

**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

**CORRECTED DECLARATION
OF VICTORIA THRASHER IN
SUPPORT OF ORACLE
AMERICA, INC.'S MOTION TO
SEAL PORTIONS OF
PLAINTIFF'S MOTION TO
COMPEL ORACLE'S
COMPENSATION ANALYSES**

DECLARATION OF VICTORIA THRASHER IN SUPPORT OF MOTION TO SEAL

CASE NO. 2017-OFC-00006

4125-6572-3677

Exhibit P-285

**UNITED STATES DEPARTMENT OF LABOR
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Plaintiff,

v.

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**DECLARATION OF VICTORIA
THRASHER IN SUPPORT OF
ORACLE AMERICA, INC.'S
MOTION TO SEAL PORTIONS
OF PLAINTIFF'S MOTION TO
COMPEL ORACLE'S
COMPENSATION ANALYSES**

I, Victoria Thrasher, declare as follows:

1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") Motion to Seal limited portions of Plaintiff's Motion to Compel Oracle's Compensation Analyses (hereinafter "Motion"). 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 of this year, 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 compensation and job architecture-related information that Oracle maintains as confidential and have knowledge of the business reasons for doing so. I have reviewed Exhibits 3 and 46 to the Declaration of Laura Bremer in Support of Plaintiff's Motion. I have also reviewed redacted versions of the same which are attached hereto as **Exhibit A** and **Exhibit B**. I describe the redacted material in the paragraphs that follow.

4. As explained in more detail below, the redacted portions of Plaintiff's Motion contain confidential, proprietary information which if publicly disclosed would damage Oracle's competitive standing and give Oracle's competitors an unfair advantage, and/or violate the

DECLARATION OF VICTORIA THRASHER IN SUPPORT OF MOTION TO SEAL

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privacy of Oracle employees.

5. Oracle is one of the world's leading technology companies. It has built a reputation for developing some of the best hardware and software in the world, capable of solving the most technologically complicated problems of our day. Becoming a leading technology company was no easy feat: it required strategic thinking about product development and company growth, as well as amassing a talented set of employees.

Portions of Plaintiff's Motion That Divulge Oracle's Confidential Affirmative Action Workforce Analysis Data

6. The redacted portions of Exhibit 3 to Plaintiff's Motion, which is attached hereto as **Exhibit A**, consists of Oracle's Affirmative Action Plan Workforce Analysis Data ("AAP Data"). Oracle's AAP Data provides competitively significant information about Oracle's workforce. The AAP Data provides a detailed accounting of the number of Oracle employees in specific job titles, and 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 AAP Data also divulges the number of employees falling into each job title and their salary codes based on race and gender. Therefore, the AAP Data identifies the size, structure, and overall composition of Oracle's workforce.

7. The AAP Data conveys more than just the number of employees in each job title and those employees' salary codes; they communicate 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.

8. 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 AAP. 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 AAP.

9. Allowing Oracle's competitors to grow and restructure with the aid of the AAP 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. 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.

10. 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 an 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.

11. If the AAP 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.

12. 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 AAP 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.

13. 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.

14. The information contained in the AAP Data may reveal the identity of specific Oracle employees, and 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 AAP

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.

15. 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.

Portions of Plaintiff's Motion That Contain Confidential and Proprietary Compensation-Related Material

16. The redacted portions of Exhibit 46 to Plaintiff's Motion, which is attached hereto as **Exhibit B**, contain confidential and proprietary information about Oracle's compensation structure, and more particularly, the specific premium percentages that Oracle will pay to attract candidates.

17. This information loses its competitive value if not maintained as confidential. The information concerning Oracle's compensation structure – the premiums Oracle deems appropriate to pay to attract certain talent – were developed through expending significant time and effort studying the labor market and continuously adjusting Oracle's recruiting strategies and competitive offers over the years. Oracle uses salaries and premium pay to compete for talent, and with knowledge of this information, Oracle's competitors could, without expending any cost or effort, adjust their offers to outbid Oracle for talent.

18. As explained in paragraph 10, a significant component of Oracle's success has been its ability to cultivate and maintain a valuable, talented, and loyal workforce to create and support the products and services Oracle provides to its customers. Oracle competes for talent in

an industry that is constantly and quickly evolving, and the competition among the companies is fierce. Oracle competes with both large and emerging companies. Public disclosure to Oracle's competitors of the premiums Oracle pays to attract talent would undermine its ability to attract talent, while empowering its competitors. Oracle's competitors would be able to use this information to develop salary offers to outbid Oracle in hiring or to poach Oracle's existing employees. That would cause Oracle substantial competitive harm because its business is entirely dependent upon its talented employees.

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 July 1, 2019.

A handwritten signature in blue ink, appearing to read "Victoria Thrasher", written over a horizontal line.

VICTORIA THRASHER

DECLARATION OF VICTORIA THRASHER IN SUPPORT OF MOTION TO SEAL

EXHIBIT A

EXHIBIT 3

EXHIBIT 3

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

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

1/1/2014

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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.

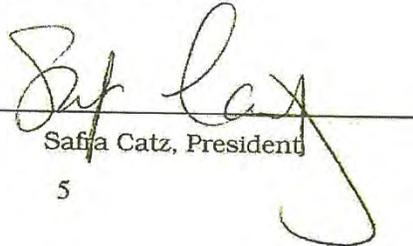
Oracle is committed to providing a work environment that is free of discrimination. Oracle does not tolerate harassment of any kind, including harassment based on race, color, national origin, sex, marital status, sexual orientation, gender identity, age, religion, disability, protected veteran status, 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



Safia Catz, President

1/1/2014

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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.

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.

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 implementing 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 implementing regulations or VEVRAA and/or its implementing regulations.

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.

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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Market Research Analyst 3		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Senior Administrative Assistant		2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Product Marketing Analyst 3		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Graphics Designer 4-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: OAKR - AIT, EIT, MOS IT, AND Sun Impl. IT

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Market Research Analyst 3		2										
	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

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OAKR - AIT, EIT, MOS IT, AND Sun Impl. IT

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	QA Manager-ProdDev		1.2										
	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

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
Department: OAKR - AIT, EIT, MOS IT, AND Sun Impl. IT

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Project Manager 5		2										
	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										

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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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Senior Administrative Assistant		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Marketing Analyst 4		2										
	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

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: 0ANH - Public Relations

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Business Development Consultant 3-Co		4										
	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				Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities	Total	White				
	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: OANK - Alliances Operations

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Business Planning Manager-Ops		1.2										
	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: OAPS - Advanced Product Support - Field Service

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Systems Analyst 4-Support		2										
	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: OARV - On Demand - Global

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Customer Service Manager-Support		1.2										
	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

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		Total	White	Black	Asian	Native American	Hispanic	Pacific islander	Two or more races
				Employees	Minorities								
	Technical Analyst 5-Support		2										
	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
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**Work Force Analysis
Analysis Data as of 01/01/2014**

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
Department: 0ARV - On Demand - Global

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Senior Administrative Assistant		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Customer Service Account Management		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>										
				<i>Employees</i>	<i>Minorities</i>	<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>	
	Product Mgmt/Strategy Snr Director-P		1.2											
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>										
				<i>Employees</i>	<i>Minorities</i>	<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>	
	Project Manager 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: OBDH - NAA HCM

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Telesales/Internet Sales Snr Manager		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										
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 - Acquisition GBUs

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Manager/Strategy 3-ProdDev		2										
	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
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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01, HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: 0BHH - Acquisition GBUs

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Technical Analyst 5-Support		2										
	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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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OBHH - Acquisition GBUs

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Senior Consultant		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	IT Business Implementation Analyst 3		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Security Director-Fac		1.2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	IT Snr Director		1.2										
	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										

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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more</i>
				<i>Employees</i>	<i>Minorities</i>								
	Telesales/Internet Sales Manager		1.2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Customer Service Snr Manager-Support		1.2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Manager/Strategy 3-ProdDev		2										
	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

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: 0BPH - ST & Applications Development

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Database Administrator 4-IT		2										
	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										

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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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Technical Writer 5-ProdDev		2										
	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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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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Product Mgmt/Strategy Snr Manager-Pr		1.2										
	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										

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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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Software Developer - Architect		1.2										
	Software Development Director		1.2										
	Technical Writer Snr		1.2										
	Director-ProdDe		1.2										
	IT Snr Director		1.2										
	Product Mgmt/Strategy Snr		1.2										
	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										

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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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Training Coordinator-A4		5										
	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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**Work Force Analysis
Analysis Data as of 01/01/2014**

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
Department: 0BPH - ST & Applications Development

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Software Developer 2		2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific islander	Two or more races
				Employees	Minorities								
	Buyer 4-Fin		2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Mfg & Distribution Snr Manager		1.2										
	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: OBQH - SUN Integration

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Business Planning VP-Ops		1.2										
	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: OBQH - SUN Integration

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Supply Chain Analyst 3		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	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: 0BWW - Systems/Storage

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Software Developer 4		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Hardware 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: OCEK - IGBU

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Mgmt/Strategy Director-ProdD		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: OCFG - Corporate Accrual & Other

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Facilities Manager		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: 0CFJ - IT Executive Management Operations

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Project Manager 5		2										
	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: OCGP - CFO Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Accountant 4-Fin		2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Compensation Consultant 4-HR		2										
	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										

*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: OCGP - CFO Operations

Incl/ Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Workforce Metrics Intelligence Analy		2										
	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										

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 Grade	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Mfg & Distribution Snr Manager		1.2										
	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										

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: OCGP - CFO Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Legal Counsel 3		2										
	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										

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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	HR Director		1.2										
	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										

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: OCGP - CFO Operations

Incl/ Excl	Job Title	Salary Grade	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Internal Audit Snr Director-Fin		1.2										
	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										

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: OCGP - CFO Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Mfg & Distribution VP		1.2										
	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										

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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Administrative Assistant A2		5										
	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										

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: OCGP - CFO Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Customer Service Representative 2-Op		2										
	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: OCGP - CFO Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Customer Service Representative 3-Op		2										
	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: OCGP - CFO Operations

Incl / Excl	Job Title	Salary	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Programmer Analyst 2-IT		2										
	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: OCGP - CFO Operations

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Legal SVP		1.1										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	IT 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: 0CHD - Global Networks

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific islander	Two or more races
				Employees	Minorities								
	IT Business Implementation Analyst 3		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
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: OCHE - Applications Management Services

Incl / Excl	Job Title	Salary	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	IT Business Implementation Analyst 3		2										
	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

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

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OCIN - Global Customer Program

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Marketing Analyst 4		2										
	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	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Applications Developer 3		2										
	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

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OCKH - Total Service Engineering

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
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: 0CLL - NAA CRM Sales Auto

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Applications Sales Representative IV		4										
	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
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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OCLY - HW-OD

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific islander	Two or more races
				Employees	Minorities								
	Internet Sales Consulting Manager		1.2										
	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

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							Two or more races		
				Employees	Minorities	Total	White	Black	Asian	Native American		Hispanic	Pacific Islander
	Staff Internet Sales Consultant		4										
	Telesales/Internet Sales Manager		.2										
	Senior Internet Sales Consultant		4										
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: OCMF - HW Channel Alliances

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Telesales Channel Representative III		4										
	Channel Sales Representative II		4										
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: OCMH - HW- ESG

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

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OCMQ - BUSINESS PLANNING SUPPORT

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

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: 0CQT - North America Hardware

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Principal Sales Consultant		4										
	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
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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OCRT - Product Developmnt Executive Office

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

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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 Rate	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific islander	Two or more races
				Employees	Minorities								
	Principal Internet Sales Consultant		4										
	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
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Work Force Analysis
Analysis Data as of 01/01/2014

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
Department: OCWL - NAS Lic Without CRM OD

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Business Analyst 5-Ops		2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Solution Specialist Snr Director		1.2										
	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: OCWL - NAS Lic Without CRM OD

Incl / Excl	Job Title	Salary	EEO Code	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities									
	Telesales Business Development Manag		1.2											
	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

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

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: 0CWL - NAS Lic Without CRM OD

<i>Incl/ Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
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: 0CYT - Public Cloud Development

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	QA Analyst 3-ProdDev		2										
	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: 00CYT - Public Cloud Development

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Software Developer - Architect		1.2										
	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

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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Program Manager 3-ProdDev		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>											
				<i>Employees</i>	<i>Minorities</i>	<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>		
	IT VP		1.2												
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Database Administrator 3-IT		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	President		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: 0ECU - College Recruiting

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Employment Spec 4		2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Applications Sales Representative IV		4										
	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 Grade	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	License Management Analyst 3-Fin		2										
	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

ORACLE_HQCA_000005102

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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Principal Consultant		2										
	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

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OGAS - Data Center Operations

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	IT Business Implementation Analyst 3		2										
	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

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 Grade	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Business Analyst 4-Ops		2										
	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: OGDM - Americas Field Marketing

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Marketing Comm / PR Snr Manager		1.2										
	Marketing Comm / PR 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: 0GEB - Support

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Grade</i>	<i>EEO Code</i>	<i>Total</i>												
				<i>Employees</i>	<i>Minorities</i>	<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>			
	Product Support 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: 0GFO - Oracle Conferences and Events

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Marketing Comm / PR Specialist 4		2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Marketing Comm / PR Specialist 4		2										
	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: OGGB - NAA Midsize

Incl / Excl	Job Title	Salary Rate	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Applications Sales Representative IV		4										
	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

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 Grade	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Principal Consultant		2										
	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: OGGP - Global Sales Support

Incl / Excl	Job Title	Salary Grade	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Solution Specialist V		4										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Product Mgmt/Strategy Director-ProdD		1.2										
	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: OGGP - Global Sales Support

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Business Analyst 3-Ops		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Grade</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Chairman of the Board		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: OITR - OU Global Products & Services

Incl / Excl	Job Title	Salary Rate	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific islander	Two or more races
				Employees	Minorities								
	Course/Curriculum Dev 4-Training		2										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Grade</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Marketing Analyst 5		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

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

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OKDL - FSGBU

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Consulting RVP		1.2										
	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: OMST - Technology Product Marketing

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Marketing Analyst 3		2										
	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: ONAB - NA Channels Apps Region

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Rate</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	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: 0NCJ - NAA SC

Incl/ Excl	Job Title	Salary Grade	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Senior Sales Consultant		4										
	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: ONFY - Education Americas HQ

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Business Planning Snr Director-Ops		1.2										
	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: ONGA - Education IT Services

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	System Administrator 4-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: 0NIZ - CGBU- MARKETING

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Marketing Research 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: 0NJB - EPM GBU - MARKETING

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Marketing Analyst 4		2										
	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: 00AE - NAA ERP Products

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Applications Sales Representative IV		4										
	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: 00CY - Oracle Marketing

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Marketing Research Manager		1.2										
	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: 00CY - Oracle Marketing

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Marketing Comm / PR Snr Director		1.2										
	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

<i>Incl/ Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>							<i>Two or more races</i>		
				<i>Employees</i>	<i>Minorities</i>	<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>		<i>Hispanic</i>	<i>Pacific Islander</i>
	Senior Telesales 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: 00EK - Latin America HQ

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Business Development VP - Sales		1.2										
	Budget/Finance 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: OOGD - Advanced Product Support - Sales

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>							<i>Two or more races</i>		
				<i>Employees</i>	<i>Minorities</i>	<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>		<i>Hispanic</i>	<i>Pacific Islander</i>
	Services 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: 00HI - Advanced Product Support

Incl / Excl	Job Title	Salary Code	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Product Manager/Strategy 4-ProdDev		2										
	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: 00IY - Applications Product Marketing

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Marketing Analyst 4		2										
	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: 00KK - Standard Product Support

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Product Support VP		1.2										
	Technical Analyst 3-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: 0OOD - OFFICE OF DELIVERY

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Snr Principal Instructor-Training		2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Corporate Development Analyst 3-Ops		2										
	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

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

Incl / Excl	Job Title	Salary Grade	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Business Development Consultant 3-Co		4										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Senior Administrative Assistant		2										
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Consulting Project Snr Principal Con		2										
	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: OTSS - Field Services

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	IT Supervisor		1.2										
	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: OUAA - SPS - Delivery

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Technical Analyst 4-Support		2										
	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	EEO Code	Total		Total	White	Black	Asian	Native American	Hispanic	Pacific islander	Two or more races
				Employees	Minorities								
	Senior Sales Consultant		4										
	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: OUAJ - SPS - Executive Management

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
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: 0UBX - SPS - Service Management

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>										
				<i>Employees</i>	<i>Minorities</i>	<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific islander</i>	<i>Two or more races</i>	
	Customer Service Account Management		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: OUDJ - Support Renewals

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>		<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
				<i>Employees</i>	<i>Minorities</i>								
	Business Analyst 4-Ops		2										
	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

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

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Department: OUFQ - OU Global Operations

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>										
				<i>Employees</i>	<i>Minorities</i>	<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>	
	Business Analyst 4-Ops		2											
	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		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races
				Employees	Minorities								
	Senior Sales Consultant		4										
	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

<i>Incl / Excl</i>	<i>Job Title</i>	<i>Salary Code</i>	<i>EEO Code</i>	<i>Total</i>									
				<i>Employees</i>	<i>Minorities</i>	<i>Total</i>	<i>White</i>	<i>Black</i>	<i>Asian</i>	<i>Native American</i>	<i>Hispanic</i>	<i>Pacific Islander</i>	<i>Two or more races</i>
	Technology Sales Representative III	█	4	█									
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Administrative Assistant A2				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Executive Driver				
Totals		Total #	Total %		

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Job Group: C1 - STUDENT INTERN

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Student / Intern				
Totals		Total #			
Totals		Total %			

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Job Group: M3 - EXECUTIVE MANAGEMENT

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Chairman of the Board				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Accountant 1-Fin				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Contracts Administrator 3-Fin				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Executive Protection Agent 4				
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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ORACLE_HQCA_000005156

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA

Job Group: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Legal Counsel 3				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Program Manager 2-ProdDev				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Supply Chain Analyst 2				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Accounting Director-Fin				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Controller Director-Fin				
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-Support				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Internal Audit Director-Fin				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Product Marketing Snr Director				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Treasury Director-Fin				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Budget/Finance VP				
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: PSS - SYS ORIENTED PROFESSIONALS - SR. MGMT

<i>Location</i>	<i>Job Title</i>		<i>Total Employees</i>			
			<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
Totals		Total #				
		Total %				

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Applications Developer 1				
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

Location	Job Title	Total Employees			
		Persons	Percent	Female	Minority
HQCA	Product Manager/Strategy 3-ProdDev				
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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ORACLE_HQCA_0000005168

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

Plan: 01.HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
Job Group: PT1 - TECH PROFESSIONALS - INDIV CONTRIB

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>		<i>Female</i>	<i>Minority</i>
		<i>Persons</i>	<i>Percent</i>		
HQCA	Systems Analyst 2-Support				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Adv Customer Service Support Directo				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Software Development Director				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Hardware Development VP				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Alliances Consultant 2				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Internet Sales Representative III				
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 Repr				

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

Plan: 01,HQCA - ORACLE, HEADQUARTERS - CALIFORNIA
 Job Group: S1 - SALES - INDIVID CONTRIB

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Telesales Channel Representative III				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Alliances Director				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Telesales/Internet Sales Snr Directo				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Alliances Vice President				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Data Services Support A4-IT				
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

<i>Location</i>	<i>Job Title</i>	<i>Total Employees</i>			
		<i>Persons</i>	<i>Percent</i>	<i>Female</i>	<i>Minority</i>
HQCA	Internal Customer Tech Support 2-IT				
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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: M3 - EXECUTIVE MANAGEMENT

Total Employees in Job Group: 47

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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: PS1 - SYS ORIENTED PROFESSIONALS - INDIV CONTR

Total Employees in Job Group: 772

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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: PS2 - SYS ORIENTED PROFESSIONALS - MGMT

Total Employees in Job Group: 485

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Factor</i>	<i>Weight</i>	<i>Total Female</i>	<i>Total Minorities</i>
Requisite Skills in Recruitment Area			
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

<i>Job Group</i>	<i>Class</i>	<i>Goal Placement Rate %</i>
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A1 - ADMINISTRATIVE - NON-EXEMPT		
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PS3 - SYS ORIENTED PROFESSIONALS - SR. MGMT		
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PT3 - TECH PROFESSIONALS - SR. MGMT		
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S1 - SALES - INDIVID CONTRIB		
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EXHIBIT B

EXHIBIT 46

EXHIBIT 46

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: 2/26/2015 10:00:40 PM
Subject: RE: Oracle America, Inc. (Redwood Shores, CA) // policies and procedures
Attachments: Global Compensation Training - 2011 Managing Pay Final.pptx

Hi Hoan. I have been looking through documents that aren't promotion documents to see if they have some promotion information in them. I found some additional information on promotions in the PowerPoint compensation slide deck I am attaching. It's just two slides of information on pages 13 and 14. Not sure if it will help but I am sending it anyway. Take care.

Shauna

From: Luong, Hoan - OFCCP [mailto:Luong.Hoan@dol.gov]
Sent: Wednesday, February 25, 2015 10:26 AM
To: Shauna Holman Harries
Cc: Neil Bourque; Lida Daniel; Bill Couch
Subject: RE: Oracle America, Inc. (Redwood Shores, CA) // policies and procedures

Ms. Holman-Harries,

The files "USEmployeehandbook.pdf" briefly mentions about transfers, promotion, and performance/merit. Are there other written policies/guidelines that explain in details of each of the employment activities? If there are detailed, written policies for hiring, promotion, and termination, please provide the policies by Friday, February 27, 2015. It will certainly help OFCCP expedite this compliance evaluation.

Thank you,

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

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From: Shauna Holman Harries [mailto:shauna.holman.harries@oracle.com]
Sent: Thursday, February 19, 2015 11:43 AM
To: Luong, Hoan - OFCCP
Cc: Neil Bourque; Lida Daniel; Bill Couch
Subject: RE: Oracle America, Inc. (Redwood Shores, CA) // policies and procedures

Exhibit No. 29
Witness name:
S. Holman-Harries
Date: 05/08/19
Robin L B O'Sterode CSR APR

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

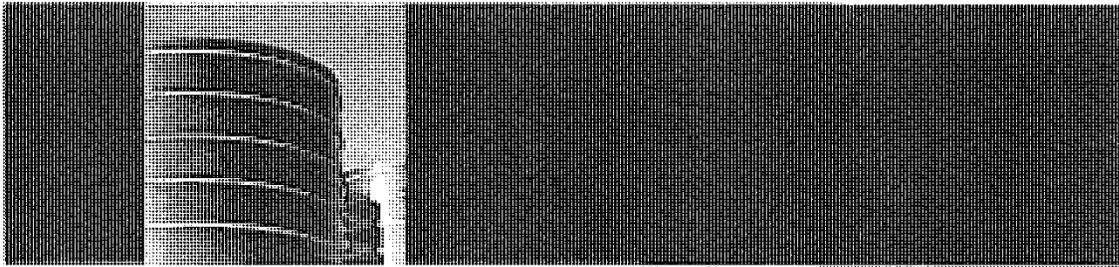
Ms. Holman-Harries,

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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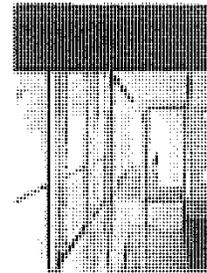
ORACLE®

Global Compensation Training

Managing Pay Module



Compensation Training Overview



- The Oracle Compensation Training for managers includes the following modules:
 - Introduction
 - Job Classification and Global Job Table
 - Salary Ranges
 - Managing Pay
 - Compensation Processes
 - Region specific modules
 - Americas
 - Asia Pacific
 - Europe, Middle East and Africa
 - Latin America



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Summary of Comments on PowerPoint Presentation

Page: 2

Number: 1 Author: Presenter Subject: Presentation Notes Date: 5/3/2019 9:14:43 AM

This is the Managing Pay module for compensation training. There are 8 other modules that have been developed to provide you a basic overview of many topics you should be aware of when managing employees at Oracle. Most compensation information applies globally; however, there are some topics that vary by country and/or region, so the global compensation team developed region-specific modules to cover topics that aren't relevant worldwide. Please review the modules for each region in which you have employees.

Keep in mind that this is simply an overview and it is not designed to teach you everything there is to know about compensation. It is important to work with your local compensation team representative and HR manager on employee compensation issues.



Topics

- Introduction
- General Principles
- Setting pay for:
 - Recruitment
 - Promotions
 - In-country transfers to a new role
 - Voluntary employee transfers from one country to another (not international assignments)
- Off cycle reviews

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Number: 1 Author: Presenter Subject: Presentation Notes Date: 5/3/2019 9:14:43 AM
In this module, we will discuss the general principles of managing pay for your employees. We will go through examples of how to set pay when recruiting, promoting and transferring employees, and we will also discuss the topic of off-cycle reviews.



Introduction

- In this module we consider pay management issues when:
 - Recruiting prospective employees
 - Employees are being promoted
 - Employees are transferring to a new role
 - Employees are voluntarily making a cross border transfer – not on assignment
- These activities may involve:
 - Setting the rate for the job
 - Changes in split (base/annual target variable[ATV])
 - Change from commission/variable pay to bonus & vice versa
 - Lateral transfers with and without changes in salary range
 - Transfers between individual contributor IC and M management roles

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Discussions about how to manage pay at Oracle come up in many situations. These discussions will occur during the recruitment of an employee, when giving a promotion to an employee, and when transferring an employee to a new role, or to a new country.

When faced with these situations, most compensation related discussions will be about how to set the base salary for an employee, whether it is a new recruit, a promoted employee, or a transferring employee.

The transfer of an employee to a new role could give rise to more potential compensation adjustments if the move includes a change in variable pay, for example an employee moving from a Consulting role into a Sales Role. What should happen with the base salary? What should happen with the variable in case of such a move?

The intention of this module is to educate you and to give you guidelines on how to handle each of these scenarios.



General Principles

- Compensation and benefits must be in line with the standard for the job
- Employee's salary should take into account:
 - Comparisons with others in group (peers) - equity
 - Relevant knowledge, skills, abilities and experience
- A promotion does not necessarily require a simultaneous salary increase. This would normally be taken care of during the salary increase process.
- Employees must not undertake a new role until the compensation has been fully approved and the appropriate terms and conditions have been accepted.

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Managing pay at Oracle is an art, not a science, and there are various factors at play. Compensation and benefits offered to employees should be in line with the Oracle local standard for the job, but managers should also take into account internal equity, as well as the relevant knowledge, skills, abilities and experience of the employee.

A promotion does not necessarily require a salary increase at the same time, although you should take into consideration the compa-ratio of the employee in the new role if you do promote without an increase. While it is perfectly appropriate for a newly promoted employee to fall in the first quartile of the new range, the compensation team discourages dry promotions where the employee would fall below the range, because eventually getting the employee appropriately positioned in the range following a promotion without an increase can be quite difficult.

It is important to note that employees must not undertake a new role until the compensation elements have been approved and the appropriate terms and conditions have been accepted.



General Principles (2)

- Balance external and internal equity considerations
- Differentiate rewards by performance
- Manage your budget – you will never have enough!
 - Base salaries should be reviewed in a business context, taking account of what the business can afford
- Be honest and open with communications on rewards and performance
- These principles apply globally, but pay rates differ by country

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Setting pay for an employee is not a simple exercise. To make the best decision, it is important that you consider all the relevant pieces of the puzzle; namely, balancing internal and external equity, individual performance levels of your employees, and your overall budget.

Internal equity is considering how much you pay your employees relative to one another. In addition to salary, variable compensation and stock options are other tools you can use to differentiate pay to give more to your "stars". When you are making pay decisions consider internal equity, and be as fair as possible. Differences need to be based on fair, justifiable and non-discriminatory criteria. Focus on results, which is not always the same as effort. Some employees try really hard, but for whatever reason, do not come through with the desired results. It is important to coach these employees to turn effort into results, where possible, so that they will be rewarded in the future.

Once again, it is important that your employees know the factors that you consider when making pay decisions if you want these factors to shape individual behaviors. If an employee believes he or she will get the average salary increase regardless of his or her performance, there is no motivation from a monetary perspective for him or her to expend extra effort to improve performance. You SHOULD NOT MAKE SPECIFIC PROMISES HERE, rather it is important to communicate that if an employee achieves all of his or her objectives, he or she will be rewarded more than an employee who does not. As a manager, you can give examples of possible rewards, such as getting promoted faster, getting a larger share of the bonus pool relative to lower performers at the same level, or getting a better than average salary increase when salary increase budgets become available.

It is important for managers to be open and honest with their employees when it comes to rewards and performance. However, it is equally important that employees know that there are no guarantees.



Other Observations

- There is no data to support a direct link between compensation alone and attrition.
- Some short term internal equity distortions, caused, for example, by acquisitions, cannot be always be rectified immediately.

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Be careful when analyzing pay and attrition. It is natural for employees to leave the company for more money, and for them to provide this as the reason for leaving, but other factors generally prompted them to look outside in the first place. Examples of such factors may include, lack of career development, poor management, and working environment - for instance excessive amounts of travel and/or overtime.

It is important to note that sometimes acquired employees have higher salaries than the legacy Oracle groups, and we are not able to rectify the inequity immediately. In Europe and many other parts of the world, legislation requires the company to retain the salaries of the acquired employees.



Recruitment

- Each job is assigned a salary range that is unique to the country
 - The midpoint of the salary range represents the base salary a fully competent employee performing as expected
- When recruiting you should consider the value of the "total reward" rather than salary alone, both tangible and intangible:
 - Value of base salary, annual target variable (ATV)/bonus, Benefits (retirement plan, medical, life and disability insurance, car/car allowance, etc)
 - Oracle experience, training, career development, long term opportunities, location etc

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If you seek to recruit externally a person already in a similar role, who is fully competent, you may have to pay a salary higher than average to attract him or her. If you consider offering a higher base salary, don't forget to account for the other elements that Oracle has to offer, including great benefits, employee training, career development and long term opportunities. If the candidate would have potential gains in variable pay or in the value of the benefits package, this should not be overlooked when setting the base salary for a new recruit.

Selecting the correct global career level for the individual's skill level is key, and please beware of recruiting at an artificially low salary, particularly where a candidate comes from a lower paid sector, as this may give rise to equity issues in the future.



Recruitment (2)

- Example Scenario:
 - Range (from CWB or IWB) 49,000 - 68,000 - 86,000
 - Average salary on team: 65,000
 - Candidates doing the job are earning 63,000 – 75,000
- Recruitment dilemma:
 - Qualified candidates are earning as much or more than existing team members
 - A premium will be required to attract these candidates:
 - say 68,000 (midpoint) x [REDACTED] higher than midpoint and Oracle average)
 - Would increase costs and pay pressures within the group
 - But could still recruit as pay requirement is still within range

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In this scenario, we are looking to recruit someone to fill a role with a range of 49,000 to 86,000, and a range midpoint of 68,000. The average salary of the peers on the team is 65,000, but the qualified candidates doing the same job are earning 63,000 to 75,000.

Oftentimes, a premium of [REDACTED] will be required to lure a candidate away from his or her current job. In this case, we would probably have to pay above the midpoint, and above the peer average just to get the candidate to join Oracle.

While it is possible to make an offer that is above the midpoint, please keep in mind the following when making a premium offer:

The high offer may cause pay pressure within the team, and longer tenured employees may be disgruntled because the new hire has a higher salary.

The performance of the candidate has not been tested – you may be employing an average performing employee at an above average salary. There may be some potential for equal pay claims, employee relations issues and attrition among the peers



Recruitment – Alternative Strategy

- External applicant has minimum qualifications for the position, may be from non tech company:
 - Applicants at this level currently earning 54,000
 - Ready for promotion/stretch
 - Oracle average 65,000
 - An attractive offer can be made at a salary lower than 65,000
 - Below grade midpoint of 68,000
- Advantages:
 - Hiring salary, say, between 56,500 – 60,000 depending upon assessed performance potential, background etc
 - Keeps costs down
 - No equity issues
 - Recruit motivated – career progression, Industry experience
 - Scope to progress salary as employee progresses

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If we take a different approach to hiring into the same job mentioned in the previous slide, with a midpoint of 68,000 and Oracle average of 65,000, we could hire a qualified applicant who may be from a non-technical company and we may be able to offer a lower salary. In this situation, we could offer a salary between 56,500 and 60,000, and this would still be within the range, which is 49,000 to 86,000, but it wouldn't cause equity issues among the team. The recruit may be motivated by the opportunity for career progression and the industry experience, and we do not have to pay a premium to get him or her to join the team.



Changing Roles

- **Example Scenario: Move from low paid to higher paid role**
 - Current mid point: 49,400
 - New mid point: 49,400
 - Individual's base salary 57,000
 - Current split 70/30: OTE 81,000
 - New split 50/50: OTE 114,000 (if moved with no change to base)
 - New role average base salary 61,500 (from dept data)
- **Recommendation:**
 - Base 53,000 + ATV 53,000 = OTE 106,000
 - Overall increase on current package – 30%
 - OTE 15% less than existing job holders
 - 8% reduction in base:
- **In addition it may also be necessary to move to lower career level if employee does not have the skills for the level in the new role.**

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Internal transfers are a daily occurrence at Oracle, and while a pay adjustment isn't always necessary, it should be standard practice to review the compensation of an employee transferring from one role to another.

In this scenario, the employee is transferring from one role to another with the same career level, salary grade, and benefits. At first glance, it would seem acceptable to just move the employee to the new role without changing base salary. However, the new role has a different pay mix, so the annual target variable (ATV) is increased by 237% and the on target earnings (OTE) are increased by over 40% if salary is not reduced.

In this situation, the compensation recommendation would be to reduce the base slightly in order to position the employee more appropriately on the team in terms of experience and role within the team. Even though we have suggested to reduce the base salary, the employee's total earnings potential still increases by over 30%, and this recommendation ensures that we don't cause internal equity concerns because we have positioned the new employee a bit lower than existing incumbents.



Changing Roles (2)

- Example Scenario: current and new role in same salary band but new role has lower annual target variable:
 - Salary range midpoint for both jobs: 57,900
 - Employee's current salary 54,600
 - Employee's current OTE (50:50 Split) 109,200
 - Split for new role: 70/30
 - Average salaries of both jobs 56,000
- Recommendation:
 - Salary: 56,000
 - OTE: 80,000

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There are also internal transfer situations where the on target earnings will be reduced dramatically upon transfer. This is a difficult sell but the new role has less risk and the employee has the choice not to take it. In this scenario, the new OTE has a standard 70:30 split and we've included a small increase in base salary, from 54,600 to 56,000, which is the average base of the incumbents already in the job. It is important to remember that the employee must be paid the appropriate rate for the new job, regardless of earning potential in his or her prior role. You should not be tempted to maintain the earnings of an employee who has a desire to change roles.

Alternatives to this scenario may include the following:

If the new peer group average salary was higher, say 63,000, the employee's base salary could have been enhanced by a small amount, assuming there is no material difference in skills and experience. This would put him or her closer to peers, and the employee would also be better positioned for future promotions.

On the other hand, if the new peer group average salary was lower, say 52,000, the employee's base salary may need to be reduced in order to maintain internal equity. While reducing base salary is very difficult, it is not impossible when done for the right reasons. In this situation, the employee's base salary could stay as it is but you would need to carefully consider internal equity and whether the salary level can be justified on the grounds of a genuine material difference.



Promotions

- A promotion is a move from a job in one career level to a job in a higher career level with greater responsibility and impact on the Company's business.
- Promotions are not always accompanied by a salary increase but:
 - Benefits may increase
 - Incentive earnings may be different, higher leverage, and lead to increased earnings potential
- Pay does and should vary between individuals, but variations must be due to a genuine material difference
 - Experience, knowledge, skills, performance, etc.

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As defined, a promotion is a move from a job in one career level to a job in a higher career level with greater responsibility and impact on the company's business. Promotions are not always accompanied by a base salary increase, but benefits and incentive earnings may increase for the employee.

If an employee is positioned very low in his or her current range, or has a salary that is not in line with the peer group in the new role, a promotion without a salary increase could cause internal equity issues, and may even cause the employee to fall below the minimum of the new range.

Therefore, it is strongly recommended that promotions without salary increases do not take place unless the individual's pay is appropriately positioned in the new range and peer group. In Canada, employees are required to be paid within the range, so a promotion without an increase that would put the employee below the new range is strictly prohibited.



Promotions – More Difficult Issues

Situation 1:

- Employee's current salary is very high in the current salary range and without an increase would also be high in the range for the new position:
- Consider
 - Promotion without pay increase
 - Total pay – does the total compensation/incentive opportunity increase?

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In this first scenario, a promotion without an increase would probably not cause issues. While most employees would prefer an increase in salary to go along with the increased responsibility that comes with getting promoted, this employee would be positioned high in the new range, so there is little risk involved in terms of the new group of peers. If the promotion leads to an increase in annual target variable, or if the benefits increase with this promotion, these would be good selling points for the employee without having to increase his or her base salary.



Promotions – More Difficult Issues

Situation 2:

- Employee is to be promoted from IC to M level job
- Consider
 - No link between IC level and M level roles
 - Has the employee to be promoted had management experience?
- Total pay – does the overall package improve?
 - Base pay: how does the current base pay compare to the new peer group?
What level of salary increase should be given in recognition of additional responsibilities
 - While it is good practice to increase salaries for significant promotions such as a promotion to management, it may not be necessary in all cases.

The last scenario we will describe is the promotion from an individual contributor level to a management position.

The first decision to be made is to determine which M-level should be used. Remember, there is no direct link in our career paths between IC-levels and M-levels. In determining the level, you would factor in the size of the team, the scope and complexity of the position, and whether or not the employee has previous management experience.

Once you have determined the appropriate management level, and what specific job code will be applicable, you need to look at the overall package of the new position, including base salary, variable or bonus pay, and benefits eligibility. While it is good practice to increase base salary in recognition of a promotion to management, in some cases, the overall compensation package will improve, even without an increase in base salary.

As mentioned previously, it is recommended that promotions without salary increases do not take place unless the individual's pay is appropriately positioned in the new range or peer group.



Cross-Border Transfers

- A cross border transfer is a permanent move from one country to another. It is NOT an assignment.
- Pay levels for the same job differ markedly from country to country even where currency is the same, eg. in Europe several countries use the Euro but have different salary ranges
- You should pay appropriately in the new country. Do NOT simply transfer at the same salary level converted to the new currency.
- If the employee's job code is not changing in the transfer, use the employee's current compa-ratio as a starting point to determine the base salary in the new location, provided that will not place the employee below or above the new range.
- If the move is a promotion you should consider adopting the principles outlined earlier in this module.
- The new country benefits apply.

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For cross-border, or international transfers, you will need to use the ranges in both the current and future country in order to determine the appropriate base salary for the employee in the new country. In most circumstances, the methodology to determine salaries for international transfers is to use the employee's current compa-ratio, and keep it constant upon transfer, provided that the employee is not changing job codes.

It is important to note that even though many countries share a common currency - the Euro in Europe, for example - the ranges that are appropriate in each country are going to be based on the local labor market, so they will not be the same.

To further explain, an employee transferring from Germany to Slovakia will be paid in Euro in both locations. However, the midpoint for the job in Germany is 60,500 and the midpoint for the same job in Slovakia is 31,600. This is almost a 50% differential. If the employee is paid 58,000 in Germany, his or her compa-ratio is 95%. Therefore, we should adjust the employee's base salary so that he or she is paid 95% of the midpoint in Slovakia, which is 30,270. While this may seem like a huge pay cut, the employee will be in the exact same position within the Slovakia market as he or she was in the German market.

In cases where the employee's current compa-ratio is extremely high, or extremely low, we look to the new peer group, while keeping in mind the employee's current position. For example, if an employee has a compa-ratio that would put him or her below the new range minimum, we look to the new peer group average and then take into account the low current compa-ratio. In this case, the employee would transfer at the low end of the peer group, but never below range. The same applies for employees who would be over range maximum. The employee would transfer at the high end of the peer group, but never above range.

In the case of a cross border transfer, the move is generally a lateral one with no change in the job level or compa-ratio. However, occasionally, the move also involves a complete change in job family and/or level. In this case, the salary is established in the same way as a new hire.



Salary Increase Reviews

- Use the salary increase review for:
 - Promotions
 - Promotions that were not accompanied by a salary increase
 - Rewarding performance
 - Addressing equity issues where differentials are not justified on the grounds of
 - Knowledge
 - Skills
 - Experience
 - Some other measurable non-discriminatory factor

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The salary increase process is the most common time for promoting and giving base salary increases to employees. You should use your salary increase budget wisely and first recognize your top performers and those employees who were promoted without an increase at some other point during the year. You should also use the salary increase process to address issues where differences in salary are not justified on the grounds of knowledge, skills, experience or some other measurable, non-discriminatory factor. A measurable non-discriminatory factor could include size of quota or target, size or complexity of a project, or span of control.



Off-cycle Reviews

- An off cycle review may be required for:
 - Promotion
 - Competitive counter offer
 - A change between commission and bonus based compensation
 - A change of job to a different on-target earnings (OTE) split

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Off-cycle reviews are not very common at Oracle, but they do occur. An off-cycle increase may be necessary to accompany a promotion with a significant increase in responsibility, to counter an offer from a competitor, or to fill a gap that may be left if an employee job change involves a change in variable earnings.



Business Justification

- Business justification should include, as appropriate:
 - **Impact on the business if the employee leaves**
 - quantify the impact, potential loss of revenue, impact on leadership (manager), unique skills
 - **Flight Risk**
 - assessment of the risk of the employee leaving company and impact
 - **Internal equity concerns**
 - **Track record**
 - performance record, talent review board recommendations (if appropriate), sales performance compared to peers, delivery against targets, variable earnings history etc
 - **Pay details**
 - comparison with peers, splits, OTE and historical variable/bonus earnings

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A business justification will need to accompany any request for an off-cycle increase. The justification should include the flight risk of the employee if we don't give an increase, the impact on the business if the employee leaves, any internal equity concerns, and the employee's performance record.



More Complex Issues

- Contact your Compensation Analyst any time you need assistance. For example, in the following instances:
 - No range(s) associated with a job(s)
 - A new job that has not existed in country before
 - Difficulty in deciding what to recommend when an employee transfers between roles with different compensation splits or types eg variable vs base
 - Cross-border transfers

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Please work directly with the appropriate compensation contact if you have any questions regarding a compensation-related topic. These situations may involve:

- Needing assistance if there is not a range listed for a specific job in a certain location
- A job that has not existed in a country before, or
- Making a recommendation for an employee transfer.

The list of compensation and HR contacts can be found on the Global HR Website under the CONTACTS link. The contacts are listed by Region.



Remember...

- There are no absolute right or wrong or "one size fits all" answers
- Each situation should be reviewed on a case-by-case basis but the principles should be applied as consistently as possible
- Reasons for the decision should be recorded
- Look at the whole picture, not just the position in the salary grade.
 - Differentials between employees
 - Average salaries and ATV's and OTE's
 - Internal equity
 - Skills, Knowledge, Competencies etc
- The salary and benefits should be set correctly for the new position. Do not try and protect the earnings of the current job
- The increase/change in status should not be backdated
- Where the change is voluntary the employee has the choice not to accept.

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In conclusion, it is important to remember that compensation decisions are made on a case-by-case basis and the circumstances need to be reviewed in each instance. There is not a "one size fits all" solution for managing pay. As we have reviewed, you should look at the whole picture when making a pay decision, including internal equity, average salaries, ATVs and OTEs within the group, as well as the knowledge, skills and competencies of the employee.

Always keep in mind that the salary and benefits should be set appropriately for the new role, regardless of the employee's potential earnings in a previous role.



Tools and Resources

- Your manager
- The local Compensation/HR department
 - the HR Global Website lists compensation contacts & you will find your HR Rep & Manager by checking your ARIA page
- Internal Websites
 - MEE
 - DBI
 - CWB – used for bonus, stock & salary increase processes
 - IWB – shows salary information and history for all employees within your organization
 - HR Global Website, global HR policies

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In a self service organization like Oracle, there are many resources available to educate you on making compensation decisions.

Your manager should be your number 1 resource for compensation-related discussions. He or she can give you direction about compensation decisions made at the line-of-business level. For example, during the salary increase, bonus and stock processes, some LOBs may implement specific strategies on how they want to allocate their budget pools.

Another important resource for you is the local Compensation manager or HR manager for the country in which the employee works. He or she will be able to provide expertise on local practices, processes and requirements for that country. In addition to providing advice on day-to-day comp decisions, the compensation team and HR team can also provide advice for some of the more difficult compensation-related challenges that you may face. You can find your HR Contact and HR Manager by checking your ARIA page. The appropriate compensation contact can be found on the HR Global website.

In addition to personal resources, Oracle has plenty of online resources available to you. There is a wealth of information available through the global HR website and through HRMS applications like Manager Self Service (often referred to as MEE), Compensation Workbench -or CWB- and Information Workbench (often referred to as IWB).

On the HR Global Website you will find the country HR sites, global compensation information, employee handbooks and global policies such as code of ethics and Business Conduct.

Compensation Workbench is used for comp processes such as the Global Corporate Bonus and the Salary Increase Review and on IWB you will find job and salary information and history for all employees within your organization.



Information Workbench (IWB)

- Main View options:
 - Salary
 - Job Information
 - Sales Salary
 - Total Compensation (summarized - Rolling 12 months)
 - US hours worked - great tool to track overtime hours
- Filters:
 - All employees
 - Direct employees
 - By team
 - Per country
- There is also a training video available under: Information and Links / Trainings.

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Information Workbench is accessed via your Compensation Workbench responsibility. IWB is a tool available to assist you in monitoring all compensation related information pertaining to your employees. In addition to base salary history, bonus history, job history and salary range data, IWB enables you to track overtime and exception pay history for US employees in your hierarchy. The data is refreshed every month.

The main view options that you will find on Information Workbench are salary, job information, and sales salary. But you will also be able to find a summarized total compensation overview of your employees. The overview will show what base and variable compensation your employees have received in the last 12 months.

If you want to view specific sections of your organization, there are filters available in Information Workbench. You may filter by country or direct report team, or you may choose to view just your direct employees or all employees who report up to you.

If you have little experience with Information Workbench, you can use the training video that is available in Compensation Workbench under Information and Links and then Training.

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