

COURT EXHIBIT 3A

Designation Run Report for Jill Hazelbaker
as played in Court 01/14/2026 (06-17-2025)

HAZELBAKER, JILL - v07p_As-Played in Court 01/14/2026

Designation List Report

 Hazelbaker, Jill	2025-06-17
Hazelbaker, Jill	2025-06-17

PLF Affirmative	00:22:48
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DEF Counter	00:15:54
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TOTAL RUN TIME	00:38:43
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DESIGNATION	SOURCE	DURATION	ID
17:22 - 17:25	Hazelbaker, Jill 2025-06-17 17:22 Q. Good morning. Can you please -- 17:23 A. Good morning. 17:24 Q. -- introduce yourself to the jury. 17:25 A. I'm Jill Hazelbaker.	00:00:04	HJ_v7p.1
18:20 - 18:25	Hazelbaker, Jill 2025-06-17 18:20 are you employed as the (edited) 18:21 chief marketing officer for Uber? 18:22 A. Yes. 18:23 Q. And are you also employed as the senior 18:24 vice president for communications and public policy? 18:25 A. Correct.	00:00:09	HJ_v7p.2
19:06 - 19:10	Hazelbaker, Jill 2025-06-17 19:06 Q. Did you join Uber in November of 2015? 19:07 A. Yes. 19:08 Q. And you've worked for Uber consistently 19:09 from November 2015 to the present day. Right? 19:10 A. Yes.	00:00:10	HJ_v7p.3
19:20 - 20:06	Hazelbaker, Jill 2025-06-17 19:20 Before joining Uber, you worked for a few 19:21 different technology companies. Right? 19:22 A. Yes. 19:23 Q. And you worked for Snapchat -- yes? 19:24 A. Yes. 19:25 Q. And you also worked for Google as well. 20:01 Correct? 20:02 A. Yes. 20:03 Q. And even prior to joining the tech 20:04 companies, you were in charge of communications for 20:05 a few different politicians. Is that right? 20:06 A. Yes.	00:00:19	HJ_v7p.4
20:24 - 21:18	Hazelbaker, Jill 2025-06-17 20:24 Q. I'd like to get a sense of the size and 20:25 scope of the teams that you lead. 21:01 A. Sure. 21:02 Q. Could we talk a little bit first about the 21:03 size of the marketing team that you lead. 21:04 A. Sure. It's about 300 marketing 21:05 professionals across performance and brand	00:00:52	HJ_v7p.5

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DESIGNATION	SOURCE	DURATION	ID
	21:06 marketing.		
	21:07 Q. What about the size of the communications		
	21:08 team?		
	21:09 A. I don't have the exact numbers off the top		
	21:10 of my head, but I'd say it was, you know, somewhere		
	21:11 in the realm of 200 each.		
	21:12 Maybe a little bit more for marketing.		
	21:13 Maybe it's around 350-ish.		
	21:14 There's 900 in total. But we've got some		
	21:15 economics teams as well that report up to me.		
	21:16 Q. So is it fair to say that you are the team		
	21:17 lead of approximately 900 people at Uber?		
	21:18 A. Correct.		
22:04 - 22:10	Hazelbaker, Jill 2025-06-17	00:00:15	HJ_v7p.6
	22:04 Q. Are you one of the senior advisors to the		
	22:05 CEO of Uber?		
	22:06 A. I'm a senior executive at the company on		
	22:07 the management team.		
	22:08 Q. And so, in that respect, are you one of		
	22:09 the senior people that advises directly to the CEO?		
	22:10 A. Yes.		
22:22 - 22:25	Hazelbaker, Jill 2025-06-17	00:00:09	HJ_v7p.7
	22:22 Q. And it's true that you have direct access		
	22:23 to the CEO whenever you see fit to contact him. Is		
	22:24 that right?		
	22:25 A. I report directly to him, yes.		
23:01 - 23:04	Hazelbaker, Jill 2025-06-17	00:00:08	HJ_v7p.8
	23:01 Q. And I think you alluded to, but you're a		
	23:02 member of the -- what's called the "Executive		
	23:03 Leadership Team" at Uber. Is that right?		
	23:04 A. Yes.		
31:02 - 31:05	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:09	HJ_v7p.9
	31:02 What was your understanding of what your role (edited)		
	31:03 would be when you arrived at Uber?		
	31:04 A. I was running public policy and		
	31:05 communications for the Americas.		
31:21 - 31:23	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:07	HJ_v7p.10
	31:21 Q. And this exhibit identifies particular		
	31:22 functions or roles that you would serve. Correct?		

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DESIGNATION	SOURCE	DURATION	ID
	31:23 A. Yes.		
32:18 - 32:21	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:07	HJ_v7p.11
	32:18 you (edited)		
	32:19 were assigned to develop, for example, the strategic		
	32:20 communication plans for key executives. Is that		
	32:21 right?		
32:22 - 32:22	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:01	HJ_v7p.12
	32:22 A. Yes.		
33:11 - 33:23	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:21	HJ_v7p.13
	33:11 Q. And next on the list, we see you (edited)		
	33:12 were assigned the task of developing and pushing		
	33:13 high-level narratives as feature of cover stories.		
	33:14 A. Yes.		
	33:15 Q. And then the next sentence:		
	33:16 We need a well thought		
	33:17 through series of stories to		
	33:18 address cultural concerns about		
	33:19 the company, in particular		
	33:20 about women.		
	33:21 Do you see where I'm referring in the		
	33:22 document?		
	33:23 A. I -- yes.		
38:11 - 38:13	Hazelbaker, Jill 2025-06-17	00:00:06	HJ_v7p.14
	38:11 Q. And as to the marketing team's budget, are		
	38:12 you the person responsible for setting that budget?		
	38:13 A. Yes.		
39:01 - 39:06	Hazelbaker, Jill 2025-06-17	00:00:16	HJ_v7p.15
	39:01 What is Uber's annual marketing budget, for example,		
	39:02 2025?		
	39:03 A. Close to 2 billion.		
	39:04 Q. And has that number held relatively		
	39:05 constant for the last five years?		
	39:06 A. It's been flat to down-ish.		
41:04 - 41:10	Hazelbaker, Jill 2025-06-17	00:00:17	HJ_v7p.16
	41:04 Q. One of your primary goals in leading the		
	41:05 policy communications and marketing teams is to		
	41:06 ensure that you speak to customers, earners,		
	41:07 policymakers, and the press with one voice. Is that		
	41:08 right?		

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DESIGNATION	SOURCE	DURATION	ID
	41:09 A. Yes. We try to speak as consistently as possible.		
41:14 - 41:21	Hazelbaker, Jill 2025-06-17	00:00:17	HJ_v7p.17
	41:14 One of the topics of which you speak as consistently as possible is on the topic of Uber's reputation. Is that right?		
	41:15		
	41:16		
	41:17 A. Yes.		
	41:18 Q. And it's important to maintain Uber's reputation. Is that right?		
	41:19		
	41:20 A. Yes. A positive reputation is important to our overall business.		
	41:21		
41:22 - 42:03	Hazelbaker, Jill 2025-06-17	00:00:19	HJ_v7p.18
	41:22 Q. And a positive reputation is important to your overall growth. Is that right?		
	41:23		
	41:24 A. Sure. I would posit that you can't have a positive reputation unless you have positive substance.		
	41:25		
	42:01		
	42:02 And so, we need to make sure that what we are delivering to our customers is strong.		
	42:03		
43:18 - 43:21	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:11	HJ_v7p.19
	43:18 Q. All right. And do you recognize Exhibit 1171 as your 2018 H2 Plan that was sent to your team members?		
	43:19		
	43:20		
	43:21 A. I do.		
50:04 - 50:08	Hazelbaker, Jill 2025-06-17	00:00:10	HJ_v7p.20
	50:04 Q. If we turn -- direct our attention to the second page of the document, there's a heading "Recommendations to Improve the Media Environment." Do you see that?		
	50:05		
	50:06		
	50:07		
	50:08 A. I do.		
51:11 - 51:19	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:22	HJ_v7p.21
	51:11 Q. And at that time, Uber's (edited) reputation was at an all-time low in 2017. Right?		
	51:12		
	51:13 A. Correct.		
	51:14 Q. And it was important to turn around its reputation at that time. Correct?		
	51:15		
	51:16 A. It was.		
	51:17 And I'm detailing that we should obviously have a change in leadership as the first bullet,		
	51:18		

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DESIGNATION	SOURCE	DURATION	ID
	51:19 which I believe we had by August of 2018.		
51:20 - 52:21	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:01:13	HJ_v7p.22
	51:20 Q. Was that your idea? Were you the		
	51:21 originator of that idea?		
	51:22 A. I'm certain that I was not.		
	51:23 Q. All right. But were you a proponent of		
	51:24 the idea?		
	51:25 A. I felt that Travis needed to step back.		
	52:01 Perhaps there would have been a way for		
	52:02 him to have some position at the company, but his		
	52:03 leadership at that time was obviously highly		
	52:04 problematic.		
	52:05 Q. One of the ways in which Travis Kalanick's		
	52:06 leadership was highly problematic was on the issue		
	52:07 of Uber's response to incidents of sexual assault		
	52:08 and sexual misconduct on the platform. Is that		
	52:09 right?		
	52:10 A. I wouldn't be the person to comment on		
	52:11 whether Travis was -- was the reason that there were		
	52:12 safety issues. He was obviously a part of it, but		
	52:13 there were other issues at that point in time.		
	52:14 Q. And when you're describing other issues		
	52:15 that were obviously highly problematic, what do you		
	52:16 mean?		
	52:17 A. We had growth challenges. We had future		
	52:18 of work challenges. We had organizational		
	52:19 challenges. We had cultural challenges that were --		
	52:20 I think I'm chronicling a number of them in this		
	52:21 document.		
53:10 - 53:16	Hazelbaker, Jill 2025-06-17	00:00:23	HJ_v7p.23
	53:10 Would you agree that Uber was facing		
	53:11 active reputational challenges relating to sexual		
	53:12 misconduct back in 2017?		
	53:13 A. I would agree that -- that Uber was a new		
	53:14 and novel technology, and the idea that getting into		
	53:15 a car with a stranger certainly raised the issue of		
	53:16 safety broadly.		
53:17 - 53:24	Hazelbaker, Jill 2025-06-17	00:00:17	HJ_v7p.24
	53:17 Q. But are you not willing to agree that Uber		
	53:18 was facing active reputational challenges relating		

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DESIGNATION	SOURCE	DURATION	ID
	53:19 to sexual misconduct?		
	53:20 A. There were certainly headlines related to		
	53:21 sexual misconduct.		
	53:22 Q. And those headlines threatened Uber's		
	53:23 reputation. Correct?		
	53:24 A. Yes.		
56:22 - 56:25	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:09	HJ_v7p.25
	56:22 Q. Do you still feel that Uber's reputation		
	56:23 continues to be a thorn in its side?		
	56:24 A. I don't. I think our reputation is an		
	56:25 asset today.		
109:06 - 109:15	Hazelbaker, Jill 2025-06-17	00:00:21	HJ_v7p.26
	109:06 Q. Do you recall that Uber was facing		
	109:07 pressure in 2017 to release the number of incidents		
	109:08 that occurred on the platform?		
	109:09 A. I don't.		
	109:10 Q. And by "incidents," I mean incidents of		
	109:11 sexual assault or sexual misconduct.		
	109:12 A. I don't recall that being a specific		
	109:13 issue.		
	109:14 (Whereupon, MDL Plaintiffs Exhibit 1176		
	109:15 was marked for identification.)		
109:23 - 110:01	Hazelbaker, Jill 2025-06-17	00:00:16	HJ_v7p.27
	109:23 Q. Do you recognize Exhibit 1176 as an email		
	109:24 exchange of which you're part from July 10 and		
	109:25 July 11, 2017?		
	110:01 A. I do.		
110:05 - 110:08	Hazelbaker, Jill 2025-06-17	00:00:05	HJ_v7p.28
	110:05 Q. And the email originates from Brooke		
	110:06 Anderson. And she was a member of your team at that		
	110:07 point. Is that true?		
	110:08 A. Yes.		
111:01 - 111:07	Hazelbaker, Jill 2025-06-17	00:00:11	HJ_v7p.29
	111:01 Q. All right. And she reports -- we see		
	111:02 that, on "Current Safety Status," she reports that:		
	111:03 Incidents continue to be		
	111:04 relentless.		
	111:05 Is that correct? At the beginning of the		
	111:06 second page.		

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DESIGNATION	SOURCE	DURATION	ID
112:15 - 112:18	111:07 A. That is what she's reporting. Hazelbaker, Jill 2025-06-17	00:00:06	HJ_v7p.30
	112:15 And then she goes on to refer to a "Safety 112:16 Moment" when the new CEO arrives. 112:17 Do you see that? 112:18 A. Yes.		
113:19 - 114:04	Hazelbaker, Jill 2025-06-17	00:00:18	HJ_v7p.31
	113:19 Q. And one concept that she identifies (edited) 113:20 is what's at the bottom of the page, No. 5, a 113:21 "Safety Report." Do you see that? 113:22 A. I do. 113:23 Q. And the safety report she describes: 113:24 Longer term I believe 113:25 there's a very strong case to 114:01 publicly report some high-level 114:02 incident data. 114:03 Do you see that? 114:04 A. I do.		
153:25 - 154:17	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:38	HJ_v7p.32
	153:25 Q. You testified at the beginning of your 154:01 deposition that you believe that sunshine was the 154:02 best disinfectant. Correct? 154:03 A. Correct. 154:04 Q. And you believe that information that Uber 154:05 conveys to the public, including riders, should be 154:06 true and accurate. Correct? 154:07 A. Correct. 154:08 Q. All right. And if Uber becomes aware of 154:09 information through its analysis of data, do you 154:10 believe Uber should then convey that information so 154:11 people can make informed decisions about whether to 154:12 ride in an Uber? 154:13 A. Yes. And I have no reason to believe that 154:14 we ultimately didn't do that. 154:15 Q. You believe that Uber has advised people 154:16 that there are risks associated with the time of day 154:17 and day of week?		
154:20 - 154:21	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:07	HJ_v7p.33
	154:20 A. I have certainly, in conversations, talked		

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DESIGNATION	SOURCE	DURATION	ID
	154:21 to reporters about bar hours, as an example.		
154:22 - 155:03	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:16	HJ_v7p.34
	154:22 Q. What have you told the reporters?		
	154:23 A. That they're -- you know, in -- when we've		
	154:24 discussed safety incidents in the -- in years past,		
	154:25 I remember having conversations about, you know,		
	155:01 seeing a higher instance when alcohol may have been		
	155:02 involved, which would typically be bar weekend		
	155:03 hours.		
155:04 - 155:14	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:33	HJ_v7p.35
	155:04 Q. And has Uber set out to advise passengers		
	155:05 or riders in Uber that there's an association in the		
	155:06 time of day, day of week?		
	155:07 A. I'm not sure what -- you know, what our		
	155:08 safety team may have -- may or may not have done.		
	155:09 But I don't recall that being -- I don't		
	155:10 recall that being something that we intentionally		
	155:11 left out, because I myself have had conversations		
	155:12 with reporters about that topic.		
	155:13 Q. Would it be information that you think		
	155:14 would be important for Uber to tell riders?		
155:18 - 155:22	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:07	HJ_v7p.36
	155:18 A. That bar hours or alcohol being involved		
	155:19 in a trip could inherently make it potentially less		
	155:20 safe?		
	155:21 Q. Correct.		
	155:22 A. Yes.		
197:15 - 197:17	Hazelbaker, Jill 2025-06-17	00:00:10	HJ_v7p.37
	197:15 Q. I want to spend a little bit of time		
	197:16 discussing the topic of background checks.		
	197:17 A. Sure.		
197:18 - 198:17	Hazelbaker, Jill 2025-06-17	00:01:01	HJ_v7p.38
	197:18 Q. Would you agree with me that it's		
	197:19 appropriate and important for Uber to conduct		
	197:20 thorough background checks of its riders?		
	197:21 A. Absolutely.		
	197:22 Q. All right. And that Uber should rerun		
	197:23 background checks periodically to ensure that a		
	197:24 driver hasn't, in the interim --		

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	197:25 A. Yes.		
	198:01 Q. -- been charged with a particular crime --		
	198:02 A. Yes.		
	198:03 Q. -- for example?		
	198:04 Do you agree that it's important for Uber		
	198:05 to conduct lifetime lookbacks in background checks?		
	198:06 A. For -- for heinous crimes, for some --		
	198:07 some subset of crime, yes.		
	198:08 Q. Including sexual assaults?		
	198:09 A. Yes.		
	198:10 Q. There was a time that Uber wasn't willing		
	198:11 to spend that money to conduct the lifetime		
	198:12 lookbacks on the annual reruns. Is that right?		
	198:13 A. I don't think that's accurate.		
	198:14 Or, well -- lifetime lookbacks for heinous		
	198:15 crimes?		
	198:16 Q. Correct.		
	198:17 A. I don't think that's accurate.		
214:05 - 214:08	Hazelbaker, Jill 2025-06-17	00:00:13	HJ_v7p.39
	214:05 Q. All right. This email discusses also the		
	214:06 topic of checking international databases. We see		
	214:07 your referencing that at the top of the first page		
	214:08 of the email exchange.		
214:09 - 215:03	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:42	HJ_v7p.40
	214:09 You identify the databases, Office of		
	214:10 Foreign Asset Control, FBI Most Wanted, Interpol,		
	214:11 and Specially Designated Nationals and Blocked		
	214:12 Persons List. Correct?		
	214:13 A. Yes.		
	214:14 Q. But then you say:		
	214:15 We do not go into non-US		
	214:16 countries to pull records due		
	214:17 to the complexity and lack of		
	214:18 consistency in the way records		
	214:19 are accessed in different		
	214:20 countries.		
	214:21 Right?		
	214:22 A. Correct. What that means is that,		
	214:23 obviously, some countries' court records may not be		
	214:24 as easily accessible or as accurate.		

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DESIGNATION	SOURCE	DURATION	ID
	214:25 So we're relying on the entities that I 215:01 described above: FBI Most Wanted, Interpol, Office 215:02 of Foreign Asset Control, and specifically 215:03 Designated Nationals and Blocked Persons List.		
215:04 - 215:10	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:21	HJ_v7p.41
	215:04 Q. Isn't it true that many of the Uber 215:05 drivers are immigrants coming from other countries? 215:06 A. Yes. 215:07 Q. And that Uber has limited information 215:08 available to it to determine whether these 215:09 new-to-the-U.S. drivers have any incidents in their 215:10 background?		
215:13 - 216:02	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:35	HJ_v7p.42
	215:13 A. Again, I wouldn't be the person to ask 215:14 about that. 215:15 I don't think that's accurate. We would 215:16 put them through the same background check process 215:17 that we would any driver, which I think is quite 215:18 robust and thorough. 215:19 And we would also be checking the -- those 215:20 databases that I described above. 215:21 Q. You tell, though, Mr. Harford that you 215:22 don't go into the non-U.S. countries to pull 215:23 records. 215:24 So you don't -- Uber doesn't know the 215:25 history of these drivers in the U.S. by pulling 216:01 records directly from those countries. True? 216:02 A. Gus --		
216:05 - 216:08	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:08	HJ_v7p.43
	216:05 A. Gus would be much better placed to answer 216:06 questions on what we know and don't know. 216:07 I'm sure there are other signals we look 216:08 at, but that's not what I do at Uber.		
222:17 - 222:24	Hazelbaker, Jill 2025-06-17	00:00:19	HJ_v7p.44
	222:17 Q. We've been talking specifically about the 222:18 issue of background checks on drivers, and I want to 222:19 back out of that for a minute and just talk about 222:20 overall driver onboarding and its relation to making 222:21 sure there's an adequate supply of drivers, or		

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DESIGNATION	SOURCE	DURATION	ID
	222:22 earners.		
	222:23 Are you with me?		
	222:24 A. Sure.		
223:07 - 223:10	Hazelbaker, Jill 2025-06-17	00:00:11	HJ_v7p.45
	223:07 Q. Do you recognize Exhibit 1187 as an email		
	223:08 exchange between yourself and Brooke Anderson dated		
	223:09 May 29, 2019?		
	223:10 A. I do.		
224:17 - 227:01	Hazelbaker, Jill 2025-06-17	00:01:51	HJ_v7p.46
	224:17 You say:		
	224:18 We have serious concerns		
	224:19 within Customer Support		
	224:20 (tweeting the "N" word at a		
	224:21 troll and failing to respond to		
	224:22 thousands of customers on		
	224:23 social media unless the		
	224:24 customer proactively tags a		
	224:25 customer support handle) that		
	225:01 continue to create reputational		
	225:02 risk, a discussion you simply		
	225:03 cannot have with Barney because		
	225:04 he's so defensive of Troy.		
	225:05 And by "Barney," you mean, again,		
	225:06 Mr. Harford, who's the chief operations officer?		
	225:07 A. Correct.		
	225:08 Q. And who's Troy?		
	225:09 A. Troy works for -- for Gus on customer		
	225:10 support.		
	225:11 Q. And you say:		
	225:12 Within Safety and Product,		
	225:13 despite Gus's herculean work,		
	225:14 the driver onboarding process		
	225:15 is fundamentally broken.		
	225:16 Witness last week, when CNN ran		
	225:17 a package detailing how more		
	225:18 than a thousand fraudsters are		
	225:19 creating fake photos and fake		
	225:20 doc -- false documents, and		
	225:21 still passing our background		
	225:22 checks, meaning potentially		

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DESIGNATION	SOURCE	DURATION	ID
	225:23 dangerous individuals are		
	225:24 driving on our platform.		
	225:25 Do you see that?		
	226:01 A. Yes.		
	226:02 Q. Okay. And then it looks like Brooke takes		
	226:03 what you drafted, and then she updates it with a few		
	226:04 tweaks for accuracy. Is that --		
	226:05 A. So I think --		
	226:06 Q. -- correct?		
	226:07 A. -- something different is happening here.		
	226:08 So I think Brooke called me and said,		
	226:09 there's something going on with CNN. Will you raise		
	226:10 this to Dara?		
	226:11 Because she's having a hard time talking		
	226:12 to Barney about it because he's being defensive;		
	226:13 Troy.		
	226:14 So she has drafted something -- or told me		
	226:15 about this, which I've then taken a stab at		
	226:16 drafting. I clearly didn't get it quite right.		
	226:17 She's then saying, okay, here's an update		
	226:18 with tweaks for accuracy. She redrafts it for me,		
	226:19 and I assume that I shipped it to Dara or to someone		
	226:20 else.		
	226:21 But this is her trying to use me to --		
	226:22 Q. Sure.		
	226:23 A. -- to lobby for a better outcome.		
	226:24 Q. Sure.		
	226:25 A. And she, you know, is an expert on this		
	227:01 stuff.		
227:02 - 228:16	Hazelbaker, Jill 2025-06-17	00:01:15	HJ_v7p.47
	227:02 Q. So she updates it for accuracy. The --		
	227:03 A. Correct.		
	227:04 Q. -- the specific tweaks don't matter for		
	227:05 this purpose.		
	227:06 And then she goes on to explain to you --		
	227:07 below:		
	227:08 Two things for you to		
	227:09 note: 1) We believe the		
	227:10 underlying issue behind the		
	227:11 driver fraud stuff is that		

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DESIGNATION	SOURCE	DURATION	ID
	227:12 people in charge of driver		
	227:13 onboarding compliance are in		
	227:14 the driver product org and thus		
	227:15 accountable to growth -		
	227:16 separate and apart from safety.		
	227:17 Big gap.		
	227:18 And you agree. You say:		
	227:19 Yep - same problem as		
	227:20 always		
	227:21 even worse		
	227:22 Correct?		
	227:23 A. I don't know what I'm saying, "even		
	227:24 worse," here. But, yeah, same -- I'm saying that I		
	227:25 think safety should be separate from growth.		
	228:01 Q. But they weren't separate. Correct?		
	228:02 A. I don't think so, at that point.		
	228:03 I'm not exactly sure, to be honest. I		
	228:04 think there was some onboarding that was happening		
	228:05 within safety. But clearly, some happening within		
	228:06 product as well.		
	228:07 And I don't mean to demean the product		
	228:08 people. This is probably being too hard on them.		
	228:09 They obviously cared about safety as well.		
	228:10 But I think the appropriate org structure		
	228:11 is what we have today, which is separate and apart		
	228:12 from growth teams.		
	228:13 Q. At the time, driver product or -- meaning		
	228:14 the people responsible for onboarding drivers --		
	228:15 were accountable to growth. Is that accurate?		
	228:16 A. Correct.		
299:13 - 299:16	Hazelbaker, Jill 2025-06-17	00:00:05	HJ_v7p.48
	299:13 Q. Good afternoon, Ms. Hazelbaker. How are		
	299:14 you doing?		
	299:15 A. I'm fine, thank you. How are you?		
	299:16 Q. Great. I'm doing well.		
302:01 - 302:12	Hazelbaker, Jill 2025-06-17	00:00:28	HJ_v7p.49
	302:01 we just met for the first time this (edited)		
	302:02 morning, and this is the first time I'm talking to		
	302:03 you today. Right?		
	302:04 A. Yes.		

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DESIGNATION	SOURCE	DURATION	ID
	302:05 Q. I will tell you, I wouldn't normally ask		
	302:06 this of a person I just met, but, in your work at		
	302:07 Uber, you've made a lot of money. Right?		
	302:08 A. Yes.		
	302:09 Q. In fact, just in the last six years,		
	302:10 you've made over \$59.5 million in compensation.		
	302:11 Correct?		
	302:12 A. Yes.		
302:20 - 302:23	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:13	HJ_v7p.50
	302:20 Q. Ms. Hazelbaker, I've just handed you a		
	302:21 document that's been labeled Exhibit 4400. It's a		
	302:22 summary of your compensation from 2019 through 2024,		
	302:23 so it doesn't include anything from this year.		
305:01 - 305:20	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:42	HJ_v7p.51
	305:01 -- can you (edited)		
	305:02 give an estimate as to what you made from 2015 to		
	305:03 2018?		
	305:04 A. I'd have to go back and look at it. I		
	305:05 mean, it'd be roughly in line with what's described		
	305:06 here.		
	305:07 Q. Okay. So what's shown here is, you'll		
	305:08 agree, an average of just under \$10 million a year.		
	305:09 So you think it was another \$10 million a		
	305:10 year for those other three years?		
	305:11 A. Sounds about right.		
	305:12 Q. Okay. So we can safely say, roughly, in		
	305:13 the nine years -- not including this year, 2025, but		
	305:14 in the nine years prior, the nine years that you've		
	305:15 worked at Uber, you made about \$90 million. Is that		
	305:16 fair?		
	305:17 A. Sounds about right.		
	305:18 Q. Okay. You still hold eight figures' worth		
	305:19 of Uber stock. Correct?		
	305:20 A. Yes.		
306:20 - 307:01	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:16	HJ_v7p.52
	306:20 Q. But obviously, a lot of your (edited)		
	306:21 compensation is stock-based. Right?		
	306:22 A. As is typical of most technology		
	306:23 executives, yes.		
	306:24 Q. Right. And certainly, you understand that		

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DESIGNATION	SOURCE	DURATION	ID
	306:25 stories about sexual violence can cause Uber stock 307:01 to drop?		
307:03 - 307:12	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:28	HJ_v7p.53
	307:03 A. It's certainly possible, though I would 307:04 say that, from an investor relations' perspective, 307:05 what I see more frequently is that stories about 307:06 our -- our growth is what really impacts the -- 307:07 stories about our growth, stories about autonomous 307:08 technology, are what really impact the stock price. 307:09 I'm not saying that safety isn't or 307:10 shouldn't be important to investors. I'm just 307:11 saying that, in my experience, it hasn't necessarily 307:12 been the top priority for investors.		
312:10 - 312:17	Hazelbaker, Jill 2025-06-17	00:00:14	HJ_v7p.54
	312:10 Q. Okay. So do you have any idea how many 312:11 people have been sexually assaulted in connection 312:12 with using Uber, since you've been at Uber? 312:13 A. I don't. 312:14 Q. So from 2015 to 2025? 312:15 A. I don't. 312:16 Q. No idea? 312:17 A. I don't.		
354:21 - 354:23	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:13	HJ_v7p.55
	354:21 Q. Ms. Hazelbaker, you've been handed a 354:22 document that's marked as Exhibit 4406. 354:23 It's a series of emails. Correct?		
354:24 - 355:09	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:20	HJ_v7p.56
	354:24 A. Yes. 354:25 Q. And it begins from Laura Strickler, who's 355:01 an investigative producer for CBS News. Correct? 355:02 A. I can't recall who Laura Strickler is. 355:03 But, yes, if that's -- oh, it says -- 355:04 Q. That's what her -- 355:05 A. -- down below -- 355:06 Q. -- email signature -- 355:07 A. -- yes. 355:08 Q. -- says. Right? 355:09 A. Yes.		
355:10 - 355:15	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:09	HJ_v7p.57

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DESIGNATION	SOURCE	DURATION	ID
	355:10 Q. And it looks like it was sent to -- first 355:11 to Niki Christoff. Do you know Niki Christoff is? 355:12 A. Yes. 355:13 Q. Niki Christoff is not still at Uber 355:14 anymore. Correct? 355:15 A. No.		HJ_v7p.57
355:21 - 356:20	Hazelbaker, Jill 2025-06-17 - PIP MP4 355:21 And what she does is copy you and Dorothy 355:22 in to say: 355:23 This is an Emmy winning -- 355:24 Emmy-award winning 355:25 investigative reporter. We 356:01 heard she was calling last week 356:02 to incident response centers, 356:03 and I asked her if I could 356:04 help. She didn't give me any 356:05 indication about the topic, and 356:06 now this. 356:07 Right? 356:08 A. Yes. 356:09 Q. And "this" being: 356:10 We've learned of 356:11 10 incidents around the country 356:12 where Uber drivers have been 356:13 charged in court with sexual 356:14 assault of passengers starting 356:15 in January 1, 2014 through the 356:16 present. We need a response 356:17 from Uber about these 356:18 incidents. 356:19 Right? 356:20 A. Correct.	00:00:35	HJ_v7p.58
400:24 - 401:01	Hazelbaker, Jill 2025-06-17 - PIP MP4 400:24 Q. And you were asked a little bit about the 400:25 money that you make working at Uber. 401:01 A. Yes.	00:00:05	HJ_v7p.59
401:04 - 401:10	Hazelbaker, Jill 2025-06-17 - PIP MP4 401:04 Q. Do you work at Uber for the money, 401:05 Ms. Hazelbaker? 401:06 A. No. There are, fortunately, a lot of	00:00:14	HJ_v7p.60

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DESIGNATION	SOURCE	DURATION	ID
	401:07 places where I can make a lot of money.		
	401:08 I work here because I find the work is		
	401:09 interesting, and the impact we have in the world is		
	401:10 important.		
401:22 - 402:07	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:28	HJ_v7p.61
	401:22 Q. Okay. Have you ever taken any action in		
	401:23 your role at Uber to compromise safety in the		
	401:24 interest of earning more money for yourself?		
	401:25 A. Of course not. I would never do anything		
	402:01 that would compromise my own integrity.		
	402:02 Q. Has safety been something that the company		
	402:03 has worked on over the time that you've been an		
	402:04 executive there?		
	402:05 A. Absolutely.		
	402:06 Q. Tell us a little bit about that from your		
	402:07 perspective.		
402:09 - 403:05	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:01:02	HJ_v7p.62
	402:09 A. The company has been on, as we've		
	402:10 discussed today, quite a journey.		
	402:11 And from the early days where, obviously,		
	402:12 there were things that we -- we needed to work on		
	402:13 and systems that we needed to shore up.		
	402:14 When Dara arrived, we invested in our		
	402:15 safety products and our technology and our features.		
	402:16 In fact, we shipped more product in the five years		
	402:17 that followed than we had during my tenure at the		
	402:18 company.		
	402:19 And so, you know, we really took this --		
	402:20 this duty to our customers seriously. And that's		
	402:21 not to say that we didn't in the early days, but we		
	402:22 had learned more. We did -- we'd grown as a		
	402:23 company. We'd evolved. We had executives with		
	402:24 expertise and experience to really take things to		
	402:25 the next level.		
	403:01 And I'm unbelievably proud of the work		
	403:02 that we have done in this area. I think we lead --		
	403:03 we lead the industry. We're recognized by third		
	403:04 parties and advocates all over the world for our		
	403:05 commitment here.		
403:06 - 403:09	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:12	HJ_v7p.63

HJ_v7p - HAZELBAKER, JILL - v07p_As-Played in Court 01/14/2026

DESIGNATION	SOURCE	DURATION	ID
	403:06 Q. There has been a suggestion in this 403:07 lawsuit that Uber cares more about its reputation 403:08 than it does about the safety of its drivers and its 403:09 riders. From your perspective, is that true?		HJ_v7p.63
403:14 - 403:23	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:25	HJ_v7p.64
	403:14 A. I think it's -- I think it's demonstrably 403:15 false, as you can see from the number of the 403:16 documents that we reviewed today. 403:17 I talk repeatedly about substance over 403:18 spin. I talk about the need to have intellectually 403:19 rigorous arguments, that -- that we can communicate 403:20 to the world. 403:21 And, you know, the substance has to be 403:22 strong in order for -- for it to land with the 403:23 public.		
406:11 - 407:08	Hazelbaker, Jill 2025-06-17	00:00:56	HJ_v7p.65
	406:11 Q. You were asked some questions today about 406:12 something called a "safety report." Do you remember 406:13 those questions? 406:14 A. I do. 406:15 Q. Okay. And just tell us, in a nutshell, 406:16 what is Uber's safety report? 406:17 A. It's a document where we categorize 406:18 different incidents that would happen on the 406:19 platform. Things like vehicle fatalities, sexual 406:20 assaults, as we've talked about here today, and we 406:21 talk about some of our safety practices and policies 406:22 as well. 406:23 Q. You were shown a document earlier today 406:24 Exhibit 1178, that referred to this safety report as 406:25 a "bombshell report." Do you recall that 407:01 questioning? 407:02 A. I do. 407:03 Q. And what did you understand that to mean? 407:04 A. I understood -- what did I -- what did I 407:05 understand the document to mean? 407:06 Q. Yeah. Have you heard the safety report 407:07 referred to in documents as a bombshell or important 407:08 or explosive report?		
407:11 - 408:07	Hazelbaker, Jill 2025-06-17	00:00:56	HJ_v7p.66

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DESIGNATION	SOURCE	DURATION	ID
	407:11 A. I think people -- you know, there was a 407:12 view that this was a significant moment for the 407:13 company and that it was likely to lead to some 407:14 negative press. 407:15 Q. And did you -- in your position in 407:16 marketing and communications, did you understand 407:17 that releasing this safety data could lead to 407:18 negative press for the company? 407:19 A. Absolutely. But I was a proponent and 407:20 advocate of it from the very beginning because, as I 407:21 testified earlier, I felt it was very important for 407:22 the company to shine a light on very serious things 407:23 that had happened on the platform so that we could 407:24 marshal all of our energy and resources to build 407:25 better products, more features, and more technology. 408:01 And I also knew that if we had an 408:02 annual -- or a regular, I should say, because it 408:03 wasn't always an annual -- regular report, that it 408:04 would, that our teams would be empowered to do even 408:05 more because they knew that this was coming, and we 408:06 wanted to drive the incidents down with every 408:07 report.		HJ_v7p.66
408:16 - 408:21	Hazelbaker, Jill 2025-06-17	00:00:10	HJ_v7p.67
	408:16 Q. Okay. But if you were in marketing and 408:17 you're in communications, why would you support 408:18 something that you knew would lead to negative press 408:19 for the company? 408:20 A. Because ultimately, I thought it would 408:21 make the company safer.		
409:05 - 409:14	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:14	HJ_v7p.68
	409:05 (Whereupon, Hazelbaker Exhibit 1 was 409:06 marked for identification.) 409:07 A. Thank you. 409:08 Q. I'm handing you what we've marked as 409:09 Hazelbaker 1. 409:10 A. Thank you. 409:11 Q. And if you take a look at the first page, 409:12 it's titled "2017-2018 US Safety Report." Do you 409:13 see that? 409:14 A. I do.		

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DESIGNATION	SOURCE	DURATION	ID
413:22 - 414:04	Hazelbaker, Jill 2025-06-17 - PIP MP4 413:22 Q. Okay. And are you the person who is the 413:23 subject matter expert at Uber on the details of 413:24 background checks? 413:25 A. No. 414:01 Q. Okay. Well, how can you communicate 414:02 information to the public about background checks if 414:03 you're not the subject matter expert? 414:04 A. I rely on the subject matter experts.	00:00:15	HJ_v7p.69
414:09 - 414:20	Hazelbaker, Jill 2025-06-17 - PIP MP4 414:09 Q. Do you recall being shown a number of 414:10 documents where you and others at Uber were 414:11 discussing something called a "lookback period"? 414:12 A. I do. 414:13 Q. And what do you understand a lookback 414:14 period to be? 414:15 A. How far back we check criminal records. 414:16 Q. Okay. And do you also recall those 414:17 documents, including discussions about whether or 414:18 not Uber does something called "an annual rerun of 414:19 criminal background checks"? 414:20 A. Correct.	00:00:28	HJ_v7p.70
415:01 - 415:25	Hazelbaker, Jill 2025-06-17 - PIP MP4 415:01 Q. Okay. I want to direct your attention to 415:02 the paragraph that begins "Our process." Do you see 415:03 that in the middle of Page 22? 415:04 A. I do. 415:05 Q. Okay. And can you read to our jurors that 415:06 paragraph, please. 415:07 A. (Reading:) 415:08 Our process also reviews 415:09 records beyond 7 years, as 415:10 allowed by law and where those 415:11 records are made available and 415:12 reported to us. If we identify 415:13 a report made at any time in a 415:14 person's history for certain 415:15 serious criminal convictions 415:16 (listed below), the driver will 415:17 be disqualified according to	00:00:47	HJ_v7p.71

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DESIGNATION	SOURCE	DURATION	ID
	415:18 our standards. These		
	415:19 convictions are as follows, and		
	415:20 include the "attempted" and		
	415:21 "conspiracy" crimes associated		
	415:22 with each.		
	415:23 Q. And is sexual assault one of the crimes		
	415:24 listed in this section?		
	415:25 A. It is.		
416:01 - 416:19	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:36	HJ_v7p.72
	416:01 Q. Okay. And if you look down in the section		
	416:02 "Yearly background reruns and ongoing screenings,"		
	416:03 what does the safety report say about whether or not		
	416:04 Uber was rerunning criminal background checks, which		
	416:05 was the subject of some of the questions you were		
	416:06 asked earlier?		
	416:07 A. It says:		
	416:08 Beyond the initial		
	416:09 screening, Uber proactively		
	416:10 reruns criminal and motor		
	416:11 vehicle checks each year. This		
	416:12 is a standard practice at Uber,		
	416:13 regardless of whether there is		
	416:14 a statute or regulation		
	416:15 requiring us to do so. This		
	416:16 helps ensure that our screening		
	416:17 standards are applied		
	416:18 consistently and continuously		
	416:19 across the country.		
416:20 - 416:23	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:17	HJ_v7p.73
	416:20 Q. Okay. Do you recall being asked questions		
	416:21 about certain factors that might lead to increased		
	416:22 reporting of alleged interpersonal conduct,		
	416:23 conflict, or safety incidents?		
416:25 - 416:25	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:00	HJ_v7p.74
	416:25 A. I do.		
417:01 - 417:10	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:21	HJ_v7p.75
	417:01 Q. Okay. And you recall questions about what		
	417:02 those factors are?		
	417:03 A. We talked about -- I do. We talked about		

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DESIGNATION	SOURCE	DURATION	ID
	417:04 alcohol. We talked about late -- late night hours.		
	417:05 You know, proximity to bars, clubs, et cetera.		
	417:06 Q. And do you recall a series of questions		
	417:07 asking, well, does Uber tell anybody about these		
	417:08 factors?		
	417:09 A. I do.		
	417:10 Q. Okay.		
417:13 - 417:15	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:09	HJ_v7p.76
	417:13 Q. And, in fact, does the safety report		
	417:14 include a discussion of some of those factors you		
	417:15 were discussing earlier today?		
417:19 - 418:13	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:40	HJ_v7p.77
	417:19 A. I believe it does, yes.		
	417:20 Q. Can I direct your attention,		
	417:21 Ms. Hazelbaker, to Page 30 of the safety report		
	417:22 we're looking at as Exhibit 1.		
	417:23 And I want to direct your attention to the		
	417:24 very top that says "Driving Change Initiative." Do		
	417:25 you see that?		
	418:01 A. I do.		
	418:02 Q. Okay. And can you read the first sentence		
	418:03 of this section to our jurors, please.		
	418:04 A. (Reading:)		
	418:05 Women experience travel		
	418:06 differently and encounter a		
	418:07 number of particular safety		
	418:08 risks that men are less likely		
	418:09 to face.		
	418:10 Q. Okay. Is that information that Uber		
	418:11 disclosed to the public in 2017-2018 Safety Report		
	418:12 that we're looking at?		
	418:13 A. It is.		
419:06 - 419:13	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:18	HJ_v7p.78
	419:06 Q. Do you recall being asked certain		
	419:07 questions about whether alcohol consumption can lead		
	419:08 to increased interpersonal conflict or allegations		
	419:09 of sexual misconduct?		
	419:10 A. I do.		
	419:11 Q. Okay. And what does the second sentence		
	419:12 of this safety report dated 2017 to 2018 say?		

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DESIGNATION	SOURCE	DURATION	ID
	419:13 A. It says --		
419:15 - 419:24	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:19	HJ_v7p.79
	419:15 A. (Reading:)		
	419:16 Alcohol has been linked to		
	419:17 increased vulnerability for		
	419:18 potential victims, and has been		
	419:19 used as a tool by offenders to		
	419:20 facilitate sexual assault.		
	419:21 Q. And is that information that Uber		
	419:22 disclosed in the document that we're looking at, the		
	419:23 2017-2018 Safety Report?		
	419:24 A. It is.		
425:13 - 425:15	Hazelbaker, Jill 2025-06-17	00:00:08	HJ_v7p.80
	425:13 Q. Okay. You were shown some chats about		
	425:14 people hating Uber. Do you recall those?		
	425:15 A. Yes.		
426:02 - 426:10	Hazelbaker, Jill 2025-06-17	00:00:20	HJ_v7p.81
	426:02 Q. During the course of the 10 years that		
	426:03 you've worked at Uber, have there been times you've		
	426:04 been frustrated with your job?		
	426:05 A. Absolutely.		
	426:06 Q. And in terms of your work communicating		
	426:07 issues regarding safety, is that a job that you've		
	426:08 completed and that's done?		
	426:09 A. Of course not. Our job with safety will		
	426:10 never be done.		
432:16 - 432:19	Hazelbaker, Jill 2025-06-17	00:00:10	HJ_v7p.82
	432:16 Q. Okay. You were also asked some questions		
	432:17 about a reach out that you got from somebody at CBS		
	432:18 News. Do you remember that?		
	432:19 A. I do.		
432:20 - 433:04	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:38	HJ_v7p.83
	432:20 Q. Okay. And let's just take a look at		
	432:21 Exhibit 4408 to orient ourselves to some of the		
	432:22 documents you were shown on this score.		
	432:23 Now, if we look at Page 2 of the document,		
	432:24 do you see a chart with the header "State," "City,"		
	432:25 "Date of Report," and "Suspect"?		
	433:01 A. Yes.		

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DESIGNATION	SOURCE	DURATION	ID
	433:02 Q. Okay. And did this provide necessary 433:03 context or information for you all to be able to 433:04 respond to these reporters' questions?		
433:07 - 433:19	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:31	HJ_v7p.84
	433:07 A. Not necessarily. I mean, obviously, as 433:08 you know, people can have the same name. And she 433:09 was giving us -- as I was complaining to David in 433:10 the back-and-forth, she was giving us a pretty tight 433:11 timeline to turn around and provide answers. 433:12 Q. And did you understand very, very serious 433:13 allegations to be made against the individuals 433:14 listed in this chart? 433:15 A. Yes. 433:16 Q. Okay. And when reporting on such serious 433:17 allegations, do you think it's important to be 433:18 truthful and accurate? 433:19 A. Of course.		
433:25 - 434:02	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:07	HJ_v7p.85
	433:25 Q. Okay. And in your correspondence with 434:01 others at CBS News, were you trying to hide data 434:02 from the public?		
434:05 - 434:20	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:42	HJ_v7p.86
	434:05 A. Never. 434:06 Q. Okay. What were you trying to do in 434:07 reaching out to other folks at CBS? 434:08 A. Trying to allow us an appropriate amount 434:09 of time to respond to the inquiries and also to make 434:10 the, I think, appropriate claims -- or appropriate 434:11 comparisons to what's happening on the Uber platform 434:12 as it relates to other forms of transportation. And 434:13 also trying to understand from the news organization 434:14 whether or not they had information that might be 434:15 useful to our investigation, e.g., did this driver 434:16 drive with Lyft? Were they deactivated before this 434:17 arrest or, you know, suggestion of criminal 434:18 activity? 434:19 And so, we're just trying to get to the 434:20 facts.		
435:09 - 435:12	Hazelbaker, Jill 2025-06-17	00:00:19	HJ_v7p.87

HJ_v7p - HAZELBAKER, JILL - v07p_As-Played in Court 01/14/2026

DESIGNATION	SOURCE	DURATION	ID
	435:09 Q. I'm showing you, Ms. Hazelbaker, what we 435:10 have marked as Exhibit 3, which I'll represent to 435:11 you appears to be an email chain contemporaneous 435:12 with what you were shown as Exhibit 4408.		HJ_v7p.87
435:13 - 435:24	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:31	HJ_v7p.88
	435:13 Do you see that? 435:14 A. I do. 435:15 Q. Okay. And you are copied in on this email 435:16 chain, correct? 435:17 A. Correct. 435:18 Q. Okay. And this -- was this an email that 435:19 you were shown under Counsel's questioning about 435:20 this CBS story? 435:21 A. Appears to be some part of that same email 435:22 chain. 435:23 Q. And just generally, today, were you shown, 435:24 a fair amount of documents?		
436:01 - 436:01	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:00	HJ_v7p.89
	436:01 A. Yes.		
436:02 - 436:03	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:05	HJ_v7p.90
	436:02 Q. Okay. And were you directed to certain 436:03 parts of many, many documents?		
436:05 - 436:05	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:00	HJ_v7p.91
	436:05 A. Yes.		
436:07 - 436:10	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:10	HJ_v7p.92
	436:07 Q. based on your experience at Uber, if (edited) 436:08 you really want to know the truth of a document, is 436:09 a good practice to look at one paragraph out of a 436:10 whole document?		
436:14 - 437:25	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:01:28	HJ_v7p.93
	436:14 A. Of course, that's part of the reason I 436:15 asked to review the entire document. 436:16 And I can see here that there are 436:17 additional pieces of that thread that were not 436:18 included in the document that I reviewed. 436:19 Q. And so, on this score about the CVS -- CBS 436:20 investigation into these drivers, to your knowledge, 436:21 did an investigation go on at Uber into what 436:22 information you and your colleagues could discover		

HJ_v7p - HAZELBAKER, JILL - v07p_As-Played in Court 01/14/2026

DESIGNATION	SOURCE	DURATION	ID
	436:23 about the drivers listed in the chart we were just		
	436:24 looking at?		
	436:25 A. Yes; because, as I testified today, we're		
	437:01 interested in getting to the truth.		
	437:02 Q. Okay. And if you look at the very first		
	437:03 page of the email we've just marked as Exhibit 3 to		
	437:04 your deposition, do you see an email from Jennifer		
	437:05 Mullin at 3:21 p.m. on May 5th?		
	437:06 A. Yes.		
	437:07 Q. Okay. And I want to direct your attention		
	437:08 to the part of the email that begins, "However."		
	437:09 Do you see that?		
	437:10 A. I do.		
	437:11 Q. And read that sentence to our jurors, if		
	437:12 you would, please.		
	437:13 A. (Reading:)		
	437:14 However, 3 of these people		
	437:15 were deactivated long before		
	437:16 they were charged with the		
	437:17 crime and so there is the		
	437:18 possibility they were NOT on		
	437:19 the platform at the time.		
	437:20 Q. Okay. And before responding to a		
	437:21 reporter's question about Uber drivers committing		
	437:22 sexual assault on an Uber platform, is this		
	437:23 information that you think is important for everyone		
	437:24 to know?		
	437:25 A. Of course.		
438:09 - 438:15	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:16	HJ_v7p.94
	438:09 Q. Can you approximate for us,		
	438:10 Ms. Hazelbaker, how many times you've corresponded		
	438:11 with the press on issues about alleged sexual		
	438:12 assault in Ubers?		
	438:13 A. Dozens, if not hundreds.		
	438:14 Q. Have you done your level best to be		
	438:15 truthful?		
438:17 - 438:17	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:01	HJ_v7p.95
	438:17 A. Of course.		
438:22 - 439:12	Hazelbaker, Jill 2025-06-17	00:00:34	HJ_v7p.96
	438:22 Q. Do you take your job at Uber seriously?		

HJ_v7p - HAZELBAKER, JILL - v07p_As-Played in Court 01/14/2026

DESIGNATION	SOURCE	DURATION	ID
	438:23 A. Incredibly.		
	438:24 Q. Do you take your responsibilities to		
	438:25 communicate on safety issues seriously?		
	439:01 A. Yes.		
	439:02 Q. Why have you stayed at Uber for the last		
	439:03 10 years?		
	439:04 A. Because I think it's a transformative		
	439:05 company. I think, as I said earlier, that the		
	439:06 issues that we get to work on are really		
	439:07 interesting.		
	439:08 I think we have an unbelievable real-world		
	439:09 impact on the people and the cities that we serve.		
	439:10 And I think that it's a company that grows. It's a		
	439:11 company that learns. And it's a company that		
	439:12 consistently strives to do better.		
456:04 - 456:15	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:25	HJ_v7p.97
	456:04 Q. Ms. Hazelbaker, you've been handed		
	456:05 Exhibit 4415. It is a Slack chat or G chat -- some		
	456:06 kind of a chat between you and Brooke Anderson --		
	456:07 also on April 30, 2018, the date of the CNN report.		
	456:08 Correct?		
	456:09 A. Yes.		
	456:10 Q. And what you write is:		
	456:11 Needs to say we are doing		
	456:12 4 billion a year.		
	456:13 Do you see that? The page ending -060		
	456:14 in --		
	456:15 A. Correct.		
457:17 - 459:08	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:01:08	HJ_v7p.98
	457:17 Q. But what she says is that:		
	457:18 Apples to apples is 2.3		
	457:19 billion over the four years.		
	457:20 Not 4 billion a year. Right?		
	457:21 A. Okay, sure.		
	457:22 Q. Okay. And now, then she goes on to say:		
	457:23 Keep in mind also that the		
	457:24 real number is much higher.		
	457:25 I'll update the statement with		
	458:01 the stat and share momentarily.		
	458:02 Right? Do you see that on Page -061?		

HJ_v7p - HAZELBAKER, JILL - v07p_As-Played in Court 01/14/2026

DESIGNATION	SOURCE	DURATION	ID
	458:03 A. I do.		
	458:04 Q. And you write:		
	458:05 why is real number higher		
	458:06 meaning unreported?		
	458:07 Right?		
	458:08 A. I see that.		
	458:09 Q. You thought that the real number was		
	458:10 higher because of unreported sexual assaults.		
	458:11 Right?		
	458:12 A. I'm speculating here, I don't know.		
	458:13 Q. Brooke writes next:		
	458:14 The number of sexual		
	458:15 assaults that have taken place		
	458:16 over four years with Uber is		
	458:17 WAY higher. gus and kate are		
	458:18 going to provide us with a		
	458:19 report for internal review for		
	458:20 the latest.		
	458:21 Right?		
	458:22 A. Okay.		
	458:23 Q. And then you ask:		
	458:24 Way higher, as in 4x, 5x?		
	458:25 Right?		
	459:01 A. Okay.		
	459:02 Q. Meaning, four or five times what CNN's		
	459:03 reporting. Right?		
	459:04 A. Okay.		
	459:05 Q. Because you really just don't have any		
	459:06 idea. Right?		
	459:07 A. Well, I'm asking a question. What's --		
	459:08 how much higher is it?		
460:03 - 460:10	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:16	HJ_v7p.99
	460:03 page ending -062 here in Exhibit 4415, Brooke says:		
	460:04 The last time we checked,		
	460:05 we're talking about -- and she		
	460:06 capitalizes it, all caps --		
	460:07 THOUSANDS of sexual assaults in		
	460:08 that time period.		
	460:09 Do you see that?		
	460:10 A. I do.		

HJ_v7p - HAZELBAKER, JILL - v07p_As-Played in Court 01/14/2026

DESIGNATION	SOURCE	DURATION	ID
461:25 - 462:06	Hazelbaker, Jill 2025-06-17 - PIP MP4 461:25 And the last time I 462:01 checked with Kate, we had about 462:02 100+ alleged rapes in the last 462:03 quarter alone -- and believe 462:04 that's just rape. 462:05 Right? 462:06 A. That's what she's saying. Yes.	00:00:13	HJ_v7p.100
465:06 - 465:12	Hazelbaker, Jill 2025-06-17 - PIP MP4 465:06 Q. Ms. Hazelbaker, you've been handed a 465:07 document marked as Exhibit 4416. This is a couple 465:08 of emails, beginning with your email called 465:09 "transparency report/safety campaign" from April 12, 465:10 2019, which is almost a year after the CNN article. 465:11 Correct? 465:12 A. Correct.	00:00:23	HJ_v7p.101
465:23 - 466:23	Hazelbaker, Jill 2025-06-17 - PIP MP4 465:23 What you write is: 465:24 Separately, I want to 465:25 ensure that we are all aligned 466:01 that this launch should not be 466:02 a consumer moment. 466:03 Do you see that? 466:04 A. I do. 466:05 Q. That's what you wrote in April of 2019 466:06 about the safety report, correct? 466:07 A. Correct. 466:08 Q. (Reading:) 466:09 While our day-of plan will 466:10 naturally include things like a 466:11 landing page and a social 466:12 strategy, my strong view is 466:13 that we want to manage consumer 466:14 attention, not invite it. 466:15 Correct? 466:16 A. Correct. 466:17 Q. (Continued reading:) 466:18 On the PR side, our goal 466:19 will be to shut down the press 466:20 cycle in 24-48 hours for a	00:00:35	HJ_v7p.102

HJ_v7p - HAZELBAKER, JILL - v07p_As-Played in Court 01/14/2026

DESIGNATION	SOURCE	DURATION	ID
	466:21 whole host of reasons....		
	466:22 Right?		
	466:23 A. Correct.		
486:13 - 486:16	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:09	HJ_v7p.103
	486:13 It's a Slack between you and Matt Kallman		
	486:14 on December 5, 2019, which is the date that the		
	486:15 safety report came out.		
	486:16 A. Okay.		
488:06 - 488:12	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:10	HJ_v7p.104
	488:06 Q. And then there's a link to a New York		
	488:07 Times article about the safety report. Correct?		
	488:08 A. Yes.		
	488:09 Q. And you write:		
	488:10 How do we feel?		
	488:11 Right?		
	488:12 A. Yes.		
488:16 - 488:25	Hazelbaker, Jill 2025-06-17 - PIP MP4	00:00:13	HJ_v7p.105
	488:16 Q. And what's your next question after that		
	488:17 to Mr. Kallman?		
	488:18 A. "How's stock in after hours."		
	488:19 Q. "How is stock in after hours." Right?		
	488:20 A. Yeah.		
	488:21 Q. Meaning Uber stock in after hours.		
	488:22 A. Yeah.		
	488:23 Q. Right?		
	488:24 And he writes down "1.2." Right?		
	488:25 A. Yeah.		

PLF Affirmative	00:22:48
DEF Counter	00:15:54
TOTAL RUN TIME	00:38:43