
From: Lisa Hanson <lisa.hanson@oracle.com>
To: [REDACTED] <[REDACTED]@oracle.com>
Sent: 2/2/2017 6:40:36 PM
Subject: Compensation F/Up - California Equal Pay Act

Hi [REDACTED],

Thanks for the follow-up email. I am not in a position to share data regarding other employees salaries with you, as that information is confidential to those employees. I did, however, review the salaries of other employees in this process. As we discussed, we were unable to substantiate your complaint of unlawful pay disparities based on your gender. To the extent that disparities exist, those differences can be explained by legitimate business factors unrelated to gender.

If you are unhappy with your salary, please work with your management team on this issue.

Thank you,

Lisa Hanson, HCS, TAS
Office: [REDACTED] | Mobile: [REDACTED]
Oracle Human Resources
[REDACTED]

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From: [REDACTED]
Sent: Tuesday, January 31, 2017 11:10 AM
To: Lisa Hanson
Subject: Re: Compensation F/Up - California Equal Pay Act

Hi Lisa,

Thanks for getting back to me on my concern regarding the California Equal Pay Act statute (http://www.dir.ca.gov/dlse/California_Equal_pay_Act.htm) and how it relates to my situation specifically.

My biggest concern with your response is that you are not providing any real data to support your findings, although in my job code the salary band/range is \$[REDACTED] - \$[REDACTED]. My salary is \$[REDACTED]. My salary is significant below the lowest number in this band. By looking at this figure alone, I don't see how that can possibly be fair, even aside from the new statute.

Also, I am confident that there are very few people at Oracle that have 100% identical jobs within the same job code, so I don't think that my situation is unique in this case either.

[REDACTED]

On 1/26/2017 2:21 PM, Lisa Hanson wrote:
Hi [REDACTED],

EXHIBIT 110
Deponent Baxter
Date 7-3-19
Gina Carbone, CSR

This email is to acknowledge the concerns you brought to my attention on October 6, 2016 regarding your compensation. You indicated you work on projects that are visible and key to Oracle's success, you think you are doing a really good job, your salary is low and you want to ensure that you are being fairly compensated as an employee at Oracle. You mentioned a VP promotion was being discussed with your manager and you had concerns as to whether the promotion would be approved given your present compensation and that the promotion was important to you. As you know, I reviewed these concerns. My review included interviews with

Exhibit P-123

you and management, as well as a review of relevant documents and information.

As I explained during our discussion on January 20, 2016, my review did not find any evidence that your gender played a role in decisions that were made with respect to your compensation. Given the nature and scope of your role, which is different than that of your peers, we believe you are being paid appropriately.

I see management rewarded you with a sizable increase in the recent focal as well as promoted you to Vice President, recognizing your contributions to the organization. Congratulations. Management will continue to review your compensation during focal and at other appropriate times.

As a reminder, Oracle has a no retaliation policy for reporting such concerns in good faith about a possible violation of policy. If at any time you have concerns regarding potential retaliation because of bringing such concerns forward, please report any such instance to Human Resources immediately.

Should you have further questions or concerns, please do not hesitate to reach out to me.

Regards,

Lisa Hanson, HCS, TAS

Office: [REDACTED] | Mobile: [REDACTED]

Oracle Human Resources
[REDACTED]

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Thanks, [REDACTED]

[REDACTED] | VP, Product Management

Phone: +1 [REDACTED] | Mobile: +1 [REDACTED]

Oracle Applications Development
[REDACTED]

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