

EXHIBIT

CONFIDENTIAL!

A



Sharron Mangum <sharronm3@gmail.com>

Follow-up to dinner meeting with Muhtar

Ray Rogers <info@corporatecampaign.org>
To: mpreisinger@na.ko.com

Mon, May 16, 2016 at 6:58 PM

May 16, 2016

Mark Preisinger
Director of Corporate Governance
The Coca-Cola Company

Hi Mark,

I really enjoyed my get together with Muhtar and hope that something positive to resolve our minor differences will result from it. Thanks so much for your efforts in making the dinner meeting happen.

The document that Muhtar gave you when I was leaving came from the following report

Coca-Cola Caves in to Racial Extortion
http://www.adversity.net/c26_quota_cola_1.htm

Here's the story that led me to bring that document:

In 2004, former Coca-Cola employee Sharron Mangum was deposed by Coca-Cola's King & Spalding attorney Michael Johnston. During the deposition Ms. Mangum was asked 3 times whether she had received any settlement funds from attorney Willie Gary. Gary represented 17 plaintiffs who had opted out of the class action racial discrimination lawsuit Coke settled in 2000-2001.

Three times she stated that she had not. Mr. Johnston seemed surprised so Ms. Mangum asked Mr. Johnston if he was implying that Mr. Gary had received settlement funds from Coca-Cola. She was told she would have to take that up with Mr. Gary. One can learn more about Mr. Gary's fraudulent activities by visiting the website TheClientKiller.org.

The only plaintiffs who never received a cent in settlement funds were those represented by Mr. Gary. Based upon an ongoing investigation into Mr. Gary's proven and alleged fraudulent activities, we believe a substantial portion of settlement funds ended up in Mr. Gary's pockets by defrauding the plaintiffs he was representing. Rev. Jesse Jackson is very closely connected to Willie Gary and was instrumental in the seventeen opting out of the class action and employing Willie Gary.

In addition to the \$19.5 million listed in the official settlement, Coke, according to the report introduced above, stated it would spend additional monies over the next 5 years to promote "business opportunities for preferred minorities and women." Some of these off the book costs included the category "\$50 million for Miscellaneous Race-Related Activities over 5 years." These funds were targeted for minority-oriented non-profit organizations, scholarships for minority kids, and minority advocacy programs.

Upon information and belief and the way Gary has operated in the past, we believe monies he received were included under that category. I'd like to know to what black leadership that \$50 million was paid and what payments Mr. Gary may have received.

In 2005, Willie Gary was caught defrauding 42 women out of \$51.5 million (Ford/Visteon Case) by taking settlement funds and fraudulently converting those funds into "programs" and "programmatic relief" to enrich himself. For more information on this case please visit: http://theclientkiller.org/ford_story.php

Any help you can provide would be greatly appreciated.

Cheers,

Ray



(718) 852-2808
www.corporatecampaign.org

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Sharron Mangum <sharronm3@gmail.com>

RE: Coca-Cola Colombia & Willie Gary/Coca-Cola issue

2 messages

Ray Rogers <info@corporatecampaign.org>
To: Mark Preisinger <mpreisinger@coca-cola.com>

Fri, Oct 28, 2016 at 2:35 PM

Hi Mark,

Dinner with Muhtar on January 18th sounds like a great idea!

I look forward to discussing the Willie Gary matter further and will make it a priority to accommodate you and your colleague's schedule.

Cheers,

Ray



(718) 852-2808
www.corporatecampaign.org

----- Original Message -----

Subject: RE: Coca-Cola Colombia & Willie Gary/Coca-Cola issue
From: Mark Preisinger <mpreisinger@coca-cola.com>
Date: Fri, October 28, 2016 9:17 am
To: Ray Rogers <info@corporatecampaign.org>

Ray: Hoping this finds you well.

Two things:

Would you be available to have dinner with Muhtar in New York on January 18? He would like to get together again and that is a date he is already there and available. Please let me know.

Second, on your request below, we would like to have a conversation with you about this. I am coordinating calendars with a colleague of mine here and I'll come back with some dates that hopefully will work for you.

Thanks.

Mark

From: Ray Rogers [<mailto:info@corporatecampaign.org>]
Sent: Saturday, September 24, 2016 2:48 AM
To: Mark Preisinger <mpreisinger@coca-cola.com>
Subject: RE: Coca-Cola Colombia & Willie Gary/Coca-Cola issue

Hi Mark,

Considering I am a shareholder in Coca-Cola, can you tell me what organization(s) and/or individuals received the \$50 million described as "\$50 million for Miscellaneous Race-Related Activities over 5 years" described in the report *Coca-Cola Caves in to Racial Extortion*?

I am speaking at Ralph Nader's Breaking Through Power conference in Washington, D.C. but will be back in my office on Wednesday.

I got Brent's response with respect to the Colombia situation.

Let's talk soon.

Cheers,

Ray

Update on Crooked Attorneys Willie Gary & Christopher Chestnut 9/12/16

To Florida and Georgia Legal Communities:

On August 31, 2016, an emergency petition was filed by The Florida Bar with The Florida Supreme Court seeking the immediate suspension of attorney **Christopher M. Chestnut**, whose law firm is headquartered in Atlanta, from practicing law in Florida "based on facts that establish clearly and convincingly" that Mr. Chestnut "appears to be causing great public harm..."

The petition states that Mr. Chestnut "is currently the subject of nine bar disciplinary matters" including complaints alleging "egregious conduct involving among other things, lack of competence, candor, diligence, and communication, solicitation, dishonesty, failure to supervise, and excessive fee." The petition also demands that Chestnut be prohibited from accepting new clients and cease representing any 30 days after the Supreme Court's order. Chestnut must also cease acting as personal representative for any estate, guardian for any ward or trustee for any trust within 30 days of the court's order and must turn over complete financial records of those to a successor.

Mr. Chestnut has followed in the footsteps of his mentor **Willie E. Gary** who has been accused in many cases of defrauding his clients out of their settlement money and who got caught stealing \$1.5 million of settlement funds from 42 female clients in Michigan. Mr. Gary; his law firm Gary, Williams, Parenti, Watson & Gary and several of his present and former partners are presently being sued in federal district court in Atlanta for fraud and legal malpractice over their improper handling of a landmark civil rights case that resulted in the irreparable harm to the livelihoods and lives of African Americans nationwide in the entertainment industry.

Mr. Gary and Mr. Chestnut were fired for cause over their poor handling of the Luisa Esposito sex molestation case that is pending in New York. For more information on that case and other cases of impropriety involving Willie Gary and Christopher Chestnut, please visit www.TheClientKiller.org and read the recent commentary, "Willie Gary: Con Artist and Crook Par Excellence."

The unethical and unlawful activities of prominent attorneys like Willie Gary and Christopher Chestnut, **bring great dishonor upon the legal profession and undermine the integrity of our entire judicial system.**

As more of Mr. Gary's and Mr. Chestnut's long history of corrupt activities become public, **hopefully they and a number of their colleagues will be disbarred and sent to prison where they belong.**

Yours truly,

Ray Rogers
Director
(718) 852-2808
www.CorporateCampaign.org



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www.corporatecampaign.org

----- Original Message -----

Subject: Re: Coca-Cola Colombia & Willie Gary/Coca-Cola issue
From: Mark Preisinger <mpreisinger@coca-cola.com>
Date: Fri, September 09, 2016 12:12 pm
To: Ray Rogers <info@corporatecampaign.org>

Ray. I am still on the road but will definitely call you next week. Also Brent will send you an email about the Colombia situation you raised in your message below.

Mark.

Sent from my iPhone

On Sep 2, 2016, at 10:57 PM, Ray Rogers <info@corporatecampaign.org> wrote:

Hi Mark,

Hope you and the kids are having a great time! Give me a call when you've recuperated from vacation.

Cheers,

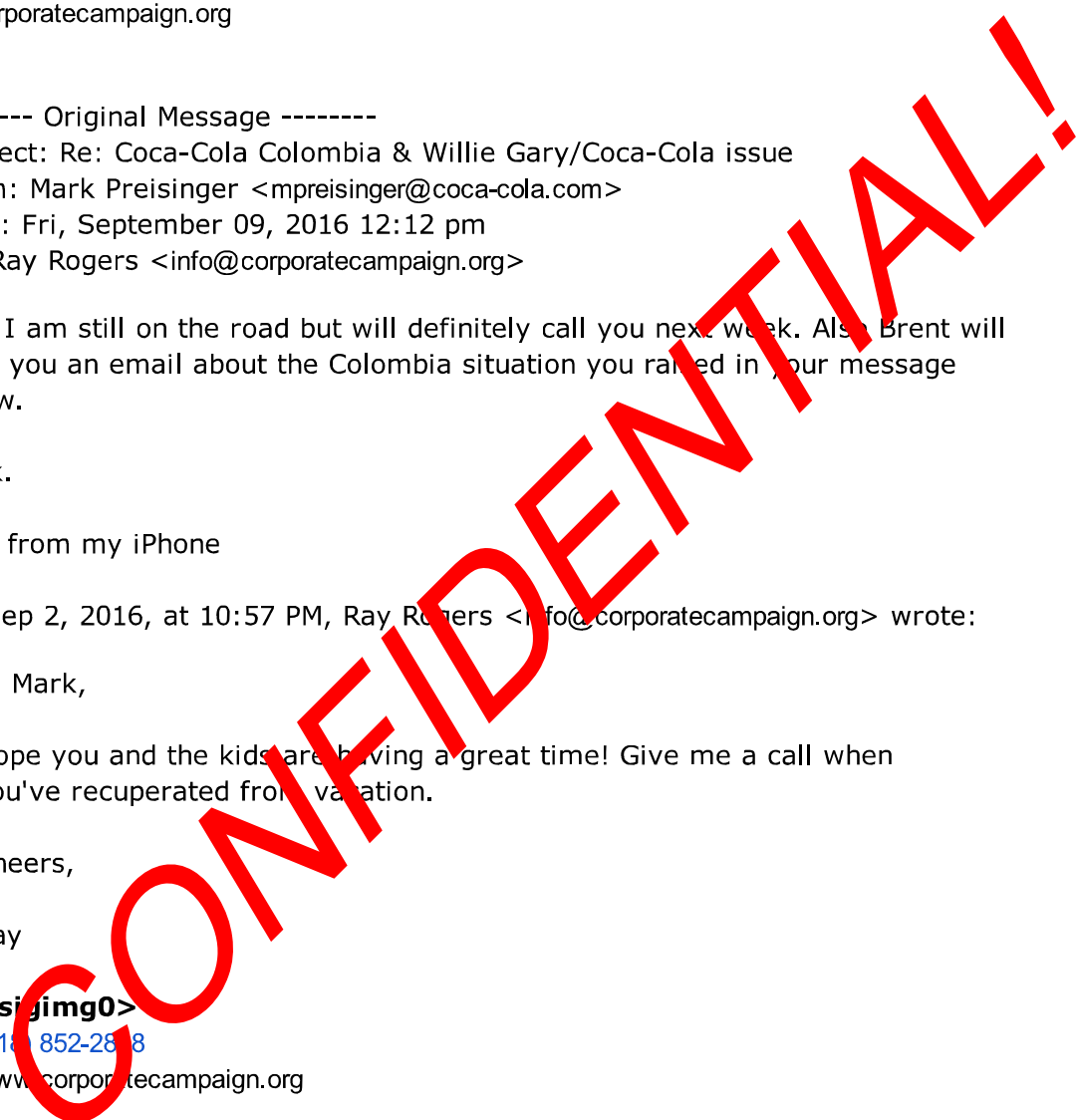
Ray

<sjimg0>
(718) 852-2808
www.corporatecampaign.org

----- Original Message -----

Subject: RE: Coca-Cola Colombia & Willie Gary/Coca-Cola issue
From: Mark Preisinger <mpreisinger@coca-cola.com>
Date: Fri, September 02, 2016 9:36 am
To: Ray Rogers <info@corporatecampaign.org>

Hi Ray. Sorry for the delay. I am on vacation with my kids. I was not aware of this so thanks. I'll look into this next week. If you want to talk we can next week or the week after. I'm in California on business Wed - Fri. Hope all is well.



Mark

From: Ray Rogers [<mailto:info@corporatecampaign.org>]
Sent: Wednesday, August 31, 2016 4:47 PM
To: Mark Preisinger <mpreisinger@coca-cola.com>
Subject: RE: Coca-Cola Colombia & Willie Gary/Coca-Cola issue

Hi Mark,

Hope all is well with you.

I want to make sure that you, Muhtar and Brent have seen the following article that came out yesterday relating to Coca-Cola Colombia's involvement with the paramilitary death squads. As I described to Muhtar in our meeting, accountability on this issue is at the top of burning issues on my list. I also told him at the time that Terry Collingsworth would be meeting with Salvatore Mancuso, the highest ranking AUC paramilitary leader still alive who is in federal prison in New York.

Coca-Cola facing terrorism support charges in Colombia

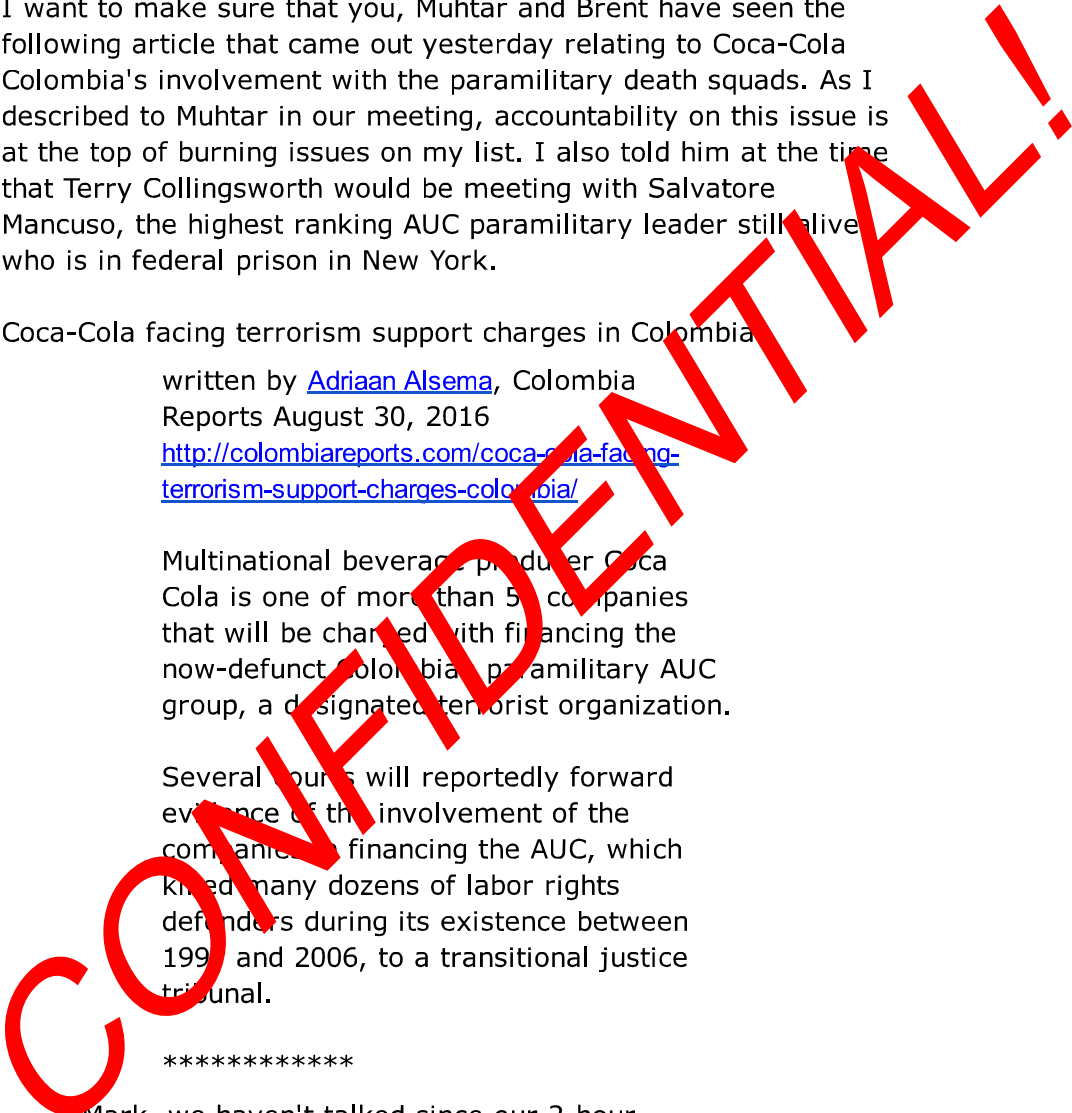
written by [Adriaan Alsema](#), Colombia Reports August 30, 2016
<http://colombiareports.com/coca-cola-facing-terrorism-support-charges-colombia/>

Multinational beverage producer Coca Cola is one of more than 50 companies that will be charged with financing the now-defunct Colombia paramilitary AUC group, a designated terrorist organization.

Several courts will reportedly forward evidence of the involvement of the companies in financing the AUC, which killed many dozens of labor rights defenders during its existence between 1997 and 2006, to a transitional justice tribunal.

Mark, we haven't talked since our 2-hour conversation on the Willie Gary/Coca-Cola issue. As we discussed at the time, upon very credible information and belief, Mr. Gary received substantial amounts of "Coca-Cola money" as a result of representing a group of plaintiffs who opted out of the Ingram vs. The Coca-Cola Company class action racial discrimination lawsuit. **Are you making any progress, or have you run into roadblocks, in obtaining answers regarding the matters we discussed relating to Mr. Gary.**

As I mentioned, I have no quarrels with Coke on this matter, but I do with respect to Mr. Gary. Our



investigation into him, his law firm and some of his colleagues continues on a number of fronts. I want to make you aware of a commentary I wrote which is being widely distributed throughout the country. You can access the commentary through the following letter which was sent to some 1500 members of the Georgia legal community this morning. In the last section entitled "Extortion And Bribery Willie Gary Style," I raise the Gary/Coca-Cola issue:

Dear Members of the Georgia Legal Community and Media:

Americans are becoming more disenchanted and fed up with what appears to be increasing corruption in our judicial system at every level involving attorneys, and in some instances clerks and judges. This communiqué focuses on attorney Willie E. Gary, several other unscrupulous attorneys in Georgia and Florida and the Law Firm of Gary, Williams, Parenti, Watson & Gary.

Willie Gary, who got caught stealing \$51.5 million from his clients in Michigan, is no stranger to Georgians and Georgia courts both as a defendant being sued for child support or as an attorney representing plaintiffs who charge that he, his law firm and many of his colleagues have defrauded them. To learn more about the unethical and unlawful conduct of Mr. Gary, his law firm and some of his colleagues, please read the just released commentary "[Willie Gary: Con Artist And Crook But Excellence](#)" and visit www.TheClientKiller.org.

Colleagues of Willie Gary who are facing serious charges include Christopher Chestnut of The Chestnut Firm in Atlanta. Recently Mr. Gary and Mr. Chestnut were fired for just cause over their irresponsible handling of a sexual molestation case in New York. The Gary firm was also recently fired because of poor representation in a Michigan personal injury case while Mr. Chestnut is being sued by a Dallas law firm for barratry.

Willie Gary, his law firm, partners Sekou Gary and Lorenzo Williams and former partner Maria Sperando are embroiled in a very serious federal lawsuit in Atlanta charging them with legal malpractice and fraud in a landmark civil rights case. Chestnut has been embroiled in accusations and lawsuits over improper solicitations, making false claims in court and charging excessive fees.

The Gainesville Sun reported (2/18/15) that Emanuel Baker, who became a quadriplegic in a work accident, sued his attorney Christopher Chestnut who grossly overcharged him. Chestnut had to return \$3 million of \$3.6 million he claimed. The jury found Chestnut

"committed civil theft, breached his fiduciary duty as a lawyer, and exploited his disabled client." The verdict was final and Mr. Baker got the money due him. Mr. Chestnut in his effort to defraud Mr. Baker, was represented by his mentor and colleague Willie Gary.

The suit accused The Chestnut Firm "of charging excessive attorney expenses, including a chartered jet and overnight stays at the Four Seasons Hotel..." Gary, in his motion to dismiss the lawsuit against Chestnut, used as one of the reasons to legitimize Chestnut's excessive fee and expenses that Chestnut "was able to engage as co-counsel one of the state's most experienced and seasoned attorneys [i.e. Willie Gary]" (*Florida Times Union* 8/16/13).

Please disseminate this letter to help expose and end fraud and legal malpractice in America's judicial system and to hold Willie Gary and others of his ilk accountable.

Yours truly,

Ray Rogers
Director
Corporate Campaign, Inc.
(718) 852-2808
www.CorporateCampaign.org

Hope to speak with you soon.

Cheers,

Ray

<image001.jpg>
(718) 852-2808
www.corporatecampaign.org

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Sharron Mangum <sharronm3@gmail.com>

[FWD: RE: For our call Monday]...Sharron I made some edits for better reading

Ray Rogers <info@corporatecampaign.org>
To: Sharron Mangum <sharronm3@gmail.com>

Sat, Dec 10, 2016 at 12:55 AM



(718) 852-2808
www.corporatecampaign.org

Original Message

Subject: RE: For our call Monday
From: "Ray Rogers" <info@corporatecampaign.org>
Date: Fri, December 09, 2016 7:54 pm
To: "Mark Preisinger" <mpreisinger@coca-cola.com>

Hey Mark,

Thanks for the information. It came through. However there is a problem. It seems that you, Joe and I are operating on a different wavelength. The information sent to me basically deals with the Ingram class action settlement.

My questions relate to the "Hidden (unofficial) costs of what's called the "Quota Cola Settlement" described in the document "Case 26 Quota Cola" that I gave to Muhtar and he gave to you as we were exiting our dinner meeting in May.

In the document, Section (B) "Total Costs of the Quota Cola Settlement": refers to ten items including the total payment of \$192.5 million to settle the class action Ingram case.

I'm seeking answers/documentation of where did the \$50 million listed as "Miscellaneous minority activism and minority non-profits" go?

We believe, and for good reason, that settlement related monies (not included in the \$192.5 million "official" settlement), were paid out that should have gone to plaintiffs who opted out of the class action. They were represented by The Gary Law Firm. Some of the lawyers involved were listed in the documents you sent me including: **Maryann Diaz, Tricia Hoffer, Sekou Gary, Willie Gary and Shields McManus.**

In the Ingram class action settlement, Coca-Cola was represented by King & Spalding. But, upon information and belief, Coca-Cola was represented by Holland & Knight vs. plaintiffs such as Marietta Goodman and Sharron Mangum, etc. who opted out of the class action and were represented by Willie Gary.

When King & Spalding attorney Michael Johnston deposed Ms. Mangum, he seemed surprised when Ms. Mangum made it clear that she, Ms. Goodman and others represented by Gary never received any settlement funds.

Attorney Weldon Latham, a senior partner at Holland & Knight at the time, was handling the case for Coca-Cola vs Willie Gary and plaintiffs Mangum, Goodman and others. Gary and Latham were supposedly on opposite sides of the fence in another case when Latham and Holland & Knight represented Ford Motor Company vs. Willie Gary and 42 plaintiffs from Ford. Gary got caught stealing \$51.5 million from those woman plaintiffs. (Visit: http://theclientkiller.org/con_artist.php).

Upon information and belief, Latham approached others at Holland & Knight to engage in fraudulent activity that would benefit Latham, Gary and certain of their mutual colleagues well known in the black community, but at the expense of the African American plaintiffs vs. Coca-Cola.

Upon information and belief, settlement monies earmarked for some of the plaintiffs who opted out of the Ingram settlement, eventually ended up in Gary's pocket. Those funds may have gone from Coca-Cola to Holland & Knight (Weldon Latham) to an outfit in Houston and eventually to Gary and Jesse Jackson, a close associate of Gary.

My inquiry was to find out an itemized accounting of the \$50 Million paid out as "Miscellaneous minority activism and minority non-profits."

Also I'm asking Coca-Cola outright: Was any deal cut that Coca-Cola, King & Spalding and/or Holland & Knight were involved in whereby settlement funds meant for plaintiffs suing Coca-Cola were turned over to Gary or any entity affiliated with him or any member of his family? Or more succinctly, did Coca-Cola through any of its attorneys pay money earmarked for plaintiffs, and most specifically Sharron Mangum and Marietta Goodman, represented by Willie Gary?

I look forward to our conference call on Monday.

Cheers,

Ray



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Original Message

Subject: RE: For our call Monday
From: Mark Preisinger <mpreisinger@coca-cola.com>
Date: Thu, December 08, 2016 6:37 pm
To: Ray Rogers <info@corporatecampaign.org>
Cc: "Joseph P. Moan" <jmoan@coca-cola.com>

Try this

From: mpreisinger@coca-cola.com
Sent: Thursday, December 08, 2016 4:40 PM
To: 'Ray Rogers' <info@corporatecampaign.org>
Cc: Joseph P. Moan <jmoan@coca-cola.com>
Subject: For our call Monday

Ray: For our call on Monday, here is the breakdown of the payments specified in the race class action settlement. This is all public information but thought it would help us have a more productive discussion if it was all in one place.

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Ray



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Abdallah v. The Coca Cola Company: Summary of Settlement Terms

Monetary Relief

- Total = Approx. \$113 million
 - Excluding cost of:
 - Programmatic Relief (Estimated Cost = \$36M over 4 year Task Force term)
 - Pay equity adjustments (Estimated Cost = \$43.5M over 10 years)

- 1. Compensatory Damages Fund = \$58.7M
 - Each class member received a payment from this fund.
 - Resolves all Settlement Class member's claims for emotional distress, hostile environment, non-wage-related disparate treatment under Title VII.
 - Compensation of Class Representatives
 - \$300,000 (each) to 4 Class Representatives.
 - (Paid out of Compensatory Damages Fund).
 - Incentive Bonuses for Affiants
 - Each person who submitted an executed affidavit to Class Council by June 14, 2000 in support of claims of the Settlement Class received \$3000.
 - (Paid out of Compensatory Damages Fund).
 - Expenses of Litigation
 - (Paid out of Compensatory Damages Fund).
 - Distribution:
 - Each member given 1 point for each full month of a year employed through 6/14/00.
 - Minimum: \$1000
 - Maximum: Lesser of \$100,000 or three times annual base salary as of 12/31/99
 - Member could elect to take up to 100% of payment in 10-year restricted Company shares.

- 2. Make-Whole Relief Back Pay Fund = \$24.1M
 - Purpose:
 - Make Settlement Class whole for racial disparities in compensation and promotion.
 - Class member who were GS-10 or above as of 4/22/99 received some of portion of their share of this Fund as stock options.
 - Alternative: Promotional Claims Procedure
 - Class member may give up award from Back Pay Fund and be granted an individual Promotional Claims hearing on merits before U.S. Magistrate Judge.
 - At the hearing, class member may seek a promotion to a specific position they claim they were discriminatorily denied, AND/OR
 - Seek to be made whole for monetary losses deriving from a specific racially discriminatory promotion decision.
 - If class member prevails in the Promotional Claims Procedure, precluded from Promotional Achievement Award Fund.
 - Class members who chose PCP not to receive their share of Back Pay Fund, their share will be retained by TCCC.
 - Distribution
 - 1. Cash Awards

Abdallah v. The Coca Cola Company: Summary of Settlement Terms

- Labor economists utilized logistical regression analysis to assess existence and extent of racial disparities in amount of pay based on education, work experience, service at TCCC, division, job function and other objective factors.
- 2. Stock Option Awards
 - Class members who were GS-10 or above as of 4/22/99 received some of portion of their share of this Fund as stock options (10 year term)
- 3. Promotional Achievement Award Fund = \$10M
 - Purpose
 - Reward African-American employees who are promoted into positions where they are typically underrepresented / underutilized.
 - Award from this Fund in addition to salary, benefits and bonuses
 - Eligibility
 - To receive this award, the employee must serve in such a promoted position for at least 12 months and receive a median performance evaluation rating.
 - Distribution of such awards subject to recommendation and review by Task Force and Joint Experts.
 - If entire amount not distributed within 10 years, remainder to go to 501(c)(3) institution in the Atlanta University Complex.
- 4. Attorney's Fees + Expenses = \$20.7M
 - Attorney's Fees
 - \$14M + \$5,998,047
 - Paid directly to Class Counsel
 - Expenses of Litigation (including experts and consultants)
 - \$1,191,000 + \$350,000
 - Paid from the Compensatory Damages Fund
- 5. Administrative Costs and Taxes
 - TCCC paid all costs associated with the administration and distribution of the Settlement Funds.

Programmatic Relief

- Estimated Cost = \$36M over 4 year Task Force term
- Statement of Principle (aka "Gold Standard")
 - The Coca-Cola Company commits to excel among Fortune 500 Companies in promoting and fostering equal opportunity in compensation, promotion, and career advancement for all employees in all levels and areas of the business, regardless of race, color, gender, religion, age, national origin, or disability, and to promote and foster an environment of inclusion, respect and freedom from retaliation. The Company recognizes that diversity is a fundamental and indispensable value and that the Company, its shareholders and all of its employees will benefit by striving to be a premier "gold standard" company on diversity. The Company will set measurable and lawful business goals to achieve these objectives during the next four years.
- Board of Directors (the "Board") Role
 - Have oversight responsibility for Equal Employment Opportunity performance of TCCC and of the diversity goals.
 - Review and remain informed about achieving diversity goals.
 - Establish a schedule for receiving formal reports from the Board's Public Issues and Diversity Review Committee, the Task Force and Human Resources.

Abdallah v. The Coca Cola Company: Summary of Settlement Terms

- Public Issues and Diversity Review Committee to provide briefings to the Committee on Directors (“COD”) in connection with the COD’s process of selecting candidates for the Board.
- Compensation Committee of the Board to consider the Company’s EEO performance to check if Company officers meet their business objectives.
- Public Issues and Diversity Review Committee to give input into the elected officer compensation process.
- The Task Force
 - Purpose
 - Ensure (i.e. review, monitor and report on) fair, equitable and effective implementation of the Settlement Agreement (“SA”) + independent oversight of Company’s diversity efforts and long-term compliance with the Statement of Principle.
 - Evaluate HR’s policies and practices are fair and equitable for African American employees.
 - Membership:
 - 3 diverse members (compensated) appointed by Class Counsel, 3 by TCCC, and 1 Chairperson (jointly agreed to by mediation parties).
 - Powers & Duties:
 1. Review, oversight and monitoring of HR policies, practices and procedures
 - a. Ensure compliance with Title VII and SA.
 - b. Authority to review, oversee and monitor implementation of reforms.
 - c. Recommend a timetable for implementation and completion of revisions and additions.
 2. Independent Investigative Function
 - a. Access to all non-privileged relevant books, data, docs and other sources of information.
 - b. Authority to communicate with employees through various means.
 3. Reporting and Monitoring
 - a. Issue written annual reports to the CEO, the Board, the Court and Class Counsel.
 - i. Evaluation of HR policies and practices, flag deficiencies and monitor impact / effectiveness of changes.
 - b. Creation of internal website containing information and significant updates.
 4. Oversight of the
 - i. distribution of money out of the Promotional Achievement Award Fund
 - ii. funds spent by TCCC on pay equity adjustments under the SA.
- 1. Specific Programmatic Relief
 - a. Within 1 year of Court approval of SA, VP of HR will evaluate and implement, if necessary, the following programmatic relief:
 - i. Performance Evaluations
 1. revises or replaces the performance evaluation process so that any performance evaluation mechanism reasonably and fairly measures employee performance, and, among other things:
 - a. all performance appraisals of all substantial population jobs will be grounded in thorough job analyses; performance appraisals for substantial population jobs will be behaviorally-anchored based on the results of those job analyses and designed by psychologists; performance appraisals will be done by qualified raters, with particular coverage of EEO/ AAP and diversity issues; employee to receive performance appraisals and acknowledge receipt; performance appraisals will include a comment opportunity and a specifically stated right of; performance appraisals will be reviewed for adverse impact, job-relatedness,

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and compliance with performance appraisal training and guidelines, with corrections and rater retraining or other action as appropriate; and performance appraisals to be completed at least annually.

ii. Staffing

1. Review promotion and employee development process, including making available to all employees objective promotability criteria.
2. Establish practice and procedures to: i) require managers to make promotion and transfer decisions fair, and ii) ensure all interested and qualified candidates have a fair opportunity to be considered for advancement to high-level positions.
3. Evaluate and revise methods for determining appropriate job competencies, including KSAs.
4. Ensure that all Talent Development and career advancement program for pay scales 12 and up are fair and diverse.

iii. Compensation

1. Evaluate and revise procedure for setting initial salaries for positions, merit increase, bonuses, etc.
2. Company to conduct job analyses and pay equity studies and a comprehensive review of current practices and pay grade structures to ensure all employees receive fair compensation and are in correct pay grade.
3. Managerial guidelines for merit increases, bonuses and stock option allocations + training programs.

iv. Reporting and Monitoring

1. HR to have semi-annual reports on promotions, terminations and annual reports on compensation and performance evaluations to senior function heads, department managers, officers and executives and the Board.
 - a. Must specifically provide data on African-American employees.
 - b. Employees to have access to this information.
2. Develop and implement centralized monitoring of employee compensation and promotion practices to ensure no unlawful disparate treatment or disparate impact.

v. Diversity Goals

1. Within 6 months of approval, Company to establish appropriate, measurable goals to enhance representation of African-Americans and other protected groups in underrepresented groups.
 - a. Measure objectives for: 1) addressing non-job-related pay disparities having a disparate impact on Settlement Class, 2) addressing any promotion differential having disparate impact, 3) ensuring a thorough investigation and appropriate disposition all discrimination and retaliation complaints, and 4) measuring progress in reforming HR practices.

vi. Managerial Oversight

1. Establish mechanisms for internal oversight of individual managerial decisions regarding compensation, promotion and performance evaluations.
2. Consider implementing: review of managers by employees they supervise; peer evaluations; external audits; greater disclosure of information; exit interviews; roundtables and focus groups; skip level interviews; anonymous surveys; a 360 degree appraisal process; and/or special recognition programs

vii. Training

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1. Company-wide mandatory diversity training annually for managers and bi-annually for all other employees.
 2. Train managers on how to make decisions regarding promotions and compensation and conduct performance evaluations without unlawful bias.
- viii. Mentoring and Professional Development
1. Give employees access to meaningful mentoring and professional development opportunities.
- ix. Ombuds Function
1. TCCC to appoint / hire an Ombudsperson to ensure discrimination, harassment and retaliation are fairly and properly investigated, according to written guidelines, who will submit written reports on disposition of each complaint.
 - a. Direct report to the CEO.
 2. TCCC to establish a 24/7 independent hotline to receive discrimination, harassment and/or retaliation complaints. These are to be referred to the Ombuds.
- x. Specific Recommendations of the Joint Experts
1. Class Counsel and TCCC selected independent psychologist (Dr. Lundquist and Dr. Goldstien) to review Company's HR policies and practices and prepare a Joint Expert Report and Recommendation on how to ensure these policies are consistent with the SA.

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References

1. All Court Documents: <http://www.clearinghouse.net/detail.php?id=9473>
2. Signed Settlement Agreement: <http://www.clearinghouse.net/chDocs/public/EE-GA-0098-0007.pdf>

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