



PERSONAL AND CONFIDENTIAL

MEMORANDUM

Date: July 3, 2017
To: Nicole Alexander
From: Nicole Lurie, Sr. Employment Practices Consultant
Subject: Investigation Results

This letter is written confirmation of the results of the salary review conducted by Human Resources on your behalf following your April 10, 2017 email. You and I spoke on April 18, 2017 and April 26, 2017, after I was assigned to look into your concerns. You alleged that your salary was low and wanted to know how it compared to others because following your voluntary relocation from New Hampshire to California, specifically the Bay Area, you felt you were paid lower than what other tech companies were paying in the area. You also said that although your manager had given you two "little" increases, in part because of your move, you were still making less in California due to the higher cost of living, including state taxes and higher rent.

We conducted a thorough investigation of your concerns that included interviews with you, your manager, other employees and management. We also reviewed various records, emails, and files, including information and documentation you have provided relevant to this investigation.

Our investigation found no evidence that gender, race or anything else inappropriate factored into the compensation decisions within your department. We did find that there are variations in pay due to legitimate business reasons such as performance levels, job scope and responsibilities, and overall contribution to the business.

Our investigation also found that your manager supported your voluntary request to relocate to California, even though there was no business need for you to relocate. We also found that while it is not standard practice to provide pay adjustments for voluntary relocations, your manager did give you an increase in pay, in fact the largest increase during the FY2016 focal process, to help with your voluntary move to a geography with a higher cost of living.

Based on our investigation, we did not find any reason that would require a pay adjustment at this time, however, you are encouraged to speak with your manager and HRBP about your pay. They can provide suggestions pertaining to your performance and contributions that will better support consideration of a pay increase should there be available budget during a future focal process.

Exhibit P-119



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You have indicated that you have provided all the information and documentation relevant to this investigation. If in the future you obtain any additional documentation or information that you believe might impact the decision made in this investigation, please let me know.

Let me remind you that the contents of this investigation are confidential, and will be disclosed only to those individuals who have a legitimate business need to know. Also, as noted in Oracle's Employee Handbook and Code of Conduct, there will be no reprisal or retaliation for good faith reporting of concerns.

Thank you for informing us of your concerns. Should you have any questions regarding the investigation, please do not hesitate to contact me at 650-506-6648. If you have any future questions or concerns please contact your HRBP or Oracle's Integrity Helpline at 800-679-7417.