could see the routine.

976 Well, think of yourself just sitting in the stands  
977 watching the cheerleaders on the field. You can see the  
978 routine, how the lines are in sync. And that's sort of  
979 what's neat about watching the dance squad. You can see  
980 that without binoculars. You know, the binoculars are to  
981 zoom in to, I guess, admire the individual cheerleaders and  
982 their bodies.



983           Q           I'd like to ask a few questions about the  
984 human resources personnel and department, or lack thereof,  
985 within the Washington Commanders.

986           During your 24-year tenure, were there any systems,  
987 processes, or procedures in place for employees to raise  
988 concerns or complaints about workplace misconduct, to your  
989 knowledge?

990           A           Other than just calling or emailing an HR  
991 staff member, no.

992           Q           Did you receive, as a manager, any training  
993 about any policies that may have existed regarding how to  
994 handle complaints regarding workplace misconduct during  
995 your employment?

996           A           No.

997           Q           At any time during your employment, did you  
998 have an understanding of what your responsibilities were as  
999 a director, a vice president, in how to handle complaints  
1000 or concerns of workplace misconduct?

1001           A           Can you ask that again?

1002           Q           Sure. As a manager, director, or vice  
1003 president, did you understand what your responsibilities  
1004 were to report complaints or concerns of workplace  
1005 misconduct?

1006           A           I did not completely understand, no. I would  
1007 say that I knew that in certain circumstances, I needed to

1008 pick up the phone and call the person in charge of HR to  
1009 report something. But then I also knew that there were  
1010 certain circumstances where that would come with some risk,  
1011 lack of action, conflict of interest.

1012 Q What do you mean that under certain  
1013 circumstances, it would come with some risk?

1014 A Well, depending on who you're reporting and  
1015 what you're reporting, you know, if you're reporting  
1016 something that -- something that is about your boss or the  
1017 owner, then, you know, I was concerned that that could lead  
1018 to my termination.

1019 Q Can you explain what you mean when you say  
1020 that it depended on who was reporting and what you were  
1021 reporting?

1022 A Well, I think, you know, when you talk about  
1023 workplace misconduct, something like somebody that's just  
1024 showing up to work late repeatedly is a more  
1025 straightforward HR topic than, say, sexual harassment.

1026 Q What do you mean when you say  
1027 "straightforward"?

1028 A Just easier to resolve and I guess less  
1029 combustible, less serious.

1030 Q Why do you feel that reporting workplace  
1031 harassment is more combustible or more difficult to  
1032 resolve, if that's in fact what you're saying, than

1033 something like arriving to work late?

1034           A           Well, by example, I had a coworker -- or an  
1035 employee of mine, Rachel Engleson, come to me to report  
1036 that Larry Michael had made her feel uncomfortable in a  
1037 sexual manner. I knew how high up Larry was in the  
1038 company. Rachel and I discussed the best way to proceed  
1039 for probably 30 minutes.

1040           I viewed Larry as a friend. I didn't want him to  
1041 lose his job; I just wanted him to stop doing what he was  
1042 doing. So I picked up the phone and called him and told  
1043 him to do so, and he ultimately said okay. And this was  
1044 also a way in that particular case that I made sure it got  
1045 addressed, because at that time our HR department was one  
1046 25-year-old person who did not have a lot of authority in  
1047 the company.

1048           Q           I want to talk more about the experience with  
1049 Rachel Engleson and Larry Michael. But before I get to  
1050 that, I want to follow up on what you had said about it  
1051 depends on who's reporting and what you're reporting with  
1052 sexual harassment perhaps being more difficult than other  
1053 types of conduct.

1054           You just mentioned that at the time when Rachel  
1055 Engleson brought these concerns to your attention, that  
1056 there was one 25-year-old in the HR department. Can you  
1057 describe for me what the HR department consisted of during

1058 your employment? Could you walk me through the evolution  
1059 of the HR, how many employees, et cetera?

1060 A It was never more than two, and we never had  
1061 a VP. It was always director or lower.

1062 Q What's the significance of not having a VP in  
1063 that department?

1064 A Well, that you're almost assured to be  
1065 dealing with a midlevel or junior person.

1066 Q How many employees worked there in the  
1067 Commanders' workforce, to your knowledge, at the time when  
1068 there were two HR employees?

1069 A About 200.

1070 Q Is that between both locations?

1071 A Yes, ma'am. And that does not include the  
1072 football players and coaches. Talking about business  
1073 staff.

1074 Q So the two HR employees were responsible for  
1075 the 200 employees. Were they also responsible for coaches  
1076 and players, to your knowledge?

1077 A I don't know the answer to that.

1078 Q But just to be clear, they were in fact  
1079 responsible for the 200 employees across the workforce?

1080 A Yes, ma'am.

1081 Q Under Mr. Snyder's leadership, could he have  
1082 made one of the HR employees a VP?

1083 A Yes.

1084 Q Do you know if there were ever suggestions or  
1085 recommendations that that be made?

1086 A Yes. Excuse me. That specific, to make a VP  
1087 in HR? I don't know if that specific recommendation was  
1088 made, but there were recommendations made to expand the  
1089 department either to make it have more staff, more  
1090 authority, more visibility.

1091 Q Do you recall when those recommendations were  
1092 made or by whom?

1093 A On a regular basis by countless staff.  
1094 Almost in -- it was almost like a running joke at the team.

1095 Q What was the running joke?

1096 A We'd call our HR department if we had one.

1097 Q How long did that joke exist, to your  
1098 knowledge?

1099 A The whole time.

1100 Q Under Mr. Snyder's leadership?

1101 A Correct. And to be clear, HR -- the HR  
1102 department was small under Cooke's leadership as well. But  
1103 it wasn't nearly as, in hindsight, needed as much during  
1104 Cooke's leadership as it was during Snyder's.

1105 Q What do you mean by that?

1106 A Well, you know, when the team changed hands,  
1107 I think I said earlier that there was a new-found emphasis

1108 on quantity over quality, volume. But in addition to that,  
1109 there was just a different mentality about drinking, sex,  
1110 partying.

1111 At one point I was instructed to have a fridge in my  
1112 office full of beer so that when I was showing clients  
1113 around during the workday, I could offer them beer to  
1114 loosen them up, to hopefully loosen their wallet up.  
1115 Things like that. Just much more of a -- you know, almost  
1116 like a frat house, where an HR department -- a fully  
1117 staffed HR department would have been very useful.

1118 Q Can you tell me a little bit more about how  
1119 the mentality changed around drinking, outside of the  
1120 example you mentioned about having this fridge in your  
1121 office?

1122 A Well, like if you went into a meeting room,  
1123 there would be, you know, like beer or even hard liquor  
1124 there.

1125 Q Would people drink the beer or hard liquor  
1126 during the meetings?

1127 A Yes.

1128 Q At any of these meetings, were executives  
1129 present?

1130 A Yes.

1131 Q Was Mr. Snyder ever present at any of these  
1132 meetings?

1133 A Yes.

1134 Q Were the executives themselves drinking the  
1135 beer or hard liquor?

1136 A At times, yes.

1137 Q Did you ever see Mr. Snyder himself drink  
1138 beer or hard liquor?

1139 A I'm not 100 percent sure.

1140 Q Outside of these meetings where -- strike  
1141 that.

1142 In the meetings where executives were drinking beer  
1143 and hard liquor, were there other nonexecutive employees  
1144 who were also drinking in these meetings?

1145 A Well, I was in some of those meetings, but I  
1146 -- you know, I struggled with that for a long time and  
1147 would always do my best to just resist that. But I don't  
1148 remember if I actually drank on the job. As a practice, I  
1149 did not drink on the job. But to say that I never, ever  
1150 did it, I don't know.

1151 Q Did you ever feel pressured to participate in  
1152 drinking the beer or hard liquor alongside the executives?

1153 A Yes.

1154 Q What do you mean by that?

1155 A Just general peer pressure. You know, one  
1156 time that's most memorable to me is on a company trip to  
1157 Aspen, Colorado, I was peer pressured by the owner.

1158 Q Owner being Mr. Snyder?

1159 A Yes. To drink something either called a Fat  
1160 Tire or a Flat Tire, I'm not sure which one it is, and I  
1161 ended up getting pretty sick.

1162 Q This company trip to Aspen, where did it take  
1163 place specifically?

1164 A In Aspen, Colorado, at Mr. Snyder's winter  
1165 home there.

1166 Q Were there other employees present?

1167 A Yes.

1168 Q Approximately how many employees would you  
1169 say were present?

1170 A Fifteen to 20.

1171 Q What was the purpose of this trip?

1172 A It was -- I thought it was employee  
1173 appreciation.

1174 Q Was Mr. Snyder drinking at that company trip?

1175 A Yes.

1176 Q Were other employees drinking as well?

1177 A Yes.

1178 Q Do you know whether there were any complaints  
1179 or concerns that were raised as a result of that trip to  
1180 Aspen regarding workplace misconduct?

1181 A In the immediate aftermath? No. Though I've  
1182 heard here recently some things that might have happened



1183 there while I was asleep in my room.

1184 Q What did you hear?

1185 A That there may have been prostitutes while  
1186 other employees were told to stay in the basement. But,  
1187 again, I -- that whole trip, the peer pressure to drink  
1188 happened almost at the very beginning of that trip. And  
1189 the trip was only like two or three days and, you know, I  
1190 just -- I just couldn't wait to get home because I just  
1191 wanted to be away from that. And I spent as much time as  
1192 sort of socially allowable in my room.

1193 Q What do you mean by as socially allowable?

1194 A Well, I had to show up for the team dinner,  
1195 the team breakfast.

1196 Q Did you ever raise any concerns about that  
1197 experience and being pressured to drink with human  
1198 resources?

1199 A No.

1200 Q Why not?

1201 A I didn't want to have my standing as an  
1202 employee on the rise harmed.

1203 Q So in your view, raising a concern or a  
1204 complaint would have impacted your standing in the company?

1205 A Absolutely.

1206 Q Why do you believe that?

1207 A Well, because the culture of the company sort

1208 of glorified drinking and womanizing.

1209 Q And I want to come back to that, but it  
1210 reminds me of what you said about the mentality of the  
1211 company being about sex. What did you mean when you said  
1212 that?

1213 A Well, what was the question?

1214 Q I believe you were talking about, under  
1215 Mr. Snyder's leadership, how the environment changed and  
1216 that there was a mentality about drinking, sex, and  
1217 partying were your words. When you said sex, what did you  
1218 mean by that?

1219 A Just always having pretty girls around.

1220 Q Who was responsible for that change?

1221 A I don't know. I can only assume, though,  
1222 that it had to do with Mr. Snyder. Like the idea of let's  
1223 hire someone on to the staff because she's hot would have  
1224 never happened under the Cookes. It was pure just hire the  
1225 best person. I don't care what they look like. We're  
1226 trying to win a Super Bowl here, not a beauty pageant.  
1227 But, you know, that changed when Mr. Snyder took over.

1228 Q Did you ever hear any comments like the one  
1229 you just mentioned, let's hire someone because they're hot?

1230 A I don't remember specifically, no. But that  
1231 type of mentality and talk was common.

1232 Q You also mentioned a moment ago that the

1233 company glorified womanizing. What did you mean by that?

1234 A Well, going to strip clubs. You know, that  
1235 was something that happened on the road trips that I didn't  
1236 -- I didn't do that. You know, I was married.

1237 Q Who would go to strip clubs?

1238 A Well, the -- I would hear the -- you know,  
1239 when the team traveled, okay, to road games, there would be  
1240 a certain number of executives that traveled with the team.  
1241 I was not one of them. I probably went on four or five  
1242 road trips the whole time I was with the team. And each  
1243 time it was like, okay, dinner's over, what strip club are  
1244 we going to? It's just like, I'm going back to my hotel.

1245 Q Which executives would be part of these road  
1246 trips?

1247 A Dennis Greene, and taking some of the  
1248 suite-holders on the trip. And also taking a couple  
1249 cheerleaders on the trips was pretty common as well.

1250 Q Taking them to the strip clubs as well?

1251 A I don't know about that, but they would go on  
1252 the road trips.

1253 Q Which other executives?

1254 A Well, I know Dennis, Mitch, Nico would go on  
1255 those road trips almost -- for almost every game.

1256 Q Did Mr. Snyder ever go on these road trips?

1257 A Mr. Snyder went to every game, but he -- I

1258 believe he traveled separate from the team. And I don't  
1259 know that he went out with the executives the Saturday  
1260 night before the game.

1261 Q You mentioned Dennis Greene, Mitch Gershman,  
1262 Nico Foris. Those are three individuals that you also  
1263 mentioned were part of Mr. Snyder's inner circle, correct?

1264 A Yes.

1265 Q Are there any other executives that you can  
1266 recall who would go on these road trips?

1267 A No.

1268 Q Did cheerleaders have an official role at  
1269 away games, to your knowledge?

1270 A No.

1271 Q So do you have any sense of why they would  
1272 travel with the team on these road trips?

1273 A To schmooze the suite holders that were being  
1274 taken. Now, that wasn't for every road game. And when I  
1275 say suite holders that also includes sponsors. There was  
1276 usually one game per year where the team would take an  
1277 extra plane of the sponsors and a bunch of suite holders,  
1278 and cheerleaders would go as well.

1279 The Touchdown Club trip also usually had cheerleaders  
1280 on it, and that was an annual trip of about 250 Touchdown  
1281 Club members. That was a club run by Dennis Greene that  
1282 they took cheerleaders on that trip as well.

1283 Q Is Dennis Greene still employed with the  
1284 Commanders?

1285 A No.

1286 Q Do you recall when he separated from the  
1287 company?

1288 A He left right when Brian Lafemina came. So I  
1289 want to say that would be right at the beginning of the  
1290 2018 year, I think.

1291 Q Do you know why Mr. Greene left?

1292 A Well, overlap in positions. Brian wanted to  
1293 hire a new head of suites and let Dennis go.

1294 Q When Mr. Greene left, did the team continue  
1295 to travel on these road trips and attend strip clubs?

1296 A Here's how I would characterize that. Yes,  
1297 the team continued to travel on road trips, of course, but  
1298 I think the -- I didn't travel on the trips, so I wasn't  
1299 there. But my sense is, is that things started to become a  
1300 little bit more professional under Brian's tenure. And not  
1301 to jump ahead, Brian only lasted a year, and it was widely  
1302 speculated that he was let go because he was aggressively  
1303 trying to put a stop to a lot of this nonsense.

1304 Q What nonsense are you referring to?

1305 A Sexual harassment in the workplace, poor  
1306 culture in the workplace, a frat house mentality. Brian  
1307 worked at the league office for probably 15 years before he

1308 came to run the Commanders, a very well-respected  
1309 executive. So, yeah, a lot of things changed when Brian  
1310 came, for the better, as it relates to these topics.

1311 Q Who let Mr. Lafemina go from the company?

1312 A Mr. Snyder.

1313 Q So prior to Mr. Lafemina joining the team,  
1314 how did you know that the executives were going to strip  
1315 clubs?

1316 A Just something that was talked about.

1317 Q By whom?

1318 A I would hear Dennis talk about it. They  
1319 would always talk about one in Tampa. I don't remember the  
1320 name of it.

1321 Q Did Mr. Greene have these conversations in  
1322 front of other employees?

1323 A I believe so.

1324 Q Male and female employees, to your knowledge?

1325 A I don't know.

1326 Q Would he talk about it openly?

1327 A It was not something that was hidden.

1328 Q When you said you were instructed to put a  
1329 refrigerator in your office full of beer, who instructed  
1330 you to do that?

1331 A Mitch Gershman.

1332 Q Did you feel like you could have told him no?

1333           A           No, I did not feel like I could have told him  
1334 no.

1335           Q           Why is that?

1336           A           It was something that Dan wanted us to do.

1337           Q           How do you know that?

1338           A           That's what he said. That's what Mitch said,  
1339 Dan wants you guys to have -- Dan wants you to be able to  
1340 give the prospects booze, beer.

1341                   And this is actually a pretty good example of, you  
1342 know, I always tried to avoid confrontation. So, fine, put  
1343 the refrigerator in my office. I'll have some beer in  
1344 there, I'll put some sodas in front of the beer, and for  
1345 the most part the beer will just sit there. And I'm just  
1346 not going to, whatever, I'm not going to -- I'm not going  
1347 to fight it, but I'm also not going to go out of my way to  
1348 get prospects drunk and try and coerce them into buying  
1349 tickets, either.

1350                   I didn't need to do that, frankly. I was -- I felt I  
1351 was a good enough salesperson to do the selling without the  
1352 booze.

1353           Q           Why do you think Mr. Snyder never heeded  
1354 recommendations to expand the human resources department?

1355           A           I can only speculate that expanding the human  
1356 resources department would have resulted in complaints that  
1357 would be tied back to him.

1358 Q Now, going back to the Aspen trip that you  
1359 mentioned earlier. Was that the only event you attended  
1360 with Mr. Snyder where there was partying or drinking?

1361 A I don't think so, but I can't remember  
1362 specifically others.

1363 Q Do you know if it was common for Mr. Snyder  
1364 to hold parties or other events where there was partying  
1365 and drinking?

1366 A Yes.

1367 Q How do you know that?

1368 A There was a Super Bowl party every year in  
1369 the town wherever the Super Bowl was being held that year,  
1370 and he would host, you know, the VIP party at the Super  
1371 Bowl.

1372 Q Outside of the Super Bowl parties, any other  
1373 events or parties that he would throw where there was  
1374 drinking?

1375 A Not that I was aware of or invited to.

1376 Q Are you aware of any concerns or allegations  
1377 of misconduct happening at the Super Bowl parties that  
1378 Mr. Snyder would throw?

1379 A No.

1380 Q At the trip in Aspen, other than Mr. Snyder,  
1381 were there any other executives present, to your knowledge?

1382 A Well, unfortunately, we found out that



1383 Mitch's father had passed away while we were on the flight  
1384 there. So as soon as we landed, Mitch stayed on the plane  
1385 and went back home.

1386 David Pauken was present. And I believe David was  
1387 the COO at that time. And to back up a second, at one  
1388 point David Pauken would have been in that inner circle as  
1389 well as Dennis Greene as well as the other folks that I  
1390 mentioned. But Dennis and David Pauken were both on that  
1391 trip, myself, and probably a dozen other -- 15 other sales  
1392 and sponsorship folks.

1393 Q Do you recall if Melanie Coburn was on that  
1394 trip?

1395 A She was.

1396 Q Did you have any conversations with Melanie  
1397 during that trip to Aspen?

1398 A I don't think so. I think Melanie and I were  
1399 on -- there were two plane loads because we couldn't all  
1400 fit on one plane. We flew on the team jet, the team  
1401 private jet. And, furthermore, about half the people  
1402 stayed at Mr. Snyder's home and half stayed elsewhere. And  
1403 I don't remember spending a lot of time with Melanie on  
1404 that trip. I don't think we were on the same plane and I  
1405 don't think we stayed at the same place, I don't think.

1406 Q Did you stay at Mr. Snyder's home?

1407 A I did.

1408 Q You don't recall if Melanie stayed at  
1409 Mr. Snyder's home?

1410 A I don't. I don't remember who was where.

1411 Q Were there any women who stayed at  
1412 Mr. Snyder's home during that trip, to your knowledge?

1413 A I don't remember. Though the majority of the  
1414 activities took place at his home. So even the people that  
1415 weren't staying there overnight who were staying like at a  
1416 nearby hotel or something would taxi over and be there for  
1417 most of the weekend.

1418 Q Do you have any sense of how Mr. Snyder  
1419 decided who was staying at his home?

1420 A I don't.

1421 Q Did you subsequently have any conversations  
1422 with Melanie Coburn about her experience at Aspen?

1423 A Immediately afterwards or recently?

1424 Q At any point.

1425 A Yeah, recently we've spoken about it.

1426 Q And what has she told you?

1427 A What I mentioned earlier about being forced  
1428 to stay in the basement and the suspicion of prostitutes.  
1429 But, you know, I would prefer Melanie speak for herself in  
1430 terms of her description of what happened there.

1431 Q Do you have any reason to believe that what  
1432 Melanie told you was not true?

1433 A I know what Melanie is telling me is true.

1434 Q How do you know that?

1435 A Because she's an honest person.

1436 Q So you mentioned that there was an employee,

1437 Rachel Engleson, who came to you about her experiences with

1438 Larry Michael. What did Rachel tell you was happening with

1439 respect to Larry Michael?

1440 A So we had a -- Rachel was my -- she was my

1441 top lieutenant in the department and she and I really ran

1442 that department together. And one of the responsibilities

1443 that she had was hospitality for our premium clients, which

1444 meant we would plan these events where, you know, on a

1445 Thursday night at 7:30, come out to FedEx Field and do a

1446 Q&A with the coach, meet a former player. And Rachel was

1447 in charge of organizing all of that.

1448 Larry Michael, as the voice of the Redskins, would be

1449 the emcee for these events. So he was sort of like the

1450 talk show host, right? And he would actually say things on

1451 the mic, you know, look at her, stuff like that, you know,

1452 as part -- isn't she gorgeous, as part of what he -- like

1453 as part of his program, which was a little weird.

1454 But Larry was always drinking at these events. In

1455 fact, it was sort of like part of what we had to plan in

1456 advance, that when he showed up, they needed to make sure

1457 whatever his drink of choice was, was like there waiting

1458 for him ready. Okay?

1459 Because most of these events -- well, a lot of these  
1460 events would take place at FedEx Field. Larry would come  
1461 from Redskins Park. We would have to make sure that his  
1462 drink of choice was there and that -- and then at least on  
1463 one occasion, but I believe it was more than once, you  
1464 know, he had like hugged her or gave her a kiss on the  
1465 cheek, hit on her. And he's twice her age, not that that  
1466 makes it any worse, but I know that's something that she's  
1467 brought up, that this person is as old as her dad.

1468 So, yeah, I mean, he would hit on her at these  
1469 events. And part of the problem was is that we didn't have  
1470 somebody else that we could call on to host these events.  
1471 He was the voice of the Redskins. And he knew that, too.  
1472 So he could show up to these events, sort of act any way he  
1473 wanted to, and we -- you know, he knew that we were going  
1474 to have to ask him back when we did another event in a  
1475 couple of weeks.

1476 Q Did you personally observe Mr. Michael  
1477 behaving that way?

1478 A Well, I personally observed the comments on  
1479 the microphone. The kissing on the cheek or asking Rachel  
1480 out or -- you know, I think that happened more discreetly.

1481 Q Do you know if Mr. Snyder was ever at any of  
1482 these events where Mr. Michael would make these comments?

1483           A           Those particular events, no, Mr. Snyder was  
1484 not at those events.

1485           Q           You had said earlier that Rachel approached  
1486 you to raise concerns and you had a discussion about it.

1487           A           (Nodding head).

1488           Q           You then called Mr. Michael and told him to  
1489 stop it.

1490           A           Yes.

1491           Q           Do you know if he in fact stopped his  
1492 behavior?

1493           A           This is a big regret of mine. I had a very  
1494 narrow view of this topic, basically, letting Rachel know  
1495 that if it happened again to come tell me. My  
1496 understanding is he stopped bothering her, but continued to  
1497 bother other employees in the company. And, again, this is  
1498 just -- that wasn't something that I factored in at the  
1499 time when I took that approach of dealing with him  
1500 directly.

1501           A report to a capable HR department hopefully would  
1502 have addressed his behavior and then monitored it with, you  
1503 know, the rest of the company as opposed to just his  
1504 behavior with her.

1505           So, yes, as far as I know, he stopped bothering her.

1506           Q           How did you learn that he continued bothering  
1507 other employees?

1508 A Through the newspaper.

1509 Q At the time, you had mentioned that there was  
1510 a 25-year-old HR employee. Did you feel like nothing would  
1511 have come of your complaint had you reported Mr. Michael's  
1512 behavior to that employee?

1513 A Yes.

1514 Q Why did you think that?

1515 A I believed some of the HR employees were a  
1516 part of the frat mentality and that they didn't want the  
1517 party to stop, either. But more importantly, you know, in  
1518 that circumstance, if I'm going to report Larry Michael to  
1519 somebody, it's not going to be to the HR department, it's  
1520 going to be to my boss, Stephen Choi, who is the CFO who HR  
1521 reports in to. But I just -- I chose not to. I really  
1522 felt like the best way to make sure this would stop was to  
1523 address Larry Michael directly. You have to understand, at  
1524 that point, I was the most tenured employee at the company.

1525 Q You mentioned that you believed that HR was  
1526 part of frat mentality. Why do you think that?

1527 A Well, there was one person in charge of HR  
1528 for a period of time that hosted a lot of parties with a  
1529 lot of drinking. Now, it didn't happen at the office, but  
1530 this clearly wasn't a serious person, in my opinion.

1531 Q Who was that individual?

1532 A [REDACTED], who, you know, I believe

1533 meant well, but was in over her head.

1534 [REDACTED] We're at time. We are going to go off  
1535 the record, take a five-minute break and then, if the  
1536 Minority has any questions, they should feel free to ask  
1537 them.

1538 (Recess.)

1539 [REDACTED] Back on the record. It is 11:40.

1540 [REDACTED]

1541 Q Mr. Friedman, I want to pick up where we left  
1542 off. I have a few questions for follow-up with respect to  
1543 the human resources department.

1544 You had mentioned that you speculated that the reason  
1545 why Mr. Snyder never heeded recommendations to expand the  
1546 department was because he didn't want the complaints to be  
1547 tied back to him.

1548 Do you recall saying that?

1549 A Yes.

1550 Q What made you say that?

1551 A Well, most of the problems related to the  
1552 company culture, according to the rank and file, stemmed  
1553 from upper management. I think what you'll see through  
1554 your investigation is that there's not a lot of entry-level  
1555 employee mistreating entry-level employee.

1556 Q So when you say that the problems stemmed  
1557 from upper management, does that include Mr. Snyder

1558 himself?

1559           A           It does. And also to add, something like  
1560 that, expanding the human resources department,  
1561 unfortunately, would have also likely been characterized as  
1562 an unnecessary expense.

1563           Q           What makes you say that?

1564           A           Just the way the company operated. If there  
1565 wasn't a direct profit to be made, it was very difficult to  
1566 get expenses approved.

1567           Q           If you learned that Mr. Snyder has since  
1568 expanded his human resources department, what would your  
1569 reaction be?

1570           A           Well, of course he has now. He doesn't have  
1571 a choice.

1572           Q           What do you mean?

1573           A           I believe that all of the reported culture  
1574 change and expanded human resources department that's taken  
1575 place since I left is all just reaction to this media  
1576 outpouring and, you know, your investigation. It's not  
1577 like he, you know, saw the light overnight and just decided  
1578 he wanted to treat people better.

1579           Q           What makes you believe that he has not seen  
1580 the light?

1581           A           There hasn't been any apology. He called  
1582 Tiffani Johnston a liar.



1583 Q And who is Tiffani Johnston?

1584 A Tiffani Johnston is a former cheerleader and  
1585 is also a former employee who I witnessed Daniel Snyder try  
1586 to pull her into his limousine. She was at your roundtable  
1587 last month. A man who truly changed his ways would  
1588 apologize.

1589 Q I'd like to show you a document that will be  
1590 marked Exhibit 1 for identification purposes.

1591 (Exhibit No. 1 was identified for  
1592 the record.)

1593 BY [REDACTED]

1594 Q Do you recognize what I just handed you?

1595 A I do.

1596 Q How do you recognize it?

1597 A This is a letter that I wrote to Chairwoman  
1598 Maloney regarding the incident where I witnessed Mr. Snyder  
1599 try to guide Tiffani Mattingly Johnston into his limousine  
1600 after a dinner in the city.

1601 Q Is this a fair and accurate representation of  
1602 your February 3rd, 2022 letter as you last remember it?

1603 A Yes.

1604 Q Now, I want to ask you some questions. In  
1605 this letter, as you just mentioned, you witnessed  
1606 Mr. Snyder grab the arm of your coworker, Tiffani  
1607 Mattingly, and attempt to pull her into a limousine. You

1608 mentioned that this incident took place after a dinner in  
1609 Washington, DC.

1610 Can you tell me more about the dinner and why you  
1611 were there?

1612 A I don't have a lot of recollection about much  
1613 else from that night other than what I witnessed. That was  
1614 the highlight of the evening in terms of my memory.

1615 Q So does that mean you don't remember who else  
1616 was present at the dinner?

1617 A I know Mitch Gershman was there as well. I  
1618 know he was standing behind me when I saw this incident.

1619 Q Do you recall why there was in fact a dinner?

1620 A I don't know.

1621 Q Do you recall anything about the dinner  
1622 itself?

1623 A I do not.

1624 Q So when you say that you were standing, are  
1625 you referring to what happened after the dinner concluded?

1626 A Yes.

1627 Q Can you tell me more about that?

1628 A Yes. We were outside of the restaurant, as  
1629 the dinner was finished. I was walking towards my car as  
1630 was Mitch, I believe, walking towards his car. Tiffani was  
1631 a little bit behind us, and Mr. Snyder's limousine was  
1632 basically at the curb of where the restaurant was. He was

1633 all the way in the back, driver's side, with the door open,  
1634 seemingly getting ready to leave, and put his arm behind  
1635 Tiffani and tried to guide her into the limousine and she  
1636 quickly pulled away.

1637 Q Anything else you recall?

1638 A No. I mean, that was ten seconds, 15  
1639 seconds. And, you know, I recall that everybody was okay  
1640 the next day. It wasn't -- you know, I didn't call Tiffani  
1641 later that night to make sure that she got home okay or  
1642 anything like that. But the next day we were back in the  
1643 office -- or the next business day that we were back in the  
1644 office, everything seemed to be back to normal, frankly, as  
1645 if no one had really gotten hurt. And that was sort of the  
1646 end of it. It was never really discussed again, but I  
1647 always remembered seeing that happen.

1648 Q Why do you remember that?

1649 A Well, there's certain things you can't unsee.  
1650 And seeing the owner of the football team trying to pull an  
1651 employee into a limousine is something you can't unsee.

1652 Q Did you ever speak to Ms. Johnston about that  
1653 incident after the incident occurred?

1654 A Right after the incident?

1655 Q Mm-hmm.

1656 A I don't think so. I don't think so.

1657 Q Prior to her appearance at the committee's

1658 roundtable, had you had any conversations with her about  
1659 that incident?

1660 A I did.

1661 Q What did she tell you?

1662 A Well, she told me that she was contemplating  
1663 coming forward because, you know, she, I believe, was sort  
1664 of -- it came much later compared to some of these other  
1665 folks. And that's when I told her, I said, Tiffani, I was  
1666 right there and saw it with my own eyes.

1667 You know, we made a conscious decision on that phone  
1668 call to not try to sync up our stories. You know, she  
1669 remembers it the way she remembers it. I remember it the  
1670 way I remember it. It was a long time ago. I saw it  
1671 happen with my own two eyes, I was there. Hook me up to a  
1672 polygraph. I know what I saw.

1673 Q Why did you not follow up with Tiffani  
1674 Johnston after you witnessed that incident when it  
1675 occurred?

1676 A Well, I was a lot younger then, okay? I  
1677 wasn't technically her boss then, I don't think. I think I  
1678 was still more of a peer. But I would also point to a --  
1679 there's a common thread amongst a number of these women,  
1680 Tiffani included, Rachel, Emily Applegate, these are tough  
1681 people. And Tiffani put on a happy face, and I never knew  
1682 that she was even distraught because she kept it to

1683 herself. What's she going to do? Show up to work the next  
1684 day and start crying, that Dan Snyder put his hands all  
1685 over me? You know what that would lead to.

1686 Q What?

1687 A Her being terminated.

1688 Q Why do you think that?

1689 A That's what happened at the company on a  
1690 fairly regular basis. People that spoke up were  
1691 terminated, bought out, silenced.

1692 And, you know, I think it's important to point out,  
1693 there are a number of people there that looked at that job  
1694 as the only job in the world. Tiffani is a lot like me.  
1695 We grew up big fans with parents that were big fans.  
1696 Working for the Redskins, the team, it's like a dream come  
1697 true, and you wanted to do everything you could to preserve  
1698 your existence in that environment to further your career  
1699 and to help make your dreams come true, and to keep -- you  
1700 know, something else is that all these people that work for  
1701 the team, it's very hard to explain -- and maybe some of  
1702 you actually can commiserate with this -- that all of their  
1703 family members are always all over them about what's going  
1704 on with the team. The last thing they want to do is go  
1705 tell their family members, I quit the team to go work at  
1706 some regular company.

1707 Working at the team is not just their dream, but it's

1708 something that all their family and friends are all so  
1709 proud of them. And people just did not want to jeopardize  
1710 that. And if you could tolerate something like that and  
1711 that's how you were able to stay alive and stay working for  
1712 the team, then you just made the decision to stay quiet.

1713 Compound that with the lack of human resources  
1714 resources, and just the overall environment that -- I  
1715 totally understand why she kept relatively quiet about the  
1716 incident.

1717 Q Did you ever report Mr. Snyder and what you  
1718 witnessed that night to anyone in the company?

1719 A Absolutely not.

1720 Q Why is that?

1721 A For the same reason. I did not want to lose  
1722 my job. But I also felt a -- you know, I had a very loyal  
1723 feeling about Mr. Snyder. I felt it was my duty to be  
1724 loyal to him. And who would I report the owner to? The  
1725 owner? Like --

1726 Q Would you have considered reporting to the  
1727 NFL?

1728 A No.

1729 Q Why not?

1730 A Well, first of all, I didn't -- at that point  
1731 in my career, I didn't have contacts at the NFL yet, at the  
1732 league office yet, that I really could trust. But also,

1733 you know, I wasn't going to report him just because -- you  
1734 know, I didn't want bad things to happen to him. I didn't  
1735 want to lose my job. It seemed that everybody left the  
1736 incident unharmed. At the time, I viewed that incident as  
1737 weird and uncomfortable, not necessarily as harmful. And  
1738 certainly, in hindsight, I do view it as harmful now.

1739 Q What changed?

1740 A Well, over time, you listen more carefully to  
1741 these women as they have grown up, and you see the impact,  
1742 the negative impact that it's had on their lives being  
1743 treated like a piece of meat at their workplace. And  
1744 they've had to -- I think most of them have done an amazing  
1745 feat in being able to overcome being treated like that.  
1746 But, you know, that's probably not the case for everybody.

1747 You know, if you spend your first five years out of  
1748 college and you're just being told that your value here at  
1749 this company is based on your looks and that's it, think  
1750 about what that's going to do for your psyche for the rest  
1751 of your professional career.

1752 And, you know, it's -- the exact opposite should be  
1753 happening during your first five years out of college. You  
1754 know, you want influences that are pushing you in the right  
1755 direction and bringing out the best in you, not telling you  
1756 that your value here is based on your chest size or how you  
1757 look in tight clothing. That's a lot to overcome.

1758           You know, when you say what changed, why now?

1759       Frankly, the repeated comments that I've heard over the  
1760       past few months that all the people that did these bad  
1761       things are gone from the company is just not true.

1762           Q           Why not?

1763           A           Well, because there's one person still there  
1764       who did these bad things.

1765           Q           Who is that?

1766           A           That's Daniel Snyder.

1767           Q           Now, earlier you had called -- you had said  
1768       that Snyder called the allegations regarding Ms. Johnston  
1769       outright lies. You also said that you saw it with your own  
1770       two eyes. How did you react to Snyder's statement, his  
1771       denial of those allegations?

1772           A           Well, it's to be expected. Frankly, I  
1773       thought it was odd that -- to back up a second.

1774                       One of the reasons I wrote that letter is I didn't  
1775       want this -- I didn't want my friend who was telling the  
1776       truth, Tiffani, to have to dangle on her own in a he  
1777       said/she said; that she was telling the truth. And I had a  
1778       conversation with my wife about doing the right thing in  
1779       God's eyes. And the worst thing that we could do would be  
1780       to let her dangle on her own when I was a witness there.

1781                       So when I saw the comments that she's not telling the  
1782       truth, I was surprised that there wasn't -- well, and the



1783 witness there is not telling the truth, also. You know, I  
1784 sort of felt that to be a little bit, well, how do you  
1785 explain that, right? And they were careful to not -- it  
1786 seemed like they were careful to not accuse me of lying as  
1787 well just seemed odd.

1788 Q You mentioned that you were loyal to  
1789 Mr. Snyder. How did you show your loyalty to him?

1790 A Well, directly to him, to his face, not very  
1791 often. I didn't really have the opportunity to do that.  
1792 But most of it was through individual conversations  
1793 defending him, mainly to customers. I don't want to renew  
1794 my season tickets because I can't stand the owner. And  
1795 that's when I would explain that, you know, we're all  
1796 human, we're all flawed, the media gives him a bad rap.  
1797 He's not as bad as you think he is.

1798 Plus, frankly, sometimes I would use the analogy to  
1799 our country. Some people hate our President, but nobody  
1800 hates our country. No real American hates our country.  
1801 You might not like the President at the time. So even if  
1802 you do hate the owner, you can still love the team, sign  
1803 up.

1804 But most of the time I would just try and tell  
1805 people, you know, he's not as bad as you think, would point  
1806 to all of his work with Think Pink, okay.

1807 And this conversation I would have with a lot of my

1808 coworkers as well. This is a decent man trying to -- all  
1809 he wants to do is win the Super Bowl like you and me. And  
1810 over and over and over and over I had that conversation  
1811 with anybody who would listen.

1812 Q Did you ever defend him against the  
1813 allegations regarding sexual harassment or misconduct in  
1814 the workplace?

1815 A Did I ever defend him? To who?

1816 Q To anyone.

1817 A Well, I think -- I don't think so, no. I  
1818 think by the time I had left the company, that's when most  
1819 of his allegations had come out after I left the company.

1820 Q You've also mentioned someone named Emily  
1821 Applegate.

1822 A Yes.

1823 Q Who is Emily, and how did you know her?

1824 A Emily is a great former teammate of mine.

1825 Emily was one of my employees at FedEx Field as a ticket  
1826 sales rep, customer service rep. A great performer. And  
1827 Emily was then promoted to go work over at Ashburn, to go  
1828 work at Redskins Park.

1829 So, you know, there were a lot of employees that  
1830 aspire to get promoted and dot, dot, dot, go work at  
1831 Redskins Park because it was -- you know, it was perceived  
1832 that FedEx Field was sort of where the factory workers were

1833 and that Redskins Park in Ashburn is where the executives  
1834 were. You needed to go over there if you really wanted  
1835 your career to blossom.

1836 I didn't always agree with that, but that's what a  
1837 lot -- a lot of my employees over the years would get  
1838 promoted and then go work over at Redskins Park or aspire  
1839 to.

1840 So Emily did her job at FedEx Field very well, was  
1841 promoted to go be Mitch Gershman's executive assistant.

1842 Okay. And remember, Mitch is at this point my boss.  
1843 Some of the time where he was my boss he was at FedEx Field  
1844 with me, but when he was in a higher capacity within the  
1845 company, he was in Redskins Park. So in order for Emily to  
1846 be Mitch's executive assistant, she needed to transfer her  
1847 office from FedEx Field to Redskins Park, and that's when a  
1848 lot of the verbal abuse of Emily took place at Redskins  
1849 Park.

1850 Q Can you tell me about the abuse that Emily  
1851 experienced?

1852 A Well, I would rather Emily speak for herself  
1853 in terms of the details. But Mitch would refer to her as  
1854 fat or just judging the way she looked in certain outfits,  
1855 and was just mean to her.

1856 Q Did she ever complain to you about how Mitch  
1857 was treating her?

1858 A Yes.

1859 Q What would she tell you?

1860 A You know, I can't stand it over here.

1861 Paraphrasing. And, again, my -- I wanted to be a  
1862 peacekeeper. I did not want to punish or report. I wanted  
1863 to mend. These were two dear friends of mine, both at my  
1864 wedding, both Mitch and Emily at my wedding. You know,  
1865 can't we just get along here, guys? You know, can you go a  
1866 little easier on her? She was my employee here and, you  
1867 know, I never had any problems with her.

1868 And he would be telling me she's incompetent or too  
1869 emotional, and ultimately that culminated with, I'm going  
1870 to fire her, he says. She says, I'm going to quit. And I  
1871 just said to both of them, hey, just -- just come back  
1872 here. Just -- Emily, just come back to FedEx Field, come  
1873 work with me again, and then you can figure out what you  
1874 want to do next, sort of as an undo.

1875 And that whole time -- geez, I don't know if that was  
1876 a month or six months while she was over there at Redskins  
1877 Park. But, you know, once she came back, that stopped, you  
1878 know, the verbal harassment. And then about a month later  
1879 she had found another job and left. I remember getting a  
1880 letter from her probably a year later thanking me for sort  
1881 of helping her when she was down, and that meant a lot to  
1882 me. She's really a brave person.

1883           Q           Did you ever witness any of the verbal abuse  
1884 that you just described?

1885           A           I don't think so.

1886           Q           Did Emily ever tell you about Mitch  
1887 subjecting her to sexual harassment?

1888           A           I don't know that she ever told me, using  
1889 those words, "Mitch sexually harassed me." I think it was  
1890 probably more, you know, he's treating me poorly, he's  
1891 treating me like shit, sorry, you know, calling me names.  
1892 But I don't know that she ever said Mitch is sexually  
1893 harassing me.

1894           Q           Did he ever make comments -- you mentioned  
1895 about her physical appearance. Did he ever -- did she ever  
1896 tell you that he ever made sexually suggestive comments,  
1897 try to come on to her, compliment her, et cetera?

1898           A           I think the compliment her, yes. I think  
1899 that was part of it. You know, you look good today. You  
1900 look like crap tomorrow and back and forth. And it was  
1901 just constantly being judged on how you looked, which had  
1902 to be uncomfortable.

1903           Q           And I believe you mentioned you spoke to  
1904 Mr. Gershman about that, his treatment of Emily. Do you  
1905 recall what you told him?

1906           A           Not exactly, but just again trying to be a  
1907 peacemaker. You know, can we just take a deep breath here

1908 and focus, like how is this helping us win the Super Bowl?

1909 Because if it's not, we shouldn't be doing it.

1910 Q Did you ever report Emily's complaints to  
1911 human resources?

1912 A No.

1913 Q Why not?

1914 A Well, because that would have been telling on  
1915 my boss and dear friend. And I just wanted to try and  
1916 resolve it myself. And in this case, bringing her back to  
1917 work for me ultimately was the Band-Aid.

1918 Q When you're referring about dear friend, who  
1919 are you referring to?

1920 A Both, Mitch and Emily.

1921 Q But when you said you didn't want to report  
1922 your dear friend.

1923 A Mitch.

1924 Q Do you regret not reporting Mitch's behavior?

1925 A I regret not doing more; that if I could go  
1926 back and do this over, I would definitely have done more.  
1927 And that may have included reporting folks or just being a  
1928 lot more aggressive. Frankly, maybe even threatening when  
1929 I approached them directly about it.

1930 Meaning -- like going back to my conversation with  
1931 Larry Michael, that was, hey, Larry, can you do me a favor  
1932 and leave Rachel alone? You know, as opposed to leave her

1933 alone or, you know, or the next time I hear anything, even  
1934 a peep about this, you're doing this to her or anybody  
1935 else, I'll go to HR. You know, either going to HR or just  
1936 being more aggressive overall, I wish I had done more. So,  
1937 yes, I regret not reporting these folks.

1938 Q With respect to Rachel Engleson, you had  
1939 mentioned that you would have reported what happened to  
1940 her, I believe, to Stephen Choi.

1941 A Yes.

1942 Q If anyone.

1943 A Yes.

1944 Q Why did you not report what you knew to be  
1945 happening to Rachel Engleson?

1946 A Here's the other thing. You're asking me why  
1947 didn't I report something to somebody who already knew what  
1948 was going on. Meaning, the way Mitch treated certain  
1949 people in the company was a widely well-known fact among  
1950 the company, including Stephen Choi. The way Larry Michael  
1951 treated women at the company, Stephen Choi already knew  
1952 that Larry Michael did not treat women properly at the  
1953 company. He already knew that.

1954 Q How do you know?

1955 A He didn't need me to tell him that. Because  
1956 Larry had a reputation. So that doesn't excuse me from not  
1957 telling him, but what I'm telling you is that he already

1958 knew.

1959 Q How did people know that Mitch Gershman  
1960 treated people poorly?

1961 A He intentionally left his door open.

1962 Q Why do you believe he left his door open?

1963 A He did leave his door open. Oh, why?

1964 Q Why do you think he did that?

1965 A You know, maybe as a way to lay claim, you  
1966 know? This is -- I run all of this. I'm in charge of  
1967 everything here. I don't need to close my door if I have  
1968 something to say, right? But, yeah, he intentionally left  
1969 his door open on a regular basis.

1970 Q Did Mr. Snyder know about the way Mitch  
1971 Gershman and Larry Michael treated women in the workplace?

1972 A I don't know the answer to that.

1973 Q But you knew that Stephen Choi knew about  
1974 Larry Michael?

1975 A Yes. And I will also say that having worked  
1976 for the company for so long, that you wouldn't have people  
1977 at such a high level like Mitch Gershman and Larry Michael  
1978 behaving the way they did under a wholesome owner. That  
1979 just would not have happened.

1980 Q And you may have already said this, but how  
1981 did you know that Stephen Choi knew about Larry Michael?

1982 A I don't know. I just know.



1983 Q It was common knowledge?

1984 A That's a good way to portray it, common  
1985 knowledge.

1986 Q Did you ever have discussions about Larry  
1987 Michael or Mitch Gershman's behavior about any other  
1988 individuals outside of those complaining about their  
1989 behavior towards women?

1990 A Very late with Will Rawson, that maybe within  
1991 the last year of me working there he came and asked me  
1992 about Larry. Or maybe he came to me during Lafemina's  
1993 tenure. I think that's when I had a conversation with Will  
1994 Rawson.

1995 Q What did you tell him?

1996 A Almost exactly what I've told you here, about  
1997 the Larry Michael/Rachel Engleson incident.

1998 Q Did Will Rawson also ask you about Mitch  
1999 Gershman?

2000 A I don't think so.

2001 Q Did he ask you about any others?

2002 A Mitch wasn't there anymore at that point.

2003 Q Did he ask you about any other executives in  
2004 the company?

2005 A I don't think so.

2006 Q Did he ask you about Dan Snyder?

2007 A No.

2008 Q Other than the employees that we've  
2009 discussed, are there any employees that you're aware of who  
2010 experienced misconduct in the workplace by an executive?

2011 A Like, did I have firsthand knowledge of?

2012 Q Or second.

2013 A Employee -- I'm sorry, can you ask one more  
2014 time?

2015 [REDACTED]: Can you please read back the question.

2016 (Record read.)

2017 The Witness. Yes. If you're asking firsthand or  
2018 secondhand, yes.

2019 BY [REDACTED].

2020 Q Who specifically?

2021 A [REDACTED].

2022 Q Anyone else?

2023 A [REDACTED].

2024 Q Anyone else?

2025 A Ana Nunez. I'll let you know if I think of  
2026 any others.

2027 Q And as we discuss some of these, what you  
2028 know about these incidents, I want to be very careful here  
2029 with respect to naming names of individuals who have not  
2030 been publicly reported in the media.

2031 But with respect to Ana Nunez, what, if anything, did  
2032 you hear about how she was treated?

2033           A           Ana -- my experience with Ana was firsthand,  
2034 where another one of my employees had been taking pictures  
2035 of her backside with his iPhone and then sort of  
2036 screenshotting that to other male employees with comments  
2037 that were, I would say, lewd.

2038           Q           Do you recall how that incident was handled?

2039           A           I fired him.

2040           Q           Was that individual an executive?

2041           A           No.

2042           Q           Did you report his behavior to human  
2043 resources?

2044           A           I did not.

2045           Q           Why is that?

2046           A           Just -- just looking for, I guess, an easy --  
2047 an easy way out, nonconfrontational. Let's just get this  
2048 guy out of here. We don't need to talk about who, why,  
2049 what. Let's just disappear him.

2050           Q           You mentioned [REDACTED]. How do you  
2051 spell the last name?

2052           A           [REDACTED]

2053           Q           What did you hear about how [REDACTED] was  
2054 treated in the workplace?

2055           A           [REDACTED] was, without her consent, captured on  
2056 the DVDs, behind-the-scenes DVDs.

2057           Q           Are you referring to the incident that

2058 happened with the -- strike that.

2059 What are you referring to when you say

2060 "behind-the-scenes DVD"?

2061 A The calendar shoot. The cheerleader calendar  
2062 shoot. [REDACTED] was an employee of mine and a cheerleader  
2063 simultaneously. And during the calendar shoot trip to -- I  
2064 don't know, they go to someplace warm each year, or they  
2065 did. There's a documentary that's made each year, or there  
2066 was a documentary made for a few years annually, like the  
2067 making of the Washington Redskins cheerleader calendar.

2068 And there would often be -- some of the cheerleaders  
2069 would be like changing and the cameraman apparently would  
2070 keep the camera rolling. And those parts of the video  
2071 recording obviously didn't go out to the public, but then  
2072 my understanding is that they were edited down to capture,  
2073 you know, the most revealing parts of, like, them in  
2074 between changing outfits and then condensed onto a DVD.

2075 Q Did she know that was happening as it was  
2076 occurring? Meaning, did she know that the video was  
2077 rolling when she was changing?

2078 A I don't know.

2079 Q Do you have any understanding of how her  
2080 concerns regarding the cheerleader shoot was resolved?

2081 A I don't know. I don't think it's resolved  
2082 with her in particular.

2083 Q And why do you say that?

2084 A She's a good friend of mine, and I stay in  
2085 touch with her.

2086 Q And has she told you that it has not been  
2087 resolved as relates to her?

2088 A I think she's been hesitant to come forward.

2089 Q Come forward to whom?

2090 A To any authority or the media. But I know --  
2091 she told me that at one point a number of the cheerleaders  
2092 were given the ability to maybe go to The Washington Post  
2093 offices and see the DVD, and that she saw herself on the  
2094 DVD. And it upsets her every time it comes up. It's  
2095 heartbreaking. She's one of the nicest people you could  
2096 ever know.

2097 Q Is there anything else that you have not  
2098 discussed with respect to what you are aware of happening  
2099 in the Commanders' workplace regarding workplace misconduct  
2100 and the treatment of women?

2101 A Not that I can think of right now, no.

2102 Q Now, on December 22nd, 2020, The Washington  
2103 Post reported that, in April 2009, a female employee, who  
2104 will remain nameless, made certain allegations against Dan  
2105 Snyder accusing him of sexual misconduct which allegedly  
2106 occurred on a private plane on a flight returning from the  
2107 Academy of Country Music Awards in Las Vegas.

2108           The Commanders' former general counsel, David  
2109 Donovan, led the investigation into the woman's allegations  
2110 and reportedly found that she had lied to the team's  
2111 lawyers and therefore was terminated for cause.

2112           Again, I want to be careful here. So without naming  
2113 any names, did you know who the employee was who made the  
2114 allegations against Dan Snyder at the time?

2115           A           I did.

2116           Q           And how did you know her?

2117           A           How did I know it was her?

2118           Q           How did you know her?

2119           A           She was a coworker.

2120           Q           Were you aware of the allegations back in  
2121 2009?

2122           A           No.

2123           Q           Did you know that she had been terminated  
2124 from the company?

2125           A           Yes.

2126           Q           How did you know that?

2127           A           She just disappeared.

2128           Q           Did you have any understanding as to why?

2129           A           Something had happened. Something bad had  
2130 happened.

2131           Q           And how did you know something bad had  
2132 happened?

2133           A           Well, this person was relatively new, an  
2134   awesome worker, on the rise, successful, disciplined,  
2135   well-respected. And then just, poof, she's gone one day.

2136           Q           Did employees discuss her, as you called it,  
2137   disappearance from the team and the context surrounding it?

2138           A           Well, she was at Redskins Park, almost  
2139   exclusively Redskins Park Ashburn employee, not a FedEx  
2140   Field employee. Most of the staff at FedEx Field did not  
2141   interact with her. And I really did not interact with her  
2142   very much either. But as a fellow department head, you  
2143   know, we knew each other and spoke on various matters at  
2144   times.

2145           Q           What was your reaction and those of your  
2146   colleagues to her sudden disappearance from the team?

2147           A           Right when it happened? I didn't think much  
2148   of it. Well, that seems odd. Okay. Back to work.

2149           Q           Why did you think it seemed odd?

2150           A           Well, just that somebody who had been brought  
2151   in at a fairly high level, who was given a lot of  
2152   responsibility, who was doing well, would just suddenly not  
2153   work for the company anymore just seemed odd. No going  
2154   away party, no good-bye email saying where she's going to  
2155   go work at her next job or anything like that. Just here  
2156   today, gone tomorrow.

2157           Q           Did anyone in management say anything about

2158 her departure after she was terminated?

2159 A Not as far as I know.

2160 Q Do you have any reason to believe that that  
2161 employee lied about her allegations against Dan Snyder?

2162 A I would have every reason to believe she's  
2163 telling the truth.

2164 Q And why is that?

2165 A Because I know her to be an honest person.

2166 Q What is your reaction to Dave Donovan's  
2167 statement or conclusion that the employee lied to the  
2168 team's lawyers?

2169 A You know, I think we saw about a month ago  
2170 Commissioner Goodell saying that he wasn't going to let the  
2171 Commanders investigate the Commanders. And that's exactly  
2172 what that is. And that, you know, that's been going on for  
2173 a long time.

2174 So that's the general counsel of the company who's in  
2175 the inner circle with Dan Snyder where his number one  
2176 responsibility is to protect Dan Snyder. You know, whether  
2177 he's the team general counsel or Mr. Snyder's personal  
2178 general counsel, that line is completely blurred at that  
2179 point. And, you know, I admire Dave, but Dave has a  
2180 conflict of interest there. He's not an unbiased arbiter  
2181 at that point.

2182 Q When did you first connect the allegation



2183 that was publicly reported in The Washington Post to the  
2184 individual who accused Mr. Snyder of such actions?

2185 A As soon as I read it, I knew who it was.

2186 Q And why is that?

2187 A Because in the aftermath of her exit. You  
2188 would occasionally hear like her name. We can't have  
2189 another, her name, happen. We can't have that happen  
2190 again. Don't want that to happen again.

2191 Q Who would make statements like that?

2192 A Mitch Gershman. I can't think of anybody  
2193 else.

2194 Q Do you recall reading that Mitch Gershman was  
2195 one of the signatories to the confidential settlement  
2196 agreement?

2197 A I do not know that.

2198 Q Do you have any reason to believe that Mitch  
2199 Gershman would know why they wouldn't want the allegations  
2200 that were made by that employee to happen again?

2201 A Well, because that's expensive. And I also  
2202 believe that that's, until now, the closest that Mr. Snyder  
2203 got to being exposed; that they all realized that he got  
2204 away by the skin of his teeth that time, and that they  
2205 didn't want to flirt with disaster again.

2206 Q When you say that Mitch Gershman would make  
2207 statements that he doesn't want that to happen again, what

2208 did you understand him to mean by that?

2209 A Don't get caught. Meaning, there was never a  
2210 movement inside the company to clean up all of this filth.  
2211 Really, the focus was on whatever filth there was needed to  
2212 be kept private, kept quiet, keep it to yourself.

2213 Q You said that it was the closest that  
2214 Mr. Snyder had gotten to being exposed. What did you mean  
2215 when you said that?

2216 A Well, I think when you have an employee  
2217 accusing him directly of harassment or assault who ends up  
2218 settling for \$1.6 million, it's fair to ask the question:  
2219 What if that employee didn't accept any settlement and  
2220 instead decided to call the police or The Washington Post?

2221 [REDACTED] We're off the record at time.

2222 (Whereupon, at 12:44 p.m., the testimony in the  
2223 above-entitled matter was recessed, to reconvene at 1:45  
2224 p.m., this same day.)

2225 AFTERNOON SESSION

2226 (1:49 p.m.)

2227 EXAMINATION BY COUNSEL FOR THE COMMITTEE

2228 (RESUMED)

2229 [REDACTED] On the record. The time is 1:49.

2230 BY [REDACTED]

2231 Q Mr. Friedman, I want to pick up where we left  
2232 off.

2233 Before we broke, we were discussing the 2009 incident  
2234 with an unnamed female employee that was terminated for  
2235 cause and, as you mentioned, Mr. Donovan was the individual  
2236 who was responsible for conducting that investigation and  
2237 had determined that she had lied to the team lawyers.

2238 In your experience, has Mr. Donovan ever made  
2239 untruthful statements to protect Dan Snyder's interests?

2240 A I can only -- the answer to that is yes.

2241 Yes.

2242 Q How many instances do you recall that  
2243 occurred?

2244 A Well, untruthful statements to protect Daniel  
2245 Snyder directly, at least one, maybe two. And I'll  
2246 explain.

2247 One when I had been involved in selling tickets to  
2248 ticket brokers, The Washington Post had run a story about  
2249 the team selling tickets to ticket brokers while presumably

2250 having a waiting list for tickets, and simultaneously suing  
2251 some season ticket holders for not paying their bill, which  
2252 seemed to all kind of not make sense.

2253           So when questioned about the act of selling tickets  
2254 to ticket brokers, which was part of my assigned duties,  
2255 Mr. Donovan referred to me as a rogue employee and that I  
2256 was doing that because I was lazy, which is not true. I  
2257 was doing that because that was what I was told to do. And  
2258 the selling of tickets to ticket brokers was something that  
2259 was a sanctioned activity, but the team at that time wanted  
2260 to portray it as something that the team had no knowledge  
2261 of.

2262           Q           When you say that the team wanted to portray  
2263 it as something that they had no knowledge of, who are you  
2264 referring to?

2265           A           Well, Mr. Donovan and Mitch Gershman were  
2266 both quoted in the article in The Washington Post, and in  
2267 some shape or form both said that I did this on my own;  
2268 meaning that neither of them or Mr. Snyder or any other  
2269 employee knew of it, which wasn't true.

2270           Q           So are you saying that Mr. Snyder knew of  
2271 this practice?

2272           A           At that time, I don't know, actually. I  
2273 don't know if he knew that I had been given the orders to  
2274 sell to ticket brokers.

2275 Q Do you know if he was ever made aware that  
2276 you were engaged in that practice?

2277 A At a later date, yes, absolutely.

2278 Q And how do you know that?

2279 A Because Mitch told me Dan wants me to sell  
2280 tickets to ticket brokers again.

2281 Q And when you say again, do you mean resume  
2282 the practice that you had been accused of being a rogue and  
2283 lazy employee?

2284 A Yes, ma'am.

2285 Q When you said that you were instructed to  
2286 sell tickets to ticket brokers, that it was a sanctioned  
2287 activity, who are you referring to?

2288 A Who sanctioned the activity?

2289 Q Correct.

2290 A My boss, which would be Mitch Gershman, then  
2291 Stephen Choi, then Jake Bye for a short period of time, and  
2292 then Stephen Choi again.

2293 Q So the three individuals that you just  
2294 mentioned, all were aware that you were selling tickets to  
2295 ticket brokers and were okay with you selling tickets to  
2296 ticket brokers?

2297 A They would not be okay with me not doing it.  
2298 I was told that I had to do it.

2299 Q Did each of those individuals tell you --

2300 starting with Mr. Gershman -- did he tell you you had to do  
2301 this?

2302 A Yes.

2303 Q Did Mr. Choi tell you that you had to do  
2304 this?

2305 A Yes.

2306 Q Did Mr. Bye tell you that you had to do this?

2307 A Yes.

2308 Q In The Washington Post article that you  
2309 mentioned, how did you know that that article was referring  
2310 to you specifically?

2311 A I'm named in the article.

2312 Q Were you ever disciplined for selling tickets  
2313 to ticket brokers?

2314 A No. In fact, shortly thereafter I received a  
2315 raise.

2316 Q Who provided you with that raise?

2317 A That was Mr. Gershman and Mr. Donovan.

2318 Q The same individuals that called you a rogue  
2319 and lazy employee?

2320 A Yes.

2321 Q Do you know if Mr. Snyder was aware that you  
2322 had received a raise?

2323 A I'm not aware.

2324 Q Was Mr. Snyder required to sign off on salary

2325 decisions?

2326 A Yes.

2327 Q Did you ever communicate with Mr. Snyder

2328 about the accusations that were detailed in that Washington

2329 Post story?

2330 A Yes, I did.

2331 Q How so?

2332 A In the following weeks, Mitch suggested that

2333 I send Mr. Snyder an apology letter taking full

2334 responsibility for what had happened and claiming that I

2335 acted alone.

2336 Q Do you know why he asked you to send that

2337 letter?

2338 A He suggested that I do it because he thought

2339 that would be the best way for both of us to keep our jobs

2340 at that time.

2341 Q Did you in fact send that letter?

2342 A I did.

2343 Q Do you know if Mr. Snyder received it?

2344 A I do not.

2345 Q And how did you send it to him?

2346 A Through our interoffice courier. We had a

2347 daily or every other day service where somebody would take

2348 packages from FedEx Field to Redskins Park.

2349 Q Did you believe what you put in that letter,

2350 the contents of the letter itself?

2351 A No.

2352 Q And do you recall what you said in the  
2353 letter?

2354 A I do. The main points were I acted alone,  
2355 and my intentions were good, but my judgment was bad and  
2356 that I was very sorry.

2357 Q And I believe you just said that you didn't  
2358 believe that you acted alone.

2359 A No, I didn't act alone.

2360 Q Did you feel that you had any choice but to  
2361 take responsibility for something that you know you didn't  
2362 do alone?

2363 A There was no -- I felt like I had no choice  
2364 but to do it that way. Because if I had made a point of  
2365 contention there of saying, no, no, no, Mitch instructed  
2366 this, in all likelihood Mitch would have been fired and I  
2367 just equated that to me being fired shortly thereafter as  
2368 his right-hand man.

2369 So I wanted to protect my immediate boss and friend,  
2370 who suggested doing that would be the best way for both of  
2371 us to survive, which we did at that point.

2372 Q When you resumed that practice, did you  
2373 change anything about how you sold tickets to ticket  
2374 brokers?



2375           A           I did.

2376           Q           And what was that?

2377           A           I created some paper trails to make sure that  
2378 there would be no question that I was engaged in  
2379 company-approved activity, company-instructed activity. I  
2380 wasn't going to let the same thing happen to me.

2381                   And the reason for that is the company's position on  
2382 ticket brokers would ebb and flow. One year -- or one  
2383 month it was, sell as many as you can. The next month was,  
2384 why did you sell all those tickets last month to ticket  
2385 brokers? Don't ever do it again. So I made sure, as I was  
2386 being told to do that, that I had at least some record of  
2387 those instructions.

2388           Q           Did you begin to keep similar records for all  
2389 activities that you were being directed to do by team  
2390 executives?

2391           A           No.

2392           Q           What type of activities were you tracking or  
2393 keeping record of in terms of instructions that were  
2394 provided to you by team executives?

2395           A           Anything that I thought might be wrong, and  
2396 anything that I thought that the company may at some point  
2397 come back and claim that I was acting alone.

2398           Q           When was that Washington Post story  
2399 published?

2400 A I believe it was in 2009.

2401 Q So you began to keep records of directions  
2402 that you received by team executives if you thought that  
2403 maybe what you were being directed to do was wrong  
2404 beginning in 2009; is that correct?

2405 A Yes.

2406 Q You said you received a raise. How shortly  
2407 after the story broke in The Washington Post did you  
2408 receive that raise, to the best of your recollection?

2409 A I don't remember. It was less than a year,  
2410 more than a day. But I always remember that story as  
2411 happening, with the asterisks, and I received a raise  
2412 shortly thereafter. I don't remember exactly when it was.

2413 Q Did you receive performance evaluations?

2414 A No.

2415 Q Is there anything else that Mr. Donovan  
2416 directed you to do in the course of your employment that  
2417 was inappropriate or unlawful that we haven't discussed?  
2418 You mentioned there were two incidents.

2419 A Yes, ma'am. Another incident involved what  
2420 started as an overtime case where some of our frontline  
2421 employees were claiming that they were due overtime pay.

2422 They brought that to my attention. I then brought  
2423 that complaint to the attention of my boss and Dave  
2424 Donovan. There had been some precedent set by another team

2425 in sports, I believe one of the pro teams in New Orleans,  
2426 and some of my employees were saying, hey, how come we  
2427 don't get paid overtime? And it was a -- the topic was  
2428 starting to bubble up quite a bit in the department.

2429 And, frankly, I thought the employees were in the  
2430 right. I said, how come we're not paying these guys  
2431 overtime when they work at the games on Sundays, when they  
2432 work more than 40 hours per week? I brought that to the  
2433 attention of Mitch Gershman and whoever the CFO was at that  
2434 time, I don't remember who it was, and Dave Donovan, who  
2435 was our general counsel at the time. The team made a  
2436 decision to not pay overtime. And there was a day that  
2437 Dave Donovan actually came to FedEx Field and met with the  
2438 staff and communicated that. We're not going to pay  
2439 overtime, and if you have any questions about it, you can  
2440 contact me, Dave Donovan.

2441 My understanding is that a couple of employees did  
2442 reach out to him in the aftermath but were basically  
2443 stonewalled; at which point, shortly thereafter, six  
2444 employees retained an attorney, James Rubin, in Rockville,  
2445 Maryland, who is an employment attorney, to make a claim,  
2446 file a suit against the team for unpaid overtime.

2447 Mr. Rubin sent a preliminary letter to the team, not  
2448 naming any of his clients, stating that he represented a  
2449 number of unnamed clients related to unpaid overtime and

2450 that the names would be forthcoming.

2451 When that letter was received in Ashburn, Virginia, I  
2452 received a call from Mitch Gershman. Mitch told me, Dan  
2453 wants you to fire the people who you think are behind this  
2454 claim, and you need to do it quickly before we officially  
2455 know the names. I then proceeded to dismiss three  
2456 employees who I thought were behind the claim, at which  
2457 point the overtime case additionally turned into a  
2458 retaliation case, and the team refused to relent to the  
2459 point where I had to give a deposition under oath in Mr.  
2460 Rubin's office.

2461 One or two days prior to that deposition, Dave  
2462 Donovan met with me and Mitch Gershman in my office and  
2463 explained that I needed to stick to the story that I fired  
2464 those employees simply because they had bad attitudes and  
2465 it had nothing to do with their overtime claims. And as  
2466 Mr. Donovan was giving me those instructions, he said,  
2467 quote, "I can get in a lot of trouble for this. Let's make  
2468 it quick."

2469 I then proceeded to give the deposition at Mr.  
2470 Rubin's office per Mr. Donovan's instructions.

2471 Q Mr. Friedman, did you terminate those  
2472 employees because of their bad attitudes?

2473 A No, absolutely not.

2474 Q So when Mr. Donovan told you to terminate

2475 them -- strike that.

2476 When Mr. Donovan told you to say under oath that you  
2477 terminated them because of their bad attitudes, was that a  
2478 lie?

2479 A Yes, it was.

2480 Q Did Mr. Donovan instruct you to lie under  
2481 oath during your deposition?

2482 A Yes, he did.

2483 Q Did you follow his instructions?

2484 A I did.

2485 Q Did you feel like you had a choice?

2486 A Yes. The choice was follow his instructions  
2487 or lose my job. And I didn't want to lose my job.

2488 Q Why did you think that if you did not follow  
2489 his instructions, that you would lose your job?

2490 A Well, because I think that would have gotten  
2491 back to Mr. Snyder that I was testifying against him under  
2492 oath, which effectively, in order to tell the truth, I  
2493 would have had to testify against him. And then I received  
2494 a secondary message a couple days later from Mitch that Dan  
2495 appreciates what you did.

2496 Q So was that to say that Mr. Snyder knew that  
2497 you lied under oath on his behalf?

2498 A Yes.

2499 Q What was your reaction when Mitch told you

2500 that Dan appreciated what you did?

2501 A I was happy. I made my boss happy.

2502 Q What year did the overtime lawsuit and  
2503 deposition occur?

2504 A I believe it was 2009.

2505 Q That was the same year that the unidentified  
2506 female employee raised allegations against Mr. Snyder about  
2507 sexual misconduct; is that correct?

2508 A I believe so.

2509 Q Is that also the same year that Mr. Donovan  
2510 and Mr. Gershman called you a rogue employee in The  
2511 Washington Post for performing duties that they had  
2512 instructed you to do?

2513 A I believe so.

2514 Q As your boss, did Mr. Gershman ever instruct  
2515 you to do anything that you believed to be wrong or  
2516 improper or unlawful in connection with your job duties?

2517 A Yes. There are two practices that were --  
2518 that I engaged in related to ticket money. One is related  
2519 to shielding ticket revenues from the NFL revenue sharing  
2520 pool.

2521 The NFL revenue sharing pool is what's used to  
2522 balance the playing field between all 32 teams in the  
2523 league. It's also what's used to determine the annual  
2524 salary cap that's paid to the players.

2525           And then the other activity was related to customer  
2526 security deposits that were not properly refunded to  
2527 customers.

2528                               (Exhibit Nos. 2 and 3 were  
2529 identified for the record.)

2530           The Witness. Thank you.

2531           BY [REDACTED].

2532           Q           Mr. Friedman, I just handed you what will be  
2533 marked as Exhibit 2 and Exhibit 3 for identification  
2534 purposes.

2535           Starting with Exhibit 2, which is an email dated May  
2536 6th, 2014, from you to [REDACTED] and Stephen Choi with  
2537 Mitch Gershman, [REDACTED], and [REDACTED], last name  
2538 [REDACTED] copied. The subject of the email is 2837245  
2539 Bulk.

2540           Do you recognize what I just handed you?

2541           A           I do.

2542           Q           How do you recognize it?

2543           A           I wrote this email.

2544           Q           Is it a fair and accurate reflection of your  
2545 May 6, 2014 email as you last remember it?

2546           A           Yes, ma'am.

2547           Q           I want to ask you some questions about this  
2548 email.

2549           In the email timestamped at 1:34 p.m., it appears, as

2550 I mentioned, that you copied Mitch Gershman. Is this an  
2551 example of you copying Mitch Gershman on an email where you  
2552 believed you were being directed to do something that you  
2553 believed to be wrong?

2554 A Absolutely.

2555 Q Can you explain what you were asking Stephen  
2556 Choi to do in this email?

2557 A I'm asking Mr. Choi to provide process and  
2558 guidance, meaning how to reflect this transaction into our  
2559 ticketing accounting system.

2560 Q When you say processing guidance, what do you  
2561 mean by that?

2562 A Well, in this instance, what price to  
2563 allocate to each ticket.

2564 Q In this email, you state, "This is the bulk  
2565 club sro order where I am charging \$55 per ticket, but the  
2566 tickets are priced at \$44 in the system."

2567 What is meant by SRO?

2568 A Standing room only.

2569 Q You go on to say, "There are a total of  
2570 14,760 game tickets being sold here with \$11 per ticket of  
2571 juice equals \$162,360."

2572 What did you mean by juice?

2573 A Juice is a term we used in the office for  
2574 extra money for the company.



2575 Q What do you mean by extra money?

2576 A Money that wasn't being used to pay for  
2577 something or wasn't -- money that wasn't being used on our  
2578 accounting ledger to match up with a product or service  
2579 that was actually being provided.

2580 Q And what is the significance of that?

2581 A Well, in this particular case and other cases  
2582 similar to this, \$162,360 was shielded from the NFL revenue  
2583 sharing program; that even though we sold \$811,800 worth of  
2584 tickets, we reported that sale to the NFL at a total of  
2585 \$721,600, leaving \$162,360 of juice, of money that would  
2586 just go right into the owner's pocket and didn't have to be  
2587 exposed to the NFL revenue sharing program.

2588 Q Was this the only time that you identified  
2589 juice for the company?

2590 A No.

2591 Q Do you recall how often this would happen?

2592 A Frequently. I don't know if -- well, each  
2593 time it happened related to this type of activity, it was  
2594 substantial, hundreds of thousands of dollars usually. How  
2595 many times it happened, I would estimate that this exact  
2596 type of activity happened probably at least a dozen times.

2597 Q Why would you do this? Why would you try to  
2598 identify an area of juice in the organization?

2599 A Because that's what we were told to do.

2600 Q By whom.

2601 A By Mr. Gershman.

2602 Q Was Dan Snyder aware of this process?

2603 A I believe so. You know, something of this  
2604 magnitude -- Mr. Snyder was very hands-on and was aware of  
2605 virtually everything going on in the company, especially a  
2606 transaction nearing a million dollars. But he did not  
2607 order me to do this directly. That order came from  
2608 Mr. Gershman.

2609 Q So can you explain briefly how the practice  
2610 of shielding money works, specifically in this email where  
2611 you say you're charging \$55 for a ticket, but they're  
2612 priced at \$44 in the system?

2613 A Yeah, sure. So our stadium has a manifest  
2614 similar to a manifest that you would see for airplane  
2615 seating, and each seat has a dollar amount assigned to it.  
2616 In this particular case, the dollar amount assigned to each  
2617 one of these seats in the manifest was \$44; but in fact we  
2618 collected \$55 per seat from this customer, times 14,760  
2619 seats times \$11 per seat equals \$162,360, which that amount  
2620 would then be allocated to a different type of line item in  
2621 our database, a line item that was not exposed to NFL  
2622 revenue sharing.

2623 Q What types of line items would the team use  
2624 to disguise that revenue?

2625           A           Primarily, license fees, interest fees, and  
2626 handling fees.

2627           Q           So keeping with this same page, the total  
2628 purchase price is \$811,800. Was your compensation tied in  
2629 any way to the revenue generated?

2630           A           Yes.

2631           Q           How so?

2632           A           I received a percentage of the 811,800. So  
2633 my particular commission agreement related to ticket  
2634 brokers was just a simple percentage on gross amounts  
2635 collected from ticket brokers. How the money would then be  
2636 allocated had no impact on my commissions.

2637           Q           So is that to say that your commission would  
2638 not have been impacted if you were not essentially looking  
2639 for the juice?

2640           A           Correct. I was going to -- like in this  
2641 particular scenario, I was going to receive a commission on  
2642 the \$811,000 whether any of that money was converted into  
2643 juice or not, and it would be the same amount.

2644           Q           Who stood to benefit from this practice of  
2645 converting revenue into juice?

2646           A           Team ownership.

2647           Q           Including Dan Snyder?

2648           A           Yes, ma'am.

2649           Q           How would they benefit?

2650           A           Well, that \$162,000, instead of being  
2651 associated with our Redskins business, in this particular  
2652 case we associated it with another business of ours, our  
2653 college football business, where we didn't need to share  
2654 any of the money.

2655           Q           Why would you not need to share money when it  
2656 came to college events?

2657           A           Sure. Okay. So for a special event at FedEx  
2658 Field, you'd have two kinds of events. One would be a  
2659 rental where, for instance, Paul McCartney comes to FedEx  
2660 Field and writes a check to the company to rent the space,  
2661 and then he sells all the tickets, sells all the soda,  
2662 sells all the merchandise, et cetera, or some version of  
2663 that renting the stadium.

2664                   The other one is where we effectively become the  
2665 promoter of the event, where we buy the event, we pay the  
2666 performers a flat fee to perform. So, Paul, come play at  
2667 FedEx Field, here's a check for \$2 million, and then we're  
2668 on the hook to make all the money back. Most of the time  
2669 we were -- these events were events that we bought, these  
2670 special events.

2671                   But in either case, the revenue coming in would just  
2672 go straight to the top line and not be shared, because  
2673 there's either a rental fee -- well, if you're renting the  
2674 event, if it's a rental, then ticket revenue for those

2675 events would go to the performer. But if we take an  
2676 ownership of the event and we become the promoter, then all  
2677 the revenues stay with us.

2678 It's important to point out, this was not Navy-Notre  
2679 Dame ticket revenue. This was Navy-Notre Dame license fee,  
2680 meaning there's no ticket associated with the money,  
2681 meaning there's nothing that we need to issue out to  
2682 anybody to match up to the money.

2683 Q Turning to page 1 of this document in front  
2684 of you.

2685 A Sure.

2686 Q At the bottom is Stephen Choi's response to  
2687 you. "Sell on at \$44 for the SROs."

2688 What did you understand that he meant by that?

2689 A That when we put the tickets into our  
2690 database, price them at -- leave them priced at \$44.

2691 What we're supposed to do in a situation like this is  
2692 change the manifest from \$44 a seat to \$55 a seat so that  
2693 when we complete this transaction, there's a zero balance.  
2694 But that's not what we did. We left the tickets at \$44 in  
2695 our manifest and created \$11 per ticket of juice.

2696 Q So in this email, when Mr. Choi says, "The  
2697 juice goes to Navy vs ND" -- Notre Dame?

2698 A Yes.

2699 Q He's saying that that \$11 per ticket should

2700 be applied to the Navy versus Notre Dame game?

2701 A Navy-Notre Dame license fees, yes, the game.

2702 It says later that it's license fee. But, yes, the juice

2703 goes to the Navy-Notre Dame game.

2704 Q In the next line in this email, Mr. Choi

2705 says, "[REDACTED] - I would start the list of adjustments for

2706 FY15." And then, in parentheses, "(reclass Navy game to

2707 PSS department."

2708 First, who is [REDACTED]?

2709 A [REDACTED], [REDACTED] is the way I

2710 would describe him. I don't know what his exact title is.

2711 Q What do you understand Mr. Choi to be

2712 referring to when he says "start the list of adjustments

2713 for FY15"?

2714 A So this is the two sets of books. So in this

2715 particular case, there's a set of books that's submitted to

2716 the NFL that doesn't include the \$162,000, but then there's

2717 a set of books that's kept internally shown to Mr. Snyder

2718 and Mr. Snyder's -- I believe just Mr. Snyder, actually,

2719 and the people in his inner circle maybe, that shows what

2720 we actually did, which would include the \$162,000 of juice.

2721 Q Who maintained these books?

2722 A Stephen Choi and [REDACTED].

2723 Q So when he is instructing [REDACTED] to start the

2724 list of adjustments, he's referring to the books that would

2725 reflect juice; is that correct?

2726 A Well, there's going to be a set of files  
2727 that's submitted to the NFL that is going to be, in this  
2728 case, \$162,000 light.

2729 Q Okay.

2730 A Then there's the set of books that we keep  
2731 that are for us only that will reflect the \$162,000 of  
2732 Redskins ticket money and at the same time also reduce the  
2733 inflated Navy-Notre Dame license fee number.

2734 Q So the list of adjustments is referring to  
2735 both of those?

2736 A Yes.

2737 Q When Mr. Choi says "reclass Navy game to PSS  
2738 department," what is PSS?

2739 A Premium seat sales.

2740 Q Your department?

2741 A Yes.

2742 Q What's the significance, if any?

2743 A Well, there was a department in charge of  
2744 selling special event tickets, a very small department,  
2745 that had this adjustment not been made internally, their  
2746 number would have been inflated and the premium seating  
2747 sales number would have been deflated. So because this was  
2748 a semi-regular practice, we wanted to make sure that we  
2749 were keeping track of what was actually happening, and that

2750 we didn't want to be referring back to the tainted books  
2751 that had been submitted to the NFL.

2752 Q Do you have any understanding if the NFL knew  
2753 that Mr. Snyder was keeping revenue, misclassifying  
2754 revenue?

2755 A There was an audit that -- there is a regular  
2756 audit, I believe it's every other year, and I don't believe  
2757 that they caught this.

2758 Q How long was this practice happening, to your  
2759 knowledge?

2760 A I think this happened primarily from 2010 to  
2761 2015, right in there. You know, the team through our  
2762 roller coaster were -- we were on top of NFL attendance and  
2763 revenues from 1997 to 2005 or 2006, and then things started  
2764 to slowly go downhill. And some of these practices really  
2765 started when things started to get a little tougher for the  
2766 team financially.

2767 Q You used the word "roller coaster." What did  
2768 you mean by that?

2769 A Well, we were number one in attendance for  
2770 about ten years in a row, and I think this past year the  
2771 team was last in attendance. I guess that's just -- that's  
2772 not really a roller coaster. That's a tower of doom or  
2773 something.

2774 Q Did Mr. Snyder know -- apologies if I've



2775 already asked this question -- but did he know about this  
2776 practice of hiding revenue?

2777 A I think he did.

2778 Q And that's because he was handling --

2779 A Because of the volume.

2780 Q And what do you mean by the volume?

2781 A So much money. You know, even in a company  
2782 that's making hundreds of millions of dollars a year like  
2783 ours, a million dollar transaction that happens in one day  
2784 -- I mean, there was a daily sales report that went to  
2785 Mr. Snyder. There's no way a million dollar transaction is  
2786 not showing up on his radar.

2787 Q Now, going back to this email. You respond  
2788 to Mr. Choi, it appears that you're seeking confirmation  
2789 that you will sell on a Navy/Notre Dame license fee in the  
2790 amount of \$162,360. Is that the license fee that you  
2791 recently discussed with us?

2792 A Yes.

2793 Q So the funds, the 162, the juice, that would  
2794 go towards the licensing fee, correct?

2795 A Right, which was money that we kept entirely.

2796 Q Mr. Choi goes on to confirm, and then it  
2797 appears at the top of the email dated July 30, 2014.

2798 Do you see that?

2799 A I do.

2800 Q He says, [REDACTED] - make sure to identify all  
2801 the revenue that PSS should be getting for extra LF that's  
2802 recorded in another Archtics event as well as barter &  
2803 sponsors that's recorded as comp or just ticket and tax."

2804 What did you understand Mr. Choi to be telling  
2805 [REDACTED] to do?

2806 A That is a reiteration of the command in the  
2807 May 6th email to start a list of adjustments. He's just  
2808 saying it a different way.

2809 But basically what he's saying is to make sure that  
2810 all the revenues that we've generated are on the internal  
2811 books, and that they're recorded properly as compared to  
2812 the books that are sent to the NFL, which in this case were  
2813 \$162,000 light.

2814 Q LF, is that licensing fee?

2815 A Yes, ma'am.

2816 Q Archtics, what is that?

2817 A Archtics is our software system that we use  
2818 for ticketing and accounting.

2819 Q I now want to ask you some questions about  
2820 Exhibit 3.

2821 This is the email dated April 1, 2013. It's an email  
2822 from [REDACTED] -- it's an email from [REDACTED] --  
2823 excuse me, an email from you to [REDACTED], copying Mitch  
2824 Gershman, Stephen Choi, and [REDACTED]. The subject of

2825 the email is Bulk payment.

2826 Do you see that?

2827 A I do.

2828 Q Do you recognize this document?

2829 A I do.

2830 Q And what is it?

2831 A It's an email that I wrote.

2832 Q Is it a fair and accurate representation of  
2833 your April 1st, 2013 email as you last remember it?

2834 A Yes, ma'am.

2835 Q Do you recall why you sent this email?

2836 A For a similar reason as the last one. I  
2837 wanted to make sure that I was acting as instructed as  
2838 opposed to acting alone.

2839 And, in short, the practice here is exactly the same  
2840 as the prior email we were just reviewing with a lot less  
2841 detail. But the net result in this case is 88,000 of  
2842 juice, and the event was a Kenny Chesney concert instead of  
2843 a Navy-Notre Dame college football game.

2844 Q Who is [REDACTED]

2845 A [REDACTED] was our [REDACTED]  
2846 [REDACTED]. Not really a decisionmaker on these things,  
2847 more of a processor.

2848 Q And why did you copy Mitch Gershman and  
2849 Stephen Choi?

2850           A           Well, because Mitch was my supervisor at the  
2851 time, Stephen was our CFO. And I wanted there to be a  
2852 paper trail. If I were to one day get accused again of  
2853 being a lazy, rogue employee, I wanted to make sure I had  
2854 something that showed that I was just doing what I was  
2855 told.

2856           Q           In the body of the email, it refers to  
2857 [REDACTED] What is that referring to?

2858           A           That's going to be a -- sorry, that's going  
2859 to be a ticket broker account.

2860           Q           In the same email, KC, is that referring to  
2861 Kenny Chesney?

2862           A           It is.

2863           Q           The LI fee, is that referring to licensing  
2864 fee?

2865           A           Yes, ma'am.

2866           Q           At the end of the sentence, you say, "(even  
2867 though he is not getting any KC tickets)."

2868                   What do you mean by that?

2869           A           Well, I don't have a record of us -- this  
2870 next type of transaction, I don't have a document. But  
2871 there would be times where a ticket broker would come  
2872 forward to buy \$100,000 worth of Redskins tickets, let's  
2873 say as an example, and we would give that ticket broker  
2874 \$100,000 of Redskins tickets. But then we would also give

2875 them, say, \$50,000 of special event tickets that we were  
2876 having maybe a tough time selling, a college football game  
2877 or a soccer game or something like that.

2878 And we would actually give those special event  
2879 tickets to the ticket broker because it was of no cost to  
2880 us. That would allow us then to book in our system \$50,000  
2881 of Redskins tickets and \$50,000 of special event tickets,  
2882 thus shielding \$50,000 from league revenue sharing. And in  
2883 those cases, we would actually issue the tickets out to the  
2884 ticket broker, as an example. But in this case, we  
2885 allocated money to Kenny Chesney license fee, not Kenny  
2886 Chesney tickets, and didn't give the customer any Kenny  
2887 Chesney tickets. That's why I was explicit there in  
2888 explaining that.

2889 Q But would a ticket broker have known that the  
2890 revenue generated from their transaction was being applied  
2891 to a licensing fee?

2892 A No.

2893 Q In response to your email, [REDACTED]  
2894 responds to [REDACTED] and says that he's going to move  
2895 money around on this account to make sure everything is at  
2896 least partially paid.

2897 What is the significance of [REDACTED] response to  
2898 you or to [REDACTED] copying you?

2899 A More of just an internal process for

2900 recordkeeping. By example, let's say this customer had a  
2901 million dollar account and on this particular day, let's  
2902 say, they gave us a total of \$250,000. We could take 25  
2903 percent of their tickets and make them 100 percent paid, or  
2904 we could take 100 percent of their tickets and make them 25  
2905 percent paid.

2906 And by doing the latter, it shows everything on the  
2907 account as partially paid rather than having some tickets  
2908 fully paid and other tickets zero paid. And that's a way  
2909 that we would keep track of accounts where we anticipated  
2910 getting all of the money; that by having all of the items  
2911 on the account partially paid, in that particular example,  
2912 that's how we knew that we would ultimately get the -- that  
2913 we were confident that we would collect the other \$750,000  
2914 on that account.

2915 Q Now, you mentioned earlier that the owners --  
2916 when we were referring to the other email, it was the  
2917 owners that stood to benefit, including Dan Snyder, from  
2918 the practice of shielding money from the league, correct?

2919 A Yes, ma'am.

2920 Q Who would you say stood to lose from the  
2921 practice of hiding revenue from the league?

2922 A Well, the other 31 owners and the players,  
2923 because the total pot is what's used to determine what  
2924 everybody's share is, right?

2925           Just generally speaking, depending on what CBA we're  
2926 under at the time, the players are to receive 48 percent of  
2927 gross revenues related to TV and tickets, et cetera, and  
2928 that dollar amount is then used to factor what the salary  
2929 cap is each year. The higher that number, the more money  
2930 the players make; the lower that number, the less money the  
2931 players make. The other 52 percent is what's split  
2932 equally, roughly equally, among the 32 owners.

2933           So that's who loses. When you have a revenue sharing  
2934 plan in place and you shield revenue from the revenue  
2935 sharing plan, the people who lose are the people who you're  
2936 supposed to be sharing the money with, the other owners and  
2937 players.

2938           Q           Was the act of shielding revenue from the  
2939 league a prohibited practice, to your knowledge?

2940           A           Absolutely.

2941           Q           Did the team know this, to your knowledge?

2942           A           It is the -- it is like the number one rule  
2943 in NFL ticketing. The revenue sharing and the way that the  
2944 collective bargaining works in the NFL is the reason that  
2945 the NFL is such a superior league to the other three major  
2946 sports leagues in the country, because all 32 teams at the  
2947 beginning of each season have a legitimate chance.

2948           Because the revenue sharing plan that was put in  
2949 place in the '70s by Pete Rozelle ensured that large market

2950 teams would not have a -- too big of an advantage over a  
2951 small market team. Okay? And that's why a team like  
2952 Kansas City can beat a team like New York, okay, because  
2953 the league has these revenue sharing programs in place. It  
2954 is the foundation of the NFL, and anybody who works in the  
2955 NFL understands that.

2956 Q Do you have any reason to believe that anyone  
2957 at the league or any of the other -- the 31 owners knew  
2958 about the team's practice of shielding revenue from the  
2959 league?

2960 A I don't think they knew. I think if they did  
2961 know, there would have been a complaint made and an inquiry  
2962 or -- I don't think they knew.

2963 Q Why did you retain these two emails?

2964 A Well, again, I retained these emails because  
2965 I did not want to be -- I knew what was happening in these  
2966 emails was wrong, and I did not want to be hung out to dry  
2967 by the team again and have someone come back and make the  
2968 claim that I was doing this on my own.

2969 [REDACTED] We're at time, so why don't we break for  
2970 five minutes.

2971 (Recess.)

2972 [REDACTED]. We'll go back on the record.

2973 BY [REDACTED].

2974 Q Again, I'm [REDACTED] with the Republican



2975 staff. I just have a few quick questions.

2976 With regard to Exhibits 2 and 3, these are not Bates  
2977 stamped, so I'm just going to take a wild guess and guess  
2978 that you produced these to the committee; is that right?  
2979 Exhibits 2 and 3? You should have them. Did you produce  
2980 those to the committee?

2981 A I gave those emails to Lisa, who then I -- we  
2982 turned them over to the committee, yes.

2983 Q Okay. And this Exhibit 3 looks like a  
2984 printout of an email that you were a part of and you took a  
2985 picture with your cell phone and you sent that to the  
2986 committee; is that correct? Or your attorney sent it to  
2987 the committee?

2988 A Yes.

2989 Q Okay. Do you know when your attorney sent  
2990 these emails to the committee?

2991 Ms. Banks. Objection. Don't reveal any conversation  
2992 we have had or any decisions we made together. Otherwise,  
2993 you can answer.

2994 The Witness. I don't know exactly when those emails  
2995 were sent.

2996 BY [REDACTED].

2997 Q Is this the first time you've spoken with  
2998 committee staff today -- here today?

2999 A Is this the first time I've spoken with?

3000 Q Committee staff, was it here today?

3001 A No.

3002 Q No. On what dates did you previously speak  
3003 to committee staff, if you recall? Or you can look back at  
3004 your calendar.

3005 A Yesterday. And then, I'd have to look.  
3006 There was at least one other time, maybe two other times.

3007 Q And who did you speak to on those prior  
3008 occasions?

3009 A Mainly, [REDACTED]

3010 Q Mainly, [REDACTED] Anyone else?

3011 A I think some of the other folks here were on  
3012 the call, but muted without their cameras on.

3013 Q Okay.

3014 A And I also remember [REDACTED], I think -- I'm  
3015 sorry, I forget her last name -- was maybe on one of those  
3016 calls as well with her camera off and muted.

3017 Q Okay. Just for the record, this is the first  
3018 time you've ever spoken to me, [REDACTED], or any of my  
3019 colleagues; is that true?

3020 A Today, yes.

3021 Q Okay. Thank you.

3022 You talked a little bit with my colleague [REDACTED]  
3023 about the NFL audit, an annual audit, is that right, that  
3024 takes place?

3025           A           It's either annual or every two years.

3026           Q           Okay. And you said -- I guess I'll ask. Why  
3027 do you think the audit missed the -- we'll call it a scheme  
3028 that you were talking to my colleague about?

3029           A           Because I would have been asked about it.

3030           Q           So you're not even sure that the audit missed  
3031 it. You just think that you would have been asked about it  
3032 had the NFL missed it?

3033           A           I would have been asked about it if -- if it  
3034 had come up as a point of question, something appears to be  
3035 off here, I would have been asked about it. Because I was  
3036 asked about other -- each time the auditors came, I would  
3037 be asked about other ticket questions. Anything that came  
3038 up, as we need further clarification about this or that, I  
3039 would be asked.

3040           Q           Okay. You previously testified that it was a  
3041 large volume that we were talking about. You said it was  
3042 so much money that you thought the owner, Dan Snyder, knew  
3043 about it. But for some reason, it escaped the NFL  
3044 auditors; is that correct?

3045           A           Well, in that particular scenario, the white  
3046 one.

3047           Q           This is the Navy game.

3048           A           Yeah, it's an \$800,000 transaction that's  
3049 reduced to a \$700,000 transaction. It's not an \$800,000,

3050 it's whatever the reduced number is. So the NFL picked up  
3051 the 700,000 and didn't, you know, bring it to my attention.  
3052 The entire \$800,000 was reported at the end of the business  
3053 day that day to -- via our daily sales report.

3054 Q Okay. So was this an average-sized  
3055 transaction or was this a high transaction, low?

3056 A With a ticket broker, I would say average.  
3057 But we didn't do a lot of transactions with ticket brokers  
3058 compared to the number of transactions we did with regular  
3059 customers who just had two season tickets, let's say.

3060 Q So was it usually under a million dollars per  
3061 transaction?

3062 A I would say right around there on a lot of  
3063 these, right around a million. By the time I left, we were  
3064 doing as much as 15 million in terms of --

3065 Q For one transaction or cumulatively?

3066 A For one deal that would result in multiple  
3067 payments.

3068 Q Okay. So I'll ask you just one more time.  
3069 Why do you think the NFL audit missed this?

3070 A Well, I'm not proud to say this. It's  
3071 because I'm very good at what I do and I knew how to take  
3072 the boss' orders, which was to shield money and not get  
3073 caught.

3074 Q And which boss is that? Which boss did you

3075 hear tell you to do this?

3076 A It was Mitch Gershman who gave me the direct  
3077 orders in that particular case. And you can see everybody  
3078 on there that is aware of what was going on.

3079 Q Okay. That's a good segue. Have you  
3080 reported this to the NFL?

3081 A No.

3082 Q Is there any pending litigation on this that  
3083 you're aware of?

3084 A No.

3085 Q You said the NFL has never asked you about  
3086 it. Do you have any reason to believe the NFL is aware of  
3087 this?

3088 A I have no reason to believe they're aware of  
3089 it.

3090 Q Okay.

3091 BY [REDACTED]

3092 Q This is [REDACTED] with the Minority.

3093 Just so we're perfectly clear on the record, the  
3094 800,000 was what was reported to Mr. Snyder; the 700,000  
3095 was what was reported to the NFL in this particular  
3096 transaction. These aren't exact numbers, but generally.

3097 A Yes, ma'am.

3098 Q And that's the reason it evaded detection,  
3099 because we have two books, one went one place, one went to

3100 Mr. Snyder, and the NFL never saw Mr. Snyder's books as far  
3101 as you know.

3102 A Correct.

3103 [REDACTED] Okay.

3104 [REDACTED] We'll go off the record.

3105 The Witness. Thank you.

3106 (Recess.)

3107 [REDACTED] Back on the record. It is 3:10 p.m.

3108 [REDACTED]

3109 Q Mr. Friedman, I'd like to pick up where we  
3110 left off.

3111 You had previously said that there were two practices  
3112 where Mitch Gershman, your supervisor at the time, directed  
3113 you to engage in behavior or actions that you knew was  
3114 wrong, potentially unlawful. We discussed the revenue  
3115 sharing. You also mentioned there was something with  
3116 security seat deposits.

3117 A Yes, ma'am.

3118 Q Can you explain to me for the record what you  
3119 meant by the security deposits?

3120 A Yes. When the stadium first opened, club  
3121 seat holders were required, in order to enter into a lease,  
3122 a five, seven, or ten-year lease for club seats, club seat  
3123 holders were required to place a security deposit equaling  
3124 25 percent of one year's bill. Our private skybox holders

3125 were asked to do the same as were our loge seat holders.

3126           Those security deposits, per the terms of the  
3127 contract, are refundable at the end of the contract  
3128 provided that the licensee has met their obligations, i.e.,  
3129 paid their bill each year and not damaged their seat.

3130           The team failed to properly refund those security  
3131 deposits intentionally and took various steps to retain as  
3132 much of that money as possible mainly by taking advantage  
3133 of the passage of time. Meaning someone would enter into a  
3134 five, seven, or ten-year lease for tickets; their ten-year  
3135 lease would expire, and at the end of those ten years, they  
3136 would have simply forgotten that they put a security  
3137 deposit onto their account, and they didn't have digital  
3138 access to their accounts at that time to where they could  
3139 properly review all of the items on their account.

3140           So the team decided that the only way we would refund  
3141 a security deposit to somebody is if they explicitly  
3142 requested it in writing. Even though the deposit was  
3143 refundable upon expiration of the lease, we wanted to make  
3144 sure that the customers put something in writing before we  
3145 refunded the money.

3146           Again, like I said, many of them forgot about it. In  
3147 many cases, with corporate accounts, the attention name on  
3148 the account would change over time. So the person who  
3149 entered into the lease and agreed to pay the security

3150 deposit would be different from the person who was managing  
3151 the account when the lease expired ten years later, and the  
3152 new point of contact wouldn't know to ask for the security  
3153 deposit.

3154           One of the other reasons the team was able to do this  
3155 is because people would pass tickets down in their family.  
3156 So, you know, a mother passes the tickets down to her  
3157 daughter, and as she does that, doesn't tell her that  
3158 there's a security deposit on the account. And then when  
3159 the daughter decides not to renew the tickets, she doesn't  
3160 know to ask for her security deposit back. And, again, the  
3161 team just keeps it and doesn't go out of their way to try  
3162 and refund the money.

3163           Another reason that these security deposits would be  
3164 retained is someone might pass away and their heirs or  
3165 relatives don't know to ask for the security deposit in  
3166 return.

3167           So basically, the team is holding on to these  
3168 security deposits, many of which should be back in the  
3169 hands of the customers or former customers.

3170           Q           At the time that you separated with the team,  
3171 do you have any understanding of how much money was still  
3172 with the team?

3173           A           My latest review shows it at approximately \$5  
3174 million.



3175           Q           And to be clear, that \$5 million is the money  
3176 that should have been returned to customers who had  
3177 licenses that had expired at some point, correct?

3178           A           No, not in its entirety. So some of that \$5  
3179 million the team is entitled to retain because the licensee  
3180 defaulted. But over the years, there was a scheme where we  
3181 took security deposits from dormant accounts and turned it  
3182 into juice. And that's not in that \$5 million, because the  
3183 file, the list of the \$5 million doesn't show money that's  
3184 been taken out of the security deposit and converted into  
3185 juice.

3186           Q           What was your role specifically when it came  
3187 to the administration of security deposits?

3188           A           I was the button pusher on a large portion of  
3189 that. If someone wanted to get their security deposit  
3190 back, like I said, they had to put a request in writing.  
3191 Those written requests had to cross my desk and I had to  
3192 sign off on it and forward that over to accounting to  
3193 actually issue the customer a refund check. But I was the  
3194 only one at the company who knew by looking through the  
3195 accounts which ones were easiest to convert to juice  
3196 without the customer ever finding out about it.

3197           Q           Were you ever instructed to look for juice?

3198           A           Yes, I was. There was one particular season  
3199 where towards the end of the season, Mitch Gershman came to

3200 me and said, go get us another 100 grand in juice out of  
3201 the security deposits.

3202 Q What did you understand him to be asking you  
3203 to do?

3204 A Go identify security deposits that are on  
3205 dormant accounts where, in my estimation, the likelihood of  
3206 the customer coming forward and asking for their deposit  
3207 back is as close to zero as possible, and then return the  
3208 security deposit in the system and convert the credit that  
3209 would then be on the customer's account into juice.

3210 Q And how would you convert the money in the  
3211 account into juice?

3212 A The actual steps?

3213 Q Where was that money allocated?

3214 A The money would then be allocated to a  
3215 similar license fee, handling fee, interest fee. It would  
3216 get converted into something where, A, we didn't have to  
3217 share it with the league, and B, there was no outstanding  
3218 obligation related to it. Meaning we didn't have to issue  
3219 out a ticket to a customer related to that line item.

3220 Q To the best of your recollection, was that  
3221 the only time that you were asked to identify juice related  
3222 to security deposits?

3223 A No. No, that was something that I had been  
3224 instructed to do on an ongoing basis. It's just never --

3225 only that one time that much, that blatantly at one time.

3226 But it was an activity that I understood that I was just to

3227 continuously do.

3228 Q Who would instruct you to identify juice

3229 related to security deposits?

3230 A Mitch Gershman.

3231 Q And how would he instruct you to do so?

3232 A Verbally. And with the topic of the security

3233 deposits, this one I am -- you know, these orders that

3234 would come from Mitch would come with the attachment, you

3235 know, Dan wants this, Dan wants that.

3236 Q Dan Snyder?

3237 A Dan Snyder. Dan doesn't want to give the

3238 money back.

3239 I remember at one point over the last probably eight

3240 years, there was a scramble to reach out as passively as

3241 possible to everybody that had a security deposit on file

3242 that was refundable in one of the three local

3243 jurisdictions, DC, Maryland, or Virginia; that somebody had

3244 figured out that the laws were different in one from the

3245 other two, and we batched out letters to the last address

3246 we had on file saying that if you wanted your security

3247 deposit back, that you needed to call.

3248 And then when you called, we told you that you needed

3249 to send us a letter. But that didn't -- that didn't make a

3250 large dent in the security deposit universe. That may have  
3251 impacted what was left there by 5 to 10 percent.

3252 Q You don't recall the jurisdiction where that  
3253 occurred?

3254 A I don't. I wish I did, but I don't.

3255 Q Other than Mitch Gershman, did any other  
3256 executive direct you to identify juice related to the  
3257 security deposit?

3258 A No. But the CFOs, whether it was Nico Foris,  
3259 Stephen Choi, or Jay Sloan, were all aware of the security  
3260 deposit scheme.

3261 Q How do you know that?

3262 A Well, I remember at one point Jay coming into  
3263 my office and saying that we were getting a little bit  
3264 ahead of our skis, and to pump the brakes a little bit on  
3265 the security deposits. Stephen, within the last five  
3266 years, told me Dan doesn't want us to mess with it anymore.  
3267 Just leave it alone. Don't touch any of the money. Don't  
3268 try and get it back to the customers, don't try and convert  
3269 it into juice, just leave it alone.

3270 I think that they had gotten a little bit concerned  
3271 that maybe some people were onto them here. And that  
3272 really -- that stopped en masse, you know, I would say  
3273 probably three, four years ago, maybe five years ago.

3274 Q And what is the "that" that you're referring

3275 to?

3276 A I'm sorry?

3277 Q What is the "that" that you're referring to?

3278 A Converting security deposits into juice. But

3279 the act of hanging onto the money was happening until I

3280 left.

3281 Q When you said that Jay Sloan said that you

3282 were getting a little ahead of our skis, and correct me if

3283 I misquoted, what did you understand him to be

3284 communicating to you?

3285 A Slow down.

3286 Q Why?

3287 A We didn't want to draw attention to this.

3288 But he didn't tell me to stop.

3289 Q Did you in fact slow down?

3290 A Yes.

3291 Q Do you recall the year that that occurred?

3292 A I don't.

3293 Q Was Jay Sloan the CFO?

3294 A Jay Sloan was the CFO prior to Nico Foris,

3295 who was the CFO prior to Stephen Choi.

3296 Q Do you recall when Stephen Choi began his

3297 tenure as CFO?

3298 A Maybe '14, 2014, somewhere in there.

3299 Q And Mr. Sloan would have made that statement

3300 before 2014; is that fair to say?

3301 A It went Jay Sloan, then Nico Foris and then  
3302 Stephen Choi. So, yes. Jay Sloan had left the company by  
3303 the time Stephen was the CFO.

3304 Q You said that Stephen said, Dan doesn't want  
3305 us to touch this anymore. People -- and you believe that  
3306 was because they suspected that people were on to this  
3307 practice.

3308 A (Nodding head).

3309 Q Do you recall about when Mr. Choi made that  
3310 statement?

3311 A Well, I've been gone a year-and-a-half.  
3312 Probably a year-and-a-half or two prior to that. So maybe  
3313 three or four years ago.

3314 Q After you received that instruction from  
3315 Mr. Choi, did you in fact not touch the money relating to  
3316 security deposits?

3317 A I followed Stephen's instructions, yes.

3318 Q And is that because he was telling you that  
3319 that was coming from Dan Snyder himself?

3320 A That kind of instruction, I would have  
3321 followed regardless just because it was noble and coming  
3322 from Stephen, who was somebody I deeply respect and trust.

3323 Q When did the act of collecting security  
3324 deposits stop within the team?

3325 A For club level seats, approximately 2000.

3326 But the team continued to collect security deposits for  
3327 private suites, I believe, up until I left. But the  
3328 private suite department, again, was handled by somebody  
3329 else. So I don't have the knowledge on that.

3330 Q Who handled the private suites?

3331 A Dennis Greene.

3332 Q Do you recall who handled the private suites  
3333 after Mr. Greene's departure?

3334 A I don't remember the gentleman's name. He  
3335 was right after Dennis. I don't remember the gentleman's  
3336 name. He was only there for a year under Brian Lafemina.  
3337 And after Brian Lafemina left, [REDACTED]  
3338 [REDACTED]. And [REDACTED] didn't understand how the  
3339 security deposits -- the -- how that -- how the security  
3340 deposits that had been collected long ago, he had no  
3341 visibility into that. He was too new to -- he wasn't doing  
3342 anything wrong with those security deposits. He didn't  
3343 know how. He didn't know the opportunity was even there.

3344 Q Do you know whether the individual who  
3345 preceded [REDACTED] was engaged in a similar practice?

3346 A He was not. And for the same reason, just he  
3347 -- like, he just wouldn't know how if he wanted to.

3348 Q You had mentioned that you had been  
3349 instructed by numerous executives to identify the juice.

3350 How did you identify dormant accounts with low risks of  
3351 recontact by accountholders?

3352 A Yes. So let's say you bought your season  
3353 tickets in 1997, you signed a ten-year lease. So your  
3354 lease expired in 2006 or at the end of the 2006 season.  
3355 Five years later, you still haven't come to us looking for  
3356 your security deposit, it's a pretty safe bet that you're  
3357 not going to come looking for your security deposit.

3358 And we had a safety net in place in case someone did  
3359 in fact come and ask for their security deposit back. We  
3360 would be able to unwind the malice done to their account  
3361 and ultimately refund them their security deposit.

3362 But also, you know, companies where I just knew they  
3363 didn't -- the attention name had changed or if they had  
3364 gone out of business or something like that, just knowing  
3365 by looking at the account list who we could safely take  
3366 their deposit and turn it into juice.

3367 Q Did the team prepare balance sheets, to your  
3368 knowledge?

3369 A Balance sheets. Books. I mean, there's a  
3370 big Excel file that has all of our revenues, all of our  
3371 third-party expenses, all of our internal expenses, the  
3372 EBITDA. And those were updated at least once a week. And  
3373 then, you know, your part of it would be circulated to you  
3374 frequently.



3375 Q Do you know whether the security deposits  
3376 were listed as liabilities in those balance sheets in the  
3377 books?

3378 A Okay. So I'm look -- when I'm referring --  
3379 I'm referring to the active year's fiscal budget. And, you  
3380 know, I believe there was, you know, forms elsewhere that  
3381 listed our sort of long-term liabilities. But when you  
3382 converted a security deposit into juice, basically what you  
3383 were doing was you were turning a liability into an asset.

3384 Q And the line item for those assets would be  
3385 reflected in the licensing fee, interest, et cetera,  
3386 handling fee?

3387 A Yes, ma'am.

3388 Q In terms of where the liability would have  
3389 been reflected, was that something that you would have had  
3390 any insight into?

3391 A No.

3392 Q Is that something that Mr. Choi would have  
3393 managed as the CFO?

3394 A Yes.

3395 Q Would Mr. Snyder have had access to these  
3396 records?

3397 A If he wanted to, yes.

3398 Q Do you know whether the team's financials  
3399 were audited, ever?

3400 A Yes.

3401 Q How often, to your knowledge?

3402 A I think that that happened either once a year  
3403 or once every other year, we would have folks from Ernst &  
3404 Young or Pricewaterhouse or one of those companies come  
3405 onto the premises for a week. And the same thing, if there  
3406 was a problem related to tickets, they would come to me.

3407 Q How often are financials shared with the  
3408 league?

3409 A Well, I think on a formal official basis,  
3410 it's once a year. But there are periodic sharings so that  
3411 there's no surprise, right? So I think you're -- I think  
3412 at a high level once a year, but I also think that after  
3413 each game, there was some sort of report submitted saying  
3414 here's our revenue for the game that we just had.

3415 Q That would have been managed by Mr. Choi as  
3416 well, correct?

3417 A Yes.

3418 Q Approximately how many accountholders would  
3419 you estimate were affected by the practice of holding onto  
3420 security deposits?

3421 A Well, I believe when I looked at the file  
3422 most recently -- again, I would have to double-check,  
3423 Chioma -- but I believe it was around 2,000 accounts where  
3424 we were still holding the security deposit. And then

3425 there's another group where the deposit has been taken off  
3426 the customer's account, whether it is to rightfully send  
3427 the customer a refund check, or it's been taken off their  
3428 account and converted into keepable revenue because they  
3429 defaulted, or it's been taken off their account and  
3430 converted into juice.

3431 Q Did you stand to personally benefit from the  
3432 practice of failing to return security deposits to  
3433 accountholders?

3434 A Absolutely not.

3435 Q Was your compensation in any way tied to the  
3436 failure to return security deposits to accountholders?

3437 A Absolutely not.

3438 Q To your knowledge, who, if anyone, would  
3439 stand to benefit from the practice of failing to return  
3440 security deposits to accountholders?

3441 A Redskins ownership, including Daniel Snyder.

3442 Q How would the ownership, including  
3443 Mr. Snyder, benefit from this practice?

3444 A Well, refunding the security deposit to the  
3445 customer requires writing a check to the customer,  
3446 presumably, funds coming out of the company account.

3447 Q Is that to say that the owner, Mr. Snyder,  
3448 would be financially impacted by this practice?

3449 A Yes. Yes, by keeping -- the way I would put

3450 it is leaving it alone would sort of be par. Returning it  
3451 to the customer would be a negative for the company.  
3452 Converting it to juice would be a positive for the company.

3453 Q When you say par, what do you mean by that?

3454 A Just leaving the money as is, not converting  
3455 it to juice, not returning it to the customer, that's -- I  
3456 feel like that's sort of a flat line.

3457 Q Meaning status quo, net neutral?

3458 A Correct. And converting it to non-shareable  
3459 juice benefits the owners the same way the non-shareable  
3460 juice benefits the owners on the revenue sharing scheme.

3461 Q Do you know if any other employees stood to  
3462 benefit from the practice of failing to return security  
3463 deposits?

3464 A They did not.

3465 Q Including Mr. Choi?

3466 A Correct.

3467 Q Including Mr. Gershman?

3468 A Correct.

3469 Q Including Mr. Choi?

3470 A Correct.

3471 Q Including Jay Sloan?

3472 A Correct.

3473 Q If you can recall, the year that Mitch  
3474 Gershman said to find \$100,000 of juice, did you have any

3475 understanding as to why he wanted to find that additional  
3476 100,000?

3477 A That maybe we were a little bit behind on our  
3478 sales numbers.

3479 Q So finding this juice would essentially make  
3480 up for whatever deficit the team realized through the loss  
3481 of sales?

3482 A Correct, on the internal books.

3483 Q When you say internal books, which books are  
3484 you referring to?

3485 A The set of files that's not shared with the  
3486 league.

3487 Q I want to take a step back for a moment.  
3488 Why are you sharing this information with the  
3489 committee?

3490 A Well, the committee approached me originally  
3491 as a witness, I guess, or a voice in the topic. I did not  
3492 seek this committee out; the committee came to me. And  
3493 when they did, I was approached in a professional manner  
3494 and I felt it my civic, patriotic duty to tell the truth,  
3495 to my country. I've been approached by multiple TV  
3496 stations, newspapers, et cetera, and said nothing, and will  
3497 continue to do so.

3498 But I am here today because when the government  
3499 approached me, I decided that I wanted to tell the truth

3500 and that I was not going to lie to protect Daniel Snyder  
3501 anymore.

3502 Q You said anymore. Why?

3503 A Well, you know, the Tiffani Johnston  
3504 situation really put me at a crossroads where I needed to  
3505 make a decision to either come forward or stay quiet and  
3506 let a dear, honest friend of mine dangle in the wind all  
3507 alone.

3508 And also, I didn't want to -- I didn't want to  
3509 continue to be, by process of association, cast on the  
3510 wrong side of this. I saw what happened to Tiffani  
3511 Mattingly, and I stood there and did nothing. And I knew  
3512 as that story was coming out, that if somehow that came out  
3513 in the paper, that I would be just another Snyder yes man  
3514 feeding him women, and I did not want to continue to have  
3515 my reputation tarnished by the actions of dishonorable men.

3516 But my primary reason for coming forward is to tell  
3517 the truth to the government. Like, I don't want to be on  
3518 the run and trying to hide, and that's -- I'm not doing  
3519 that.

3520 Q With respect to the security deposit  
3521 practice, why do you think it's important for that  
3522 information to come to light?

3523 A Thank you for asking. I'd like those folks  
3524 to get their money back. That through -- and this is just

3525 my opinion -- that through all of this, at the top of the  
3526 priority list is the victimized women, and a close second  
3527 are these customers that had their hard-earned money stolen  
3528 from them.

3529 Q Do you have any documents in your possession  
3530 that would reflect the team's practice of withholding  
3531 security deposits from accountholders or the amounts kept  
3532 by the team on the accounts?

3533 A I have the files. I don't have the  
3534 instructions from other executives the way we see with some  
3535 of these other emails, but what I have is the Excel files  
3536 of the names of the customers, the amounts, and their  
3537 addresses as of our records since 2016.

3538 Q Is that to say that that information was  
3539 collected in 2016?

3540 A Yes, ma'am.

3541 Q And why was it collected at that time?

3542 A It's for a similar reason that I collected  
3543 this other information. I knew what we were doing was  
3544 wrong, and I wanted to have record of it in case something  
3545 went sideways.

3546 Q Would you be willing to provide the committee  
3547 a copy of those documents?

3548 Ms. Banks. We'll communicate with you about it.

3549 BY [REDACTED].

3550 Q Mr. Friedman, were you interviewed by Beth  
3551 Wilkinson, the investigator who was hired by the Washington  
3552 Commanders, to investigate workplace misconduct?

3553 A I was.

3554 Q Do you recall when you were interviewed by  
3555 Ms. Wilkinson?

3556 A Maybe the summer of 2020.

3557 Q Do you recall how many times you were  
3558 interviewed by Ms. Wilkinson?

3559 A Twice. And to be clear, my interview was  
3560 conducted by Ms. Wilkinson and one of her associates, her  
3561 first name being Moira, I believe, who asked a lot of the  
3562 questions. But Beth Wilkinson was present for both  
3563 interviews. It was on Zoom.

3564 Q Do you recall roughly how long each of the  
3565 interviews lasted?

3566 A At least two hours each.

3567 Q During the interview with Ms. Wilkinson, did  
3568 you share with her everything you have discussed with us  
3569 here today?

3570 A I did not.

3571 Q Why is that?

3572 A I was still employed by the team and I didn't  
3573 want to lose my job.

3574 Q Why did you believe that sharing what you



3575 knew about the team with Ms. Wilkinson would cause you to  
3576 lose your job?

3577 A Well, first and foremost, she didn't ask  
3578 about a lot of these topics related to tickets. She was  
3579 very much focused just on the company culture and the  
3580 treatment of the women.

3581 And I would say my characterization of what was  
3582 happening at the time was very diplomatic, okay? I did not  
3583 deny Emily Applegate or Rachel Engleson's claims. Okay?  
3584 But I did not bring up Tiffani Johnston's claim. I didn't  
3585 feel it was -- that's her story to tell, not mine.

3586 But the claims of Rachel, Emily, and anybody else, I  
3587 did not seek to discredit them at all. What I did do is I  
3588 painted Mr. Snyder as a misunderstood man who had ten good  
3589 qualities for every one bad quality he had and that most of  
3590 these acts had, in fact, occurred by other employees, and  
3591 that we needed to reform our human resources. But I did  
3592 not share everything with Ms. Wilkinson that I did with  
3593 you.

3594 Q Did you share with her what you knew about  
3595 Ana Nunez?

3596 A I don't remember.

3597 Q Did you share with her what you knew about  
3598 [REDACTED]?

3599 A Probably not. Because [REDACTED] and I were

3600 interviewed around the same time and I would have respected

3601 [REDACTED] ability to tell her own story.

3602 Q Do you know if [REDACTED] in fact told

3603 Ms. Wilkinson her story?

3604 A I don't know. I know [REDACTED] gave an

3605 interview to Ms. Wilkinson. I don't know what the contents

3606 of the interview were. We went on like back-to-back days,

3607 the two of us.

3608 Q Did you share with Ms. Wilkinson how

3609 Mr. Snyder would sit in the stadium with binoculars

3610 watching the cheerleaders during warmup?

3611 A I don't think so.

3612 Q Did you share with Ms. Wilkinson how Mr.

3613 Snyder wanted you to have a fridge in your office to have

3614 beer for customers?

3615 A I don't think so.

3616 Q Did you share with Ms. Wilkinson what you

3617 knew about your experience in Aspen, where you were peer

3618 pressured to drink to the point where you got sick?

3619 A I don't think so.

3620 Q Did you share with Ms. Wilkinson what you

3621 knew about the road trips that were taken where team

3622 executives would visit strip clubs?

3623 A I don't think so.

3624 Q Your employment with the team ended in

3625 October 2020, correct?

3626 A Yes, ma'am.

3627 Q Approximately how many months, if you can  
3628 recall, after your interview with Ms. Wilkinson?

3629 A It feels like it was only about 90 days. I  
3630 felt like it was quick. And I always wondered if I had  
3631 said something wrong during that interview that cost me my  
3632 job.

3633 Q Around -- strike that.

3634 Was there anything that you said during the interview  
3635 that could have possibly cost you your job, to your  
3636 recollection?

3637 A Well, I think, you know, the overall approach  
3638 of defending the owner might have been a bad decision on my  
3639 part. But I really don't -- I still don't know to this day  
3640 why I got fired.

3641 Q And I'd like to ask you some questions about  
3642 that. But before we get there, I want to ask you a little  
3643 bit about what was happening around the time you were  
3644 interviewed by Ms. Wilkinson before you got fired.

3645 The summer of 2020, that was around the time that  
3646 there was social unrest around the country after the murder  
3647 of a gentleman named George Floyd.

3648 Do you remember that.

3649 A Absolutely.

3650 Q How did the events of that summer and  
3651 Mr. Floyd's murder impact your work at the Commanders?

3652 A So we were in my department, by no intention,  
3653 just by always hiring the best people, we were far and away  
3654 the most diverse business unit at the team. And a lot of  
3655 my teammates were very upset, rightfully so, around that  
3656 time. I was upset, too.

3657 For -- by coincidence, for a few months before that,  
3658 myself and one of my teammates, [REDACTED], had  
3659 talked about maybe one day being able to develop a black  
3660 employee, Black Engagement Network at the team, and we  
3661 talked. We had all these different ideas about how  
3662 something like that would work, or maybe even make it more  
3663 inclusive to invite all minorities, just all these  
3664 different ideas we had.

3665 And at one point we had shared that vision with  
3666 Stephen Choi. And [REDACTED] was really the brainchild  
3667 behind that and I was more of just her executive sponsor,  
3668 you know, sort of supporting her and helping her with her  
3669 presentations and things like that. But I was a big  
3670 believer in the cause, too.

3671 Well, when the George Floyd case happened and we got  
3672 a call from Stephen, do it. Set up the Black Engagement  
3673 Network. That thing you guys told me about a few months  
3674 ago, start it. Start it now.

3675           So we did, and it was great. It really empowered a  
3676 lot of our black employees. You could tell that there was  
3677 -- it made a difference. But it also -- it just helped  
3678 with folks understanding each other. There were a lot of  
3679 white employees that were -- that would come to these  
3680 meetings, too.

3681           And as things continued to seemingly not die down, we  
3682 decided that, hey, like here's an opportunity for us to --  
3683 there's a window that's open here at the team where we  
3684 think we might be able to convince our bosses, we've got a  
3685 new black president of the team, Jason Wright, very  
3686 progressive, decent man, and we have got this Black  
3687 Engagement Network. But most of what's going on at this  
3688 Black Engagement Network is just hangouts sort of and  
3689 sharing and meeting. But like -- so we came up with the  
3690 idea, we want to have a -- we want to have a list of  
3691 policies that we want to submit to our employer to get  
3692 changed.

3693           And, you know, I felt like I gave the group a very  
3694 inspiring speech about that and they appointed me the head  
3695 of that policy committee. I insisted on being the cohead.  
3696 And we came up with a list of things we wanted changed.

3697           We had never -- as seemingly as progressive as the  
3698 team had become, we had never promoted somebody -- we had  
3699 never promoted a black person in our business units to VP.

3700 We had hired black VPs from the outside, but we had never  
3701 promoted one from within. And it was -- to me, it was  
3702 sticking out like a sore thumb because there were two  
3703 departments, the ticket operations department and the  
3704 community relations department, where the white heads who  
3705 were VPs left, the second in command at the time was a  
3706 black person, in both cases extremely capable, and they  
3707 left those people as directors and never backfilled the VP  
3708 positions. And I just thought that was -- and I knew that  
3709 those two -- I knew those two people, they were a little  
3710 bit younger, I knew they were afraid to say anything about  
3711 it. I just thought it was BS.

3712 And, you know, one of the things that we put on that  
3713 list was possibly having, at The Washington Football Team,  
3714 what I called the Rooney rule for all, where the same or  
3715 similar process we would use in hiring, where we would make  
3716 sure that we hired at least -- or that we interviewed at  
3717 least one woman, one minority, and one internal candidate  
3718 for every job that came open.

3719 And our list of policy changes were all related to  
3720 things like that, things that we wanted to have happen. We  
3721 submitted this list of policy changes to Jason Wright and a  
3722 -- what I felt was like a consultant, a person by the name  
3723 of [REDACTED] at the time for them to review, and then  
3724 they came back to us a couple weeks later and said, well,

3725 we've gotten everybody a little bit more vacation time,  
3726 depending on how long you've worked there. You know, if  
3727 you've worked there for five years or more, you got five  
3728 weeks instead of two weeks. Which, if you work in the NFL,  
3729 it's like giving a polar bear. I mean, there's -- I have  
3730 no use for it. You can't take the two weeks of vacation  
3731 that you already give me.

3732           So, you know, I remember having an exchange with [REDACTED]  
3733 [REDACTED] and I was enthusiastic, but not disrespectful. I  
3734 said, with all due respect, we came to you with things that  
3735 really matter to the employees here and things that we  
3736 think matter to the world, and you've come back to us here  
3737 with extra vacation days? And she ended up being the one  
3738 that fired me a couple weeks later. I'd like to restate,  
3739 she ended up being the one who gave me the news that I was  
3740 being fired.

3741           Q           What reason did she provide you?

3742           A           They wouldn't give me a concrete reason.  
3743 When she fired me, she had [REDACTED], who was another HR  
3744 person, on Zoom. [REDACTED] was actually in the room with me.  
3745 She said that the anonymous survey that they had conducted,  
3746 that I had -- that my department had scored low. And my  
3747 response is, of course, my employees are entry-level  
3748 employees that feel the least appreciated in a company like  
3749 this. That's what I'm always -- you know, she used terms

3750 that I was like heavy-handed, and that, oh, yeah, the  
3751 ticket business hadn't been doing so well. And she went  
3752 out of her way to say it had nothing to do with the  
3753 investigation, which I just felt was a little odd, it had  
3754 nothing to do with my testimony with Beth Wilkinson. And,  
3755 ultimately, the forms I was provided regarding my  
3756 termination didn't list any reason for termination.

3757 Q When you were terminated, were you offered  
3758 any type of separation package from the team?

3759 A I was. So within less than 24 hours, I had  
3760 documents in my inbox to silence me.

3761 Q What do you mean by that?

3762 A In order to receive any severance pay, I was  
3763 going to need to agree to not say anything to anyone except  
3764 the government.

3765 Q Are you referring to a nondisclosure  
3766 agreement?

3767 A Yes, ma'am.

3768 Q How did signing a nondisclosure agreement  
3769 impact you after you were terminated?

3770 A Well, I didn't sign it right away. They  
3771 presented me with one number --

3772 Ms. Banks. I would not reveal specific numbers.

3773 The Witness. Okay.

3774 Ms. Banks. You can speak generally to it.



3775           The Witness. Not the specific numbers?

3776           Ms. Banks. Hold on one second.

3777           (Discussion held.)

3778           The Witness. Okay. Yeah. I mean, I negotiated the  
3779 agreement as best I could.

3780           BY [REDACTED].

3781           Q           So with that agreement and the nondisclosure  
3782 provision, how would that impact you? What did you  
3783 understand the effect of the nondisclosure agreement was?

3784           A           That I was never going to be able to say  
3785 anything about anything to anyone about what I saw happen  
3786 or learned about what was happening or learn what happened  
3787 at the team.

3788           Q           Is that part of the reason why you have not  
3789 spoken to anyone that has contacted you regarding any of  
3790 the allegations made against the team?

3791           A           That is the reason.

3792           Q           You had previously mentioned that other  
3793 employees were silenced, and that the team would silence  
3794 employees, try to buy their silence when they were either  
3795 terminated or to keep them from speaking out.

3796           A           (Nodding head).

3797           Q           Is this an example? Your termination, do you  
3798 feel this is an example of that happening?

3799           A           Absolutely. Absolutely. And, again, not to

3800 get into the specifics of the numbers, but I felt like that  
3801 Jason Wright and [REDACTED] made the decision to fire me  
3802 on their own without really understanding my in-depth  
3803 knowledge of the team.

3804 The amount, again, that they showed me originally  
3805 that I declined, I believe they then went back to  
3806 Mr. Snyder and he's the one that told them, you know,  
3807 you're going to need to increase that, and it was increased  
3808 by a lot, by six times. And these forms were put in front  
3809 of me so quickly.

3810 [REDACTED] I think I want to end there and go off  
3811 the record. We'll take a five-minute break.

3812 (Recess.)

3813 [REDACTED]. We're back on the record at 4:19 p.m.

3814 BY [REDACTED].

3815 Q Mr. Friedman, before we took a break, you  
3816 were discussing how you had raised concerns regarding the  
3817 promotion of black employees, and benefits, things that  
3818 could help counteract what was happening in the environment  
3819 during the summer of 2020.

3820 From our discussion here today, that was one of the  
3821 limited instances where it seemed you felt comfortable  
3822 speaking up about workplace concerns, not the only  
3823 instance, but one of the limited.

3824 My question for you, we've discussed several

3825 instances of sexual harassment by team executives; we've  
3826 discussed certain behavior by team executives directing you  
3827 to engage in actions that you knew were wrong and that  
3828 would have the effects of depriving the league revenue that  
3829 they were otherwise entitled to, as well as depriving  
3830 customers money that they would otherwise be entitled to.

3831           Why do you think that no one spoke up and reported  
3832 this type of misconduct to the league, or to anyone, to  
3833 take action to stop these type of practices from happening?

3834           A           I think people were afraid.

3835           Q           What do you mean by that?

3836           A           Afraid for losing their job.

3837           Q           So Mr. Choi, as an executive, do you believe  
3838 he was afraid to lose his job if he were to speak up?

3839           A           Yes.

3840           Q           Mr. Gershman, do you think he was afraid to  
3841 lose his job if he were to have spoken up against Dan  
3842 Snyder?

3843           A           Yes.

3844           Q           Mr. Donovan, do you think he was afraid to  
3845 lose his job if he would have spoken out against Dan  
3846 Snyder?

3847           A           Yes.

3848           Q           Why were these executives so afraid of what  
3849 Dan Snyder would do with respect to their employment? What

3850 was it about the team that instilled that fear?

3851           A           The pattern of termination that many times  
3852 was not related to performance or contribution. Good  
3853 contributors and high performers would just be let go for  
3854 seemingly just unknown reasons.

3855           Q           The fact that all of these executives were  
3856 afraid to speak out, what does that say to you about the  
3857 culture at the Washington Commanders?

3858           A           Well, that it was oftentimes hostile. And I  
3859 think that hesitancy to speak up -- in fact I know, the  
3860 hesitancy to speak up at the highest levels snowballed down  
3861 to the entire company.

3862           Q           And do you think that's the reason why the  
3863 behaviors that you described here today -- sexual  
3864 harassment, financial impropriety -- why that was allowed  
3865 to continue during your tenure?

3866           A           Absolutely. The silence was the enabler and  
3867 the silence was driven by fear, and that fear was justified  
3868 by actions. It was not concocted. People were afraid to  
3869 lose their jobs because they had seen so many others lose  
3870 their jobs.

3871           Q           And how did you find the team addressed  
3872 individuals who did speak out and who were ultimately  
3873 terminated? How did they handle those types of  
3874 individuals?

3875           A           Well, I felt like there was a sequence of  
3876 events that was a pattern that would be followed: Obey  
3877 first. If you don't obey, intimidate. If you still don't  
3878 obey, terminate. And then if you didn't go away and you  
3879 tried to sue the team for wrongful termination, it would be  
3880 to fight back. If that didn't work, buy off.

3881           Q           Is that a pattern that you saw repeatedly  
3882 through your 24 -- the years that you had under  
3883 Mr. Snyder's leadership?

3884           A           I did see that at least a couple of times,  
3885 yeah. And I believe that's part of what's going on now.

3886           Q           And what are you referring to when you say  
3887 "what's going on now"?

3888           A           The investigation that's going on right now,  
3889 what you have -- and again, I'm interjecting here. You  
3890 have a group of women who I don't believe can be bought  
3891 off, and that's why we are where we are. That in the past,  
3892 he was able to not let it get this far because folks would  
3893 settle and be bought off.

3894                   And a side note, that's another one of the reasons  
3895 I'm here today because, you know, I'm somewhat inspired by  
3896 those women, and being able to stand next to them seeking  
3897 justice is one of the great honors of my life.

3898           Q           Mr. Friedman, after you were terminated, did  
3899 you attempt to contact Mr. Snyder?

3900           A           I did. I sent him a thank you letter.  
3901                               (Exhibit No. 4 was identified.  
3902                               for the record.)  
3903           BY [REDACTED].  
3904           Q           Mr. Friedman, I just handed you what will be  
3905 marked as Exhibit 4 for identification purposes. This is a  
3906 letter addressed to Dan Snyder signed by you, and it's  
3907 dated November 9, 2020.  
3908           Do you see that?  
3909           A           I do.  
3910           Q           Do you recognize what I just handed you?  
3911           A           I do.  
3912           Q           How do you recognize it?  
3913           A           This is the thank you letter that I wrote to  
3914 Mr. Snyder on November 9th.  
3915           Q           Is it a fair and accurate depiction of the  
3916 letter that you wrote to Mr. Snyder on November 9th as you  
3917 last remember it?  
3918           A           It is.  
3919           Q           I'd like to go through the content of this  
3920 letter.  
3921           First, if you could just explain for me, why did you  
3922 send Mr. Snyder this letter?  
3923           A           A couple of reasons. I still wanted my job  
3924 back. And, frankly, that would have been an accurate

3925 statement up until a few months ago. I do not want my job  
3926 back anymore. But at the time of writing this letter, I  
3927 wanted my job back. I wanted to take the high road and not  
3928 burn any bridges for the future.

3929 But I had also been promised a reference letter from  
3930 the company, so I felt like this was a fair exchange of  
3931 letters. They were going to tell me how great I was and I  
3932 was going to tell them how great they were.

3933 A thank you letter that the team promised to me never  
3934 came, even though I reminded the person that -- the person  
3935 that coordinated my termination, [REDACTED], I reminded  
3936 her multiple times that they had promised me this thank you  
3937 reference letter. She said it would be coming soon,  
3938 confirmed my address.

3939 Ultimately, I never received the letter, and then  
3940 ultimately the team's general counsel at the time told me  
3941 that I would not be receiving any reference letter or thank  
3942 you letter from the team, because even though I had been  
3943 promised that in writing, during my severance negotiation,  
3944 it wasn't actually in the severance paperwork, so there  
3945 would be no letter coming.

3946 So those are the three reasons that I wrote this  
3947 letter. I wanted my job back --

3948 (Discussion held.)

3949 The Witness. Right. I didn't have the guidance and

3950 counsel that I have today. You know, I did have somebody  
3951 review the agreement, but not for -- you know, from a  
3952 negotiating standpoint. But, yeah, it was -- and I was  
3953 distraught. It was a very -- one of the worst times of my  
3954 life.

3955 BY [REDACTED].

3956 Q Did you discuss this letter with anyone?

3957 A Yes. Mitch Gershman recommended -- even  
3958 though he hadn't been with the team for a while, we were  
3959 still in touch. He was one of the first people to call me  
3960 to console me when he had heard that I had been let go. At  
3961 some point, either on that call or a subsequent call he  
3962 said, you should send Dan a thank you letter just to stay  
3963 on good terms. You never know.

3964 I tried emailing the letter to Karl Schreiber asking  
3965 Karl to forward the letter to Mr. Snyder because I didn't  
3966 have Mr. Snyder's direct contact information. I didn't get  
3967 a response. Mitch told me a couple days later that Karl  
3968 had blocked my letter and that I should just go ahead and  
3969 send the letter to Mr. Snyder's home office, which I did.

3970 Q Do you know if Mr. Snyder ever received the  
3971 letter?

3972 A I don't know.

3973 Q Taking a look at the letter itself, one of  
3974 the first things you say is, "I hope I might have the



3975 opportunity to work for you again in the future."

3976 Is this where you tried to communicate to Mr. Snyder  
3977 that you in fact wanted your job back?

3978 A Yes. Or a job with the team. My first love  
3979 was the team, not tickets. So if the team would offer me a  
3980 job in another department, I probably would have jumped at  
3981 the opportunity. But in a perfect world, I would have  
3982 gotten my exact job back.

3983 Q Now, you go on to say, "I feel comfortable  
3984 saying it now...this garbage in the newspaper is  
3985 bothersome. The article was a hit job."

3986 What did you mean when you said the garbage in the  
3987 newspaper is bothersome and what did you mean when you  
3988 called the article a hit job?

3989 A Well, hit job is his term, that whatever the  
3990 most recent article that had been written prior to November  
3991 9th or the most recent large expose that the Post would do  
3992 he referred to as a hit job. And in this letter, I was  
3993 saying that I agreed it was a hit job.

3994 Q When you say he referred to it as a hit job,  
3995 who are you referring to?

3996 A Mr. Snyder. That I remember seeing his  
3997 response in the paper or on a press release saying that The  
3998 Washington Post did a hit job on him.

3999 Q Why did you think -- strike that.

4000           Why did you want to include the words that Mr. Snyder  
4001 used in the article in this letter to him?

4002           A           Just to show that I agreed with him.

4003           Q           Did you in fact agree with him?

4004           A           No, I did not agree with him, because the  
4005 article in the newspaper contained things that I know to be  
4006 true related to Rachel Engleson and Emily Applegate that I  
4007 just know are true. So, I am ashamed of this. I was  
4008 trying to suck up to him.

4009           Q           When you say the article in the newspaper,  
4010 that you knew things to be true, are you referring to the  
4011 allegations of sexual harassment and the toxic work  
4012 environment?

4013           A           Yes, ma'am.

4014           Q           So sitting here today, do you believe that  
4015 The Washington Post articles regarding the allegations of  
4016 sexual harassment and the toxic work environment, including  
4017 the allegation against Mr. Snyder by Tiffani Johnston, as  
4018 well as a confidential settlement in 2009, do you believe  
4019 that those are garbage allegations or would you consider  
4020 those a hit job?

4021           A           Neither. Those are not garbage allegations  
4022 or a hit job. Those are allegations that I believe to be  
4023 true.

4024           Q           You go on to say, "The good deeds barely get

4025 noticed while the missteps get blown out of proportion" --

4026 "get blown way out of proportion."

4027           Sitting here today, do you believe that the  
4028 allegations of sexual harassment that you personally  
4029 witnessed, including harassment of Tiffani Johnson, Emily  
4030 Applegate, Rachel Engleson have been blown way out of  
4031 proportion?

4032           A           No.

4033           Q           Do you believe that Mr. Snyder's use of  
4034 private investigators to intimidate accusers has been blown  
4035 way out of proportion?

4036           A           No. And in fact, I've been scared of that  
4037 myself here recently. So absolutely not. That is not  
4038 blown out of proportion.

4039           Q           What do you mean by that?

4040           A           Well, your question is, is the use of private  
4041 investigators to do research on people that are testifying  
4042 or speaking up. It may not have seemed like a big deal  
4043 when I first read it, but as I became involved in this, I  
4044 realized how -- it sucks pulling up to your house and not  
4045 having the best alarm system in the world when something  
4046 like this is going on.

4047           Q           Are you saying that you are concerned that  
4048 Mr. Snyder may employ similar tactics against you based on  
4049 your participation in this congressional investigation?

4050           A           I don't think he would at this point given  
4051 the fact that that's been revealed, and that I think even  
4052 he would know that that's probably not a good line to cross  
4053 at this point. But still, you know, just feeling a little  
4054 bit uneasy knowing that he knows where I live.

4055           Q           You go on to say, "I am eternally loyal to  
4056 you."

4057                   What were you trying to convey to Mr. Snyder by  
4058 including this line?

4059           A           Well, that I would be loyal to him for the  
4060 rest of my life.

4061           Q           At the time when you sent this letter, was  
4062 that something that you were willing to commit to doing?

4063           A           I was willing to write it. I don't know that  
4064 I was -- I'm not 100 percent sure what I was thinking when  
4065 I wrote that exact line.

4066           Q           Do you know if, at the time when you wrote  
4067 this letter, you were thinking that you would be willing to  
4068 continue to protect Mr. Snyder?

4069           A           Yes. Yes, when I wrote this letter, I never  
4070 had any intention of coming forward. I felt like my  
4071 nondisclosure agreement prohibited it and I was ready to  
4072 move on with my life. But as described earlier, some  
4073 things changed with some of the people who entered into the  
4074 conversation and some of the testimony that I was hearing.

4075 And then when the committee reached out to me and I reread  
4076 my agreement and saw that I was permitted to speak to the  
4077 government, I changed my mind.

4078 Q Why do you no longer want your job with the  
4079 team?

4080 A I do want my job back with the team  
4081 eventually, when the team has new leadership. With this  
4082 current leadership, I would not agree to work for the team  
4083 regardless of pay, regardless of whatever compensation. I  
4084 just couldn't do it and look at all these people who looked  
4085 up to me in the eye. I just couldn't do it.

4086 [REDACTED] Could we go off the record.

4087 (Recess.)

4088 [REDACTED]. Back on the record at 4:46.

4089 BY [REDACTED]

4090 Q Mr. Friedman, what role do you think Congress  
4091 can play with respect to the workplace issues that we've  
4092 discussed here today?

4093 A Well, having limited knowledge of how  
4094 government works, I certainly think bringing attention to a  
4095 problem that is in many ways perpetuated by silence. The  
4096 best medicine for this is voices, not pills. And the more  
4097 attention that comes to things like this, I believe the  
4098 more comfortable people are going to be to speak up, and  
4099 the more comfortable people are to speak up, the less

4100 comfortable people are going to be to commit these heinous  
4101 acts, and hopefully we'll see something one day where this  
4102 kind of stuff is generally a thing of the past.

4103 Q Anything else?

4104 A And, again, I'm not -- I don't know how  
4105 government works, but I think of it a lot like drunk  
4106 driving, where many years ago there was a big campaign to  
4107 just get the word out about how bad that was. And, you  
4108 know, I don't know what the statistics are, but it's  
4109 helped. It's gone down, you know.

4110 And the more that people hear about something like  
4111 this, the more people are going to know not to do it,  
4112 especially if they're hearing that people who are doing it  
4113 are being held accountable and not getting off just by  
4114 paying their way out of things.

4115 So I think, you know, you can bring attention to the  
4116 problem in our country that's not -- certainly not limited  
4117 to The Washington Football Team. We know that. And that I  
4118 guess, if you feel like that there is anything that  
4119 warrants being forwarded to any of the other committees or,  
4120 you know, law enforcement agencies, I guess you would be  
4121 able to do that as well.

4122 Q And when you say "problem," are you also  
4123 referring to the use of nondisclosures to conceal workplace  
4124 misconduct?

4125           A           Yes. Because I feel like one of the reasons  
4126   that I'm here and so many others aren't is because of these  
4127   nondisclosure agreements; and that the carveout in my  
4128   nondisclosure agreement that explicitly says I'm permitted  
4129   to speak to the government, you know, I don't know if that  
4130   was in any of the other agreements.

4131           I don't know if people are aware of what their rights  
4132   are in situations like this. I think a lot of people would  
4133   be reactive to these type of situations and maybe, as I  
4134   did, wait for somebody to come to me. But I think in a  
4135   world where we have fewer restrictions in a nondisclosure  
4136   agreement, you're going to have more people that simply  
4137   come forward. And in that world, you just are not going to  
4138   be able to exist owning a company where this kind of stuff  
4139   is so prevalent. You know, I would think that exposure,  
4140   you know, leads to cleanliness, and concealing leads to  
4141   filth.

4142           Q           Do you have any reason to believe that the  
4143   issues that we've discussed are limited to the Washington  
4144   Commanders and not other NFL teams?

4145           A           Over the years, I've had lots of friends that  
4146   work at lots of different teams. I've had lots of  
4147   employees of mine go to work at another team. To say that  
4148   this problem in professional sports is limited to the  
4149   Commanders is naive, but I've never heard a story about a

4150 team where it was nearly this bad and out of control.

4151 Q For the record, when you say "problem," we've  
4152 heard about a problem, what specifically were you referring  
4153 to?

4154 A At another team? Well, you may hear about,  
4155 you know, one employee having one incident with one  
4156 assistant coach or something like that, that you'll see on  
4157 ESPN, but this was systemic at The Washington Football  
4158 Team.

4159 Q So are you referring to sexual harassment?

4160 A Sexual harassment, intimidation, yes.

4161 Q Discrimination on the basis of race?

4162 A You know, I never thought that the team was a  
4163 hostile place for minorities to work, but I feel like we  
4164 need to have the standard a little bit higher. That an NFL  
4165 franchise -- just saying it's not a hostile place for  
4166 minorities to work, that's not good enough.

4167 An NFL franchise should be an excellent place for  
4168 everybody to work. And at the time when I was working  
4169 there, you know, especially early on I might not have  
4170 thought that way, but as time went on, I certainly started  
4171 to see that like, okay, things -- if you're a minority  
4172 here, things might be able to be good for you, they're  
4173 never going to be great. And, incidentally, I do think  
4174 Jason Wright is currently taking steps to help with that, I



4175 think. I don't know.

4176 Q Okay.

4177 [REDACTED] I have no further questions.

4178 Off the record at 4:54.

4179 (Whereupon, at 4:54 p.m., the taking of the instant

4180 interview ceased.)

## ERRATA SHEET

INSTRUCTIONS: After reading the interview transcript, please note any change, addition, or deletion on this sheet. DO NOT make any marks or notations on the actual transcript. Use additional paper if needed.

Investigation Name	
Witness Name	JASON FRIEDMAN
Date of Interview	APRIL 26, 2022

[illegible]

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