ORACLE

PERSONAL AND CONFIDENTIAL MEMORANDUM

Date: December 7, 2017

To: [redacted]

From: Karima Kassam, Senior Employment Practices Consultant

Subject: Investigation Results

This letter is written confirmation of the results of the salary review conducted by Human Resources on your behalf. As you know, you reported concerns regarding your compensation. You and I spoke on November 3, 2017. During our discussion, you shared that you were aware that your salary was low and out of the salary band. At that time, you requested an increase in your compensation. You also reported that you did not know if your salary was low because of your gender or some other reason.

As I indicated to you, Oracle takes these types of concerns seriously and conducted a thorough investigation of your concerns. The investigation included interviews with you, as well as interviews with other individuals including management. In addition, I reviewed various records, emails and files, including information you supplied relevant to this matter.

Based on the findings of the investigation, I found no evidence that your gender (or any inappropriate factors) played a role in decisions regarding your salary or the level of your salary, generally. The investigation revealed that there were and are several bona fide business factors contributing to the level of your salary, including job changes over the course of your tenure with the company, your position when you started with Oracle, your starting salary at Oracle, as well as budgetary constraints that impacted the ability to give annual adjustments to make larger adjustments to your salary during focal processes. Your current management is aware of your salary and has made some adjustments, including giving you above average increases over the last two years. In addition, as a result of the investigation findings, we will provide recommendations to your management and HR to continue to review your salary and consider other options available to adjust your salary, as appropriate.

Thank you for informing us of your concerns. If in the future you obtain any additional documentation or information that you believe might impact the decision made in this investigation, please let me know. The contents of this investigation are confidential, and will be disclosed only to those individuals who have a legitimate business need to know.

Also, as noted in Oracle's Employee Handbook and Code of Conduct, there will be no reprisal or retaliation for a good faith reporting of concerns.

Should you have any questions regarding this investigation, please do not hesitate to contact me or your HR Business Partner, Lisa Hanson.

EXHIBIT 103
Deponent Baxter
Date 7-3-19
Gina Carbone, CSR

Exhibit P-116