

From: Atkins, Hea Jung K - OFCCP <Atkins.HeaJung@dol.gov>  
To: Shauna Holman Harries <shauna.holman.harries@oracle.com>  
CC: Neil Bourque <neil.bourque@oracle.com>; Bill Couch <william.couch@oracle.com>; Luong, Hoan - OFCCP <Luong.Hoan@dol.gov>  
Sent: 10/28/2014 9:37:02 PM  
Subject: RE: HQCA 1 of 4

Thank you for your email. I am cc-ing Hoan Luong, who will be reviewing this facility.

Hea Jung Atkins

From: Shauna Holman Harries [mailto:shauna.holman.harries@oracle.com]  
Sent: Tuesday, October 28, 2014 2:32 PM  
To: Atkins, Hea Jung K - OFCCP  
Cc: Neil Bourque; Bill Couch  
Subject: HQCA 1 of 4

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

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

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

Best Regards,  
Shauna Holman-Harries

**ORACLE**

Shauna Holman-Harries - Director Diversity Compliance  
Phone: +1 602 333 9112 | Fax: +1 602 333 9112 | Mobile: +1 480 689 1858

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Exhibit No 20  
Witness name:  
S. Holman-Harries  
Date: 05/08/19  
Room 1824 Bourque, CSR, RFR

Exhibit P-45

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