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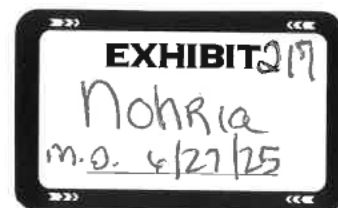
**From:** Healy, Paul  
**Sent:** Monday, November 27, 2017 2:02 PM EST  
**To:** Nohria, Nitin  
**Subject:** Votes  
**Attachments:** Promotion Votes.pptx

Nitin:

Here is the analysis of the votes. This is just a strict count of votes. I can also do percentages.

P

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# Votes for promotion cases from 2006-2017

	Unanimous	90-99%	75-89%	65-74%	Below 65%
Tenure					
Promoted	18	19	12	3	0
Denied	0	0	0	1	6
Associate					
Promoted	18	35	10	2	1
Denied	0	0	1	1	3

PRODUCED PURSUANT TO PROTECTIVE ORDER - FOR  
USE ONLY IN THIS LITIGATION

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