UNITED STATES DEPARTMENT OF LABOR
OFFICE OF ADMINISTRATIVE LAW JUDGES

OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS, UNITED STATES DEPARTMENT OF LABOR, Plaintiff, v. ORACLE AMERICA, INC., Defendant.	OALJ Case No. 2017-OFC-00006 OFCCP No. R00192699 **DECLARATION OF VICTORIA THRASHER IN SUPPORT OF ORACLE AMERICA, INC.'S ADDITIONAL MEMORANDUM OF POINTS AND AUTHORITIES IN SUPPORT OF DEFENDANT ORACLE'S OMNIBUS MOTION TO SEAL HEARING EXHIBITS**

I, Victoria Thrasher, declare as follows:

1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") Additional Memorandum of Points and Authorities In Support Of Oracle's Motion to Seal (hereinafter "Additional Briefing"). I have personal knowledge of the matters discussed in this declaration or, where stated, base my statements on my review of records kept in the regular course of business by Oracle. If called to testify to the information in this declaration, I could do so competently. Before signing this declaration, I read it carefully to make sure it was accurate, and it is. I was not pressured or required to sign this declaration. I am providing this declaration voluntarily.

2. I am currently Group Vice President of Human Resources – Americas for Oracle, a position I have held since 2010. Beginning in 2010, I led the HR Business, Diversity Compliance and Inclusion and Employment Practices functions covering the more than 50,000 employees who work for Oracle or affiliates in the United States or elsewhere in the Americas. On January 2, 2019, I transitioned away from responsibility for the HR Business function and assumed new responsibility for HR Communications, Organization and Talent Development, and the Oracle Women's Leadership Program, while maintaining responsibility for Diversity Compliance and Inclusions and Employment Practices. I joined Oracle in 1996 as an HR Consultant and, in 2000, became a Vice President in Human Resources.

3. Given my current and former roles and long history with Oracle, I am familiar with the workforce demographic data that Oracle maintains as confidential in its EEO-1 Reports, AAP Workforce Analyses, and Job Group Analyses, and have knowledge of the business reasons for doing so. I have reviewed Hearing Exhibits J-15, J-23, P-46, and D-40. I have also reviewed redacted versions of the same which are attached hereto as **Exhibit A** (J-15), **Exhibit B** (J-23), **Exhibit C** (P-46), and **Exhibit D** (D-40).

4. Oracle regards the redacted site-specific data contained in Exhibits J-15, J-23, P-46, and D-40 (collectively, the "Site-Specific Data") as confidential. Oracle does not publish the

Site-Specific Data anywhere, maintains this data in confidence, and does not disseminate this data to anyone, except in limited circumstances on a confidential, non-public basis to government entities as required of their public contractors.

5. The Site-Specific Data is, and will remain, confidential. I am familiar with the litigation related to the Center for Investigative Reporting's Freedom of Information Act ("FOIA") requests. The data at issue in that case was EEO-1 Consolidated Reports (Type 2) from various companies. Such Consolidated Reports only include data for the entirety of a company's U.S.-based workforce. The Site-Specific Data contained in Exhibits J-15, J-23, P-46, and D-40 cannot be derived from Oracle's Type 2 report. Thus, regardless of the outcome of the litigation related to Oracle's Type 2 report, the redacted data within Exhibits J-15, J-23, P-46, and D-40 will remain confidential.

6. The redacted Site-Specific Data is proprietary commercial information. The redacted information includes the following:

a. The redacted portions of Exhibit D-40, attached hereto as **Exhibit D**, contain commercially sensitive site-specific data within the following documents: Oracle's EEO-1 Headquarters Reports, Oracle's Federal Contractor Veteran's Employment Report ("VETS-100A"), and Oracle's assessment of the relative labor pool and its progress towards certain hiring goals for certain locations.

i. Oracle annually files various EEO-1 Reports as part of its federal reporting obligations. Oracle's EEO-1 Headquarters Reports (Type 3) ("EEO-1 Reports") provide data on the exact number of employees Oracle employs at its Headquarters in Redwood Shores ("HQCA"). In addition, the EEO-1 Reports provide a detailed accounting of the total number of employees that fall within ten enumerated job categories, as well as sub-totals by race and gender. Therefore, the EEO-1 Reports identify the size, structure, and overall composition of Oracle's workforce at its Headquarters in Redwood Shores. If the EEO-1 Reports are publicly disclosed, it is likely that similar reports for Oracle's locations with more than 50 employees (Type 4 Reports) will also be sought in separate FOIA litigation. The disclosure of this site-

specific data would reveal nearly the entire composition of Oracle's U.S. workforce down to the number of people working in each job category at every location.

ii. Oracle also annually files VETS100A Reports. The VETS100A report contained in Exhibit D-40 is also a site-specific report and includes the same ten enumerated categories included on the EEO-1 Reports and identifies the Total Employees in each category. However, instead of identifying females and minorities, this report tallies the number of protected veterans in each category. This report also includes how many total employees and veterans were hired into each category over the preceding year, as well as the minimum and maximum number of employees at HQCA during each reporting year (here, 2012, 2013, and 2014).

iii. As part of its AAP, Oracle prepares additional documents to assess the relative labor pool and Oracle's progress towards diversity recruiting goals. These documents show job groups for which Oracle has established a recruiting goal and include the site-specific total number of employees within the job group, how many employees Oracle has hired into the job group, and Oracle's progress towards its internal goals.

b. The redacted portions of Exhibits J-15 and P-46, which are attached hereto as **Exhibit A** and **Exhibit C**, consist primarily of Oracle's Affirmative Action Plan Workforce Analysis Data. This data is even more granular and detailed than the site-specific EEO-1 data contained in Exhibit D-40, as it provides the distribution of employees within each Department at HQCA. These exhibits go on to further specify the subtotals of employees by job title in the following categories: Total Employees, Minorities, Males, Females, Black, Asian, Native American, Hispanic, Pacific Islander, and Two or More. The Workforce Analysis also includes the salary code for each job title. Despite the size of Oracle's workforce at its HQCA location, hundreds of job titles are held by only a single employee, who is then identified by race/ethnicity and gender.

c. The redacted portions of Exhibit J-23, attached as **Exhibit B**, consist of a

Job Group Analysis for Oracle's Roseville, California[1] location. Job Group Analyses sort site-specific data by AAP Job Group (e.g., PT1, PT2). Like the Workforce Analyses included in Exhibits J-15 and P-46, these analyses include the total number of employees for each Job Group, including sub totals for each individual job title in the following categories: Total Employees (by both number of Persons and as a Percent of that Job Group), Female, Minority, Black, Asian, Native American, Hispanic, Pacific Islander, and Two or More.

7. As explained in more detail below, the redacted portions of these Hearing Exhibits contain confidential Site-Specific Data which, if publicly disclosed, would damage Oracle's competitive standing and give Oracle's competitors an unfair advantage, and/or violate the privacy of Oracle employees. For the reasons set forth below, Oracle treats the site-specific granular details related to its workforce contained in these Hearing Exhibits as confidential and does not publicly disclose such data.

8. Oracle has only ever provided its EEO-1 Reports, Workforce Analysis data, Job Group Analysis data, and other AAP reports to the government pursuant to federal laws and regulations and with the longstanding understanding that this information remains confidential. With regard to its EEO-1 Reports, Oracle provides these documents to the government in reliance on the government's express assurance of confidentiality. Oracle is aware of and relies on the instruction booklet concerning the EEO-1 Reports published by the Equal Employment Opportunity Commission, which states that "[a]ll reports and any information from individual reports are subject to the confidentiality provisions of Section 709(e) of Title VII," and further states that "OFCCP will notify contractors of any [FOIA] requests that are made to obtain any of the data provided on the EEO-1 reports and will protect the confidentiality of EEO-1 data to the maximum extent possible consistent with FOIA and the Trade Secrets Act." Oracle relies on this assurance that the government will protect the confidentiality of its data to the maximum extent possible when asking its employees to disclose self-identifying information and when submitting

[1] Exhibit J-23 is an email with OFCCP during the HQCA audit. A Job Group Analysis from a separate AAP location (Roseville, CA, or "ROCA") was inadvertently labeled as an HQCA analysis and attached to the email. Thus, the Job Group Analysis attached to Exhibit J-23 has no relation to HQCA.

such data to the government.

9. Oracle's Site-Specific Data provides competitively significant information about Oracle's workforce. The Site-Specific Data provides a detailed accounting of the number of Oracle employees in specific job titles. Exhibits J-15 and P-46 further show the corresponding salary codes for those job titles. This reflects commercially valuable and confidential information such as Oracle's strategic decisions regarding how many people it needs in various roles to effectively create, test, and sell its products, how many people it needs to support or manage its workforce, and how many people it should devote to marketing, finance and legal operations. The Site-Specific Data also divulges the number of employees falling into each job title based on race and gender. Therefore, the Site-Specific Data identifies the size, structure, and overall composition of Oracle's workforce.

10. The Site-Specific Data conveys more than just the number of employees in each job title and those employees' salary codes; the data communicates Oracle's experience and expertise in the field of how to structure the workforce to have a well-run, profitable, and efficient company. This conveys a detailed breakdown of how Oracle stratifies its workforce. With this guide, Oracle's competitors can easily consider the job titles in the context of the hardware and software industries and gain a detailed picture of the composition of Oracle's workforce.

11. As a tech company, Oracle's products and services primarily take the form of software, and Oracle's personnel—its designers, engineers, managers, and technicians—are key to ensuring that it remains at the cutting edge of an extremely competitive industry. Accordingly, Oracle is constantly engaged as a consumer in the labor market; indeed, Oracle has a commercial interest in the number, location, and demographics of the employees it engages in developing its products and services.

12. The way that Oracle organizes its workforce is a direct result of its substantial effort and innovation in devising ways to make the company run effectively in rapidly evolving economic times, and the organizational structure of Oracle's workforce is an important part of its

entirely private plans to maintain competitiveness in the industry. Oracle has spent significant time and expended substantial resources to create the workforce that is on full display in the Site-Specific Data. It took Oracle many years to refine the proper balance of its workforce in response to market conditions and customer feedback. If competitors can see how Oracle stratifies its workforce, it will cause Oracle competitive harm by providing insight into Oracle's successful strategy. Because release of this information would allow competitors to deduce various aspects of Oracle's business strategy, Oracle has never disclosed this information publicly. Because of the size, constituency, and competitive nature of its market, as well as the constituency of its own workforce, there is a very real threat to Oracle's competitive position created by disclosure of Oracle's Site-Specific Data.

13. Allowing Oracle's competitors to grow and restructure with the aid of the Site-Specific Data would give them a competitive advantage. The release of private commercial information which sheds lights on Oracle's workforce and business practices would allow Oracle's competitors to use that information without incurring any of the costs that Oracle bore in developing such practices. Oracle is a highly visible technology company in the very competitive computer hardware and software industries. The Site-Specific Data in any given year's report necessarily shows the change in staffing levels from the previous year down to the total employees in each job title by location. Because these industries are constantly and quickly evolving, and the competition among the companies is fierce, any advantage that Oracle's competitors gain can potentially have a large effect in the competitive position of industry peers and may have a very significant and detrimental impact on Oracle's business. The year over year change that the Site-Specific Data reveals, can be used to identify Oracle's business goals, commercial strategies, and the number of employees retained through corporate mergers and acquisitions.

14. Oracle also expends significant time and effort attracting and retaining talented minority or female employees. A significant component of Oracle's success has been its ability to cultivate and maintain a valuable, talented, and loyal workforce. Oracle spends substantial

time and money developing its workforce to maintain its reputation and ability to innovate. As a large organization at the forefront of the technology revolution, it has been challenging to compete with the surge of emerging companies looking to recruit from Oracle's workforce, or the pool of talent available to Oracle. Oracle has made every effort to protect its relationship with its employees because cultivating this trust is essential to maintaining a high level of retention among its employees.

15. If the Site-Specific Data is disclosed, for those positions for which Oracle has a large number of minority or female employees, the information would be helpful to competitors because they know which areas they can specifically target to recruit talented minority or female employees with a particular skill set. If this information that could lead to identification and raiding of minority or female employees is released, and such a raid does occur, Oracle will suffer substantial competitive injury.

16. Maintaining a diverse workforce is not only important to Oracle—which has made significant efforts to recruit and retain talented minority and female employees—but also to many of Oracle's clients and business associates. Losing highly talented diverse employees would be a costly and significant competitive disadvantage to Oracle. Public disclosure of the Site-Specific Data analysis makes this result very likely given the level of talent of Oracle's employees and the competitive nature of the high-technology industry.

17. Additionally, Oracle does not require its employees to self-report the race and gender information contained in its AAP. Instead, each employee is afforded an opportunity to voluntarily self-report his or her race and gender. In collecting this information, Oracle assures each employee that it will maintain the information about an employee's race and gender as confidential and will use it only in accordance with applicable government regulations. In turn, Oracle's employees provide this information under the expectation of confidentiality. To my knowledge, Oracle has never publicly disclosed information concerning its employees' race and gender.

18. The information contained in the Site-Specific Data may reveal the identity of

specific Oracle employees, and some of the data shows the salary codes into which those employees fit. Many job titles have few employees of the specified gender or races. It is my understanding that where numbers in the job titles are in the single digits, it is possible that individuals reviewing the Site-Specific Data may discern the identity of these employees and their salary codes since Oracle is such a highly visible company. Similarly, where there is only one person in a given category, especially where the person is an executive or manager, it is very easy to deduce the person's identity and salary code. It is my understanding that Oracle has a legal duty to protect this private information from public disclosure.

19. Oracle believes it is of the utmost importance to maintain the confidentiality and trust of its employees' decision to voluntarily provide this sensitive information under the expectation of privacy. Protecting its relationship with employees is one of the reasons Oracle is able to retain and recruit talented employees and damaging that relationship could cause Oracle substantial competitive harm by making these employees fertile targets for recruiting by its competitors.

I declare under penalty of perjury under the laws of the United States that the foregoing is true and correct.

Executed in Washington, D.C., on April 2, 2020.

VICTORIA THRASHER

EXHIBIT A

From: Shauna Holman Harries
To: Atkins, Hea Jung K - OFCCP
CC: Neil Bourque; Bill Couch
Sent: 10/28/2014 9:32:24 PM
Subject: HQCA 1 of 4
Attachments: 00 2014 U.S. AAP NARRATIVE SIGNED.pdf; 01 2014 HQCA_Work Force Analysis.pdf; 02 03 2014 HQCA_Job Group Analysis.pdf; 04, 05 2014 Incumbency v. Availablity_HQCA ad.pdf; 06 Placement Goals 2014_HQCA ad.pdf

Enclosed please find Oracle Corporation's 2014 Affirmative Action Plan and related materials in response to the scheduling letter we received from you in October 2014. Our entire submission is in electronic format which we have been told the OFCCP prefers. We look forward to working with you and your colleagues on this compliance review. Please note for any of our password protected files the pass code is: [redacted]

When reviewing the item 11 data please note the report for the combined HQCA location provides you with additional data fields for each employee. We have included the employee's job title, department, and the immediate supervisor designation. We have also included their AAP Job Group since COs frequently request it. However, placement in an AAP Job Group has no bearing on an employee's pay. Please also note that even for employees appearing in the same job title and the same job department, their work, responsibilities and duties, and employee respective skill and experience typically can vary widely. We have very few employees, or jobs, at our HQCA location where there are multiple employees doing the same or similar work with the same skill/experience. We have also included a supervisor field which helps in several ways. First, it likely means even for employees in the same department and job title, working for a different supervisor will typically denote the different line of business or product the employee is working on. Different products or lines of business typically require different skill sets.

We hope you find this additional information helpful. We are finding in other audits that Oracle's structure is quite different from many other companies and COs appear to be having difficulty in identifying who, if anyone, is similarly situated or a relevant cohort.

Best Regards,
Shauna Holman-Harries

ORACLE

Shauna Holman-Harries - Director Diversity Compliance
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"Working to create an inclusive, diverse culture that drives innovation and business success."
The Information in this email is confidential and may be legally privileged. It is intended solely for the addressee. Access to this email by anyone else is unauthorized. If you are not the intended recipient, any disclosure, copying, distribution, or any action taken or omitted to be taken in reliance on it, is prohibited and may be unlawful. No internal Oracle email, except that clearly intended for public distribution (e.g. Oracle Press Releases), should be sent to any party outside Oracle.

Oracle is committed to developing practices and products that help protect the environment

AFFIRMATIVE ACTION PLAN

for

Oracle America

January 2014

NOTICE: This document contains confidential information. Oracle will provide information on these plans as is legally required. Any release of the affirmative action plan, either in statistical or narrative form, is prohibited. This plan does not constitute a legal document. It is an analysis used as a management tool and for review by the federal government.

COMPANY IDENTIFICATION

Federal Identification Number:	94-2805249
Inclusive Dates of the Plan:	1/1/2014 - 12/31/2014
Individual Responsible for Plan Implementation:	Shauna Holman-Harries Director Diversity Compliance (602) 333-9112
	Safra Catz President 500 Oracle Parkway Redwood Shores, CA 94065 (650) 506-7000

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STATEMENT OF CONFIDENTIALITY

This affirmative action plan contains confidential, trade secret, and commercial information that is subject to the provisions of 18 U.S.C. S 1905. Chrysler Corp. v. Brown, 441 U.S. 281, 19 FEP Cases 475 (1979).

Copies of this affirmative action plan and all related appendices, documents and supporting data are made available on a loan basis to the United States government upon the request of said government on the condition that the government hold them totally confidential and not release copies under any circumstances. This affirmative action plan, its appendices, and other supporting documents contain confidential information that may reveal Oracle's future business plans and strategies. This affirmative action plan is exempt from disclosure, reproduction and distribution under the Freedom of Information Act upon the grounds, among others, that such material constitutes (1) personnel information which is exempt from disclosure under 5 U. S. C.S 552 (b) (6); (2) confidential, commercial or financial information which is exempt from disclosure under 5 U.S.C.S 552(b)(4); (3) investigatory records compiled for law enforcement purposes, the reproduction of which is exempt from disclosure under 5 U.S.C. S 552(b)(7)(C); and (4) matters specifically exempt from disclosure by statute, which are exempt from disclosure under 5 U. S - C - S 552 (b) (3). Notice is hereby given pursuant to 41 C.F.R. 60-60.4(d) that Oracle intends this plan to be kept confidential.

Oracle does not consent to the release of any information contained in this affirmative action plan under the Freedom of Information Act or otherwise. If the United States government, or any agency or subdivision thereof, intends to breach the conditions under which this affirmative action plan is loaned to the government, or is considering a request for release of this plan under the Freedom of Information Act, request is hereby made that the government immediately notify Dorian Daley, General Counsel, 500 Oracle Parkway, Redwood Shores, CA 94065, making no such disclosure until a reasonable time for the Company to respond has been allowed.

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STATEMENT OF CONFIDENTIALITY (Cont'd)

Oracle expects that anyone who has any contact with this affirmative action plan, or its supporting appendices, documents and other data, treat such information as confidential and that such information not be disclosed for any purpose.

Oracle employees and consultants who have any contact with the information contained in or related to this affirmative action plan have signed proprietary information agreements, or other confidentiality agreements, and by contract cannot disclose such information without prior express written consent of the Company.

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SPECIAL TERMINOLOGY

Certain terminology is used throughout this plan to satisfy requirements of consistency and identification under applicable regulations and laws. The terms *utilization analysis, utilization problem area, adverse impact* and others appearing in this plan, are terms Oracle uses to be consistent with government regulations. These terms are not necessarily significant on a legal or factual level. Although these terms are used in connection with Oracle's affirmative action program, such usage does not necessarily indicate that Oracle agrees that these terms factually or legally describe any circumstance or situation at Oracle. This affirmative action plan is voluntarily adopted consistent with Oracle's obligation as a federal contractor. The plan in no way constitutes an admission that Oracle has, at any time, discriminated against any person or persons.

To the extent various goals are identified and established in this plan, these goals are derived from statistical analysis required by the government. It is not conceded that any such goal realistically establishes affirmative action parity. Nor should it be interpreted that in attempting to achieve such goals, Oracle will use them to discriminate in any inverse way against applicants or employees based upon any prohibited factor.

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ORACLE'S EQUAL EMPLOYMENT OPPORTUNITY

Policy Statement

We believe in treating each employee and applicant for employment fairly and with dignity. We base our employment decisions on merit, experience, and potential, without regard to race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status, or any other characteristic prohibited by federal, state or local law. Oracle's employment philosophy is to provide a working environment that inspires achievement without consideration to any prohibited factor. Oracle emphasizes achievement, self-motivation, and encourages high self-expectations.

Oracle recruits, hires, trains, and promotes persons in all job groups without regard to race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status, or any other characteristic prohibited by federal, state or local law. Oracle strives to ensure that all personnel actions are administered consistently with Oracle's commitment to EEO and the furtherance of AA.

Oracle is committed to providing a work environment that is free of discrimination. Oracle does not tolerate harassment of any kind, including harassment based on race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status, or any other characteristic prohibited by federal, state or local law. Unlawful harassment may take many forms, including verbal, visual, or physical conduct that creates an offensive, hostile, or intimidating work environment.

Oracle has developed a written Affirmative Action Program for qualified individuals with disabilities and qualified protected veterans. This Affirmative Action Program is available for inspection by any employee or applicant for employment upon request, during normal business hours at Oracle offices. Interested persons should contact the Director Diversity Compliance at (650)506-7000.

Oracle has appointed the Director Diversity Compliance to manage the Equal Employment Opportunity function. These responsibilities include monitoring all Equal Employment Opportunity activities and reporting the effectiveness of this AA plan, as required by Federal, State, and Local agencies.

Date 3/05/2014

Safra Catz, President

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RESPONSIBILITY FOR IMPLEMENTATION

The Director Diversity Compliance administers the AA plan. Additionally, where appropriate or necessary, the Director may coordinate or consult with others at Oracle, including but not limited to Oracle's Human Resources and Legal Departments.

Implementation Guidelines

- Developing the EEO policy.
- Preparing and updating the AA plan and ensuring consistency with Oracle's EEO obligations.
- Implementing AA/EEO program and ensuring appropriate internal and external dissemination of the plan and policies.
- Assisting managers with AA/EEO challenges and ensuring regulatory and policy compliance.
- Designing and implementing systems to determine if Oracle's AA plan goals and objectives are met.
- Networking with community based organizations (CBO) that encourage employment opportunities of minorities, women, protected veterans, and disabled people.
- Communicating to executive management AA goals and action programs that provide solutions to address goals and deficiencies.
- Communicating AA goals to all members of Oracle's management to ensure that Oracle managers understand their responsibility and Oracle's commitment to AA/EEO.
- Working with relevant and applicable governmental enforcement agencies.
- Providing diversity career fair information to the Recruitment Department to assist in the recruitment of women, minorities, disabled individuals and protected veterans.
- Periodically reviewing personnel processes to ensure freedom from stereotyping against any applicants or employees, including on the basis

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of disability or protected veteran status, in a manner that limits access to jobs for which these individuals are qualified.

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DEVELOPMENT AND EXECUTION OF ACTION PROGRAMS

Oracle's primary and most effective program for the furtherance of Affirmative Action is its unswerving commitment to seeking out and hiring qualified individuals in a completely non-discriminatory fashion and to developing and promoting its employees wherever possible based upon individual merit and demonstrated potential.

Oracle's action oriented programs have been established to support the inclusion of women, minorities, protected veterans, and disabled workers in a number of ways including: recruitment; advancement and retention of talent (recruit, retain and advance the best talent); performance; talent optimization; and employee engagement. Oracle's management believes that diverse employee engagement drives results and is good for employees and the company.

Internal Communications

Employee Orientation

Oracle informs new employees of Oracle's EEO policy at the time of hire and during Oracle's *New Employee Orientation*. Additionally, Oracle provides employees access to its Employee Handbook and its Code of Ethics and Business Conduct, each of which includes additional details on EEO and related issues.

Job Posting

Oracle posts open positions up to and including Sr. Director level jobs using an online internal job post system. This process is regularly audited for compliance. All employees have full access to the job post system.

Dimensions of Diversity Newsletter

The value of employee differences is continually reinforced in the *Dimensions of Diversity Newsletter*. This newsletter is an exciting opportunity for Oracle U.S. employees to find out what Oracle is doing in the area of diversity and inclusion. It provides information on upcoming events, webinars, and other opportunities for

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development; information on community outreach; and is the primary employee communication for diversity news.

Job Posting Process

Oracle has fully integrated systems that promote diversity including:

- Online access to Job Posts through the internet and electronic links to Women, Minority, Disability, and Protected Veteran Organizations
- Posting with State Agencies
- Reasonable accommodation for persons with disabilities who may need extra assistance to apply for jobs at Oracle
- Automated Applicant Tracking Workflow & Manager Notification
- Resume and Applicant Tracking Software electronic record keeping

Diverse Recruiting and Hiring

Recruiters at Oracle seek out a diverse slate of candidates when possible by providing managers an expanded base of top quality talent of women, minorities, protected veterans and people with disabilities.

Recruitment resources such as job fairs are available through the recruiting team at Oracle that hiring managers can leverage and recruit from to address affirmative action goals. In addition to recruiting at these fairs, Oracle also promotes Oracle technology, reputation, value, and leaders as speakers on panels branding Oracle as a "Destination Employer/Employer of Choice" for minorities, women, protected veterans, disabled individuals, etc.

Internship Programs, Scholarships and Educational Outreach

Internships at Oracle are a recruitment source that can be used to increase the representation of diverse talent. For example, Oracle's 1-Year Internship Program and Injured Veterans Program have resulted in hires. Both of these programs are serving as diversity pipeline for Oracle. Oracle is also committed to opening access to technology education and closing the digital divide. We provide scholastic scholarships and educational outreach to underrepresented groups majoring in IT-related fields.

Career and Leadership Development Sessions and Conferences

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Career and Leadership development is a tool that can assist with promotions at Oracle. By equipping employees with development opportunities to grow and become more successful, the pool of top talent is expanded and diverse. More employees are available for their next career opportunity. Employees feel valued and supported which in turn increases their commitment to their company. This allows Oracle to keep top diverse talent and to increase it to meet its Affirmative Action goals.

Oracle Women's Leadership (OWL) program is an inclusive program created by women leaders at Oracle. OWL creates local and global opportunities that support, educate, and empower current and future generations of women at Oracle.

Branding, Community Outreach and Sponsorships

Oracle attracts top talent to work at Oracle by participating in community outreach and sponsoring diversity related events. By creating a strong community outreach and sponsorship program Oracle attracts applicants and retains employees that want to know that Oracle not only provides an inclusive environment internally but externally as well. Applicants and employees want to know that Oracle is involved in its communities and shares the differences it makes in all communities.

Cultural Awareness Celebrations

Rather than creating an environment where diversity isn't talked about, Oracle celebrates employee diversity with cultural awareness celebrations. These celebrations assist in increasing cultural awareness at Oracle by breaking down feelings of isolation that can occur due to differences created by race/ethnicity, disability, gender, protected veterans' status, etc. Some of the programs that are celebrated at Oracle are: Black History Month, Gay Pride Week, Hispanic Heritage Month, and Diwali, among others.

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REPORTING AND INTERNAL AUDITING SYSTEM

The Director Diversity Compliance is responsible for implementing an effective auditing and reporting system. This includes analyzing the results of employment actions on a regular basis to determine their impact on Oracle's AA/EEO objectives. The Director Diversity Compliance reviews problem areas and progress, communicates with management and legal as appropriate, and makes recommendations regarding annual goals.

Oracle develops and analyzes Internal Audit Reports to assess performance in at least the following areas:

- Applicant Tracking
- Hires
- Promotions
- Terminations
- Compensation

Identification of Problem Areas

Oracle continues to make significant efforts in locating qualified minorities and women, and aggressively pursues qualified candidates in a competitive market. Oracle promotes diversity to attract and employ qualified minorities and women across the nation.
Although the overall representation of women and minorities at Oracle is good, African American, Latino, and female utilization in some job groups needs improvement. Improvement of utilization in specific job groups is addressed through the development of recruiting strategies and mentoring programs, and is addressed by organization and location. Additionally, Oracle has a job posting system that makes all available vacancies known to applicants and employees.

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INDIVIDUALS WITH DISABILITIES, VETERANS OF THE VIETNAM ERA AND OTHER PROTECTED VETERANS

General Policy Statement

Oracle is committed to ensuring an environment for all employees that supports and rewards employee performance on the basis of merit and potential. Oracle prohibits discrimination against or harassment of an employee or candidate for employment because of a disability or protected veteran status. This policy is also incorporated into Oracle's overall Equal Employment Opportunity policy.

Oracle makes good faith efforts to attract and retain employees with disabilities, veterans, protected veterans, special disabled and other persons and creates partnerships with community based organizations to create inroads and foster understanding of issues faced by employees and applicants. A current list of partnerships and good faith efforts is available upon request. Applicants and employees are asked to voluntarily identify themselves if they have (or have had) a disability and/or are a protected veteran. Oracle's internal processes encourage consideration of the job qualifications of applicants with disabilities, known disabled veteran applicants, Vietnam Era veteran applicants, and other protected veteran applicants for job vacancies filled through hiring or promotion. Additionally, on at least an annual basis, Oracle reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans and qualified individuals with disabilities.

In offering employment to individuals with disabilities, Oracle does not reduce the amount of compensation offered because of any disability income, pension, or other benefit the applicant or employee receives from another source.

Reasonable Accommodations for Individuals with Disabilities

Oracle provides reasonable accommodations for applicants and employees with disabilities in accordance with individual needs, business realities, and applicable laws and regulations. Examples include, but are not limited to, job retraining, an adjusted work schedule, special equipment or transportation, medical leave or job modification to

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optimize job performance. Additional information about Oracle's reasonable accommodation process and policy are found in Oracle's Employee Handbook.

No Retaliation

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities:

- Filing a complaint or assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of:
  - (1) Section 503 of the Rehabilitation Act of 1973, as amended, its implementing regulations or any other federal, state, or local laws requiring equal opportunity for individuals with disabilities; or
  - (2) the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active duty wartime or campaign badge veterans, Armed Forces service medal veterans, or other protected veteran; or
- Opposing any act or practice made unlawful by
  - (1) Section 503, as amended, its implanting regulations or any other federal, state, or local laws requiring equal opportunity for individuals with disabilities; or
  - (2) VEVRAA's affirmative action provisions, its implementing regulations, or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active duty wartime or campaign badge veterans, Armed Forces service medal veterans, or other protected veteran; or
- Exercising any other right protected by Section 503 and/or its implanting regulations or VEVRAA and/or its implementing regulations.

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Audit and Reporting System

Oracle evaluates the effectiveness of its affirmative action program by:

(1) Measuring the effectiveness of its affirmative action program;
(2) Indicating any need for remedial action;
(3) Determining the degree to which its objectives have been attained;
(4) Determining whether disabled individuals and known protected veterans have had the opportunity to participate in all company sponsored educational, training, recreational and social activities;
(5) Measuring its program's compliance with the affirmative action program's specific obligations;
(6) Documenting the actions taken to meet its affirmative action obligations and retaining these documents as employment records subject to the recordkeeping requirements of §§ 60-300.80 and 60-741.80; and
(7) Undertaking necessary action to bring its program into compliance when its affirmative action program is found to be deficient.

Implementation Responsibility

This policy and the company's affirmative action program are supported by Oracle's executives, including Larry Ellison, Chief Executive Officer, Safra A. Catz, President and Chief Financial Officer and Mark Hurd, President. The Director Diversity Compliance has been assigned and given senior management support to manage the overall responsibilities for the implementation of affirmative action activities at Oracle. These responsibilities include monitoring all affirmative action Equal Employment Opportunity activities and reporting the effectiveness of this affirmative action plan, as required by Federal, State, and Local agencies.

Development & Execution of Affirmative Action Programs

Oracle's personnel processes, including processes related to hiring, training and promotions, have been evaluated to ensure freedom from stereotyping protected veterans, disabled, special disabled and other persons in a manner which limits their access to jobs for which they are qualified. Oracle also periodically reviews its personnel processes to ensure this

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obligation is carried out, and makes necessary revisions or implements new processes when appropriate.

Oracle will periodically review, including each time a job is posted, the physical and mental job qualifications to assure that they are job related and consistent with business necessity and do not necessarily exclude the disabled from employment opportunities. Information obtained regarding physical and/or mental conditions is maintained on a confidential basis.

Other Implementation of Affirmative Action Programs

- Oracle trains and disciplines personnel involved in recruitment, screening, selection, and promotion to ensure that Oracle's EEO policies are followed.
- Oracle at least twice a year disseminates information about affirmative action policies within the company in order to ensure greater employee cooperation and participation.
- Oracle monitors and reports on the effectiveness of its affirmative action program as a whole and for persons with disabilities, protected veterans, and veterans of the Vietnam era. Where its affirmative action program is found to be deficient, Oracle undertakes appropriate efforts to address deficiencies.

Oracle's Injured Veterans Internship Program

Oracle's Injured Veteran Internship Program is a 1 year paid internship created to enhance the professional and personal development of service members injured in Iraq and Afghanistan.

Oracle's original goal was to transition the interns from the Military into Corporate life by providing them with skills and coaches. Oracle has expanded the goal to transition veterans from interns to regular hires when a job opening is available that fits an intern's particular skills.

Interns are assigned internal coaches who are veterans from the cadre of Oracle managers and each line of business (LOB) that supports the program has an executive sponsor at the VP or above level. Veterans can engage in on the job training across the fields of information technology, technical/systems consulting, technical support, finance, human resources, sales, marketing, financials, and developmental training in sales and customer support.

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Managing Within the Law

Oracle provides all employees with the opportunity to take a course called *Managing within the Law* that provides training on the goals of Oracle's EEO/AA/Protected Veterans and Disabled. This course focuses on educating participants on the lawful treatment of employees at Oracle.

Online EEO/AA/ Compliance Training

Oracle expects all managers to be familiar with its EEO policy and practices, including Disabled and Protected Veterans AAP compliance. This online training is accessible to all employees.

Any employee who believes Oracle has not fulfilled its obligation under Section 503 of the Rehabilitation Act, the Vietnam Era Veteran Readjustment Assistance Act, or the Americans with Disabilities Act may file a complaint with Human Resources, or the Director Diversity Compliance.

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AJW - Corporate Marketing HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Market Research Analyst 3	[redacted]	2	[redacted]									
	Business Analyst 4-Ops		2										
	Market Research Analyst 4		2										
	Market Research Analyst 5		2										
	Marketing Comm / PR Specialist 5		2										
	Marketing Research Snr Manager		1.2										
	Product Marketing Analyst 4		2										
	Marketing Research Director		1.2										
	Product Marketing Analyst 5		2										
	Business Planning Director-Ops		1.2										
	Business Development Snr Director -		1.2										
	Business Planning Snr Director-Ops		1.2										
	IT Director		1.2										
	Marketing Research Snr Director		1.2										
	Marketing Research VP		1.2										
	Business Analyst 1-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AJW - Corporate Marketing HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Marketing SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AJX - Integrated Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 3	[redacted]	2	[redacted]									
	Market Research Analyst 4		2										
	Marketing Comm / PR Specialist 4		2										
	Market Research Analyst 5		2										
	Marketing Comm / PR Snr Manager		1.2										
	Marketing Comm / PR Specialist 5		2										
	Product Marketing Analyst 4		2										
	Marketing Research Director		1.2										
	Product Marketing Analyst 5		2										
	Marketing Comm / PR Director		1.2										
	Marketing Comm / PR Snr Director		1.2										
	Marketing Research Snr Director		1.2										
	Product Marketing Snr Director		1.2										
	Marketing Comm / PR VP		1.2										
	Marketing Research VP		1.2										
	Senior Administrative Assistant		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AJX - Integrated Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Graphics Designer 4-Mkt	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AKR - AIT, EIT, MOS IT, AND Sun Impl. IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Market Research Analyst 3	[redacted]	2	[redacted]									
	Product Manager/Strategy 3-ProdDev	[redacted]	2	[redacted]									
	Project Manager 3	[redacted]	2	[redacted]									
	Database Administrator 3-IT	[redacted]	2	[redacted]									
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
	IT Business Implementation Analyst 4	[redacted]	2	[redacted]									
	QA Analyst 4-ProdDev	[redacted]	2	[redacted]									
	Software Developer 3	[redacted]	2	[redacted]									
	Programmer Analyst 4-IT	[redacted]	2	[redacted]									
	Systems Analyst 4-IT	[redacted]	2	[redacted]									
	Applications Developer 4	[redacted]	2	[redacted]									
	Database Administrator 4-IT	[redacted]	2	[redacted]									
	IT Manager	[redacted]	1.2	[redacted]									
	Product Manager/Strategy 4-ProdDev	[redacted]	2	[redacted]									
	Program Manager 4-ProdDev	[redacted]	1.2	[redacted]									
	Project Manager 4	[redacted]	2	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AKR - AIT, EIT, MOS IT, AND Sun Impl. IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	QA Manager-ProdDev	[redacted]	1.2	[redacted]									
	Software Developer 4	[redacted]	2	[redacted]									
	System Administrator 4-IT	[redacted]	2	[redacted]									
	User Experience Developer 4-ProdDev	[redacted]	2	[redacted]									
	IT Security Analyst 4	[redacted]	2	[redacted]									
	Network/Telecom Systems Analyst 4-IT	[redacted]	3	[redacted]									
	Programmer Analyst 5-IT	[redacted]	2	[redacted]									
	Technical Architect 4	[redacted]	2	[redacted]									
	Database Administrator 5-IT	[redacted]	2	[redacted]									
	IT Business Implementation Analyst 5	[redacted]	1.2	[redacted]									
	IT Security Analyst 5	[redacted]	2	[redacted]									
	Program Manager 5-ProdDev	[redacted]	1.2	[redacted]									
	Software Development Manager	[redacted]	1.2	[redacted]									
	System Administrator 5-IT	[redacted]	2	[redacted]									
	Applications Developer 5	[redacted]	1.2	[redacted]									
	IT Snr Manager	[redacted]	1.2	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AKR - AIT, EIT, MOS IT, AND Sun Impl. IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Project Manager 5	[redacted]	2	[redacted]									
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Applications Developer - Architect		1.2										
	IT Director		1.2										
	Program Mgmt Director-ProdDev		2										
	Software Development Director		1.2										
	Business Planning VP-Ops		1.2										
	IT Snr Director		1.2										
	Software Development Snr Director		1.2										
	IT VP		1.2										
	Product Support VP		1.2										
	Software Development VP		1.2										
	Administrative Assistant A3		5										
	Data Services Support A4-IT		3										
	Business Analyst 2-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AKR - AIT, EIT, MOS IT, AND Sun Impl. IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Programmer Analyst 2-IT		2										
	Applications Developer 2		2										
	Software Developer 2		2										
	Programmer Analyst 3-IT		2										
	System Administrator 3-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ANG - Analyst Relations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Product Marketing Analyst 5	[redacted]	2	[redacted]									
	Marketing Comm / PR Director	[redacted]	1.2	[redacted]									
	Product Marketing Director	[redacted]	1.2	[redacted]									
	Product Marketing Snr Director	[redacted]	1.2	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ANH - Public Relations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Development Consultant 3-Co	[redacted]	4	[redacted]									
	Marketing Comm / PR Specialist 4		2										
	Business Development Consultant 4-Co		4										
	Marketing Comm / PR Snr Manager		1.2										
	Marketing Comm / PR Director		1.2										
	Marketing Comm / PR VP		1.2										
	Marketing Comm / PR Specialist 1		2										
	Marketing Comm / PR Specialist 3		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ANI - Internal Communications

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Snr Director	[redacted]	1.2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ANK - Alliances Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Planning Manager-Ops	[redacted]	1.2	[redacted]									
	Alliances Manager		1.2										
	Alliances Consultant 4		4										
	Business Development Consultant 4-Co		4										
	Alliances Consultant 5		4										
	Alliances Director		1.2										
	Business Development Consultant 5-Co		4										
	Business Development Director - Corp		1.2										
	Alliances Senior Director		1.2										
	Alliances Vice President		1.2										
	Business Development VP - Corp Plan		1.2										
	Sales SVP		1.1										
	Senior Administrative Assistant		2										
	Alliances Consultant 3		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0APS - Advanced Product Support - Field Service

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Systems Analyst 4-Support	[redacted]	2	[redacted]									
	Business Services Representative 5-S		2										
	Technical Account Representative (TA		2										
	Systems Analyst 5-Support		2										
	Program Manager 5-ProdDev		1.2										
	Services Sales Director		1.2										
	Systems Analyst 2-Support		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ARV - On Demand - Global

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Manager-Support	[redacted]	1.2	[redacted]									
	Customer Service Account Management	[redacted]	2	[redacted]									
	Systems Analyst 4-Support	[redacted]	2	[redacted]									
	Technical Analyst 4-Support	[redacted]	2	[redacted]									
	Systems Analyst 4-IT	[redacted]	2	[redacted]									
	Business Analyst 5-Ops	[redacted]	2	[redacted]									
	Customer Service Snr Manager-Support	[redacted]	1.2	[redacted]									
	IT Manager	[redacted]	1.2	[redacted]									
	Product Manager/Strategy 4-ProdDev	[redacted]	2	[redacted]									
	Program Manager 4-ProdDev	[redacted]	1.2	[redacted]									
	Project Manager 4	[redacted]	2	[redacted]									
	System Administrator 4-IT	[redacted]	2	[redacted]									
	IT Security Analyst 4	[redacted]	2	[redacted]									
	Master Principal Sales Consultant	[redacted]	4	[redacted]									
	Network/Telecom Systems Analyst 4-IT	[redacted]	3	[redacted]									
	Systems Analyst 5-Support	[redacted]	2	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ARV - On Demand - Global

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technical Analyst 5-Support	[redacted]	2	[redacted]									
	Network/Telecom Systems Analyst 5-IT		3										
	Product Manager/Strategy 5-ProdDev		2										
	Adv Customer Service Support Directo		1.2										
	Business Planning Director-Ops		1.2										
	Customer Service Director-Support		1.2										
	IT Snr Manager		1.2										
	Sales Consulting Snr Director		1.2										
	Business Planning Snr Director-Ops		1.2										
	Customer Service Snr Director-Suppor		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Software Developer - Architect		1.2										
	IT Snr Director		1.2										
	Customer Service VP-Support		1.2										
	Software Development VP		1.2										
	Technical Analyst 2-Support		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ARV - On Demand - Global

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Business Analyst 3-Ops		2										
	Systems Analyst 3-Support		2										
	Technical Analyst 3-Support		2										
	System Administrator 3-IT		2										
	IT SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ARZ - On Demand - Regional

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Account Management	[redacted]	2	[redacted]									
	Services Renewal Snr Director		1.2										
	Adv Customer Service Support Snr Dir		1.2										
	Customer Service Snr Director-Suppor		1.2										
	Services Sales VP		1.2										
	Business Analyst 3-Ops		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AVB - Retek

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Mgmt/Strategy Snr Director-P	[redacted]	1.2	[redacted]									
	Business Analyst 2-Ops		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AWK - Global IT Security

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Project Manager 3	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BDH - NAA HCM

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Telesales/Internet Sales Snr Manager	[redacted]	1.2	[redacted]									
	Associate Internet Sales Representat		4										
	Internet Sales Representative I		4										
	Internet Sales Representative II		4										
	Internet Sales Representative III		4										
	Applications Sales Representative II		4										
	Telesales/Internet Sales Manager		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BHH - Acquistion GBUs

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Manager/Strategy 3-ProdDev	[redacted]	2	[redacted]									
	Product Support Manager		1.2										
	QA Analyst 3-ProdDev		2										
	Senior Sales Consultant		4										
	Technical Analyst 4-Support		2										
	Technical Writer 3-ProdDev		2										
	Applications Sales Representative IV		4										
	Applications Developer 3		2										
	QA Analyst 4-ProdDev		2										
	Senior Principal Consultant		2										
	Principal Sales Consultant		4										
	Applications Developer 4		2										
	Consulting Solution Manager		1.2										
	Consulting Technical Manager		1.2										
	Product Manager/Strategy 4-ProdDev		2										
	Program Manager 4-ProdDev		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BHH - Acquistion GBUs

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technical Analyst 5-Support	[redacted]	2	[redacted]									
	Solution Specialist V		4										
	Applications Developer 5		1.2										
	Consulting Practice Director		1.2										
	Product Support Director		1.2										
	Software Development Snr Manager		1.2										
	User Experience Developer 5-ProdDev		2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Product Mgmt/Strategy Snr Director-P		1.2										
	Software Development Snr Director		1.2										
	Sales VP		1.2										
	Internet Sales Representative II		4										
	Telesales Business Development Repre		4										
	Telesales Business Development Repre		4										
	Technical Analyst 2-Support		2										
	Business Analyst 3-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BHH - Acquistion GBUs

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Consultant	[redacted]	2	[redacted]									
	System Administrator 2-IT		2										
	Technical Analyst 3-Support		2										
	Applications Developer 2		2										
	QA Analyst 2-ProdDev		2										
	Software Developer 2		2										
	System Administrator 3-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BIZ - Security and Architecture

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Business Implementation Analyst 3	[redacted]	2	[redacted]									
	Executive Protection Agent 4		2										
	Business Analyst 4-Ops		2										
	Business Process Analyst 4		2										
	Hardware Developer 3		2										
	IT Business Implementation Analyst 4		2										
	Senior Principal Consultant		2										
	Software Developer 3		2										
	Technology Sales Representative V		4										
	Corporate Affairs Snr Manager -Ops		1.2										
	Hardware Developer 4		2										
	Product Manager/Strategy 4-ProdDev		2										
	Software Developer 4		2										
	System Administrator 4-IT		2										
	IT Security Analyst 5		2										
	Product Manager/Strategy 5-ProdDev		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BIZ - Security and Architecture

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Security Director-Fac	[redacted]	1.2	[redacted]									
	Software Development Manager		1.2										
	System Administrator 5-IT		2										
	Business Planning Director-Ops		1.2										
	Hardware Developer 5		2										
	IT Snr Manager		1.2										
	Product Manager/Strategy 6-ProdDev		2										
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Business Process Snr Director		1.2										
	Hardware Developer 6		2										
	IT Director		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Software Developer - Architect		1.2										
	Software Development Director		1.2										
	Hardware Development Snr Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BIZ - Security and Architecture

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Snr Director	[redacted]	1.2	[redacted]									
	Product Mgmt/Strategy Snr Director-P	[redacted]	1.2	[redacted]									
	Software Development Snr Director	[redacted]	1.2	[redacted]									
	Hardware Development VP	[redacted]	1.2	[redacted]									
	Security VP -Fac	[redacted]	1.2	[redacted]									
	Software Development VP	[redacted]	1.2	[redacted]									
	Associate Internet Sales Representat	[redacted]	4	[redacted]									
	Student / Intern	[redacted]	5	[redacted]									
	Administrative Assistant A3	[redacted]	5	[redacted]									
	Associate Internet Sales Consultant	[redacted]	4	[redacted]									
	Channel Sales Representative II	[redacted]	4	[redacted]									
	Security Specialist 3-Fac	[redacted]	2	[redacted]									
	Business Analyst 2-Ops	[redacted]	2	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Corporate Affairs Specialist 3 - Ops	[redacted]	2	[redacted]									
	Business Analyst 3-Ops	[redacted]	2	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BIZ - Security and Architecture

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Telesales/Internet Sales Manager	[redacted]	1.2	[redacted]									
	Hardware Developer 2		2										
	Program Manager 2-ProdDev		2										
	Software Developer 2		2										
	System Administrator 3-IT		2										
	Product Development SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BNV - CRM OD Delivery

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Snr Manager-Support	[redacted]	1.2	[redacted]									
	Product Support Sr. Manager		1.2										
	Technical Analyst 5-Support		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Manager/Strategy 3-ProdDev	[redacted]	2	[redacted]									
	Program Manager 3-ProdDev	[redacted]	2	[redacted]									
	QA Analyst 3-ProdDev	[redacted]	2	[redacted]									
	Technical Writer 3-ProdDev	[redacted]	2	[redacted]									
	Applications Developer 3	[redacted]	2	[redacted]									
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
	Market Research Analyst 4	[redacted]	2	[redacted]									
	QA Analyst 4-ProdDev	[redacted]	2	[redacted]									
	Software Developer 3	[redacted]	2	[redacted]									
	User Experience Developer 3-ProdDev	[redacted]	2	[redacted]									
	Programmer Analyst 4-IT	[redacted]	2	[redacted]									
	Technical Writer 4-ProdDev	[redacted]	2	[redacted]									
	Applications Developer 4	[redacted]	2	[redacted]									
	Business Analyst 5-Ops	[redacted]	2	[redacted]									
	Course/Curriculum Dev 5-Training	[redacted]	2	[redacted]									
	Course/Curriculum Dev Snr Mgr - Trai	[redacted]	1.2	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Database Administrator 4-IT	[redacted]	2	[redacted]									
	Development Systems Administrator 4	[redacted]	2	[redacted]									
	IT Manager	[redacted]	1.2	[redacted]									
	Product Manager/Strategy 4-ProdDev	[redacted]	2	[redacted]									
	Program Manager 4-ProdDev	[redacted]	1.2	[redacted]									
	Project Manager 4	[redacted]	2	[redacted]									
	QA Analyst 5-ProdDev	[redacted]	2	[redacted]									
	QA Manager-ProdDev	[redacted]	1.2	[redacted]									
	Release Developer 4	[redacted]	2	[redacted]									
	Software Developer 4	[redacted]	2	[redacted]									
	System Administrator 4-IT	[redacted]	2	[redacted]									
	Technical Writer Manager-ProdDev	[redacted]	1.2	[redacted]									
	User Experience Developer 4-ProdDev	[redacted]	2	[redacted]									
	IT Security Analyst 4	[redacted]	2	[redacted]									
	Network/Telecom Systems Analyst 4-IT	[redacted]	3	[redacted]									
	Programmer Analyst 5-IT	[redacted]	2	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technical Writer 5-ProdDev	[redacted]	2	[redacted]									
	Course/Curriculum Dev Director - Tra		1.2										
	Database Administrator 5-IT		2										
	Development Systems Administrator 5		2										
	Product Manager/Strategy 5-ProdDev		2										
	Product Mgmt/Strategy Manager-ProdDe		1.2										
	Program Manager 5-ProdDev		1.2										
	Program Mgmt Manager-ProdDev		1.2										
	QA Snr Manager-ProdDev		1.2										
	Release Developer 5		1.2										
	Software Development Manager		1.2										
	Technical Writer Snr Manager-ProdDev		1.2										
	Applications Developer 5		1.2										
	Business Development Consultant 5-Co		4										
	IT Snr Manager		1.2										
	Product Manager/Strategy 6-ProdDev		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Mgmt/Strategy Snr Manager-Pr	[redacted]	1.2	[redacted]									
	Program Mgmt Sr Manager-ProdDev		1.2										
	Project Manager 5		2										
	QA Director-ProdDev		1.2										
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Technical Writer Director-ProdDev		1.2										
	User Experience Developer 5-ProdDev		2										
	Applications Developer - Architect		1.2										
	Business Development Snr Director -		1.2										
	Course/Curriculum Dev Snr Director -		1.2										
	IT Director		1.2										
	Product Marketing Snr Director		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Program Mgmt Director-ProdDev		2										
	QA Snr Director-ProdDev		1.2										

Incl - employee is included in this plan and department
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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Software Developer - Architect	[redacted]	1.2	[redacted]									
	Software Development Director	[redacted]	1.2	[redacted]									
	Technical Writer Snr Director-ProdDe	[redacted]	1.2	[redacted]									
	IT Snr Director	[redacted]	1.2	[redacted]									
	Product Mgmt/Strategy Snr Director-P	[redacted]	1.2	[redacted]									
	Program Mgmt Sr Director-ProdDev	[redacted]	1.2	[redacted]									
	Software Development Snr Director	[redacted]	1.2	[redacted]									
	Technical Writer VP-ProdDev	[redacted]	1.2	[redacted]									
	Business Development VP - Corp Plan	[redacted]	1.2	[redacted]									
	Course/Curriculum Dev VP - Training	[redacted]	1.2	[redacted]									
	IT VP	[redacted]	1.2	[redacted]									
	Product Mgmt/Strategy VP-ProdDev	[redacted]	1.2	[redacted]									
	Program Mgmt VP-ProdDev	[redacted]	2	[redacted]									
	QA VP-ProdDev	[redacted]	1.2	[redacted]									
	Software Development VP	[redacted]	1.2	[redacted]									
	Administrative Assistant A3	[redacted]	5	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Training Coordinator-A4	[redacted]	5	[redacted]									
	Course/Curriculum Dev 2-Training		2										
	Marketing Comm / PR Specialist 2		2										
	Business Analyst 2-Ops		2										
	Product Marketing Analyst 1		2										
	Senior Administrative Assistant		2										
	Applications Developer 1		2										
	Software Developer 1		2										
	Database Administrator 2-IT		2										
	System Administrator 2-IT		2										
	Applications Developer 2		2										
	Course/Curriculum Dev 3-Training		2										
	Marketing Comm / PR Specialist 3		2										
	Product Manager/Strategy 2-ProdDev		2										
	Program Manager 2-ProdDev		2										
	QA Analyst 2-ProdDev		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Software Developer 2	[redacted]	2	[redacted]									
	User Experience Developer 2-ProdDev		2										
	Graphics Designer 4-Mkt		2										
	Programmer Analyst 3-IT		2										
	System Administrator 3-IT		2										
	Executive Vice President-Ops		1.1										
	Product Development SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BQH - SUN Integration

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Buyer 4-Fin	[redacted]	2	[redacted]									
	Financial Analyst 4		2										
	Manufacturing Test Manager		1.2										
	Master Scheduler 4		2										
	Product Support Manager		1.2										
	Program Manager 3-ProdDev		2										
	QA Analyst 3-ProdDev		2										
	Senior Sales Consultant		4										
	Supply Chain Analyst 4		2										
	Technical Analyst 4-Support		2										
	Business Process Analyst 4		2										
	Process Manufacturing Analyst 4		2										
	Quality Assurance Specialist 4		2										
	Software Developer 3		2										
	Business Analyst 5-Ops		2										
	Course/Curriculum Dev Snr Mgr - Trai		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BQH - SUN Integration

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Mfg & Distribution Snr Manager	[redacted]	1.2	[redacted]									
	Program Manager 4-ProdDev		1.2										
	Software Developer 4		2										
	Master Principal Sales Consultant		4										
	Technical Analyst 5-Support		2										
	Mfg & Distribution Director		1.2										
	Product Marketing Analyst 5		2										
	Supply Chain Snr Manager		1.2										
	Sales Consulting Director		1.2										
	Business Planning Director-Ops		1.2										
	Product Support Director		1.2										
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Business Planning Snr Director-Ops		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Software Development Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BQH - SUN Integration

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Planning VP-Ops	[redacted]	1.2	[redacted]									
	Supply Chain VP		1.2										
	Services Sales SVP		1.2										
	Telesales Business Development Repre		4										
	Business Analyst 1-Ops		2										
	Inventory Control Analyst 2		2										
	Master Scheduler 1		2										
	Services Renewal Representative IV		4										
	Supply Chain Analyst 2		2										
	Logistics Analyst 3		2										
	QA Analyst 1-ProdDev		2										
	Senior Administrative Assistant		2										
	Master Scheduler 3		2										
	Business Analyst 3-Ops		2										
	Customer Service Analyst 3-Support		2										
	Field Support Specialist 3		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BQH - SUN Integration

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Supply Chain Analyst 3	[redacted]	2	[redacted]									
	Technical Analyst 3-Support		2										
	Course/Curriculum Dev 3-Training		2										
	Logistics Analyst 4		2										
	Product Manufacturing Analyst 3		2										
	Program Manager 2-ProdDev		2										
	QA Analyst 2-ProdDev		2										
	Software Developer 2		2										
	Corporate SVP-Ops		1.1										
	Support SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BVV - OU - Global Bus Dev - M&A

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BVW - Systems/Storage

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Software Developer 4	[redacted]	2	[redacted]									
	Software Developer 2		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BVY - Microelectronics

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Hardware Developer 2	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CEK - IGBU

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Mgmt/Strategy Director-ProdD	[redacted]	1.2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CFG - Corporate Accrual & Other

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Facilities Manager	[redacted]	1.2	[redacted]									
	Business Analyst 3-Ops		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CFJ - IT Executive Management Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Project Manager 5	[redacted]	2	[redacted]									
	IT Director		1.2										
	Administrative Assistant A3		5										
	Senior Administrative Assistant		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Accountant 4-Fin	[redacted]	2	[redacted]									
	Benefits Consultant 4-HR		2										
	Buyer 4-Fin		2										
	Credit and Syndications Analyst 4-Fi		2										
	Financial Analyst 4		2										
	IT Business Implementation Analyst 3		2										
	Office Services Snr Manager-Fac		1.2										
	Project Manager 3		2										
	Revenue Analyst 4-Fin		2										
	Treasury Analyst 4-Fin		2										
	Database Administrator 3-IT		2										
	Financing Sales Representative IV -		4										
	Financing Snr Manager-Sales		1.2										
	Accounting Manager-Fin		1.2										
	Applications Developer 3		2										
	Business Analyst 4-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Compensation Consultant 4-HR	[redacted]	2	[redacted]									
	Credit and Syndications Analyst 5-Fi	[redacted]	2	[redacted]									
	Facilities Manager	[redacted]	1.2	[redacted]									
	Facilities Specialist 4	[redacted]	2	[redacted]									
	Financial Analyst 5	[redacted]	2	[redacted]									
	HR Consultant 4	[redacted]	2	[redacted]									
	HR Manager	[redacted]	1.2	[redacted]									
	IT Business Implementation Analyst 4	[redacted]	2	[redacted]									
	Internal Auditor 4-Fin	[redacted]	2	[redacted]									
	Legal Counsel 1	[redacted]	2	[redacted]									
	Marketing Comm / PR Specialist 4	[redacted]	2	[redacted]									
	Organizational Development Consultan	[redacted]	2	[redacted]									
	Project Mgmt Manager	[redacted]	2	[redacted]									
	Revenue Analyst 5-Fin	[redacted]	2	[redacted]									
	Software Developer 3	[redacted]	2	[redacted]									
	Tax Accountant 4-Fin	[redacted]	2	[redacted]									

Incl - employee is included in this plan and department
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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Workforce Metrics Intelligence Analy	[redacted]	2	[redacted]									
	Contracts Administrator 4-Fin		2										
	Project Manager 4 - Ops		1.2										
	Accounting Snr Manager-Fin		1.2										
	Applications Developer 4		2										
	Budget/Finance Manager		1.2										
	Business Planning Snr Manager-Ops		1.2										
	Business Process Snr Manager		1.2										
	Course/Curriculum Dev 5-Training		2										
	Environmental Health & Safety Snr Ma		1.2										
	Facilities Snr Manager		1.2										
	Facilities Specialist 5		2										
	IT Manager		1.2										
	Incentive Planning Snr Manager-Fin		1.2										
	Internal Auditor 5-Fin		2										
	Marketing Comm / PR Snr Manager		1.2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Mfg & Distribution Snr Manager	[redacted]	1.2	[redacted]									
	Product Marketing Analyst 4		2										
	Program Manager 4-ProdDev		1.2										
	Project Manager 4		2										
	Project Mgmt Manager-Ops		1.2										
	Purchasing Snr Manager-Fin		1.2										
	Software Developer 4		2										
	Tax Accountant 5-Fin		2										
	Tax Manager-Fin		1.2										
	Benefits Consultant 5-HR		2										
	Contracts Director-Fin		1.2										
	Controller Snr Manager-Fin		1.2										
	Facilities Director		1.2										
	HR Snr Manager		1.2										
	IT Business Implementation Analyst 5		1.2										
	Internal Audit Snr Manager-Fin		1.2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Legal Counsel 3	[redacted]	2	[redacted]									
	Mfg & Distribution Director		1.2										
	Payroll Director-Fin		1.2										
	Program Manager 5-ProdDev		1.2										
	Project Mgmt Snr Manager		1.2										
	Project Mgmt Snr Manager-Ops		1.2										
	Recruiter 5-HR		2										
	Workforce Metrics Intelligence Analy		2										
	Project Manager 5 - Ops		1.2										
	Accounting Director-Fin		1.2										
	Applications Developer 5		1.2										
	Budget/Finance Snr Mgr		1.2										
	Business Planning Director-Ops		1.2										
	Business Process Director		1.2										
	Controller Director-Fin		1.2										
	Corporate Affairs Specialist 5 - Ops		2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	HR Director	[redacted]	1.2	[redacted]									
	Internal Audit Director-Fin		1.2										
	Legal Counsel 4		1.2										
	Mfg & Distribution Snr Director		1.2										
	Project Mgmt Director-Ops		1.2										
	Tax Snr Manager-Fin		1.2										
	Treasury Director-Fin		1.2										
	Accounting Snr Director-Fin		1.2										
	Budget/Finance Director		1.2										
	Business Planning Snr Director-Ops		1.2										
	Controller Snr Director-Fin		1.2										
	Credit and Syndications Snr Director		1.2										
	Facilities Snr Director		1.2										
	HR Snr Director		1.2										
	IT Director		1.2										
	Incentive Planning Snr Director-Fin		1.2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Internal Audit Snr Director-Fin	[redacted]	1.2	[redacted]									
	Legal Counsel 5	[redacted]	1.2	[redacted]									
	Legal Director	[redacted]	1.2	[redacted]									
	Product Marketing Snr Director	[redacted]	1.2	[redacted]									
	Project Mgmt Snr Director	[redacted]	1.2	[redacted]									
	Software Development Director	[redacted]	1.2	[redacted]									
	Tax Director-Fin	[redacted]	1.2	[redacted]									
	Treasury Snr Director-Fin	[redacted]	1.2	[redacted]									
	Financing VP-Sales	[redacted]	1.2	[redacted]									
	Budget/Finance Snr Director	[redacted]	1.2	[redacted]									
	Business Planning VP-Ops	[redacted]	1.2	[redacted]									
	Contracts VP-Fin	[redacted]	1.2	[redacted]									
	Credit and Syndications VP-Fin	[redacted]	1.2	[redacted]									
	Financing VP-Fin	[redacted]	1.2	[redacted]									
	IT Snr Director	[redacted]	1.2	[redacted]									
	Legal Snr Director	[redacted]	1.2	[redacted]									

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Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Mfg & Distribution VP	[redacted]	1.2	[redacted]									
	Tax Snr Director-Fin		1.2										
	Vice President-Ops		1.2										
	Controller VP-Fin		1.2										
	Facilities VP		1.2										
	HR VP		1.2										
	Internal Audit VP-Fin		1.2										
	Legal VP		1.2										
	Purchasing VP-Fin		1.2										
	Tax VP-Fin		1.2										
	Budget/Finance VP		1.2										
	Materials Handler A1-Mfg&Dist		5										
	Telephone/Receptionist A1		5										
	Materials Handler A3-Mfg&Dist		5										
	Office Services Support A2		5										
	Telephone/Receptionist A2		5										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Administrative Assistant A2	[redacted]	5	[redacted]									
	Internet Sales Representative II		4										
	Legal Support A1		5										
	Office Services Support A3		5										
	HR Support A2		5										
	Internet Sales Representative III		4										
	Legal Support A2		5										
	Materials Planner 1-Mfg&Dist		2										
	Student / Intern		5										
	Accountant 1-Fin		2										
	Administrative Assistant A3		5										
	Facilities Specialist 1		2										
	HR Support A3		5										
	Office Services Support A4		5										
	Workforce Metrics Intelligence Analy		2										
	Contracts Administrator 2-Fin		2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Representative 2-Op	[redacted]	2	[redacted]									
	Financial Analyst 1		2										
	HR Consultant 1		2										
	HR Support A4		5										
	Materials Planner 2-Mfg&Dist		2										
	Mfg & Distribution Supervisor		1.2										
	Paralegal 1		2										
	Project Manager 1 - Ops		2										
	Accountant 2-Fin		2										
	Environmental Health & Safety Specia		2										
	Financial Analyst 2		2										
	Immigration Consultant 2		2										
	Internal Auditor 2-Fin		2										
	QA Analyst 1-ProdDev		2										
	Business Analyst 2-Ops		2										
	Business Process Analyst 2		2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Representative 3-Op	[redacted]	2	[redacted]									
	Facilities Specialist 2		2										
	HR Consultant 2		2										
	HRIS Analyst 2		2										
	Incentive Planning Analyst 2-Fin		2										
	Paralegal 2		2										
	Senior Administrative Assistant		2										
	Accountant 3-Fin		2										
	Buyer 3-Fin		2										
	Office Service Manager-Fac		1.2										
	Revenue Analyst 3-Fin		2										
	Tax Accountant 2-Fin		2										
	Business Analyst 3-Ops		2										
	Business Planning Supervisor-Ops		2										
	Compensation Consultant 2-HR		2										
	IT Business Implementation Analyst 2		2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Programmer Analyst 2-IT	[redacted]	2	[redacted]									
	Project Manager 2 - Ops		2										
	Applications Developer 2		2										
	Credit and Syndications Analyst 3-Fi		2										
	Financial Analyst 3		2										
	HR Consultant 3		2										
	Internal Auditor 3-Fin		2										
	Marketing Comm / PR Specialist 3		2										
	Mfg & Distribution Manager		1.2										
	Tax Accountant 3-Fin		2										
	Contracts Administrator 3-Fin		2										
	Facilities Specialist 3		2										
	Programmer Analyst 3-IT		2										
	Project Manager 3 - Ops		2										
	Financing Sales Representative III -		4										
	Controller SVP-Fin		1.1										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Legal SVP	[redacted]	1.1	[redacted]									
	Tax SVP-Fin		1.1										
	Treasury-SVP-Fin		1.1										
Totals													

Incl - employee is included in this plan and department
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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CHC - Other Global IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT VP	[redacted]	1.2	[redacted]									
	Senior Administrative Assistant		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CHD - Global Networks

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Business Implementation Analyst 3	[redacted]	2	[redacted]									
	Internal Customer Tech Support 4-IT		3										
	Network/Telecom Systems Analyst 3-IT		3										
	Systems Analyst 4-IT		2										
	Database Administrator 4-IT		2										
	IT Manager		1.2										
	Project Manager 4		2										
	IT Security Analyst 4		2										
	Network/Telecom Systems Analyst 4-IT		3										
	Network/Telecom Systems Analyst 5-IT		3										
	IT Snr Manager		1.2										
	IT Director		1.2										
	IT Snr Director		1.2										
	Network/Telecom Systems Technician A		3										
	Senior Administrative Assistant		2										
	Programmer Analyst 3-IT		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CHD - Global Networks

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*		*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
Totals				[redacted]										

Incl - employee is included in this plan and department
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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CHE - Applications Management Services

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Business Implementation Analyst 3	[redacted]	2	[redacted]									
	QA Analyst 3-ProdDev		2										
	IT Business Implementation Analyst 4		2										
	QA Analyst 4-ProdDev		2										
	Software Developer 3		2										
	Programmer Analyst 4-IT		2										
	Software Developer 4		2										
	IT Business Implementation Analyst 5		1.2										
	IT Snr Manager		1.2										
	Software Developer 5		2										
	Software Development Director		1.2										
	Software Development Snr Director		1.2										
	Programmer Analyst 1-IT		2										
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CIN - Global Customer Program

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Product Marketing Analyst 5		2										
	Marketing Comm / PR VP		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CKH - Total Service Engineering

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Applications Developer 3	[redacted]	2	[redacted]									
	Software Developer 3	[redacted]	2	[redacted]									
	Product Manager/Strategy 4-ProdDev	[redacted]	2	[redacted]									
	Software Developer 4	[redacted]	2	[redacted]									
	System Administrator 4-IT	[redacted]	2	[redacted]									
	User Experience Developer 4-ProdDev	[redacted]	2	[redacted]									
	Product Manager/Strategy 5-ProdDev	[redacted]	2	[redacted]									
	Software Development Manager	[redacted]	1.2	[redacted]									
	Software Developer 5	[redacted]	2	[redacted]									
	Software Development Snr Manager	[redacted]	1.2	[redacted]									
	Software Developer - Architect	[redacted]	1.2	[redacted]									
	Software Development Snr Director	[redacted]	1.2	[redacted]									
	IT VP	[redacted]	1.2	[redacted]									
	Software Development VP	[redacted]	1.2	[redacted]									
	Applications Developer 2	[redacted]	2	[redacted]									
	User Experience Developer 2-ProdDev	[redacted]	2	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CKH - Total Service Engineering

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CLL - NAA CRM Sales Auto

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Applications Sales Representative IV	[redacted]	4	[redacted]									
	Telesales/Internet Sales Snr Manager	[redacted]	1.2	[redacted]									
	Applications Sales Representative V	[redacted]	4	[redacted]									
	Sales Snr Director	[redacted]	1.2	[redacted]									
	Sales VP	[redacted]	1.2	[redacted]									
	Internet Sales Representative II	[redacted]	4	[redacted]									
	Applications Sales Representative I	[redacted]	4	[redacted]									
	Client Success Specialist III	[redacted]	4	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Telesales/Internet Sales Manager	[redacted]	1.2	[redacted]									
	Applications Sales Representative II	[redacted]	4	[redacted]									
Totals				[redacted]									

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CLY - HW-OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Internet Sales Consulting Manager	[redacted]	1.2	[redacted]									
	Telesales/Internet Sales Snr Manager		1.2										
	Internet Sales Consulting Snr Manage		1.2										
	Sales Manager		1.2										
	Internet Sales Consulting Snr Direct		1.2										
	Sales Snr Director		1.2										
	Associate Internet Sales Representat		4										
	Associate Telesales Business Develop		4										
	Internet Sales Representative I		4										
	Internet Sales Representative II		4										
	Internet Sales Representative III		4										
	Administrative Assistant A3		5										
	Associate Internet Sales Consultant		4										
	Internet Sales Representative IV		4										
	Telesales Business Development Manag		1.2										
	Senior Administrative Assistant		2										

Incl - employee is included in this plan and department
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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CLY - HW-OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Staff Internet Sales Consultant	[redacted]	4	[redacted]									
	Telesales/Internet Sales Manager		1.2										
	Senior Internet Sales Consultant		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CMF - HW Channel Alliances

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Telesales Channel Representative III	[redacted]	4	[redacted]									
	Channel Sales Representative II		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CMH - HW- ESG

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Solution Specialist V	[redacted]	4	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CMQ - BUSINESS PLANNING SUPPORT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CQT - North America Hardware

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Principal Sales Consultant	[redacted]	4	[redacted]									
	Sales Consulting Snr Manager		1.2										
	Sales Consulting Director		1.2										
	Sales Consulting Snr Director		1.2										
	Sales Consulting Vice President		1.2										
	Hardware Sales Representative II		4										
	Hardware Sales Representative III		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CRT - Product Developmnt Executive Office

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Executive Assistant to the Executive	[redacted]	2	[redacted]									
	Executive Vice President-Ops		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Principal Internet Sales Consultant	[redacted]	4	[redacted]									
	Senior Sales Consultant		4										
	TL Internet Sales Consultant		4										
	Applications Sales Representative IV		4										
	Internet Sales Consulting Manager		1.2										
	Strategic Account Sales Representati		4										
	Technology Sales Representative IV		4										
	Telesales/Internet Sales Snr Manager		1.2										
	Business Analyst 4-Ops		2										
	Principal Sales Consultant		4										
	Alliances Consultant 4		4										
	Applications Sales Representative V		4										
	Sales Manager		1.2										
	Strategic Account Sales Representati		4										
	Technology Sales Representative V		4										
	Telesales/Internet Sales Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Analyst 5-Ops	[redacted]	2	[redacted]									
	Master Principal Sales Consultant		4										
	Oracle Architect V		4										
	Sales Consulting Manager		1.2										
	Sales Consulting Snr Manager		1.2										
	Sales Snr Manager		1.2										
	Solution Specialist V		4										
	Oracle Architect VI		4										
	Internet Sales Consulting Snr Direct		1.2										
	Sales Consulting Director		1.2										
	Sales Director		1.2										
	Telesales/Internet Sales Snr Directo		1.2										
	Business Planning Director-Ops		1.2										
	IT Snr Manager		1.2										
	Alliances Senior Director		1.2										
	Sales Consulting Snr Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Solution Specialist Snr Director	[redacted]	1.2	[redacted]									
	Sales Snr Director		1.2										
	Telesales/Internet Sales Vice Presid		1.2										
	Sales VP		1.2										
	Business Development VP - Corp Plan		1.2										
	Associate Internet Sales Representat		4										
	Associate Telesales Business Develop		4										
	Internet Sales Representative I		4										
	Telesales Business Development Repre		4										
	Internet Sales Representative II		4										
	Internet Sales Representative III		4										
	Administrative Assistant A3		5										
	Associate Internet Sales Consultant		4										
	Internet Sales Representative IV		4										
	Technology Sales Representative I		4										
	Associate Sales Consultant		4										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Telesales Business Development Manag	[redacted]	1.2	[redacted]									
	Business Analyst 2-Ops	[redacted]	2	[redacted]									
	Product Marketing Analyst 1	[redacted]	2	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Staff Internet Sales Consultant	[redacted]	4	[redacted]									
	Systems Analyst 2-IT	[redacted]	2	[redacted]									
	Applications Sales Representative II	[redacted]	4	[redacted]									
	Technology Sales Representative II	[redacted]	4	[redacted]									
	Telesales Business Development Snr M	[redacted]	1.2	[redacted]									
	Business Analyst 3-Ops	[redacted]	2	[redacted]									
	Telesales/Internet Sales Manager	[redacted]	1.2	[redacted]									
	Senior Internet Sales Consultant	[redacted]	4	[redacted]									
	Staff Sales Consultant	[redacted]	4	[redacted]									
	Applications Sales Representative II	[redacted]	4	[redacted]									
	Strategic Account Sales Representati	[redacted]	4	[redacted]									
	Technology Sales Representative III	[redacted]	4	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CYT - Public Cloud Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	QA Analyst 3-ProdDev	[redacted]	2	[redacted]									
	Applications Developer 3		2										
	Software Developer 3		2										
	User Experience Developer 3-ProdDev		2										
	Technical Writer 4-ProdDev		2										
	Applications Developer 4		2										
	Product Manager/Strategy 4-ProdDev		2										
	Software Developer 4		2										
	Technical Writer 5-ProdDev		2										
	Product Manager/Strategy 5-ProdDev		2										
	QA Snr Manager-ProdDev		1.2										
	Software Development Manager		1.2										
	Applications Developer 5		1.2										
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CYT - Public Cloud Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Software Developer - Architect	[redacted]	1.2	[redacted]									
	Software Development Director	[redacted]	1.2	[redacted]									
	Product Mgmt/Strategy Snr Director-P	[redacted]	1.2	[redacted]									
	Software Development Snr Director	[redacted]	1.2	[redacted]									
	Technical Writer VP-ProdDev	[redacted]	1.2	[redacted]									
	Product Mgmt/Strategy VP-ProdDev	[redacted]	1.2	[redacted]									
	Software Development VP	[redacted]	1.2	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Applications Developer 2	[redacted]	2	[redacted]									
	Software Developer 2	[redacted]	2	[redacted]									
	Product Development SVP	[redacted]	1.1	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CZM - SaaS Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Program Manager 3-ProdDev	[redacted]	2	[redacted]									
	Database Administrator 3-IT		2										
	Programmer Analyst 4-IT		2										
	Database Administrator 4-IT		2										
	IT Manager		1.2										
	Program Manager 4-ProdDev		1.2										
	Project Manager 4		2										
	Product Manager/Strategy 5-ProdDev		2										
	Program Manager 5-ProdDev		1.2										
	Project Mgmt Snr Manager		1.2										
	IT Snr Manager		1.2										
	IT Director		1.2										
	Software Development Director		1.2										
	IT Snr Director		1.2										
	Product Mgmt/Strategy Snr Director-P		1.2										
	Program Mgmt Sr Director-ProdDev		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CZM - SaaS Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT VP	[redacted]	1.2	[redacted]									
	System Administrator 2-IT		2										
	Programmer Analyst 3-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0DIS - USA Distribution Org

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Database Administrator 3-IT	[redacted]	2	[redacted]									
	Business Planning Snr Manager-Ops		1.2										
	Business Process Snr Manager		1.2										
	Database Administrator 4-IT		2										
	Project Manager 4		2										
	Business Development Consultant 5-Co		4										
	Business Planning Director-Ops		1.2										
	IT Snr Manager		1.2										
	Business Planning Snr Director-Ops		1.2										
	Business Planning VP-Ops		1.2										
	Sales SVP		1.1										
	Administrative Assistant A2		5										
	Senior Administrative Assistant		2										
	Business Analyst 3-Ops		2										
	Executive Assistant to the Executive		2										
	Business Proposal Rep 3		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0DIS - USA Distribution Org

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	President	[redacted]	1.1	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ECU - College Recruiting

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Employment Spec 4	[redacted]	2	[redacted]									
	Recruitment Supervisor-HR		1.2										
	Recruitment Snr Manager-HR		1.2										
	Recruitment Snr Director-HR		1.2										
	Recruitment VP-HR		1.2										
	Student / Intern		5										
	Employment Spec 1		2										
	HR Support A4		5										
	Employment Spec 2		2										
	Senior Administrative Assistant		2										
	Employment Spec 3		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0FGN - NAA CRM Service Auto

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Applications Sales Representative IV	[redacted]	4	[redacted]									
	Client Success Specialist V		4										
	Sales Manager		1.2										
	Telesales/Internet Sales Director		1.2										
	Sales Snr Manager		1.2										
	Sales Snr Director		1.2										
	Applications Sales Representative I		4										
	Client Success Specialist III		4										
	Applications Sales Representative II		4										
	Telesales/Internet Sales Manager		1.2										
	Client Success Specialist IV		4										
	Applications Sales Representative II		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0FHV - LMS ORG

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	License Management Analyst 3-Fin	[redacted]	2	[redacted]									
	Business Analyst 4-Ops		2										
	License Management Analyst 4-Fin		2										
	License Management Manager-Fin		2										
	License Management Snr Manager-Fin		1.2										
	License Management Director-Fin		1.2										
	License Management Snr Director-Fin		1.2										
	License Management VP-Fin		1.2										
	License Management Analyst 2-Fin		2										
	Programmer Analyst 3-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0FLZ - ELOQUA ACQUISITION

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Principal Consultant	[redacted]	2	[redacted]									
	Marketing Comm / PR Specialist 4	[redacted]	2	[redacted]									
	Client Success Specialist V	[redacted]	4	[redacted]									
	Product Manager/Strategy 5-ProdDev	[redacted]	2	[redacted]									
	Marketing Comm / PR VP	[redacted]	1.2	[redacted]									
	Sales SVP	[redacted]	1.1	[redacted]									
	Field Marketing Specialist 3	[redacted]	2	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GAS - Data Center Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Business Implementation Analyst 3	[redacted]	2	[redacted]									
	Database Administrator 3-IT		2										
	Systems Analyst 4-IT		2										
	IT Snr Manager		1.2										
	IT Snr Director		1.2										
	Programmer Analyst 2-IT		2										
	Programmer Analyst 3-IT		2										
	System Administrator 3-IT		2										
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GBE - Global Management HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
	Marketing Comm / PR Specialist 4		2										
	Marketing Comm / PR Specialist 5		2										
	Product Marketing Director		1.2										
	Business Planning Snr Director-Ops		1.2										
	Sales Operations Analyst 1		2										
	Senior Administrative Assistant		2										
	Training / Education SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GDM - Americas Field Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Comm / PR Snr Manager	[redacted]	1.2	[redacted]									
	Marketing Comm / PR Director	[redacted]	1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GEB - Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Support Director	[redacted]	1.2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GFO - Oracle Conferences and Events

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Comm / PR Specialist 4	[redacted]	2	[redacted]									
	Market Research Analyst 5		2										
	Marketing Comm / PR Specialist 5		2										
	Marketing Research Director		1.2										
	Marketing Research Snr Director		1.2										
	Product Marketing Snr Director		1.2										
	Marketing Research VP		1.2										
	Marketing Comm / PR Specialist 2		2										
	Senior Administrative Assistant		2										
	Event Specialist 3		2										
	Event Specialist 4		2										
	Marketing Comm / PR Specialist 3		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GFS - Donovan, CVC, Conference Center

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Comm / PR Specialist 4	[redacted]	2	[redacted]									
	Marketing Comm / PR Snr Manager		1.2										
	Marketing Comm / PR Director		1.2										
	Marketing Research Snr Director		1.2										
	Marketing Research VP		1.2										
	Executive Driver		5										
	Marketing Comm / PR Specialist 1		2										
	Internal Customer Tech Support 2-IT		3										
	Marketing Comm / PR Specialist 2		2										
	Event Specialist 3		2										
	Internal Customer Tech Support 3-IT		3										
	Marketing Comm / PR Specialist 3		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGB - NAA Midsize

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Applications Sales Representative IV	[redacted]	4	[redacted]									
	Telesales/Internet Sales Snr Manager	[redacted]	1.2	[redacted]									
	Applications Sales Representative V	[redacted]	4	[redacted]									
	Sales Director	[redacted]	1.2	[redacted]									
	Associate Internet Sales Representat	[redacted]	4	[redacted]									
	Internet Sales Representative I	[redacted]	4	[redacted]									
	Internet Sales Representative II	[redacted]	4	[redacted]									
	Internet Sales Representative III	[redacted]	4	[redacted]									
	Applications Sales Representative II	[redacted]	4	[redacted]									
	Telesales/Internet Sales Manager	[redacted]	1.2	[redacted]									
	Applications Sales Representative II	[redacted]	4	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGP - Global Sales Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Principal Consultant	[redacted]	2	[redacted]									
	Product Manager/Strategy 3-ProdDev		2										
	Technical Analyst 4-Support		2										
	Applications Sales Representative IV		4										
	Solution Specialist IV		4										
	Applications Developer 3		2										
	Business Analyst 4-Ops		2										
	Software Developer 3		2										
	Applications Developer 4		2										
	Consulting Technical Manager		1.2										
	Product Manager/Strategy 4-ProdDev		2										
	Product Marketing Analyst 4		2										
	Program Manager 4-ProdDev		1.2										
	Software Developer 4		2										
	User Experience Developer 4-ProdDev		2										
	Business Development Representative		4										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGP - Global Sales Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Solution Specialist V	[redacted]	4	[redacted]									
	Product Manager/Strategy 5-ProdDev		2										
	Product Marketing Analyst 5		2										
	QA Snr Manager-ProdDev		1.2										
	Solution Specialist Snr Manager		1.2										
	Applications Developer 5		1.2										
	Business Development Director - Corp		1.2										
	Consulting Technical Director		1.2										
	Product Manager/Strategy 6-ProdDev		2										
	Product Marketing Director		1.2										
	Software Development Snr Manager		1.2										
	Solution Specialist Snr Director		1.2										
	Applications Developer - Architect		1.2										
	Business Process Snr Director		1.2										
	Marketing Comm / PR Snr Director		1.2										
	Product Marketing Snr Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGP - Global Sales Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Mgmt/Strategy Director-ProdD	[redacted]	1.2	[redacted]									
	Program Mgmt Director-ProdDev		2										
	Business Development VP - Sales		1.2										
	Solution Specialist Vice President		1.2										
	Product Marketing VP		1.2										
	Product Mgmt/Strategy Snr Director-P		1.2										
	Software Development Snr Director		1.2										
	Sales VP		1.2										
	Product Mgmt/Strategy VP-ProdDev		1.2										
	Software Development VP		1.2										
	Business Analyst A4-Ops		5										
	Student / Intern		5										
	Project Manager 1 - Ops		2										
	Training Coordinator-A4		5										
	Resource Analyst 2-Ops		2										
	Senior Administrative Assistant		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGP - Global Sales Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Analyst 3-Ops	[redacted]	2	[redacted]									
	Technical Analyst 3-Support		2										
	Consulting Staff Principal		2										
	Software Developer 2		2										
	User Experience Developer 2-ProdDev		2										
	Applications Sales Representative II		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGR - Chairman

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Chairman of the Board	[redacted]	1.1	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ITR - OU Global Products & Services

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Course/Curriculum Dev 4-Training	[redacted]	2	[redacted]									
	Course/Curriculum Dev 5-Training		2										
	Course/Curriculum Dev Director - Tra		1.2										
	Course/Curriculum Dev Snr Director -		1.2										
	Course/Curriculum Dev VP - Training		1.2										
	Training Coordinator-A2		5										
	Training Coordinator-A3		5										
	Course/Curriculum Dev 2-Training		2										
	Course/Curriculum Dev 3-Training		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0KDJ - CRM On Demand Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 5	[redacted]	2	[redacted]									
	Product Marketing Snr Director		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0KDL - FSGBU

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Consulting RVP	[redacted]	1.2	[redacted]									
	Sales VP		1.2										
	Sales SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0MST - Technology Product Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 3	[redacted]	2	[redacted]									
	Product Marketing Analyst 4		2										
	Product Marketing Analyst 5		2										
	Product Marketing Director		1.2										
	Product Marketing Snr Director		1.2										
	Product Marketing VP		1.2										
	Senior Administrative Assistant		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NAB - NA Channels Apps Region

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Alliances Consultant 3	[redacted]	4	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NCJ - NAA SC

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Sales Consultant	[redacted]	4	[redacted]									
	Principal Sales Consultant	[redacted]	4	[redacted]									
	Master Principal Sales Consultant	[redacted]	4	[redacted]									
	Sales Consulting Snr Manager	[redacted]	1.2	[redacted]									
	Solution Specialist V	[redacted]	4	[redacted]									
	Sales Consulting Snr Director	[redacted]	1.2	[redacted]									
	Sales Consulting Vice President	[redacted]	1.2	[redacted]									
	Associate Sales Consultant	[redacted]	4	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Staff Sales Consultant	[redacted]	4	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NFY - Education Americas HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Planning Snr Director-Ops	[redacted]	1.2	[redacted]									
	Business Analyst 2-Ops		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NGA - Education IT Services

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	System Administrator 4-IT	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NIZ - CGBU- MARKETING

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Research Snr Director	[redacted]	1.2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NJB - EPM GBU - MARKETING

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Product Marketing Analyst 5		2										
	Product Marketing Snr Manager		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OAE - NAA ERP Products

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Applications Sales Representative IV	[redacted]	4	[redacted]									
	Applications Sales Representative V		4										
	Internet Sales Representative II		4										
	Senior Administrative Assistant		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OCY - Oracle Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Research Manager	[redacted]	1.2	[redacted]									
	TV Production 4-Mkt		2										
	Business Process Analyst 4		2										
	Market Research Analyst 4		2										
	Marketing Comm / PR Specialist 4		2										
	Programmer Analyst 4-IT		2										
	Market Research Analyst 5		2										
	Marketing Comm / PR Specialist 5		2										
	Marketing Research Snr Manager		1.2										
	Product Marketing Analyst 4		2										
	Programmer Analyst 5-IT		2										
	Marketing Research Director		1.2										
	Product Marketing Analyst 5		2										
	Business Planning Director-Ops		1.2										
	Product Marketing Director		1.2										
	Alliances Senior Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OCY - Oracle Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Comm / PR Snr Director	[redacted]	1.2	[redacted]									
	Marketing Research Snr Director		1.2										
	Product Marketing Snr Director		1.2										
	Marketing Research VP		1.2										
	Product Marketing VP		1.2										
	Student / Intern		5										
	TV Production 3-Mkt		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ODP - Education Sales

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Telesales Sales Consultant	[redacted]	4	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OEK - Latin America HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Development VP - Sales	[redacted]	1.2	[redacted]									
	Budget/Finance Snr Director	[redacted]	1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OGD - Advanced Product Support - Sales

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Services Sales Representative II	[redacted]	4	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OHI - Advanced Product Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Manager/Strategy 4-ProdDev	[redacted]	2	[redacted]									
	Program Manager 5-ProdDev		1.2										
	Business Planning Snr Director-Ops		1.2										
	Software Development VP		1.2										
	Senior Administrative Assistant		2										
	Systems Analyst 3-Support		2										
	Support SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OIY - Applications Product Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Programmer Analyst 5-IT		2										
	Product Marketing Analyst 5		2										
	Product Marketing Director		1.2										
	Product Marketing Snr Director		1.2										
	Product Marketing VP		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OKK - Standard Product Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Support VP	[redacted]	1.2	[redacted]									
	Technical Analyst 3-Support	[redacted]	2	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OOD - OFFICE OF DELIVERY

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Snr Principal Instructor-Training	[redacted]	2	[redacted]									
	Customer Service Analyst 2-Support		2										
	Senior Instructor-Training		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0QAF - CEO

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Corporate Development Analyst 3-Ops	[redacted]	2	[redacted]									
	Business Analyst 4-Ops		2										
	Contract Development Specialist 4-Op		2										
	Risk Management Analyst 4		2										
	Project Manager 4 - Ops		1.2										
	Business Analyst 5-Ops		2										
	Business Planning Snr Manager-Ops		1.2										
	Contract Development Snr Manager-Ops		1.2										
	Corporate Development Analyst 4-Ops		2										
	Contract Development Director-Ops		1.2										
	Business Planning Director-Ops		1.2										
	Corporate Development Snr Manager -O		1.2										
	Contract Development Snr Director-Op		1.2										
	Corporate Development Director-Ops		1.2										
	Corporate Development Snr Director-O		1.2										
	Vice President-Ops		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0QAF - CEO

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Contract Development VP-Ops	[redacted]	1.2	[redacted]									
	Corporate Development VP-Ops	[redacted]	1.2	[redacted]									
	Risk Management VP	[redacted]	1.2	[redacted]									
	Administrative Assistant A3	[redacted]	5	[redacted]									
	Marketing Comm / PR Specialist 2	[redacted]	2	[redacted]									
	Business Analyst 2-Ops	[redacted]	2	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Executive Assistant to the Executive	[redacted]	2	[redacted]									
	Project Manager 3 - Ops	[redacted]	2	[redacted]									
	Chief Executive Officer	[redacted]	1.1	[redacted]									
	Controller SVP-Fin	[redacted]	1.1	[redacted]									
	Corporate Development SVP-Ops	[redacted]	1.1	[redacted]									
	Corporate SVP-Ops	[redacted]	1.1	[redacted]									
	President	[redacted]	1.1	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0RBA - NAA HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Development Consultant 3-Co	[redacted]	4	[redacted]									
	Principal Internet Sales Consultant		4										
	Internet Sales Consulting Manager		1.2										
	Business Analyst 4-Ops		2										
	Business Development Representative		4										
	Business Planning Snr Manager-Ops		1.2										
	Business Development Director - Sale		1.2										
	Internet Sales Consulting VP		1.2										
	Telesales/Internet Sales Vice Presid		1.2										
	Business Planning VP-Ops		1.2										
	Sales SVP		1.1										
	Telesales Business Development Repre		4										
	Telesales Business Development Repre		4										
	Associate Internet Sales Consultant		4										
	Telesales Business Development Manag		1.2										
	Business Analyst 2-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0RBA - NAA HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Staff Internet Sales Consultant		4										
	Business Analyst 3-Ops		2										
	Sales Operations Analyst 3		2										
	Programmer Analyst 3-IT		2										
	Senior Internet Sales Consultant		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0TKG - Total KGB NA Consulting

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Consulting Project Snr Principal Con	[redacted]	2	[redacted]									
	Principal Consultant		2										
	Senior Principal Consultant		2										
	Consulting Sales Rep 4		2										
	Consulting Solution Manager		1.2										
	Consulting Technical Manager		1.2										
	Consulting Sales Rep 5		2										
	Consulting Project Director		1.2										
	Consulting Technical Director		1.2										
	Telesales Representative II		4										
	Telesales Representative III		4										
	Consulting Sales Rep 2		2										
	Business Analyst 3-Ops		2										
	Senior Consultant		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0TSS - Field Services

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Supervisor	[redacted]	1.2	[redacted]									
	Internal Customer Tech Support 4-IT		3										
	IT Director		1.2										
	Internal Customer Tech Support 2-IT		3										
	Internal Customer Tech Support 3-IT		3										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UAA - SPS - Delivery

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technical Analyst 4-Support	[redacted]	2	[redacted]									
	Business Analyst 4-Ops		2										
	Business Analyst 5-Ops		2										
	Product Support Sr. Manager		1.2										
	Technical Analyst 5-Support		2										
	Program Manager 5-ProdDev		1.2										
	Product Support Director		1.2										
	Project Manager 5		2										
	Product Support Sr. Director		1.2										
	Product Support VP		1.2										
	Technical Analyst 2-Support		2										
	Senior Administrative Assistant		2										
	Technical Analyst 3-Support		2										
	Support SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UAJ - SPS - Executive Management

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Sales Consultant	[redacted]	4	[redacted]									
	Services Sales Representative IV		4										
	Telesales/Internet Sales Snr Manager		1.2										
	Services Sales Representative V		4										
	Telesales/Internet Sales Director		1.2										
	Business Analyst 5-Ops		2										
	Course/Curriculum Dev 5-Training		2										
	Services Sales Snr Manager		1.2										
	Customer Service Snr Director-Suppor		1.2										
	Services Sales VP		1.2										
	Product Mgmt/Strategy Snr Director-P		1.2										
	Product Mgmt/Strategy VP-ProdDev		1.2										
	Associate Internet Sales Representat		4										
	Internet Sales Representative III		4										
	Associate Internet Sales Consultant		4										
	Senior Administrative Assistant		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UAJ - SPS - Executive Management

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UBX - SPS - Service Management

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Account Management	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UDJ - Support Renewals

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
	Services Renewal VP		1.2										
	Business Planning Snr Director-Ops		1.2										
	Business Planning VP-Ops		1.2										
	Corporate Development Snr Director-O		1.2										
	Services Renewal Representative IV		4										
	Business Analyst 2-Ops		2										
	Senior Administrative Assistant		2										
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UFQ - OU Global Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
	Market Research Analyst 4		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: EMBE - Embedded Sales

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Sales Consultant	[redacted]	4	[redacted]									
	Technology Sales Representative IV		4										
	Alliances Consultant 4		4										
	Sales Manager		1.2										
	Product Marketing Analyst 4		2										
	Alliances Consultant 5		4										
	Business Development Snr Manager - S		1.2										
	Solution Specialist V		4										
	Alliances Senior Director		1.2										
	Solution Specialist Snr Director		1.2										
	Alliances Vice President		1.2										
	Sales Consulting Vice President		1.2										
	Alliances Consultant 2		4										
	Senior Administrative Assistant		2										
	Technology Sales Representative II		4										
	Business Analyst 3-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: EMBE - Embedded Sales

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technology Sales Representative III	[redacted]	4	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: A1 - ADMINISTRATIVE - NON-EXEMPT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Administrative Assistant A2		[redacted]			
HQCA	Administrative Assistant A3					
HQCA	Business Analyst A4-Ops					
HQCA	HR Support A2					
HQCA	HR Support A3					
HQCA	HR Support A4					
HQCA	Legal Support A1					
HQCA	Legal Support A2					
HQCA	Materials Handler A1-Mfg&Dist					
HQCA	Materials Handler A3-Mfg&Dist					
HQCA	Office Services Support A2					
HQCA	Office Services Support A3					
HQCA	Office Services Support A4					
HQCA	Telephone/Receptionist A1					
HQCA	Telephone/Receptionist A2					
HQCA	Training Coordinator-A2					
HQCA	Training Coordinator-A3					
HQCA	Training Coordinator-A4					
Totals		**Total #**				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: A2 - ADMINISTRATIVE - MID LEVEL

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Executive Driver		[redacted]			
Totals		**Total #**				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: C1 - STUDENT INTERN

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Student / Intern		[redacted]			
Totals		**Total #**				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: M3 - EXECUTIVE MANAGEMENT

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Chairman of the Board	[redacted]			
HQCA	Chief Executive Officer				
HQCA	Controller SVP-Fin				
HQCA	Corporate Development SVP-Ops				
HQCA	Corporate SVP-Ops				
HQCA	Executive Vice President-Ops				
HQCA	IT SVP				
HQCA	Legal SVP				
HQCA	Marketing SVP				
HQCA	President				
HQCA	Product Development SVP				
HQCA	Sales SVP				
HQCA	Support SVP				
HQCA	Tax SVP-Fin				
HQCA	Training / Education SVP				
HQCA	Treasury-SVP-Fin				
Totals	**Total #**				
	Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Accountant 1-Fin	[redacted]			
HQCA	Accountant 2-Fin				
HQCA	Accountant 3-Fin				
HQCA	Accountant 4-Fin				
HQCA	Benefits Consultant 4-HR				
HQCA	Benefits Consultant 5-HR				
HQCA	Business Analyst 1-Ops				
HQCA	Business Analyst 2-Ops				
HQCA	Business Analyst 3-Ops				
HQCA	Business Analyst 4-Ops				
HQCA	Business Analyst 5-Ops				
HQCA	Business Planning Supervisor-Ops				
HQCA	Business Process Analyst 2				
HQCA	Business Process Analyst 4				
HQCA	Business Proposal Rep 3				
HQCA	Buyer 3-Fin				
HQCA	Buyer 4-Fin				
HQCA	Compensation Consultant 2-HR				
HQCA	Compensation Consultant 4-HR				
HQCA	Consulting Project Snr Principal Con				
HQCA	Consulting Sales Rep 2				
HQCA	Consulting Sales Rep 4				
HQCA	Consulting Sales Rep 5				
HQCA	Consulting Staff Principal				
HQCA	Contract Development Specialist 4-Op				
HQCA	Contracts Administrator 2-Fin				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Contracts Administrator 3-Fin	[redacted]			
HQCA	Contracts Administrator 4-Fin				
HQCA	Corporate Affairs Specialist 3 - Ops				
HQCA	Corporate Affairs Specialist 5 - Ops				
HQCA	Corporate Development Analyst 3-Ops				
HQCA	Corporate Development Analyst 4-Ops				
HQCA	Course/Curriculum Dev 2-Training				
HQCA	Course/Curriculum Dev 3-Training				
HQCA	Course/Curriculum Dev 4-Training				
HQCA	Course/Curriculum Dev 5-Training				
HQCA	Credit and Syndications Analyst 3-Fi				
HQCA	Credit and Syndications Analyst 4-Fi				
HQCA	Credit and Syndications Analyst 5-Fi				
HQCA	Customer Service Account Management				
HQCA	Customer Service Analyst 2-Support				
HQCA	Customer Service Analyst 3-Support				
HQCA	Customer Service Representative 2-Op				
HQCA	Customer Service Representative 3-Op				
HQCA	Employment Spec 1				
HQCA	Employment Spec 2				
HQCA	Employment Spec 3				
HQCA	Employment Spec 4				
HQCA	Environmental Health & Safety Specia				
HQCA	Event Specialist 3				
HQCA	Event Specialist 4				
HQCA	Executive Assistant to the Executive				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Executive Protection Agent 4	[redacted]			
HQCA	Facilities Specialist 1				
HQCA	Facilities Specialist 2				
HQCA	Facilities Specialist 3				
HQCA	Facilities Specialist 4				
HQCA	Facilities Specialist 5				
HQCA	Field Marketing Specialist 3				
HQCA	Financial Analyst 1				
HQCA	Financial Analyst 2				
HQCA	Financial Analyst 3				
HQCA	Financial Analyst 4				
HQCA	Financial Analyst 5				
HQCA	Graphics Designer 4-Mkt				
HQCA	HR Consultant 1				
HQCA	HR Consultant 2				
HQCA	HR Consultant 3				
HQCA	HR Consultant 4				
HQCA	HRIS Analyst 2				
HQCA	Immigration Consultant 2				
HQCA	Incentive Planning Analyst 2-Fin				
HQCA	Internal Auditor 2-Fin				
HQCA	Internal Auditor 3-Fin				
HQCA	Internal Auditor 4-Fin				
HQCA	Internal Auditor 5-Fin				
HQCA	Inventory Control Analyst 2				
HQCA	Legal Counsel 1				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Legal Counsel 3	[redacted]			
HQCA	License Management Analyst 2-Fin				
HQCA	License Management Analyst 3-Fin				
HQCA	License Management Analyst 4-Fin				
HQCA	License Management Manager-Fin				
HQCA	Market Research Analyst 3				
HQCA	Market Research Analyst 4				
HQCA	Market Research Analyst 5				
HQCA	Marketing Comm / PR Specialist 1				
HQCA	Marketing Comm / PR Specialist 2				
HQCA	Marketing Comm / PR Specialist 3				
HQCA	Marketing Comm / PR Specialist 4				
HQCA	Marketing Comm / PR Specialist 5				
HQCA	Master Scheduler 1				
HQCA	Master Scheduler 3				
HQCA	Master Scheduler 4				
HQCA	Materials Planner 1-Mfg&Dist				
HQCA	Materials Planner 2-Mfg&Dist				
HQCA	Organizational Development Consultan				
HQCA	Paralegal 1				
HQCA	Paralegal 2				
HQCA	Principal Consultant				
HQCA	Product Marketing Analyst 1				
HQCA	Product Marketing Analyst 3				
HQCA	Product Marketing Analyst 4				
HQCA	Product Marketing Analyst 5				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Program Manager 2-ProdDev	[redacted]			
HQCA	Program Manager 3-ProdDev				
HQCA	Program Mgmt Director-ProdDev				
HQCA	Program Mgmt VP-ProdDev				
HQCA	Project Manager 1 - Ops				
HQCA	Project Manager 2 - Ops				
HQCA	Project Manager 3				
HQCA	Project Manager 3 - Ops				
HQCA	Project Manager 4				
HQCA	Project Manager 5				
HQCA	Project Mgmt Manager				
HQCA	Quality Assurance Specialist 4				
HQCA	Recruiter 5-HR				
HQCA	Resource Analyst 2-Ops				
HQCA	Revenue Analyst 3-Fin				
HQCA	Revenue Analyst 4-Fin				
HQCA	Revenue Analyst 5-Fin				
HQCA	Risk Management Analyst 4				
HQCA	Sales Operations Analyst 1				
HQCA	Sales Operations Analyst 3				
HQCA	Security Specialist 3-Fac				
HQCA	Senior Administrative Assistant				
HQCA	Senior Consultant				
HQCA	Senior Instructor-Training				
HQCA	Senior Principal Consultant				
HQCA	Snr Principal Instructor-Training				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Supply Chain Analyst 2	[redacted]			
HQCA	Supply Chain Analyst 3				
HQCA	Supply Chain Analyst 4				
HQCA	TV Production 3-Mkt				
HQCA	TV Production 4-Mkt				
HQCA	Tax Accountant 2-Fin				
HQCA	Tax Accountant 3-Fin				
HQCA	Tax Accountant 4-Fin				
HQCA	Tax Accountant 5-Fin				
HQCA	Technical Account Representative (TA				
HQCA	Treasury Analyst 4-Fin				
HQCA	Workforce Metrics Intelligence Analy				
Totals	**Total #**				
	Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Accounting Director-Fin	[redacted]			
HQCA	Accounting Manager-Fin				
HQCA	Accounting Snr Director-Fin				
HQCA	Accounting Snr Manager-Fin				
HQCA	Budget/Finance Director				
HQCA	Budget/Finance Manager				
HQCA	Budget/Finance Snr Director				
HQCA	Budget/Finance Snr Mgr				
HQCA	Business Development Director - Corp				
HQCA	Business Development Snr Director -				
HQCA	Business Planning Director-Ops				
HQCA	Business Planning Manager-Ops				
HQCA	Business Planning Snr Director-Ops				
HQCA	Business Planning Snr Manager-Ops				
HQCA	Business Process Director				
HQCA	Business Process Snr Director				
HQCA	Business Process Snr Manager				
HQCA	Consulting Practice Director				
HQCA	Consulting Project Director				
HQCA	Consulting Solution Manager				
HQCA	Consulting Technical Director				
HQCA	Consulting Technical Manager				
HQCA	Contract Development Director-Ops				
HQCA	Contract Development Snr Director-Op				
HQCA	Contract Development Snr Manager-Ops				
HQCA	Contracts Director-Fin				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Controller Director-Fin	[redacted]			
HQCA	Controller Snr Director-Fin				
HQCA	Controller Snr Manager-Fin				
HQCA	Corporate Affairs Snr Manager -Ops				
HQCA	Corporate Development Director-Ops				
HQCA	Corporate Development Snr Director-O				
HQCA	Corporate Development Snr Manager -O				
HQCA	Course/Curriculum Dev Director - Tra				
HQCA	Course/Curriculum Dev Snr Director -				
HQCA	Course/Curriculum Dev Snr Mgr - Trai				
HQCA	Credit and Syndications Snr Director				
HQCA	Customer Service Director-Support				
HQCA	Customer Service Manager-Support				
HQCA	Customer Service Snr Director-Suppor				
HQCA	Customer Service Snr Manager-Support				
HQCA	Environmental Health & Safety Snr Ma				
HQCA	Facilities Director				
HQCA	Facilities Manager				
HQCA	Facilities Snr Director				
HQCA	Facilities Snr Manager				
HQCA	HR Director				
HQCA	HR Manager				
HQCA	HR Snr Director				
HQCA	HR Snr Manager				
HQCA	Incentive Planning Snr Director-Fin				
HQCA	Incentive Planning Snr Manager-Fin				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Internal Audit Director-Fin	[redacted]			
HQCA	Internal Audit Snr Director-Fin				
HQCA	Internal Audit Snr Manager-Fin				
HQCA	Legal Counsel 4				
HQCA	Legal Counsel 5				
HQCA	Legal Director				
HQCA	Legal Snr Director				
HQCA	License Management Director-Fin				
HQCA	License Management Snr Director-Fin				
HQCA	License Management Snr Manager-Fin				
HQCA	Marketing Comm / PR Director				
HQCA	Marketing Comm / PR Snr Director				
HQCA	Marketing Comm / PR Snr Manager				
HQCA	Marketing Research Director				
HQCA	Marketing Research Manager				
HQCA	Marketing Research Snr Director				
HQCA	Marketing Research Snr Manager				
HQCA	Mfg & Distribution Director				
HQCA	Mfg & Distribution Manager				
HQCA	Mfg & Distribution Snr Director				
HQCA	Mfg & Distribution Snr Manager				
HQCA	Mfg & Distribution Supervisor				
HQCA	Office Service Manager-Fac				
HQCA	Office Services Snr Manager-Fac				
HQCA	Payroll Director-Fin				
HQCA	Product Marketing Director				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Product Marketing Snr Director	[redacted]			
HQCA	Product Marketing Snr Manager				
HQCA	Program Manager 4-ProdDev				
HQCA	Program Manager 5-ProdDev				
HQCA	Program Mgmt Manager-ProdDev				
HQCA	Program Mgmt Sr Director-ProdDev				
HQCA	Program Mgmt Sr Manager-ProdDev				
HQCA	Project Manager 4 - Ops				
HQCA	Project Manager 5 - Ops				
HQCA	Project Mgmt Director-Ops				
HQCA	Project Mgmt Manager-Ops				
HQCA	Project Mgmt Snr Director				
HQCA	Project Mgmt Snr Manager				
HQCA	Project Mgmt Snr Manager-Ops				
HQCA	Purchasing Snr Manager-Fin				
HQCA	Recruitment Snr Director-HR				
HQCA	Recruitment Snr Manager-HR				
HQCA	Recruitment Supervisor-HR				
HQCA	Security Director-Fac				
HQCA	Security VP -Fac				
HQCA	Supply Chain Snr Manager				
HQCA	Supply Chain VP				
HQCA	Tax Director-Fin				
HQCA	Tax Manager-Fin				
HQCA	Tax Snr Director-Fin				
HQCA	Tax Snr Manager-Fin				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Treasury Director-Fin		[redacted]			
HQCA	Treasury Snr Director-Fin					
Totals		**Total #**				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Budget/Finance VP	[redacted]			
HQCA	Business Development VP - Corp Plan				
HQCA	Business Planning VP-Ops				
HQCA	Consulting RVP				
HQCA	Contract Development VP-Ops				
HQCA	Contracts VP-Fin				
HQCA	Controller VP-Fin				
HQCA	Corporate Development VP-Ops				
HQCA	Course/Curriculum Dev VP - Training				
HQCA	Credit and Syndications VP-Fin				
HQCA	Customer Service VP-Support				
HQCA	Facilities VP				
HQCA	Financing VP-Fin				
HQCA	HR VP				
HQCA	Internal Audit VP-Fin				
HQCA	Legal VP				
HQCA	License Management VP-Fin				
HQCA	Marketing Comm / PR VP				
HQCA	Marketing Research VP				
HQCA	Mfg & Distribution VP				
HQCA	Product Marketing VP				
HQCA	Purchasing VP-Fin				
HQCA	Recruitment VP-HR				
HQCA	Risk Management VP				
HQCA	Tax VP-Fin				
HQCA	Vice President-Ops				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT

Location	*Job Title*		*Total Employees*		*Female*	*Minority*
			Persons	*Percent*		
Totals		Total #	[redacted]			
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Applications Developer 1	[redacted]			
HQCA	Applications Developer 2				
HQCA	Applications Developer 3				
HQCA	Applications Developer 4				
HQCA	Business Services Representative 5-S				
HQCA	Database Administrator 2-IT				
HQCA	Database Administrator 3-IT				
HQCA	Database Administrator 4-IT				
HQCA	Database Administrator 5-IT				
HQCA	Development Systems Administrator 4				
HQCA	Development Systems Administrator 5				
HQCA	Field Support Specialist 3				
HQCA	Hardware Developer 2				
HQCA	Hardware Developer 3				
HQCA	Hardware Developer 4				
HQCA	Hardware Developer 5				
HQCA	Hardware Developer 6				
HQCA	IT Business Implementation Analyst 2				
HQCA	IT Business Implementation Analyst 3				
HQCA	IT Business Implementation Analyst 4				
HQCA	IT Security Analyst 4				
HQCA	IT Security Analyst 5				
HQCA	Logistics Analyst 3				
HQCA	Logistics Analyst 4				
HQCA	Process Manufacturing Analyst 4				
HQCA	Product Manager/Strategy 2-ProdDev				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Product Manager/Strategy 3-ProdDev	[redacted]			
HQCA	Product Manager/Strategy 4-ProdDev				
HQCA	Product Manager/Strategy 5-ProdDev				
HQCA	Product Manager/Strategy 6-ProdDev				
HQCA	Product Manufacturing Analyst 3				
HQCA	Programmer Analyst 1-IT				
HQCA	Programmer Analyst 2-IT				
HQCA	Programmer Analyst 3-IT				
HQCA	Programmer Analyst 4-IT				
HQCA	Programmer Analyst 5-IT				
HQCA	QA Analyst 1-ProdDev				
HQCA	QA Analyst 2-ProdDev				
HQCA	QA Analyst 3-ProdDev				
HQCA	QA Analyst 4-ProdDev				
HQCA	QA Analyst 5-ProdDev				
HQCA	Release Developer 4				
HQCA	Software Developer 1				
HQCA	Software Developer 2				
HQCA	Software Developer 3				
HQCA	Software Developer 4				
HQCA	Software Developer 5				
HQCA	System Administrator 2-IT				
HQCA	System Administrator 3-IT				
HQCA	System Administrator 4-IT				
HQCA	System Administrator 5-IT				
HQCA	Systems Analyst 2-IT				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Systems Analyst 2-Support		[redacted]			
HQCA	Systems Analyst 3-Support					
HQCA	Systems Analyst 4-IT					
HQCA	Systems Analyst 4-Support					
HQCA	Systems Analyst 5-Support					
HQCA	Technical Analyst 2-Support					
HQCA	Technical Analyst 3-Support					
HQCA	Technical Analyst 4-Support					
HQCA	Technical Analyst 5-Support					
HQCA	Technical Architect 4					
HQCA	Technical Writer 3-ProdDev					
HQCA	Technical Writer 4-ProdDev					
HQCA	Technical Writer 5-ProdDev					
HQCA	User Experience Developer 2-ProdDev					
HQCA	User Experience Developer 3-ProdDev					
HQCA	User Experience Developer 4-ProdDev					
HQCA	User Experience Developer 5-ProdDev					
Totals		Total #				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT2 - TECH PROFESSIONALS - MGMT

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Adv Customer Service Support Directo	[redacted]			
HQCA	Adv Customer Service Support Snr Dir				
HQCA	Applications Developer - Architect				
HQCA	Applications Developer 5				
HQCA	Hardware Development Snr Director				
HQCA	IT Business Implementation Analyst 5				
HQCA	IT Director				
HQCA	IT Manager				
HQCA	IT Snr Director				
HQCA	IT Snr Manager				
HQCA	IT Supervisor				
HQCA	Manufacturing Test Manager				
HQCA	Product Mgmt/Strategy Director-ProdD				
HQCA	Product Mgmt/Strategy Manager-ProdDe				
HQCA	Product Mgmt/Strategy Snr Director-P				
HQCA	Product Mgmt/Strategy Snr Manager-Pr				
HQCA	Product Support Director				
HQCA	Product Support Manager				
HQCA	Product Support Sr. Director				
HQCA	Product Support Sr. Manager				
HQCA	QA Director-ProdDev				
HQCA	QA Manager-ProdDev				
HQCA	QA Snr Director-ProdDev				
HQCA	QA Snr Manager-ProdDev				
HQCA	Release Developer 5				
HQCA	Software Developer - Architect				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT2 - TECH PROFESSIONALS - MGMT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Software Development Director		[redacted]			
HQCA	Software Development Manager					
HQCA	Software Development Snr Director					
HQCA	Software Development Snr Manager					
HQCA	Technical Writer Director-ProdDev					
HQCA	Technical Writer Manager-ProdDev					
HQCA	Technical Writer Snr Director-ProdDe					
HQCA	Technical Writer Snr Manager-ProdDev					
Totals		**Total #**				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT3 - TECH PROFESSIONALS - SR. MGMT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Hardware Development VP		[redacted]			
HQCA	IT VP					
HQCA	Product Mgmt/Strategy VP-ProdDev					
HQCA	Product Support VP					
HQCA	QA VP-ProdDev					
HQCA	Software Development VP					
HQCA	Technical Writer VP-ProdDev					
Totals		**Total #**				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Alliances Consultant 2	[redacted]			
HQCA	Alliances Consultant 3				
HQCA	Alliances Consultant 4				
HQCA	Alliances Consultant 5				
HQCA	Applications Sales Representative I				
HQCA	Applications Sales Representative II				
HQCA	Applications Sales Representative IV				
HQCA	Applications Sales Representative V				
HQCA	Associate Internet Sales Consultant				
HQCA	Associate Internet Sales Representat				
HQCA	Associate Sales Consultant				
HQCA	Associate Telesales Business Develop				
HQCA	Business Development Consultant 3-Co				
HQCA	Business Development Consultant 4-Co				
HQCA	Business Development Consultant 5-Co				
HQCA	Business Development Representative				
HQCA	Channel Sales Representative II				
HQCA	Client Success Specialist III				
HQCA	Client Success Specialist IV				
HQCA	Client Success Specialist V				
HQCA	Financing Sales Representative III -				
HQCA	Financing Sales Representative IV -				
HQCA	Hardware Sales Representative II				
HQCA	Hardware Sales Representative III				
HQCA	Internet Sales Representative I				
HQCA	Internet Sales Representative II				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Internet Sales Representative III	[redacted]			
HQCA	Internet Sales Representative IV				
HQCA	Master Principal Sales Consultant				
HQCA	Oracle Architect V				
HQCA	Oracle Architect VI				
HQCA	Principal Internet Sales Consultant				
HQCA	Principal Sales Consultant				
HQCA	Senior Internet Sales Consultant				
HQCA	Senior Sales Consultant				
HQCA	Senior Telesales Sales Consultant				
HQCA	Services Renewal Representative IV				
HQCA	Services Sales Representative II				
HQCA	Services Sales Representative IV				
HQCA	Services Sales Representative V				
HQCA	Solution Specialist IV				
HQCA	Solution Specialist V				
HQCA	Staff Internet Sales Consultant				
HQCA	Staff Sales Consultant				
HQCA	Strategic Account Sales Representati				
HQCA	TL Internet Sales Consultant				
HQCA	Technology Sales Representative I				
HQCA	Technology Sales Representative II				
HQCA	Technology Sales Representative III				
HQCA	Technology Sales Representative IV				
HQCA	Technology Sales Representative V				
HQCA	Telesales Business Development Repre				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Telesales Channel Representative III		[redacted]			
HQCA	Telesales Representative II					
HQCA	Telesales Representative III					
Totals		**Total #**				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S2 - SALES - MGMT

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Alliances Director	[redacted]			
HQCA	Alliances Manager				
HQCA	Alliances Senior Director				
HQCA	Business Development Director - Sale				
HQCA	Business Development Snr Manager - S				
HQCA	Financing Snr Manager-Sales				
HQCA	Internet Sales Consulting Manager				
HQCA	Internet Sales Consulting Snr Direct				
HQCA	Internet Sales Consulting Snr Manage				
HQCA	Sales Consulting Director				
HQCA	Sales Consulting Manager				
HQCA	Sales Consulting Snr Director				
HQCA	Sales Consulting Snr Manager				
HQCA	Sales Director				
HQCA	Sales Manager				
HQCA	Sales Snr Director				
HQCA	Sales Snr Manager				
HQCA	Services Renewal Snr Director				
HQCA	Services Sales Director				
HQCA	Services Sales Snr Manager				
HQCA	Solution Specialist Snr Director				
HQCA	Solution Specialist Snr Manager				
HQCA	Telesales Business Development Manag				
HQCA	Telesales Business Development Snr M				
HQCA	Telesales/Internet Sales Director				
HQCA	Telesales/Internet Sales Manager				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S2 - SALES - MGMT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Telesales/Internet Sales Snr Directo		[redacted]			
HQCA	Telesales/Internet Sales Snr Manager					
Totals		**Total #**				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S3 - SALES - SR. MGMT

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Alliances Vice President	[redacted]			
HQCA	Business Development VP - Sales				
HQCA	Financing VP-Sales				
HQCA	Internet Sales Consulting VP				
HQCA	Sales Consulting Vice President				
HQCA	Sales VP				
HQCA	Services Renewal VP				
HQCA	Services Sales SVP				
HQCA	Services Sales VP				
HQCA	Solution Specialist Vice President				
HQCA	Telesales/Internet Sales Vice Presid				
Totals	**Total #**				
	Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: T1 - TECHNICAL - NONEXEMPT IC

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Data Services Support A4-IT		[redacted]			
HQCA	Network/Telecom Systems Analyst 3-IT					
HQCA	Network/Telecom Systems Analyst 4-IT					
HQCA	Network/Telecom Systems Analyst 5-IT					
HQCA	Network/Telecom Systems Technician A					
Totals		**Total #**				
		Total %				

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: T2 - TECHNICAL - EXEMPT IC

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Internal Customer Tech Support 2-IT		[redacted]			
HQCA	Internal Customer Tech Support 3-IT					
HQCA	Internal Customer Tech Support 4-IT					
Totals		**Total #**				
		Total %				

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: A1 - ADMINISTRATIVE - NON-EXEMPT

Total Employees in Job Group: 89

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: A2 - ADMINISTRATIVE - MID LEVEL

Total Employees in Job Group: 3

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: C1 - STUDENT INTERN

Total Employees in Job Group: 33

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability					
Exact Binomial less than or equal to 0.0500					

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: M3 - EXECUTIVE MANAGEMENT

Total Employees in Job Group: 47

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability					
Exact Binomial less than or equal to 0.0500					

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Total Employees in Job Group: 772

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Total Employees in Job Group: 485

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT

Total Employees in Job Group: 70

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

Total Employees in Job Group: 3,135

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability					
Exact Binomial less than or equal to 0.0500					

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT2 - TECH PROFESSIONALS - MGMT

Total Employees in Job Group: 1,518

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT3 - TECH PROFESSIONALS - SR. MGMT

Total Employees in Job Group: 174

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

Total Employees in Job Group: 893

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S2 - SALES - MGMT

Total Employees in Job Group: 130

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S3 - SALES - SR. MGMT

Total Employees in Job Group: 32

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: T1 - TECHNICAL - NONEXEMPT IC

Total Employees in Job Group: 23

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability Exact Binomial less than or equal to 0.0500					

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: T2 - TECHNICAL - EXEMPT IC

Total Employees in Job Group: 17

Factor	*Weight*	*Total Female*		*Total Minorities*	
		Avail	*Wtd*	*Avail*	*Wtd*
Requisite Skills in Recruitment Area	[redacted]				
Internally available					
Training Institutions					
In-house Training					
Factor 5 - Applicant Availability					
Total Weighted Availability					
Current Utilization					
Binomial Probability					
Exact Binomial less than or equal to 0.0500					

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Placement Goals
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group	*Class*	*Goal Placement Rate %*
A1 - ADMINISTRATIVE - NON-EXEMPT		
	Female	[redacted]
PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT		
	Minority	
PT3 - TECH PROFESSIONALS - SR. MGMT		
	Female	
S1 - SALES - INDIVID CONTRIB		
	Female	

EXHIBIT B

From:	Shauna Holman Harries <shauna.holman.harries@oracle.com>
To:	Luong, Hoan - OFCCP <Luong.Hoan@dol.gov>
CC:	Neil Bourque <neil.bourque@oracle.com>;Lida Daniel <lida.daniel@oracle.com>;Bill Couch <william.couch@oracle.com>
Sent:	2/19/2015 7:42:59 PM
Subject:	RE: Oracle America, Inc. (Redwood Shores, CA) // policies and procedures
Attachments:	JGA 2014 HQCA with race breakouts.pdf; Recruitment Process Summary.doc; USEmployeeHandbook.pdf

Hi Hoan. I am attaching Oracle's employee handbook that includes the promotion policy that you requested. See file USEmployeehandbook.pdf, page 44. There is no termination policy. I am also attaching the JGA you requested in a different email for 1-1-14 broken out by race/ethnic groups.

Shauna

From: Luong, Hoan - OFCCP [mailto:Luong.Hoan@dol.gov]
Sent: Tuesday, February 17, 2015 9:01 AM
To: Shauna Holman Harries (shauna.holman.harries@oracle.com)
Subject: Oracle America, Inc. (Redwood Shores, CA) // policies and procedures

Ms. Holman-Harries,

Can you please provide all written policies and procedures for hiring, promotion, and termination for Oracle at the HQCA location? If there are different policies and procedures for different jobs, please provide all for each job. **Please submit the documents to OFCCP by Thursday, February 19, 2015.**

Thank you,

Hoan Luong
Senior Compliance Officer
U.S. Department of Labor - OFCCP
90 7th Street, Suite 11-100
San Francisco, CA 94103
P: (415) 625-7835
F: (415) 625-7844
Luong.Hoan@dol.gov

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: A1 - ADMINISTRATIVE - NON-EXEMPT

Location	*Job Title*		*Total Employees*		*Female*	*Minority*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
			Persons	*Percent*								
ROCA	Accounting Support A2-Fin		[redacted]									
ROCA	Accounting Support A3-Fin											
ROCA	Administrative Assistant A2											
ROCA	HR Support A1											
ROCA	HR Support A2											
ROCA	HR Support A3											
ROCA	HR Support A4											
ROCA	Office Services Support A2											
ROCA	Office Services Support A4											
ROCA	Payroll Analyst 2-Fin											
ROCA	Payroll Analyst 3-Fin											
ROCA	Purchasing Support A2-Fin											
ROCA	Purchasing Support A3-Fin											
Totals		**Total #**										
		Total %										

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: A2 - ADMINISTRATIVE - MID LEVEL

Location	Job Title		Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Facilities Maintenance Mechanic 4		[redacted]									
Totals		Total #										
		Total %										

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Location	Job Title	Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Accountant 2-Fin	[redacted]									
ROCA	Accountant 3-Fin										
ROCA	Accountant 4-Fin										
ROCA	Accountant 5 - Fin										
ROCA	Accounting Supervisor-Fin										
ROCA	Business Analyst 1-Ops										
ROCA	Business Analyst 2-Ops										
ROCA	Business Analyst 3-Ops										
ROCA	Business Analyst 4-Ops										
ROCA	Business Analyst 5-Ops										
ROCA	Business Planning Supervisor-Ops										
ROCA	Business Process Analyst 3										
ROCA	Business Process Analyst 4										
ROCA	Buyer 1-Fin										
ROCA	Buyer 2-Fin										
ROCA	Buyer 3-Fin										
ROCA	Buyer 4-Fin										
ROCA	Consulting Sales Rep 4										
ROCA	Contracts Administrator 2-Fin										
ROCA	Contracts Administrator 3-Fin										
ROCA	Contracts Administrator 4-Fin										
ROCA	Customer Service Account Management										
ROCA	Customer Service Analyst 4-Support										
ROCA	Customer Service Representative 3-Op										
ROCA	Customer Service Representative 5-Op										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Location	Job Title	Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Environmental Health & Safety Specia	[redacted]									
ROCA	Financial Analyst 2										
ROCA	Financial Analyst 3										
ROCA	Financial Analyst 4										
ROCA	Financial Analyst 5										
ROCA	HR Consultant 1										
ROCA	HR Consultant 2										
ROCA	HR Consultant 4										
ROCA	HRIS Analyst 1										
ROCA	Incentive Planning Analyst 1-Fin										
ROCA	Incentive Planning Analyst 2-Fin										
ROCA	Incentive Planning Analyst 3-Fin										
ROCA	Incentive Planning Analyst 4-Fin										
ROCA	Incentive Planning Supervisor-Fin										
ROCA	Inventory Control Analyst 2										
ROCA	License Management Analyst 3-Fin										
ROCA	License Management Analyst 4-Fin										
ROCA	License Management Manager-Fin										
ROCA	Market Research Analyst 3										
ROCA	Marketing Comm / PR Specialist 2										
ROCA	Marketing Comm / PR Specialist 3										
ROCA	Marketing Comm / PR Specialist 5										
ROCA	Master Scheduler 3										
ROCA	Payroll Analyst 1-Fin										
ROCA	Principal Consultant										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Location	Job Title	Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Program Manager 3-ProdDev	[redacted]									
ROCA	Project Manager 2										
ROCA	Project Manager 2 - Ops										
ROCA	Project Manager 3										
ROCA	Project Manager 3 - Ops										
ROCA	Project Manager 4										
ROCA	Project Mgmt Manager										
ROCA	Purchasing Supervisor-Fin										
ROCA	Real Estate Analyst 1-Fac										
ROCA	Real Estate Analyst 2-Fac										
ROCA	Real Estate Analyst 3-Fac										
ROCA	Real Estate Supervisor										
ROCA	Resource Analyst 1-Ops										
ROCA	Resource Analyst 2-Ops										
ROCA	Revenue Analyst 3-Fin										
ROCA	Revenue Analyst 4-Fin										
ROCA	Sales Commission Analyst 1										
ROCA	Sales Commission Analyst 2										
ROCA	Sales Commission Analyst 3										
ROCA	Sales Commission Analyst 4										
ROCA	Security Specialist 5-Fac										
ROCA	Senior Administrative Assistant										
ROCA	Senior Instructor-Training										
ROCA	Senior Principal Consultant										
ROCA	Snr Principal Instructor-Training										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Location	*Job Title*		*Total Employees*		*Female*	*Minority*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
			Persons	*Percent*								
ROCA	Supply Chain Analyst 4		[redacted]									
ROCA	Tax Accountant 3-Fin											
ROCA	Tax Accountant 4-Fin											
Totals		**Total #**										
		Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Location	Job Title	Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Accounting Director-Fin	[redacted]									
ROCA	Accounting Manager-Fin										
ROCA	Accounting Snr Director-Fin										
ROCA	Accounting Snr Manager-Fin										
ROCA	Budget/Finance Director										
ROCA	Budget/Finance Manager										
ROCA	Budget/Finance Snr Director										
ROCA	Business Development Director - Corp										
ROCA	Business Development Snr Director -										
ROCA	Business Planning Director-Ops										
ROCA	Business Planning Manager-Ops										
ROCA	Business Planning Snr Director-Ops										
ROCA	Business Planning Snr Manager-Ops										
ROCA	Business Process Director										
ROCA	Business Process Snr Manager										
ROCA	Consulting Project Manager										
ROCA	Consulting Project Snr Director										
ROCA	Consulting Project Technical Manager										
ROCA	Consulting Technical Director										
ROCA	Consulting Technical Manager										
ROCA	Contract Development Snr Director-Op										
ROCA	Contracts Manager-Fin										
ROCA	Contracts Snr Manager-Fin										
ROCA	Controller Director-Fin										
ROCA	Controller Manager-Fin										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Location	Job Title	Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Controller Snr Director-Fin	[redacted]									
ROCA	Controller Snr Manager-Fin										
ROCA	Customer Service Director-Support										
ROCA	Customer Service Snr Manager-Support										
ROCA	Facilities Director										
ROCA	Facilities Manager										
ROCA	Facilities Snr Manager										
ROCA	HR Director										
ROCA	HR Snr Manager										
ROCA	HR Supervisor										
ROCA	Incentive Planning Director-Fin										
ROCA	Incentive Planning Manager-Fin										
ROCA	Incentive Planning Snr Director-Fin										
ROCA	Incentive Planning Snr Manager-Fin										
ROCA	License Management Director-Fin										
ROCA	Mfg & Distribution Director										
ROCA	Mfg & Distribution Manager										
ROCA	Mfg & Distribution Snr Director										
ROCA	Payroll Director-Fin										
ROCA	Payroll Manager-Fin										
ROCA	Payroll Snr Manager-Fin										
ROCA	Program Manager 4-ProdDev										
ROCA	Program Manager 5-ProdDev										
ROCA	Project Manager 4 - Ops										
ROCA	Project Mgmt Snr Manager-Ops										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Location	Job Title		Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Purchasing Director-Fin		[redacted]									
ROCA	Purchasing Manager-Fin											
ROCA	Purchasing Snr Director-Fin											
ROCA	Purchasing Snr Manager-Fin											
ROCA	Services Renewal Director											
ROCA	Services Renewal Snr Manager											
ROCA	Tax Snr Manager-Fin											
Totals		Total #										
		Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT

Location	*Job Title*		*Total Employees*		*Female*	*Minority*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
			Persons	*Percent*								
ROCA	Budget/Finance VP		[redacted]									
ROCA	Controller VP-Fin											
ROCA	Incentive Planning VP-Fin											
Totals		**Total #**										
		Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

Location	Job Title	Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Applications Developer 3	[redacted]									
ROCA	Database Administrator 4-IT										
ROCA	Database Administrator 5-IT										
ROCA	Field Support Specialist 2										
ROCA	Field Support Specialist 3										
ROCA	IT Business Implementation Analyst 3										
ROCA	IT Business Implementation Analyst 4										
ROCA	IT Security Analyst 3										
ROCA	IT Security Analyst 4										
ROCA	Product Manager/Strategy 4-ProdDev										
ROCA	Product Manager/Strategy 5-ProdDev										
ROCA	Programmer Analyst 3-IT										
ROCA	Programmer Analyst 4-IT										
ROCA	Programmer Analyst 5-IT										
ROCA	QA Analyst 3-ProdDev										
ROCA	System Administrator 2-IT										
ROCA	System Administrator 3-IT										
ROCA	System Administrator 5-IT										
ROCA	Systems Analyst 2-IT										
ROCA	Systems Analyst 3-Support										
ROCA	Technical Analyst 2-Support										
ROCA	Technical Analyst 4-Support										
ROCA	Technical Analyst 5-Support										
Totals	Total #										
	Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PT2 - TECH PROFESSIONALS - MGMT

Location	*Job Title*		*Total Employees*		*Female*	*Minority*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
			Persons	*Percent*								
ROCA	Applications Developer 5		[redacted]									
ROCA	IT Business Implementation Analyst 5											
ROCA	IT Director											
ROCA	IT Manager											
ROCA	IT Snr Director											
ROCA	Product Support Sr. Director											
ROCA	Software Development Snr Director											
Totals		**Total #**										
		Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: PT3 - TECH PROFESSIONALS - SR. MGMT

Location	*Job Title*		*Total Employees*		*Female*	*Minority*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
			Persons	*Percent*								
ROCA	Product Mgmt/Strategy VP-ProdDev		[redacted]									
Totals		Total #										
		Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

Location	Job Title	Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Applications Sales Representative IV	[redacted]									
ROCA	Business Development Consultant 4-Co										
ROCA	Business Development Representative										
ROCA	Channel Sales Representative I										
ROCA	Hardware Sales Representative IV										
ROCA	Internet Sales Representative II										
ROCA	Internet Sales Representative III										
ROCA	Master Principal Sales Consultant										
ROCA	Principal Sales Consultant										
ROCA	Senior Internet Sales Consultant										
ROCA	Senior Sales Consultant										
ROCA	Senior Telesales Sales Consultant										
ROCA	Services Renewal Representative II										
ROCA	Services Renewal Representative III										
ROCA	Services Renewal Representative IV										
ROCA	Services Sales Representative V										
ROCA	Solution Specialist III										
ROCA	Technology Sales Representative I										
ROCA	Technology Sales Representative II										
ROCA	Technology Sales Representative III										
ROCA	Technology Sales Representative IV										
ROCA	Technology Sales Representative V										
ROCA	Telesales Representative II										
ROCA	Telesales Representative III										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

Location	*Job Title*		*Total Employees*		*Female*	*Minority*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
			Persons	*Percent*								
Totals		Total #	[redacted]									
		Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: S2 - SALES - MGMT

Location	Job Title		Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Sales Manager		[redacted]									
ROCA	Services Renewal Manager											
ROCA	Solution Specialist Director											
ROCA	Telesales Sales Consulting Snr Direc											
ROCA	Telesales Sales Consulting Snr Manag											
ROCA	Telesales/Internet Sales Manager											
ROCA	Telesales/Internet Sales Snr Manager											
Totals		Total #										
		Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: S3 - SALES - SR. MGMT

Location	Job Title		Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Financing VP-Sales		[redacted]									
ROCA	Services Renewal VP											
Totals		Total #										
		Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: T1 - TECHNICAL - NONEXEMPT IC

Location	*Job Title*		*Total Employees*									
			Persons	*Percent*	*Female*	*Minority*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
ROCA	Network/Telecom Systems Analyst 3-IT		[redacted]									
ROCA	Network/Telecom Systems Analyst 4-IT											
Totals		**Total #**										
		Total %										

CONFIDENTIAL
Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,ROCA - ORACLE, ROCKLIN, CALIFORNIA

Job Group: T2 - TECHNICAL - EXEMPT IC

Location	Job Title		Total Employees Persons	Total Employees Percent	Female	Minority	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
ROCA	Internal Customer Tech Support 3-IT		[redacted]									
Totals		Total #										
		Total %										

Recruitment Process Summary

1. When a job vacancy is identified, and approval is given to fill the position, a requisition is created based on the need to fill for budgeted headcount.

2. Considerations when creating a vacancy:
    a. Posting start and end dates specified in the vacancy will determine the window during which the candidates can view and apply to the vacancy. Jobs are posted internally for 14 days before they are posted externally. There is no limit on how long a job must be posted externally before an offer can be made.
    a. Location: This is the country where the hire is planned. Should the manager decide to hire in a different country, a new requisition is required.

3. Candidate viewing of vacancy:
    a. The "Posting Period" (start and end dates) and the "Status" of the vacancy will together determine when candidates will be able to view the vacancy. Jobs are posted on:
        i. Oracle's Internal Job Site
        ii. Oracle's External Job Site
        iii. Other
    b. Candidates will see:
        i. Job title
        ii. Location of job
        iii. Organization name
        iv. Department description
        v. Brief description
        vi. Job requirements
        vii. Additional detail
        viii. Recruiter details (recruiter name, work phone number and email address)

4. Information candidates need to provide to apply for jobs:
    a. Contact information
    b. Employment History
    c. Educational qualifications
    d. Resume – optional
    e. Online application
    f. Declare gender and ethnicity/race (voluntary)

5. Candidates can apply to multiple vacancies but they will not be considered for a job unless they have applied to the job posting/requisition for that job. A candidate must officially apply to a requisition in order for an offer to be made. Only one applicant will be hired per requisition.

6. An electronic offer will be extended by Americas HR Shared Service Center once all of the required approvals have been obtained and all applicant tracking is completed.

ORACLE

U.S. Employee Handbook

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Welcome to Oracle!

Oracle's success is the direct result of the drive, creativity, and resourcefulness of you, our employees. Our products and services lead the industry because of your intense individual and group efforts.

You are also the reason why Oracle's culture is unique, and characterized by its diversity and energy. To support this culture, we strive to create a work environment that is challenging on a professional level, satisfying on a personal level, and provides opportunities for you to strengthen and expand your abilities and achieve in ways that benefit both you and Oracle.

The Oracle Employee Handbook is designed to be a reference for you when you have questions about working at Oracle. We hope that you find it useful and informative when workplace issues arise. Because the effectiveness of this handbook will depend upon user feedback, we ask that you send suggestions or comments to the Learning Technology Team, at global-learningservices_ww@oracle.com.

We appreciate all the enthusiasm and expertise that you bring to your position at Oracle. Best wishes for your continued success.

Oracle Human Resources Department

ORACLE

U.S. Employee Handbook

About This Handbook

This handbook of policies, practices, and programs is provided to answer common questions posed by U.S. employees of Oracle. It outlines the expectations we have of our employees and, in turn, the expectations you should have of Oracle. We try to minimize the number and scope of company policies while providing you with a sound framework for making efficient, independent decisions.

These policies and practices are not contracts and no contract is implied. If a policy or practice conflicts with local, state, or federal law, the law takes precedence. Oracle may interpret these policies at its sole discretion.

Your Human Resources Manager can answer most questions about policies in this handbook.

Effective Date

These policies and practices are valid as of March 1996, but may change as Oracle's needs and objectives evolve.

Revision dates next to section headers indicate where and when changes have been made to a particular policy. A list of changes since March 1996 is also available.

Getting Started

For New Members of Oracle

We want to facilitate your transition to Oracle and help you quickly become a productive and contributing member of the Oracle team.

All new employees are encouraged to view our online orientation courses. These courses give an overview about Oracle, cover the tools and resources to help you get productive quickly and provide information about Oracleflex benefits. Live Question and Answer sessions are also offered to answer questions about the online orientation courses. Go to the U.S. New Hire Orientation web site for more information and to access the courses.

Employment Relationship

Oracle makes no express or implied commitment that your employment will have a minimum or fixed term, that Oracle may take adverse employment action only for cause, or that your employment is terminable only for cause. Either you or Oracle may terminate the employment relationship at any time for any reason.

Additionally, Oracle may take any other employment action at any time for any reason. No one at Oracle may make, unless specifically authorized in writing by the Board of

Directors, any promise, express or implied, that employment is for any fixed term or that cause is required for the termination of or change in the employment relationship.

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Use of Company Resources (Revised October 2006)

In order to perform your job at Oracle, you will need to use a number of Oracle assets and systems. These include computers, telephones, and email, just to name a few. It is critical that you fully understand the requirements for appropriate use of these resources.

The Oracle Acceptable Use Policy for Company Resources (OAUP) sets forth the requirements governing your use of the Oracle corporate network, computer systems, telephony systems, messaging technologies, Internet access, and other company resources. The topics covered by the OAUP include: personal use of Oracle resources and appropriate conduct; use of instant messaging, email, voicemail, mobile phones, removable media, P2P networks, encryption, and wireless LANs; securing connections to the Oracle network, use of passwords, and prevention of viruses; protection of confidential information; issuance of public statements; marketing activities; third-party use of Oracle systems; and monitoring of facilities and use of company resources.

The OAUP is attached to this Handbook as Attachment A and may also be found on the Privacy & Security page on the Oracle Legal Department Web site, click here. If you have questions about the OAUP, please contact Peter Lefkowitz, Chief Counsel, Privacy & Security, at peter.lefkowitz@oracle.com, or privacy_ww@oracle.com.

Oracle property may not be sold, loaned, given away, or disposed of, without proper authorization. Upon leaving employment with Oracle, all Oracle property must be returned to Oracle. This includes all keys, security badges, computer equipment, software, handbooks, internal documents and anything else belonging to Oracle.

Copyright © Oracle 2005

Employment Policies

Employment Eligibility (Revised July 2012)

Federal law requires Oracle to hire U.S. citizens or non-citizens authorized to work in the United States. By law, we must verify the identity and employment eligibility of new employees and file a federal government Form I-9 for each one. Oracle is a participant in the government's E-Verify program and complies with all requirements of the program for verifying employment eligibility of Oracle employees. E-Verify is the web-based equivalent of the Form I-9 that electronically verifies an individual's identity and employment authorization, based on certain acceptable documentation provided by an individual.

New employees must submit a completed, electronic Form I-9 within three working days of their most recent start date at Oracle, or they cannot continue to work. Any Oracle Manager with direct reports or Human Resources employees may verify an employee's identity and work eligibility documents and electronically sign the form. For more information about this process, please visit our Oracle I-9 Central website or contact us at: everify_us@oracle.com or the America's HR Shared Services Center at: 1-888-404-2494, Option3, then Option 6.

Immigration (Revised July 2012)

Foreign nationals must have valid work authorization to be employed by Oracle and such work authorization must be maintained during the entire course of employment with Oracle. When Oracle is required to sponsor an individual for employment-based work authorization, the employee's manager is responsible for initiating the work authorization case with Oracle's designated US immigration legal supplier. After case is initiated with the law firm, manager and employee work directly with law firm staff on the work authorization case.

Employees are eligible to begin permanent residence process after three months of employment, though managers can waive the three month wait period. Information on how to initiate all US immigration filings can be found at Oracle's US Immigration website http://my.oracle.com/site/hr/us_immigration/index.htm. Oracle covers most normal legal fees and costs for employees' US immigration filings, with the exception of visa stamp applications submitted to US embassies and US consulates outside the US, and certain support documents required for the final stage of permanent residency processing.

Social Security Requirements

All employees are required to register with the Social Security Administration and provide a valid social security number to Human Resources either prior to employment or within seven working days of their start date. Your new hire paperwork will provide a section for your social security number.

If you do not have a social security number you should request one immediately from the Social Security Administration Office, and once received, forward to the Human

Resources Shared Services Center (HRSSC) at hrssc-new-hires_us@oracle.com for processing.

Employment Categories (Revised June 2010)

Most positions at Oracle require full time commitment. Some jobs, however, are better suited for part time or temporary employment. Oracle's employment categories, explained below, include regular full time, regular part time, full time temporary, and part time temporary.

A regular full time employee is generally defined as working at least 40 hours per week. Employees working 3 x 12 schedules are also considered full-time.

A regular part time employee usually works fewer than 40 hours per week and may be eligible for some or all benefits.

An Oracle temporary employee is **hired by Oracle** (not an agency temp) for a planned, limited length of employment and may be either full or part time. Temporary employees are usually hired to complete a specific project, supplement the regular staff during peak activities, or fill in temporarily for employees on leave. Student interns also fit into this category. Oracle temporaries working at least 20 hours a week are eligible for some benefits.

Vendors, independent contractors, agency temporaries, and contract service workers are not considered Oracle employees.

For a description of compensation practices, review the Compensation section in this handbook.

(For a full description of available benefits, see the Benefits section in this handbook.)

Documentation (Revised October 2006)

Regardless of your employment classification, you must sign and submit the following documentation as a condition of your employment:

- Employment Agreement & Mutual Agreement to Arbitrate
- Proprietary Information Agreement
- Employment Eligibility Verification (Form I-9)
- Self ID Form
- Signed Privacy Policy Form
- Employee's Withholding Allowance Certificate (Form W-4)
- Personal Information Form
- Federal Procurement Integrity Act (Oracle Government Employees)

Open Communication

To enhance open, honest, and regular communication, we encourage one-on-one meetings between you and your manager. These meetings are an opportunity for mutual learning and information exchange, and they provide a chance to explore ideas and

issues. Feel free to discuss complaints and concerns candidly with your manager to prevent or quickly resolve them.

Generally, a thorough discussion of issues can solve job-related problems. If your concerns are not resolved in open discussion with your manager or with your manager's manager, a Human Resources Manager can serve as a facilitator and offer advice for resolution.

Our open door culture makes all levels of management available to discuss your concerns. If you feel your problem or idea warrants upper management review, don't hesitate to address the issue.

Equal Employment Opportunity (Revised February 2014)

We believe in treating each employee and applicant for employment fairly and with dignity. We base our employment decisions on merit, experience, and potential, without regard to race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status, or any other characteristic prohibited by federal, state or local law.

Our Equal Employment Opportunity policy is founded on the philosophy that our employees and applicants for employment must be treated equitably. We do not discriminate based on personal preference or physical characteristics, and our experience confirms that supporting policies and practices with a strong commitment to equal employment opportunity is a good business practice. Our commitment to this policy applies to every phase of the employment relationship, and we make every effort to comply with this policy. If, however, you feel you have not been treated fairly in some way in your Oracle employment, you must, before taking any other action, make a written complaint to a Director of the Human Resources Department and to allow individuals within the Department a reasonable period of time in which to investigate and informally attempt to resolve your issues.

Diversity (Revised February 2014)

We seek to build an inclusive workforce and work environment. We make every effort to attract, invest in, and develop the talents of diverse people who reflect the society and community in which we live. We welcome and support people of all races, ethnicities, cultures, and religions and seek to foster teamwork and effective partnerships among our employees.

For information on Oracle's policy regarding individuals with disabilities, Vietnam Era veterans and other protected veterans, please visit the Individuals with Disabilities, Veterans of the Vietnam Era and Other Protected Veterans Policy.

Reasonable Accommodations (Revised February 2014)

Oracle provides reasonable accommodations for applicants and employees with disabilities in accordance with individual needs, business realities, and applicable laws and regulations.

Reasonable accommodations are efforts to remove workplace barriers that prevent or limit employment opportunities of qualified persons with disabilities and generally involve modifications or adjustments to a job, an employment practice, or the work environment. Such accommodations may take many forms based on the type of disability and the needs of the individual. Examples include job retraining, an adjusted work schedule, special equipment or transportation, medical leave or job modification to optimize your performance. Oracle is committed to providing qualified applicants and employees with reasonable accommodations in accordance with applicable laws and regulations where such accommodations do not impose an undue hardship on Oracle's business. Please contact Oracle Benefits for more information or to request an accommodation.

Affirmative Action

Oracle makes a good-faith effort to increase the number of qualified applicants from protected classes in our employment application pool. These protected classes include women, African Americans, Latinos, Asians, American Indians, persons with disabilities, and Vietnam Era Veterans. We try to balance the representation of protected classes at Oracle with their availability in the general workforce.

Oracle maintains Affirmative Action Plans (AAP) for US sites with 50 or more employees, and provides the necessary support to implement them effectively. As required, we provide information about our AAP upon request to employees, customers, and government agencies.

To assist managers in addressing under-representation of protected classes and to create a climate of acceptance and understanding throughout Oracle, we work actively to communicate the purpose of affirmative action plans.

Anti-Harassment (Revised February 2014)

Oracle is committed to providing a work environment that is free of discrimination. Oracle does not tolerate harassment of any kind, including harassment based on sex, gender, race, color, religion, age, mental or physical disability, national origin, marital status, protected veteran status, sexual orientation, gender identity, or any other characteristic protected under federal or state law or local ordinance. Unlawful harassment may take many forms, including verbal, visual, or physical conduct that creates an offensive, hostile, or intimidating work environment.

Sexual harassment is strictly forbidden. Sexual harassment may include unwelcome sexual advances and other visual, verbal, or physical conduct of a sexual nature when 1) submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual's employment, 2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual, or 3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Workplace Bullying is also prohibited. Workplace bullying is defined as repeated inappropriate behavior that involves acts and/or omissions that a reasonable person would find threatening, intimidating or humiliating. This behavior may take many forms, including, but not limited to, physical, verbal or non-verbal conduct of an intimidating or degrading nature, intentional sabotage of an employee's work performance and/or attempts to exploit an employee's known psychological or physical vulnerability. A single act will normally not meet this standard; however, an especially severe and/or egregious act may qualify as bullying. It should be noted that Oracle does not intend for this policy to establish a standard of unusual workplace civility. In addition, respectful and fair actions taken to set high standards, demand superior performance, or discipline an employee for poor performance or illegal and/or unethical conduct are not considered bullying.

Report any incidents of possible harassment to Human Resources. Whether you are subjected to or witness such behavior, Human Resources will maintain confidentiality to the extent possible. All reports will be promptly and impartially investigated. Employees interviewed by Human Resources in an investigation are expected to be truthful and must cooperate fully. There will be no reprisal or retaliation for good faith reporting of possible harassment or for participating in any investigation of possible harassment.

Where Oracle determines that this policy has been violated, we will take appropriate remedial action. Remedial action may include discipline, up to termination, of any individual found violating this policy. For more information, please see the "Commitment to a Harassment Free Workplace" brochure in English or in Spanish (Adobe Acrobat format).

Personal Relationships in the Workplace (Revised December 2013)

Personal relationships between employees, although not encouraged, are acceptable as long as the employees maintain workplace conduct consistent with effective and efficient work performance. Personal relationships in the workplace should be mutually consensual and should not affect Oracle's business in any way. Neither the participants' working relationship nor their work groups' dynamics should be negatively affected.

We strongly advise against personal relationships where individuals share a direct, indirect or perceived reporting relationship (either as a supervisor or a subordinate) or where one individual could influence the terms or conditions of the other's employment (e.g. performance reviews, career advancement, etc.). If you are having such a relationship, you are required to disclose the relationship to Human Resources immediately. Oracle may take any action it deems reasonable to eliminate potential conflict.

Although both employees involved in a consensual relationship are individually responsible for disclosure, a supervisor's failure to report such a relationship will be regarded as a serious lapse in his or her management of the workplace and grounds for appropriate disciplinary action.

Employment of Relatives (Revised December 2009)

Your relatives are generally eligible for employment with Oracle. For purposes of this policy, "relative" may include any of the following:

- spouse
- domestic partner
- parent, step-parent, or grandparent
- child, including natural, adopted, foster, or step
- sibling, including natural or step relationship
- aunt, uncle, cousin, niece, or nephew
- in-laws within the above categories

Because of the vulnerability to accusations of favoritism or a potential conflict of interest, Oracle generally prohibits managers from directly or indirectly supervising a relative. Indirect supervision includes reporting within a management chain, as well as the supervision of work outside of an established management chain, e.g., within project teams.

Managers are responsible for promptly addressing any conflict of interest; in circumstances where it is possible, a potential conflict should be addressed before it arises. For example, a Senior Vice President cannot approve to hire a relative that would report directly or indirectly within his/her management chain or influence peers outside his/her Line of Business to hire, transfer, or promote a relative, without prior written approval. Managers and/or employees who become aware of a potential conflict of interest should contact Human Resources immediately.

Employees who become relatives, or form a domestic partnership with an Oracle colleague, whom they directly or indirectly supervise, must communicate their new relationship immediately to their manager and Human Resources. Oracle may take any action it deems reasonable to eliminate a potential conflict of interest.

Management must also consider the potential for a conflict of interest when hiring a contractor, either directly or through an agency. Relatives generally should not supervise, directly or indirectly, a relative, without prior written approval.

Should any exception to this policy be requested, written approval is required by:

- Your manager
- The SVP of Human Resources
- The Executive Vice President for your organization
- The Executive Vice President for the Line of Business the relative would work for (if applicable)
- The Regional Compliance and Ethics Officer

Non-Oracle Employment (Revised November 2011)

We strongly discourage you from seeking additional employment outside of Oracle. Before accepting outside employment, review the Proprietary Information Agreement you signed when you joined the company. Be certain you can uphold your responsibilities to Oracle throughout the course of the additional employment.

And, before accepting non-Oracle employment, inform your manager and obtain his or her approval as well as that of your Executive Vice President (or next level up if there is not an EVP in your reporting structure) and Regional Compliance and Ethics Officer as named in the Oracle Code of Ethics and Business Conduct.

You should avoid situations that may lead to absenteeism, tardiness, poor job performance, or prevent you from working overtime as needed. We advise you to decline employment that may result in a conflict of interest, such as working for one of Oracle's customers, sub-contractors, or vendors. Remember, you must discuss such activities with your manager and obtain written approval from your manager, as well as the written approvals of the Executive Vice President (or next level up if there is not an EVP in your reporting structure) and Regional Compliance and Ethics Officer for your organization.

During your employment at Oracle you may not engage in any other employment or activity that may compete with Oracle's business. *(See* **"Conflict of Interest"** *in the Business Conduct section of this handbook.)*

Personal Information (Revised October 2006)

Oracle is committed to protecting the privacy and security of your personal information. Personal information is the information you provide and we use for the purpose of maintaining your employment with Oracle that either identifies you or permits you to be identified. The Oracle Internal Privacy Policy sets forth Oracle's practices for treatment of your personal information and the requirements for the privacy protection of personal information to which you may be provided access. The Oracle Internal Privacy Policy is also available on the Global Legal portal.

Employment Verification (Revised October 2006)

The "Work Number" is an automated service that provides you with the ability to quickly provide proof of your employment or income. You benefit from having control of the process, since you authorize access to your information. The Work Number provides verification services to over 80 million employees. It is widely known to mortgage lenders, banks, apartment complexes and others who may need proof of your employment or income, and it is easy for them to use.

The Work Number can be used anytime, anywhere – available 24 hours a day, 7 days a week.

For information on The Work Number and detailed instructions on how to use The Work Number go to:

http://my.oracle.com/content/groups/public/@empl/@hr/documents/webcontent/cnt349910.pdf.

Should you receive inquiries from potential employers regarding current or former employees or requests for letters of reference regarding current or former employees, you should refer such inquiries to Human Resources Shared Services Center. You should not respond to such inquiries yourself. Refer former employees to The Work Number as explained above.

Internal Listings (Revised July 1, 2001)

The online directory (Oracle LDAP Directory) in IMAP email contains employees' telephone numbers. To make changes to telephone numbers or any other personal information stored in the Oracle HR Database (HRDB), go to Self Service Applications and click Personal Information under Oracle Employee Self Service.

Living and Working in Payroll Country

In order to ensure Oracle and our employees are in compliance with immigration, tax, and employment laws, Oracle requires all employees to live and work in the country where they are paid. Click here to view the Living and Working in Payroll Country policy.

International Travel (Revised September 2008)

International Assignments

On occasion, business needs may require Oracle to send you to another country to work. International assignments are Company initiated and may be short or long term, extending from three months to three years, with a possible extension to four years. All international assignments require appropriate senior management approvals.

International assignments are considered temporary, and Oracle initiates them when experienced employees with specific expertise are needed to lead or complete a project or when specialist skills are not available in the local market. At times, Oracle may arrange a temporary international assignment to develop key managers or individual contributors. Employees are not expected to substantially gain or lose financially when undertaking an international assignment.

If, at the end of an international assignment, you wish to relocate more permanently to the host country and a suitable opening is available, an international transfer is undertaken. See details below.

For more information about the international assignment policy, please go to http://my.oracle.com/site/hr/working_worldwide/InternationalAssignments/index.htm.

US Outbound Immigration

If you travel and/or work abroad you may be required to obtain a business visa and/or work permit. For more information about US Outbound Immigration, go to: http://my.oracle.com/site/hr/us_immigration/index.htm.

If you have any questions, please contact the Global Mobility Group at intlhr_us_ww@oracle.com.

International Transfers

An international transfer is a "permanent" move to an overseas location and may be Company or employee initiated.

In an international transfer, you resign your employment in your home country, and join the new country as a local hire on local payroll and terms and conditions of employment. International transfers require both releasing and receiving country management approval. Before an international transfer can take place, all approvals must be obtained **AND** an offer letter must be issued from the new/receiving country.

For more information, go to the Working Worldwide website at: http://my.oracle.com/site/hr/working_worldwide/working_worldwide.

Relocation (applies to domestic moves only) (Revised June 2011)

Oracle supports some relocation benefits/provisions when they are included as part of your offer letter or transfer approval from Oracle. All relocation reimbursements are subject to current IRS eligibility and taxation guidelines. It is recommended that you consult your tax advisor about the potential tax implications of your move.

Oracle's U.S. Relocation Program is offered through Lexicon Relocation and is designed to provide a contribution toward relocation expenses. The program may not cover all potential costs related to moving, the reimbursement of which is at the discretion of your manager. Before any relocation provisions or reimbursements are made, you are required to sign a Repayment Agreement. The Repayment Agreement will be provided and collected by Lexicon.

You should not take any steps to initiate your relocation, including listing a home for sale or engaging a real estate agent, without talking to Oracle's relocation provider (Lexicon Relocation). Your manager will authorize your relocation with Lexicon and you will be contacted if there is any additional information they need from you. If you are not contacted by Lexicon, please get in touch with your manager to inquire about the status of your relocation authorization.

For additional information about Oracle's U.S. Relocation Policy, please contact Oracle's Global Mobility group at relocation_us@oracle.com. You should ensure you are familiar with Oracle's relocation policy and processes before you begin planning for your move and/or incur any relocation expenses.

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Work Environment

Workplace Security (Revised May 1998)

Oracle cares about your safety. We maintain security services at most of our facilities and limit vendor and visitor access within the company. Security personnel can assist you in most emergency situations, report incidents, and resolve lost-and-found issues.

Headquarters Security

At Oracle headquarters, security personnel monitor the buildings 24 hours a day. All visitors must register in the lobby of the building they are visiting and wear a guest badge. An Oracle employee must escort vendors and visitors at all times.

Our badge and after-hours access policies further protect the safety of employees and property.

Personal and Company Property

You are responsible for your personal property on all company premises. You will not be reimbursed if personal property, including your vehicle parked or operated on Oracle premises, is lost, stolen, or destroyed.

If you remove company or personal equipment from Oracle, you must present your employee badge and the equipment serial numbers to an Oracle information coordinator or security officer.

To report loss, theft, or damage to personal or company property, submit an Incident Report to Security.

For more information about Security at Oracle, go to http://my.oracle.com/site/sec/index.htm.

Violence in the Workplace

Oracle is committed to preserving the health and safety of our employees. Threats or acts of violence against Oracle employees, temporary employees, independent contractors, customers, clients, vendors or other persons and/or property will not be tolerated. You should report any potential threats or acts of violence to your manager, Human Resources (http://my.oracle.com/site/hr/contacts/contacts) or Security at (http://my.oracle.com/site/sec/index.htm) immediately.

Weapons Ban

Guns, explosives, hazardous materials, or any potentially dangerous weapons, objects, or substances are prohibited in the workplace. If you discover such items anywhere on company premises, report them to Security immediately. Employees risk discipline, including termination, for violating this ban.

Workplace Safety (Revised February 2001)

Oracle supports an active health and safety program. We expect you to support these efforts by reporting any unsafe conditions or practices, helping to minimize hazards and accidental injuries and responding to directives and procedures in an emergency. If you identify a potential safety hazard, email Safety_US, or call the Safety hotline at 650-506-5656 (for HQ), or contact your local Facility Coordinator (for Field Offices) to report the hazard.

The Emergency Response Team (ERT) consists of Oracle employees who volunteer to be trained in basic first aid, CPR, evacuation procedures, and fire extinguisher use. Emergency Response Teams have been formed at all HQ locations, as well as many field offices. In an emergency, team members wear orange vests so you can easily identify them. If you are interested in becoming an ERT member, email ERT_US. Visit the Emergency Response Team Web site for more information at http://my.oracle.com/site/ref/gres/ehs/programs/er/index.htm.

All employees are expected to become familiar with Oracle's emergency procedures. Please refer to the Emergency Procedures section of the Health and Safety Web site for more information at http://my.oracle.com/site/ref/gres/ehs/index.htm.

Oracle provides you with an adjustable workstation and/or equipment to make your workstation comfortable. Refer to the Health and Safety Department's ergonomic Web site at http://my.oracle.com/site/ref/gres/ehs/programs/ergo/index.htm for information regarding how to conduct your own evaluation, ordering equipment, injury prevention techniques, symptoms of injury, managing/reporting an injury, and training.

For details regarding Oracle's policies and procedures on employee health and safety, along with other important safety information, refer to the Health and Safety home page at: http://my.oracle.com/site/ref/gres/ehs/index.htm.

No Smoking (Revised December 2013)

The use of tobacco products in the workplace is prohibited in all U.S. facilities. Smoking is permitted in designated outdoor areas only. This restriction includes the use of electronic cigarettes.

Substance Abuse (Revised October 2006)

Oracle is concerned about situations where the use of alcohol or drugs interferes with your health or performance, adversely affects the health, safety, or performance of others, or becomes detrimental to Oracle's business.

Oracle's health care plans and Employee Assistance Program (EAP), described in the Benefits section, provide help in confronting and treating substance abuse. Your request for assistance is kept strictly confidential.

Oracle prohibits reporting to work, driving a vehicle on company business, or driving a company vehicle at any time while under the influence of alcohol or while illegally using drugs.

You should tell your manager if you take a prescription or over-the-counter medication that may impair your ability to work safely and efficiently.

While the consumption of alcoholic beverages may occasionally be appropriate when entertaining customers or at other Oracle functions, you should exercise good judgment and avoid excessive drinking.

Federal Requirements

Federal legislation requires Oracle to provide a drug-free workplace to qualify for participation in federal government contracts. Oracle prohibits the manufacture, distribution, dispensing, possession, or use of a controlled substance in the workplace. You may be disciplined or terminated if you violate this restriction.

As a condition of employment, you must comply with the terms of the drug-free workplace policy. If you are convicted of violating any criminal drug statute and the violation occurred in the workplace, you must notify your Human Resources Manager no later than five days after conviction.

Flexible Work Hours

Each of us runs on a different internal clock. Flexible work hours enable you to work when you are at your best and can produce your highest quality and quantity of work. This flexibility, available to many full-time employees, allows you to efficiently schedule personal business, commute time, and volunteer commitments around your work responsibilities. Your manager must review and approve any flexible work-hours arrangement you propose.

After your manager approves your chosen flex hours, you may arrange your work schedule around this most productive time. Regardless of the schedule you set up, you are expected to fulfill your commitments to your manager, your colleagues, and Oracle.

Telecommuting (Revised December 2013)

Oracle supports telecommuting, on a part- or full-time basis, with your manager's approval. Your ability to telecommute depends on the nature of your job, your work performance, your work location, and whether telecommuting promotes departmental goals as determined by your manager.

Telecommuting may be a temporary or long-term work option or used for a specified time to accommodate a special project.

If your manager agrees that your job is suitable for telecommuting, work together to set clear objectives, performance levels, work schedules, and expectations of accessibility during regular business hours. Your manager will determine to what extent Oracle will pay for related telecommuting expenses, such as equipment and telecommunications charges.

Home Office Address Change Approval

Work location changes must be approved and initiated in Manager Self Service by your manager. If your work location is changing to a home office location or if you will be moving to a different home office location please ensure that you update your home address in the Personal Information section of Employee Self Service.

If you work from your home, you must obtain pre-approval from your manager to change your home office location if the new home office will be located more than 50 miles from your current home office.

Transportation Program

Oracle provides commute information and special programs to employees at headquarters in compliance with California state requirements. At HQ, you can take advantage of vanpool and carpool options, daily shuttles that operate between Oracle buildings and CalTrain stations, transit ticket sales, and bike lockers. We also offer transportation information via an online ordering site, which can be found at: http://my.oracle.com/site/ref/regions/hq/specialty/transportation/index.htm. Refer to the HQ-Redwood Shores Alternative Transportation Web site at http://my.oracle.com/site/ref/regions/hq/specialty/transportation/index.htm.

At other Oracle sites, particularly those with significant employee populations, there may be formal or informal local transportation programs. Check with your site coordinator to explore alternatives for your situation.

Oracle in the Community (Revised November 1998)

Our commitment at Oracle is to be a vital, contributing partner to the world community. We seek out genuine intersections between the needs of society and the goals of our company, and make investments that benefit both. We are committed to using our

technology and resources to protect the environment, enrich the life of communities, and advance education in innovative ways.

For details about our programs and how you can get involved, please see our Web site at http://my.oracle.com/site/hr/make_difference/make_difference or http://www.oracle.com/corporate/community.

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Business Conduct

General Guidelines

Oracle sets moral standards and upholds ethical business practices. We must understand and conform to law, to custom, if within the law, and to human values.

Oracle's values of integrity, mutual respect, teamwork, communication, and innovation are the overriding principles that guide us in our business conduct.

Because your behavior on the job and in conduct of Oracle business is a direct reflection on the company, you should avoid or correct any situation in which your actions might adversely affect, publicly embarrass, or discredit Oracle.

Ethical Standards (Revised February 2009)

Oracle expects you to adhere to all laws applicable to our business and to observe the highest standards of business ethics. The company's Code of Ethics and Business Conduct policy guides you in your daily work to avoid circumstances that could damage you or Oracle. Every employee is individually responsible for meeting this obligation and exercising sound and mature judgment in all business relationships.

You are expected to compete fairly and ethically for all business opportunities. If you participate in agreement or contract negotiations, Oracle expects you to ensure that all statements, communications, and representations to customers are accurate and truthful.

In addition, you are required to complete the following mandatory compliance training courses:

Online Training

- Ethics and Business Conduct Training (all employees)
- Sexual Harassment Awareness Training (all employees)
- Information Protection Awareness Training (all employees)

Additional Training

- All US Managers are required to complete a two hour Sexual Harassment Awareness Training for Managers course in accordance with both California Assembly Bill 1825 and Oracle policy.

It is your responsibility to check the Compliance Training page for more information regarding these courses and others you may be required to take.

While no policy or rule can encompass all situations that may arise in a fast-paced and changing business environment, we expect you to apply your best judgment and seek help from the Legal Department in ambiguous or difficult situations to ensure compliance with applicable laws and regulations.

Insider Trading (Revised February 25, 2005)

Oracle's Insider Trading Policy can be found here. Please note that in order to avoid the appearance of impropriety, Senior Vice Presidents are prohibited from engaging in speculative transactions, such as short sales, puts, calls, straddles or similar transactions in an amount greater than the sum of the individual's vested in-the-money stock options and any shares owned outright by that individual. Executive Officers of the company continue to be prohibited from engaging in any speculative transactions.

Extending and Receiving Business Courtesies (Revised February 2014)

Oracle recognizes that it is customary in most cultures to extend courtesies, including meals, refreshments and entertainment as well as modest gifts, to customers or partners in order to foster the relationships that support successful business. Today, however, what was once a matter of simple business etiquette is now fraught with risk. In particular, where the circumstances under which a business courtesy is offered or where the nature, value or frequency of courtesies offered would lead a reasonable observer to conclude that the courtesy was intended to influence or reward an action or decision of the recipient or to gain an improper advantage, then the business courtesy may no longer be viewed as a polite gesture but as a criminal bribe. Accordingly, Oracle Employees who offer, promise, make, facilitate or authorize expenditures for business courtesies of any sort are responsible for ensuring that every such courtesy, whether extended to an employee of a private-sector company or to a government official, meets the guidelines set forth in Oracle's Anti-Corruption Policy and Business Courtesy Guidelines as follows:

a. the business courtesy is justified by a clear and legitimate Oracle business purpose, such as the promotion, demonstration or explanation of Oracle products or services or the execution or performance of a contract;

b. the business courtesy is not offered to influence or reward an action or decision of the recipient or to obtain any improper advantage;

c. the nature and value of the business courtesy is reasonable and appropriate to the recipient's position and to the occasion, and is not likely to be reasonably understood by the recipient or viewed by a reasonable observer as a bribe;

d. when taken together with business courtesies previously given to the recipient, the proposed business courtesy will not, in nature, value or frequency, give rise to an appearance of impropriety;

e. the business courtesy will not impose a sense of obligation on the recipient, nor is there any expectation that Oracle or anyone else will receive anything in return; and

f. the business courtesy is allowable under applicable law and the recipient is not on the Oracle No Gift List.[1]

It is permissible to furnish meals, refreshments and entertainment and to make modest gifts to employees of private-sector companies so long as in compliance with the mandatory requirements listed above and with Oracle's Global Travel and Expense Policy. Before extending such courtesies to employees of private-sector companies, please refer to the Global Anti-Corruption Policy and Business Courtesy Guidelines for further specifics on private-sector spending and frequency limits.

Activities that may be acceptable when dealing with private-sector company employees often are inappropriate or illegal when dealing with government officials. All Employees who do business with any government entity, including an international public organization such as the World Bank or a regional development bank, are responsible for learning and complying with the rules that apply to government contracting, to funding of government projects, and to interactions with government officials. Typically, these rules *severely limit* and in some cases *altogether prohibit* offering, promising or providing business courtesies to government officials. In addition, government officials themselves are generally prohibited from soliciting, agreeing to accept or receiving business courtesies.

To ensure compliance with these rules, any Employee who offers, promises, provides or authorizes a business courtesy to a government official must satisfy the mandatory requirements set forth above. To avoid even the appearance of impropriety, no business courtesy whatsoever may be offered, promised or provided to any government official involved in a recent or imminent decision concerning Oracle, its business or properties, unless the business courtesy is first approved in writing by a member of the Compliance and Ethics Organization (complianceprogram-appr_ww@oracle.com) in your region, or, for the U.S. and Canada, by the Director of Political Compliance. In addition, gifts to government officials may not include cash, cash equivalents or gift cards. Further, where a business courtesy, such as an offer of an unpaid internship or a recommendation letter to the admissions office of your alma mater, has no established value, you must first obtain the approval of a member of the Compliance and Ethics Organization, or, for the U.S. and Canada, of the Director of Political Compliance, before offering or promising such a courtesy. In addition to the mandatory requirements set forth above, there are further restrictions and public-sector thresholds outlined by region and country in the appendices of the Global Anti-Corruption Policy and Business Courtesy Guidelines.

With regard to business courtesies you may receive, it's permissible to accept meals, refreshments, entertainment and gifts from private-sector companies with which Oracle does business, provided each such business courtesy (a) is unsolicited, (b) is justified by a clear and legitimate business purpose, such as the promotion, demonstration or explanation of the business partner's products or services or the execution or performance of a contract, (c) is not offered to influence or reward an action or decision of the Employee or to obtain any improper advantage, (d) is reasonable in nature and amount, appropriate to the occasion, and not likely to be viewed by reasonable observers as a bribe, (e) when taken together with business courtesies previously provided to the Employee by the same business partner, in nature, value or frequency, will not give rise to an appearance of impropriety, (f) does not impose a sense of obligation on the Employee, nor give rise to an expectation that anyone will receive anything in return, and (g) is consistent with local laws.[1]

Additional spending and frequency limits apply to all business courtesies, whether to an employee of a private-sector company or to a government official, and approvals are required for any courtesies which fall beyond these thresholds. Please refer to Oracle's Anti-Corruption Policy and Business Courtesy Guidelines for more information and become familiar with the thresholds and required approvals when extending or receiving business courtesies.

[1] Contact the Oracle Legal Department or a member of the Compliance and Ethics Organization for information concerning the laws of the country in which you do business. Many countries impose limitations on gifts that may be exchanged, even among employees of private-sector companies. For example, in Hong Kong it is unlawful for an employee of a private-sector company to accept a gift without the prior written approval of

his or her employer. The employer must not grant approval if the gift is intended to improperly influence or reward an action or decision of the employee.

Follow-Through

Oracle abides by all applicable laws and government regulations, and expects you to do the same. If asked to engage in conduct, which you believe violates any law or regulation, or is otherwise improper, or if you observe other employees engaged in such conduct, you should notify your region's Business Conduct Officer as defined in the Oracle Code of Ethics and Business Conduct immediately. Disclosures are treated confidentially to the extent possible and appropriate corrective action shall be taken to ensure compliance with the applicable law or government regulation. No adverse action will be taken against you as a result of a good faith disclosure.

Export Compliance

Federal controls regulate exports of products and technical data from the U.S. and the re-export of these items from one foreign destination to another. Oracle products are subject to these controls.

If you send Oracle software to foreign destinations as part of your job, you must adhere to U.S. export laws and regulations. Failure to comply could result in the loss or restriction of Oracle's export privileges. For this reason, Oracle software shipments must be processed through an Oracle distribution channel authorized by the company's Export Control and Compliance Organization (ECCO), also known as the "Corporate Affairs Department". Direct your export compliance questions to the customs_us@oracle.com for custom issues or xport_us@oracle.com for export issues or to the Legal Department.

Protecting Confidential Information (Revised December 2013)

Oracle's confidential information constitutes a valuable company asset and protecting it is vital to our success. Protecting the confidential information of our customers and others with whom we interact (e.g., partners, vendors, Web site registrants) is also important. You are required to safeguard confidential information by not transferring, publishing, using or disclosing it except as directed or authorized by Oracle.

The Oracle Information Protection Policy (OIPP) sets forth the requirements governing the treatment of confidential information to which you may be exposed while performing your job. It provides a description of different categories of confidential information, and provides guidance on the proper handling of that information, including storage, use, transmission, and deletion. The topics covered by the OIPP include: classification of information and handling requirements; treatment of source code, sensitive employee information, and confidential information received from others; authorized disclosure of confidential information and limitations on disclosure; and use of Oracle Files, Oracle Portal, and the Bug and Support databases.

The OIPP is attached to this Handbook as Attachment C and may also be found on the Privacy & Security page on the Oracle Legal Department Web site or click here. If you have questions about the OIPP, please contact privacy-team_ww@oracle.com.

All Oracle employees are also required to sign a Proprietary Information Agreement upon their hire which, among other things, identifies an employee's obligation to protect company confidential information. This obligation continues even after the end of his or her employment with Oracle. Moreover, just as Oracle expects its employees to abide by their obligations not to disclose Oracle confidential information after they leave Oracle, we expect employees to abide by their obligations to protect the confidential information of their former employers. No confidential information obtained during an employee's work at a former employer should be brought on Oracle premises or used in *any* form in the employee's work at Oracle.

In addition to honoring their obligation to retain the confidentiality of Oracle information, employees are expected to abide by all Oracle, local system and physical office security policies. These policies are available on the Oracle Corporate Security Policies Web site or click here. Employees must not access or attempt to access systems or physical areas without appropriate authorization. If you learn that someone has accessed Oracle facilities without authorization, report the unauthorized access to your manager and to your local Security officer at once. You must also immediately report any suspected unauthorized access to Oracle systems to security_breach_ww@oracle.com or to gis_policy_ww@oracle.com.

Third Party Intellectual Property

Oracle respects the intellectual property of others. It is against Oracle policy to reproduce copyrighted software, documentation, or other materials without permission. Oracle respects the limitations specified in the licensing agreements with its software suppliers and Oracle employees are not permitted to use or copy software or documentation except to the extent that the applicable license agreement allows such use or copying.

Communications With the Press and Analysts (Revised July 2002)

As a public company, Oracle has fiduciary, legal and professional responsibilities in managing its external communications. As such, you must forward all press and market analyst inquiries to Oracle's Public Relations department for follow-up and response and all contacts must be initiated under their guidance; you may not answer questions or respond to inquiries yourself. In addition, only the Public Relations Department is authorized to issue written public statements, most often as press releases, about the company, its financial performance, direction, product plans, or policies. These statements are approved by the President or his designates (e.g., CFO, business unit head, Legal Department). In the case of requests from financial analysts or other requests for financial information, refer all requests to Investor Relations. You may view Oracle's Policy Regarding Communications with the Press and Analysts in full at: http://my.oracle.com/content/idcplg/cnt337891.pdf?IdcService=GET_FILE&noSaveAs=1&Rendition=Web&RevisionSelectionMethod=LatestReleased&allowInterrupt=1&dDocName=cnt337827.

Social Media Participation

Use of social media, including Facebook®, LinkedIn®, Twitter®, Instagram®, blogging, wikis and other online social tools, is integrated into the everyday lives of Oracle's employees. As these online activities can impact Oracle's business interests as well as

your ability to do your jobs, it is extremely important that you adhere to the company's Social Media Participation Policy, which is may be found on the Trademark & Copyright Legal internal homepage.

Conflict of Interest (Revised November 2011)

A conflict of interest describes any circumstances that could cast doubt on your ability to act with total objectivity regarding Oracle's interests. You should avoid financial, business, or other relationships, which might oppose Oracle's interests or might conflict with the performance of your duties.

Examples of obvious conflicts of interest include:

- employment by a competitor;
- awarding business to a firm in which you or your family have substantial ownership interest;
- ownership or substantial interest in a company which is a competitor with or supplier to Oracle;
- acting independently as a consultant to an Oracle customer or supplier.

Sometimes conflicts of interest, or the appearance of a conflict, can arise accidentally or unexpectedly. If at any time you feel that an actual or potential conflict situation exists, report all pertinent details in writing to your manager and obtain his/her written approval as well as the written approvals of the Executive Vice President (or next level up if there is not an EVP in your reporting structure) and Regional Compliance and Ethics Officer for your organization.

Corporate Opportunity

Employees may not take for personal gain opportunities that are discovered through the use of corporate property, information or position. Employees owe a duty to Oracle to advance the company's interests whenever the opportunity to do so arises.

Expense Reporting and Proper Accounting (Revised April 1999)

Oracle adheres to the highest standards of financial reporting and disclosure, and expects the same from you. All information and reports you submit such as timesheets, vacation reports, product order or shipment reports, expense reports, purchase requisitions should be accurate to the best of your knowledge. False, misleading, or dishonest reporting inside or outside the company is strictly prohibited.

Expense Reporting (Revised October 2006)

If you incur approved expenses as part of your job, submit an expense report as soon as possible. Report your expenses weekly, or, at the latest, within 30 days of incurring them. Submit original receipts for all expenses greater than $25. Report your expenses using the online US Expense Report applications found in Self Service Applications. If you do

not choose to have your reimbursement added to your payroll direct deposit, Oracle will mail your checks to your home address.

The use of your AMEX card for business expenses and the Credit Card Integration (CCI) process for payment/remittance is mandated per corporate policy. For general questions on the CCI process, please contact Global Expense to Pay at global-e2p_ww.

Records Retention

The Oracle Records Retention Policy and Schedule sets forth the guidelines governing your retention and disposal of Oracle records. This policy and schedule is intended to ensure that Oracle maintains company records in accordance with applicable legal, regulatory and business requirements. You are responsible for understanding and complying with the Records Retention Policy and Schedule, which is located on the Legal Web site.

Travel and Entertainment (Revised May 1999)

Please see the Global Travel & Entertainment policy at: http://my.oracle.com/content/web/cnt666107.

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Benefits

Please Note: If the description of benefits summarized in this handbook differs in any way from the official plan documents for these benefits, the descriptions and policies in the official plan documents apply.

Oracle*flex* (Revised May 31, 2011)

Oracle offers a comprehensive benefits plan, called Oracle*flex*, which enables eligible employees to choose the benefits and coverage levels that best meet their needs and those of their eligible dependents.

Your options include:

- an extensive selection of medical plans and options with no pre-existing condition limitations (although not all plans are available in all geographic areas);
- preventive and comprehensive dental coverage;
- comprehensive vision care coverage;
- employee and dependent life insurance;
- Accidental Death and Dismemberment (AD&D) insurance;
- Long-Term Disability (LTD) insurance;
- pre-tax Health Care and Dependent Care Reimbursement Accounts;
- a Health Savings Account for certain eligible individuals
- other after-tax options, including group legal services and personal insurance (auto, homeowner, rental, etc).

How Oracleflex is Different (Revised May 31, 2011)

Oracle*flex* is a "cafeteria-style" benefits plan that gives you more choices and greater flexibility than traditional health and insurance benefits plans. It allows you to design a custom benefits package for your unique situation. You are awarded flex credits that you can use to purchase benefits, so you can control the amount you spend on each benefit option. Depending on your needs, you can use all of your flex credits to purchase a complete benefits portfolio, or decline some benefits and retain a portion of the credits as taxable income.

(See the** Oracleflex Enrollment Guide **for a detailed description of the program and enrollment procedures.)

Eligibility (Revised May 31, 2011)

You and your eligible dependents may participate in the Oracle*flex* program if you are:

- A regular full-time employee on the U.S. payroll working 30 or more hours per week, or
- A regular part-time employee on the U.S. payroll working at least an average of 20 hours a week.

Part-time employees receive a reduced amount of credits depending on the number of hours they are regularly scheduled to work per week. If you are a part-time employee working an average of 20 hours per week, you receive 50% of the amount of Oracle*flex* credits for which you would be eligible as a full-time employee.

Eligible dependents may include:

- your legal spouse or qualified domestic partner;
- children to age 26;
- stepchildren whom you support and who live with you in a parent-child relationship;
- adopted children;
- other children you support as legal guardian and who live with you in a parent-child relationship, as long as you can provide court documentation verifying your legal guardianship.

Oracle*flex* benefit eligibility ends for you and your dependents:

- on the last day of your employment with Oracle;
- upon your death or total disability;
- after 30 days of an unpaid leave of absence;
- after you are no longer on paid medical, paid pregnancy disability, or FMLA leave and have not returned to work.

Continuing Benefits Coverage

Under COBRA (the Consolidated Omnibus Budget Reconciliation Act of 1985), you and your eligible dependents may qualify for continuing benefits coverage in certain situations. If eligible, you may continue your and your dependents' medical, dental, vision, and health care reimbursement account benefits for up to 18 months at your own expense. You or your estate may continue your dependents' coverage for up to 36 months in case of your death, divorce, or child ceasing to be a dependent. Upon total disability, you may be eligible to continue your medical benefits for up to 29 months. You or your estate must notify Oracle's COBRA Administrator of your decision to continue coverage within 60 days after the date your benefits would otherwise end.

Open Enrollment

You can enroll in Oracle*flex* at the start of your employment and begin your coverage on your date of hire. During open enrollment, usually held in the fall, you can re-enroll and make changes or new elections to your plan. Changes are effective January 1, the start of the new plan year.

Making Changes (Revised May 31, 2011)

In addition to the open enrollment period or at the start of your employment, you can make certain types of changes to your elections when you have a qualifying change in family status as defined by the IRS. Qualifying events include:

- your marriage or divorce;
- birth or adoption of a child;
- death of a dependent;
- start, end, or change of your spouse's employment and/or insurance coverage;
- your unpaid leave of absence.

You must notify Benefits within 62 (31 days for certain HMOs) days of the effective date of the event, and your changes in benefits must be consistent with the family status change you have experienced. The effective date of coverage for benefits status changes depends on the event you are experiencing. Once logged in to process your event, the Web application will show you what will be the effective date. Note, however, when adding a newborn or adopted child, the change will be effective on the date of birth or placement for adoption. For more information go to: http://my.oracle.com/site/hr/RegionalSites/U.S./usbenefits/fsc/index.htm.

ORACLE 401(K) (Revised April 2002)

Oracle's 401(k) Savings and Investment Plan offers you a way to plan for retirement and contribute to your long-term financial goals. You may contribute up to 40% of your cash compensation (salary, bonus, and commission) on a pre-tax basis, subject to an annual IRS dollar limit, through payroll deductions. Oracle may match some of your 401(k) contribution, and you decide where to invest your money by selecting from a portfolio of investment options. Because you use pre-tax dollars and your account growth is tax-deferred, your participation should lower your current federal and state income taxes. Please make sure you review the Prospectus and Summary Plan Description before you sign up for the 401(k) Plan. Visit the Benefits Web site at http://my.oracle.com/site/hr/RegionalSites/U.S./usbenefits/401k/ for 401(k) information.

Eligibility, Enrollment, and Changes (Revised March 28, 2002)

Regular full-time employees as well as part-time and Oracle temporary employees who normally work at least 20 hours a week may participate in the Oracle 401(k) plan. Those who regularly work fewer than 20 hours per week may not participate.

You may enroll in the plan any month by calling Fidelity at 800-835-5098. If you make your enrollment elections to Fidelity by the last business day of the month, your contributions will begin the first paycheck of the following month.

You may change or stop the amount you contribute any month by calling Fidelity directly at 800-835-5098 or on the web through Fidelity's NetBenefits. Changes submitted to Fidelity will be effective within 1-2 pay periods depending on when during the pay cycle the changes are received.

Company Matching Contributions (Revised July 2000)

Oracle will contribute, on a per-paycheck basis, 50% of your first 6% in contributions, or 50% of the IRS maximum on employee contributions, whichever is lower. The company matching contribution vests over a period of four years. Matching funds are not included in the annual IRS limit on employee contributions.

You can keep all vested benefits if you leave the company. Of course, any pre-tax contributions you make to your account (adjusted for any earnings or losses) are always fully vested. Effective January 1, 1999, the company's matching contributions vest according to the following schedule (if you complete an hour of service after January 1, 1999):

Years of Service Completed	Amount Vested After Completion
One Year	25%
Two Years	50%
Three Years	75%
Four Years	100%

If you were hired before October 1, 1996 and your hire date fell between January 1 and September 30, your vesting date is January 1 of the year you were hired.

If you were hired before October 1, 1996 and your hire date fell between October 1 and December 31, your vesting date is January 1 of the following year.

If you were hired anytime after October 1, 1996, your vesting date is the same as your hire date.

Rollovers (Revised September 1999)

If you participated in a qualified 401(k) plan with your previous employer, you may roll over the entire pre-tax amount into Oracle's plan. Oracle will not match your rollover contribution. You may invest your rollover in different investment options from your ongoing contributions. Please refer to the 401(k) Rollover Form and Instructions (Acrobat).

Tax Advice and More Information (Revised July 2000)

Consult your tax advisor to determine the tax consequences of your participation. Complete details on the Oracle 401(k) Plan are provided in the Prospectus and Summary Plan Description, available on the Benefits Web site at http://my.oracle.com/site/hr/RegionalSites/U.S./usbenefits/401k/.

Employee Stock Purchase Plan

Oracle's Employee Stock Purchase Plan lets you purchase Oracle common stock at a discounted market price. By enrolling in the plan prior to any offering period, you may contribute up to 10% of your cash compensation (salary, bonus, and commission) through payroll deductions.

You may participate in the stock purchase plan if you regularly work at least 20 hours a week, five months a year.

For more information call 775.657.4889 or email stock_us@oracle.com.

Offering Periods and Purchase

There are two six-month offering periods a year, beginning October 1 and April 1. The first day of the period is known as the "offering date," and the last day is the "exercise date" or "purchase date."

Your purchase price under this plan is 95% of the stock's closing sale price on the last trading day before the exercise date.

If the stock price fixed on an exercise date is less than half the price it was on the offering day, you can buy no more than twice the number of shares you would have been eligible to purchase had the price remained the same as on the offering date.

Maximum Contribution

In any calendar year, you may purchase up to the equivalent of $25,000 of stock at fair market value as defined by the IRS Section 423.

Enrollment, Changes and Cancellation (Revised April 2008)

You can enroll, change your percentage of contribution and/or cancel your participation (withdraw) by logging into your account at www.netbenefits.fidelity.com.

You may enroll in either offering period (beginning in October or April) only during an open enrollment period (Feb 15 – Mar 15 and Aug 15 – Sep 15). If you cancel/withdraw before the 15th of the last month of the offering period, you will be refunded the entire amount that was deducted during the period. If you miss the deadline, the deducted amount will go to purchase stock and your participation will terminate at the beginning of the next offering period.

You may increase or decrease the amount withheld at any time during a six-month offering period.

If you leave the Company on or before the 15th day of the last month of an offering period (in September or March), you will be withdrawn automatically as of your termination date and any money you contributed during the current offering period will be refunded to you, without interest. If you leave the Company on or after September 16th or March 16th, you may leave your period-to-date contributions in the Plan to purchase stock on the exercise date.

Unless you make a change, you are not withdrawn from the Plan during an approved leave of absence. If you are on paid leave, you may continue to contribute. If you are on unpaid leave, your contributions will stop until you return to work and then they will resume automatically.

Please call Fidelity Investments direct at 800-544-9354 if you need assistance with your Employee Stock Purchase Plan enrollment, changes and/or withdrawal.

Receipt of Stock

When you purchase Oracle stock, it is deposited in your name with the plan broker, who lets you know the number of shares you purchased. The shares are delivered to the broker as quickly as practicable after the exercise date of each offering period. You cannot sell or transfer your shares until the broker receives them. To receive a stock certificate, request one from the plan broker.

Tax Consequences

Under current U.S. tax law, there are no tax consequences when you acquire stock through the Employee Stock Purchase Plan. The disposition (including sale and gift) of the stock, however, may be a taxable transaction. Consult your personal tax advisor with any questions about tax consequences.

Employee Assistance Program (EAP) (Revised January 1, 2005)

To help you address problems that threaten to upset the stability of your life at home or at work, the Oracle Employee Assistance Program offers referral services and confidential, personal assessment. EAP services, provided by United Behavioral Health, may help with stress, depression, difficulties with children, divorce, alcohol abuse, drugs, job worries, marital, financial, or legal problems.

(For more information, call EAP at 1-866-728-8413 or 1-866-672-2511)

LifeSolutions Program (Revised January 1, 2005)

Oracle offers employees the LifeSolutions Program, a free employee benefit designed to help you balance your work, family, and personal responsibilities. United Behavioral Health, a leader in work/family programs and organizational consulting, provides this service. The LifeSolutions Program is an easy way for you to receive practical advice, useful materials and referrals, including:

- information on a variety of topics, such as becoming a parent, understanding the process of adoption, caring for elderly relatives or relatives with disabilities, managing your time effectively, or creating a living will;
- customized referrals to confirmed openings at child and elder care programs;
- personalized reports about public and private schools, colleges and financial aid; and
- practical advice on a variety of topics.

(For more information, LifeSolutions can be accessed at www.liveandworkwell.com (use Oracle's access code 228485) or you can call them 24 hours a day, seven days a week, at 1-866-728-8413.)

Workers' Compensation (Revised April 2012)

Oracle maintains Workers' Compensation insurance as required by law. This insurance is provided to protect you if you are injured or become ill and the injury or illness arises out of and in the course of your employment.

Workers' Compensation insurance provides benefits including medical care and wage-loss reimbursement, which is paid by Oracle. Because Workers' Compensation benefits are limited and will not compensate your full salary, you may use Medical Leave to supplement your Workers' Compensation disability benefits provided you are eligible for Oracle's paid Medical Leave (see the Medical Leave policy).

Questions regarding Workers' Compensation insurance should be directed to Risk Management at (650) 607-0169. For additional information, refer to: http://my.oracle.com/content/web/CNT658195.

You should contact your Human Resources Representative at http://my.oracle.com/site/hr/contacts/contacts to file for Worker's Compensation benefits.

Vacation (Revised June 2008)

Employees working at least 35 hours per week accrue 13 days of vacation a year (which calculates to approximately 4.33 hours per pay period) for your first three years of employment, and 18 days a year (6 hours per pay period) after three years.

As a regular employee working 25-34 hours per week, you accrue vacation at a prorated accrual rate of 75% or 3.25 hours per pay period for your first three years of service and 4.5 hours per pay period after three years.

As a regular employee working 20-24 hours per week, you accrue vacation at a prorated accrual rate of 50%, or 2.17 hours per pay period, for your first three years and 3.0 hours per pay period after three years.

If you have worked for Oracle as a regular employee three years or less, you may accrue a maximum of 120 hours of vacation; you may accrue 184 hours if you have been employed longer than three years. Maximum accruals for regular employees working 20-34 hours per week are also prorated.

When you reach your maximum accrual, you stop accruing vacation time until you reduce your balance by taking a vacation and reporting the hours taken. If your vacation is submitted after a payroll cutoff date, you will begin accruing vacation time again the next pay cycle after you have reported the vacation hours taken. Employees are obligated to record and submit all vacation taken via Oracle Self Service Apps [Payroll OTL Timecard].

You can use your paid vacation time for any reason or occasion – for rest and relaxation, to take a trip, to take care of personal or family matters, to take a friend or family member to a medical appointment, and/or to supplement Sick Leave.

You may schedule use of your vacation at any time during the year, with your manager's pre-approval. If you need to use your vacation benefits on a date and for a reason that was not foreseeable, as in the case of an emergency situation, you must promptly inform your manager of your absence and record use of your vacation time taken prior to the time entry cutoff for the period during which you used your accrued vacation time (found

on the payroll calendar at http://my.oracle.com/site/hr/RegionalSites/U.S./us_how_do_i/payroll_schedule/payroll_schedule).

If your employment at Oracle ends, your final paycheck includes compensation for any unused vacation. You may not otherwise receive pay in lieu of accrued vacation. If you were advanced unaccrued vacation, the amount advanced is deducted from your final paycheck. Accrued vacation cannot be used to extend your termination date; your last day of Oracle employment cannot be a holiday or vacation day.

Sick Leave (Revised May 2009)

For information about Sick Leave, visit the Benefits Web site at http://my.oracle.com/site/hr/RegionalSites/U.S./usbenefits/loapol/loapol.

Holidays (Revised October 2006)

Oracle offers eight paid holidays a year. They are:

- New Year's Day
- Martin Luther King, Jr. Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving (2 days)
- Christmas

Full-time regular employees and part-time and temporary employees who are listed in the HR database as working at least 20 hours per week are eligible for paid holidays. Employees listed in the HR database as working less than 20 hours per week are ineligible for paid holiday time.

Absences for religious observances (other than the ones provided for by this policy) should be taken as vacation time.

Benefits Eligibility Chart

Benefit	Full-Time (30-40 hr/wk)	Part-Time (20-29 hr/wk)	Part-Time (-20 hr/wk)	Non-Exempt Personnel	Oracle Temp.	ORACLEflex Continuation
OracleFlex	Yes	Yes	No	Yes	No	
Oracle 401(k)	Yes	Yes	No	Yes	Yes*	
Employee Stock Purchase Program	Yes	Yes	No	Yes	Yes*	
Employee Assistance Program	Yes	Yes	No	Yes	No	
Holidays	Yes	Yes*	No	Yes	Yes*	
Leaves Of Absence						
Sick Leave	Yes	Yes	No	Yes	No	Yes
Medical Leave	Yes*	Yes*	No	Yes*	No	Yes*
Pregnancy Disability	Yes*	Yes*	No	Yes*	No	Yes*
Family Leave (FMLA)	Yes*	Yes*	No	Yes*	Yes*	Yes
Personal Leave	Yes*	Yes*	No	Yes*	No	1st 30 days
Bereavement Leave	Yes	Prorated	Yes	Yes	No	1st 30 days
Jury Duty Paid Time Off	Yes	Yes	Yes	Yes	Yes	
Education Reimbursement	Yes*	No	No	Yes	No	
Employee Referral Bonus	Yes*	Yes*	Yes*	Yes	No	
Workers' Compensation	Yes	Yes	Yes	Yes	Yes	

* If eligibility requirements are met and/or appropriate approvals/certificates are obtained

Leaves of Absence

For information about Leaves of Absence, visit the Benefits Web site at http://my.oracle.com/site/hr/RegionalSites/U.S./usbenefits/leaves/index.htm.

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Compensation (Revised October 2006)

You are compensated and rewarded based on your contributions to Oracle and in accordance with Oracle's business performance and success in the marketplace. Your total cash compensation is comprised of your base salary and performance related bonuses or commissions and other incentives. To determine your salary and total cash compensation package, we take into account market research, your career level, and your individual performance. Market research assists us in assessing what competitive companies pay for comparable jobs. Oracle's goal is to attract, retain, and motivate high caliber, high performing employees. Central to Oracle's compensation philosophy are:

- recognition and reward for contributions that enhance Oracle's growth, success, and profitability;
- open communications, ensuring you understand what is expected of you, how you can make a significant contribution to Oracle's success, and how you can advance your career;
- competitive analysis, comparing compensation and business performance data with that of competitor companies.

Oracle's approach to compensation is tailored to incorporate the flexibility necessary to excel in various lines of business, retain pre-eminence in the marketplace, and compete for the most talented people.

Pay Schedule (Revised July 1, 2001)

Oracle pays you semi-monthly, on the 15th and the last business day of the month. Applicable deductions, including federal, state, and local income and payroll tax withholdings are taken out of each payment. When the payroll date falls on a weekend or another non-business day, Oracle pays on the last regular business day before the scheduled pay date. If your employment terminates, you are paid through the last day you work.

Oracle encourages you to enroll in a direct deposit plan, which allows the company to deposit paychecks directly into your checking, savings, or other account held at your financial institution. This alleviates delays resulting from the U.S. mail delivery of your paycheck. To enroll in direct deposit, please log onto the Self Service Apps, Employee Self Service, and select the "Direct Deposit" link. Please note that Direct Deposit enrollments and changes are tested with the bank for up to two pay periods. During that time, you will receive a live payroll check. If you are not enrolled in Direct Deposit, your paychecks are sent by U.S. mail to your home address.

Oracle makes every effort to ensure that the direct deposit program is timely and accurate. However, there are instances, which are beyond the control of U.S. Oracle Payroll when direct deposits cannot be or are not correct. Therefore, you should review your pay slip each pay period to ensure that your deposits were made. Oracle is not responsible for any resulting fees, costs or other damages resulting from a failed or incorrect direct deposit.

The payroll submission cutoff is approximately six working days before each pay date. For a complete list of pay dates and submission cutoff dates, go to the Payroll Calendar or call the information line at (888) 404-2494.

Timesheets (Revised October 2006)

All hourly employees must submit timesheets each week in order to be properly compensated. Hourly employees are required to record all hours, including starting and ending work time and meal periods. They also must report all exception time including, overtime (if any), vacation taken, jury duty pay, military pay, and shift premiums each week. Salaried employees eligible for shift pay should also fill out weekly timesheets indicating all shift premiums.

For most employees, Oracle's workweek is Monday through Sunday. However, if you use OTL for Projects, your workweek is Saturday through Friday. All timesheets must be submitted to Payroll before the cutoff deadline. The payroll schedule can be found at: http://my.oracle.com/site/hr/RegionalSites/U.S./us_how_do_i/payroll_schedule/payroll_schedule.

To enter time, go to MyOracle > Self Service Apps > Oracle Employee Self Service > Time Entry at https://global-ebusiness.oraclecorp.com/OA_HTML/OA.jsp?OAFunc=OAHOMEPAGE&akRegionApplicationId=0&navRespId=1004386&navRespAppId=178&navSecGrpId=0&transactionid=154026406&oapc=2 and use your Self Service Username and Password.

Part time employees should use the same path as above and fill out total worked and non-worked hours each week. Part time employees are required to fill out timesheets each week even if they did not work.

All timesheets must be submitted to Payroll before the cutoff deadline.

Overtime (Revised June 2014)

If you are working in an hourly position, you are eligible for overtime pay.

In general, Oracle will pay overtime eligible employees 1.5 times their regular hourly rate of pay for all hours worked in excess of 40 hours in a work week. Where federal, state or local law set standards that differ from Oracle's policy, Oracle will observe them. For example, for employees working in California, overtime is paid for hours worked that exceed 8 hours in a work day and/or 40 hours in a work week and double time is paid for hours worked that exceed 12 hours in a work day and/or hours worked that exceed 8 hours on the 7th consecutive workday. For specific state overtime rules, click here.

Time off for holidays, sick days and vacation days is not considered hours worked for purposes of calculating weekly hours, even when an employee is paid for such time. Hours worked on holidays and weekends will be counted as hours worked. Employees working on paid holidays will receive holiday pay; however, only hours worked at straight time apply when calculating overtime for the workweek (and/or workday for states that have daily overtime).

Hourly employees are generally required to get pre-approval before working overtime. In certain genuinely urgent circumstances, you may need to work overtime without approval and seek subsequent approval from management. Except in those limited circumstances, you should not work overtime without advance approval or you may be subject to disciplinary action.

You should ensure that your timesheet accurately reflects all hours you have worked. It is against Oracle policy for anyone to instruct or encourage you not to record all of your time worked, and any violation of this policy should immediately be reported to Human Resources. Employees will be compensated for all overtime worked, regardless of whether appropriate approvals have been obtained.

If you have any questions or you are uncertain about your status with respect to eligibility for overtime, please do not hesitate to contact your manager or your Oracle Human Resources representative.

Meal and Rest Periods (Revised November 2013)

To the extent required by law, Oracle provides rest and meal periods to eligible employees. For specific state meal and rest period information click here. In California, Oracle provides to its hourly employees who work more than five hours in a workday a 30 minute unpaid meal period during which they will be relieved of all duty. Hourly employees who work more than ten hours in a workday will be provided an additional 30 minute unpaid meal period. You must take your meal period each workday in which you are entitled to such a break and must do so no later than the end of the fifth hour of the workday. You also must record the starting and ending work time and each meal period on your timesheets.

In addition, California hourly employees are entitled to a ten-minute rest break during each four-hour period of work or major fraction thereof; in most cases, a morning break and an afternoon break. You should take these breaks as near the middle of each four-hour work period as possible.

In the event that you encounter some difficulty in taking a meal period or rest break, as described, you must immediately notify your manager and/or Human Resources so that Oracle can take necessary steps to address any issues.

Travel Time (Revised June 16, 2004)

Some hourly positions may require travel in the U.S. and abroad. Hourly employees are eligible for compensation for the time they spend traveling. "Travel time" is the amount of time you spend traveling on work-related business. Travel time commences when you leave your home and ends when you reach your destination. However, travel time always excludes your normal commuting time. In addition, if, for purely personal reasons, you take a break that interrupts your work-related travel, the amount of time you spend on those personal pursuits is also excluded from the travel time.

When you travel between two or more time zones, the time zone associated with the point of departure should be used to determine the amount of travel time.
Authorized travel time spent driving an automobile (outside of normal commuting time discussed above) will be compensated.

You are responsible for accurately tracking, calculating and reporting travel time as regular hours works on your time sheets in accordance with this policy.

Focal Salary Review (Revised June 16, 2008)

Oracle management reviews all eligible employees' salaries at one (focal) time. This process facilitates compensation budgeting, accurate competitive analysis, and timely review of all employees. Salary increases are based on your productivity and contributions, company performance, market comparisons with competitor companies, and other factors Oracle may wish to consider at its sole discretion.

For employees on Sales compensation plans, the Focal Salary Review is typically processed with approved changes effective on June 1st to coincide with the start of the fiscal year.

The Focal Salary Review process for all other employees, if approved, typically is effective December 1st. An employee on a leave of absence receives, if approved, their salary increase when they return to work.

Global Performance Bonus Plan (GPBP) (Revised October 2006)

Oracle management reviews all eligible employees' performance for possible cash bonus rewards. Beginning in FY07, the Global Performance Bonus Plan is funded and bonuses distributed once annually after the close of the fiscal year if performance measures are achieved. Bonuses are not entitlements; bonuses are discretionary and are distributed, at the sole discretion of the company, only to employees who meet the eligibility requirements set forth below.

You may be considered for a bonus if your employment status is*:

- active,
- regular,
- on the Global Performance Bonus Plan,
- working 20 or more hours a week,
- employed with Oracle on or before March 31st of the current bonus year,
- eligible for at least 30 days of the bonus period, **and**
- employed by Oracle without a pending termination date on the day the bonuses are paid unless specific country labor laws require otherwise.

In general, hourly employees or employees on any other bonus plan, including Sales, PreSales, Instructor or Consulting compensation plans, are not eligible for the Global Performance Bonus Plan (GPBP).

Furthermore, bonuses may be prorated to reflect time not worked in a bonus period (due to leave of absence, transfer, new hire, part-time, or change of status from hourly to salaried).

* Eligibility requirements may vary outside of the US.

Patent Awards (Revised February 2011)

For information about the Patent Award Program, go to: http://my.oracle.com/site/legal/GlobalLegal/NALegal/PatentTrademarkCopyright/index.html.

Employee Referral Program (Revised August 2014)

Oracle's Employee Referral Program pays referral bonuses to US employees who successfully refer individuals who are hired for work at Oracle in North America.

The referral bonus amount may be different if the new hire's division is running a special Enhanced Referral Program. Please contact the sponsoring division for more information. Or, to check on a specific employee referral, contact referral-helpdesk_us@oracle.com.

Payment of Referral Bonuses

You must be both an "active" employee at the time the referral is made and when the referral bonus is paid following the new hire's official start date.

The bonus will appear in your paycheck at the first applicable payroll run and after the new hire start date, subject to the local payroll cutoff schedules, internal validations and confirmation by the responsible Recruiter or Hiring Manager prior to payout. All referral bonuses are paid in local currency and are subject to local taxes.

Referral Bonus Verification

All referrals must be submitted into the system of record at the beginning of the recruiting process in order for the referral to be valid. Referrals not submitted via the Employee Referral Application or submitted after the start of the recruiting process are not eligible for a referral bonus.

For more information on Payment of Referral Bonuses, Referral Bonus Eligibility Guidelines, Verifying a Referral Bonus, or to submit a referral, please see the Global Employee Referral Program page.

Career Development

Career Development

At Oracle, we provide a supportive environment to foster career self-management and encourage you to take advantage of internal and external training and development opportunities. It is your responsibility to manage your career development.

Oracle encourages regular, open, and honest communication between you and your manager. To manage your career proactively, seek out the coaching, tools, and advice you need to excel in your current responsibilities and to develop in areas that advance your career goals.

Oracle recognizes and rewards you for growing as a "knowledge leader" (individual contributor role) or a "people leader" (manager role). You can pursue career progression and enhance your career development on either track, increasing your responsibilities and competencies and obtaining commensurate rewards.

Performance Management (Revised October 2006)

Performance management helps Oracle achieve and reward superior business results. The performance management process clarifies how you are expected to perform, how you will be measured, and how your work fits into the larger business context. Effective performance management can help you excel in your current responsibilities and assist you in assuming additional roles and greater responsibilities.

Frequent and regular communication between you and your manager is the core of effective performance management. Regular one-on-one meetings provide opportunities for mutual learning, exchange of information, creative exploration of ideas and goals, and performance discussions.

With your manager, you can design an individual work plan with clear and measurable objectives that is integrated with your department's overall plan. Successful Oracle employees tend to set and achieve aggressive or "stretch" goals.

Performance Evaluation

Oracle encourages managers to provide formal performance feedback and development planning. Many managers present their employees with verbal or written performance evaluations at the end of the fiscal year. We encourage you to participate actively in the planning and assessment of your work.

Human Resources provides an online performance appraisal tool that can be used to document goals/objectives and provide performance feedback. The tool, and related forms and training, is found at: http://my.oracle.com/myoweb/hr/otd/toolkits/perfmgmt/index.html.

Promotions

Receiving a promotion generally means moving from a job at one career level to a position at a higher career level, with greater responsibility and business impact. At Oracle, promotions to higher positions are based on superior performance in your current position and your ability to meet the requirements of the new position.

Managers may recommend an employee for promotion at any time during the year. You may seek a promotion to a management position if the promotion meets a specific business need, such as filling an open position. Individual contributors are considered for promotion if they demonstrate increased effectiveness in the competencies expected of the position as well as the necessary technical knowledge. Promotions are effective upon approval by appropriate levels of management.

Transfers (Revised July 2014)

The global minimum time in position is 12 calendar months unless specifically addressed by executive management of the LOB. This is the policy for all regions and all businesses unless otherwise specified.

It is the hiring manager's responsibility to discuss the following areas with the releasing manager before submitting an offer in Oracle Recruiting via Self-Service Applications:

- Employee performance
- Effective Date of Transfer
- Transfer Process Details

Transferring employees may not begin work in their new positions until the transfers have been fully approved. The current manager is to release the employee generally within 30 days (generally no later than 60 calendar days in extreme circumstances) after the initiation of the "Transfer" process. Employee transfers are effective on the “hire date” as noted on the offer. If a transfer is approved prior to the requested effective date, the requested effective date will be honored as noted on the offer. Oracle is an at-will employer and the *Minimum Time in Position Guidelines* do not represent a promise by the Company to maintain an employee in employment throughout the guideline period.

Provided you have been in a position for a reasonable period of time, we encourage you to explore opportunities for change and advancement. The global definition for time in position is typically 12 calendar months. Occasionally, the initial training investment or project schedule may warrant a longer commitment before transfer to a new position can be considered. In such cases it is expected that management will make all affected employees aware of this exception. Thus, unless otherwise specified by executive management of the LOB, all employees are welcome to consider a transfer after they have completed 12 calendar months in their current role.

Both you and Oracle benefit when you are allowed to learn and expand your capabilities by working in different jobs within the company. A good source for internal job opportunities is the job postings in the Oracle Recruiting Cloud found in Self Service Apps, click Employee Self-Service > Taleo Learn. Also, see the section on Job Postings.

Compensation

Because a transfer is sometimes defined as a change in jobs within a career level, a transfer can occur with no increase in salary or other compensation unless your current salary places you below the minimum range for the new job. However, on occasion a transfer may occur which will require a change in career level and salary. In such cases, compensation and career level will be reviewed and considered by the new management team. Appropriate levels of management must approve any compensation adjustment associated with a transfer. Transfers between countries require special approvals, particularly when they involve expatriate compensation arrangements. (See the International Assignments and Transfers section for more information.)

Job Postings (Revised July 2014)

You can find approved, open positions in the Oracle Recruiting Cloud, accessible through Self Service Apps, click Employee Self Service > Taleo Home. Hiring managers must post positions for at least two weeks before making an employment decision. Jobs remain posted until they are filled or for a maximum of six months, when they may be renewed and re-posted.

To respond to a job posting, contact the person listed in the posting to arrange an interview with the hiring manager. You may also contact a manager of an organization where you would like to work, even if there is no listed, open position. We encourage you to inform your current manager at this stage of your exploration. Hiring managers should

not actively solicit internal candidates after posting a position. Such solicitation is a violation of Oracle's hiring policy.

If there is mutual interest, the hiring manager notifies your manager and together they arrange a mutually acceptable date for your transfer. The hiring manager must obtain approval from both the current and hiring organizations up to the appropriate level of senior management. The hiring manager must obtain approval for an internal transfer from the releasing manager and/or approvers up through his/her own LOB. If the transfer is an international transfer, the approvals required are the same as for a new hire. The current manager should provide a reference on an employee's performance in his or her group before the transfer is approved. All approvals must be secured before the effective date of the transfer.

Internal Training and Development (Revised February 2009)

Oracle is a leading corporation that provides cutting edge training to its employees. Oracle is a self-service environment, so it's important for you as an employee to take charge of your career development. Oracle provides a variety of technical and non-technical training and development opportunities worldwide to help you perform productively and effectively in your current job.

You can learn more about the wide variety of training offered at Oracle by exploring the Oracle University OUWeb site and the Organization & Talent Development OTD Web site.

Oracle University offers free access to online courses, with hundreds of hours of in-depth content. Examples of OU internal training include:

- Oracle Product
- Related Technologies
- Consulting
- Support
- Sales
- Management

The OTD Web site provides easy and instant access to tools, programs, workshops, and learning solutions. NOTE: You can also access the Global New Hire Toolkit from the OTD Web site.

Examples of the tools and programs available to you on the OTD Web site are:

- New Hire Toolkit
- Buddy Program
- My Career Toolkit
- Performance Management Toolkit
- Global Development Options Matrix
- Job Competency Tool

Required Training

You are required to complete the following mandatory compliance training courses:

Online Training

Ethics and Business Conduct Training (all employees)
Sexual Harassment Awareness Training (all employees)*
Information Protection Awareness Training (all employees)

Additional Training For Managers

*All US Managers are instead required to complete a two hour Sexual Harassment Awareness Training for Managers course in accordance with both California Assembly Bill 1825 and Oracle policy.

It is your responsibility to check the Compliance Training page for more information regarding these courses and others you may be required to take.

External Programs (Revised April 18, 2005)

Oracle supports continuing education as part of employee training and development. Generally, Oracle will reimburse for job related training up to $5,250.00 per calendar year (January 1 - December 31). The company may reimburse for courses you take in work-related subjects that meet business needs. Management approval for educational reimbursements is discretionary and always required.

Job Related Courses (Revised October 2006)

Courses acceptable for reimbursement must be job related and must have management approval in advance of enrolling in the course. In order for a course to be job related it must maintain or improve the skills required by you in your employment and/or make you more productive in your current responsibilities. Job related courses may include courses offered by a College or University, or courses that are taken outside Oracle's Internal Education Department. It is management's decision whether a course is related to your job.

Eligibility (Revised October 2006)

To be eligible for reimbursement, you must be a full-time regular employee at both the start and the end of the course or period of enrollment. Generally, approval of educational reimbursement will be extended only to employees who have demonstrated acceptable performance and high potential for continued excellent contribution as assessed by their manager.

Reimbursement (Revised December 30, 2004)

All approved educational expenses are paid initially by you and are reimbursed by Oracle, provided that you receive the equivalent of a grade of "B-" or better and that your expenses are below $5,250.00 per calendar year.

To apply for reimbursement for educational expenses, complete the Education Reimbursement form located here.

Your manager must include his/her certification that the course is job related. All approvals should be obtained before the course begins to ensure the course will be covered. All reimbursements are processed through Accounts Payable. Directions for the reimbursement are included in the Education Reimbursement form.

Management's Review and Approval Process (Revised December 30, 2004)

Approval of reimbursement will depend on your manager's assessment of course relevance and cost. Approvals are discretionary and must be obtained from the manager for your cost center with the appropriate signing authority for the cost of the course.

Managers are responsible for making sure the courses taken are job related. The courses taken must maintain or improve the skills required by you in your employment and/or make you more productive in your current responsibilities. Managers are also responsible for approving reimbursements to be made by Accounts Payable and for making sure that education reimbursement does not exceed $5,250.00 per calendar year for each employee.

Appropriate Course Load

In reviewing requests for reimbursement your manager will assess the time you have available for external education and the potential impact on your performance. Your principal obligation is to maintain the quality and quantity of your work for Oracle.

You may choose to enroll in one or two courses per term. Although you may need to attend a class during the normal workday, all course work (both in and outside of class) will be in addition to your normal workload at Oracle. Likewise, all students will be held to the same performance standards and expectations as other employees doing similar work.

Grade Requirements (Revised May 1, 1999)

To obtain funding through Oracle, you must complete the course with a grade of "B-" or better. Consequently, Oracle does not reimburse expenses for "audit" or "P/NP" options. However, if a course is not available on a graded basis, Oracle may fund the course.

Spending Limits (Revised April 2012)

The annual spending cap for tuition reimbursement is $5,250.00 per calendar year (January 1 - December 31). Any additional education expenses incurred beyond this amount must be approved by the EVP of your division.

Please check with your Benefits Representative for the current calendar year submission deadline.

Taxation History

1. Job Related Courses taken after January 1, 1997:

All education must be job related. If this criterion is met, reimbursements will not be included in the employee's wages.

2. Courses beginning after June 30, 1996:

Graduate: All reimbursements must be included in your wages and are subject to federal and state withholding.

Undergraduate: Any reimbursement amount over $5250 must be included in your wages and are subject to federal and state withholding.

3. Courses that begin before June 30, 1996:

Graduate: Courses that begin before June 30, 1996 are subject to the $5,250 limitation. Any amount reimbursed over this limit must be included in your wages and is subject to federal and state withholding.

Undergraduate: Reimbursements are not included in your income if the total annual amount is less than $5,250. If the annual reimbursements exceed $5,250, all excess must be included in your wages and is subject to federal and state withholding.

4. After January 1, 1995:

In 1996 President Clinton signed legislation that retroactively reinstated (to January 31, 1995) the annual $5,250 exclusion from income for company educational assistance programs. Any amount reimbursed over the limitation is subject to federal and state income tax withholding. This law will expire on May 31, 1997. The exclusion is not applicable to graduate level courses, which begin after June 30, 1996.

You should consult your personal tax advisor if you have questions regarding tax issues.

Non-Traditional Training/Continuing Education (Added May 1, 1999)

You may receive Education Reimbursement for classes taught by non-traditional delivery methods (Web based, video based, Distance Learning, etc.) provided you fulfill all other requirements of the policy. Oracle will only reimburse those expenses directly related to the course (tuition, class materials or other non-refundable fees directly related to the course and charged by the educational institution).

Professional Associations

We encourage you to develop your Oracle career by actively participating in professional associations and networks and seeking out new ideas and best practices related to your area of expertise.

With your manager's approval, we encourage you to attend conferences, seminars, and association meetings that directly relate to your current work situation or your professional development. Through its normal purchasing procedures, Oracle may reimburse you for your professional or trade organization memberships and for subscriptions to trade periodicals and journals if they enhance your performance on an assigned job-related task.

Always check with your manager before incurring any of the expenses listed above. It is your manager's discretion to approve an expense report entered for these kinds of job-related expenses. For more information about reimbursement guidelines contact webexp_us@oracle.com.

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Policy Changes

FY15 Q1/Q2 Employee Handbook Updates and Corrections

- **Compensation: Employee Referral Program**

  The section reading:

  Payment of Referral Bonuses

  You must be both an “active” employee at the time the referral is made and when the referral bonus is paid following the new hire’s official start date.

  The bonus will appear in your paycheck at the first applicable payroll run and after the new hire start date, subject to the payroll cutoff schedule. All referral bonuses are paid in local currency and are subject to local taxes.

  Referral Bonus Verification

  The hiring manager notifies Human Resources that an employee referred a candidate by putting the employee's name, userid, and employee id number in the Candidate Source section of the HR Offer Letter Request or the Web Offer Letter Generator.

  Was changed to:

  Payment of Referral Bonuses

  You must be both an “active” employee at the time the referral is made and when the referral bonus is paid following the new hire’s official start date.

  The bonus will appear in your paycheck at the first applicable payroll run and after the new hire start date, subject to the local payroll cutoff schedules, internal validations and confirmation by the responsible Recruiter or Hiring Manager prior to payout. All referral bonuses are paid in local currency and are subject to local taxes.

  Referral Bonus Verification

  All referrals must be submitted into the system of record at the beginning of the recruiting process in order for the referral to be valid. Referrals not submitted via the Employee Referral Application or submitted after the start of the recruiting process are not eligible for a referral bonus.

- **Career Development: Transfers**

  The following sections:

  The global minimum time in position is 12 calendar months unless specifically addressed by executive management of the LOB. This is policy for all regions and all businesses unless otherwise specified.

  It is the hiring manager's responsibility to discuss the following areas with the releasing manager before submitting the "Internal Transfer" form in the Oracle Self Service iRecruitment application:

  - Employee performance
  - Effective Date of Transfer
  - Transfer Process Details

  Transferring employees may not begin work in their new positions until the transfers have been fully approved. The current manager is to release the employee generally within 30 days (generally no later than 60 calendar days in extreme circumstances) after the initiation of the "Transfer" process. Employee transfers are effective on the date the last approval is obtained or a future date as noted on the Internal Transfer form. If a transfer is approved prior to the requested effective date, the requested effective date will be honored as noted on the Internal Transfer form in iRecruitment. Oracle is an at-will employer and the *Minimum Time in Position Guidelines* do not represent a promise by the Company to maintain an employee in employment throughout the guideline period.

  Provided you have been in a position for a reasonable period of time, we encourage you to explore opportunities for change and advancement. The global definition for time in position is typically 12 calendar months. Occasionally, the initial training investment or project schedule may warrant a longer commitment before transfer to a new position can be considered. In such cases it is expected that management will make all affected employees aware of this exception. Thus, unless otherwise specified by executive management of the LOB, all employees are welcome to consider a transfer after they have completed 12 calendar months in their current role.

  Both you and Oracle benefit when you are allowed to learn and expand your capabilities by working in different jobs within the company. A good source for internal job opportunities is the job postings in the Employee iRecruitment application found in Self Service Apps, then click iRecruitment Employee. Also, see the section on Job Postings.

  Were changed to:

  The global minimum time in position is 12 calendar months unless specifically addressed by executive management of the LOB. This is the policy for all regions and all businesses unless otherwise specified.

  It is the hiring manager's responsibility to discuss the following areas with the releasing manager before submitting an offer in Oracle Recruiting via Self-Service Applications:

  - Employee performance
  - Effective Date of Transfer

- Transfer Process Details

Transferring employees may not begin work in their new positions until the transfers have been fully approved. The current manager is to release the employee generally within 30 days (generally no later than 60 calendar days in extreme circumstances) after the initiation of the "Transfer" process. Employee transfers are effective on the “hire date” as noted on the offer. If a transfer is approved prior to the requested effective date, the requested effective date will be honored as noted on the offer. Oracle is an at-will employer and the *Minimum Time in Position Guidelines* do not represent a promise by the Company to maintain an employee in employment throughout the guideline period.

Provided you have been in a position for a reasonable period of time, we encourage you to explore opportunities for change and advancement. The global definition for time in position is typically 12 calendar months. Occasionally, the initial training investment or project schedule may warrant a longer commitment before transfer to a new position can be considered. In such cases it is expected that management will make all affected employees aware of this exception. Thus, unless otherwise specified by executive management of the LOB, all employees are welcome to consider a transfer after they have completed 12 calendar months in their current role.

Both you and Oracle benefit when you are allowed to learn and expand your capabilities by working in different jobs within the company. A good source for internal job opportunities is the job postings in the Oracle Recruiting Cloud found in Self Service Apps, click Employee Self-Service > Taleo Learn. Also, see the section on Job Postings.

- **Career Development: Job Postings**

The section reading:

You can find approved, open positions on Employee iRecruitment, accessible through Self Service Apps, click iRecruitment Employee.

Was changed to:

You can find approved, open positions in the Oracle Recruiting Cloud, accessible through Self Service Apps, click Employee Self Service > Taleo Home.

- **Compensation: Overtime**

The section reading:

If you are working in an hourly position, you are eligible for overtime pay. Your manager must authorize overtime work in advance. If you are uncertain of your compensation status, you should ask your manager.

Generally, Oracle pays non-California employees overtime at the rate of 1.5 times their regular rate of pay for hours worked in excess 40 hours in a work week, and pays California employees 1.5 times their regular rate of pay for hours worked in excess of either 8 in one day or 40 in one work week, or as otherwise required by law. In addition, where provided by state law, Oracle also pays additional overtime as may be required, including time and a half for the first 8 hours worked on the seventh consecutive day of

work in a workweek and double time for hours worked in excess of 12 per day and for hours worked in excess of either hours on the seventh consecutive day of work in a workweek. For specific state overtime rules see http://my.oracle.com/content/web/cnt680351.

Time off for holidays, sick days and vacation days is not considered hours worked for purposes of calculating weekly hours, even when an employee is paid for such time. Hours worked on holidays and weekends will be counted as hours worked. In addition, employees will receive holiday pay. Only hours worked at straight time apply toward the 40-hour workweek total (applicable in states that have daily overtime).

Was changed to:

If you are working in an hourly position, you are eligible for overtime pay.

In general, Oracle will pay overtime eligible employees 1.5 times their regular hourly rate of pay for all hours worked in excess of 40 hours in a work week. Where federal, state or local law set standards that differ from Oracle's policy, Oracle will observe them. For example, for employees working in California, overtime is paid for hours worked that exceed 8 hours in a work day and/or 40 hours in a work week and double time is paid for hours worked that exceed 12 hours in a work day and/or hours worked that exceed 8 hours on the 7th consecutive workday. For specific state overtime rules, click here.

Time off for holidays, sick days and vacation days is not considered hours worked for purposes of calculating weekly hours, even when an employee is paid for such time. Hours worked on holidays and weekends will be counted as hours worked. Employees working on paid holidays will receive holiday pay; however, only hours worked at straight time apply when calculating overtime for the workweek (and/or workday for states that have daily overtime).

Hourly employees are generally required to get pre-approval before working overtime. In certain genuinely urgent circumstances, you may need to work overtime without approval and seek subsequent approval from management. Except in those limited circumstances, you should not work overtime without advance approval or you may be subject to disciplinary action.
You should ensure that your timesheet accurately reflects all hours you have worked. It is against Oracle policy for anyone to instruct or encourage you not to record all of your time worked, and any violation of this policy should immediately be reported to Human Resources. Employees will be compensated for all overtime worked, regardless of whether appropriate approvals have been obtained.

If you have any questions or you are uncertain about your status with respect to eligibility for overtime, please do not hesitate to contact your manager or your Oracle Human Resources representative.

FY14 Q3/Q4 Employee Handbook Updates and Corrections

- **Business Conduct: Extending, Receiving Business Courtesies**

  The section reading:

  Oracle recognizes that accepted business practice and common courtesy sometimes require you to extend entertainment, favors, and small gifts to prospects and customers.

Furnishing meals, refreshments, and entertainment in conjunction with business discussions with non-government personnel is a commonly accepted practice, but these courtesies should not violate the standards of conduct of the recipient's organization or of any contractual agreement with a customer. You are responsible for familiarizing yourself with any such standards imposed by the customer and for complying with them. In any case, Oracle prohibits giving gifts, commissions, gratuities or other payments-openly or secretly-to any individual, firm, or entity as a means of improperly inducing business.

Neither you nor members of your family may accept gifts, payments, favors, special considerations, discounts, or entertainment from customers, prospects, or suppliers beyond the common courtesies of accepted business practices. It is your responsibility to ensure that if you occasionally accept such gifts, it cannot reasonably be construed as an attempt by the offering party to secure favorable treatment.

Laws and rules regarding federal, state, local, and foreign government officials are far more stringent, and employees interacting with these individuals should familiarize themselves with the accepted standards. For example, Oracle's policy states that you may not give U.S. federal government personnel anything of value. Under appropriate circumstances, however, you may give a federal employee a single item with the Oracle logo, valued at less than $20, or provide simple beverages at a business meeting hosted by Oracle. You may also obtain an explanation of laws and government regulations from the Legal Department. *(See the Oracle Code of Ethics and Business Conduct for more information)*

Was changed to:

Oracle recognizes that it is customary in most cultures to extend courtesies, including meals, refreshments and entertainment as well as modest gifts, to customers or partners in order to foster the relationships that support successful business. Today, however, what was once a matter of simple business etiquette is now fraught with risk. In particular, where the circumstances under which a business courtesy is offered or where the nature, value or frequency of courtesies offered would lead a reasonable observer to conclude that the courtesy was intended to influence or reward an action or decision of the recipient or to gain an improper advantage, then the business courtesy may no longer be viewed as a polite gesture but as a criminal bribe. Accordingly, Oracle Employees who offer, promise, make, facilitate or authorize expenditures for business courtesies of any sort are responsible for ensuring that every such courtesy, whether extended to an employee of a private-sector company or to a government official, meets the guidelines set forth in Oracle's Anti-Corruption Policy and Business Courtesy Guidelines as follows:

a. the business courtesy is justified by a clear and legitimate Oracle business purpose, such as the promotion, demonstration or explanation of Oracle products or services or the execution or performance of a contract;

b. the business courtesy is not offered to influence or reward an action or decision of the recipient or to obtain any improper advantage;

c. the nature and value of the business courtesy is reasonable and appropriate to the recipient's position and to the occasion, and is not likely to be reasonably understood by the recipient or viewed by a reasonable observer as a bribe;

d. when taken together with business courtesies previously given to the recipient, the proposed business courtesy will not, in nature, value or frequency, give rise to an appearance of impropriety;

e. the business courtesy will not impose a sense of obligation on the recipient, nor is there any expectation that Oracle or anyone else will receive anything in return; and

f. the business courtesy is allowable under applicable law and the recipient is not on the Oracle No Gift List.[1]

It is permissible to furnish meals, refreshments and entertainment and to make modest gifts to employees of private-sector companies so long as in compliance with the mandatory requirements listed above and with Oracle's Global Travel and Expense Policy. Before extending such courtesies to employees of private-sector companies, please refer to the Global Anti-Corruption Policy and Business Courtesy Guidelines for further specifics on private-sector spending and frequency limits.

Activities that may be acceptable when dealing with private-sector company employees often are inappropriate or illegal when dealing with government officials. All Employees who do business with any government entity, including an international public organization such as the World Bank or a regional development bank, are responsible for learning and complying with the rules that apply to government contracting, to funding of government projects, and to interactions with government officials. Typically, these rules *severely limit* and in some cases *altogether prohibit* offering, promising or providing business courtesies to government officials. In addition, government officials themselves are generally prohibited from soliciting, agreeing to accept or receiving business courtesies.

To ensure compliance with these rules, any Employee who offers, promises, provides or authorizes a business courtesy to a government official must satisfy the mandatory requirements set forth above. To avoid even the appearance of impropriety, no business courtesy whatsoever may be offered, promised or provided to any government official involved in a recent or imminent decision concerning Oracle, its business or properties, unless the business courtesy is first approved in writing by a member of the Compliance and Ethics Organization (complianceprogram-appr_ww@oracle.com) in your region, or, for the U.S. and Canada, by the Director of Political Compliance. In addition, gifts to government officials may not include cash, cash equivalents or gift cards. Further, where a business courtesy, such as an offer of an unpaid internship or a recommendation letter to the admissions office of your alma mater, has no established value, you must first obtain the approval of a member of the Compliance and Ethics Organization, or, for the U.S. and Canada, of the Director of Political Compliance, before offering or promising such a courtesy. In addition to the mandatory requirements set forth above, there are further restrictions and public-sector thresholds outlined by region and country in the appendices of the Global Anti-Corruption Policy and Business Courtesy Guidelines.

With regard to business courtesies you may receive, it's permissible to accept meals, refreshments, entertainment and gifts from private-sector companies with which Oracle does business, provided each such business courtesy (a) is unsolicited, (b) is justified by a clear and legitimate business purpose, such as the promotion, demonstration or explanation of the business partner's products or services or the execution or performance of a contract, (c) is not offered to influence or reward an action or decision of the Employee or to obtain any improper advantage, (d) is reasonable in nature and amount, appropriate to the occasion, and not likely to be viewed by reasonable observers as a bribe, (e) when taken together with business courtesies previously provided to the Employee by the same business partner, in nature, value or frequency, will not give rise to an appearance of impropriety, (f) does not impose a sense of obligation on the Employee, nor give rise to an expectation that anyone will receive anything in return, and (g) is consistent with local laws.[1]

Additional spending and frequency limits apply to all business courtesies, whether to an employee of a private-sector company or to a government official, and approvals are required for any courtesies which fall beyond these thresholds. Please refer to Oracle's Anti-Corruption Policy and Business Courtesy Guidelines for more information and become familiar with the thresholds and required approvals when extending or receiving business courtesies.

[1] Contact the Oracle Legal Department or a member of the Compliance and Ethics Organization for information concerning the laws of the country in which you do business. Many countries impose limitations on gifts that may be exchanged, even among employees of private-sector companies. For example, in Hong Kong it is unlawful for an employee of a private-sector company to accept a gift without the prior written approval of his or her employer. The employer must not grant approval if the gift is intended to improperly influence or reward an action or decision of the employee.

- **Employment Policies: Equal Employment Opportunity**

  The section reading:

  We believe in treating each employee and applicant for employment fairly and with dignity. We base our employment decisions on merit, experience, and potential, without regard to race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic prohibited by federal, state or local law.

  Was changed to:

  We believe in treating each employee and applicant for employment fairly and with dignity. We base our employment decisions on merit, experience, and potential, without regard to race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status, or any other characteristic prohibited by federal, state or local law.

- **Employment Policies: Diversity**

  The following section was added:

  For information on Oracle's policy regarding individuals with disabilities, Vietnam Era veterans and other protected veterans, please visit the Individuals with Disabilities, Veterans of the Vietnam Era and Other Protected Veterans Policy.

- **Employment Policies: Reasonable Accommodations**

The section reading:

Oracle provides equitable treatment and reasonable accommodations for employees with disabilities in accordance with individual needs, business realities, and federal and state laws. A reasonable accommodation is a modification or adjustment to a job, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to enjoy an equal employment opportunity. Examples of such accommodations include job retraining, an adjusted work schedule, special equipment or

transportation, medical leave or job modification to optimize your performance. Please contact Benefits for more information or to request an accommodation.

Was changed to:

Oracle provides reasonable accommodations for applicants and employees with disabilities in accordance with individual needs, business realities, and applicable laws and regulations.

Reasonable accommodations are efforts to remove workplace barriers that prevent or limit employment opportunities of qualified persons with disabilities and generally involve modifications or adjustments to a job, an employment practice, or the work environment. Such accommodations may take many forms based on the type of disability and the needs of the individual. Examples include job retraining, an adjusted work schedule, special equipment or transportation, medical leave or job modification to optimize your performance. Oracle is committed to providing qualified applicants and employees with reasonable accommodations in accordance with applicable laws and regulations where such accommodations do not impose an undue hardship on Oracle's business. Please contact Oracle Benefits for more information or to request an accommodation.

- **Employment Policies: Anti-Harassment**

The section reading:

Oracle is committed to providing a work environment that is free of discrimination. Oracle does not tolerate harassment of any kind, including harassment based on sex, gender, race, color, religion, age, mental or physical disability, national origin, marital status, veteran status, sexual orientation, gender identity, or any other characteristic protected under federal or state law or local ordinance.

Was changed to:

Oracle is committed to providing a work environment that is free of discrimination. Oracle does not tolerate harassment of any kind, including harassment based on sex, gender, race, color, religion, age, mental or physical disability, national origin, marital status, protected veteran status, sexual orientation, gender identity, or any other characteristic protected under federal or state law or local ordinance.

- **Work Environment: No Smoking**

The section reading:

The use of tobacco products in the workplace is prohibited in all U.S. facilities. Smoking is permitted in designated outdoor areas only.

Was changed to:

The use of tobacco products in the workplace is prohibited in all U.S. facilities. Smoking is permitted in designated outdoor areas only. This restriction includes the use of electronic cigarettes.

- **Employment Policies: Anti-Harassment**

  The following paragraph was added:

  Workplace Bullying is also prohibited. Workplace bullying is defined as repeated inappropriate behavior that involves acts and/or omissions that a reasonable person would find threatening, intimidating or humiliating. This behavior may take many forms, including, but not limited to, physical, verbal or non-verbal conduct of an intimidating or degrading nature, intentional sabotage of an employee's work performance and/or attempts to exploit an employee's known psychological or physical vulnerability. A single act will normally not meet this standard; however, an especially severe and/or egregious act may qualify as bullying. It should be noted that Oracle does not intend for this policy to establish a standard of unusual workplace civility. In addition, respectful and fair actions taken to set high standards, demand superior performance, or discipline an employee for poor performance or illegal and/or unethical conduct are not considered bullying.

- **Employment Policies: Personal Relationships in the Workplace**

  The section reading:

  We strongly advise against personal relationships where individuals share a direct, indirect or perceived reporting relationship (either as a supervisor or a subordinate) or where one individual could influence the terms or conditions of the other's employment (e.g. performance reviews, career advancement, etc.). If you are having such a relationship, you are required to disclose the relationship to Human Resources immediately. Oracle may take any action it deems reasonable to eliminate potential conflict.

  Was changed to:

  We strongly advise against personal relationships where individuals share a direct, indirect or perceived reporting relationship (either as a supervisor or a subordinate) or where one individual could influence the terms or conditions of the other's employment (e.g. performance reviews, career advancement, etc.). If you are having such a relationship, you are required to disclose the relationship to Human Resources immediately. Oracle may take any action it deems reasonable to eliminate potential conflict.

  Although both employees involved in a consensual relationship are individually responsible for disclosure, a supervisor's failure to report such a relationship will be regarded as a serious lapse in his or her management of the workplace and grounds for appropriate disciplinary action.

- **Employment Policies: Reasonable Accommodations**

  The section reading:

  Oracle provides equitable treatment and reasonable accommodations for employees with disabilities in accordance with individual needs, business realities, and federal and state laws. These accommodations may include job retraining, an adjusted work schedule, special equipment or transportation, medical leave or job modification to optimize your performance.

  Was changed to:

Oracle provides equitable treatment and reasonable accommodations for employees with disabilities in accordance with individual needs, business realities, and federal and state laws. A reasonable accommodation is a modification or adjustment to a job, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to enjoy an equal employment opportunity. Examples of such accommodations include job retraining, an adjusted work schedule, special equipment or transportation, medical leave or job modification to optimize your performance. Please contact Benefits for more information or to request an accommodation.

- **Work Environment: Telecommuting**

The section reading:

Oracle supports telecommuting, on a part- or full-time basis, with your manager's approval. Your ability to telecommute depends on the nature of your job and whether telecommuting promotes departmental goals as determined by your manager.

Was changed to:

Oracle supports telecommuting, on a part- or full-time basis, with your manager's approval. Your ability to telecommute depends on the nature of your job, your work performance, your work location, and whether telecommuting promotes departmental goals as determined by your manager.

- **Business Conduct: Protecting Confidential Information**

The section reading:

An employee's obligation to protect company confidential information continues even after the end of his or her employment with Oracle. Moreover, just as Oracle expects its employees to abide by their obligations not to disclose Oracle confidential information after they leave Oracle, we expect employees to abide by their obligations to protect the confidential information of their former employers. No confidential information obtained during an employee's work at a former employer should be brought on Oracle premises or used in *any* form in the employee's work at Oracle.

Was changed to:

All Oracle employees are also required to sign a Proprietary Information Agreement upon their hire which, among other things, identifies an employee’s obligation to protect company confidential information. This obligation continues even after the end of his or her employment with Oracle. Moreover, just as Oracle expects its employees to abide by their obligations not to disclose Oracle confidential information after they leave Oracle, we expect employees to abide by their obligations to protect the confidential information of their former employers. No confidential information obtained during an employee's work at a former employer should be brought on Oracle premises or used in any form in the employee's work at Oracle.

- **Compensation: Meal and Rest Periods**

The section reading:

To the extent required by law, Oracle provides rest and meal periods to eligible employees. For specific state meal and rest period information click here. In California, hourly employees who work more than five hours in a workday are entitled to a 30 minute unpaid meal period during which they are not permitted to work. You must take your meal period each workday in which you are entitled to such a break and must do so no later than the end of the fifth hour of the workday. You also must record the starting and ending work time and each meal period on your timesheets.

In addition, California hourly employees are entitled to a ten-minute rest break during each four-hour period of work; in most cases, a morning break and an afternoon break. You should take these breaks as near the middle of each four-hour work period as possible. In the event that you encounter some difficulty in taking a meal period or rest break, as described, Oracle encourages you to immediately notify your manager and Human Resources so that Oracle can take necessary steps to address any problems.

Was changed to:

To the extent required by law, Oracle provides rest and meal periods to eligible employees. For specific state meal and rest period information click here. In California, Oracle provides to its hourly employees who work more than five hours in a workday a 30 minute unpaid meal period during which they will be relieved of all duty. Hourly employees who work more than ten hours in a workday will be provided an additional 30 minute unpaid meal period. You must take your meal period each workday in which you are entitled to such a break and must do so no later than the end of the fifth hour of the workday. You also must record the starting and ending work time and each meal period on your timesheets.

In addition, California hourly employees are entitled to a ten-minute rest break during each four-hour period of work or major fraction thereof; in most cases, a morning break and an afternoon break. You should take these breaks as near the middle of each four-hour work period as possible.

In the event that you encounter some difficulty in taking a meal period or rest break, as described, you must immediately notify your manager and/or Human Resources so that Oracle can take necessary steps to address any issues.

- **Business Conduct: Social Media Participation**

The following section was added:

Use of social media, including Facebook®, LinkedIn®, Twitter®, Instagram®, blogging, wikis and other online social tools, is integrated into the everyday lives of Oracle's employees. As these online activities can impact Oracle's business interests as well as your ability to do your jobs, it is extremely important that you adhere to the company's Social Media Participation Policy, which is may be found on the Trademark & Copyright Legal internal homepage.

FY13 Q3/Q4Employee Handbook Updates and Corrections

- **Business Conduct: Extending and Receiving Business Courtesies**

The section reading:

Laws and rules regarding federal, state, local, and foreign government officials are far more stringent, and employees interacting with these individuals should familiarize themselves with the accepted standards. For example, Oracle's policy states that you may not give U.S. federal government personnel anything of value. Under appropriate circumstances, however, you may give a federal employee a single item with the Oracle logo, valued at less than $20, or provide simple beverages at a business meeting hosted by Oracle. You may also obtain an explanation of laws and government regulations from the Legal Department. *(See the* Oracle Code of Ethics and Business Conduct *for more information).*

Was changed to:

Laws and rules regarding federal, state, local, and foreign government officials are far more stringent, and employees interacting with these individuals should familiarize themselves with the accepted standards. For example, Oracle's policy states that you may not give U.S. federal government personnel anything of value. In limited circumstances extending business courtesies to a government official may be permissible, but it is generally required that you receive prior approval in writing from the Director of Political Compliance.

Please refer to the Global Anti-Corruption Policy and Business Courtesy Guidelines for more information and guidelines relating to the extension and receipt of business courtesies in both the public and private sector.

FY13 Q1/Q2Employee Handbook Updates and Corrections

- **Employment Policies: Living and Working in Payroll Country**

  The following policy was added:

  Living and Working in Payroll Country

  In order to ensure Oracle and our employees are in compliance with immigration, tax, and employment laws, Oracle requires all employees to live and work in the country where they are paid. Click here to view the Living and Working in Payroll Country policy.

- **Employment Policies: Employment Eligibility**

The section reading:

Employment Eligibility

Federal law requires Oracle to hire U.S. citizens or non-citizens authorized to work in the United States. By law, we must verify the identity and employment eligibility of new employees and file a federal government Form I-9 for each one.

New employees must submit a completed, verified Form I-9 within three working days of their starting date, or they cannot continue to work. Any Oracle Manager or Human Resources employee may review an employee's identity and work eligibility documents

and sign the form. New employees should submit the documentation to 500 Building, M/S 50PS. For more information contact INS_US@oracle.com or visit US Immigration at http://my.oracle.com/site/hr/us_immigration/index.htm.

Was changed to:

Employment Eligibility

Federal law requires Oracle to hire U.S. citizens or non-citizens authorized to work in the United States. By law, we must verify the identity and employment eligibility of new employees and file a federal government Form I-9 for each one. Oracle is a participant in the government's E-Verify program and complies with all requirements of the program for verifying employment eligibility of Oracle employees. E-Verify is the web-based equivalent of the Form I-9 that electronically verifies an individual's identity and employment authorization, based on certain acceptable documentation provided by an individual.

New employees must submit a completed, electronic Form I-9 within three working days of their most recent start date at Oracle, or they cannot continue to work. Any Oracle Manager with direct reports or Human Resources employees may verify an employee's identity and work eligibility documents and electronically sign the form. For more information about this process, please visit our Oracle I-9 Central website or contact us at: everify_us@oracle.com or the America's HR Shared Services Center at: 1-888-404-2494, Option3, then Option 6.

- **Employment Policies: Immigration**

The section reading:

Immigration

Foreign nationals who do not have permanent resident status must obtain permission from the Immigration and Naturalization Service (INS) before beginning work. As a foreign national, you must have a valid visa, specific to Oracle, which allows you to begin work immediately.

Although your manager can assist you in obtaining a work visa, it is your responsibility to initiate and manage your visa process. Oracle generally pays the routine and necessary legal fees for your work visa application.

After a reasonable period of time, you may apply for permanent residency. This period of time varies by organization, but generally ranges from three months at a minimum up to four years in some organizations. Your manager needs to approve your request and contact Human Resources to implement the process.

Was changed to:

Immigration

Foreign nationals must have valid work authorization to be employed by Oracle and such work authorization must be maintained during the entire course of employment with Oracle. When Oracle is required to sponsor an individual for employment-based work

authorization, the employee's manager is responsible for initiating the work authorization case with Oracle's designated US immigration legal supplier. After case is initiated with the law firm, manager and employee work directly with law firm staff on the work authorization case.

Employees are eligible to begin permanent residence process after three months of employment, though managers can waive the three month wait period. Information on how to initiate all US immigration filings can be found at Oracle's US Immigration website http://my.oracle.com/site/hr/us_immigration/index.htm. Oracle covers most normal legal fees and costs for employees' US immigration filings, with the exception of visa stamp applications submitted to US embassies and US consulates outside the US, and certain support documents required for the final stage of permanent residency processing.

FY12 Q3/4Employee Handbook Updates and Corrections

- **Career Development: External Programs**

The section reading:

Spending Limits (Revised July 07, 2009)

> The annual spending cap for tuition reimbursement is $5,250.00 per calendar year (January 1 - December 31). Any additional education expenses incurred beyond this amount must be approved by the SVP of your division.
>
> Please check with your Benefits Representative for the current calendar year submission deadline.

Was changed to:

Spending Limits (Revised April 2012)

> The annual spending cap for tuition reimbursement is $5,250.00 per calendar year (January 1 - December 31). Any additional education expenses incurred beyond this amount must be approved by the EVP of your division.
>
> Please check with your Benefits Representative for the current calendar year submission deadline.

- **Benefits: Workers Compensation**

The section reading:

> Questions regarding Workers' Compensation insurance should be directed to Risk Management at (775) 689-3429. For additional information, refer to: http://my.oracle.com/content/web/CNT658195.

Was changed to:

> Questions regarding Workers' Compensation insurance should be directed to Risk Management at (650) 607-0169. For additional information, refer to: http://my.oracle.com/content/web/CNT658195.

FY12 Q1/2 Employee Handbook Updates and Corrections

- **Employment Policies: Non-Oracle Employment**

The section reading:

> And, before accepting non-Oracle employment, inform your manager and obtain his or her approval as well as that of a Regional Compliance and Ethics Officer as named in the Oracle Code of Ethics and Business Conduct (Attachment B).
>
> You should avoid situations that may lead to absenteeism, tardiness, poor job performance, or prevent you from working overtime as needed. We advise you to decline employment that may result in a conflict of interest, such as working for one of Oracle's customers, sub-contractors, or vendors. Remember, you must discuss such activities with your manager and obtain written approval from your manager, as well as the written approvals of the Executive Vice President and Regional Compliance and Ethics Officer for your organization.

Was changed to:

> And, before accepting non-Oracle employment, inform your manager and obtain his or her approval as well as that of your Executive Vice President (or next level up if there is not an EVP in your reporting structure) and Regional Compliance and Ethics Officer as named in the Oracle Code of Ethics and Business Conduct (Attachment B).
>
> You should avoid situations that may lead to absenteeism, tardiness, poor job performance, or prevent you from working overtime as needed. We advise you to decline employment that may result in a conflict of interest, such as working for one of Oracle's customers, sub-contractors, or vendors. Remember, you must discuss such activities with your manager and obtain written approval from your manager, as well as the written approvals of the Executive Vice President (or next level up if there is not an EVP in your reporting structure) and Regional Compliance and Ethics Officer for your organization.

- **Business Conduct: Conflict of Interest**

The section reading:

> Sometimes conflicts of interest, or the appearance of a conflict, can arise accidentally or unexpectedly. If at any time you feel that an actual or potential conflict situation exists, report all pertinent details in writing to your manager and obtain his/her written approval as well as the written approvals of the Executive Vice President and Regional Compliance and Ethics Officer for your organization.

Was changed to:

> Sometimes conflicts of interest, or the appearance of a conflict, can arise accidentally or unexpectedly. If at any time you feel that an actual or potential conflict situation exists, report all pertinent details in writing to your manager and obtain his/her written approval as well as the written approvals of the Executive Vice President (or next level up if there is not an EVP in your reporting structure) and Regional Compliance and Ethics Officer for your organization.

- **Career Development: Transfers**

The section reading:

It is the hiring manager's responsibility to discuss the following areas with the releasing manager before completing the "Transfer/Internal Job Offer" form in Oracle Self Service HR:

- Employee performance
- Effective Date of Transfer
- Transfer Process Details

Transferring employees may not begin work in their new positions until the transfers have been fully approved. The current manager is to release the employee generally within 30 days (generally no later than 60 calendar days in extreme circumstances) after the initiation of the "Transfer" process. Employee transfers are effective on the date the last approval is obtained or a future date as noted on the Transfer/Internal Job Offer form. If a transfer is approved prior to the requested effective date, the requested effective date will be honored as noted on the Transfer/Internal Job Offer form. Oracle is an at-will employer and the *Minimum Time in Position Guidelines* do not represent a promise by the Company to maintain an employee in employment throughout the guideline period.

Was changed to:

It is the hiring manager's responsibility to discuss the following areas with the releasing manager before submitting the "Internal Transfer" form in the Oracle Self Service iRecruitment application:

- Employee performance
- Effective Date of Transfer
- Transfer Process Details

Transferring employees may not begin work in their new positions until the transfers have been fully approved. The current manager is to release the employee generally within 30 days (generally no later than 60 calendar days in extreme circumstances) after the initiation of the "Transfer" process. Employee transfers are effective on the date the last approval is obtained or a future date as noted on the Internal Transfer form. If a transfer is approved prior to the requested effective date, the requested effective date will be honored as noted on the Internal Transfer form in iRecruitment. Oracle is an at-will employer and the *Minimum Time in Position Guidelines* do not represent a promise by the Company to maintain an employee in employment throughout the guideline period.

- **Employment Policies: Relocation**

The section reading:

Oracle pays for certain relocation expenses if they are included as part of your written employment offer. Relocation benefits are generally specified in the offer letter or transfer approval. All relocation reimbursement is subject to current IRS eligibility guidelines. You should consult your tax advisor about the potential tax implications of your move.

Oracle's Relocation Program is offered through Lexicon Relocation. Oracle's Relocation Program does not generally cover 100% of relocation costs, the reimbursement of which is at the discretion of your manager. Before any relocation reimbursement is received, you are required to have signed a Repayment Agreement.

You should not take any steps to initiate your relocation, including listing a home for sale or engaging a real estate agent, without talking to Oracle's relocation provider (Lexicon Relocation). Your manager will initiate your relocation with Lexicon and you will be contacted if there is any additional information they need from you. You may also contact Lexicon at (800) 387-8242.

For additional information about Oracle's relocation policy, please contact Oracle's Global Mobility group at relocation_us@oracle.com. You should ensure you are familiar with Oracle's relocation policy and processes before you initiate your move and/or incur any relocation expenses.

Was changed to:

Oracle supports some relocation benefits/provisions when they are included as part of your offer letter or transfer approval from Oracle. All relocation reimbursements are subject to current IRS eligibility and taxation guidelines. It is recommended that you consult your tax advisor about the potential tax implications of your move.

Oracle's U.S. Relocation Program is offered through Lexicon Relocation and is designed to provide a contribution toward relocation expenses. The program may not cover all potential costs related to moving, the reimbursement of which is at the discretion of your manager. Before any relocation provisions or reimbursements are made, you are required to sign a Repayment Agreement. The Repayment Agreement will be provided and collected by Lexicon.

You should not take any steps to initiate your relocation, including listing a home for sale or engaging a real estate agent, without talking to Oracle's relocation provider (Lexicon Relocation). Your manager will authorize your relocation with Lexicon and you will be contacted if there is any additional information they need from you. If you are not contacted by Lexicon, please get in touch with your manager to inquire about the status of your relocation authorization.

For additional information about Oracle's U.S. Relocation Policy, please contact Oracle's Global Mobility group at relocation_us@oracle.com. You should ensure you are familiar with Oracle's relocation policy and processes before you begin planning for your move and/or incur any relocation expenses.

FY11 Q3/4 Employee Handbook Updates and Corrections

- **Benefits: ORACLEFlex**

The sections reading:

Oracle*flex*

Oracle offers a comprehensive benefits plan, called Oracle*flex*, which enables eligible employees to choose the benefits and coverage levels that best meet their needs and those of their eligible dependents.

Your options include:

- an extensive selection of medical plans and options with no pre-existing condition limitations (although not all plans are available in all geographic areas);
- preventive and comprehensive dental coverage;
- comprehensive vision care coverage;
- employee and dependent life insurance;
- Accidental Death and Dismemberment (AD&D) insurance;
- Long-Term Disability (LTD) insurance;
- pre-tax Health Care and Dependent Care Reimbursement Accounts;
- other after-tax options, including group legal services and personal insurance (auto, homeowner, rental, umbrella).

How Oracleflex is Different (Revised July 1, 2001)

Oracle*flex* is a "cafeteria-style" benefits plan that gives you more choices and greater flexibility than traditional health and insurance benefits plans. It allows you to design a custom benefits package for your unique situation. You are awarded flex credits that you can use to purchase benefits, so you can control the amount you spend on each benefit option. Depending on your needs, you can use all of your flex credits to purchase a complete benefits portfolio, or decline some benefits and retain a portion of the credits as taxable income or direct them to your 401(k) savings plan.

(See the Oracleflex Enrollment Guide for a detailed description of the program and enrollment procedures.)

Eligibility (Revised January 1999)

You and your eligible dependents may participate in the Oracle*flex* program if you are:

- A regular full-time employee on the U.S. payroll working 30 or more hours per week, or
- A regular part-time employee on the U.S. payroll working at least an average of 20 hours a week.

Part-time employees receive a reduced amount of credits depending on the number of hours they are regularly scheduled to work per week. If you are a part-time employee working an average of 20 hours per week, you receive 50% of the amount of Oracle*flex* credits for which you would be eligible as a full-time employee.

Eligible dependents may include:

- your legal spouse or qualified same-sex domestic partner, although some choices are not available for domestic partners;
- unmarried children to age 19, or to age 23 if they are full-time students dependent on you for support;
- stepchildren whom you support and who live with you in a parent-child relationship;
- adopted children;
- other children you support as legal guardian and who live with you in a parent-child relationship, as long as you can provide court documentation verifying your legal guardianship.

Oracle*flex* benefit eligibility ends for you and your dependents:

- on the last day of your employment with Oracle;
- upon your death or total disability;
- after 30 days of an unpaid leave of absence;
- after you are no longer on paid medical, paid pregnancy disability, or FMLA leave and have not returned to work.

Making Changes (Revised July 1, 2001)

In addition to the open enrollment period or at the start of your employment, you can make certain types of changes to your elections when you have a qualifying change in family status as defined by the IRS. Qualifying events include:

- your marriage or divorce;
- birth or adoption of a child;
- death of a dependent;
- start, end, or change of your spouse's employment and/or insurance coverage;
- a change from full-time to part-time employment (or vice versa) for you or your spouse;
- your unpaid leave of absence.

You must notify Benefits within 62 (31 days for Kaiser Southern California and Matthew Thornton) days of the effective date of the event, and your changes in benefits must be consistent with the family status change you have experienced. The effective date for all benefits status changes will be the day you submit the status change, instead of the date the event actually occurred. The only exception is when adding a newborn or adopted child, which is effective on the date of birth or placement for adoption. For more information go to: http://my.oracle.com/site/hr/RegionalSites/U.S./usbenefits/fsc/index.htm.

Were changed to:

Oracleflex (Revised May 31, 2011)

Oracle offers a comprehensive benefits plan, called Oracle*flex*, which enables eligible employees to choose the benefits and coverage levels that best meet their needs and those of their eligible dependents.

Your options include:

- an extensive selection of medical plans and options with no pre-existing condition limitations (although not all plans are available in all geographic areas);
- preventive and comprehensive dental coverage;
- comprehensive vision care coverage;
- employee and dependent life insurance;
- Accidental Death and Dismemberment (AD&D) insurance;
- Long-Term Disability (LTD) insurance;
- pre-tax Health Care and Dependent Care Reimbursement Accounts;
- a Health Savings Account for certain eligible individuals
- other after-tax options, including group legal services and personal insurance (auto, homeowner, rental, etc).

How Oracleflex is Different (Revised May 31, 2011)

Oracle*flex* is a "cafeteria-style" benefits plan that gives you more choices and greater flexibility than traditional health and insurance benefits plans. It allows you to design a custom benefits package for your unique situation. You are awarded flex credits that you can use to purchase benefits, so you can control the amount you spend on each benefit option. Depending on your needs, you can use all of your flex credits to purchase a complete benefits portfolio, or decline some benefits and retain a portion of the credits as taxable income.

(See the** Oracleflex Enrollment Guide **for a detailed description of the program and enrollment procedures.)

Eligibility (Revised May 31, 2011)

You and your eligible dependents may participate in the Oracle*flex* program if you are:

- A regular full-time employee on the U.S. payroll working 30 or more hours per week, or
- A regular part-time employee on the U.S. payroll working at least an average of 20 hours a week.

Part-time employees receive a reduced amount of credits depending on the number of hours they are regularly scheduled to work per week. If you are a part-time employee working an average of 20 hours per week, you receive 50% of the amount of Oracle*flex* credits for which you would be eligible as a full-time employee.

Eligible dependents may include:

- your legal spouse or qualified domestic partner;
- children to age 26;
- stepchildren whom you support and who live with you in a parent-child relationship;
- adopted children;
- other children you support as legal guardian and who live with you in a parent-child relationship, as long as you can provide court documentation verifying your legal guardianship.

Oracle*flex* benefit eligibility ends for you and your dependents:

- on the last day of your employment with Oracle;
- upon your death or total disability;
- after 30 days of an unpaid leave of absence;
- after you are no longer on paid medical, paid pregnancy disability, or FMLA leave and have not returned to work.

Making Changes (Revised May 31, 2011)

In addition to the open enrollment period or at the start of your employment, you can make certain types of changes to your elections when you have a qualifying change in family status as defined by the IRS. Qualifying events include:

- your marriage or divorce;
- birth or adoption of a child;
- death of a dependent;
- start, end, or change of your spouse's employment and/or insurance coverage;
- your unpaid leave of absence.

You must notify Benefits within 62 (31 days for certain HMOs) days of the effective date of the event, and your changes in benefits must be consistent with the family status change you have experienced. The effective date of coverage for benefits status changes depends on the event you are experiencing. Once logged in to process your event, the Web application will show you what will be the effective date. Note, however, when adding a newborn or adopted child, the change will

be effective on the date of birth or placement for adoption. For more information go to: https://oraclebenefits.com.

- **Compensation: Patent Awards**

The section reading:

Oracle maintains an active Patent Award Program. Employees should report potentially patentable developments to Patent Operations in the Legal Department for evaluation as soon as practical. Information on patents and the patent program can be found at http://my.oracle.com/portal/page/myo/1ACCFB76D578E190E040018AEAA34928.

In appreciation of its employee-inventors, Oracle grants the following discretionary recognition awards:

- $1,000 to each Oracle employee-inventor named in the initial filing of a U.S. patent application on an Oracle invention;
- $1,000 to each Oracle employee-inventor named in a U.S. patent issued from an initial filing of a U.S. patent application;
- commemorative plaques to inventors upon issuance of each U.S. patent;
- periodic Special Recognition Awards to be shared equally among the Oracle employee-inventor(s) named on a U.S. patent chosen by Oracle management as having made a special contribution to Oracle's Patent Program.

Was changed to:

For information about the Patent Award Program, go to: http://my.oracle.com/portal/page/myo/legal_website/Legal%20-%20Patents%20-%20Standards.

FY11 Q1/2 Employee Handbook Updates and Corrections

- **Employment Policies: Employment Categories**

The section reading:

An Oracle temporary employee is hired by Oracle (not an agency temp) for a planned, limited length of employment and may be either full or part time. Temporary employees are usually hired to complete a specific project, supplement the regular staff during peak activities, or fill in temporarily for employees on leave. Student interns who work less than 20 hours per week also fit into this category. Oracle temporaries working at least 20 hours a week are eligible for some benefits.

Was changed to:

An Oracle temporary employee is hired by Oracle (not an agency temp) for a planned, limited length of employment and may be either full or part time. Temporary employees are usually hired to complete a specific project, supplement the regular staff during peak activities, or fill in temporarily for employees on leave. Student interns also fit into this category. Oracle temporaries working at least 20 hours a week are eligible for some benefits.

FY10 Q3/4 Employee Handbook Updates and Corrections

- **Employment Policies: Employment Categories**

The section reading:

> **An Oracle temporary employee** is hired by Oracle (not an agency temp) for a planned, limited length of employment and may be either full or part time. Temporary employees are usually hired to complete a specific project, supplement the regular staff during peak activities, or fill in temporarily for employees on leave. Summer hires and student interns also fit into this category. Oracle temporaries working at least 20 hours a week are eligible for some benefits.

Was changed to:

> **An Oracle temporary employee** is hired by Oracle (not an agency temp) for a planned, limited length of employment and may be either full or part time. Temporary employees are usually hired to complete a specific project, supplement the regular staff during peak activities, or fill in temporarily for employees on leave. Student interns who work less than 20 hours per week also fit into this category. Oracle temporaries working at least 20 hours a week are eligible for some benefits.

- **Employment Policies: Equal Employment Opportunity**

The following text was added to the end of the second paragraph:

> Our commitment to this policy applies to every phase of the employment relationship, and we make every effort to comply with this policy. If, however, you feel you have not been treated fairly in some way in your Oracle employment, you must, before taking any other action, make a written complaint to a Director of the Human Resources Department and to allow individuals within the Department a reasonable period of time in which to investigate and informally attempt to resolve your issues.

- **Employment Policies: Personal Relationships in the Workplace > Employment of Relatives**

The section reading:

> Managers are responsible at the time of hiring, promoting, or transferring employees for addressing a potential conflict of interest.

Was changed to:

> Managers are responsible for promptly addressing any conflict of interest; in circumstances where it is possible, a potential conflict should be addressed before it arises.

And, the section reading:

> Should any exception to this policy be requested, your manager's written approval and approval by Human Resources, as well as the written approvals of the Executive Vice President for your organization and the Regional Compliance and Ethics Officer are required.

Was changed to:

Should any exception to this policy be requested, written approval is required by:

- Your manager
- The SVP of Human Resources
- The Executive Vice President for your organization
- The Executive Vice President for the Line of Business the relative would work for (if applicable)
- The Regional Compliance and Ethics Officer

FY10 Q1/2 Employee Handbook Updates and Corrections

- **Career Development: External Programs**

The section reading:

Spending Limits *(Revised December 30, 2004)*

The annual spending cap for tuition reimbursement is $5,250.00 per calendar year. Any additional education expenses incurred beyond this amount must be approved by the SVP of your division. The $5,250.00 limit is recorded by calendar year (January 1 - December 31).

Reimbursements must be submitted to Accounts Payable no later than Dec. 27 to count against that calendar year.

Was changed to:

Spending Limits (Revised July 07, 2009)

The annual spending cap for tuition reimbursement is $5,250.00 per calendar year (January 1 - December 31). Any additional education expenses incurred beyond this amount must be approved by the SVP of your division.

Please check with your Benefits Representative for the current calendar year submission deadline.

- **Employment Policies: International Travel**

Removed the section reading:

Employee International Work Request

An employee international work request is a request from an employee to physically work from a country other than the country in which he/she is payrolled for a period not to exceed ninety (90) days. All international work requests require review by the Global Mobility Group as well as the appropriate approval from senior management.

To be eligible, employees must be employed by Oracle for a minimum period of six (6) months. This may be reviewed and waived for exceptional conditions or circumstances.

For more information about employee international work requests, please go to http://my.oracle.com/portal/page/myo/562EA4BAA9FA687EE040018AEEA35774.

FY09 Q3/4 Employee Handbook Updates and Corrections

- **Benefits: Sick Leave**

Removed the section reading:

> Sick leave is provided for short periods of absence up to seven calendar days whenever you cannot work due to illness, injury or personal health emergency experienced by you or by a member of your immediate family, if you are a full-time regular employee or a part-time regular employee working at least 20 hours per week. "Immediate family" means child, parent, sibling, spouse, domestic partner (registered under any state or local law), grandparent or grandchild, whether such family member is related to you biologically or through adoption, marriage or foster care. "Child" also includes a child of your spouse or domestic partner as well as a child with whom you stand in *loco parentis*. When using sick leave, you are required to notify your manager each day you are unable to report to work. If you are absent for three consecutive days without notifying your manager, it may be considered a voluntary resignation. In addition, the frequency with which you request sick leave must be reasonable and the company may deny the use of sick leave at its discretion. You must record and submit your sick leave taken (via Oracle Self Service Apps [Payroll OTL Time Entry]), prior to the time entry cutoff (found on the payroll calendar at http://hrweb.us.oracle.com/globalhr/payrocal.htm).

And changed it to:

For information about Sick Leave, visit the Benefits Web site at http://hrweb.us.oracle.com/benefits/loapol.htm#sick

- **Business Conduct: Ethical Standards**

  Under the Online Training section, the section reading: Data Privacy Awareness Training (all employees) was replaced with: Information Protection Awareness Training (all employees).

- **Career Development: Internal Training and Development**

  Under the Online Training section, the section reading: Data Privacy Awareness Training (all employees) was replaced with: Information Protection Awareness Training (all employees).

FY09 Q1/2 Employee Handbook Updates and Corrections

- **Employment Policies: International Travel**

A new paragraph was added to the International Assignments section:

For more information about the international assignment policy, please go to http://my.oracle.com/portal/page/myo/ROOTCORNER/PRACTICESORGANIZATIONS/CORPORATE_ORGS/HR_IW/Admin%20OTD/hr_site_files/global_hr_web/immigration/Oracle%20IA%20Policy.doc.

The last sentence of the International Transfers section was changed to:

For more information, go to the Working Worldwide website at http://my.oracle.com/portal/page/myo/global/Global%20HR/immigration/international_transfers.

And the following section was added:

Employee International Work Request

An employee international work request is a request from an employee to physically work from a country other than the country in which they are payrolled for a period not to exceed ninety (90) days. All international work requests require review by the Global Mobility Group as well as the appropriate approval from senior management.

To be eligible, employees must be employed by Oracle for a minimum period of six (6) months. This may be reviewed and waived for exceptional conditions or circumstances.

For more information about employee international work requests, please go to http://my.oracle.com/portal/page/myo/562EA4BAA9FA687EE040018AEEA35774.

- **Employment Policies: Personal Relationships in the Workplace > Employment of Relatives**

The section reading:

Your relatives are eligible for employment with Oracle. For purposes of this policy, "relative" may include any of the following:

- spouse
- domestic partner
- parent, step-parent, or grandparent
- child, including natural, adopted, foster, or step
- sibling, including natural or step relationship
- aunt, uncle, cousin, niece, or nephew
- in-laws within the above categories

Oracle generally discourages managers from directly supervising a relative because of the vulnerability to accusations of favoritism. If you recommend or select a relative for Oracle employment, or a transfer is proposed that would result in a relative being assigned within your workgroup, you should disclose the relationship in the approval process and to your manager. Obtain your manager's written approval as well as the written approvals of the Executive Vice President and Regional Compliance and Ethics Officer for your organization.

If you marry or form a domestic partnership with an Oracle colleague whom you

supervise, report the change to your manager. Oracle may take any action it deems reasonable to eliminate potential conflict.

Was changed to:

Your relatives are generally eligible for employment with Oracle. For purposes of this policy, "relative" may include any of the following:

- spouse
- domestic partner
- parent, step-parent, or grandparent
- child, including natural, adopted, foster, or step
- sibling, including natural or step relationship
- aunt, uncle, cousin, niece, or nephew
- in-laws within the above categories

Because of the vulnerability to accusations of favoritism or a potential conflict of interest, Oracle generally prohibits managers from directly or indirectly supervising a relative. Indirect supervision includes reporting within a management chain, as well as the supervision of work outside of an established management chain, e.g., within project teams.

Managers are responsible at the time of hiring, promoting, or transferring employees for addressing a potential conflict of interest. For example, a Senior Vice President cannot approve to hire a relative that would report directly or indirectly within his/her management chain or influence peers outside his/her Line of Business to hire, transfer, or promote a relative, without prior written approval. Managers and/or employees who become aware of a potential conflict of interest should contact Human Resources immediately.

Employees who become relatives, or form a domestic partnership with an Oracle colleague, whom they directly or indirectly supervise, must communicate their new relationship immediately to their manager and Human Resources. Oracle may take any action it deems reasonable to eliminate a potential conflict of interest.

Management must also consider the potential for a conflict of interest when hiring a contractor, either directly or through an agency. Relatives generally should not supervise, directly or indirectly, a relative, without prior written approval.

Should any exception to this policy be requested, your manager's written approval and approval by Human Resources, as well as the written approvals of the Executive Vice President for your organization and the Regional Compliance and Ethics Officer are required.

- **Compensation: Employee Referral Program**

  The section reading:

  Oracle's Referral Bonus program pays the following amounts to those who refer people who are hired for work at Oracle:

Salary Amount for new hire	Amount of Referral Bonus

$0-$39,999	$500
$40,000 and up	$1000

The referral bonus amount may be different if the new hire's division is running a special referral bonus program. Please contact the sponsoring division for more information. Or, to check on a specific employee referral contact referral-helpdesk_us@oracle.com.

Payment of Referral Bonuses: (Revised July 1, 2001)

You must be an "active" employee when the referral is made and when the referral bonus is paid. The referral bonus is paid as soon as administratively possible following the new hire's start date.

The submission and payment of referral bonuses is arranged in accordance with the payroll calendar.

Referral Bonus Verification:

The hiring manager notifies Human Resources that an employee referred a candidate by putting the employee's name, userid, and employee id number in the Candidate Source section of the HR Offer Letter Request or the Web Offer Letter Generator.

For more information on Payment of Referral Bonuses, Referral Bonus Eligibility Guidelines, and Verifying a Referral Bonus, please see the Employee Referral section of the Human Resources Hiring page at http://my.oracle.com/portal/page/myo/1ACCFB752368E190E040018AEAA34928.

Was changed to:

Oracle's Employee Referral Program pays referral bonuses to US employees who successfully refer individuals who are hired for work at Oracle in North America.

The referral bonus amount may be different if the new hire's division is running a special Enhanced Referral Program. Please contact the sponsoring division for more information. Or, to check on a specific employee referral, contact referral-helpdesk_us@oracle.com.

Payment of Referral Bonuses:

You must be both an "active" employee at the time the referral is made and when the referral bonus is paid following the new hire's official start date.

The bonus will appear in your paycheck at the first applicable payroll run and after the new hire start date, subject to the payroll cutoff schedule. All referral bonuses are paid in local currency and are subject to local taxes.

Referral Bonus Verification:

The hiring manager notifies Human Resources that an employee referred a candidate by putting the employee's name, userid, and employee id number in the Candidate Source section of the HR Offer Letter Request or the Web Offer Letter Generator.

For more information on Payment of Referral Bonuses, Referral Bonus Eligibility Guidelines, Verifying a Referral Bonus, or to submit a referral, please see the Global Employee Referral Program page at http://my.oracle.com/portal/page/myo/global/Global%20HR/Global%20Employee%20Referral%20Program.

- **Compensation: Focal Salary Review**

  The section reading:

  The Focal Salary Review process for all other employees, if approved, typically is effective September 1st. An employee on a leave of absence receives, if approved, their salary increase when they return to work.

  Was changed to:

  The Focal Salary Review process for all other employees, if approved, typically is effective December 1st. An employee on a leave of absence receives, if approved, their salary increase when they return to work.

- **Benefits: Vacation**

  The section reading:

  When you reach your maximum accrual, you stop accruing vacation time until you reduce your balance by taking a vacation and reporting the hours taken. You must record and submit your vacation taken (via Oracle Self Service Apps [Payroll OTL Time Entry]), prior to the time entry cutoff (found on the payroll calendar at http://hrweb.us.oracle.com/globalhr/payrocal.htm).

  You will not begin accruing vacation at the start of the new payroll calendar if you are at the maximum accrual amount. If your vacation is submitted after the payroll cutoff date, you will begin accruing vacation time again the next pay cycle after you have reported the vacation hours taken.

  Was changed to:

  When you reach your maximum accrual, you stop accruing vacation time until you reduce your balance by taking a vacation and reporting the hours taken. If your vacation is submitted after a payroll cutoff date, you will begin accruing vacation time again the next pay cycle after you have reported the vacation hours taken. Employees are obligated to record and submit all vacation taken via Oracle Self Service Apps [Payroll OTL Time Entry].

FY08 Q3/4 Employee Handbook Updates and Corrections

- **Benefits: Employee Stock Purchase Plan > Enrollment, Changes and Cancellation**

  The section reading:

  Employee Stock Purchase Plan Enrollment Forms can be obtained from Stock Plan Administration. You may enroll in either offering period (beginning in October or April) any year, provided you submit your enrollment form to Stock Plan Administration by the deadline specified on the enrollment form.

  Use the same form to cancel your participation at any time. If Stock Plan Administration receives the form before the 15th day of the last month of the offering period, you are refunded the entire amount that was deducted during the period. If you miss the deadline, the deducted amount goes to purchase stock, and your participation terminates at the beginning of the next offering period.

  You may increase or decrease the amount withheld at any time during the six-month offering period.

If you leave the company on or before the 15th day of the last month of an offering period (in September or March), you are withdrawn automatically as of your termination date, and any money you contributed during the current offering period is refunded without interest. If you leave the company on or after September or March 16th, you may leave your period-to-date contributions in the plan to purchase stock on the exercise date.

Unless you direct a change, you are not withdrawn from the plan during an approved leave of absence. If you are on paid leave, you may continue to contribute. If you are on unpaid leave, your contributions stop until you return to work, and then resume automatically.

Was changed to:

You can enroll, change your percentage of contribution and/or cancel your participation (withdraw) by logging into your account at www.netbenefits.fidelity.com.

You may enroll in either offering period (beginning in October or April) only during an open enrollment period (Feb 15 – Mar 15 and Aug 15 – Sep 15). If you cancel/withdraw before the 15th of the last month of the offering period, you will be refunded the entire amount that was deducted during the period. If you miss the deadline, the deducted amount will go to purchase stock and your participation will terminate at the beginning of the next offering period.

You may increase or decrease the amount withheld at any time during a six-month offering period.

If you leave the Company on or before the 15th day of the last month of an offering period (in September or March), you will be withdrawn automatically as of your termination date and any money you contributed during the current offering period will be refunded to you, without interest. If you leave the Company on or after September 16th or March 16th, you may leave your period-to-date contributions in the Plan to purchase stock on the exercise date.

Unless you make a change, you are not withdrawn from the Plan during an approved leave of absence. If you are on paid leave, you may continue to contribute. If you are on unpaid leave, your contributions will stop until you return to work and then they will resume automatically.

Please call Fidelity Investments direct at 800-544-9354 if you need assistance with your Employee Stock Purchase Plan enrollment, changes and/or withdrawal.

FY08 Q1/2 Employee Handbook Updates and Corrections

- **Career Development: Transfers**

  The below section was added:

  The global minimum time in position is 12 calendar months unless specifically addressed by executive management of the LOB. This is policy for all regions and all businesses unless otherwise specified.

  It is the hiring manager's responsibility to discuss the following areas with the releasing manager before completing the "Transfer/Internal Job Offer" form in Oracle Self Service HR:

  - Employee performance
  - Effective Date of Transfer
  - Transfer Process Details

Transferring employees may not begin work in their new positions until the transfers have been fully approved. The current manager is to release the employee generally within 30 days (generally no later than 60 calendar days in extreme circumstances) after the initiation of the "Transfer" process. Employee transfers are effective on the date the last approval is obtained or a future date as noted on the Transfer/Internal Job Offer form. If a transfer is approved prior to the requested effective date, the requested effective date will be honored as noted on the Transfer/Internal Job Offer form. Oracle is an at-will employer and the *Minimum Time in Position Guidelines* do not represent a promise by the Company to maintain an employee in employment throughout the guideline period.

And the section reading:

Provided you have been in a position for a reasonable period of time, we encourage you to explore opportunities for change and advancement. What is considered to be a reasonable period varies by organization and job, but generally ranges from six months to a maximum of 24 months in some positions. Occasionally, the initial training investment or project schedule may warrant a longer commitment before transfer to a new position can be considered.

Both you and Oracle benefit when you are allowed to learn and expand your capabilities by working in different jobs within the company. A good source for internal job opportunities is the job postings in the Employee iRecruitment application found in Self Service Apps, then click iRecruitment Employee. Also, see the section below on Job Postings.

Was changed to:

Provided you have been in a position for a reasonable period of time, we encourage you to explore opportunities for change and advancement. The global definition for time in position is typically 12 calendar months. Occasionally, the initial training investment or project schedule may warrant a longer commitment before transfer to a new position can be considered. In such cases it is expected that management will make all affected employees aware of this exception. Thus, unless otherwise specified by executive management of the LOB, all employees are welcome to consider a transfer after they have completed 12 calendar months in their current role.

Both you and Oracle benefit when you are allowed to learn and expand your capabilities by working in different jobs within the company. A good source for internal job opportunities is the job postings in the Employee iRecruitment application found in Self Service Apps, then click iRecruitment Employee. Also, see the section on Job Postings.

And the section reading:

Compensation

Because a transfer is defined as a change in jobs within a career level, there is generally no increase in salary or other compensation unless your current salary places you below the minimum range for the new job. As with a promotion, any salary or other compensation adjustment associated with a transfer must be approved by the appropriate levels of management. Transfers between countries require special approvals, particularly when they involve expatriate compensation arrangements. (See the International Assignments and Transfers section for more information.)

Was changed to:

Compensation

Because a transfer is sometimes defined as a change in jobs within a career level, a transfer can occur with no increase in salary or other compensation unless your current salary places you below the minimum range for the new job. However, on occasion a transfer may occur which will require a change in career level and salary. In such cases, compensation and career level will be reviewed and considered by the new management team. Appropriate levels of management must approve any compensation adjustment associated with a transfer. Transfers between countries require special approvals, particularly when they involve expatriate compensation arrangements. (See the International Assignments and Transfers section for more information.)

- **Employment Policies: Relocation (Domestic)**

The relocation company was changed from Paragon Relocation Resources to Lexicon Relocation.

The sections reading:

Oracle's Relocation Program is offered through Paragon Relocation Resources. Oracle's Relocation Program does not generally cover 100% of relocation costs, the reimbursement of which is at the discretion of your manager. Before any relocation reimbursement is received, you are required to have signed a Repayment Agreement. Your manager will initiate your relocation online through Paragon. And shortly after that, you will be emailed a URL where you will be instructed to complete an assessment, which starts the relocation process. You can contact the Oracle Paragon Team at (877) 502-5759 or oracle@paragonrri.com.

For additional information about Oracle's relocation policy or Paragon's services please refer to https://extw3c.pdr.com/orbit/. You should review this Web site before you initiate your move and/or incur any relocation expenses.

Were changed to:

Oracle's Relocation Program is offered through Lexicon Relocation. Oracle's Relocation Program does not generally cover 100% of relocation costs, the reimbursement of which is at the discretion of your manager. Before any relocation reimbursement is received, you are required to have signed a Repayment Agreement.

You should not take any steps to initiate your relocation, including listing a home for sale or engaging a real estate agent, without talking to Oracle's relocation provider (Lexicon Relocation). Your manager will initiate your relocation with Lexicon and you will be contacted if there is any additional information they need from you. You may also contact Lexicon at (800) 387-8242.

For additional information about Oracle's relocation policy, please contact Oracle's Global Mobility group at relocation_us@oracle.com. You should ensure you are familiar with Oracle's relocation policy and processes before you initiate your move and/or incur any relocation expenses.

- **Benefits: OracleFlex > Making Changes**

  Remove this criteria for making changes:

  - A change from full-time to part-time employment (or vice versa) for you or your spouse;

- **Employment Policies: Personal Relationships in the Workplace > Employment of Relatives**

  The following sentence was added:

  Obtain your manager's written approval as well as the written approvals of the Executive Vice President and Regional Compliance and Ethics Officer for your organization.

- **Employment Policies: Non-Oracle Employment**

  The section reading:

  Remember, you must discuss and receive approval for such activities with your manager and a business conduct officer.

  Was changed to:

  Remember, you must discuss such activities with your manager and obtain written approval from your manager, as well as the written approvals of the Executive Vice President and Regional Compliance and Ethics Officer for your organization.

- **Business Conduct: Conflict of Interest**

  The section reading:

  If at any time you feel that an actual or potential conflict situation exists, report the details to your manager in writing. Your manager will determine if a conflict exists and what actions, if any, should be taken to eliminate the conflict or appearance of a conflict. If appropriate, your manager may refer the matter to a business conduct officer as defined in the Oracle Code of Ethics and Business Conduct.

  Was changed to:

  If at any time you feel that an actual or potential conflict situation exists, report all pertinent details in writing to your manager and obtain his/her written approval as well as the written approvals of the Executive Vice President and Regional Compliance and Ethics Officer for your organization.

- **Career Development: Internal Training and Development Programs**
  Revised this section by adding the following mandatory compliance education training information:

  In addition, you are required to complete the following mandatory compliance training courses:

  Online Training

- Ethics and Business Conduct Training (all employees)
- Sexual Harassment Awareness Training (all employees)
- Data Privacy Awareness Training (all employees)

Additional Training

- All US Managers are required to complete a two hour Sexual Harassment Awareness Training for Managers course in accordance with both California Assembly Bill 1825 and Oracle policy.

It is your responsibility to check the Compliance Training page for more information regarding these courses and others you may be required to take.

- **Business Conduct: Ethical Standards**
  Revised this section by adding the following mandatory compliance education training information:

  In addition, you are required to complete the following mandatory compliance training courses:

  Online Training

  - Ethics and Business Conduct Training (all employees)
  - Sexual Harassment Awareness Training (all employees)
  - Data Privacy Awareness Training (all employees)

  Additional Training

  - All US Managers are required to complete a two hour Sexual Harassment Awareness Training for Managers course in accordance with both California Assembly Bill 1825 and Oracle policy.

  It is your responsibility to check the Compliance Training page for more information regarding these courses and others you may be required to take.

- **Benefits : Vacation**
  http://my.oracle.com/portal/page/myo/global/Global%20HR/US%20Employee%20Handbook/Benefits/vacation

  The section reading:

  When you reach your maximum accrual, you stop accruing vacation time until you reduce your balance by taking a vacation and reporting the hours taken. You must submit your vacation taken prior to the time entry cutoff (found on the payroll calendar at http://hrweb.us.oracle.com/globalhr/payrocal.htm).

  Was changed to:

When you reach your maximum accrual, you stop accruing vacation time until you reduce your balance by taking a vacation and reporting the hours taken. You must record and submit your vacation taken (via Oracle Self Service Apps [Payroll OTL Time Entry]), prior to the time entry cutoff (found on the payroll calendar at http://hrweb.us.oracle.com/globalhr/payrocal.htm).

This section was added:

You can use your paid vacation time for any reason or occasion – for rest and relaxation, to take a trip, to take care of personal or family matters, to take a friend or family member to a medical appointment, and/or to supplement Sick Leave.

The section reading:

You may schedule your vacation at any time during the year, with your manager's approval.

If your employment at Oracle ends, your final paycheck includes compensation for any unused vacation. You may not otherwise receive pay in lieu of accrued vacation. If you were advanced unaccrued vacation, the amount advanced is deducted from your final paycheck. Accrued vacation cannot be used to extend your termination date; your last day of Oracle employment cannot be a holiday or vacation day.

Was changed to:

You may schedule use of your vacation at any time during the year, with your manager's pre-approval. If you need to use your vacation benefits on a date and for a reason that was not foreseeable, as in the case of an emergency situation, you must promptly inform your manager of your absence and record use of your vacation time taken prior to the time entry cutoff for the period during which you used your accrued vacation time (found on the payroll calendar at http://hrweb.us.oracle.com/globalhr/payrocal.htm). If your employment at Oracle ends, your final paycheck includes compensation for any unused vacation. You may not otherwise receive pay in lieu of accrued vacation. If you were advanced unaccrued vacation, the amount advanced is deducted from your final paycheck. Accrued vacation cannot be used to extend your termination date; your last day of Oracle employment cannot be a holiday or vacation day.

And the **Sick Leave** section was added.

- **Employment Policies: Harassment**
  http://my.oracle.com/portal/page/myo/global/Global%20HR/US%20Employee%20Handbook/Employment%20Policies/harrassment
  Revised this section by adding gender identity.

  This section reading:

  Oracle is committed to providing a work environment that is free of discrimination. Oracle does not tolerate harassment of any kind, including harassment based on sex, gender, race, color, religion, age, mental or physical disability, national origin, marital status, veteran status, sexual orientation, or any other characteristic protected under federal or state law or local ordinance.

  Was changed to:

Oracle is committed to providing a work environment that is free of discrimination. Oracle does not tolerate harassment of any kind, including harassment based on sex, gender, race, color, religion, age, mental or physical disability, national origin, marital status, veteran status, sexual orientation, gender identity, or any other characteristic protected under federal or state law or local ordinance.

FY07 Q1/2 Employee Handbook Updates and Corrections (SENDMAIL sent December 2006)

- **Use of Company Resources:**

  http://my.oracle.com/portal/page?_pageid=38,6697059&_dad=myo&_schema=PHP

  This entire section was re-written. This section is now briefly summarized and employees are directed to read Oracle's Acceptable Use Policy found on the Legal Web site.

- **Employment Policies: Equal Employment Opportunity**:
  http://my.oracle.com/portal/page?_pageid=38,6720578&_dad=myo&_schema=PHP
  Revised this section by adding gender identity.

  This section reading:

  We believe in treating each employee and applicant for employment fairly and with dignity. We base our employment decisions on merit, experience, and potential, without regard to race, color, national origin, sex, gender, marital status, age, religion, disability, or sexual orientation.

  Was changed to:

  We believe in treating each employee and applicant for employment fairly and with dignity. We base our employment decisions on merit, experience, and potential, without regard to race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic prohibited by federal, state or local law.

- **Employment Policies: Documentation**
  http://my.oracle.com/portal/page?_pageid=38,6720506&_dad=myo&_schema=PHP
  Revised first bullet by adding & Mutual Agreement to Arbitrate: Employment Agreement & Mutual Agreement to Arbitrate.

  This section reading:

  Regardless of your employment classification, you must sign and submit the following documentation as a condition of your employment:

- Employment Agreement
- Proprietary Information Agreement
- Employment Eligibility Verification (Form I-9)
- Employee's Withholding Allowance Certificate (Form W-4)
- Personal Information Sheet
- Federal Procurement Integrity Act (Oracle Government Employees)

Was changed to:
Regardless of your employment classification, you must sign and submit the following documentation as a condition of your employment:

- Employment Agreement & Mutual Agreement to Arbitrate
- Proprietary Information Agreement
- Employment Eligibility Verification (Form I-9)
- Self ID Form
- Signed Privacy Policy Form
- Employee's Withholding Allowance Certificate (Form W-4)
- Personal Information Form

Federal Procurement Integrity Act (Oracle Government Employees)

- **Employment Policies: Reasonable Accommodations**
  http://my.oracle.com/portal/page?_pageid=38,6720578&_dad=myo&_schema=PHP
  Revise 2nd paragraph by adding "medical leave": These accommodations may include job retraining, an adjusted work schedule, special equipment or transportation, medical leave or job modification to optimize your performance.

  This section reading:

  Oracle provides equitable treatment and reasonable accommodations for employees with disabilities in accordance with individual needs, business realities, and federal and state laws. These accommodations may include job retraining, an adjusted work schedule, special equipment or transportation, or job modification to optimize your performance.

  Was changed to:

  Oracle provides equitable treatment and reasonable accommodations for employees with disabilities in accordance with individual needs, business realities, and federal and state laws. These accommodations may include job retraining, an adjusted work schedule, special equipment or transportation, medical leave or job modification to optimize your performance.

  Employment Policies: Employment of Relatives:
  http://my.oracle.com/portal/page?_pageid=38,6720590&_dad=myo&_schema=PHP
  This section was revised to include policy regarding transfer of employees.

  This section reading:

  Oracle generally discourages managers from directly supervising a relative because of the vulnerability to accusations of favoritism. If you recommend or select a relative for Oracle employment, you should disclose the relationship in the approval process.

  Was changed to:

  Oracle generally discourages managers from directly supervising a relative because of the vulnerability to accusations of favoritism. If you recommend or select a relative for Oracle employment, or a transfer is proposed that would result in a relative being

assigned within your workgroup, you should disclose the relationship in the approval process and to your manager.

- **Employment Policies: Personal Information**
  http://my.oracle.com/portal/page?_pageid=38,6720639&_dad=myo&_schema=PHP
  The paragraph was rewritten.
  This section reading:

  Your personnel file contains personal and job-related information about you. We use this information for internal purposes only. We will not release it, except as required by law, to any external person or agency without your written permission.

  Was changed to read:

  Oracle is committed to protecting the privacy and security of your personal information. Personal information is the information you provide and we use for the purpose of maintaining your employment with Oracle that either identifies you or permits you to be identified. The Oracle Internal Privacy Policy sets forth Oracle's practices for treatment of your personal information and the requirements for the privacy protection of personal information to which you may be provided access. The Oracle Internal Privacy Policy is also available on the Global Legal portal.

- **Employment Policies: International Assignments and Transfers**
  http://my.oracle.com/portal/page?_pageid=38,6720634&_dad=myo&_schema=PHP
  Renamed this section to International Travel and added US Outbound Immigration paragraph. Deleted third paragraph in International Assignments.

  This section reading:

- **International Assignments and Transfers** (Revised August 2000)
  http://my.oracle.com/portal/page/myo/1ACCFB76CEC6E190E040018AEAA34928

  International Transfers

  > If at the end of an international assignment an employee decides to take a position in the host country and make the host country his/her home country, the same process applies.

  Was renamed and changed to:

  International Travel (Revised October 2006)

  US Outbound Immigration

  > If you travel and/or work abroad you may be required to obtain a business visa and/or work permit. For more information about US Outbound Immigration, at http://my.oracle.com/portal/page/myo/1ACCFB74B656E190E040018AEAA34928
  >
  > If you have any questions, please contact the Global Mobility Group at intlhr_us_ww@oracle.com.

- **Work Environment: Substance Abuse:**
  http://my.oracle.com/portal/page?_pageid=38,6746911&_dad=myo&_schema=PHP

  This section reading:

  While the consumption of alcoholic beverages may occasionally be appropriate when entertaining customers, you should exercise good judgment and avoid excessive drinking.

  Was changed to:

  While the consumption of alcoholic beverages may occasionally be appropriate when entertaining customers or at other Oracle functions, you should exercise good judgment and avoid excessive drinking.

- **Business Conduct: Expense Reports**
  http://my.oracle.com/portal/page?_pageid=38,6765569&_dad=myo&_schema=PHP
  This paragraph was added:

  The use of your AMEX card for business expenses and the Credit Card Integration (CCI) process for payment/remittance is mandated per corporate policy. For general questions on the CCI process, please contact Global Expense to Pay at global-e2p_ww.

- **Business Conduct: Use of Company Resources**
  This entire section was removed:

  You may not sell, loan, give away, or dispose of company property without proper authorization, and all Oracle assets must be used for proper purposes at all times. Improper use includes unauthorized personal use of company property, including computer equipment, software, and data. Furthermore, you must not, without appropriate approval, obligate the company to any expense.

  We expect you to use the highest standard of care to protect Oracle property from theft or loss, taking into particular account the vulnerability of laptop computers. The company may require reimbursement for the replacement cost of company property if it results from gross negligence or misconduct on the part of the employee.

- **Business Conduct: Protecting Confidential Information**
  http://my.oracle.com/portal/page?_pageid=38,6765837&_dad=myo&_schema=PHP
  This entire section was re-written. This section is briefly summarized and employees are directed to read Oracle Information Protection Policy found on the Legal Web site.

- **Benefits: Holidays:**
  http://my.oracle.com/portal/page?_pageid=38,6787391&_dad=myo&_schema=PHP
  This section was updated to reflect a new holiday making eight total holidays. Martin Luther King, Jr. Day was the holiday added. And policy regarding absences for religious observances was added.

  This section reading:
  Except for hourly employees, absences of a full day or more for religious observances (other than the ones provided for by this policy) should be taken as vacation time. Absences of less than a full day for religious observances will generally be accommodated under the flex-time policy.

Was changed to:
Full-time regular employees and part-time and temporary employees who are listed in the HR database as working at least 20 hours per week are eligible for paid holidays. Employees listed in the HR database as working less than 20 hours per week are ineligible for paid holiday time.

Absences for religious observances (other than the ones provided for by this policy) should be taken as vacation time.

- **Benefits: GoalPlanner:**
  Removed entire section on GoalPlanner, Fidelity Employee Investment Services (EIS), since this benefit is no longer offered.

- **Compensation:**
  http://my.oracle.com/portal/page?_pageid=38,6697515&_dad=myo&_schema=PHP
  The first paragraph of this section was changed to reflect total compensation.

  This section reading:

  Oracle compensates and rewards you based on your contributions to Oracle and in accordance with Oracle's business performance and success in the marketplace. Your total compensation is a combination of your base salary and performance-related bonuses or commissions and other incentives. To determine your salary and total compensation package, we take into account market research, your career level, and your individual performance. Market research assists us in assessing what competitive companies pay for comparable jobs. Oracle's goal is to attract, retain, and motivate the very best employees. Central to Oracle's compensation philosophy are:

Was changed to:

You are compensated and rewarded based on your contributions to Oracle and in accordance with Oracle's business performance and success in the marketplace. Your total cash compensation is comprised of your base salary and performance related bonuses or commissions and other incentives. To determine your salary and total cash compensation package, we take into account market research, your career level, and your individual performance. Market research assists us in assessing what competitive companies pay for comparable jobs. Oracle's goal is to attract, retain, and motivate high caliber, high performing employees. Central to Oracle's compensation philosophy are:

- **Compensation: Timesheets**
  http://my.oracle.com/portal/page?_pageid=38,6797581&_dad=myo&_schema=PHP
  References to non-exempt were changed to hourly throughout this section. Deleted 4th, 6th and 7th paragraphs below. Also, changed “normal” workweek to Monday through Sunday for most employees and Saturday through Friday for those employees who use OTL for Projects.

  This section reading:

  To enter time, go to the MyOracle page > Self Service Apps > Oracle Employee Self Service > Time Entry.

  Part time employees should use the same path as above and fill out total worked and non-worked hours each week. Part time employees are required to fill out timesheets each week even if they

did not work.

Salaried non-exempt employees are paid for regular hours in each paycheck for the pay period just ending. Salaried nonexempt employees should log onto Employee Self (follow the path above) and fill out total exception time and overtime worked each week. Salaried nonexempt employees are required to fill out timesheets each week even if they did not work.

Was changed to:

All hourly employees must submit timesheets each week in order to be properly compensated. Hourly employees are required to record all hours, including starting and ending work time and meal periods. They also must report all exception time including, overtime (if any), vacation taken, jury duty pay, military pay, and shift premiums each week. Salaried employees eligible for shift pay should also fill out weekly timesheets indicating all shift premiums.

Oracle's workweek is Monday through Sunday. All timesheets must be submitted to Payroll before the cutoff deadline. The payroll schedule can be found at http://hrweb.us.oracle.com/globalhr/payrocal.htm

To enter time, go to MyOracle > Self Service Apps > Oracle Employee Self Service > Time Entry at https://global-ebusiness.oraclecorp.com/OA_HTML/OA.jsp?OAFunc=OAHOMEPAGE&akRegionApplicationId=0&navRespId=1004386&navRespAppId=178&navSecGrpId=0&transactionid=154026406&oapc=2 and use your Self Service Username and Password.

Part time employees should use the same path as above and fill out total worked and non-worked hours each week. Part time employees are required to fill out timesheets each week even if they did not work.

All timesheets must be submitted to Payroll before the cutoff deadline.

- **Compensation: Overtime**
  http://my.oracle.com/portal/page?_pageid=38,6797640&_dad=myo&_schema=PHP
  The first paragraph in this section was changed.

  This section reading:

  If an employee works in a nonexempt position, he or she is eligible for overtime pay. The employee's manager must authorize overtime work in advance. Employees that are uncertain whether their status is nonexempt or exempt, should ask their manager.

  Was changed to:

  If you are working in an hourly position, you are eligible for overtime pay. Your manager must authorize overtime work in advance. If you are uncertain of your compensation status, you should ask your manager.

- **Compensation: Global Performance Bonus Plan (GPBP)**
  http://my.oracle.com/portal/page?_pageid=38,6797629&_dad=myo&_schema=PHP
  This section was revised due to change in the annual bonus plan. The first and second paragraphs in this section were changed.

  This section reading:

  For FY06, in December and June, Oracle management reviews all eligible employees' performance for possible cash bonus rewards. Bonuses are not considered entitlements and are distributed at the sole discretion of the company.

  You may be considered for a bonus if your employment status is*:

  - active,
  - regular,
  - on the Global Performance Bonus Plan,
  - working 20 or more hours a week,
  - employed for at least two months during the bonus period,
  - eligible for at least 30 days of the bonus period, **and**
  - employed by Oracle without a pending termination date on the day the bonuses are paid unless specific country labor laws require otherwise.

  Was changed to:

  Oracle management reviews all eligible employees' performance for possible cash bonus rewards. Beginning in FY07, the Global Performance Bonus Plan is funded and bonuses distributed once annually after the close of the fiscal year if performance measures are achieved. Bonuses are not entitlements; bonuses are discretionary and are distributed, at the sole discretion of the company, only to employees who meet the eligibility requirements set forth below.

  You may be considered for a bonus if your employment status is*:

  - active,
  - regular,
  - on the Global Performance Bonus Plan,
  - working 20 or more hours a week,
  - employed with Oracle on or before March 31st of the current bonus year,
  - eligible for at least 30 days of the bonus period, **and**
  - employed by Oracle without a pending termination date on the day the bonuses are paid unless specific country labor laws require otherwise.

- **Career Development: External Programs: Educational Reimbursement: Grandfather Clause:**
  This section was removed:

  Those employees who have signed up for classes and received approval before January 1, 1997 for a degree program through the “Degree Program Option” are still eligible for

full reimbursement for the approved degree program amount even if the amount exceeds the $5,250.00 annual limit.

- **Career Development: Performance Management**
  http://my.oracle.com/portal/page?_pageid=38,6794977&_dad=myo&_schema=PHP
  Removed reference to Human Resources providing evaluation forms and added paragraph about Oracle's online performance appraisal tool.

  This section reading:

  Human Resources provides managers the option to use evaluation forms, and several company divisions supply other customized performance evaluation tools.

  Was changed to:

  Human Resources provides an online performance appraisal tool that can be used to document goals/objectives and provide performance feedback. The tool, and related forms and training, is found at:
  http://hrweb.us.oracle.com/otd/toolkits/perfmgmt/index.html.

- **Career Development: Job Postings**
  http://my.oracle.com/portal/page/myo/1ACCFB76CF8CE190E040018AEAA34928
  Removed reference in the third paragraph to CEO approval for all domestic and international transfers between Finance and Administration, World Wide Operations, and between and within Development.

  The third paragraph now reads:

  If there is mutual interest, the hiring manager notifies your manager and together they arrange a mutually acceptable date for your transfer. The hiring manager must obtain approval from both the current and hiring organizations up to the appropriate level of senior management. The hiring manager must obtain approval for an internal transfer from the releasing manager and/or approvers up through his/her own LOB. If the transfer is an international transfer, the approvals required are the same as for a new hire. The current manager should provide a reference on an employee's performance in his or her group before the transfer is approved. All approvals must be secured before the effective date of the transfer.

- **Career Development: External Programs: Eligibility**
  http://my.oracle.com/portal/page?_pageid=38,6795042&_dad=myo&_schema=PHP
  Changed grade requirement from "outstanding" to "acceptable" to qualify for reimbursement.

  Revised section reads:

  Courses acceptable for reimbursement must be job related and must have management approval in advance of enrolling in the course. In order for a course to be job related it must maintain or improve the skills required by you in your employment and/or make you more productive in your current responsibilities. Job related courses may include courses offered by a College or University, or courses that are taken outside Oracle's Internal Education Department. It is management's decision whether a course is related to your job.

- **Career Development: External Programs: Job Related Courses**
  http://my.oracle.com/portal/page?_pageid=38,6795042&_dad=myo&_schema=PHP

  Added management approval is required prior to enrolling in a course.

  Revised section reads:

  Courses acceptable for reimbursement must be job related and must have management approval in advance of enrolling in the course.

FY02 Q1 Employee Handbook Updates and Corrections (SENDMAIL sent October 2001)

- Compensation: Pay Schedule:

This section was updated to reflect the change from Employee Connex to Oracle Employee Self Service.

- Compensation: Timesheets:

This section was updated to reflect the change from Employee Connex to Oracle Employee Self Service.

- Compensation: Overtime:

"Consecutive" was added to seventh day of work in a work week.

- Compensation: Annual Salary Review:

All references to "Annual Salary Review" were changed to "Focal Salary Review."

- Compensation: Performance Bonus Program:

The eligibility requirements to be considered for a discretionary bonus was updated to state the following:

- active,
- exempt,
- regular,
- on the USA payroll,
- on the Corporate Performance Bonus Program,
- working 20 or more hours a week,
- employed for at least two months during the bonus period,
- eligible for at least 30 days of the bonus period,
- and employed by Oracle on the day bonuses are paid.

The remainder of the section was changed to:
Furthermore, bonuses may be prorated to reflect time not worked in a bonus period (due to leave of absence, transfer, new hire, part-time, or change of status from hourly to exempt).
Consideration for this discretionary bonus payout may be based on:

- Company performance,
- Your group's performance;
- Your individual performance;
- Your current job level; and
- Management discretion and approval.

In general, hourly employees or employees on any other bonus plan, including sales or consulting compensation, are not eligible for the Performance Bonus Program.

- Compensation: Patent Awards:

The policy was updated to reflect the existing policy and a link to the Legal Web site was added.

- Compensation: Referral Bonuses: Payment of Referral Bonuses:

The section reading:

> The referring employee is awarded a referral bonus after the referred employee completes two weeks of regular full-time Oracle work, provided the referring employee has remained an Oracle employee for the same period. The bonus will be paid as soon as administratively possible following the completion of this two week period.

Was changed to:

> The referring employee must be an "active" employee when the referral is made and when the referral bonus is paid. The referral bonus is paid as soon as administratively possible following the new hire's start date.

- Employment Policies: Employment Eligibility:

A section for Social Security Requirements was added.

- Employment Policies: Employment Categories:

A regular full time employee was changed from at least 30 hours per week to 40 hours per week or employees working 3x12 schedules. Regular part time employees were changed from working fewer than 30 hours per week to working fewer than 40 hours per week.

- Employment Policies: Personal Information: Employment Verification:

This section was updated to reflect the change from Employee Connex to Oracle Employee Self Service. To obtain an employment verification, fill out the Employment Verification Web Template.

- Employment Policies: Personal Information: Internal Listings:

This section was updated to reflect the change from Employee Connex to Oracle Employee Self Service.

- Benefits: Oracleflex: How Oracleflex is different:

"Health care reimbursement, or dependent care reimbursement" were removed from the end of the paragraph to reflect the benefits correctly.

- Benefits: Open Enrollment:

The following sentence was added: The effective date for all benefit status changes will be the day you submit the status change, instead of the date the event actually occurred. The only exception is when adding a newborn or adopted child - which is effective on the date of birth or placement for adoption."

- Benefits: Oracle 401(k): Eligibility, enrollment, and changes:

The phone number for Fidelity was corrected to 800-835-5098.

- Benefits: Employee Assistance Plan:

The vendor name was corrected to "Cigna Behavioral Care."
- Benefits: Worker's Compensation:

The phone number was updated to 775-689-3429.
- Benefits: Vacation:

"As a full-time regular employee, you" was changed to "Employees working at least 35 hours per week" and the process for reporting vacation was updated to reflect the change from Employee Connex to Oracle Employee Self Service.
- Leaves of Absence

Information about not receiving paid draw payments while on leave was removed; the sentence "Car allowance is also suspended while on leave" was added.
Information on how to request a leave of absence was updated to reflect the change from Employee Connex to Oracle Employee Self Service in the following sections:

  - Leaves of Absence
  - Requesting a Leave
  - Military Leave
  - Bereavement Leave
  - Jury Duty
  - Requesting Leave

- Leaves of Absence: Medical Leave:

The sentence "You are eligible for extended medical leave only if the leave follows your paid medical leave" was removed.
- Leaves of Absence: Medical Leave and Pregnancy Disability Leave: Effects on Benefits:

The sentence "Vacation accrual is suspended during leave and any car allowance and draw payments are not made" was changed to "Vacation accrual is suspended during medical leave and any car allowance is not paid. Car allowance will resume in the pay period you return to active employment."
- Leaves of Absence: Military Leave:

The sentence "For drilling reservists, time beyond two weeks is unpaid" was added.

FY01 Q3/4 Employee Handbook Updates and Corrections (SENDMAIL sent June 2001)

- Work Environment: Workplace Safety/Ergonomic Work Area

(effective February 2001): The two sections were combined under "Workplace Safety" and updated with current information.
- Benefits: Vacation

(effective January 2001): "Project Accounting" was changed to reflect the new application name "US Timecards and US Expense Reporting" due to the R11i upgrade in January.

- Leaves of Absence: Personal Leaves

http://hrweb.us.oracle.com/handbook/leaves.htm#personal
(effective May 2001): The policy regarding stock option vesting was clarified: "tolled" was replaced with "suspended."

- Leaves of Absence: Personal Leave

(effective January 2001): The policy was clarified to alleviate confusion.
Instead of:

> "When you have notified us that you are ready to return, we will make an effort to help you in finding a position similar to that in which you were working before your unpaid leave"

It now states:

> "If you intend to return to work you should begin your search for a new position at this time. Once you have obtained a position and have a start date, you may make arrangements with your manager to return to work."

FY01 Q1/2 Employee Handbook Updates and Corrections (SENDMAIL sent January 2001)

- Section 2-3: Employment Policies: Harassment (effective September 2000)

A Spanish version of the brochure "Commitment to a Harassment Free Workplace" has been added.

- Section 2-6: Employment Policies: Personal Information: Employment Verification (effective November 2000)

Instead of contacting Human Resources for employment verifications, please follow the instructions at http://hrweb.us.oracle.com/info/empverif.htm.

- Section 2-6: Employment Policies: International Assignments & Transfers (effective September 2000)

The Policy was clarified to alleviate confusion.

- Section 2-7: Employment Policies: Relocation (effective March 2000)

The Relocation policy was updated to reflect our current vendor and processes.

- Section 5-3: Benefits: Oracle 401(k) (updated July 2000)

A link to the Prospectus and Summary Plan Description was added.

- Section 5-3: Benefits: Oracle 401(k): Company Matching Contributions (updated July 2000)

The vesting schedule was updated as follows:
Effective January 1, 1999, the company's matching contributions vest according to the following schedule (if you complete an hour of service after January 1, 1999):

Years of Service Completed	Amount Vested After Completion
One Year	25%
Two Years	50%
Three Years	75%
Four Years	100%

- Section 5-10: Benefits: Vacation (effective August 2000)

The policy regarding maximum accrual was clarified with the following:
"When you reach your maximum accrual, you stop accruing vacation time until you reduce your balance by taking a vacation and reporting the hours taken. You will begin accruing vacation time again in the first full pay cycle after you have reported the vacation hours taken.

You are responsible for reporting any vacation taken on your first day back to work. Employees should report vacation by logging into the Employee Connex Web site, clicking on the Time Management icon and entering vacation in the "Non-Work Time Entry" area. Employees using Project Accounting should use that application to submit their vacation time.

- Section 6-14: Leaves of Absence: Military Leave (effective August 2000)

Drilling reservists who receive a check from the government for military duty during the two week paid portion of their leave are no longer required to remit any funds to Oracle.

FY00 Q3 Employee Handbook Updates and Corrections (SENDMAIL sent April 2000)

- Section 4-3: Business Conduct: Insider Trading: "No Trading" periods

The "no trading" period policy was clarified.

- Section 4-6: Business Conduct: Protecting Confidential Information: Talking to the Press

Changed the heading from "Talking to the Press" to "Communications with the Press and Analysts." The section was changed to reflect the official "Policy Regarding Communications with the Press and Analysts" which is available in full on the Legal Web site (http://legal.us.oracle.com/legalops/presscomm.html).

- Section 5-8: Goalplanner: Investment & Tax Advice

Changed "Goalplanner Enrollment Guide" to "Goalplanner Information" on the Benefits Web site.

- Section 7-2: Compensation: Overtime (effective Jan. 1, 2000)

The policy was updated to reflect the new California state overtime laws.

FY00 Q1/2 Employee Handbook Updates and Corrections (SENDMAIL sent December 1999)

- Section 2-6: Employment Policies: Foreign Assignment & International Transfers (effective Oct. 1999)

The definitions of foreign assignments and international transfers has been clarified.

- Section 3-1: Work Environment: Workplace Safety (effective Nov. 1999)

The policy has been updated to include new contacts and information about the Emergency Response Team (ERT).

- Section 3-2: Work Environment: Ergonomic Work Area (effective Nov. 1999)

Information regarding how to obtain ergonomic equipment has been updated.

- Section 5-3: Benefits: Oracleflex - Making Changes (effective Jan. 1999)

The number of days an employee has to make a benefits status change (changed from 31 days for all plans to 31 days for Kaiser Southern California & Matthew Thornton Health Plan; 62 days for all other plans) has been updated to reflect each health plan's policy changes.

- Section 5-3: Benefits: Oracle 401(k) (effective Sept. 1999)

Information on NetBenefits access has been added. The deadline for contribution changes is 4 p.m. (PST) on the last day of each month. A link to specific rollover instructions has been added.

- Section 5-8: GoalPlanner (effective Sept. 1999)

Employees can enroll in GoalPlanner at any time. Turn around for direct deposit is 30 days.

- Section 5-8: Benefits: Employee Assistance Plan (effective Sept. 1999)

Services are provided by CIGNA Behavioral Health. The new name will not change the services or the way in which you access the plan.

- Section 5-9: Benefits: LifeWorks Family Resource and Referral Program (effective Sept. 1999)

The service is now provided by Ceridian, who acquired the previous vendor, Work Family Directions.

- Section 5-10: Benefits: Worker's Compensation (effective Nov. 1999)

More detailed information about Worker's Compensation has been added to the policy.

- Section 6-5/6-9: Leaves of Absence: Pregnancy and Family Care & Medical Leave - Effects on Benefits (effective Sept. 1999)

Employees with outstanding 401(k) loans that are taking a leave of absence should now notify their Benefits Administrator instead of the 401(k) administrator. Updated the number of days an employee has to make a benefits status change to reflect each health plans' policy changes (see Section 5-3).

- Section 6-9: Leaves of Absence: Family Care & Medical Leave - Permissible Uses of effective Nov. 1999)

The policy has been clarified that for leave for the birth, adoption or placement of a foster child, the leave must be completed within one year of the birth, adoption, or placement.

- Section 6-16: Leaves of Absence: Jury Duty (effective Sept. 1999)

Employees are no longer required to sign over jury duty checks to Oracle.

- Section 7-5: Compensation: Employee Referral Program (effective Sept. 1999)

The referred employee must be on the payroll for two weeks, instead of 90 days, before the bonus will be paid to the referring employee.

- Section 8-3: Career Development: Internal Programs (effective Nov. 1999)

The information on internal training has been updated to reflect the changes resulting from the Oracle University's new Web site: http://ouweb.oracle.com.

FY99 Q3/4 Employee Handbook Updates and Corrections (SENDMAIL sent June 2, 1999)

- Section 4-7: Travel and Entertainment

The Travel and Entertainment section has been linked to the "Travel and Entertainment policy" in the Oracle Travel Web site for consistency.

- Section 4-7: Expense Reporting and Proper Accounting

The location of the expense report form has been added.

- Section 5-1: Oracleflex eligibility

The Oracleflex eligibility has been corrected to reflect the Oracleflex plan documents and is as follows:

You and your eligible dependents may participate in the Oracleflex program if you are:

- A regular full-time employee on the U.S. payroll working 30 or more hours per week, or
- A regular part-time employee on the U.S. payroll working at least an average of 20 hours a week.

Part-time employees receive a reduced amount of credits depending on the number of hours they are regularly scheduled to work per week. If you are a part-time employee working an average of 20 hours per week, you receive 50% of the amount of Oracleflex credits for which you would be eligible as a full-time employee.

- Section 6-1: Leaves of Absence

A link to each type of leave form has been added.

- Section 8-3: Job Posting

The Job Posting section has been updated to reflect the new job post system, Oracle Opportunities.

- Section 8-4: External Programs

Under "Reimbursement," the grade earned in order to receive reimbursement by Oracle was changed from a "B" to a "B-" effective 01-May-1999. Any additional education expenses incurred beyond $6,000 per calendar year must be approved by the SVP of your division. Additionally, the section "Non-Traditional Training/Continuing Education" has been added to section 8-4.

FY99 Q1/2 Employee Handbook Updates and Corrections (SENDMAIL sent December 23, 1998)

- Section 1-1: Electronic Mail (email)

The Electronic Mail policy has been updated to reflect Jeff Henley's July 1, 1998 SENDMAIL titled "Email and Internet Policy Revisions" regarding no Auto-Forwarding email outside Oracle and outside access to public email accounts.

- Section 3-4: Oracle In the Community

The section has been expanded to include the contact information for Corporate Giving, Oracle Volunteers, and Oracle's Promise.

- Section 5-8: GoalPlanner

The GoalPlanner program has been reinstated. The new enrollment procedures have been added.

- Section 6-16: Jury Duty

The procedure to turn over jury duty checks has been added.

- Section 7-5: Referral Bonus Program

Oracle has clarified its Referral Bonus Policy by adding "Oracle does not pay referral bonuses for persons hired outside the US."

FY98 Q4 Employee Handbook Updates and Corrections (SENDMAIL sent June 23, 1998)

- Section 3-1 Workplace Security

Oracle has clarified its Workplace Security policy by adding the following section to the Handbook:

> "*Violence in the workplace*
> Oracle is committed to preserving the health and safety of its employees. Threats or acts of violence against Oracle employees, temporary employees, independent contractors, customers, clients, vendors or other persons and / or property will not be tolerated. Report any potential threats or acts of violence to your manager, Human Resources or Oracle Security immediately."

- Section 5-10 Vacation:

Oracle has added vacation accrual language to reflect the accrual for part-time regular employees as shown in the chart below. Please see the employee handbook for complete details and for the applicable maximum accruals.

Hrs Worked	Hrs Accrued per pay period for first 3 yrs employment	Hours Accrued per pay period after 3 yrs employment per week
35+	4.33 hours (13 days/yr)	6 hours (18 days/yr)
25-34	3.25 hours (9.75 days/yr)	4.5 hours (13.5 days/yr)
20-24	2.17 hours (6.51 days/yr)	3.0 hours (9 days/yr)

The vacation reporting procedures have also been updated to reflect Fidelity taking over Oracle's Payroll services.

- Section 5-11 Holidays:

Oracle has updated its holiday eligibility to reflect the following:

> "Full-time regular employees and part-time and temporary employees who are listed in the HR database as working at least 20 hours per week are eligible for paid holidays. Employees listed in the HR database as working less than 20 hours per week are ineligible for paid holiday time."

- Section 6-16 Jury Duty:

The sentence "You or your manager may contact Human Resources for assistance in seeking a postponement or release" has been removed because typically, it is the employee's responsibility if s/he wishes to seek a postponement or release.

- Section 7-1 Pay Schedule:

The Direct Deposit Enrollment/Change procedure and has been updated to reflect Fidelity taking

over Oracle's Payroll & Human Resources services.

- Section 7-2 Timesheets:

The time reporting procedures have been updated to reflect Fidelity taking over Oracle's Payroll & Human Resources services.

FY98 Q2 Employee Handbook Updates and Corrections (SENDMAIL sent February 27, 1998)

- Section 3-2 No Smoking: effective December 1, 1997

Oracle has expanded its "No Smoking" policy to include all tobacco products.

- Section 7-2 Overtime: effective January 1, 1998

Oracle has revised its overtime policy to reflect the change in California law regarding eliminating daily overtime pay.

- Section 5-1 Oracleflex Eligibility:

Oracle has clarified its Oracleflex eligibility statement by adding "except that it ends immediately for unpaid personal leave taken to pursue educational opportunities."

- Section 6-15 Personal Leave:

Oracle has clarified its personal leave section by adding the following statement to its personal leave policy regarding Oracleflex benefits:

> "Under most circumstances, your Oracle*flex* health benefits continue for the first 30 days of your unpaid leave except that benefits eligibility ends immediately for unpaid personal leave taken to pursue educational opportunities."

- Section 8-4 External Programs:

Oracle has clarified its Education Reimbursement policy by adding it is management's decision whether a course is related to the employee's job, and that all reimbursements must be submitted to Accounts Payable.

FY98 Q1 Employee Handbook Updates and Corrections (SENDMAIL sent September 10, 1997)

- **Section 2-6 Personal Information:**

Human Resources will not accept facsimiles for employment verification. This is noted in the second paragraph under the heading "Employment verification."

- **Section 4-7 Expense Reporting and Proper Accounting:**

The following paragraph has been added under the heading "Use of company resources:
We expect you to use the highest standard of care to protect Oracle property from theft or loss, taking into particular account the vulnerability of laptop computers. The company may require reimbursement for the replacement cost of company property if it results from gross negligence or misconduct on the part of the employee.

- **Section 6-1 Leaves of Absence (3rd paragraph):**

Forms to request Medical, Pregnancy Disability and Family Care and Medical Leave are now available through your Benefits Administrator, or can be downloaded from the Benefits Web site. Contact your HR Manager for all other leave request forms.

- Section 6-15 Requesting Personal Leaves:

A personal leave request must be submitted in writing to your manager via the new public email template entitled HR LEAVE REQUEST as soon as possible before you wish to begin your leave.

Employee Referral Program (Section 7-5):

The following describes Oracle's Employee Referral program and policy. Any variance to this program must be approved by the Director of Human Resources.

- **Overview of Program**

The most effective way to match an employee's referral to an open position is to check the internal job postings on the Corporate Repository. Present candidate resumes to hiring managers. To ensure that proper credit is received for the referral, write the referring employee's name, date and contact information on the resume. We encourage employees to refer candidates who will increase the cultural and ethnic diversity of our workplace.

If a specific opening is not determined, the referring employee should send the candidate's resume to a member of Human Resources with a cover note describing where the candidate might fit within Oracle. The employee's name, date and contact information must be included on the resume.

- **Verifying a Referral**

The hiring manager notifies Human Resources that an employee referred a candidate by putting the employee's on the employee referral line of the email template HR OFFER LETTER REQUEST. Employees should contact userid <HROFFERS> if they have a question about the status of a referral.

- **Payment of Referral Bonuses**

The employee is awarded the bonus after the referred employee has completed 90 days of full time regular work, provided the referring employee has remained on the Oracle payroll for the entire 90-day period. Oracle does not pay referral bonuses for the hiring of part-time or temporary employees.

In the case of a temporary or contractor conversion, the referral bonus is paid only if the conversion is to the same position the person held as a temporary or contract worker. The referring employee is awarded the bonus after the referred employee has worked 90 days following the conversion to regular full time employment. We will not pay a referral fee if this person was originally referred to Oracle by a third party, temporary agency, or contracting vendor.

Oracle pays referral bonuses for persons hired who previously worked for Oracle or any Oracle subsidiary, provided their separation from Oracle has been more than one year.

Oracle will not pay a referral bonus if there is an obligation to pay a search firm fee. Managers do

not earn referral bonuses for anyone hired into their direct line of reporting. Vice Presidents, Directors of Human Resources, Human Resources Recruiting staff, Oracle temporary employees, and Oracle Resources Services Recruiting staff are not eligible for employee referral bonuses. Other Human Resources staff are eligible for referral bonuses provided the referral is not into their client group.

Employees may receive a bonus even if they are a part of the hiring process but not the direct manager.

- Referral Bonus Amounts

Oracle pays employee referral bonuses for employee referrals of either $500 or $1,000 based on the referred employee's starting base salary.

Starting Salary	Bonus Amount
Up to $39,999	$500
$40,000 or more	$1,000

Oracle *does not* pay a referral bonus for a recent university graduate when:

- the candidate graduated from one of the colleges or universities targeted by Oracle's university recruiting efforts, or
- the candidate is hired as a result of participation in Oracle's summer internship program.

FY96 Employee Handbook Updates and Corrections (SENDMAIL sent June 9, 1997)

- Section 5-4 401(k) Eligibility, enrollment, and changes

Effective October 1, 1996, 401(k) enrollments and contribution percentage changes are now done by calling Fidelity at (800) 835-5098. Benefits will no longer accept the email template HR 401K ENROLLMENT FORM or 401(k) CHANGE FORM.

- Section 5-4 Company Matching Contributions

Effective October 1, 1996, the vesting schedule for 401(k) matching contributions changed as follows:

If you were hired before October 1, 1996 and your hire date fell between January 1 and September 30 (of any year), your vesting date is January 1 of the year you were hired.

If you were hired before October 1, 1996 and your hire date fell between October 1 and December 31 (of any year), your vesting date is January 1 of the following year.

If you were hired anytime after October 1, 1996, your vesting date is the same as your hire date.

- Section 6-6 Short Term Disability Coverage:

The list of states with a state disability plan is incorrect. Illinois should not be included as a state that provides disability pay at a percentage of your salary.

- Section 6-2 through 6-5 Pregnancy Disability Leave, and Medical Leave

Prior Oracle employment does not count toward the six-months' continuous employment eligibility requirement for paid leave.

- Section 7-2 Timesheets

Hourly exempt, hourly, and salaried hourly employees should fill out the web time sheet found at http://payroll.us.oracle.com. The templates TIMESHEET HOURLY FORM, TIMESHEET SAL HOURLY FORM, and TIMESHEET SHIFT DIFF. FORM are no longer used by payroll for these employees.

- Section 7-3 Annual Salary Review

For most organizations, salary increases are effective September 1, rather than July 1. Employees are eligible for increases according to the following table:

- Employees on Sales Compensation Plans June 1
- Employees on unpaid Leaves of Absence When they return from leaves
- All other employees September 1

- Section 8-3 Jobposting

  Jobs posted on JOBPOST will remain posted until they are filled or for a maximum of six months, rather than three months.

APPENDIX

Attachment A, Oracle Acceptable Use Policy for Company Resources

Oracle Acceptable Use Policy for Company Resources

Attachment B, Code of Ethics and Business Conduct

Oracle Code of Ethics and Business Conduct

Attachment C, Oracle Information Protection Policy

Oracle Information Protection Policy

EXHIBIT C

AFFIRMATIVE ACTION PLAN

for

Oracle America

January 2014

NOTICE: This document contains confidential information. Oracle will provide information on these plans as is legally required. Any release of the affirmative action plan, either in statistical or narrative form, is prohibited. This plan does not constitute a legal document. It is an analysis used as a management tool and for review by the federal government.

Exhibit No. 21
Witness name:
S. Holman-Harries
Date: 05/08/19
Robin L. B. Osterode, CSR, RPR

Exhibit P-46

COMPANY IDENTIFICATION

Federal Identification Number:	94-2805249
Inclusive Dates of the Plan:	1/1/2014 - 12/31/2014
Individual Responsible for Plan Implementation:	Shauna Holman-Harries Director Diversity Compliance (602) 333-9112
	Safra Catz President 500 Oracle Parkway Redwood Shores, CA 94065 (650) 506-7000

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STATEMENT OF CONFIDENTIALITY

This affirmative action plan contains confidential, trade secret, and commercial information that is subject to the provisions of 18 U.S.C. S 1905. Chrysler Corp. v. Brown, 441 U.S. 281, 19 FEP Cases 475 (1979).

Copies of this affirmative action plan and all related appendices, documents and supporting data are made available on a loan basis to the United States government upon the request of said government on the condition that the government hold them totally confidential and not release copies under any circumstances. This affirmative action plan, its appendices, and other supporting documents contain confidential information that may reveal Oracle's future business plans and strategies. This affirmative action plan is exempt from disclosure, reproduction and distribution under the Freedom of Information Act upon the grounds, among others, that such material constitutes (1) personnel information which is exempt from disclosure under 5 U. S. C.S 552 (b) (6); (2) confidential, commercial or financial information which is exempt from disclosure under 5 U.S.C.S 552(b)(4); (3) investigatory records compiled for law enforcement purposes, the reproduction of which is exempt from disclosure under 5 U.S.C. S 552(b)(7)(C); and (4) matters specifically exempt from disclosure by statute, which are exempt from disclosure under 5 U. S - C - S 552 (b) (3). Notice is hereby given pursuant to 41 C.F.R. 60-60.4(d) that Oracle intends this plan to be kept confidential.

Oracle does not consent to the release of any information contained in this affirmative action plan under the Freedom of Information Act or otherwise. If the United States government, or any agency or subdivision thereof, intends to breach the conditions under which this affirmative action plan is loaned to the government, or is considering a request for release of this plan under the Freedom of Information Act, request is hereby made that the government immediately notify Dorian Daley, General Counsel, 500 Oracle Parkway, Redwood Shores, CA 94065, making no such disclosure until a reasonable time for the Company to respond has been allowed.

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STATEMENT OF CONFIDENTIALITY (Cont'd)

Oracle expects that anyone who has any contact with this affirmative action plan, or its supporting appendices, documents and other data, treat such information as confidential and that such information not be disclosed for any purpose.

Oracle employees and consultants who have any contact with the information contained in or related to this affirmative action plan have signed proprietary information agreements, or other confidentiality agreements, and by contract cannot disclose such information without prior express written consent of the Company.

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SPECIAL TERMINOLOGY

Certain terminology is used throughout this plan to satisfy requirements of consistency and identification under applicable regulations and laws. The terms *utilization analysis, utilization problem area, adverse impact* and others appearing in this plan, are terms Oracle uses to be consistent with government regulations. These terms are not necessarily significant on a legal or factual level. Although these terms are used in connection with Oracle's affirmative action program, such usage does not necessarily indicate that Oracle agrees that these terms factually or legally describe any circumstance or situation at Oracle. This affirmative action plan is voluntarily adopted consistent with Oracle's obligation as a federal contractor. The plan in no way constitutes an admission that Oracle has, at any time, discriminated against any person or persons.

To the extent various goals are identified and established in this plan, these goals are derived from statistical analysis required by the government. It is not conceded that any such goal realistically establishes affirmative action parity. Nor should it be interpreted that in attempting to achieve such goals, Oracle will use them to discriminate in any inverse way against applicants or employees based upon any prohibited factor.

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ORACLE'S EQUAL EMPLOYMENT OPPORTUNITY

Policy Statement

We believe in treating each employee and applicant for employment fairly and with dignity. We base our employment decisions on merit, experience, and potential, without regard to race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status, or any other characteristic prohibited by federal, state or local law. Oracle's employment philosophy is to provide a working environment that inspires achievement without consideration to any prohibited factor. Oracle emphasizes achievement, self-motivation, and encourages high self-expectations.

Oracle recruits, hires, trains, and promotes persons in all job groups without regard to race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status, or any other characteristic prohibited by federal, state or local law. Oracle strives to ensure that all personnel actions are administered consistently with Oracle's commitment to EEO and the furtherance of AA.

Oracle is committed to providing a work environment that is free of discrimination. Oracle does not tolerate harassment of any kind, including harassment based on race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status, or any other characteristic prohibited by federal, state or local law. Unlawful harassment may take many forms, including verbal, visual, or physical conduct that creates an offensive, hostile, or intimidating work environment.

Oracle has developed a written Affirmative Action Program for qualified individuals with disabilities and qualified protected veterans. This Affirmative Action Program is available for inspection by any employee or applicant for employment upon request, during normal business hours at Oracle offices. Interested persons should contact the Director Diversity Compliance at (650)506-7000.

Oracle has appointed the Director Diversity Compliance to manage the Equal Employment Opportunity function. These responsibilities include monitoring all Equal Employment Opportunity activities and reporting the effectiveness of this AA plan, as required by Federal, State, and Local agencies.

Date 3/05/2014

Safra Catz, President

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RESPONSIBILITY FOR IMPLEMENTATION

The Director Diversity Compliance administers the AA plan. Additionally, where appropriate or necessary, the Director may coordinate or consult with others at Oracle, including but not limited to Oracle's Human Resources and Legal Departments.

Implementation Guidelines

- Developing the EEO policy.
- Preparing and updating the AA plan and ensuring consistency with Oracle's EEO obligations.
- Implementing AA/EEO program and ensuring appropriate internal and external dissemination of the plan and policies.
- Assisting managers with AA/EEO challenges and ensuring regulatory and policy compliance.
- Designing and implementing systems to determine if Oracle's AA plan goals and objectives are met.
- Networking with community based organizations (CBO) that encourage employment opportunities of minorities, women, protected veterans, and disabled people.
- Communicating to executive management AA goals and action programs that provide solutions to address goals and deficiencies.
- Communicating AA goals to all members of Oracle's management to ensure that Oracle managers understand their responsibility and Oracle's commitment to AA/EEO.
- Working with relevant and applicable governmental enforcement agencies.
- Providing diversity career fair information to the Recruitment Department to assist in the recruitment of women, minorities, disabled individuals and protected veterans.
- Periodically reviewing personnel processes to ensure freedom from stereotyping against any applicants or employees, including on the basis

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of disability or protected veteran status, in a manner that limits access to jobs for which these individuals are qualified.

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DEVELOPMENT AND EXECUTION OF ACTION PROGRAMS

Oracle's primary and most effective program for the furtherance of Affirmative Action is its unswerving commitment to seeking out and hiring qualified individuals in a completely non-discriminatory fashion and to developing and promoting its employees wherever possible based upon individual merit and demonstrated potential.

Oracle's action oriented programs have been established to support the inclusion of women, minorities, protected veterans, and disabled workers in a number of ways including: recruitment; advancement and retention of talent (recruit, retain and advance the best talent); performance; talent optimization; and employee engagement. Oracle's management believes that diverse employee engagement drives results and is good for employees and the company.

Internal Communications

Employee Orientation

Oracle informs new employees of Oracle's EEO policy at the time of hire and during Oracle's *New Employee Orientation*. Additionally, Oracle provides employees access to its Employee Handbook and its Code of Ethics and Business Conduct, each of which includes additional details on EEO and related issues.

Job Posting

Oracle posts open positions up to and including Sr. Director level jobs using an online internal job post system. This process is regularly audited for compliance. All employees have full access to the job post system.

Dimensions of Diversity Newsletter

The value of employee differences is continually reinforced in the *Dimensions of Diversity Newsletter*. This newsletter is an exciting opportunity for Oracle U.S. employees to find out what Oracle is doing in the area of diversity and inclusion. It provides information on upcoming events, webinars, and other opportunities for

development; information on community outreach; and is the primary employee communication for diversity news.

Job Posting Process

Oracle has fully integrated systems that promote diversity including:

- Online access to Job Posts through the internet and electronic links to Women, Minority, Disability, and Protected Veteran Organizations
- Posting with State Agencies
- Reasonable accommodation for persons with disabilities who may need extra assistance to apply for jobs at Oracle
- Automated Applicant Tracking Workflow & Manager Notification
- Resume and Applicant Tracking Software electronic record keeping

Diverse Recruiting and Hiring

Recruiters at Oracle seek out a diverse slate of candidates when possible by providing managers an expanded base of top quality talent of women, minorities, protected veterans and people with disabilities.

Recruitment resources such as job fairs are available through the recruiting team at Oracle that hiring managers can leverage and recruit from to address affirmative action goals. In addition to recruiting at these fairs, Oracle also promotes Oracle technology, reputation, value, and leaders as speakers on panels branding Oracle as a "Destination Employer/Employer of Choice" for minorities, women, protected veterans, disabled individuals, etc.

Internship Programs, Scholarships and Educational Outreach

Internships at Oracle are a recruitment source that can be used to increase the representation of diverse talent. For example, Oracle's 1-Year Internship Program and Injured Veterans Program have resulted in hires. Both of these programs are serving as diversity pipeline for Oracle. Oracle is also committed to opening access to technology education and closing the digital divide. We provide scholastic scholarships and educational outreach to underrepresented groups majoring in IT-related fields.

Career and Leadership Development Sessions and Conferences

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Career and Leadership development is a tool that can assist with promotions at Oracle. By equipping employees with development opportunities to grow and become more successful, the pool of top talent is expanded and diverse. More employees are available for their next career opportunity. Employees feel valued and supported which in turn increases their commitment to their company. This allows Oracle to keep top diverse talent and to increase it to meet its Affirmative Action goals.

Oracle Women's Leadership (OWL) program is an inclusive program created by women leaders at Oracle. OWL creates local and global opportunities that support, educate, and empower current and future generations of women at Oracle.

Branding, Community Outreach and Sponsorships

Oracle attracts top talent to work at Oracle by participating in community outreach and sponsoring diversity related events. By creating a strong community outreach and sponsorship program Oracle attracts applicants and retains employees that want to know that Oracle not only provides an inclusive environment internally but externally as well. Applicants and employees want to know that Oracle is involved in its communities and shares the differences it makes in all communities.

Cultural Awareness Celebrations

Rather than creating an environment where diversity isn't talked about, Oracle celebrates employee diversity with cultural awareness celebrations. These celebrations assist in increasing cultural awareness at Oracle by breaking down feelings of isolation that can occur due to differences created by race/ethnicity, disability, gender, protected veterans' status, etc. Some of the programs that are celebrated at Oracle are: Black History Month, Gay Pride Week, Hispanic Heritage Month, and Diwali, among others.

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REPORTING AND INTERNAL AUDITING SYSTEM

The Director Diversity Compliance is responsible for implementing an effective auditing and reporting system. This includes analyzing the results of employment actions on a regular basis to determine their impact on Oracle's AA/EEO objectives. The Director Diversity Compliance reviews problem areas and progress, communicates with management and legal as appropriate, and makes recommendations regarding annual goals.

Oracle develops and analyzes Internal Audit Reports to assess performance in at least the following areas:

- Applicant Tracking
- Hires
- Promotions
- Terminations
- Compensation

Identification of Problem Areas

Oracle continues to make significant efforts in locating qualified minorities and women, and aggressively pursues qualified candidates in a competitive market. Oracle promotes diversity to attract and employ qualified minorities and women across the nation.
Although the overall representation of women and minorities at Oracle is good, African American, Latino, and female utilization in some job groups needs improvement. Improvement of utilization in specific job groups is addressed through the development of recruiting strategies and mentoring programs, and is addressed by organization and location. Additionally, Oracle has a job posting system that makes all available vacancies known to applicants and employees.

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INDIVIDUALS WITH DISABILITIES, VETERANS OF THE VIETNAM ERA AND OTHER PROTECTED VETERANS

General Policy Statement

Oracle is committed to ensuring an environment for all employees that supports and rewards employee performance on the basis of merit and potential. Oracle prohibits discrimination against or harassment of an employee or candidate for employment because of a disability or protected veteran status. This policy is also incorporated into Oracle's overall Equal Employment Opportunity policy.

Oracle makes good faith efforts to attract and retain employees with disabilities, veterans, protected veterans, special disabled and other persons and creates partnerships with community based organizations to create inroads and foster understanding of issues faced by employees and applicants. A current list of partnerships and good faith efforts is available upon request. Applicants and employees are asked to voluntarily identify themselves if they have (or have had) a disability and/or are a protected veteran. Oracle's internal processes encourage consideration of the job qualifications of applicants with disabilities, known disabled veteran applicants, Vietnam Era veteran applicants, and other protected veteran applicants for job vacancies filled through hiring or promotion. Additionally, on at least an annual basis, Oracle reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans and qualified individuals with disabilities.

In offering employment to individuals with disabilities, Oracle does not reduce the amount of compensation offered because of any disability income, pension, or other benefit the applicant or employee receives from another source.

Reasonable Accommodations for Individuals with Disabilities

Oracle provides reasonable accommodations for applicants and employees with disabilities in accordance with individual needs, business realities, and applicable laws and regulations. Examples include, but are not limited to, job retraining, an adjusted work schedule, special equipment or transportation, medical leave or job modification to

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optimize job performance. Additional information about Oracle's reasonable accommodation process and policy are found in Oracle's Employee Handbook.

No Retaliation

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities:

- Filing a complaint or assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of:
  - (1) Section 503 of the Rehabilitation Act of 1973, as amended, its implementing regulations or any other federal, state, or local laws requiring equal opportunity for individuals with disabilities; or
  - (2) the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active duty wartime or campaign badge veterans, Armed Forces service medal veterans, or other protected veteran; or
- Opposing any act or practice made unlawful by
  - (1) Section 503, as amended, its implanting regulations or any other federal, state, or local laws requiring equal opportunity for individuals with disabilities; or
  - (2) VEVRAA's affirmative action provisions, its implementing regulations, or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active duty wartime or campaign badge veterans, Armed Forces service medal veterans, or other protected veteran; or
- Exercising any other right protected by Section 503 and/or its implanting regulations or VEVRAA and/or its implementing regulations.

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Audit and Reporting System

Oracle evaluates the effectiveness of its affirmative action program by:

(1) Measuring the effectiveness of its affirmative action program;
(2) Indicating any need for remedial action;
(3) Determining the degree to which its objectives have been attained;
(4) Determining whether disabled individuals and known protected veterans have had the opportunity to participate in all company sponsored educational, training, recreational and social activities;
(5) Measuring its program's compliance with the affirmative action program's specific obligations;
(6) Documenting the actions taken to meet its affirmative action obligations and retaining these documents as employment records subject to the recordkeeping requirements of §§ 60-300.80 and 60-741.80; and
(7) Undertaking necessary action to bring its program into compliance when its affirmative action program is found to be deficient.

Implementation Responsibility

This policy and the company's affirmative action program are supported by Oracle's executives, including Larry Ellison, Chief Executive Officer, Safra A. Catz, President and Chief Financial Officer and Mark Hurd, President. The Director Diversity Compliance has been assigned and given senior management support to manage the overall responsibilities for the implementation of affirmative action activities at Oracle. These responsibilities include monitoring all affirmative action Equal Employment Opportunity activities and reporting the effectiveness of this affirmative action plan, as required by Federal, State, and Local agencies.

Development & Execution of Affirmative Action Programs

Oracle's personnel processes, including processes related to hiring, training and promotions, have been evaluated to ensure freedom from stereotyping protected veterans, disabled, special disabled and other persons in a manner which limits their access to jobs for which they are qualified. Oracle also periodically reviews its personnel processes to ensure this

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obligation is carried out, and makes necessary revisions or implements new processes when appropriate.

Oracle will periodically review, including each time a job is posted, the physical and mental job qualifications to assure that they are job related and consistent with business necessity and do not necessarily exclude the disabled from employment opportunities. Information obtained regarding physical and/or mental conditions is maintained on a confidential basis.

Other Implementation of Affirmative Action Programs

- Oracle trains and disciplines personnel involved in recruitment, screening, selection, and promotion to ensure that Oracle's EEO policies are followed.
- Oracle at least twice a year disseminates information about affirmative action policies within the company in order to ensure greater employee cooperation and participation.
- Oracle monitors and reports on the effectiveness of its affirmative action program as a whole and for persons with disabilities, protected veterans, and veterans of the Vietnam era. Where its affirmative action program is found to be deficient, Oracle undertakes appropriate efforts to address deficiencies.

Oracle's Injured Veterans Internship Program

Oracle's Injured Veteran Internship Program is a 1 year paid internship created to enhance the professional and personal development of service members injured in Iraq and Afghanistan.

Oracle's original goal was to transition the interns from the Military into Corporate life by providing them with skills and coaches. Oracle has expanded the goal to transition veterans from interns to regular hires when a job opening is available that fits an intern's particular skills.

Interns are assigned internal coaches who are veterans from the cadre of Oracle managers and each line of business (LOB) that supports the program has an executive sponsor at the VP or above level. Veterans can engage in on the job training across the fields of information technology, technical/systems consulting, technical support, finance, human resources, sales, marketing, financials, and developmental training in sales and customer support.

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Managing Within the Law

Oracle provides all employees with the opportunity to take a course called *Managing within the Law* that provides training on the goals of Oracle's EEO/AA/Protected Veterans and Disabled. This course focuses on educating participants on the lawful treatment of employees at Oracle.

Online EEO/AA/ Compliance Training

Oracle expects all managers to be familiar with its EEO policy and practices, including Disabled and Protected Veterans AAP compliance. This online training is accessible to all employees.

Any employee who believes Oracle has not fulfilled its obligation under Section 503 of the Rehabilitation Act, the Vietnam Era Veteran Readjustment Assistance Act, or the Americans with Disabilities Act may file a complaint with Human Resources, or the Director Diversity Compliance.

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AJW - Corporate Marketing HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Market Research Analyst 3	[redacted]	2	[redacted]									
	Business Analyst 4-Ops		2										
	Market Research Analyst 4		2										
	Market Research Analyst 5		2										
	Marketing Comm / PR Specialist 5		2										
	Marketing Research Snr Manager		1.2										
	Product Marketing Analyst 4		2										
	Marketing Research Director		1.2										
	Product Marketing Analyst 5		2										
	Business Planning Director-Ops		1.2										
	Business Development Snr Director -		1.2										
	Business Planning Snr Director-Ops		1.2										
	IT Director		1.2										
	Marketing Research Snr Director		1.2										
	Marketing Research VP		1.2										
	Business Analyst 1-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AJW - Corporate Marketing HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Marketing SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AJX - Integrated Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 3	[redacted]	2	[redacted]									
	Market Research Analyst 4		2										
	Marketing Comm / PR Specialist 4		2										
	Market Research Analyst 5		2										
	Marketing Comm / PR Snr Manager		1.2										
	Marketing Comm / PR Specialist 5		2										
	Product Marketing Analyst 4		2										
	Marketing Research Director		1.2										
	Product Marketing Analyst 5		2										
	Marketing Comm / PR Director		1.2										
	Marketing Comm / PR Snr Director		1.2										
	Marketing Research Snr Director		1.2										
	Product Marketing Snr Director		1.2										
	Marketing Comm / PR VP		1.2										
	Marketing Research VP		1.2										
	Senior Administrative Assistant		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AJX - Integrated Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Graphics Designer 4-Mkt	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AKR - AIT, EIT, MOS IT, AND Sun Impl. IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Market Research Analyst 3	[redacted]	2	[redacted]									
	Product Manager/Strategy 3-ProdDev		2										
	Project Manager 3		2										
	Database Administrator 3-IT		2										
	Business Analyst 4-Ops		2										
	IT Business Implementation Analyst 4		2										
	QA Analyst 4-ProdDev		2										
	Software Developer 3		2										
	Programmer Analyst 4-IT		2										
	Systems Analyst 4-IT		2										
	Applications Developer 4		2										
	Database Administrator 4-IT		2										
	IT Manager		1.2										
	Product Manager/Strategy 4-ProdDev		2										
	Program Manager 4-ProdDev		1.2										
	Project Manager 4		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AKR - AIT, EIT, MOS IT, AND Sun Impl. IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	QA Manager-ProdDev	[redacted]	1.2	[redacted]									
	Software Developer 4		2										
	System Administrator 4-IT		2										
	User Experience Developer 4-ProdDev		2										
	IT Security Analyst 4		2										
	Network/Telecom Systems Analyst 4-IT		3										
	Programmer Analyst 5-IT		2										
	Technical Architect 4		2										
	Database Administrator 5-IT		2										
	IT Business Implementation Analyst 5		1.2										
	IT Security Analyst 5		2										
	Program Manager 5-ProdDev		1.2										
	Software Development Manager		1.2										
	System Administrator 5-IT		2										
	Applications Developer 5		1.2										
	IT Snr Manager		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AKR - AIT, EIT, MOS IT, AND Sun Impl. IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Project Manager 5	[redacted]	2	[redacted]									
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Applications Developer - Architect		1.2										
	IT Director		1.2										
	Program Mgmt Director-ProdDev		2										
	Software Development Director		1.2										
	Business Planning VP-Ops		1.2										
	IT Snr Director		1.2										
	Software Development Snr Director		1.2										
	IT VP		1.2										
	Product Support VP		1.2										
	Software Development VP		1.2										
	Administrative Assistant A3		5										
	Data Services Support A4-IT		3										
	Business Analyst 2-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AKR - AIT, EIT, MOS IT, AND Sun Impl. IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Programmer Analyst 2-IT		2										
	Applications Developer 2		2										
	Software Developer 2		2										
	Programmer Analyst 3-IT		2										
	System Administrator 3-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ANG - Analyst Relations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Product Marketing Analyst 5		2										
	Marketing Comm / PR Director		1.2										
	Product Marketing Director		1.2										
	Product Marketing Snr Director		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ANH - Public Relations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Development Consultant 3-Co	[redacted]	4	[redacted]									
	Marketing Comm / PR Specialist 4		2										
	Business Development Consultant 4-Co		4										
	Marketing Comm / PR Snr Manager		1.2										
	Marketing Comm / PR Director		1.2										
	Marketing Comm / PR VP		1.2										
	Marketing Comm / PR Specialist 1		2										
	Marketing Comm / PR Specialist 3		2										
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ANI - Internal Communications

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Snr Director	[redacted]	1.2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ANK - Alliances Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Planning Manager-Ops	[redacted]	1.2	[redacted]									
	Alliances Manager		1.2										
	Alliances Consultant 4		4										
	Business Development Consultant 4-Co		4										
	Alliances Consultant 5		4										
	Alliances Director		1.2										
	Business Development Consultant 5-Co		4										
	Business Development Director - Corp		1.2										
	Alliances Senior Director		1.2										
	Alliances Vice President		1.2										
	Business Development VP - Corp Plan		1.2										
	Sales SVP		1.1										
	Senior Administrative Assistant		2										
	Alliances Consultant 3		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0APS - Advanced Product Support - Field Service

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Systems Analyst 4-Support	[redacted]	2	[redacted]									
	Business Services Representative 5-S		2										
	Technical Account Representative (TA		2										
	Systems Analyst 5-Support		2										
	Program Manager 5-ProdDev		1.2										
	Services Sales Director		1.2										
	Systems Analyst 2-Support		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ARV - On Demand - Global

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Manager-Support	[redacted]	1.2	[redacted]									
	Customer Service Account Management		2										
	Systems Analyst 4-Support		2										
	Technical Analyst 4-Support		2										
	Systems Analyst 4-IT		2										
	Business Analyst 5-Ops		2										
	Customer Service Snr Manager-Support		1.2										
	IT Manager		1.2										
	Product Manager/Strategy 4-ProdDev		2										
	Program Manager 4-ProdDev		1.2										
	Project Manager 4		2										
	System Administrator 4-IT		2										
	IT Security Analyst 4		2										
	Master Principal Sales Consultant		4										
	Network/Telecom Systems Analyst 4-IT		3										
	Systems Analyst 5-Support		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ARV - On Demand - Global

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technical Analyst 5-Support	[redacted]	2	[redacted]									
	Network/Telecom Systems Analyst 5-IT		3										
	Product Manager/Strategy 5-ProdDev		2										
	Adv Customer Service Support Directo		1.2										
	Business Planning Director-Ops		1.2										
	Customer Service Director-Support		1.2										
	IT Snr Manager		1.2										
	Sales Consulting Snr Director		1.2										
	Business Planning Snr Director-Ops		1.2										
	Customer Service Snr Director-Suppor		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Software Developer - Architect		1.2										
	IT Snr Director		1.2										
	Customer Service VP-Support		1.2										
	Software Development VP		1.2										
	Technical Analyst 2-Support	[redacted]	2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ARV - On Demand - Global

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Business Analyst 3-Ops		2										
	Systems Analyst 3-Support		2										
	Technical Analyst 3-Support		2										
	System Administrator 3-IT		2										
	IT SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ARZ - On Demand - Regional

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Account Management	[redacted]	2	[redacted]									
	Services Renewal Snr Director		1.2										
	Adv Customer Service Support Snr Dir		1.2										
	Customer Service Snr Director-Suppor		1.2										
	Services Sales VP		1.2										
	Business Analyst 3-Ops		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AVB - Retek

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Mgmt/Strategy Snr Director-P	[redacted]	1.2	[redacted]									
	Business Analyst 2-Ops		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0AWK - Global IT Security

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Project Manager 3	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BDH - NAA HCM

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Telesales/Internet Sales Snr Manager	[redacted]	1.2	[redacted]									
	Associate Internet Sales Representat		4										
	Internet Sales Representative I		4										
	Internet Sales Representative II		4										
	Internet Sales Representative III		4										
	Applications Sales Representative II		4										
	Telesales/Internet Sales Manager		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BHH - Acquistion GBUs

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Product Manager/Strategy 3-ProdDev	[redacted]	2	[redacted]									
	Product Support Manager		1.2										
	QA Analyst 3-ProdDev		2										
	Senior Sales Consultant		4										
	Technical Analyst 4-Support		2										
	Technical Writer 3-ProdDev		2										
	Applications Sales Representative IV		4										
	Applications Developer 3		2										
	QA Analyst 4-ProdDev		2										
	Senior Principal Consultant		2										
	Principal Sales Consultant		4										
	Applications Developer 4		2										
	Consulting Solution Manager		1.2										
	Consulting Technical Manager		1.2										
	Product Manager/Strategy 4-ProdDev		2										
	Program Manager 4-ProdDev		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BHH - Acquistion GBUs

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technical Analyst 5-Support	[redacted]	2	[redacted]									
	Solution Specialist V		4										
	Applications Developer 5		1.2										
	Consulting Practice Director		1.2										
	Product Support Director		1.2										
	Software Development Snr Manager		1.2										
	User Experience Developer 5-ProdDev		2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Product Mgmt/Strategy Snr Director-P		1.2										
	Software Development Snr Director		1.2										
	Sales VP		1.2										
	Internet Sales Representative II		4										
	Telesales Business Development Repre		4										
	Telesales Business Development Repre		4										
	Technical Analyst 2-Support		2										
	Business Analyst 3-Ops		2										

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BHH - Acquistion GBUs

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Consultant	[redacted]	2	[redacted]									
	System Administrator 2-IT		2										
	Technical Analyst 3-Support		2										
	Applications Developer 2		2										
	QA Analyst 2-ProdDev		2										
	Software Developer 2		2										
	System Administrator 3-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BIZ - Security and Architecture

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Business Implementation Analyst 3	[redacted]	2	[redacted]									
	Executive Protection Agent 4		2										
	Business Analyst 4-Ops		2										
	Business Process Analyst 4		2										
	Hardware Developer 3		2										
	IT Business Implementation Analyst 4		2										
	Senior Principal Consultant		2										
	Software Developer 3		2										
	Technology Sales Representative V		4										
	Corporate Affairs Snr Manager -Ops		1.2										
	Hardware Developer 4		2										
	Product Manager/Strategy 4-ProdDev		2										
	Software Developer 4		2										
	System Administrator 4-IT		2										
	IT Security Analyst 5		2										
	Product Manager/Strategy 5-ProdDev		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BIZ - Security and Architecture

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Security Director-Fac	[redacted]	1.2	[redacted]									
	Software Development Manager		1.2										
	System Administrator 5-IT		2										
	Business Planning Director-Ops		1.2										
	Hardware Developer 5		2										
	IT Snr Manager		1.2										
	Product Manager/Strategy 6-ProdDev		2										
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Business Process Snr Director		1.2										
	Hardware Developer 6		2										
	IT Director		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Software Developer - Architect		1.2										
	Software Development Director		1.2										
	Hardware Development Snr Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BIZ - Security and Architecture

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Snr Director	[redacted]	1.2	[redacted]									
	Product Mgmt/Strategy Snr Director-P		1.2										
	Software Development Snr Director		1.2										
	Hardware Development VP		1.2										
	Security VP -Fac		1.2										
	Software Development VP		1.2										
	Associate Internet Sales Representat		4										
	Student / Intern		5										
	Administrative Assistant A3		5										
	Associate Internet Sales Consultant		4										
	Channel Sales Representative II		4										
	Security Specialist 3-Fac		2										
	Business Analyst 2-Ops		2										
	Senior Administrative Assistant		2										
	Corporate Affairs Specialist 3 - Ops		2										
	Business Analyst 3-Ops		2										

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Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BIZ - Security and Architecture

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Telesales/Internet Sales Manager	[redacted]	1.2	[redacted]									
	Hardware Developer 2		2										
	Program Manager 2-ProdDev		2										
	Software Developer 2		2										
	System Administrator 3-IT		2										
	Product Development SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BNV - CRM OD Delivery

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Snr Manager-Support	[redacted]	1.2	[redacted]									
	Product Support Sr. Manager		1.2										
	Technical Analyst 5-Support		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Manager/Strategy 3-ProdDev	[redacted]	2	[redacted]									
	Program Manager 3-ProdDev		2										
	QA Analyst 3-ProdDev		2										
	Technical Writer 3-ProdDev		2										
	Applications Developer 3		2										
	Business Analyst 4-Ops		2										
	Market Research Analyst 4		2										
	QA Analyst 4-ProdDev		2										
	Software Developer 3		2										
	User Experience Developer 3-ProdDev		2										
	Programmer Analyst 4-IT		2										
	Technical Writer 4-ProdDev		2										
	Applications Developer 4		2										
	Business Analyst 5-Ops		2										
	Course/Curriculum Dev 5-Training		2										
	Course/Curriculum Dev Snr Mgr - Trai		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Database Administrator 4-IT	[redacted]	2	[redacted]									
	Development Systems Administrator 4		2										
	IT Manager		1.2										
	Product Manager/Strategy 4-ProdDev		2										
	Program Manager 4-ProdDev		1.2										
	Project Manager 4		2										
	QA Analyst 5-ProdDev		2										
	QA Manager-ProdDev		1.2										
	Release Developer 4		2										
	Software Developer 4		2										
	System Administrator 4-IT		2										
	Technical Writer Manager-ProdDev		1.2										
	User Experience Developer 4-ProdDev		2										
	IT Security Analyst 4		2										
	Network/Telecom Systems Analyst 4-IT		3										
	Programmer Analyst 5-IT		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technical Writer 5-ProdDev	[redacted]	2	[redacted]									
	Course/Curriculum Dev Director - Tra		1.2										
	Database Administrator 5-IT		2										
	Development Systems Administrator 5		2										
	Product Manager/Strategy 5-ProdDev		2										
	Product Mgmt/Strategy Manager-ProdDe		1.2										
	Program Manager 5-ProdDev		1.2										
	Program Mgmt Manager-ProdDev		1.2										
	QA Snr Manager-ProdDev		1.2										
	Release Developer 5		1.2										
	Software Development Manager		1.2										
	Technical Writer Snr Manager-ProdDev		1.2										
	Applications Developer 5		1.2										
	Business Development Consultant 5-Co		4										
	IT Snr Manager		1.2										
	Product Manager/Strategy 6-ProdDev		2										

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Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Mgmt/Strategy Snr Manager-Pr	[redacted]	1.2	[redacted]									
	Program Mgmt Sr Manager-ProdDev		1.2										
	Project Manager 5		2										
	QA Director-ProdDev		1.2										
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Technical Writer Director-ProdDev		1.2										
	User Experience Developer 5-ProdDev		2										
	Applications Developer - Architect		1.2										
	Business Development Snr Director -		1.2										
	Course/Curriculum Dev Snr Director -		1.2										
	IT Director		1.2										
	Product Marketing Snr Director		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Program Mgmt Director-ProdDev		2										
	QA Snr Director-ProdDev		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Software Developer - Architect	[redacted]	1.2	[redacted]									
	Software Development Director		1.2										
	Technical Writer Snr Director-ProdDe		1.2										
	IT Snr Director		1.2										
	Product Mgmt/Strategy Snr Director-P		1.2										
	Program Mgmt Sr Director-ProdDev		1.2										
	Software Development Snr Director		1.2										
	Technical Writer VP-ProdDev		1.2										
	Business Development VP - Corp Plan		1.2										
	Course/Curriculum Dev VP - Training		1.2										
	IT VP		1.2										
	Product Mgmt/Strategy VP-ProdDev		1.2										
	Program Mgmt VP-ProdDev		2										
	QA VP-ProdDev		1.2										
	Software Development VP		1.2										
	Administrative Assistant A3		5										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific islander*	*Two or more races*
	Training Coordinator-A4	[redacted]	5	[redacted]									
	Course/Curriculum Dev 2-Training		2										
	Marketing Comm / PR Specialist 2		2										
	Business Analyst 2-Ops		2										
	Product Marketing Analyst 1		2										
	Senior Administrative Assistant		2										
	Applications Developer 1		2										
	Software Developer 1		2										
	Database Administrator 2-IT		2										
	System Administrator 2-IT		2										
	Applications Developer 2		2										
	Course/Curriculum Dev 3-Training		2										
	Marketing Comm / PR Specialist 3		2										
	Product Manager/Strategy 2-ProdDev		2										
	Program Manager 2-ProdDev		2										
	QA Analyst 2-ProdDev		2										

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BPH - ST & Applications Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Software Developer 2	[redacted]	2	[redacted]									
	User Experience Developer 2-ProdDev	[redacted]	2	[redacted]									
	Graphics Designer 4-Mkt	[redacted]	2	[redacted]									
	Programmer Analyst 3-IT	[redacted]	2	[redacted]									
	System Administrator 3-IT	[redacted]	2	[redacted]									
	Executive Vice President-Ops	[redacted]	1.1	[redacted]									
	Product Development SVP	[redacted]	1.1	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BQH - SUN Integration

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Buyer 4-Fin	[redacted]	2	[redacted]									
	Financial Analyst 4		2										
	Manufacturing Test Manager		1.2										
	Master Scheduler 4		2										
	Product Support Manager		1.2										
	Program Manager 3-ProdDev		2										
	QA Analyst 3-ProdDev		2										
	Senior Sales Consultant		4										
	Supply Chain Analyst 4		2										
	Technical Analyst 4-Support		2										
	Business Process Analyst 4		2										
	Process Manufacturing Analyst 4		2										
	Quality Assurance Specialist 4		2										
	Software Developer 3		2										
	Business Analyst 5-Ops		2										
	Course/Curriculum Dev Snr Mgr - Trai		1.2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BQH - SUN Integration

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more race*
	Mfg & Distribution Snr Manager	[redacted]	1.2	[redacted]									
	Program Manager 4-ProdDev		1.2										
	Software Developer 4		2										
	Master Principal Sales Consultant		4										
	Technical Analyst 5-Support		2										
	Mfg & Distribution Director		1.2										
	Product Marketing Analyst 5		2										
	Supply Chain Snr Manager		1.2										
	Sales Consulting Director		1.2										
	Business Planning Director-Ops		1.2										
	Product Support Director		1.2										
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Business Planning Snr Director-Ops		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										
	Software Development Director		1.2										

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BQH - SUN Integration

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Planning VP-Ops	[redacted]	1.2	[redacted]									
	Supply Chain VP		1.2										
	Services Sales SVP		1.2										
	Telesales Business Development Repre		4										
	Business Analyst 1-Ops		2										
	Inventory Control Analyst 2		2										
	Master Scheduler 1		2										
	Services Renewal Representative IV		4										
	Supply Chain Analyst 2		2										
	Logistics Analyst 3		2										
	QA Analyst 1-ProdDev		2										
	Senior Administrative Assistant		2										
	Master Scheduler 3		2										
	Business Analyst 3-Ops		2										
	Customer Service Analyst 3-Support		2										
	Field Support Specialist 3		2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BQH - SUN Integration

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Supply Chain Analyst 3	[redacted]	2	[redacted]									
	Technical Analyst 3-Support		2										
	Course/Curriculum Dev 3-Training		2										
	Logistics Analyst 4		2										
	Product Manufacturing Analyst 3		2										
	Program Manager 2-ProdDev		2										
	QA Analyst 2-ProdDev		2										
	Software Developer 2		2										
	Corporate SVP-Ops		1.1										
	Support SVP		1.1										
Totals													

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BVV - OU - Global Bus Dev - M&A

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
Totals													

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BVW - Systems/Storage

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Software Developer 4	[redacted]	2	[redacted]									
	Software Developer 2	[redacted]	2	[redacted]									
Totals				[redacted]									

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Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0BVY - Microelectronics

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Hardware Developer 2	[redacted]	2	[redacted]									
Totals													

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Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CEK - IGBU

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Mgmt/Strategy Director-ProdD	[redacted]	1.2	[redacted]									
Totals													

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Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CFG - Corporate Accrual & Other

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Facilities Manager	[redacted]	1.2	[redacted]									
	Business Analyst 3-Ops	[redacted]	2	[redacted]									
Totals				[redacted]									

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CFJ - IT Executive Management Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Project Manager 5	[redacted]	2	[redacted]									
	IT Director		1.2										
	Administrative Assistant A3		5										
	Senior Administrative Assistant		2										
Totals													

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Accountant 4-Fin	[redacted]	2	[redacted]									
	Benefits Consultant 4-HR		2										
	Buyer 4-Fin		2										
	Credit and Syndications Analyst 4-Fi		2										
	Financial Analyst 4		2										
	IT Business Implementation Analyst 3		2										
	Office Services Snr Manager-Fac		1.2										
	Project Manager 3		2										
	Revenue Analyst 4-Fin		2										
	Treasury Analyst 4-Fin		2										
	Database Administrator 3-IT		2										
	Financing Sales Representative IV -		4										
	Financing Snr Manager-Sales		1.2										
	Accounting Manager-Fin		1.2										
	Applications Developer 3		2										
	Business Analyst 4-Ops		2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Compensation Consultant 4-HR	[redacted]	2	[redacted]									
	Credit and Syndications Analyst 5-Fi		2										
	Facilities Manager		1.2										
	Facilities Specialist 4		2										
	Financial Analyst 5		2										
	HR Consultant 4		2										
	HR Manager		1.2										
	IT Business Implementation Analyst 4		2										
	Internal Auditor 4-Fin		2										
	Legal Counsel 1		2										
	Marketing Comm / PR Specialist 4		2										
	Organizational Development Consultan		2										
	Project Mgmt Manager		2										
	Revenue Analyst 5-Fin		2										
	Software Developer 3		2										
	Tax Accountant 4-Fin		2										

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Workforce Metrics Intelligence Analy	[redacted]	2	[redacted]									
	Contracts Administrator 4-Fin		2										
	Project Manager 4 - Ops		1.2										
	Accounting Snr Manager-Fin		1.2										
	Applications Developer 4		2										
	Budget/Finance Manager		1.2										
	Business Planning Snr Manager-Ops		1.2										
	Business Process Snr Manager		1.2										
	Course/Curriculum Dev 5-Training		2										
	Environmental Health & Safety Snr Ma		1.2										
	Facilities Snr Manager		1.2										
	Facilities Specialist 5		2										
	IT Manager		1.2										
	Incentive Planning Snr Manager-Fin		1.2										
	Internal Auditor 5-Fin		2										
	Marketing Comm / PR Snr Manager		1.2										

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
	Mfg & Distribution Snr Manager	[redacted]	1.2	[redacted]									
	Product Marketing Analyst 4		2										
	Program Manager 4-ProdDev		1.2										
	Project Manager 4		2										
	Project Mgmt Manager-Ops		1.2										
	Purchasing Snr Manager-Fin		1.2										
	Software Developer 4		2										
	Tax Accountant 5-Fin		2										
	Tax Manager-Fin		1.2										
	Benefits Consultant 5-HR		2										
	Contracts Director-Fin		1.2										
	Controller Snr Manager-Fin		1.2										
	Facilities Director		1.2										
	HR Snr Manager		1.2										
	IT Business Implementation Analyst 5		1.2										
	Internal Audit Snr Manager-Fin		1.2										

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Legal Counsel 3	[redacted]	2	[redacted]									
	Mfg & Distribution Director		1.2										
	Payroll Director-Fin		1.2										
	Program Manager 5-ProdDev		1.2										
	Project Mgmt Snr Manager		1.2										
	Project Mgmt Snr Manager-Ops		1.2										
	Recruiter 5-HR		2										
	Workforce Metrics Intelligence Analy		2										
	Project Manager 5 - Ops		1.2										
	Accounting Director-Fin		1.2										
	Applications Developer 5		1.2										
	Budget/Finance Snr Mgr		1.2										
	Business Planning Director-Ops		1.2										
	Business Process Director		1.2										
	Controller Director-Fin		1.2										
	Corporate Affairs Specialist 5 - Ops		2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	HR Director	[redacted]	1.2	[redacted]									
	Internal Audit Director-Fin		1.2										
	Legal Counsel 4		1.2										
	Mfg & Distribution Snr Director		1.2										
	Project Mgmt Director-Ops		1.2										
	Tax Snr Manager-Fin		1.2										
	Treasury Director-Fin		1.2										
	Accounting Snr Director-Fin		1.2										
	Budget/Finance Director		1.2										
	Business Planning Snr Director-Ops		1.2										
	Controller Snr Director-Fin		1.2										
	Credit and Syndications Snr Director		1.2										
	Facilities Snr Director		1.2										
	HR Snr Director		1.2										
	IT Director		1.2										
	Incentive Planning Snr Director-Fin		1.2										

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Internal Audit Snr Director-Fin	[redacted]	1.2	[redacted]									
	Legal Counsel 5		1.2										
	Legal Director		1.2										
	Product Marketing Snr Director		1.2										
	Project Mgmt Snr Director		1.2										
	Software Development Director		1.2										
	Tax Director-Fin		1.2										
	Treasury Snr Director-Fin		1.2										
	Financing VP-Sales		1.2										
	Budget/Finance Snr Director		1.2										
	Business Planning VP-Ops		1.2										
	Contracts VP-Fin		1.2										
	Credit and Syndications VP-Fin		1.2										
	Financing VP-Fin		1.2										
	IT Snr Director		1.2										
	Legal Snr Director		1.2										

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Mfg & Distribution VP	[redacted]	1.2	[redacted]									
	Tax Snr Director-Fin		1.2										
	Vice President-Ops		1.2										
	Controller VP-Fin		1.2										
	Facilities VP		1.2										
	HR VP		1.2										
	Internal Audit VP-Fin		1.2										
	Legal VP		1.2										
	Purchasing VP-Fin		1.2										
	Tax VP-Fin		1.2										
	Budget/Finance VP		1.2										
	Materials Handler A1-Mfg&Dist		5										
	Telephone/Receptionist A1		5										
	Materials Handler A3-Mfg&Dist		5										
	Office Services Support A2		5										
	Telephone/Receptionist A2		5										

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CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Administrative Assistant A2	[redacted]	5	[redacted]									
	Internet Sales Representative II		4										
	Legal Support A1		5										
	Office Services Support A3		5										
	HR Support A2		5										
	Internet Sales Representative III		4										
	Legal Support A2		5										
	Materials Planner 1-Mfg&Dist		2										
	Student / Intern		5										
	Accountant 1-Fin		2										
	Administrative Assistant A3		5										
	Facilities Specialist 1		2										
	HR Support A3		5										
	Office Services Support A4		5										
	Workforce Metrics Intelligence Analy		2										
	Contracts Administrator 2-Fin		2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Representative 2-Op	[redacted]	2	[redacted]									
	Financial Analyst 1		2										
	HR Consultant 1		2										
	HR Support A4		5										
	Materials Planner 2-Mfg&Dist		2										
	Mfg & Distribution Supervisor		1.2										
	Paralegal 1		2										
	Project Manager 1 - Ops		2										
	Accountant 2-Fin		2										
	Environmental Health & Safety Specia		2										
	Financial Analyst 2		2										
	Immigration Consultant 2		2										
	Internal Auditor 2-Fin		2										
	QA Analyst 1-ProdDev		2										
	Business Analyst 2-Ops		2										
	Business Process Analyst 2		2										

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Representative 3-Op	[redacted]	2	[redacted]									
	Facilities Specialist 2		2										
	HR Consultant 2		2										
	HRIS Analyst 2		2										
	Incentive Planning Analyst 2-Fin		2										
	Paralegal 2		2										
	Senior Administrative Assistant		2										
	Accountant 3-Fin		2										
	Buyer 3-Fin		2										
	Office Service Manager-Fac		1.2										
	Revenue Analyst 3-Fin		2										
	Tax Accountant 2-Fin		2										
	Business Analyst 3-Ops		2										
	Business Planning Supervisor-Ops		2										
	Compensation Consultant 2-HR		2										
	IT Business Implementation Analyst 2		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Programmer Analyst 2-IT	[redacted]	2	[redacted]									
	Project Manager 2 - Ops		2										
	Applications Developer 2		2										
	Credit and Syndications Analyst 3-Fi		2										
	Financial Analyst 3		2										
	HR Consultant 3		2										
	Internal Auditor 3-Fin		2										
	Marketing Comm / PR Specialist 3		2										
	Mfg & Distribution Manager		1.2										
	Tax Accountant 3-Fin		2										
	Contracts Administrator 3-Fin		2										
	Facilities Specialist 3		2										
	Programmer Analyst 3-IT		2										
	Project Manager 3 - Ops		2										
	Financing Sales Representative III -		4										
	Controller SVP-Fin		1.1										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CGP - CFO Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Legal SVP	[redacted]	1.1	[redacted]									
	Tax SVP-Fin		1.1										
	Treasury-SVP-Fin		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CHC - Other Global IT

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT VP	[redacted]	1.2	[redacted]									
	Senior Administrative Assistant		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CHD - Global Networks

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	IT Business Implementation Analyst 3	[redacted]	2	[redacted]									
	Internal Customer Tech Support 4-IT		3										
	Network/Telecom Systems Analyst 3-IT		3										
	Systems Analyst 4-IT		2										
	Database Administrator 4-IT		2										
	IT Manager		1.2										
	Project Manager 4		2										
	IT Security Analyst 4		2										
	Network/Telecom Systems Analyst 4-IT		3										
	Network/Telecom Systems Analyst 5-IT		3										
	IT Snr Manager		1.2										
	IT Director		1.2										
	IT Snr Director		1.2										
	Network/Telecom Systems Technician A		3										
	Senior Administrative Assistant		2										
	Programmer Analyst 3-IT		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CHD - Global Networks

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CHE - Applications Management Services

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	IT Business Implementation Analyst 3	[redacted]	2	[redacted]									
	QA Analyst 3-ProdDev		2										
	IT Business Implementation Analyst 4		2										
	QA Analyst 4-ProdDev		2										
	Software Developer 3		2										
	Programmer Analyst 4-IT		2										
	Software Developer 4		2										
	IT Business Implementation Analyst 5		1.2										
	IT Snr Manager		1.2										
	Software Developer 5		2										
	Software Development Director		1.2										
	Software Development Snr Director		1.2										
	Programmer Analyst 1-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CIN - Global Customer Program

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Product Marketing Analyst 5		2										
	Marketing Comm / PR VP		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CKH - Total Service Engineering

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Applications Developer 3	[redacted]	2	[redacted]									
	Software Developer 3		2										
	Product Manager/Strategy 4-ProdDev		2										
	Software Developer 4		2										
	System Administrator 4-IT		2										
	User Experience Developer 4-ProdDev		2										
	Product Manager/Strategy 5-ProdDev		2										
	Software Development Manager		1.2										
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Software Developer - Architect		1.2										
	Software Development Snr Director		1.2										
	IT VP		1.2										
	Software Development VP		1.2										
	Applications Developer 2		2										
	User Experience Developer 2-ProdDev		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CKH - Total Service Engineering

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CLL - NAA CRM Sales Auto

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Applications Sales Representative IV	[redacted]	4	[redacted]									
	Telesales/Internet Sales Snr Manager		1.2										
	Applications Sales Representative V		4										
	Sales Snr Director		1.2										
	Sales VP		1.2										
	Internet Sales Representative II		4										
	Applications Sales Representative I		4										
	Client Success Specialist III		4										
	Senior Administrative Assistant		2										
	Telesales/Internet Sales Manager		1.2										
	Applications Sales Representative II		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CLY - HW-OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Internet Sales Consulting Manager	[redacted]	1.2	[redacted]									
	Telesales/Internet Sales Snr Manager		1.2										
	Internet Sales Consulting Snr Manage		1.2										
	Sales Manager		1.2										
	Internet Sales Consulting Snr Direct		1.2										
	Sales Snr Director		1.2										
	Associate Internet Sales Representat		4										
	Associate Telesales Business Develop		4										
	Internet Sales Representative I		4										
	Internet Sales Representative II		4										
	Internet Sales Representative III		4										
	Administrative Assistant A3		5										
	Associate Internet Sales Consultant		4										
	Internet Sales Representative IV		4										
	Telesales Business Development Manag		1.2										
	Senior Administrative Assistant		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CLY - HW-OD

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Staff Internet Sales Consultant	[redacted]	4	[redacted]									
	Telesales/Internet Sales Manager		1.2										
	Senior Internet Sales Consultant		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CMF - HW Channel Alliances

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Telesales Channel Representative III	[redacted]	4	[redacted]									
	Channel Sales Representative II		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CMH - HW- ESG

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Solution Specialist V	[redacted]	4	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CMQ - BUSINESS PLANNING SUPPORT

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CQT - North America Hardware

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Principal Sales Consultant	[redacted]	4	[redacted]									
	Sales Consulting Snr Manager		1.2										
	Sales Consulting Director		1.2										
	Sales Consulting Snr Director		1.2										
	Sales Consulting Vice President		1.2										
	Hardware Sales Representative II		4										
	Hardware Sales Representative III		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CRT - Product Developmnt Executive Office

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more race*
	Executive Assistant to the Executive	[redacted]	2	[redacted]									
	Executive Vice President-Ops	[redacted]	1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Principal Internet Sales Consultant	[redacted]	4	[redacted]									
	Senior Sales Consultant		4										
	TL Internet Sales Consultant		4										
	Applications Sales Representative IV		4										
	Internet Sales Consulting Manager		1.2										
	Strategic Account Sales Representati		4										
	Technology Sales Representative IV		4										
	Telesales/Internet Sales Snr Manager		1.2										
	Business Analyst 4-Ops		2										
	Principal Sales Consultant		4										
	Alliances Consultant 4		4										
	Applications Sales Representative V		4										
	Sales Manager		1.2										
	Strategic Account Sales Representati		4										
	Technology Sales Representative V		4										
	Telesales/Internet Sales Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Analyst 5-Ops	[redacted]	2	[redacted]									
	Master Principal Sales Consultant		4										
	Oracle Architect V		4										
	Sales Consulting Manager		1.2										
	Sales Consulting Snr Manager		1.2										
	Sales Snr Manager		1.2										
	Solution Specialist V		4										
	Oracle Architect VI		4										
	Internet Sales Consulting Snr Direct		1.2										
	Sales Consulting Director		1.2										
	Sales Director		1.2										
	Telesales/Internet Sales Snr Directo		1.2										
	Business Planning Director-Ops		1.2										
	IT Snr Manager		1.2										
	Alliances Senior Director		1.2										
	Sales Consulting Snr Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Solution Specialist Snr Director	[redacted]	1.2	[redacted]									
	Sales Snr Director		1.2										
	Telesales/Internet Sales Vice Presid		1.2										
	Sales VP		1.2										
	Business Development VP - Corp Plan		1.2										
	Associate Internet Sales Representat		4										
	Associate Telesales Business Develop		4										
	Internet Sales Representative I		4										
	Telesales Business Development Repre		4										
	Internet Sales Representative II		4										
	Internet Sales Representative III		4										
	Administrative Assistant A3		5										
	Associate Internet Sales Consultant		4										
	Internet Sales Representative IV		4										
	Technology Sales Representative I		4										
	Associate Sales Consultant		4										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islanders*	*Two or more*
	Telesales Business Development Manag	[redacted]	1.2	[redacted]									
	Business Analyst 2-Ops		2										
	Product Marketing Analyst 1		2										
	Senior Administrative Assistant		2										
	Staff Internet Sales Consultant		4										
	Systems Analyst 2-IT		2										
	Applications Sales Representative II		4										
	Technology Sales Representative II		4										
	Telesales Business Development Snr M		1.2										
	Business Analyst 3-Ops		2										
	Telesales/Internet Sales Manager		1.2										
	Senior Internet Sales Consultant		4										
	Staff Sales Consultant		4										
	Applications Sales Representative II		4										
	Strategic Account Sales Representati		4										
	Technology Sales Representative III		4										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CWL - NAS Lic Without CRM OD

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CYT - Public Cloud Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	QA Analyst 3-ProdDev	[redacted]	2	[redacted]									
	Applications Developer 3		2										
	Software Developer 3		2										
	User Experience Developer 3-ProdDev		2										
	Technical Writer 4-ProdDev		2										
	Applications Developer 4		2										
	Product Manager/Strategy 4-ProdDev		2										
	Software Developer 4		2										
	Technical Writer 5-ProdDev		2										
	Product Manager/Strategy 5-ProdDev		2										
	QA Snr Manager-ProdDev		1.2										
	Software Development Manager		1.2										
	Applications Developer 5		1.2										
	Software Developer 5		2										
	Software Development Snr Manager		1.2										
	Product Mgmt/Strategy Director-ProdD		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CYT - Public Cloud Development

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Software Developer - Architect	[redacted]	1.2	[redacted]									
	Software Development Director		1.2										
	Product Mgmt/Strategy Snr Director-P		1.2										
	Software Development Snr Director		1.2										
	Technical Writer VP-ProdDev		1.2										
	Product Mgmt/Strategy VP-ProdDev		1.2										
	Software Development VP		1.2										
	Senior Administrative Assistant		2										
	Applications Developer 2		2										
	Software Developer 2		2										
	Product Development SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CZM - SaaS Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Program Manager 3-ProdDev	[redacted]	2	[redacted]									
	Database Administrator 3-IT		2										
	Programmer Analyst 4-IT		2										
	Database Administrator 4-IT		2										
	IT Manager		1.2										
	Program Manager 4-ProdDev		1.2										
	Project Manager 4		2										
	Product Manager/Strategy 5-ProdDev		2										
	Program Manager 5-ProdDev		1.2										
	Project Mgmt Snr Manager		1.2										
	IT Snr Manager		1.2										
	IT Director		1.2										
	Software Development Director		1.2										
	IT Snr Director		1.2										
	Product Mgmt/Strategy Snr Director-P		1.2										
	Program Mgmt Sr Director-ProdDev		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0CZM - SaaS Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	IT VP	[redacted]	1.2	[redacted]									
	System Administrator 2-IT		2										
	Programmer Analyst 3-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0DIS - USA Distribution Org

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Database Administrator 3-IT	[redacted]	2	[redacted]									
	Business Planning Snr Manager-Ops		1.2										
	Business Process Snr Manager		1.2										
	Database Administrator 4-IT		2										
	Project Manager 4		2										
	Business Development Consultant 5-Co		4										
	Business Planning Director-Ops		1.2										
	IT Snr Manager		1.2										
	Business Planning Snr Director-Ops		1.2										
	Business Planning VP-Ops		1.2										
	Sales SVP		1.1										
	Administrative Assistant A2		5										
	Senior Administrative Assistant		2										
	Business Analyst 3-Ops		2										
	Executive Assistant to the Executive		2										
	Business Proposal Rep 3		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0DIS - USA Distribution Org

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	President	[redacted]	1.1	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ECU - College Recruiting

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Employment Spec 4	[redacted]	2	[redacted]									
	Recruitment Supervisor-HR		1.2										
	Recruitment Snr Manager-HR		1.2										
	Recruitment Snr Director-HR		1.2										
	Recruitment VP-HR		1.2										
	Student / Intern		5										
	Employment Spec 1		2										
	HR Support A4		5										
	Employment Spec 2		2										
	Senior Administrative Assistant		2										
	Employment Spec 3		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0FGN - NAA CRM Service Auto

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Applications Sales Representative IV	[redacted]	4	[redacted]									
	Client Success Specialist V		4										
	Sales Manager		1.2										
	Telesales/Internet Sales Director		1.2										
	Sales Snr Manager		1.2										
	Sales Snr Director		1.2										
	Applications Sales Representative I		4										
	Client Success Specialist III		4										
	Applications Sales Representative II		4										
	Telesales/Internet Sales Manager		1.2										
	Client Success Specialist IV		4										
	Applications Sales Representative II		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0FHV - LMS ORG

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	License Management Analyst 3-Fin	[redacted]	2	[redacted]									
	Business Analyst 4-Ops		2										
	License Management Analyst 4-Fin		2										
	License Management Manager-Fin		2										
	License Management Snr Manager-Fin		1.2										
	License Management Director-Fin		1.2										
	License Management Snr Director-Fin		1.2										
	License Management VP-Fin		1.2										
	License Management Analyst 2-Fin		2										
	Programmer Analyst 3-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0FLZ - ELOQUA ACQUISITION

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Principal Consultant	[redacted]	2	[redacted]									
	Marketing Comm / PR Specialist 4		2										
	Client Success Specialist V		4										
	Product Manager/Strategy 5-ProdDev		2										
	Marketing Comm / PR VP		1.2										
	Sales SVP		1.1										
	Field Marketing Specialist 3		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GAS - Data Center Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Business Implementation Analyst 3	[redacted]	2	[redacted]									
	Database Administrator 3-IT		2										
	Systems Analyst 4-IT		2										
	IT Snr Manager		1.2										
	IT Snr Director		1.2										
	Programmer Analyst 2-IT		2										
	Programmer Analyst 3-IT		2										
	System Administrator 3-IT		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GBE - Global Management HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
	Marketing Comm / PR Specialist 4		2										
	Marketing Comm / PR Specialist 5		2										
	Product Marketing Director		1.2										
	Business Planning Snr Director-Ops		1.2										
	Sales Operations Analyst 1		2										
	Senior Administrative Assistant		2										
	Training / Education SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GDM - Americas Field Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Comm / PR Snr Manager	[redacted]	1.2	[redacted]									
	Marketing Comm / PR Director	[redacted]	1.2										
	Totals												

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GEB - Support

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Product Support Director	[redacted]	1.2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GFO - Oracle Conferences and Events

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
	Marketing Comm / PR Specialist 4	[redacted]	2	[redacted]									
	Market Research Analyst 5	[redacted]	2	[redacted]									
	Marketing Comm / PR Specialist 5	[redacted]	2	[redacted]									
	Marketing Research Director	[redacted]	1.2	[redacted]									
	Marketing Research Snr Director	[redacted]	1.2	[redacted]									
	Product Marketing Snr Director	[redacted]	1.2	[redacted]									
	Marketing Research VP	[redacted]	1.2	[redacted]									
	Marketing Comm / PR Specialist 2	[redacted]	2	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Event Specialist 3	[redacted]	2	[redacted]									
	Event Specialist 4	[redacted]	2	[redacted]									
	Marketing Comm / PR Specialist 3	[redacted]	2	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GFS - Donovan, CVC, Conference Center

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Comm / PR Specialist 4	[redacted]	2	[redacted]									
	Marketing Comm / PR Snr Manager		1.2										
	Marketing Comm / PR Director		1.2										
	Marketing Research Snr Director		1.2										
	Marketing Research VP		1.2										
	Executive Driver		5										
	Marketing Comm / PR Specialist 1		2										
	Internal Customer Tech Support 2-IT		3										
	Marketing Comm / PR Specialist 2		2										
	Event Specialist 3		2										
	Internal Customer Tech Support 3-IT		3										
	Marketing Comm / PR Specialist 3		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGB - NAA Midsize

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Applications Sales Representative IV	[redacted]	4	[redacted]									
	Telesales/Internet Sales Snr Manager		1.2										
	Applications Sales Representative V		4										
	Sales Director		1.2										
	Associate Internet Sales Representat		4										
	Internet Sales Representative I		4										
	Internet Sales Representative II		4										
	Internet Sales Representative III		4										
	Applications Sales Representative II		4										
	Telesales/Internet Sales Manager		1.2										
	Applications Sales Representative II		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGP - Global Sales Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Principal Consultant	[redacted]	2	[redacted]									
	Product Manager/Strategy 3-ProdDev	[redacted]	2	[redacted]									
	Technical Analyst 4-Support	[redacted]	2	[redacted]									
	Applications Sales Representative IV	[redacted]	4	[redacted]									
	Solution Specialist IV	[redacted]	4	[redacted]									
	Applications Developer 3	[redacted]	2	[redacted]									
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
	Software Developer 3	[redacted]	2	[redacted]									
	Applications Developer 4	[redacted]	2	[redacted]									
	Consulting Technical Manager	[redacted]	1.2	[redacted]									
	Product Manager/Strategy 4-ProdDev	[redacted]	2	[redacted]									
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Program Manager 4-ProdDev	[redacted]	1.2	[redacted]									
	Software Developer 4	[redacted]	2	[redacted]									
	User Experience Developer 4-ProdDev	[redacted]	2	[redacted]									
	Business Development Representative	[redacted]	4	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGP - Global Sales Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Solution Specialist V	[redacted]	4	[redacted]									
	Product Manager/Strategy 5-ProdDev		2										
	Product Marketing Analyst 5		2										
	QA Snr Manager-ProdDev		1.2										
	Solution Specialist Snr Manager		1.2										
	Applications Developer 5		1.2										
	Business Development Director - Corp		1.2										
	Consulting Technical Director		1.2										
	Product Manager/Strategy 6-ProdDev		2										
	Product Marketing Director		1.2										
	Software Development Snr Manager		1.2										
	Solution Specialist Snr Director		1.2										
	Applications Developer - Architect		1.2										
	Business Process Snr Director		1.2										
	Marketing Comm / PR Snr Director		1.2										
	Product Marketing Snr Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGP - Global Sales Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Mgmt/Strategy Director-ProdD	[redacted]	1.2	[redacted]									
	Program Mgmt Director-ProdDev	[redacted]	2	[redacted]									
	Business Development VP - Sales	[redacted]	1.2	[redacted]									
	Solution Specialist Vice President	[redacted]	1.2	[redacted]									
	Product Marketing VP	[redacted]	1.2	[redacted]									
	Product Mgmt/Strategy Snr Director-P	[redacted]	1.2	[redacted]									
	Software Development Snr Director	[redacted]	1.2	[redacted]									
	Sales VP	[redacted]	1.2	[redacted]									
	Product Mgmt/Strategy VP-ProdDev	[redacted]	1.2	[redacted]									
	Software Development VP	[redacted]	1.2	[redacted]									
	Business Analyst A4-Ops	[redacted]	5	[redacted]									
	Student / Intern	[redacted]	5	[redacted]									
	Project Manager 1 - Ops	[redacted]	2	[redacted]									
	Training Coordinator-A4	[redacted]	5	[redacted]									
	Resource Analyst 2-Ops	[redacted]	2	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGP - Global Sales Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Business Analyst 3-Ops	[redacted]	2	[redacted]									
	Technical Analyst 3-Support		2										
	Consulting Staff Principal		2										
	Software Developer 2		2										
	User Experience Developer 2-ProdDev		2										
	Applications Sales Representative II		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0GGR - Chairman

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Chairman of the Board	[redacted]	1.1	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ITR - OU Global Products & Services

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Course/Curriculum Dev 4-Training	[redacted]	2	[redacted]									
	Course/Curriculum Dev 5-Training		2										
	Course/Curriculum Dev Director - Tra		1.2										
	Course/Curriculum Dev Snr Director -		1.2										
	Course/Curriculum Dev VP - Training		1.2										
	Training Coordinator-A2		5										
	Training Coordinator-A3		5										
	Course/Curriculum Dev 2-Training		2										
	Course/Curriculum Dev 3-Training		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0KDJ - CRM On Demand Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 5	[redacted]	2	[redacted]									
	Product Marketing Snr Director		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0KDL - FSGBU

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Consulting RVP	[redacted]	1.2	[redacted]									
	Sales VP		1.2										
	Sales SVP		1.1										
	Totals												

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0MST - Technology Product Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 3	[redacted]	2	[redacted]									
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Product Marketing Analyst 5	[redacted]	2	[redacted]									
	Product Marketing Director	[redacted]	1.2	[redacted]									
	Product Marketing Snr Director	[redacted]	1.2	[redacted]									
	Product Marketing VP	[redacted]	1.2	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NAB - NA Channels Apps Region

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Alliances Consultant 3	[redacted]	4	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NCJ - NAA SC

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Senior Sales Consultant	[redacted]	4	[redacted]									
	Principal Sales Consultant		4										
	Master Principal Sales Consultant		4										
	Sales Consulting Snr Manager		1.2										
	Solution Specialist V		4										
	Sales Consulting Snr Director		1.2										
	Sales Consulting Vice President		1.2										
	Associate Sales Consultant		4										
	Senior Administrative Assistant		2										
	Staff Sales Consultant		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NFY - Education Americas HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Business Planning Snr Director-Ops	[redacted]	1.2	[redacted]									
	Business Analyst 2-Ops		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NGA - Education IT Services

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	System Administrator 4-IT	[redacted]	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NIZ - CGBU- MARKETING

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more race*
	Marketing Research Snr Director	[redacted]	1.2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0NJB - EPM GBU - MARKETING

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Product Marketing Analyst 5		2										
	Product Marketing Snr Manager		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OAE - NAA ERP Products

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Total Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Applications Sales Representative IV	[redacted]	4	[redacted]									
	Applications Sales Representative V		4										
	Internet Sales Representative II		4										
	Senior Administrative Assistant		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OCY - Oracle Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Research Manager	[redacted]	1.2	[redacted]									
	TV Production 4-Mkt		2										
	Business Process Analyst 4		2										
	Market Research Analyst 4		2										
	Marketing Comm / PR Specialist 4		2										
	Programmer Analyst 4-IT		2										
	Market Research Analyst 5		2										
	Marketing Comm / PR Specialist 5		2										
	Marketing Research Snr Manager		1.2										
	Product Marketing Analyst 4		2										
	Programmer Analyst 5-IT		2										
	Marketing Research Director		1.2										
	Product Marketing Analyst 5		2										
	Business Planning Director-Ops		1.2										
	Product Marketing Director		1.2										
	Alliances Senior Director		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OCY - Oracle Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Marketing Comm / PR Snr Director	[redacted]	1.2	[redacted]									
	Marketing Research Snr Director		1.2										
	Product Marketing Snr Director		1.2										
	Marketing Research VP		1.2										
	Product Marketing VP		1.2										
	Student / Intern		5										
	TV Production 3-Mkt		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0ODP - Education Sales

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Senior Telesales Sales Consultant	[redacted]	4	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OEK - Latin America HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native Americas*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Development VP - Sales	[redacted]	1.2	[redacted]									
	Budget/Finance Snr Director	[redacted]	1.2										
	Totals												

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OGD - Advanced Product Support - Sales

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Services Sales Representative II	[redacted]	4	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OHI - Advanced Product Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Manager/Strategy 4-ProdDev	[redacted]	2	[redacted]									
	Program Manager 5-ProdDev		1.2										
	Business Planning Snr Director-Ops		1.2										
	Software Development VP		1.2										
	Senior Administrative Assistant		2										
	Systems Analyst 3-Support		2										
	Support SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OIY - Applications Product Marketing

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Product Marketing Analyst 4	[redacted]	2	[redacted]									
	Programmer Analyst 5-IT		2										
	Product Marketing Analyst 5		2										
	Product Marketing Director		1.2										
	Product Marketing Snr Director		1.2										
	Product Marketing VP		1.2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OKK - Standard Product Support

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Product Support VP	[redacted]	1.2	[redacted]									
	Technical Analyst 3-Support		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0OOD - OFFICE OF DELIVERY

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Snr Principal Instructor-Training	[redacted]	2	[redacted]									
	Customer Service Analyst 2-Support	[redacted]	2	[redacted]									
	Senior Instructor-Training	[redacted]	2	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0QAF - CEO

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more
	Corporate Development Analyst 3-Ops	[redacted]	2	[redacted]									
	Business Analyst 4-Ops		2										
	Contract Development Specialist 4-Op		2										
	Risk Management Analyst 4		2										
	Project Manager 4 - Ops		1.2										
	Business Analyst 5-Ops		2										
	Business Planning Snr Manager-Ops		1.2										
	Contract Development Snr Manager-Ops		1.2										
	Corporate Development Analyst 4-Ops		2										
	Contract Development Director-Ops		1.2										
	Business Planning Director-Ops		1.2										
	Corporate Development Snr Manager -O		1.2										
	Contract Development Snr Director-Op		1.2										
	Corporate Development Director-Ops		1.2										
	Corporate Development Snr Director-O		1.2										
	Vice President-Ops		1.2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0QAF - CEO

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific islander	Two or more races
	Contract Development VP-Ops	[redacted]	1.2	[redacted]									
	Corporate Development VP-Ops	[redacted]	1.2	[redacted]									
	Risk Management VP	[redacted]	1.2	[redacted]									
	Administrative Assistant A3	[redacted]	5	[redacted]									
	Marketing Comm / PR Specialist 2	[redacted]	2	[redacted]									
	Business Analyst 2-Ops	[redacted]	2	[redacted]									
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Executive Assistant to the Executive	[redacted]	2	[redacted]									
	Project Manager 3 - Ops	[redacted]	2	[redacted]									
	Chief Executive Officer	[redacted]	1.1	[redacted]									
	Controller SVP-Fin	[redacted]	1.1	[redacted]									
	Corporate Development SVP-Ops	[redacted]	1.1	[redacted]									
	Corporate SVP-Ops	[redacted]	1.1	[redacted]									
	President	[redacted]	1.1	[redacted]									
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0RBA - NAA HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Development Consultant 3-Co	[redacted]	4	[redacted]									
	Principal Internet Sales Consultant		4										
	Internet Sales Consulting Manager		1.2										
	Business Analyst 4-Ops		2										
	Business Development Representative		4										
	Business Planning Snr Manager-Ops		1.2										
	Business Development Director - Sale		1.2										
	Internet Sales Consulting VP		1.2										
	Telesales/Internet Sales Vice Presid		1.2										
	Business Planning VP-Ops		1.2										
	Sales SVP		1.1										
	Telesales Business Development Repre		4										
	Telesales Business Development Repre		4										
	Associate Internet Sales Consultant		4										
	Telesales Business Development Manag		1.2										
	Business Analyst 2-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0RBA - NAA HQ

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Senior Administrative Assistant	[redacted]	2	[redacted]									
	Staff Internet Sales Consultant		4										
	Business Analyst 3-Ops		2										
	Sales Operations Analyst 3		2										
	Programmer Analyst 3-IT		2										
	Senior Internet Sales Consultant		4										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0TKG - Total KGB NA Consulting

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Consulting Project Snr Principal Con	[redacted]	2	[redacted]									
	Principal Consultant		2										
	Senior Principal Consultant		2										
	Consulting Sales Rep 4		2										
	Consulting Solution Manager		1.2										
	Consulting Technical Manager		1.2										
	Consulting Sales Rep 5		2										
	Consulting Project Director		1.2										
	Consulting Technical Director		1.2										
	Telesales Representative II		4										
	Telesales Representative III		4										
	Consulting Sales Rep 2		2										
	Business Analyst 3-Ops		2										
	Senior Consultant		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0TSS - Field Services

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	IT Supervisor	[redacted]	1.2	[redacted]									
	Internal Customer Tech Support 4-IT		3										
	IT Director		1.2										
	Internal Customer Tech Support 2-IT		3										
	Internal Customer Tech Support 3-IT		3										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UAA - SPS - Delivery

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technical Analyst 4-Support	[redacted]	2	[redacted]									
	Business Analyst 4-Ops		2										
	Business Analyst 5-Ops		2										
	Product Support Sr. Manager		1.2										
	Technical Analyst 5-Support		2										
	Program Manager 5-ProdDev		1.2										
	Product Support Director		1.2										
	Project Manager 5		2										
	Product Support Sr. Director		1.2										
	Product Support VP		1.2										
	Technical Analyst 2-Support		2										
	Senior Administrative Assistant		2										
	Technical Analyst 3-Support		2										
	Support SVP		1.1										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UAJ - SPS - Executive Management

Incl / Excl	Job Title	Salary Code	EEO Code	Total Employees	Minorities	Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
	Senior Sales Consultant	[redacted]	4	[redacted]									
	Services Sales Representative IV		4										
	Telesales/Internet Sales Snr Manager		1.2										
	Services Sales Representative V		4										
	Telesales/Internet Sales Director		1.2										
	Business Analyst 5-Ops		2										
	Course/Curriculum Dev 5-Training		2										
	Services Sales Snr Manager		1.2										
	Customer Service Snr Director-Suppor		1.2										
	Services Sales VP		1.2										
	Product Mgmt/Strategy Snr Director-P		1.2										
	Product Mgmt/Strategy VP-ProdDev		1.2										
	Associate Internet Sales Representat		4										
	Internet Sales Representative III		4										
	Associate Internet Sales Consultant		4										
	Senior Administrative Assistant	[redacted]	2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UAJ - SPS - Executive Management

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
Totals				[redacted]									

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UBX - SPS - Service Management

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Customer Service Account Management	N.12	2	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UDJ - Support Renewals

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
	Services Renewal VP		1.2										
	Business Planning Snr Director-Ops		1.2										
	Business Planning VP-Ops		1.2										
	Corporate Development Snr Director-O		1.2										
	Services Renewal Representative IV		4										
	Business Analyst 2-Ops		2										
	Senior Administrative Assistant		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: 0UFQ - OU Global Operations

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Business Analyst 4-Ops	[redacted]	2	[redacted]									
	Market Research Analyst 4		2										
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: EMBE - Embedded Sales

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more*
	Senior Sales Consultant	[redacted]	4	[redacted]									
	Technology Sales Representative IV		4										
	Alliances Consultant 4		4										
	Sales Manager		1.2										
	Product Marketing Analyst 4		2										
	Alliances Consultant 5		4										
	Business Development Snr Manager - S		1.2										
	Solution Specialist V		4										
	Alliances Senior Director		1.2										
	Solution Specialist Snr Director		1.2										
	Alliances Vice President		1.2										
	Sales Consulting Vice President		1.2										
	Alliances Consultant 2		4										
	Senior Administrative Assistant		2										
	Technology Sales Representative II		4										
	Business Analyst 3-Ops		2										

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Department: EMBE - Embedded Sales

Incl / Excl	*Job Title*	*Salary Code*	*EEO Code*	*Total Employees*	*Minorities*	*Total*	*White*	*Black*	*Asian*	*Native American*	*Hispanic*	*Pacific Islander*	*Two or more races*
	Technology Sales Representative III	[redacted]	4	[redacted]									
Totals													

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

CONFIDENTIAL

Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: A1 - ADMINISTRATIVE - NON-EXEMPT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Administrative Assistant A2		[redacted]			
HQCA	Administrative Assistant A3					
HQCA	Business Analyst A4-Ops					
HQCA	HR Support A2					
HQCA	HR Support A3					
HQCA	HR Support A4					
HQCA	Legal Support A1					
HQCA	Legal Support A2					
HQCA	Materials Handler A1-Mfg&Dist					
HQCA	Materials Handler A3-Mfg&Dist					
HQCA	Office Services Support A2					
HQCA	Office Services Support A3					
HQCA	Office Services Support A4					
HQCA	Telephone/Receptionist A1					
HQCA	Telephone/Receptionist A2					
HQCA	Training Coordinator-A2					
HQCA	Training Coordinator-A3					
HQCA	Training Coordinator-A4					
Totals		**Total #**				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: A2 - ADMINISTRATIVE - MID LEVEL

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Executive Driver		[redacted]			
Totals		Total #				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: C1 - STUDENT INTERN

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Student / Intern		[redacted]			
Totals		Total #				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: M3 - EXECUTIVE MANAGEMENT

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Chairman of the Board	[redacted]			
HQCA	Chief Executive Officer				
HQCA	Controller SVP-Fin				
HQCA	Corporate Development SVP-Ops				
HQCA	Corporate SVP-Ops				
HQCA	Executive Vice President-Ops				
HQCA	IT SVP				
HQCA	Legal SVP				
HQCA	Marketing SVP				
HQCA	President				
HQCA	Product Development SVP				
HQCA	Sales SVP				
HQCA	Support SVP				
HQCA	Tax SVP-Fin				
HQCA	Training / Education SVP				
HQCA	Treasury-SVP-Fin				
Totals	**Total #**				
	Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Accountant 1-Fin	[redacted]			
HQCA	Accountant 2-Fin				
HQCA	Accountant 3-Fin				
HQCA	Accountant 4-Fin				
HQCA	Benefits Consultant 4-HR				
HQCA	Benefits Consultant 5-HR				
HQCA	Business Analyst 1-Ops				
HQCA	Business Analyst 2-Ops				
HQCA	Business Analyst 3-Ops				
HQCA	Business Analyst 4-Ops				
HQCA	Business Analyst 5-Ops				
HQCA	Business Planning Supervisor-Ops				
HQCA	Business Process Analyst 2				
HQCA	Business Process Analyst 4				
HQCA	Business Proposal Rep 3				
HQCA	Buyer 3-Fin				
HQCA	Buyer 4-Fin				
HQCA	Compensation Consultant 2-HR				
HQCA	Compensation Consultant 4-HR				
HQCA	Consulting Project Snr Principal Con				
HQCA	Consulting Sales Rep 2				
HQCA	Consulting Sales Rep 4				
HQCA	Consulting Sales Rep 5				
HQCA	Consulting Staff Principal				
HQCA	Contract Development Specialist 4-Op				
HQCA	Contracts Administrator 2-Fin				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Contracts Administrator 3-Fin	[redacted]			
HQCA	Contracts Administrator 4-Fin				
HQCA	Corporate Affairs Specialist 3 - Ops				
HQCA	Corporate Affairs Specialist 5 - Ops				
HQCA	Corporate Development Analyst 3-Ops				
HQCA	Corporate Development Analyst 4-Ops				
HQCA	Course/Curriculum Dev 2-Training				
HQCA	Course/Curriculum Dev 3-Training				
HQCA	Course/Curriculum Dev 4-Training				
HQCA	Course/Curriculum Dev 5-Training				
HQCA	Credit and Syndications Analyst 3-Fi				
HQCA	Credit and Syndications Analyst 4-Fi				
HQCA	Credit and Syndications Analyst 5-Fi				
HQCA	Customer Service Account Management				
HQCA	Customer Service Analyst 2-Support				
HQCA	Customer Service Analyst 3-Support				
HQCA	Customer Service Representative 2-Op				
HQCA	Customer Service Representative 3-Op				
HQCA	Employment Spec 1				
HQCA	Employment Spec 2				
HQCA	Employment Spec 3				
HQCA	Employment Spec 4				
HQCA	Environmental Health & Safety Specia				
HQCA	Event Specialist 3				
HQCA	Event Specialist 4				
HQCA	Executive Assistant to the Executive				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Executive Protection Agent 4	[redacted]			
HQCA	Facilities Specialist 1				
HQCA	Facilities Specialist 2				
HQCA	Facilities Specialist 3				
HQCA	Facilities Specialist 4				
HQCA	Facilities Specialist 5				
HQCA	Field Marketing Specialist 3				
HQCA	Financial Analyst 1				
HQCA	Financial Analyst 2				
HQCA	Financial Analyst 3				
HQCA	Financial Analyst 4				
HQCA	Financial Analyst 5				
HQCA	Graphics Designer 4-Mkt				
HQCA	HR Consultant 1				
HQCA	HR Consultant 2				
HQCA	HR Consultant 3				
HQCA	HR Consultant 4				
HQCA	HRIS Analyst 2				
HQCA	Immigration Consultant 2				
HQCA	Incentive Planning Analyst 2-Fin				
HQCA	Internal Auditor 2-Fin				
HQCA	Internal Auditor 3-Fin				
HQCA	Internal Auditor 4-Fin				
HQCA	Internal Auditor 5-Fin				
HQCA	Inventory Control Analyst 2				
HQCA	Legal Counsel 1				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Legal Counsel 3	[redacted]			
HQCA	License Management Analyst 2-Fin				
HQCA	License Management Analyst 3-Fin				
HQCA	License Management Analyst 4-Fin				
HQCA	License Management Manager-Fin				
HQCA	Market Research Analyst 3				
HQCA	Market Research Analyst 4				
HQCA	Market Research Analyst 5				
HQCA	Marketing Comm / PR Specialist 1				
HQCA	Marketing Comm / PR Specialist 2				
HQCA	Marketing Comm / PR Specialist 3				
HQCA	Marketing Comm / PR Specialist 4				
HQCA	Marketing Comm / PR Specialist 5				
HQCA	Master Scheduler 1				
HQCA	Master Scheduler 3				
HQCA	Master Scheduler 4				
HQCA	Materials Planner 1-Mfg&Dist				
HQCA	Materials Planner 2-Mfg&Dist				
HQCA	Organizational Development Consultan				
HQCA	Paralegal 1				
HQCA	Paralegal 2				
HQCA	Principal Consultant				
HQCA	Product Marketing Analyst 1				
HQCA	Product Marketing Analyst 3				
HQCA	Product Marketing Analyst 4				
HQCA	Product Marketing Analyst 5				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Program Manager 2-ProdDev	[redacted]			
HQCA	Program Manager 3-ProdDev				
HQCA	Program Mgmt Director-ProdDev				
HQCA	Program Mgmt VP-ProdDev				
HQCA	Project Manager 1 - Ops				
HQCA	Project Manager 2 - Ops				
HQCA	Project Manager 3				
HQCA	Project Manager 3 - Ops				
HQCA	Project Manager 4				
HQCA	Project Manager 5				
HQCA	Project Mgmt Manager				
HQCA	Quality Assurance Specialist 4				
HQCA	Recruiter 5-HR				
HQCA	Resource Analyst 2-Ops				
HQCA	Revenue Analyst 3-Fin				
HQCA	Revenue Analyst 4-Fin				
HQCA	Revenue Analyst 5-Fin				
HQCA	Risk Management Analyst 4				
HQCA	Sales Operations Analyst 1				
HQCA	Sales Operations Analyst 3				
HQCA	Security Specialist 3-Fac				
HQCA	Senior Administrative Assistant				
HQCA	Senior Consultant				
HQCA	Senior Instructor-Training				
HQCA	Senior Principal Consultant				
HQCA	Snr Principal Instructor-Training				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Supply Chain Analyst 2		[redacted]			
HQCA	Supply Chain Analyst 3					
HQCA	Supply Chain Analyst 4					
HQCA	TV Production 3-Mkt					
HQCA	TV Production 4-Mkt					
HQCA	Tax Accountant 2-Fin					
HQCA	Tax Accountant 3-Fin					
HQCA	Tax Accountant 4-Fin					
HQCA	Tax Accountant 5-Fin					
HQCA	Technical Account Representative (TA					
HQCA	Treasury Analyst 4-Fin					
HQCA	Workforce Metrics Intelligence Analy					
Totals		**Total #**				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Accounting Director-Fin	[redacted]			
HQCA	Accounting Manager-Fin				
HQCA	Accounting Snr Director-Fin				
HQCA	Accounting Snr Manager-Fin				
HQCA	Budget/Finance Director				
HQCA	Budget/Finance Manager				
HQCA	Budget/Finance Snr Director				
HQCA	Budget/Finance Snr Mgr				
HQCA	Business Development Director - Corp				
HQCA	Business Development Snr Director -				
HQCA	Business Planning Director-Ops				
HQCA	Business Planning Manager-Ops				
HQCA	Business Planning Snr Director-Ops				
HQCA	Business Planning Snr Manager-Ops				
HQCA	Business Process Director				
HQCA	Business Process Snr Director				
HQCA	Business Process Snr Manager				
HQCA	Consulting Practice Director				
HQCA	Consulting Project Director				
HQCA	Consulting Solution Manager				
HQCA	Consulting Technical Director				
HQCA	Consulting Technical Manager				
HQCA	Contract Development Director-Ops				
HQCA	Contract Development Snr Director-Op				
HQCA	Contract Development Snr Manager-Ops				
HQCA	Contracts Director-Fin				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Controller Director-Fin	[redacted]			
HQCA	Controller Snr Director-Fin				
HQCA	Controller Snr Manager-Fin				
HQCA	Corporate Affairs Snr Manager -Ops				
HQCA	Corporate Development Director-Ops				
HQCA	Corporate Development Snr Director-O				
HQCA	Corporate Development Snr Manager -O				
HQCA	Course/Curriculum Dev Director - Tra				
HQCA	Course/Curriculum Dev Snr Director -				
HQCA	Course/Curriculum Dev Snr Mgr - Trai				
HQCA	Credit and Syndications Snr Director				
HQCA	Customer Service Director-Support				
HQCA	Customer Service Manager-Support				
HQCA	Customer Service Snr Director-Suppor				
HQCA	Customer Service Snr Manager-Support				
HQCA	Environmental Health & Safety Snr Ma				
HQCA	Facilities Director				
HQCA	Facilities Manager				
HQCA	Facilities Snr Director				
HQCA	Facilities Snr Manager				
HQCA	HR Director				
HQCA	HR Manager				
HQCA	HR Snr Director				
HQCA	HR Snr Manager				
HQCA	Incentive Planning Snr Director-Fin				
HQCA	Incentive Planning Snr Manager-Fin				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Internal Audit Director-Fin	[redacted]			
HQCA	Internal Audit Snr Director-Fin				
HQCA	Internal Audit Snr Manager-Fin				
HQCA	Legal Counsel 4				
HQCA	Legal Counsel 5				
HQCA	Legal Director				
HQCA	Legal Snr Director				
HQCA	License Management Director-Fin				
HQCA	License Management Snr Director-Fin				
HQCA	License Management Snr Manager-Fin				
HQCA	Marketing Comm / PR Director				
HQCA	Marketing Comm / PR Snr Director				
HQCA	Marketing Comm / PR Snr Manager				
HQCA	Marketing Research Director				
HQCA	Marketing Research Manager				
HQCA	Marketing Research Snr Director				
HQCA	Marketing Research Snr Manager				
HQCA	Mfg & Distribution Director				
HQCA	Mfg & Distribution Manager				
HQCA	Mfg & Distribution Snr Director				
HQCA	Mfg & Distribution Snr Manager				
HQCA	Mfg & Distribution Supervisor				
HQCA	Office Service Manager-Fac				
HQCA	Office Services Snr Manager-Fac				
HQCA	Payroll Director-Fin				
HQCA	Product Marketing Director				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Product Marketing Snr Director	[redacted]			
HQCA	Product Marketing Snr Manager				
HQCA	Program Manager 4-ProdDev				
HQCA	Program Manager 5-ProdDev				
HQCA	Program Mgmt Manager-ProdDev				
HQCA	Program Mgmt Sr Director-ProdDev				
HQCA	Program Mgmt Sr Manager-ProdDev				
HQCA	Project Manager 4 - Ops				
HQCA	Project Manager 5 - Ops				
HQCA	Project Mgmt Director-Ops				
HQCA	Project Mgmt Manager-Ops				
HQCA	Project Mgmt Snr Director				
HQCA	Project Mgmt Snr Manager				
HQCA	Project Mgmt Snr Manager-Ops				
HQCA	Purchasing Snr Manager-Fin				
HQCA	Recruitment Snr Director-HR				
HQCA	Recruitment Snr Manager-HR				
HQCA	Recruitment Supervisor-HR				
HQCA	Security Director-Fac				
HQCA	Security VP -Fac				
HQCA	Supply Chain Snr Manager				
HQCA	Supply Chain VP				
HQCA	Tax Director-Fin				
HQCA	Tax Manager-Fin				
HQCA	Tax Snr Director-Fin				
HQCA	Tax Snr Manager-Fin				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Treasury Director-Fin		[redacted]			
HQCA	Treasury Snr Director-Fin					
Totals		**Total #**				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Budget/Finance VP	[redacted]			
HQCA	Business Development VP - Corp Plan				
HQCA	Business Planning VP-Ops				
HQCA	Consulting RVP				
HQCA	Contract Development VP-Ops				
HQCA	Contracts VP-Fin				
HQCA	Controller VP-Fin				
HQCA	Corporate Development VP-Ops				
HQCA	Course/Curriculum Dev VP - Training				
HQCA	Credit and Syndications VP-Fin				
HQCA	Customer Service VP-Support				
HQCA	Facilities VP				
HQCA	Financing VP-Fin				
HQCA	HR VP				
HQCA	Internal Audit VP-Fin				
HQCA	Legal VP				
HQCA	License Management VP-Fin				
HQCA	Marketing Comm / PR VP				
HQCA	Marketing Research VP				
HQCA	Mfg & Distribution VP				
HQCA	Product Marketing VP				
HQCA	Purchasing VP-Fin				
HQCA	Recruitment VP-HR				
HQCA	Risk Management VP				
HQCA	Tax VP-Fin				
HQCA	Vice President-Ops				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
Totals		Total #	[redacted]			
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

		Total Employees			
Location	*Job Title*	*Persons*	*Percent*	*Female*	*Minority*
HQCA	Applications Developer 1	[redacted]			
HQCA	Applications Developer 2				
HQCA	Applications Developer 3				
HQCA	Applications Developer 4				
HQCA	Business Services Representative 5-S				
HQCA	Database Administrator 2-IT				
HQCA	Database Administrator 3-IT				
HQCA	Database Administrator 4-IT				
HQCA	Database Administrator 5-IT				
HQCA	Development Systems Administrator 4				
HQCA	Development Systems Administrator 5				
HQCA	Field Support Specialist 3				
HQCA	Hardware Developer 2				
HQCA	Hardware Developer 3				
HQCA	Hardware Developer 4				
HQCA	Hardware Developer 5				
HQCA	Hardware Developer 6				
HQCA	IT Business Implementation Analyst 2				
HQCA	IT Business Implementation Analyst 3				
HQCA	IT Business Implementation Analyst 4				
HQCA	IT Security Analyst 4				
HQCA	IT Security Analyst 5				
HQCA	Logistics Analyst 3				
HQCA	Logistics Analyst 4				
HQCA	Process Manufacturing Analyst 4				
HQCA	Product Manager/Strategy 2-ProdDev				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Product Manager/Strategy 3-ProdDev	[redacted]			
HQCA	Product Manager/Strategy 4-ProdDev				
HQCA	Product Manager/Strategy 5-ProdDev				
HQCA	Product Manager/Strategy 6-ProdDev				
HQCA	Product Manufacturing Analyst 3				
HQCA	Programmer Analyst 1-IT				
HQCA	Programmer Analyst 2-IT				
HQCA	Programmer Analyst 3-IT				
HQCA	Programmer Analyst 4-IT				
HQCA	Programmer Analyst 5-IT				
HQCA	QA Analyst 1-ProdDev				
HQCA	QA Analyst 2-ProdDev				
HQCA	QA Analyst 3-ProdDev				
HQCA	QA Analyst 4-ProdDev				
HQCA	QA Analyst 5-ProdDev				
HQCA	Release Developer 4				
HQCA	Software Developer 1				
HQCA	Software Developer 2				
HQCA	Software Developer 3				
HQCA	Software Developer 4				
HQCA	Software Developer 5				
HQCA	System Administrator 2-IT				
HQCA	System Administrator 3-IT				
HQCA	System Administrator 4-IT				
HQCA	System Administrator 5-IT				
HQCA	Systems Analyst 2-IT				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Systems Analyst 2-Support	[redacted]			
HQCA	Systems Analyst 3-Support				
HQCA	Systems Analyst 4-IT				
HQCA	Systems Analyst 4-Support				
HQCA	Systems Analyst 5-Support				
HQCA	Technical Analyst 2-Support				
HQCA	Technical Analyst 3-Support				
HQCA	Technical Analyst 4-Support				
HQCA	Technical Analyst 5-Support				
HQCA	Technical Architect 4				
HQCA	Technical Writer 3-ProdDev				
HQCA	Technical Writer 4-ProdDev				
HQCA	Technical Writer 5-ProdDev				
HQCA	User Experience Developer 2-ProdDev				
HQCA	User Experience Developer 3-ProdDev				
HQCA	User Experience Developer 4-ProdDev				
HQCA	User Experience Developer 5-ProdDev				
Totals	Total #				
	Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT2 - TECH PROFESSIONALS - MGMT

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Adv Customer Service Support Directo	[redacted]			
HQCA	Adv Customer Service Support Snr Dir				
HQCA	Applications Developer - Architect				
HQCA	Applications Developer 5				
HQCA	Hardware Development Snr Director				
HQCA	IT Business Implementation Analyst 5				
HQCA	IT Director				
HQCA	IT Manager				
HQCA	IT Snr Director				
HQCA	IT Snr Manager				
HQCA	IT Supervisor				
HQCA	Manufacturing Test Manager				
HQCA	Product Mgmt/Strategy Director-ProdD				
HQCA	Product Mgmt/Strategy Manager-ProdDe				
HQCA	Product Mgmt/Strategy Snr Director-P				
HQCA	Product Mgmt/Strategy Snr Manager-Pr				
HQCA	Product Support Director				
HQCA	Product Support Manager				
HQCA	Product Support Sr. Director				
HQCA	Product Support Sr. Manager				
HQCA	QA Director-ProdDev				
HQCA	QA Manager-ProdDev				
HQCA	QA Snr Director-ProdDev				
HQCA	QA Snr Manager-ProdDev				
HQCA	Release Developer 5				
HQCA	Software Developer - Architect				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT2 - TECH PROFESSIONALS - MGMT

Location	Job Title		Total Employees Persons	Total Employees Percent	Female	Minority
HQCA	Software Development Director		[redacted]			
HQCA	Software Development Manager					
HQCA	Software Development Snr Director					
HQCA	Software Development Snr Manager					
HQCA	Technical Writer Director-ProdDev					
HQCA	Technical Writer Manager-ProdDev					
HQCA	Technical Writer Snr Director-ProdDe					
HQCA	Technical Writer Snr Manager-ProdDev					
Totals		Total #				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT3 - TECH PROFESSIONALS - SR. MGMT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Hardware Development VP		[redacted]			
HQCA	IT VP					
HQCA	Product Mgmt/Strategy VP-ProdDev					
HQCA	Product Support VP					
HQCA	QA VP-ProdDev					
HQCA	Software Development VP					
HQCA	Technical Writer VP-ProdDev					
Totals		**Total #**				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

Location	Job Title	Total Employees Persons	Total Employees Percent	Female	Minority
HQCA	Alliances Consultant 2	[redacted]			
HQCA	Alliances Consultant 3				
HQCA	Alliances Consultant 4				
HQCA	Alliances Consultant 5				
HQCA	Applications Sales Representative I				
HQCA	Applications Sales Representative II				
HQCA	Applications Sales Representative IV				
HQCA	Applications Sales Representative V				
HQCA	Associate Internet Sales Consultant				
HQCA	Associate Internet Sales Representat				
HQCA	Associate Sales Consultant				
HQCA	Associate Telesales Business Develop				
HQCA	Business Development Consultant 3-Co				
HQCA	Business Development Consultant 4-Co				
HQCA	Business Development Consultant 5-Co				
HQCA	Business Development Representative				
HQCA	Channel Sales Representative II				
HQCA	Client Success Specialist III				
HQCA	Client Success Specialist IV				
HQCA	Client Success Specialist V				
HQCA	Financing Sales Representative III -				
HQCA	Financing Sales Representative IV -				
HQCA	Hardware Sales Representative II				
HQCA	Hardware Sales Representative III				
HQCA	Internet Sales Representative I				
HQCA	Internet Sales Representative II				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

Location	*Job Title*	*Total Employees*			
		Persons	*Percent*	*Female*	*Minority*
HQCA	Internet Sales Representative III	[redacted]			
HQCA	Internet Sales Representative IV				
HQCA	Master Principal Sales Consultant				
HQCA	Oracle Architect V				
HQCA	Oracle Architect VI				
HQCA	Principal Internet Sales Consultant				
HQCA	Principal Sales Consultant				
HQCA	Senior Internet Sales Consultant				
HQCA	Senior Sales Consultant				
HQCA	Senior Telesales Sales Consultant				
HQCA	Services Renewal Representative IV				
HQCA	Services Sales Representative II				
HQCA	Services Sales Representative IV				
HQCA	Services Sales Representative V				
HQCA	Solution Specialist IV				
HQCA	Solution Specialist V				
HQCA	Staff Internet Sales Consultant				
HQCA	Staff Sales Consultant				
HQCA	Strategic Account Sales Representati				
HQCA	TL Internet Sales Consultant				
HQCA	Technology Sales Representative I				
HQCA	Technology Sales Representative II				
HQCA	Technology Sales Representative III				
HQCA	Technology Sales Representative IV				
HQCA	Technology Sales Representative V				
HQCA	Telesales Business Development Repre				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Telesales Channel Representative III		[redacted]			
HQCA	Telesales Representative II					
HQCA	Telesales Representative III					
Totals		**Total #**				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S2 - SALES - MGMT

Location	Job Title	Total Employees Persons	Total Employees Percent	Female	Minority
HQCA	Alliances Director	[redacted]			
HQCA	Alliances Manager				
HQCA	Alliances Senior Director				
HQCA	Business Development Director - Sale				
HQCA	Business Development Snr Manager - S				
HQCA	Financing Snr Manager-Sales				
HQCA	Internet Sales Consulting Manager				
HQCA	Internet Sales Consulting Snr Direct				
HQCA	Internet Sales Consulting Snr Manage				
HQCA	Sales Consulting Director				
HQCA	Sales Consulting Manager				
HQCA	Sales Consulting Snr Director				
HQCA	Sales Consulting Snr Manager				
HQCA	Sales Director				
HQCA	Sales Manager				
HQCA	Sales Snr Director				
HQCA	Sales Snr Manager				
HQCA	Services Renewal Snr Director				
HQCA	Services Sales Director				
HQCA	Services Sales Snr Manager				
HQCA	Solution Specialist Snr Director				
HQCA	Solution Specialist Snr Manager				
HQCA	Telesales Business Development Manag				
HQCA	Telesales Business Development Snr M				
HQCA	Telesales/Internet Sales Director				
HQCA	Telesales/Internet Sales Manager				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S2 - SALES - MGMT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Telesales/Internet Sales Snr Directo		[redacted]			
HQCA	Telesales/Internet Sales Snr Manager					
Totals		Total #				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S3 - SALES - SR. MGMT

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Alliances Vice President		[redacted]			
HQCA	Business Development VP - Sales					
HQCA	Financing VP-Sales					
HQCA	Internet Sales Consulting VP					
HQCA	Sales Consulting Vice President					
HQCA	Sales VP					
HQCA	Services Renewal VP					
HQCA	Services Sales SVP					
HQCA	Services Sales VP					
HQCA	Solution Specialist Vice President					
HQCA	Telesales/Internet Sales Vice Presid					
Totals		Total #				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: T1 - TECHNICAL - NONEXEMPT IC

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Data Services Support A4-IT		[redacted]			
HQCA	Network/Telecom Systems Analyst 3-IT					
HQCA	Network/Telecom Systems Analyst 4-IT					
HQCA	Network/Telecom Systems Analyst 5-IT					
HQCA	Network/Telecom Systems Technician A					
Totals		**Total #**				
		Total %				

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Job Group Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: T2 - TECHNICAL - EXEMPT IC

Location	*Job Title*		*Total Employees*			
			Persons	*Percent*	*Female*	*Minority*
HQCA	Internal Customer Tech Support 2-IT		[redacted]			
HQCA	Internal Customer Tech Support 3-IT					
HQCA	Internal Customer Tech Support 4-IT					
Totals		**Total #**				
		Total %				

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: A1 - ADMINISTRATIVE - NON-EXEMPT

Total Employees in Job Group: 89

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: A2 - ADMINISTRATIVE - MID LEVEL

Total Employees in Job Group: 3

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: C1 - STUDENT INTERN

Total Employees in Job Group: 33

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: M3 - EXECUTIVE MANAGEMENT

Total Employees in Job Group: 47

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Total Employees in Job Group: 772

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

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Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Total Employees in Job Group: 485

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT

Total Employees in Job Group: 70

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

Total Employees in Job Group: 3,135

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT2 - TECH PROFESSIONALS - MGMT

Total Employees in Job Group: 1,518

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PT3 - TECH PROFESSIONALS - SR. MGMT

Total Employees in Job Group: 174

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S1 - SALES - INDIVID CONTRIB

Total Employees in Job Group: 893

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S2 - SALES - MGMT

Total Employees in Job Group: 130

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: S3 - SALES - SR. MGMT

Total Employees in Job Group: 32

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: T1 - TECHNICAL - NONEXEMPT IC

Total Employees in Job Group: 23

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Incumbency vs. Availability
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: T2 - TECHNICAL - EXEMPT IC

Total Employees in Job Group: 17

Factor	*Weight*	*Total Female*	*Total Minorities*
Requisite Skills in Recruitment Area	[redacted]		
Internally available			
Training Institutions			
In-house Training			
Factor 5 - Applicant Availability			
Total Weighted Availability			
Current Utilization			
Binomial Probability			
Exact Binomial less than or equal to 0.0500			

CONFIDENTIAL
Placement Goals
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group	*Class*	*Goal Placement Rate %*
A1 - ADMINISTRATIVE - NON-EXEMPT		
	Female	[redacted]
PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT		
	Minority	
PT3 - TECH PROFESSIONALS - SR. MGMT		
	Female	
S1 - SALES - INDIVID CONTRIB		
	Female	

EXHIBIT D

From:	Shauna Holman Harries
To:	Atkins, Hea Jung K - OFCCP
CC:	Neil Bourque; Bill Couch
Sent:	10/28/2014 9:32:40 PM
Subject:	HQCA 2 of 4
Attachments:	07A 2012 HQCA EEO1.pdf; 07A 2013 HQCA EEO1.pdf; 07A 2014 HQCA EEO1.pdf; 07B 2012 HQCA VETS100A.pdf; 07B 2013 HQCA VETS100A.pdf; 07B 2014 HQCA VETS100A.pdf; 09 2013 HQCA Progress Made.pdf; 09 2014 Progress Made HQCA MY ad.pdf; 12 RACE KEY V2.pdf; 13 2014 HQCA REASONALBE_Reasonable Recruitment Labor Area Distributions.pdf

Best Regards,
Shauna Holman-Harries

ORACLE

Shauna Holman-Harries - Director Diversity Compliance
Phone: +1 602 333 9112 | Fax: +1 602 333 9112 | Mobile: +1 480 689 1858

"Working to create an inclusive, diverse culture that drives innovation and business success."
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CO= K004553
U= K004553

EQUAL EMPLOYMENT OPPORTUNITY
2012 EMPLOYER INFORMATION REPORT
HEADQUARTERS REPORT - TYPE 3

SECTION B - COMPANY IDENTIFICATION

1. ORACLE AMERICA INC
500 ORACLE PARKWAY
REDWOOD CITY, CA 94065

2.a. ORACLE AMERICA INC
500 ORACLE PARKWAY
REDWOOD CITY, CA 94065

SAN MATEO COUNTY
c. Y

SECTION C - TEST FOR FILING REQUIREMENT

1-Y 2-Y 3-Y DUNS NO.:092249577

SECTION E - ESTABLISHMENT INFORMATION

NAICS: 541519 Other Computer Related Services

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS
			********** MALE **********						********** FEMALE **********						
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
EXECUTIVE/SR OFFICIALS & MGRS															
FIRST/MID OFFICIALS & MGRS															
PROFESSIONALS															
TECHNICIANS															
SALES WORKERS															
ADMINISTRATIVE SUPPORT															
CRAFT WORKERS															
OPERATIVES															
LABORERS & HELPERS															
SERVICE WORKERS															
TOTAL															
PREVIOUS REPORT TOTAL															

SECTION F - REMARKS

CO= K004553
U= K004553

EQUAL EMPLOYMENT OPPORTUNITY
2013 EMPLOYER INFORMATION REPORT
HEADQUARTERS REPORT - TYPE 3

SECTION B - COMPANY IDENTIFICATION

1. ORACLE AMERICA INC
500 ORACLE PARKWAY
REDWOOD CITY, CA 94065

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500 ORACLE PARKWAY
REDWOOD CITY, CA 94065

SAN MATEO COUNTY
c. Y

SECTION C - TEST FOR FILING REQUIREMENT

1-Y 2-Y 3-Y DUNS NO.:092249577

SECTION E - ESTABLISHMENT INFORMATION

NAICS: 541519 Other Computer Related Services

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS
			********** MALE **********						********** FEMALE **********						
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
EXECUTIVE/SR OFFICIALS & MGRS	[redacted]														
FIRST/MID OFFICIALS & MGRS															
PROFESSIONALS															
TECHNICIANS															
SALES WORKERS															
ADMINISTRATIVE SUPPORT															
CRAFT WORKERS															
OPERATIVES															
LABORERS & HELPERS															
SERVICE WORKERS															
TOTAL															
PREVIOUS REPORT TOTAL															

SECTION F - REMARKS

CO= K004553
U= K004553

EQUAL EMPLOYMENT OPPORTUNITY
2014 EMPLOYER INFORMATION REPORT
HEADQUARTERS REPORT - TYPE 3

SECTION B - COMPANY IDENTIFICATION

1. ORACLE AMERICA INC
500 ORACLE PARKWAY
REDWOOD CITY, CA 94065

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500 ORACLE PARKWAY
REDWOOD CITY, CA 94065

SAN MATEO COUNTY
c. Y

SECTION C - TEST FOR FILING REQUIREMENT

1-Y 2-Y 3-Y DUNS NO.:092249577

SECTION E - ESTABLISHMENT INFORMATION

NAICS: 541519 Other Computer Related Services

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS
			********** MALE **********						********** FEMALE **********						
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
EXECUTIVE/SR OFFICIALS & MGRS															
FIRST/MID OFFICIALS & MGRS															
PROFESSIONALS															
TECHNICIANS															
SALES WORKERS															
ADMINISTRATIVE SUPPORT															
CRAFT WORKERS															
OPERATIVES															
LABORERS & HELPERS															
SERVICE WORKERS															
TOTAL															
PREVIOUS REPORT TOTAL															

SECTION F - REMARKS

FEDERAL CONTRACTOR VETERANS' EMPLOYMENT REPORT VETS-100A

(For covered contracts entered into or modified on or after December 1, 2003.)

OMB NO: 1293-0005
Expires: 4/30/2014

Persons are not required to respond to this collection of information unless it displays a valid OMB number

RETURN COMPLETED REPORT TO:

Veterans Employment & Training Service
Department of Labor National Contact Center (DOL-NCC)
14120 Newbrook Dr., Suite 200
Chantilly, VA 20151

ATTN: Human Resource/EEO Department

TYPE OF REPORTING ORGANIZATION (Check one or both, as applicable)	TYPE OF FORM (Check only one)
[X] Prime Contractor	[ ] Single Establishment
[ ] Subcontractor	[X] Multiple Establishment - Headquarters
	[ ] Multiple Establishment - Hiring Location
	[ ] Multiple Establishment - State Consolidated (specify number of locations) 0.00 (MSC)

COMPANY IDENTIFICATION INFORMATION (Omit items preprinted above - ADD Company Contact Information Below)

COMPANY No: T13522-3	*TWELVE MONTH PERIOD ENDING*		07/01/2012 *MM DD YYYY*
NAME OF PARENT COMPANY: Oracle America Inc	*ADDRESS (NUMBER AND STREET):* 500 Oracle Parkway		
CITY: Redwood Shores	*COUNTY:* San Mateo	*STATE:* CA	*ZIP CODE:* 94065
NAME OF COMPANY CONTACT: Shauna Holman-Harries	*TELEPHONE FOR CONTACT:* (602) 333-9112	*EMAIL:* shauna.holman.harries@oracle.com	

NAME OF HIRING LOCATION:	*ADDRESS (NUMBER AND STREET):*		
CITY:	*COUNTY:*	*STATE:*	*ZIP CODE:*

NAICS:	541519	*DUNS:*	09-224-9577	*EMPLOYER ID (IRS TAX No.)*	94-2805249

INFORMATION ON EMPLOYEES

REPORT ALL PERMANENT FULL-TIME OR PART-TIME EMPLOYEES AND NEW HIRES WHO ARE VETERANS. DATA ON NUMBER OF EMPLOYEES IS TO BE ENTERED IN COLUMNS L, M, N, O, AND P, LINES 1-10. DATA ON NEW HIRES IS TO BE ENTERED IN COLUMNS Q, R, S, T, AND U. ENTER THE MAXIMUM AND MINIMUM NUMBER OF EMPLOYEES.

JOB CATEGORIES		NUMBER OF EMPLOYEES					NEW HIRES (PREVIOUS 12 MONTHS)				
		DISABLED VETERANS (L)	OTHER PROTECTED VETERANS (M)	ARMED FORCES SERVICE MEDAL VETERANS (N)	RECENTLY SEPARATED VETERANS (O)	TOTAL EMPLOYEES, BOTH VETERANS AND NON-VETERANS (P)	DISABLED VETERANS (Q)	OTHER PROTECTED VETERANS (R)	ARMED FORCES SERVICE MEDAL VETERANS (S)	RECENTLY SEPARATED VETERANS (T)	TOTAL NEW HIRES, BOTH VETERANS AND NON-VETERANS (U)
EXECUTIVE/SENIOR LEVEL OFFICIALS AND MANAGERS	1	[redacted]									
FIRST/MID LEVEL OFFICIALS AND MANAGERS	2										
PROFESSIONALS	3										
TECHNICIANS	4										
SALES WORKERS	5										
ADMINISTRATIVE SUPPORT WORKERS	6										
CRAFT WORKERS	7										
OPERATIVES	8										
LABORERS/HELPERS	9										
SERVICE WORKERS	10										
TOTAL	11										

Report the total maximum and minimum number of permanent employees during the period covered by this report.

Maximum Number [redacted] Minimum Number

APPENDIX A TO PART 61-300 – FEDERAL CONTRACTOR VETERANS' EMPLOYMENT REPORT VETS-100A

FEDERAL CONTRACTOR VETERANS' EMPLOYMENT REPORT VETS-100A

(For covered contracts entered into or modified on or after December 1, 2003.)

OMB NO: 1293-0005

Expires: 04/30/2014

Persons are not required to respond to this collection of information unless it displays a valid OMB number

RETURN COMPLETED REPORT TO:
VETS-100 Submission
VETERANS' EMPLOYMENT AND TRAINING SERVICE (VETS)
Service Center
In care of: Department of Labor National Contact Center (DOL-NCC) (Suite 200)
14120 Newbrook Drive
Chantilly, VA 20151

ATTN: Human Resource/EEO Department

TYPE OF REPORTING ORGANIZATION (Check one or both, as applicable)	TYPE OF FORM (Check only one)
☑ Prime Contractor	☐ Single Establishment
☐ Subcontractor	☑ Multiple Establishment-Headquarters
	☐ Multiple Establishment-Hiring Location
	☐ Multiple Establishment-State Consolidated (specify number of locations) _____(MSC)

COMPANY IDENTIFICATION INFORMATION (Omit items preprinted above-ADD Company Contact Information Below)

COMPANY No: T135223	TWELVE MONTH PERIOD ENDING 07 01 2013 (M M D D Y Y Y Y)		
NAME OF PARENT COMPANY: ORACLE	ADDRESS (NUMBER AND STREET): 500 ORACLE PARKWAY		
CITY: REDWOOD SHORES	COUNTY: SAN MATEO	STATE: CA	ZIP CODE: 94065
NAME OF COMPANY CONTACT: SHAUNA HOLMAN-HARRIES	TELEPHONE FOR CONTACT: 6505063607	EMAIL: CRISTINA.SOLIS@ORACLE.COM	

NAME OF HIRING LOCATION:	ADDRESS (NUMBER AND STREET):		
CITY:	COUNTY:	STATE:	ZIP CODE:

NAICS: 541519	DUNS: 09-224-9577	EMPLOYER ID (IRS TAX No.) 94-2805249	

INFORMATION ON EMPLOYEES

REPORT ALL PERMANENT FULL-TIME OR PART-TIME EMPLOYEES AND NEW HIRES WHO ARE VETERANS, AS DEFINED ON REVERSE. DATA ON NUMBER OF EMPLOYEES IS TO BE ENTERED IN COLUMN L, M, N, O, AND P, LINES 1-10. DATA ON NEW HIRES IS TO BE ENTERED IN COLUMNS Q, R, S, T, AND U. ENTRIES IN COLUMNS Q THROUGH U, LINES 1-10, AND COLUMNS L, M, N, O, AND P. ENTER THE MAXIMUM AND MINIMUM NUMBER OF EMPLOYEES. INSTRUCTIONS ARE FOUND ON THE REVERSE OF THIS FORM.

JOB CATEGORIES	NUMBER OF EMPLOYEES					NEW HIRES (PREVIOUS 12 MONTHS)				
	DISABLED VETERANS (L)	OTHER PROTECTED VETERANS (M)	ARMED FORCES SERVICE MEDAL VETERANS (N)	RECENTLY SEPARATED VETERANS (O)	TOTAL EMPLOYEES, BOTH VETERANS AND NON-VETERANS (P)	DISABLED VETERANS (Q)	OTHER PROTECED VETERANS (R)	ARMED FORCES SERVICE MEDAL VETERANS (S)	RECENTLY SEPARATED VETERANS (T)	TOTAL NEW HIRES, BOTH VETERANS AND NON-VETERANS (U)
EXECUTIVE/SENIOR LEVEL OFFICIALS AND MANAGERS 1	[redacted]									
FIRST/MID LEVEL OFFICIALS AND MANAGERS 2										
PROFESSIONALS 3										
TECHNICIANS 4										
SALES WORKERS 5										
ADMINISTRATIVE SUPPORT WORKERS 6										
CRAFT WORKERS 7										
OPERATIVES 8										
LABORERS/HELPERS 9										
SERVICE WORKERS 10										
TOTAL 11										

Report the total maximum and minimum number of permanent employees during the period covered by this report.

Maximum Number	Minimum Number
[redacted]	

APPENDIX A TO PART 61-300 – FEDERAL CONTRACTOR VETERANS' EMPLOYMENT REPORT VETS-100A

FEDERAL CONTRACTOR VETERANS' EMPLOYMENT REPORT VETS-100A

(For covered contracts entered into or modified on or after December 1, 2003.)

OMB NO: 1293-0005

Expires: 09/30/2014

Persons are not required to respond to this collection of information unless it displays a valid OMB number

RETURN COMPLETED REPORT TO:
VETS-100 Submission
VETERANS' EMPLOYMENT AND TRAINING SERVICE (VETS)
Service Center
In care of: Department of Labor National Contact Center (DOL-NCC) (Suite 200)
14120 Newbrook Drive
Chantilly, VA 20151

ATTN: Human Resource/EEO Department

TYPE OF REPORTING ORGANIZATION (Check one or both, as applicable)	TYPE OF FORM (Check only one)
☑ Prime Contractor	☐ Single Establishment
☐ Subcontractor	☑ Multiple Establishment-Headquarters
	☐ Multiple Establishment-Hiring Location
	☐ Multiple Establishment-State Consolidated (specify number of locations) _____(MSC)

COMPANY IDENTIFICATION INFORMATION (Omit items preprinted above-ADD Company Contact Information Below)

COMPANY No: T135223	TWELVE MONTH PERIOD ENDING 07 01 2014 (M M D D Y Y Y Y)		
NAME OF PARENT COMPANY: ORACLE	ADDRESS (NUMBER AND STREET): 500 ORACLE PARKWAY		
CITY: REDWOOD SHORES	COUNTY: SAN MATEO	STATE: CA	ZIP CODE: 94065
NAME OF COMPANY CONTACT: CRISTINA SOLIS	TELEPHONE FOR CONTACT: 6505063607	EMAIL: CRISTINA.SOLIS@ORACLE.COM	

NAME OF HIRING LOCATION:	ADDRESS (NUMBER AND STREET):		
CITY:	COUNTY:	STATE:	ZIP CODE:

NAICS: 541519	DUNS: 09-224-9577	EMPLOYER ID (IRS TAX No.) 94-2805249	

INFORMATION ON EMPLOYEES

REPORT ALL PERMANENT FULL-TIME OR PART-TIME EMPLOYEES AND NEW HIRES WHO ARE VETERANS, AS DEFINED ON REVERSE. DATA ON NUMBER OF EMPLOYEES IS TO BE ENTERED IN COLUMN L, M, N, O, AND P, LINES 1-10. DATA ON NEW HIRES IS TO BE ENTERED IN COLUMNS Q, R, S, T, AND U. ENTRIES IN COLUMNS Q THROUGH U, LINES 1-10, AND COLUMNS L, M, N, O, AND P. ENTER THE MAXIMUM AND MINIMUM NUMBER OF EMPLOYEES. INSTRUCTIONS ARE FOUND ON THE REVERSE OF THIS FORM.

JOB CATEGORIES	NUMBER OF EMPLOYEES					NEW HIRES (PREVIOUS 12 MONTHS)				
	DISABLED VETERANS (L)	OTHER PROTECTED VETERANS (M)	ARMED FORCES SERVICE MEDAL VETERANS (N)	RECENTLY SEPARATED VETERANS (O)	TOTAL EMPLOYEES, BOTH VETERANS AND NON-VETERANS (P)	DISABLED VETERANS (Q)	OTHER PROTECED VETERANS (R)	ARMED FORCES SERVICE MEDAL VETERANS (S)	RECENTLY SEPARATED VETERANS (T)	TOTAL NEW HIRES, BOTH VETERANS AND NON-VETERANS (U)
EXECUTIVE/SENIOR LEVEL OFFICIALS AND MANAGERS 1	[redacted]									
FIRST/MID LEVEL OFFICIALS AND MANAGERS 2										
PROFESSIONALS 3										
TECHNICIANS 4										
SALES WORKERS 5										
ADMINISTRATIVE SUPPORT WORKERS 6										
CRAFT WORKERS 7										
OPERATIVES 8										
LABORERS/HELPERS 9										
SERVICE WORKERS 10										
TOTAL 11										

Report the total maximum and minimum number of permanent employees during the period covered by this report.

Maximum Number	Minimum Number
[redacted]	

CONFIDENTIAL
Goal Attainment
Analysis Date Range is 01/02/2013 - 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group	*Class*	*Number in Job Group*	*Goal Percentage*	*Total Place in Job Group*	*Actual Placements #*	*Progress Toward Goal*
PT3 - TECH PROFESSIONALS - SR. MGMT		[redacted]				
	Female					
S1 - SALES - INDIVID CONTRIB						
	Female					
S2 - SALES - MGMT						
	Female					
S3 - SALES - SR. MGMT						
	Female					
T1 - TECHNICAL - NONEXEMPT IC						
	Female					
T2 - TECHNICAL - EXEMPT IC						
	Female					

CONFIDENTIAL
Goal Attainment
Analysis Date Range is 01/02/2014 - 07/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group	*Class*	*Number in Job Group*	*Goal Percentage*	*Total Placed in Job Group*	*Actual Placements #*	*Progress Toward Goals*
A1 - ADMINISTRATIVE - NON-EXEMPT		[redacted]				
	Female					
PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT						
	Minority					
PT3 - TECH PROFESSIONALS - SR. MGMT						
	Female					
S1 - SALES - INDIVID CONTRIB	Female					

ORACLE
RACE CATEGORIES

A	ASIAN
B	BLACK (not of Hispanic origin)
D	DECLINE TO STATE
H	HISPANIC OR LATINO
I	AMERICAN INDIAN OR ALASKAN NATIVE
N	NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER
T	TWO OR MORE RACES
W	WHITE (not of Hispanic origin)

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Reasonable Recruitment Labor Area Distributions

Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group and Description	*Location and Description*	*Area*	*Area Distribution Percent*
A1 - ADMINISTRATIVE - NON-EXEMPT	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
A2 - ADMINISTRATIVE - MID LEVEL	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
C1 - STUDENT INTERN	HQCA - HEADQUARTERS - CALIFORNIA	United States	[redacted]
M3 - EXECUTIVE MANAGEMENT	HQCA - HEADQUARTERS - CALIFORNIA	United States	[redacted]
PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
		United States	[redacted]
PS2 - SYS ORIENTED PROFESSIONALS - MGMT	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
		United States	[redacted]
PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
		United States	[redacted]
PT1 - TECH PROFESSIONALS - INDIV CONTRIB	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
		United States	[redacted]
PT2 - TECH PROFESSIONALS - MGMT	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
		United States	[redacted]
PT3 - TECH PROFESSIONALS - SR. MGMT	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
		United States	[redacted]
S1 - SALES - INDIVID CONTRIB	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
		United States	[redacted]

CONFIDENTIAL

Reasonable Recruitment Labor Area Distributions

Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group and Description	*Location and Description*	*Area*	*Area Distribution Percent*
S2 - SALES - MGMT	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area United States	[redacted]
S3 - SALES - SR. MGMT	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area United States	[redacted]
T1 - TECHNICAL - NONEXEMPT IC	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]
T2 - TECHNICAL - EXEMPT IC	HQCA - HEADQUARTERS - CALIFORNIA	San Francisco-Oakland-Fremont, CA Metro Area	[redacted]