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**Global Compensation Guidelines Training
North America: US**

May 2013

Agenda

- Internal Transfers
    - General Principles
    - Increasing Variable Component
    - Decreasing Variable Component
- International Transfers
- Promotions
- External Hires
- Rehires
- Oracle Direct to Field Sales Specific Guidelines
- Other Feeder Group High Performer Ad Hoc Increases
- Using the Guidelines
- Appendix – International Guidelines

This is a list of types of transactions we are going to cover in this training. The training is focused on US guidelines. However at the end of the presentation, we have captured international guidelines. In the last section, we will discuss in next steps in using these guidelines.

Guidelines Background

- These guidelines are based around shared principles with regional and local variations to respect different compensation structures (e.g. pay mix versus fixed variable) and labor laws. Factors that should be considered when applying these guidelines include the organization's ability and desire to pay, budgets available, and management discretion in pay practices.

- These guidelines provide a framework to drive consistency BUT are not intended to be 100% formula driven.

- Compensation input will still be needed in complex cases to generate scenarios for the manager to review.

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These guidelines were developed by the global compensation team. The intent is to provide a framework to drive consistency but still reflect the different compensation structure and practices globally. These principles should be used to guide the business in determining career levels and salaries.

Factors that should be considered when applying these guidelines include the organization's ability and desire to pay, budgets available and management discretion in pay practices.

Guidelines Background (cont.)

- These principles should be shared within LOBs to set correct expectations.

- These guidelines were developed with our global counterparts and vetted with the approver of HR transactions of the CEO office.

- For these guidelines to be most effective, due diligence should be used in all employee transactions to be sure the employee is in the correct job family and career level.

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Internal Transfers

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Internal Transfers – General Principles

- The **starting point** for transfers should be lateral (targeting the same base salary compa-ratio in old and new roles) *(Ongoing review should be done to be sure that employees are in the correct job family and career level to prevent issues when transferring)* Internal transfers should not be used as a means to increase salaries.

- The salary for the new role should be fair and appropriate for that role and may require adjustment to employee's current mix of base and variable pay. Where transfers involve a significant change in pay mix or where local regulations prevent it, a lateral move may not be appropriate.

- The following slides outline guidelines to apply where a lateral move may not be the right outcome. Common principles apply with local and regional variation where appropriate.

Generally all transfers should be lateral. Internal transfers should not be used to increase salaries. However, the salary for the new role should be fair and appropriate and may require an adjustment to the employee's current mix of base and variable. Occasionally if the transfer will involve a significant change or where local regulations prevent it, a lateral move may not be appropriate. Use the following slides as a guide when an adjustment needs to be made.

Internal Transfers – Increasing Variable NA

When the employee's variable is increasing (either moving from Non Sales to Sales or from a Sales/PreSales role with more leverage), a transfer will likely result in a lower base salary. The following guidelines are to ensure that any reduction is reasonable. Regional differences exist, please reference the appendix for guidelines outside of North America.

North America	• Typically there will be a reduction in career level and there is a reduction in base salary • The salary of the employee(s) new to the role should be targeted at the 1st or lower second quartile.

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Example: Non-Sales to Sales

	Current	Proposed	Increase %
Job/Career Level:	Sales Operations Analyst 2	Business Development Representative 2	
Base Salary:	$▮▮▮		
Compa Ratio:	149%	?	
ATV:	0		
OTE:	$▮▮▮		

- Employee performance rating = 5
- Employee has 3 years of relevant skills

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In this example the employee is moving from Sales Ops to a Business Development role. In this case the base salary will remain the same but the employee will have $▮▮▮ of an annual variable target.

Example: Presales to Field Sales

	Current	Proposed	Increase %
Job/Career Level:	Senior Sales Consultant 3	Technology Sales Representative 2	
Base Salary:	$▮▮▮▮		
Compa Ratio:	99%	?	
ATV:	$▮▮▮		
OTE:	$▮▮▮		

- Employee performance rating = 5
- Employee has no previous field sales experience

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This employee is moving from presales to field sales. The base salary will be reduced but an annual target variable will increase as well as the On Target Earnings.

Internal Transfers – Decreasing Variable

When the employee's variable is decreasing (either moving from Sales to Non Sales or from a Sales/PreSales role with more leverage), a lateral transfer may result in a higher base salary. The following guidelines are to ensure that any change is reasonable.

North America	The new salary should be determined based on the employee's prior experience, pay levels of peers performing similar work within hiring manager's hierarchy/organization and work location

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Example: Sales to Non-Sales

	Current	Proposed	Increase %
Job/Career Level:	Business Development Representative 2 (Sales)	Business Dev Consultant 2 (Corp)	
Base Salary:	$ ▮▮▮▮		
Compa Ratio:	100%	?	
ATV:	$ ▮▮▮▮		
OTE:	$ ▮▮▮▮		

- Employee performance rating = 4
- Employee has 3 years of relevant experience

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In this example, the base salary will be increased but the employee will no longer be eligible for variable pay except for the Global Corporate Bonus.

International Transfers

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International Transfers

- To determine appropriate salaries for international transfers transferring to the same position in a new country use the employee's current compa-ratio and keep it constant in the salary range of the new country.
  - This methodology places the salary at the same position in range in the new country as in the old country
  - If employee's current compa-ratio is extremely high or extremely low it may be appropriate to use the new peer group to place the salary appropriately
  - Do not simply convert the current salary to the new currency
  - Generally this type of transfer is a lateral move with no change in job level
  - If transfer is into a completely different job family, then determine salary as if a new hire
- Compa-ratio = current salary / midpoint of salary range

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The constant compa-ratio methodology places the salary at the same position in range in the new country as in the old country.

This is the suggested method on determining an appropriate salary for transfers in the same position in a new country.

If an employee's current compa-ratio is extremely high or low it may be appropriate to adjust the new salary based on the salaries of the new peer group.

It is never appropriate to simply convert the current salary to the new currency.

If the international transfer is into a completely different job family, then determine the salary as if a new hire.

Compa-ratio is calculated by dividing the current salary by the midpoint of the salary range.

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International Transfers

- Some countries may use the same currency but the salary ranges differ because of the local labor market. Using the compa-ratio conversion methodology helps determine the appropriate base salary.

  – Salary ranges for each country are reviewed and updated as needed to reflect the local market

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Also be aware that some countries use the same currency but the salary ranges differ because of local market conditions. The compa-ratio conversion methodology helps determine an appropriate salary is this situation as well.

Salary ranges are reviewed and updated as needed to reflect the local market.

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Example: International Transfer

	Current	Proposed
Location:	Canada	US - HQ
Job/Career Level:	Software Developer 4	Software Developer 4
Base Salary:	$ ▇▇▇ CAD	
Compa Ratio:	97%	?

Compa-ratio = current salary / midpoint of salary range

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This example shows an employee transferring to HQ who is currently slightly below midpoint in their current salary range. This compa-ratio is appropriate for the employee's skills and experience so no adjustment is needed.

Example: International Transfer
Same job - Low compa-ratio

	Current	Proposed
Location:	Canada	US - HQ
Job/Career Level:	SW Developer 5	SW Developer 5
Base Salary:	$ ▮▮▮ CAD	?
Compa Ratio:	57%	

- Keeping the compa-ratio constant results in a base salary of $ ▮▮▮ (below range min)
- Employee has 12 years of SW Developer experience
- Employee performance rating = 5
- Average of new peer group = $ ▮▮▮

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This example is a Software Developer 5 transferring to HQ. The current compa-ratio is extremely low and the conversion to the HQ salary range places the new salary way below the salary range minimum. This employee is an outstanding performer. After reviewing the average salaries of the new peer group and considering the skills, experience and performance of this employee, the proposed salary was $ ▮▮▮

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Example: International Transfer
Same job - High compa-ratio

	Current	Proposed
Location:	Canada	US - HQ
Job/Career Level:	SW Sr. Manager	SW Sr. Manager
Base Salary:	$ █████ CAD	?
Compa Ratio:	129%	

- Keeping the compa-ratio constant results in a base salary of $ █████ (above range max of $ █████)
- Employee performance rating = 5
- Average of new peer group = $ █████

This example is a Software Senior Manager transferring to HQ. The current compa-ratio is high and the conversion to the HQ salary range places the new salary above the salary range maximum. This employee is an outstanding performer. After reviewing the average salaries of the new peer group and considering the skills, experience and performance of this employee, the proposed salary was $ █████

Promotions

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Promotions – General Principles

- Salary increases should be determined based on the employee's qualifications, experience, skill set, etc. compared to the new peer group.

- Salary increases may not necessarily be given on promotion or movement from the IC to the M career path.   It may be appropriate to wait to give an increase until the salary review (focal) program.

  - The M level chosen should be based on a review of the scope of position and the management experience of the candidate. For movement from the IC to the M career path, there is no correlation between career levels (e.g. IC4 does not equate to M3)
  - Review the current salary and position in new range, as well as the salaries of the employees under of the new position when determining if a salary increase is appropriate
  - In some countries and in some positions, benefits and incentive earnings may increase so a base salary adjustment may not be necessary
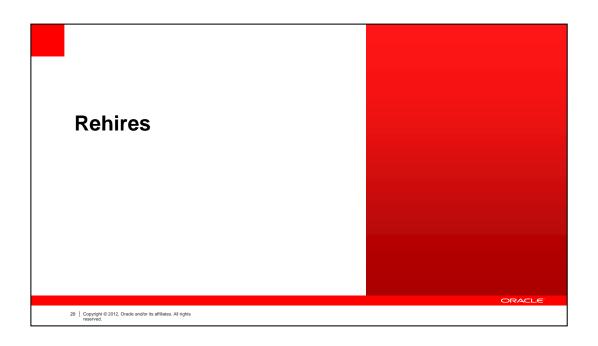
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When promoting an employee, a salary increase should be determined based on the employee's qualifications, experience, and skill set compared to the new peer group. A typical promotion increase is ███ %.

If the promotion is moving from an IC to a manager, a salary increase may not necessarily need to be given. Depending on the situation, it may be appropriate to wait to give an increase until the salary review process. In most cases we would assume that the move to a manager position includes a greater span of control and responsibility. Review the current salary and position in new range and salaries of the employees under the new position when determining if a salary increase is appropriate.

Determining the new level should be based on the scope of the position and the management experience of the candidate. There is no direct correlation between career levels on the IC and M career paths.

Rehires

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Rehires – General Principles

- Employees rejoining **within 12 months** of exit – (In some regions we can not ask for severance to be repaid but in the US we are allowed to)

  - Typically at same salary (same job function) or same compa-ratio (different job function) .
    - Same compa-ratio for different job function not used in LAD
    - Depending on the type of job function change, using the same compa-ratio may not be appropriate
      - Internet Sales Rep 3 at 120% compa-ratio coming back as Field Rep 1

  - Typically at same career level. If rejoining in a new job, new career level may differ if justified by experience gained or functional difference (typically no more than 1 level up or down).

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Employees who rejoin Oracle within 12 months of leaving the company are typically brought back at the same salary and same career level if the job function is the same.

However, using the same compa-ratio for a different job may not be appropriate depending on the country or job function.

If the job function is different it may not be appropriate to use the same compa-ratio as when they left. If rejoining in a new job, the new career may differ if justified by experience gained or a functional difference but typically the change is no more than 1 level up or down.

Please remember when hiring a former employee that in some regions we cannot ask the candidate to return severance paid.

Rehires – General Principles

- Employees rejoining **between 12 and 24 months** of exit –

  – At current salary (not previous Oracle salary).
    - As long as it is considered reasonable when considering increase the person would have received if they had stayed at Oracle,
    - Whether a promotion (based on resume) (typically ▮▮% increase) may have occurred,
    - Average pay of internal incumbents, and
    - Position in salary range
  – At same career level. If rejoining in a different job, new career level may differ if justified by experience gained or functional difference (typically no more than 1 level up or down).

- Employees rejoining **more than 24 months** after exit are treated as regular new hire
  – The guidelines above are not applicable

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Employees rejoining Oracle between 12 and 24 months of leaving should typically be brought back at their current salary not previous Oracle salary as long as it is reasonable when considering increases the person may have received if they had stayed at Oracle, whether they received a promotion, the average pay of the internal incumbents and the position in range.

Typically these former employees are brought back at the same career level unless a promotion occurred since they left or if rejoining in a different job.

Employees rejoining after more than 24 months after leaving should be treated as a regular new hire.

Rehires – Considerations

- Rehires approached by an Oracle manager to return may be treated like a new hire. These employees typically have a unique/special skill set needed by the company. No restrictions imposed on salary and job level although common sense should prevail.

- Rehires who have received severance pay from Oracle will need to return the severance payout (prorated from date of termination less two weeks) if legally permissible.

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Rehires that are recruited by us to return to Oracle because of their unique/special skill set should be treated as a regular new hire – based on skills and experience.

Rehire who have received severance pay from Oracle will need to return the severance payout if legally permissible.

Example: Rehire gone more than 24 months

	Previous	Proposed
Job/Career Level:	Financial Analyst 3	Business Analyst 4
Base Salary:	$ ▮▮▮	?

- Left in 1999 to start own business
- Has critical skills to develop customer service practices and procedures for HW Sales

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This example is a former employee who left Oracle in 1999 to start their own business. They were hired to develop customer service practices and procedures for Hardware Sales. Because the former employee left Oracle more than 10 years ago, the proposed new salary was based a salary that was appropriate for the current position, current level of experience, and peers in the new work group.

Example: Rehire within 6 months

	Previous	Proposed
Job/Career Level:	Services Renewal Representative 2	Government Security Specialist 2
Base Salary:	$ ██████	?
Plan Mix and Attainment:	65/35 - FY12 122%	

- Entire department eliminated
- Employee holds a Top Secret/SCI clearance which was required by the new position

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This example is a former employee who left Oracle in 1999 to start their own business. They were hired to develop customer service practices and procedures for Hardware Sales. Because the former employee left Oracle more than 10 years ago, the proposed new salary was based a salary that was appropriate for the current position, current level of experience, and peers in the new work group.

External Hires

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External Hires – General Principles

- Offers to external candidates should be competitive enough to attract the employee to the role while taking in to consideration their skills, experience and performance history.

- Both external equity (salary ranges) **and** internal equity (salary of existing incumbents) are key factors when determining an offer.

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External Hires – General Principles (cont.)

- The current salary of the candidate should be reviewed as part of the offer process. However, this is only one factor to be considered when determining the starting salary.

  – Experience and the **current skill set** of the candidate should be weighed more heavily in determining an offer than current base salary

- The career level should be determined based on the experience and skill set of the candidate versus how much we want to pay. If pay seems high or low in the salary range, review to be sure appropriate career level has been chosen.

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Oracle Direct to Field Sales

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US Oracle Direct to Field Sales – Salary Increase

Movements from Oracle Direct to Field Sales positions should follow the guidelines below:

CURRENT POSITION	FIELD POSITION	Guideline	
		New Base	New ATV - Standard for the Role
6910.OD ISR I	3311.ASR I 3301.TSR I 100010.HWSR I	Up to ■% base increase, recommended place in range is Q2	
6920.OD ISR II	3311.ASR I 3301.TSR I 100010.HWSR I	Up to ■% base increase, recommended place in range is Q2 to low Q3	
6930.OD ISR III	3312.ASR II 3302.TSR II 100020.HWSR II	Up to ■% base increase, recommended place in range is Q1	
6940.ISR IV	3312.ASR II 3302.TSR II 100020.HWS Rep II	Up to ■% base increase, recommended place in range is Q2	

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This slide shows details of the US Oracle Direct to Field Sales guidelines. These guidelines are effective beginning May 2013.

Other Feeder Groups

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Other Feeder Group Ad hoc Increases – General Principles

Currently there are several "feeder groups" that we invest heavily in their training and development and their market value rises rapidly exceeding typical focal budgets

- High attrition happens in these groups, especially the high performers. Our competitors then benefit from the training and experience these employees have been given
- These feeder groups currently include: New College Graduates, 1st career level consulting positions, and the Fusion Solution Center

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There are several "feeder groups" that we invest heavily in training and development and their market value rises rapidly exceeding the typical focal budgets.

High attrition may occur in these groups, especially the high performers. Our competitors then benefit from the training and experience these employees have been given.

These feeder groups currently include: New College Graduates, 1st career level consulting positions and the Fusion Solution Center.

Other Feeder Group Ad hoc Increases (cont.)

- Guidelines
  - These are not intended to be an approved program but provide managers guidance when they have a specific need in these feeder groups
  - Increases are for high performers
    – Managers may propose a promotion to reflect acquired skills toward meeting the next level job
    – Managers may propose an ad hoc salary increase if needed to retain the employee
    – Each region may determine the achievement threshold required to be eligible for an ad hoc increase

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The guidelines on this slide are not intended to be an approved program but instead provide manages guidance when there is a specific need in these feeder groups.

Using these Guidelines

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Using these Guidelines

– These guidelines are intended to help determine appropriate career levels and salaries
  - Use the guidelines when working with your management teams
  - When appropriate, please include in the justification that the proposal is "per Global Compensation Guidelines "
  - These guidelines are not intended to cover all situations but should provide enough guidance to speed transaction approval time and maintain consistency

– Please continue to contact your Compensation Consultant with any questions

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These guidelines are intended to help in determining appropriate career levels and salaries when reviewing transactions. They are not intended to cover all situations but should provide enough guidance to speed transaction approval time and maintain consistency.

As stated earlier, the CEO office has reviewed these guidelines and their input has been incorporated.

When appropriate, please include in the justification that the proposal is "per Global Compensation Guidelines"

Please remember that your compensation consultant is still available to discuss any situations

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Appendix

International Guidelines

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Internal Transfers – Increasing Variable

- When the employee's variable is increasing (either moving from Non Sales to Sales or from a Sales/PreSales role with more leverage), a lateral transfer will likely result in a lower base salary. While it is possible to reduce base in most locations (limited scope in LAD), the following guidelines are to ensure that any reduction is reasonable.

Guidelines	
APAC, EMEA	▪ If current base below new midpoint, leave unchanged. If below minimum, consider base increase to range minimum ▪ If current base pay above new midpoint, ask employee for 2 for 1 base reduction to ATV until minimum new compa-ratio of ▮. Consider a ▮ ratio for overlay/presales roles (This method can be used because pay mix is used vs. a fixed variable.) ▪ Add ATV to achieve minimum of pay mix guidelines. Max OTE increase = ▮%. Consider staged ATV increases to get to full target mix

Internal Transfer – Increasing Variable guidelines for APAC and EMEA

Internal Transfers – Increasing Variable

Latin America

- **Argentina, Brazil, Costa Rica, Mexico, and Venezuela** (Base Salary or OTE reduction **are not allowed**). Therefore -
  - When employee already has some variable component, no increase in either base or ATV to apply on transfer. ATV changes only at Focal
  - When no current variable exists, ██% of standard variable applies for first 12 months. Full variable applies after that so long as 100% quota achieved
  - If the base salary is ████████████ an increase to range minimum and a similar ATV adjustment to pay mix need to be considered. Max OTE = ██%
    - **Brazil** – this adjustment is made at the same time as the legal increase is applied

- **Chile, Colombia & Peru** (Base and OTE reduction by mutual consent only). Therefore –
  - When employee already has some variable component APAC and EMEA approach to apply
  - When no current variable exists, ██% of standard variable applies for first 12 months. Full variable applies after that so long as 100% quota achieved

- **Puerto Rico** – APAC & EMEA approach to apply

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Internal Transfer – Increasing Variable guidelines for LAD

Oracle Direct to Field Sales – Salary Increase

There are specific guidelines for movement from Oracle Direct to Field Sales positions

- US - Guidelines are based on specific job moves – acceptable increase amounts vary based on type of move and employee's profile
- Canada - new base salary increased to ██% of midpoint
- EMEA – new base salary should be in 1st quartile of new range – increase up to ██%
  - To be eligible to move to a field sales position, must have completed Field Ready Certification and have a sponsoring Field Sales Director in new LOB/country
- APAC – new base salary increased up to ██% of midpoint

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For employees moving from an Oracle Direct to a Field Sales position a base salary increase follow guidelines for each region. This slide shows a summary of the regional practices.

Oracle Direct to Field – Canada Guideline Specifics

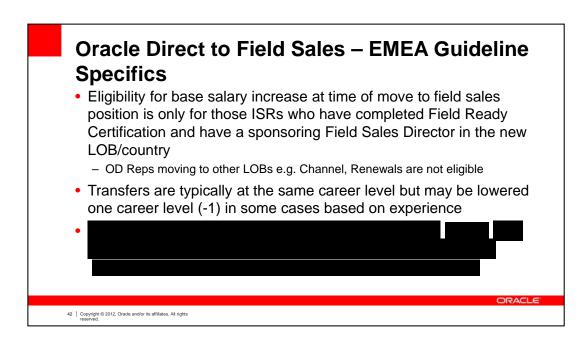| GUIDELINE	CURRENT POSITION	FIELD POSITION	Current Guideline		New Guideline		COMMENTS OR QUALIFICATION CRITERIA
			NEW BASE SALARY	NEW VARIABLE	New Base	New ATV	
Standard	6910.OD ISR I	3311.ASR I 3301.TSR I 100010.HWSR I	NTE max salary range and up to ■% Base Increase	$■ (HW: See #2 below)	Move not supported by HR: 3 grade jump		Employees transferring from OracleDirect must remain in the Field Rep I position for a minimum of 12 months.
Standard	6920.OD ISR II	3311.ASR I 3301.TSR I 100010.HWSR I			Increase must be sufficient to bring to ■% C/R in new range, but NTE an ■% C/R		
Standard	6930.OD ISR III	3311.ASR I 3301.TSR I 100010.HWSR I			Increase must be sufficient to bring to ■% C/R in new range, but NTE an ■% C/R		
Standard	6940.ISR IV	3312.ASR II 3302.TSR II 100020.HWS Rep II	None	None	Increase must be sufficient to bring to ■% C/R in new range, but NTE an ■% C/R		
NASC Career Connect	6920.OD ISR II	3312.ASR II 100020.HWSR II 3302.TSRep II	None	None	Increase must be sufficient to bring to ■% C/R but not to exceed ■% C/R (3 grade jump)		Qualification criteria: 1. OracleDirect Sales tenure (based on latest hire date for rehires) equal to or greater than 3 years (including 18 mths in current role) 2. At least 2 years (min 3 quarters in each year) of individual 100% attainment 3. Are interested in a NAS field sales role 4. Must have completed a full 12 months in their current role at the time of transfer.
NASC Career Connect	6930.OD ISR III	3312.ASR II 100020.HWSR II 3302.TSRep II	None	None	Increase must be sufficient to bring to ■% C/R in new range, but NTE an ■% C/R		
NASC Career Connect	6940.ISR IV	3316.ASR III 3303.TSR III 100030.HWSRep III	None	None	Increase must be sufficient to bring to ■% C/R in new range, but NTE an ■% C/R		

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Specific guidelines for Canada – these may change based on the guidelines recently put in to place in the US.

Oracle Direct to Field Sales – EMEA Guideline Specifics

- Eligibility for base salary increase at time of move to field sales position is only for those ISRs who have completed Field Ready Certification and have a sponsoring Field Sales Director in the new LOB/country
  - OD Reps moving to other LOBs e.g. Channel, Renewals are not eligible
- Transfers are typically at the same career level but may be lowered one career level (-1) in some cases based on experience
- ████████████████████████████████████ ████ ██ ████
  ███

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These guidelines are EMEA specific.