

Thank you, Chairwoman Maloney and distinguished members of the Committee, for taking time today to explore the injustices that have taken place within the NFL and the Washington Football Team. I'm grateful that you recognize the severity of this issue and why it's important to men & women in the workplace.

The Washington Football Team engaged in harassment and abuse, openly and without consequence, for more than 2 decades. I, personally, experienced harassment and misogyny during my 14 years with the organization, both as a cheerleader and marketing executive. I eventually left in 2011 because my work environment routinely made me feel anxious and unsafe.

The harassment and objectification of the cheerleaders was constant. Under Dan Snyder's leadership, women were used as sex objects and tools to increase sales, rather than dignified human beings.

At cheerleader auditions one year, Dan Snyder ordered the Director of the squad to parade the ladies onto the field while he and his friends gawked from his suite through binoculars. The women were directed to turn around slowly as if they were cattle being examined for sale. One of the women cried on the sidelines because she didn't understand what was happening.

The next year, we had to start an ["ambassadors" squad](#) made up of beautiful women who were not cheerleaders, but dressed to look like them. They were paraded through the suites. In later years, the men who paid for the suites were invited to come to our calendar shoots and to judge our auditions.

Over the years, it became clear that Dan Snyder & his male executives were far too interested in the cheerleaders. Eventually, Dan himself had the final say of who made the team and who got months in the calendar. Unbelievably, he requested binders of

photographs for auditions and the calendar, so that he could choose who to cut based on looks, not talent. One year he cut 10 veterans, who otherwise would have made the team based on their skill and experience, evidently because they weren't the prettiest in his opinion. It was known as the Tysons massacre. Think about this for a moment, an NFL owner who hired and fired employees based solely on their looks. Despicable.

During calendar production one year, a male executive took unedited prints off the graphics designer's desk despite my warnings to protect them. One of these compromising, full size photos was of one of the team's most loyal employees and my dear friend – she's here today. I'm still haunted by this, and at the time there was no HR department or any reporting mechanism for this abusive behavior.

While cheerleaders are rightfully proud of their skill as dancers, their athleticism, and their beauty, executives essentially treated them as a collection of toys. I recall one time the team arranged for the cheerleaders to ["wash cars"](#) in their uniforms at an event for a new sponsor. The ads for this event were completely inappropriate and displayed what appeared to be exotic dancers washing cars, not cheerleaders.

Bottom line, women were objects. We were disposable and exploited over and over. I felt compelled to come forward publicly when I read the second shocking [Post article that revealed two lewd videos](#) of the cheerleaders were secretly created. I was physically ill when I read that piece.

"The Good Bits" videos produced at the behest of Dan Snyder were secretly made from footage taken at our calendar shoots. We trusted the production team to capture footage and keep it safe. Little did we know, they were zooming in on private parts and keeping cameras rolling during costume changes. I've cried with

the women in the videos as they explained the horror of seeing themselves in what is essentially a soft-porn video, soundtracked to Dan Snyder's favorite bands. These women remain traumatized.

I stayed at the team years longer than I wanted to because I felt compelled to do what I could to protect the cheerleaders. But it was not just cheerleaders who were exploited and harassed. It was the overwhelming majority of the female employees working for the team. The culture and environment in those offices was deplorable, like a frat party run by a billionaire who knew no boundaries.

Early in my marketing role, I was invited to an "awards trip" to Aspen. I was one of two women that stayed in Dan Snyder's home. After a drunken dinner at a restaurant that included watching my boss go shot for shot with a female employee and seeing another colleague hazed to drink despite being a recovering addict, I returned to Dan Snyder's house only to be sent to my room in the basement and told to stay there. I later learned from a colleague, who was there, that it was because the men had invited prostitutes back.

I've had many sleepless nights and anxiety-ridden days the past 18 months. Reliving these events has been traumatic, but beyond this pain, there's fear. Dan Snyder rules by fear. We've seen Dan's vindictive wrath for years, such as when he nearly bankrupted the [*Washington City Paper*](#) for an unflattering article. He sent private investigators to the homes of a dozen former cheerleaders last year, and I got calls from these terrified women who didn't understand why P.I.s were showing up on their doorsteps. He [*offered hush money to a group of us*](#) in exchange for our silence last February, but we declined. This was offensive and certainly felt like intimidation and witness tampering to us.

The NFL is now complicit in this scandal. It's Commissioner, Roger Goodell, asked the investigator to give an "oral report" so we can't corroborate the victims' claims and there's nothing "official" for the public to react to – 10 months, more than 120 witnesses and nothing. Roger Goodell's claim that he was trying to protect us is outrageous and cowardly. The public optics of him caring is appalling – Goodell betrayed every woman who suffered harassment and abuse at the Washington Football Team.

Finally, I am a daughter, a sister, a wife. I am called Mommy by two amazing boys who now know what sexual harassment is. I came forward at great personal risk to try to effect change for the future. There must be transparency, so there can be true accountability. I'm here today in hopes that you will demand the NFL release the report.

Thank you, and I'm willing to answer your questions.