

# ORACLE

PERSONAL AND CONFIDENTIAL

## MEMORANDUM

**Date:** July 7, 2017  
**To:** [REDACTED]  
**From:** Nicole Lurie, Sr. Employment Practices Consultant  
**Subject:** Investigation Results

This letter is written confirmation of the results of the salary review conducted by Human Resources on your behalf following your April 12, 2017 email. You and I spoke on April 28, 2017, after I was assigned to look into your concerns. You felt that your base salary was on the low side for a senior director position and felt it might be due to your gender. While you didn't know the pay of others, you shared that you hired [REDACTED] as a senior director, reporting to you, and that his pay was 25% more than yours.

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

Our investigation found no evidence that gender or anything else inappropriate factored into the compensation decisions within your department. We did find that there are variations in pay due to legitimate business reasons such as performance levels, job scope and responsibilities, and overall contribution to the business. We also did confirm that [REDACTED]'s base pay is higher than yours; however, we found nothing gender-related in that decision. We found that you were the decision maker for his offer and you based the offer, in part, on the market conditions at that time, and what it would take to get him to accept the offer.

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

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

**Exhibit P-121**



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

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