

**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

**DECLARATION OF KATE
WAGGONER IN SUPPORT OF
DEFENDANT ORACLE
AMERICA, INC.'S MOTION FOR
SUMMARY JUDGMENT OR, IN
THE ALTERNATIVE, FOR
PARTIAL SUMMARY
JUDGMENT**

WAGGONER DECLARATION ISO ORACLE'S MOTION FOR SUMMARY JUDGMENT

Exhibit P-274

CASE NO. 2017-OFC-00006

I, Kate Waggoner, declare as follows:

1. I make this declaration in support of Oracle America Inc.'s ("Oracle") motion for summary judgment or, in the alternative, for partial summary judgment. I have personal knowledge of the matters contained in this declaration. If called to testify to the information in this declaration, I could do so competently.

2. 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.

Background

3. I am currently Senior Director, Global Compensation at Oracle, and have been since approximately January 2018. Prior to that I worked at Oracle as Director, Compensation (from approximately November 2014 to December 2017); Senior Manager, Compensation (from approximately March 2012 to October 2014); and Compensation Analyst (from approximately March 2005 to February 2012). I joined Oracle following its acquisition of PeopleSoft, Inc. in 2005; previously I had worked at Time Warner Telecom, J.D. Edwards, and PeopleSoft, all in compensation-related roles. I hold a B.A. in psychology with a minor in statistics from the University of Northern Colorado and an M.A. in human resources and industrial relations from the University of Minnesota-Twin Cities.

4. In my current role, I am responsible for Oracle's global compensation programs; the administration, setup, and rollout of annual focal review, corporate bonus, and equity programs (when offered); overseeing maintenance of and updates to Oracle's global job table; and supervising merger and acquisition (M&A) activities related to compensation, which

involves the transition of acquired employees into Oracle's jobs, pay programs and plans. I report to Phil Jenish, Oracle's VP of Compensation and Workforce Intelligence.

5. Given my current and former roles and long history with Oracle, I am familiar with the breadth of products and services that Oracle develops and offers to customers. I am also familiar, given my role, with Oracle's history of acquisitions.

Oracle's Products, Services, and Workforce

6. Oracle is a leading global technology company that provides cutting-edge software and hardware products and related services to customers worldwide. Oracle's more than 800 products and services are designed for customers of any size, from small business to large global corporations.

7. Our products vary widely in the technologies they power and the functions they support. For example, Oracle's products include everything from cloud computing solutions to middleware to industry-focused software to hardware to network solutions and more. Oracle's application, platform, and infrastructure technologies enable enterprise information technology environments worldwide. More broadly, Oracle products assist customers with an array of objectives, including enterprise resource planning, customer experience and customer relationship management, procurement and supply chain management, human capital and talent management, business analytics, financial management, and governance, risk, and compliance.

8. Oracle provides comprehensive services to supplement and support its products. Those services include providing security assessments and pushing software enhancements and upgrades, as well as providing excellent customer support and education.

9. One of the primary ways Oracle has grown its uniquely diverse business is by acquisition. Acquisitions enable Oracle to innovate faster and provide an unparalleled breadth and depth of technology products and services.

10. Oracle has acquired top companies like PeopleSoft, Sun Microsystems, NetSuite, and others that focus on specialized technologies and services, many of which differ in important ways from Oracle's legacy product offerings. Together these acquisitions have added hundreds of new products to Oracle's portfolio.

11. I have reviewed extracts from Oracle's centralized data systems which are kept in Oracle's regular course of business and contain our system of record regarding the employment records of Oracle employees. Those extracts reflect that, as of January 1, 2019, Oracle employed more than 48,000 employees nationwide. As of that date more than 11,000 employees worked at its headquarters location in Redwood Shores, California.

Oracle's Lines of Business/Functional Hierarchy

12. Oracle is organized functionally into lines of business ("LOBs"), each of which is generally focused on a distinct part of Oracle's business or operations. Although others at Oracle may use the term "LOB" in different ways, from the perspective of the Compensation team, each of these LOBs is defined by its particular leader or head, who in turn reports directly to one of Oracle's CEOs (Safra Catz or Mark Hurd) or its CTO (Larry Ellison).

13. At the highest levels, LOBs encompass entire segments of Oracle's business or operations. Additional layers divide employees into narrower sub-organizations and teams that reflect increasingly specialized areas of the company. These specialized teams differ in terms of their import to the company and their role in the company's strategic vision.

14. Managers within these LOBs fan out through a reporting hierarchy that ultimately ends with “first-level” (or “direct”) managers who supervise individual contributors. This managerial hierarchy is in a near-constant state of flux, to reflect Oracle’s evolving technologies and portfolio structures.

15. Budgeting decisions and allocations for bonuses and/or salary raises are made within the framework of this LOB hierarchical structure, and can reflect differing allocations to different teams and units based on (among other things) the importance of retaining and motivating employees on that team. Accordingly, the particular team an employee works within, and where that team is situated within Oracle’s LOB structure, may impact individual compensation. The budget allocated to a particular LOB (or subset thereof) may also be impacted by the composition of that LOB in terms of the country or countries where employees in that LOB work, as different per-country weights are applied when determining how much budget to allocate to account for differences in market conditions, among other factors.

16. Attached as **Exhibit A** is a true and correct copy of a training presentation entitled “Annual Focal Program (Sales & Non-sales) and Workforce Compensation” that was prepared by the Compensation team for presentation to HR business partners at Oracle (ORACLE_HQCA_0000380438). As noted in the speaker notes accompanying slide 6: “Budgets are published to the top executive level of the organization based on eligible salaries for eligible employees on September 1. Each LOB leader is then able to determine the method of cascading budgets in their organization.” Because of my responsibility for the administration, setup, and rollout of Oracle’s global compensation programs, I am familiar with how the budget allocation process works, and believe this to be a true and accurate statement.

Oracle's Global Job Table and Classification System

17. Job functions are a different way that Oracle organizes its employees for different purposes, and are the highest level classification in the global job table that my team maintains and updates. Job functions describe, in broad strokes, the general kind of work an employee performs – for example, Legal, Administrative, or Product Development. Job functions sweep in huge numbers of employees with vastly different skills, duties, and responsibilities, and do not capture or reflect any particular employee's day-to-day-job duties. Employees in the Product Development job function, for example, work on differing components of all manner of applications, platform, and infrastructure products. Employees within the IT job function work in areas including business implementation and planning, data center services, network services, and risk management. And employees within the Support job function provide services related to products ranging from legacy on-premise solutions to cloud-based solutions and other emerging technologies.

18. I have reviewed copies of data files produced to the government in this case, which I understand contain extracts from Oracle's centralized data systems which contain data recorded and maintained in the regular course of business by Oracle. That data shows that approximately 7,521 individuals were employed in the Product Development job function at Oracle's headquarters at some point from January 1, 2013 forward (which is the time period that I understand to be at issue in this case), approximately 1,044 individuals were employed in the IT job function during that time period at Oracle's headquarters, and approximately 349 individuals were employed in the Support job function at Oracle's headquarters during that time period.

19. Unlike LOBs, job functions do not have a single head or leader. The individuals who work within a given job function work across different LOBs and report to many different

leaders, who in turn oversee many different products and teams. For example, an employee within the Product Development job function does not necessarily work within the LOB previously led by Thomas Kurian, the President of Product Development at Oracle, during the relevant time period; employees within the Product Development job function are spread across various LOBs.

20. Employees within each of these sweeping job functions are organized into more narrow groupings called specialty areas, and, within each specialty area, job families (e.g., applications developers). Each job family is comprised of multiple system job titles. System job titles generally reflect a progression of development within a job family (e.g., Applications Developer 1, Applications Developer 2, and so on). Each of these system job titles corresponds to a unique job code.

21. Because I am responsible for overseeing the maintenance of and updates to Oracle's global job table (which contains Oracle's system job titles), I am familiar with Oracle's system job titles, including those used by Oracle in its headquarters offices. Examples of system job titles in use at headquarters during what I understand to be the relevant period (as reflected in the data files produced to Plaintiff in this case) in the Product Development job function include HW Development Technician 3, Product Mgmt/Strategy SVP – Prodev, QA Analyst 1-5, Software Developer – Architect, and Technical Writer 1-5 – Prodev. Examples of system job titles in use during the relevant period in the IT job function at headquarters include Database Administrator 1-5, IT Security Analyst 3-5, IT VP, and Project Mgmt Snr Director. Examples of system job titles in use during the relevant period in the Support job function at headquarters include Business Services Snr Director-Support, Customer Service Analyst 2-3– Support, Field Support Specialist 3, and Product Support VP.

22. Each level of grouping within the job table that my team maintains and updates—job function, specialty area, job family, and system job title—provides a high-level description of the work performed by employees with that label. Even the most granular label in this taxonomy—system job title—does not account for differences in individual job duties among the employees with that label, and there are indeed many differences. Employees with the same system job title may work on different tools and use different programming languages. Their jobs may require them to work different numbers of hours or attend a different number or type of training. Some employees spend much more time in meetings than others with the same system job title, whereas others do much more coding. Some work on more complex products than others. Some work on many components or sub-areas within the product at a given time (or over the course of time), whereas others work on only one or two.

23. Because I am responsible for overseeing the maintenance of and updates to Oracle’s global job table, I also am familiar with the salary ranges that accompany Oracle’s system job titles. Each system job title at Oracle is associated with a broad salary range. There is a set of salary ranges that apply to employees who work in zip codes we define for this purpose to encompass the San Francisco Bay Area (sometimes referred to on the Compensation team as the “HQ Salary Range”). My colleague, Kris Edwards—Senior Director, Compensation at Oracle—and her team reviews each set of ranges for each system job title each year and recommends range adjustments if and as we deem appropriate based on, among other things, market research of compensation benchmarks in use at other technology companies with whom Oracle competes for talent. These salary ranges generally span tens of thousands of dollars. For example, in FY2018, the salary range for an Applications Developer 3 at HQ spanned nearly [REDACTED].

24. System job title reflects an individual's career level. The global career level structure has two paths: Management (corresponding to codes M1-M10) for those whose primary responsibility is management of two or more regular employees, and Individual Contributor (corresponding to codes IC0-IC6) for all other roles. There is no correlation between a given "step" in those two tracks—in other words, one cannot assume that an individual contributor in an IC3-level role is any more or less experienced than a manager in an M3-level role.

25. To my knowledge and understanding, the majority of employees are hired into the job and career level for which they applied. On occasion, however, an employee may be hired at one career level above or below the level listed in the job posting, depending upon the individual's specific experience and expertise and consistent with Oracle's business needs. On such occasions, individual front-line managers are the primary decision-makers regarding adjustments to level at hire. For example, the job requisition may be for a Software Developer 3, but the best qualified candidate's skills and expertise are a bit more advanced, such that the candidate is qualified to be a Software Developer 4. In such an instance, the hiring manager may determine that the candidate should be brought in at a higher level and will explain this on the justification form to HR listing the candidate's qualifications that warrant the job at a higher level.

26. Some employees (but not all) have a discretionary job title as well as a system job title, which in many cases is more descriptive and specific than the system job title. As with system job title, the details of the work performed by two individuals with the same discretionary job title may vary significantly. Among many other factors, such individuals may work on different products; supervise or serve as a lead for a different number of employees; and work a different number of hours.

Oracle's Compensation Framework, Training, and Processes

27. In my directorial and managerial roles at Oracle, I am familiar with Oracle's compensation framework and its goals. The aim of that compensation framework is to achieve the overarching goals of equity within teams and recognition of each employee's particular knowledge, skills, abilities, performance, experience, and contributions to the company.

28. Oracle's compensation system is highly decentralized in order to further its business need to recognize individual skills and contributions. An employee's direct manager—who knows individual employees' work and how their work compares to that of others—typically plays the most significant role in setting that employee's compensation. First-line managers, for example, determine the starting compensation to offer to new hires. Similarly, most salary increases occur during the annual focal review process (in years when there is a focal review process). Although these individual salary increases ultimately are subject to an approval process by more senior management to ensure alignment with budget, senior managers generally defer to and rarely change the decisions of the lower-level managers.

29. Compensation budgets are managed through a computerized compensation tool called Workforce Compensation. Different LOBs (and sub-organizations within each LOB) cascade compensation (salary, bonus, and equity) budgets down through their organizations to different levels. In other words, in one organization an employee's second-level manager may control the budget for her compensation, whereas in another organization the budget may be held at a higher level. Even within a single LOB, budgetary authority may be cascaded to different levels in different parts of the LOB. And the level to which budget is "pushed down" may also vary for different compensation programs; for example, a given LOB (or sub-part of an LOB)

may push down bonus award approval authority in a given year or cycle to one managerial level, but focal salary increase approval authority to a different level.

30. Whatever manager is the last recipient of budget allocation determines how to distribute the budget in the form of compensation awards to individual employees. The managers responsible for recording those decisions in the compensation tool may exercise their own judgment or consult other managers (for example, if they do not directly supervise the employees at issue) for their views. Usually, first- or second-line managers play a primary role in the allocation decision. From there, in the vast majority of cases, the approval process simply acts as a check to review whether managers stay within allotted budgets.

31. In the training that members of the Compensation team prepare and provide to managers, managers are advised to take a comprehensive view in making compensation recommendations. For instance, managers may award greater compensation—particularly bonuses or incentive stock awards—to those employees who work on more complex products. Likewise, managers may provide additional compensation as incentive to employees who work on products that require skills for which the labor market is particularly competitive.

32. Through trainings provided by the Compensation team, individual managers are encouraged to consider the relative pay among employees on their particular teams when making compensation decisions, including awarding bonuses and salary increases through the focal review process, and to strive for pay equity while accounting for all relevant factors. Managers are expressly instructed to make compensation decisions without regard to employees' gender or any other protected characteristic.

33. Attached as **Exhibit B** is a true and correct copy of a training presentation entitled “Global Compensation Training: Managing Pay Module” that was prepared by the Compensation team for presentation to managers at Oracle (ORACLE_HQCA_0000364183).

34. Attached as **Exhibit C** is a true and correct copy of a training presentation entitled “Global Compensation Training: Salary Ranges at Oracle” that was prepared by the Compensation team for presentation to managers at Oracle (ORACLE_HQCA_0000364272).

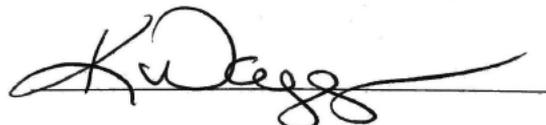
35. Attached as **Exhibit D** is a true and correct copy of a training presentation entitled “Global Compensation Training: Job Classification and Global Job Table Module” that was prepared by the Compensation team for presentation to managers at Oracle (ORACLE_HQCA_0000364276).

36. Attached as **Exhibit E** is a true and correct copy of a training presentation entitled “Managing Compensation: July 2016” that was prepared by the Compensation team for presentation to managers at Oracle (ORACLE_HQCA_0000056234).

37. Oracle engages legal counsel to direct privileged pay analyses, including a review and evaluation of Oracle’s pay systems, pay decisions, and pay data as warranted, for the purpose of providing legal advice regarding Oracle’s compliance with applicable state and federal non-discrimination requirements and to assess legal risk.

I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.

Executed in Parker, Colorado on 17 September, 2019.



Kate Waggoner

WAGGONER DECLARATION ISO ORACLE’S MOTION FOR SUMMARY JUDGMENT

EXHIBIT A

DOCUMENT PRODUCED IN NATIVE FORMAT

Annual Focal Program (Sales & Non-sales) and Workforce Compensation

HR Training

Oracle Compensation

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Agenda

- 1 General Process Information
- 2 Workforce Compensation – HR Validation
 - How to Access
 - Eligibility Review
 - Worksheet Manager Change
- 3 Workforce Compensation – Manager Planning
 - Allocate, Model and Distribute Budget
 - Export to Excel
 - Rate Employees
 - Make, Review, Approve and Submit Recommendations
- 4 Tips, Resources and Next Steps

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Intro: Good morning everyone – thanks for joining me this morning. I have a lot of information to share with you today. Things are still evolving but I'll share with you everything we know right now.

We know that the timeline is compressed and you have multiple priorities so I wanted to get this information to you sooner rather than later.

Today we will be reviewing key general process information, the functionality of Workforce Compensation that you will need as HR, the functionality you'll need to help managers use to do their planning, along with tips for working with Workforce Comp and tools and resources available during the process.

My team is also putting together a FAQ document that we'll post on the wiki. Amanda Crane will be managing the chat in today's session. I'll pause and take questions at the end of each section.

Let's get started.

Annual Focal Program

General Information

- **Timeline**

- The corporate timeline is available on the Compensation Wiki
- Each LOB may establish their own internal timeline for the process that ensures Executive review and approval before the Corporate submission date

Monday, September 26 – Plan open to HR to start their validation – waiting for final budget approval

Friday, September 30 at 9:00 PM PST until Saturday, October 1 at 9:30 AM PST - **PLANNED SYSTEM OUTAGE FOR PATCHING**

Monday, October 10 & Tuesday, October 11 - **MANDATORY BLACKOUT PERIOD FOR REL11, PLAN WILL BE UNAVAILABLE**

Wednesday, October 19 - All recommendations should be submitted to the LJE/Catz/Hurd level to allow them time to review

Friday, October 21 - Plan Closes at 5:00 PM PACIFIC, absolutely no flexibility in this deadline due to the HCM Release 11 go-live on October 24th.

Thursday, December 1 - Base Salary Increases Effective

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Here is the corporate timeline which can be found on the wiki. Each LOB may establish their own internal timeline for review and approval before the corporate deadline.

The plan is open to HR for validation. Several issues have been identified on eligible salaries and salary ranges. OAL has completed the fixes for most of the data issues. We are also still waiting on final budget approval. The budgets will be published and an update will be posted to the wiki as soon as we receive approval to move forward.

All recommendations should be submitted to LJE/Catz or Hurd by the end of the day Wednesday, October 19 for their review.

The plan closes at 5 pm pt on Friday, October 21. This deadline is due to the HCM Release 11 go-live.

Increases will be effective Thursday, December 1.

Any updates will be posted to the wiki.

Annual Focal Program

General Information

- Workforce Compensation Tool Down Times
 - Scheduled Maintenance:
September 30 @ 9PM PT – October 1 @ 9:30AM PT
 - Blackout Period for move to the Public Cloud (Release 11):
October 10 @ 12AM PT – October 12 @ 12AM PT

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As you saw on the previous slide there will be a couple of tool outages. These are the known down times for Workforce Compensation, where both HR and managers will not be able to access the tool. During these times there will be no access to the module – no viewing – no downloading, etc.

Annual Focal Program

General Information

- Eligibility

- Review the eligibility document posted on the Workforce Compensation homepage and the Compensation Wiki
- Be sure the employee population for your organizations are correctly reflected on the WC worksheet
 - Not all employees are eligible for all of the corporate programs
- 3 countries aren't eligible for this program
 - Argentina, Brazil and Venezuela
- Employees hired after September 1 aren't eligible

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As you know, not all employees are eligible for all of the corporate programs. Please review the eligibility document for this year's process and be sure your employee population is reflected correctly on your Workforce Comp worksheet. The eligibility document is located on both the compensation wiki and the Workforce Compensation homepage.

3 countries aren't eligible for this program. Argentina, Brazil and Venezuela. Special focal programs are run for both Argentina and Venezuela because of their high inflation. Brazil employees receive a mandatory increase every year.

Employees hired after September 1 aren't eligible for the program. Employees who were otherwise eligible for the program but terminated after September 1 may show in the module.

Annual Focal Program

General Information

- Tool

- All organizations, sales and non-sales, will use Workforce Compensation (WC)
- Data in the module is effective September 1
 - Manager changes and other changes after that date won't be reflected in the module

- Budgets

- Budgets are set at the top executive level for each organization based on eligible salaries for eligible employees on September 1. Each LOB head may determine the method of allocating budgets to their organization
- Separate budgets for non-sales base increases, sales base increases and sales ATV increases
- WC Modeling feature is available to assist in pushing down budgets based on specific criteria

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All organizations, sales and non-sales, will use Workforce Compensation to enter their compensation recommendations in the same worksheet. Managers will enter base salary increases and ATV in different columns, depending on employee eligibility. Columns will be grayed out if an employee is ineligible for that particular component.

Data in the module is effective September 1 – changes after that date won't be reflected in the module

Budgets are published to the top executive level of the organization based on eligible salaries for eligible employees on September 1. Each LOB leader is then able to determine the method of cascading budgets in their organization. There will be separate budgets for non-sales base increases, sales base increases and sales ATV increases.

Workforce Compensation has a modeling feature to assist managers in pushing down budgets, which we will review later in the presentation.

Annual Focal Program

General Information

- Job Changes

- Non-sales to sales/presales

- Job changes from non-sales to sales/presales **will not** be allowed in this program
- ATV column will be grayed out for employees currently in non-sales positions

- Sales/presales to non-sales

- Job changes from sales/presales to non-sales will not be allowed in this program

- Changes moving employees on to or off of a variable plan will not be managed through this program

- This type of change will need to be done through a normal workflow transaction

- Any US job change from an overtime eligible position to non-overtime eligible position requires a job classification form.

- Forms can be found on the wiki
- Forward completed forms to corpcomp_us@oracle.com by COB October 14

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Job changes from non-sales to sales/presales will not be allowed in this program. The ATV column will be grayed out for employees currently in non-sales positions. Job changes from sales/presales to non-sales will not be allowed either during this program.

Changes moving employees on to or off of a variable plan will not be managed through this program. This type of change will need to be done through a normal workflow transaction.

Any US job change from an overtime eligible position to a non-overtime position requires a job classification form to be completed. These forms can be found on the wiki. Forward completed forms to corpcomp_us@oracle.com by COB October 14. We ask managers to review salaries for employees changing OT status and whenever possible the new salary should be at least the minimum of the new salary range.

Annual Focal Program

General Information

- Promotions
 - Any promotion to M6 or above requires completion of the VP promo template
 - Completed templates should be forwarded to corpcomp_us@oracle.com by COB October 14
- Sales scheduled pay progressions
 - OD pay progression increases scheduled for 12/1 **shouldn't** be included in the focal module
- Communication
 - **Do not** communicate recommendations until you receive notification from Corporate Compensation that approval has been obtained
 - Always check WC **before** communicating to ensure that recommendations have not changed

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Any promotion to M6 or above requires the completion of the VP promo template. This form can be found on the comp wiki. Completed templates should be forwarded to corpcomp_us@oracle.com by COB October 14.

OD scheduled pay progressions scheduled for 12/1 shouldn't be included in the focal module. Please monitor to be sure that these employees aren't also receiving a focal increase – the system won't allow for 2 increases on the same day.

Recommendations should not be communicated until approval has been received. This notification will come from Corporate Compensation. Also adjustments can sometimes happen during the approval process, so always check in Workforce Comp before communicating a recommendation.

Annual Focal Program

General Information

- Other

- Effective date of pay increase

- December 1 - Increase will be on the US December 15th check. Outside the US the increase will be on the next available pay check after December 1

- Access

- Be sure you have access to the compensation wiki and workforce compensation for the appropriate leader
 - Contact your compensation consultant if you don't have ask to the wiki
 - Follow the instructions on the wiki for access to workforce compensation

- H1B increases

- No December 1 increases
- If increase effective after 9/1 or processed after 9/1 new salary will not be reflected in the module
- If increase effective in November and employee receiving a focal increase – monitor to be sure both increases processed

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The effective date of the approved increases in the focal module will be December 1. The increase will be on the US December 15th paycheck. Outside the US the increase will be on the next available pay check after December 1.

Be sure you have access to the compensation wiki and workforce compensation for the appropriate leader. Contact your compensation consultant if you don't have access to the wiki. Follow the instructions on the wiki for access to workforce compensation.

There aren't any H1B increases effective 12/1 which will make the process easier than in some years. Please be aware that any H1B increase effective after 9/1 or processed after 9/1 will not show in the module. If a H1B increase is effective in November and the employee is also receiving a focal increase – monitor that both increases are processed appropriately.

Annual Focal Program

General Information

- Other (continued)

- International Transfers

- Manual adjustments may be needed if employee not in new country by September 1
- Employee must be in the new country in HCM for manual adjustment to be done

- Transaction Freeze

- Effective immediately the CEO office will push back on all increases that aren't dive & saves or legally required increases (H1B, etc.)

- Ranking Feature

- Automatic ranking feature enabled for organizations wanting to use it

- OFSS

- Will have separate plans and budget but will be in the module

- Delphi

- Will **not** be in the **module** (originally this was communicated that they would be in the module – due to system issues)

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Manual adjustment will be needed for employees who weren't in their new country when the module data was cut. Once the employee shows in the new country in HCM we can adjust the module. Please watch for these employees during your validation.

Effective immediately the CEO office will push back on all increases that aren't dive & saves or legally required increases such as H1B increases.

There is an automatic ranking feature that is enabled in the module. Only limited organizations use this feature but it has been enabled.

OFSS employees are included in this program. They will have separate plans and budgets.

Delphi employees will not be included in the module as well. (Originally we expected these employees to be included in the module but there are system issues so these folks will be managed on spreadsheets.)

Annual Focal Program

General Information

- Other (continued)

- All employees are required to be assigned a manager to show on a planning worksheet
- LOAs
 - Employees on a **paid leave** of absence are eligible if all other eligibility criteria are met. Any approved salary increase will become effective upon the employee's return
- Questions through out the process
 - Contact your compensation consultant

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All employees are required to be assigned to a manager to show on a planning worksheet. Watch for this during your data validation.

Employees on a paid leave of absence are eligible for this program if all other eligibility criteria are met. Any approved salary increase will become effective upon the employee's return from leave.

When you have questions during the program – please check the wiki for the latest information and if you still have a question, contact your US compensation consultant.

Annual Focal Program

Guidance for Managers Making Recommendations

- When making salary recommendations
 - Compare employee to other employees in the work group doing the same job with similar experience, skills and performance
 - Avoid using the “peanut butter” approach
 - When promoting employees, base salary increases typically can be [REDACTED]
 - Base salaries should be appropriately placed in the new salary range
 - If proposing an increase greater than [REDACTED] consider giving a portion of the increase now and a portion later based on performance in the role

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When making salary increase recommendations a managers should compare an employee to other employees in the work group doing the same job with similar experience, skills and performance. A manager should be able to explain why employees are paid differently.

Giving the same amount/% of increase across the entire team should be avoided.

A typical promotion increase is usually [REDACTED]. However, the base salary should be appropriately placed in the new salary range. If you're proposing an increase greater than [REDACTED] consider giving a portion of the increase now and a portion later based on the employee's performance in the role.

Annual Focal Program

HR Manager Review Recommendations

- HR Managers Review
 - Review employee's with 1 or 2 ratings that are being proposed for an increase
 - Review employees under minimum with ratings of 3 or above
 - Review employees rated 4 or 5 with no increase proposed
 - Review employees with increases placing the employee over the max of the range
 - Review all increases over x%
 - Review all job changes and promotions
 - Complete JCRF for changes from OT eligible
 - Complete VP promo template for VP promos
 - Review increases less than ■

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As an HR manager, we recommend you review

Proposed increases for employees rated 1 or 2

Pay close attention to employees under minimum rated 3 or above.

Review employees rated 4 or 5 with no increase being proposed

Review increases that place the employee over the max of the range

Review all increases over x% (you can determine the threshold that makes sense for your organization).

Review job changes and promotions – are they appropriate – does the employee and scope of the job meet our leveling requirements. Have the required forms been completed.

Review salary increases less than ■ - salary increases should be meaningful.

Annual Focal Program

US Compensation Review

- US Comp Team Review
 - Review all JCRFs for job changes from OT eligible
 - Review proposed promotions to M6 and above
 - Review for general anomalies – too generous, below mins, etc.
 - Job Changes to job codes not used in the US

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#

The US Comp team will review

All job classification review forms for job changes from OT eligible to non-OT eligible

All proposed promotion to M6 and above

We'll also review the module for general anomalies – large increases – below minimum employees as well as for job changes to job codes not used in the US – Executive Assistant and Implementation Consultant 4.

Workforce Compensation

HR Validation



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This section shows you how to access and use Workforce Compensation for HR.

What is Workforce Compensation?

- Workforce Compensation (WC) is an Oracle Self Service Application for managing compensation processes, allowing you to:
 - Allocate, model and distribute budgets to subordinate managers
 - Rate employees (Compensation Rating only, not Talent Rating)
 - Make, Review and Submit Recommendations for employees
 - Review historical compensation information
 - View and download employee information for offline work or further analysis

Note: Firefox is the preferred browser for Workforce Compensation

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Workforce Compensation is an Oracle Self-Service Application for managing compensation processes. In the next several sections of our training, we will review the tasks that can be done in Workforce Comp.

First, we will start with your budget. The tool allows you to allocate, model, and distribute budgets to your organization. This will include determining if you will pass budget down to subordinate managers, reviewing how to build a budget model, applying a model, and publishing a budget.

After we explain how to work with your budget in Workforce Comp, we will give you instructions on how to download your worksheet to an Excel spreadsheet, in case you'd like to work offline.

Next, we will review how to Rate your employees. Please note that this is a Compensation rating only. It is not the official Talent Review rating.

Finally, we will show you how to make recommendations, review your subordinate managers' recommendations and, submit recommendations for your entire organization to your manager for approval.

You can also view historical compensation information and download employee information for further analysis.

- When working with Workforce Comp, remember that Firefox is the preferred browser.

Workforce Compensation

How to Access



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Now let's begin with access to Workforce Compensation.

How to Access

Login

1. From MyOracle Employee Tools, click [REDACTED]
2. [REDACTED], select [REDACTED]
3. [REDACTED]
4. Log on with your SSO credentials

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To access Workforce Compensation from the my.oracle.com homepage, select the [REDACTED] link from the [REDACTED]

On the next screen, under [REDACTED], click [REDACTED].

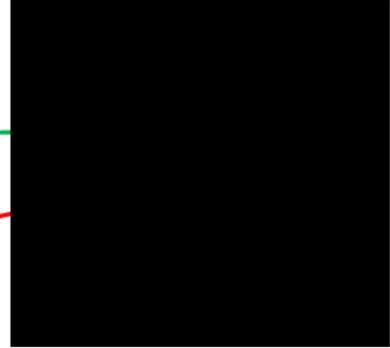
At the Sign In screen, enter your Single Sign-On credentials.

How to Access

Navigate to Compensation

From the [REDACTED], select the **Compensation** icon

- HR and Compensation Admins will use the [REDACTED] link
- LOB Managers will use the [REDACTED] link under the [REDACTED]



NOTE: Your menu options may differ from what is shown here, depending on your Access level

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Once logged into [REDACTED] select the "[REDACTED]" icon, which is the link that HR and Compensation will use. The [REDACTED] icon is what will be used by line managers.

Please note that your menu options may differ from what is shown here, depending on your Access level.

How to Access

1. Click [REDACTED]
2. Your name will appear in the Manager field. [REDACTED]

3. Enter the [REDACTED] and click [REDACTED]

4. Click the [REDACTED] in the [REDACTED]

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Once the [REDACTED], click on [REDACTED] to search [REDACTED]
[REDACTED] of, as shown in #1.

Your name [REDACTED] Click on the [REDACTED] as shown in #2.
The [REDACTED]

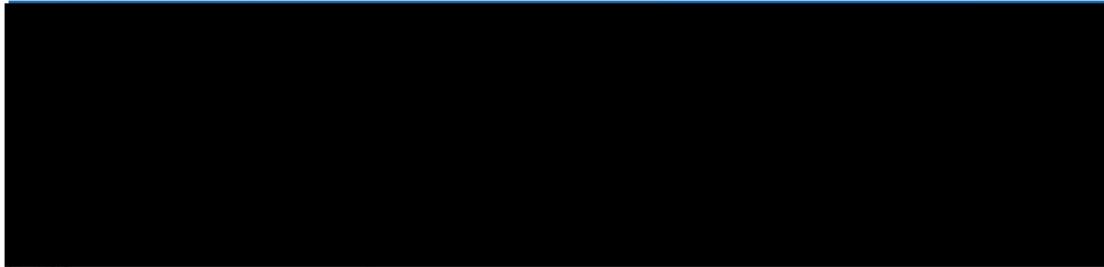
In step 3, enter the [REDACTED]

Next, click [REDACTED]

How to Access

Access Planning Worksheet

Click on either set of links to open the Planning Worksheet screen for the appropriate plan



Model Compensation

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Once the [redacted], the plans available to that manager will appear. Click on the [redacted].

How to Access



Select the desired Excel icon to begin your validation:



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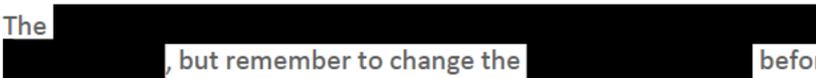
22

Select



- The shown on the screen.
- The
This option requires the download and installation of and the
the could take a considerable amount
of time. For instructions to please see the

The



We recommend using the
before downloading to Excel.

Workforce Compensation

Eligibility Review



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Next we will discuss the steps required during HR eligibility validation.

Eligibility Validation

Eligibility and Planning Worksheet

- Review the eligibility rules for the program.
 - **Eligibility Criteria:** Person Type, Country, Job, etc.
 - **Eligibility Status:** “Eligible” or “Ineligible”
 - If Ineligible, employee will **NOT** show on the Planning Worksheet
 - Exception: Ineligible Managers with Eligible Employees will show in the tool but cannot be planned
- Use the **Export to Excel** function to download a copy of the Manager Planning Worksheet

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To begin your eligibility validation, start by reviewing the eligibility rules for the program, which can be found on the Workforce Compensation homepage and Compensation Wiki. The rules are different for Bonus, Equity and Focal programs.

For each program, there are specific criteria that must be met. For example:

- **Person Type:** Participants must be regular, Oracle employees. Contractors, students and temporary employees are typically not eligible.
- **Country:** Employees working in certain countries are not eligible.
- **Job:** Employees in certain Jobs and Career Levels are not eligible.

The Manager Plan will list only eligible employees. If an employee is ineligible, the employee will NOT be on the Planning Worksheet.

There is an exception: Ineligible Managers with Eligible Employees will show up in the tool but will be grayed out and cannot be planned.

To get all employees in your organization, you need to change the **Team** filter from **Direct Reports** to **All** and click the **Go** arrow.

Use the **Export to Excel** function to download a copy of the Manager Planning Worksheet to Excel.

Eligibility Validation

Eligibility Review Instructions

- Compare a Global Comp Detail Report to the WC Planning Worksheet, and note any employees that have eligibility issues
 - Be sure all **eligible** employees are listed
 - Identify email address for any missing employees who should be eligible
 - Note any employees who should be ineligible
 - Work with Regional Compensation to make manual eligibility changes
- Make sure **all employees are assigned a manager**
 - If not assigned to a valid manager, the employee will **NOT** show on the Manager Planning Worksheet

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Compare a global comp detail report to the Planning Worksheet you get from Workforce Comp:

- Confirm that all eligible employees are listed
- Identify email address for any missing employees who should be eligible
- Note any employees on the Planning Worksheet who should be ineligible
- Work with Regional Compensation to make any manual eligibility changes by exception

Make sure all employees are assigned a manager. Otherwise, the employee will NOT show on the Manager Planning Worksheet.

Workforce Compensation

Worksheet Manager Change



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This next section will show you how to change the Worksheet Manager for employees with missing or wrong managers.

Worksheet Manager Change
Administer Workers

- Use [redacted] if an employee's manager is [redacted]
 - If you are on the [redacted], click the [redacted]
 - If you are on the [redacted], click the [redacted] link above [redacted] and then click [redacted]

CAUTION: Changing the manager during the Bonus or Salary Review processes **WILL** change the manager/LOB budget. Budgets will **NOT** change for the Equity process.

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If an employee's Manager [redacted], you can use the [redacted] to make the correction.

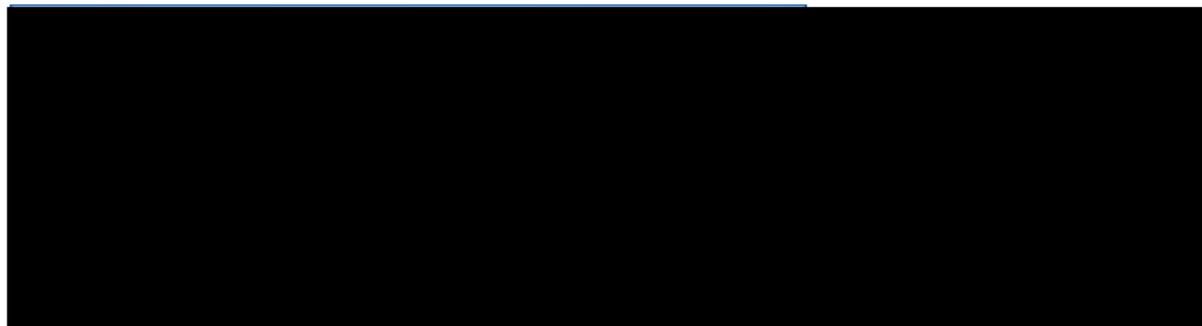
If you are on the [redacted] simply click on the [redacted] link. If you are on the [redacted] page, click [redacted] and then click on [redacted].

A word of caution: For Bonus and Focal plans, changing the manager **WILL** change the manager, and perhaps, the LOB budget. Budgets will **NOT** change if the manager is changed for the Equity plan.

Worksheet Manager Change

Change Worksheet Manager

1. Enter the [REDACTED] or [REDACTED] and click the [REDACTED] button
2. In the [REDACTED], click the [REDACTED] to open [REDACTED] page
3. In the [REDACTED] section, find the appropriate [REDACTED] link and click to open it



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Search for the [REDACTED] Click on the [REDACTED] in the [REDACTED] This opens a new [REDACTED] section. Click on the appropriate plan link.

Worksheet Manager Change

Change Worksheet Manager cont.

4. Click the [redacted] [redacted]
5. In the [redacted] section, the [redacted] is displayed [redacted]
6. Click the [redacted] and [redacted] for the [redacted] to receive the [redacted]
7. Select the [redacted] to start the [redacted]



The task opens on the [redacted]. Click on the [redacted] tab to find the [redacted] section.

The [redacted] is displayed. Use the [redacted] Select the [redacted] to start the [redacted]

Worksheet Manager Change

Change Worksheet Manager cont.

8. If the employee is a **manager**, you will be asked how to handle subordinates. The [redacted] is [redacted]

- [redacted]

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If the employee is also a manager, [redacted]. The [redacted]
[redacted]. Use this option [redacted] the employee [redacted].

Worksheet Manager Change

Change Worksheet Manager cont.

9. If you want to move [redacted], select [redacted]

Select [redacted] and enter [redacted] as needed. Click [redacted]

•

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If you want to move the [redacted], select [redacted]. In this case, only the [redacted] will be moved to the [redacted], and all [redacted] under that [redacted] will be assigned to the [redacted], effectively staying in the current organization.

Worksheet Manager Change

Change Worksheet Manager cont.

10. Your [redacted] will appear in the [redacted] field along with the [redacted] you entered the [redacted]
11. The [redacted] name appears in the [redacted]
[redacted]
12. Click the [redacted] button (upper right hand corner) to complete the [redacted]
[redacted]
13. Check the [redacted] to verify your change

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Your [redacted] will appear in [redacted] field along with the [redacted] in which you entered the [redacted].

The [redacted] prevents the [redacted] from correctly adjusting as defined by the [redacted]. Please make sure to [redacted] the [redacted].

To complete the [redacted], click either the [redacted] button.

Finally, check the [redacted] and [redacted] worksheets to verify your change.

Workforce Compensation

Manager Planning



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This next section introduces you to Workforce Compensation and explains how to access and use the tool as a manager.

Workforce Compensation

Landing Page – Tasks and Plans/Pools

- [REDACTED] has sections for [REDACTED]
 - Below the headers are the [REDACTED] and [REDACTED] links which open their specific worksheets
- [REDACTED] is the default display from the [REDACTED] link
 - Click the [REDACTED] header [REDACTED] to go to [REDACTED]
 - The [REDACTED] lets you view your subordinate managers worksheets

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The Workforce Compensation landing page has [REDACTED] on the left and the [REDACTED] or [REDACTED] to the right.

[REDACTED] (1 & 2):

Items found under [REDACTED] include “ [REDACTED] ” and “ [REDACTED] ”.

Clicking one of these topic headers will always return you to the Workforce Compensation landing page.

Links to specific plans are under the appropriate header, for example the “ [REDACTED] ” as indicated by (2a) under the [REDACTED] header and “ [REDACTED] ” as indicated by (2b) under the [REDACTED] header.

[REDACTED] (3):

The [REDACTED] or [REDACTED] sections provides the user with a snapshot of information about the individual plan or pool. This information includes the [REDACTED] or, in the [REDACTED] section, the number of [REDACTED] and the [REDACTED].

The [REDACTED] page also includes “ [REDACTED] ” short cuts which will “jump” you to the Worksheet page where you can take a specific action.

Both sections have links to their specific worksheet just like you see under [REDACTED]. Workforce Comp often provides several different ways to navigate to a page.

[REDACTED] (4):

If you have direct reports who are managers, you will see them in the [REDACTED] indicated by (4). This allows you to view their worksheet and even “proxy” actions on their behalf. If your directs have subordinate managers, use the [REDACTED] feature and you can also see their worksheet.

Workforce Compensation

Budget Allocation



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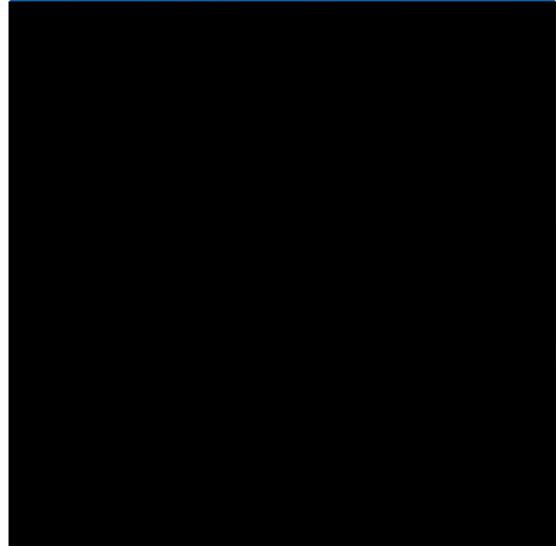
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Now let's begin with budget allocation.

Budget Allocation

- Go to [REDACTED] and click either link for the budget pool worksheet
- The initial time the budget is selected, you must choose a [REDACTED]. Your selection will affect the [REDACTED]
- Selecting the [REDACTED] option allows you to adjust the [REDACTED] if desired



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To allocate a budget, click on the [REDACTED] header under “[REDACTED]”. Then click either the [REDACTED] under the “[REDACTED]” header or under the [REDACTED]” to take you to the budget pool worksheet. These 2 options are indicated by the red arrows.

The first time you go in to the [REDACTED]” section you will be asked to choose a [REDACTED]. This step is very important - it will determine the [REDACTED]

The [REDACTED] options are:

[REDACTED]
All your subordinate managers will be set to [REDACTED] for the budget worksheet. Choose this options if you will hold all the budget at your level.

[REDACTED] (this is the most frequently used option)

Select this option to pass down budgets to your direct report managers. Your direct report managers will have [REDACTED] and will be able to choose how to distribute their budget within their own organization. You can adjust the settings for specific direct report managers within the budget worksheet.

[REDACTED]
Select this option if you decide to pass down budgets to all subordinate managers. All subordinate managers will have [REDACTED] access, but only you will be able to change budget amounts. You can adjust the settings for specific subordinate managers within the budget worksheet.

Selecting the 2nd or 3rd option will allow you to adjust the budget access setting of subordinate managers if needed.

Budget Allocation

- Enter budget amounts in the column [REDACTED]
 - The [REDACTED] row is the budget for recommendations to your direct reports 
- You must [REDACTED] the Budgets so subordinate managers can see their budgets
 - Click the [REDACTED] arrow next to the [REDACTED] icon & select [REDACTED]
 - If [REDACTED] budgets to only a few managers, highlight [REDACTED] and use [REDACTED]

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The budget can be distributed to subordinate managers manually by [REDACTED] column as indicated by the red box.

The [REDACTED] row is the budget for you to give recommendations to your direct reports.

You must [REDACTED] budgets for subordinate managers to see a budget on their worksheet. To [REDACTED] your budget, click the drop-down arrow next to the [REDACTED] icon and select [REDACTED]. You can choose to [REDACTED]

Workforce Compensation

Budget Modeling



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In order to distribute your budget, you may need to do some modeling first.

Budget Modeling

- Models make it easy to see how different allocation methods and criteria affect your budget
- Who might create Models –
 - Managers who intend to pass down budgets to subordinate managers
 - Managers who intend to make the allocations themselves (hold the entire budget)
 - Different models can be created, previewed and applied **before** publishing the budget

NOTES:

- Applying a model will **overwrite** any previously entered recommendation amounts
- Models should **never** be applied **after the budget has been published**

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Models make it easy to see how different allocation methods and criteria affect your budget distribution.

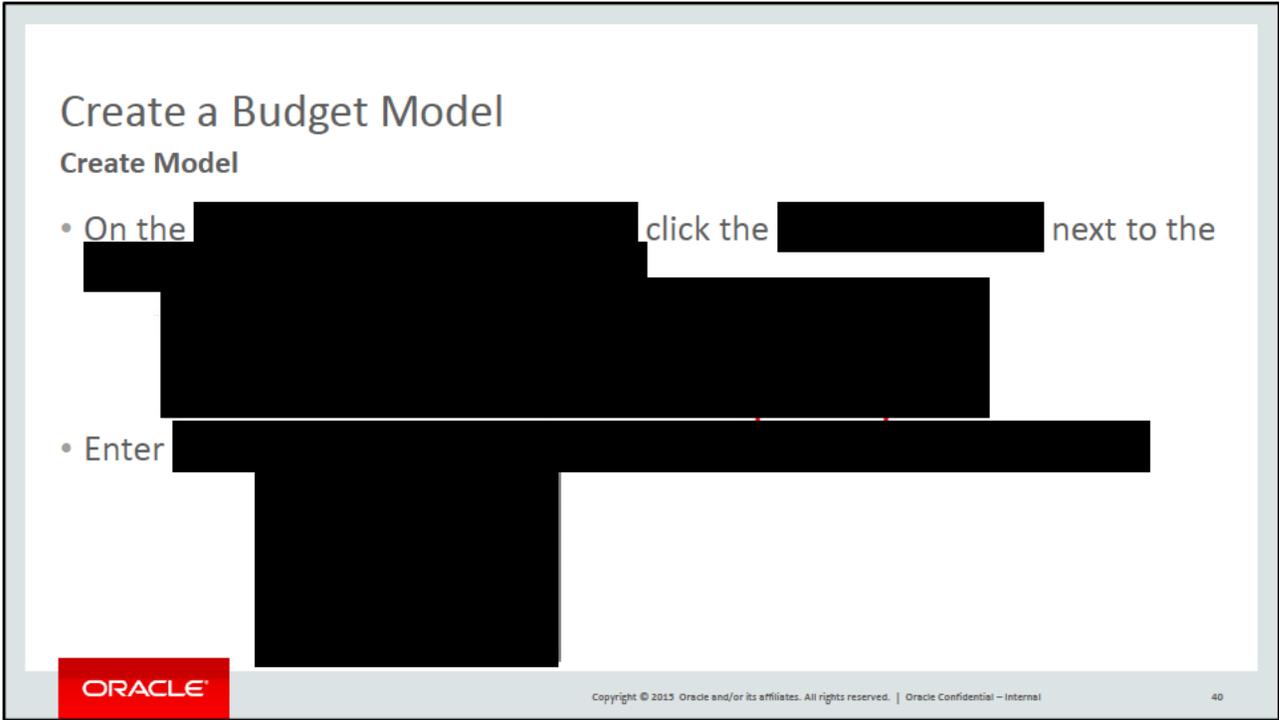
Different models can be created, previewed and applied. Your modeling should be completed before you publish a budget.

Remember, applying a model will overwrite any previously entered recommendation amounts. More importantly, models should never be applied after the budget has been published.

Create a Budget Model

Create Model

- On the [redacted] click the [redacted] next to the [redacted]
- Enter [redacted]

The image shows a screenshot of a software interface titled "Create a Budget Model". Under the sub-heading "Create Model", there are two bullet points. The first bullet point says "On the [redacted] click the [redacted] next to the [redacted]". The second bullet point says "Enter [redacted]". The redacted areas are black boxes covering the specific UI elements and text. At the bottom left of the screenshot is the Oracle logo. At the bottom right, there is a small copyright notice: "Copyright © 2013 Oracle and/or its affiliates. All rights reserved. | Oracle Confidential – Internal" and the number "40".

To create a budget model, click the "[redacted]" icon drop-down on the budget worksheet, select [redacted].

Enter a model name – choose one that is meaningful to you.

The [redacted] will default to values determined by the plan administrator. Click "[redacted]".

Create a Budget Model

Model Properties

1. Choose an [REDACTED] from the drop-down list
2. Select up to [REDACTED] from the drop-downs

Note: [REDACTED]

3. Click [REDACTED]

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Under the [REDACTED] section, choose an [REDACTED] indicated by (1).

Under the [REDACTED] section, enter up to [REDACTED] for the model. Use the [REDACTED]s to make your choices. The [REDACTED]. The [REDACTED] will appear after a [REDACTED] is entered and the [REDACTED] field will appear after the [REDACTED] field is entered.

When finished, click [REDACTED]

Create a Budget Model

Model Details

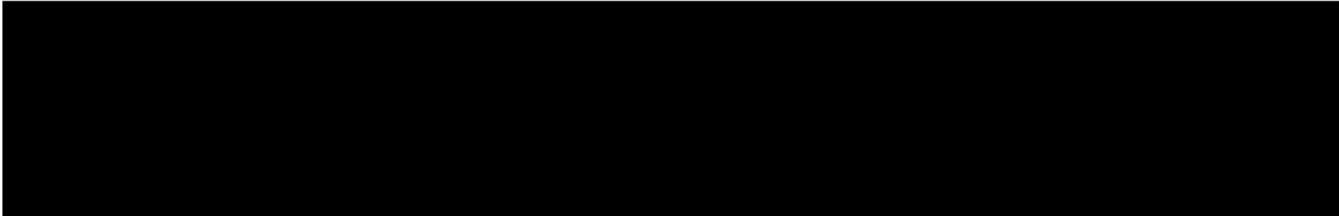
- Enter amounts in the [REDACTED] section to calculate and build the budget accordingly
 - Click the [REDACTED]
 - Use the inner scroll bar to view the entire list

Click 'Preview
Model Results'

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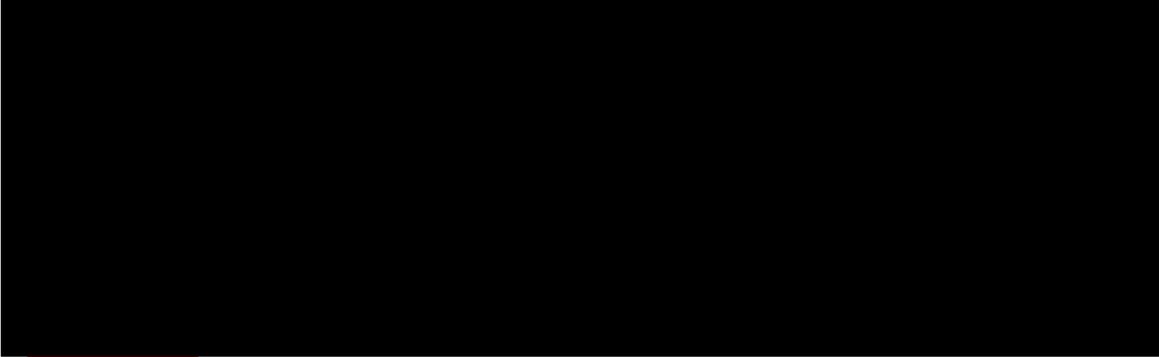
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Create a Budget Model

Preview Model Results

- The [REDACTED] displays the [REDACTED]
- Two other tabs:



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On the [REDACTED] screen:

The [REDACTED] is shown in the [REDACTED] section.

There are [REDACTED] on this screen – [REDACTED] which is the [REDACTED]
[REDACTED]

Create a Budget Model

- Click [redacted] to return to the [redacted]

Click Return to Model to return to the model to make changes.

- [redacted]

– If you have [redacted], you can [redacted]

[redacted]

- Click the [redacted] button
- Choose [redacted] from the [redacted]
- [redacted] and confirm [redacted]

[redacted]

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Click [redacted] to return to the [redacted] landing page or [redacted] to go back to the [redacted].

If you have not [redacted], you can [redacted]. Click the [redacted] button and choose [redacted] from the [redacted].

Go to the budget worksheet and confirm the model amounts have been applied.

Workforce Compensation

Excel Export



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Next, we will give you instructions on how to export your worksheet to Excel if you choose to work offline.

Excel Export

- [REDACTED] is a two-way process for [REDACTED], which requires:
 - Download and installation of [REDACTED]
 - Configuration of Excel
- For detailed instructions, please refer to the [REDACTED] posted on [REDACTED]

NOTE: You must download and install the latest version of [REDACTED] which became available on [REDACTED]. Please uninstall any old versions and install the new version.

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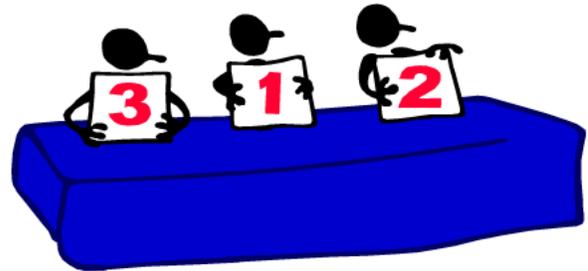
You may complete planning for your employees in the [REDACTED] or you can choose to [REDACTED]

The [REDACTED] is a two-way process that allows you to [REDACTED] make recommendations and [REDACTED] if you choose.

To use this feature, you must download and install the latest version of [REDACTED] and configure Excel. If you have a version prior to [REDACTED] you must uninstall the old version before installing the new version. For detailed instructions on how to download and install [REDACTED] please reference the Word file posted on the [REDACTED] website.

Workforce Compensation

Rate Employees



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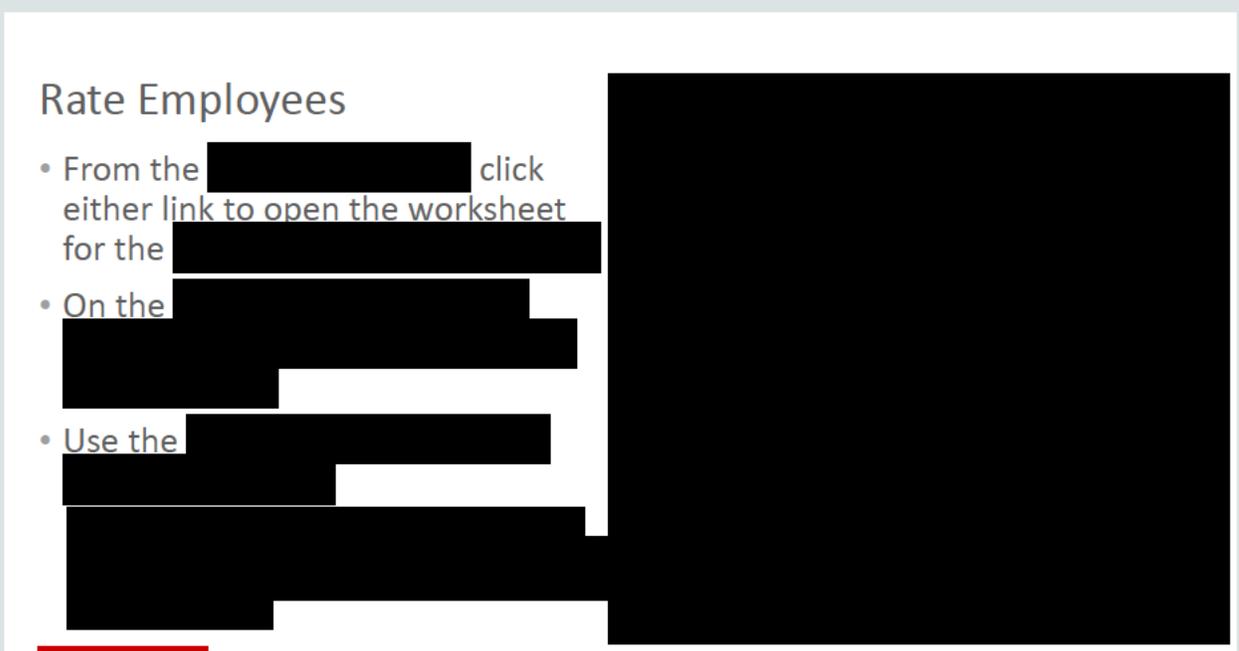
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The next section will show you how to enter ratings.

Rate Employees

- From the [REDACTED] click either link to open the worksheet for the [REDACTED]
- On the [REDACTED]
- Use the [REDACTED]



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To rate your employees, from the [REDACTED] click the [REDACTED] either under [REDACTED] or under [REDACTED]

On the [REDACTED]
Use the [REDACTED].

Always Save any entry you make.

The requirements for entering ratings is determined by Line of Business. Check with your manager if you are unsure of the process for your organization.

Workforce Compensation

Make Recommendations



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This section shows you how to make recommendations for employees.

Make Recommendation

View your Budget: [REDACTED]

- If you do not see your Budget information on your [REDACTED]

- Select [REDACTED] from the [REDACTED] and click the [REDACTED] to the [REDACTED] your budget amounts should now display (4)

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There are two ways to view your budget. The first option is in your [REDACTED]

If the [REDACTED] shows [REDACTED] as indicated by (2), you will not see your budget as indicated by the red box 1. Select [REDACTED] from the [REDACTED] and click the [REDACTED] as indicated by (3). After clicking the [REDACTED] your budget amounts should now display.

Make Recommendation

View your Budget: Option 2 – [REDACTED]

- Another way to view your budget is from the [REDACTED]. Click the [REDACTED] link to see the budget information.



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Another way to view your budget is from the [REDACTED] tab. Click the [REDACTED] tab to view your budget information on the right.

This is the recommended option.

Make Recommendation

Entering Recommendations: Option 1 - [REDACTED]

- Enter job changes in the [REDACTED] and [REDACTED] columns
- For non-sales, enter salary changes in the [REDACTED] or % [REDACTED] columns. The other column will auto-calculate
- For sales, enter salary and ATV changes in the [REDACTED]



WARNING!

DO NOT SUBMIT until **ALL** your subordinate managers have submitted their worksheets to you. Your submittal [REDACTED]

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#

Please review the employees on your spreadsheet. If you are missing an employee, or if there is inaccurate information, please contact your HR Manager.

You also have two methods to enter recommendations for employees. The first option is to enter recommendations [REDACTED]. You will make salary recommendations as either an increase AMOUNT in local currency or a percentage of eligible salary. For sales employees, you also have the option to enter an ATV increase amount. Additionally, you could propose a job change and/or discretionary title change on this screen as well. Employees not eligible for a particular compensation component will have that column grayed out.

After making entries, please remember to save your work.

Please do not submit your recommendations until all your subordinate managers have completed their recommendations. Submitting will make it so all managers below you won't be able to make any changes to their recommendations.

Make Recommendation

Entering Recommendations: Option 2a – [REDACTED]

- Click the [REDACTED] icon [REDACTED]
- Click [REDACTED] on the [REDACTED]. You will [REDACTED]
- If your [REDACTED]
- A **successfully downloaded file** will [REDACTED]
- Verify the [REDACTED] columns have no background color and [REDACTED]

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#

The second option is to export to [REDACTED] and [REDACTED]

- To do this, click the [REDACTED] icon to start the [REDACTED] process.
- Click [REDACTED] on the [REDACTED]. Then log in using your [REDACTED]
- If your [REDACTED]
- A successful download will have [REDACTED] and active [REDACTED] and [REDACTED] buttons.
- Verify the [REDACTED] and [REDACTED] recommendations can be entered.

Please note: In the tool, you can plan salary increases by amount or percentage, and employees are grayed out if they are ineligible for a compensation component. In this option, all fields are editable for all employees, but if the employee is ineligible for a particular compensation component, the amount entered will not upload into the tool.

Make Recommendation

Entering Recommendations: Option 2b – [REDACTED]

NOTE: If you are [REDACTED]

- In [REDACTED]
 - Click the [REDACTED] button and click [REDACTED] to select the default [REDACTED]
 - The [REDACTED] will process
 - [REDACTED] is complete when you see the [REDACTED] that says [REDACTED]
 - Click [REDACTED] and [REDACTED] to column [REDACTED] to verify the rows updated successfully
- In WC:
 - Click the [REDACTED] link to refresh the [REDACTED] and verify your changes were [REDACTED]

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Once manager recommendations are complete [REDACTED] you will need to [REDACTED]

In [REDACTED]

- Click the [REDACTED] button and click [REDACTED] for the default [REDACTED]
- The [REDACTED] will process and when it is finished you will see the [REDACTED] that says [REDACTED]
- Click [REDACTED] and scroll to column [REDACTED] in the [REDACTED] to verify the [REDACTED] successfully.

In [REDACTED] click the [REDACTED] link to refresh the [REDACTED] and verify your changes were [REDACTED]

Workforce Compensation

Review, Approve and Submit



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In this section, we will cover how to review, approve and submit your recommendations.

Review, Approve and Submit

Review: Return for Correction or Request Information

If subordinate managers need to make corrections or you need more information before approving, highlight the [redacted] and click [redacted] or [redacted] respectively

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If your subordinate managers need to make corrections after they submitted their recommendations or if you need more information before approving, you may make those requests within the tool.

Click either [redacted] or [redacted] and type in your comments in the pop-up box.

Review, Approve and Submit

Review: Worksheet Status

- On the [REDACTED] tab, you can see your Approval Status and the Status of your subordinate managers [REDACTED]

- Click the [REDACTED] or [REDACTED] icons for more information [REDACTED]

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You can review the status of your subordinate managers from the [REDACTED] tab.

Review, Approve and Submit

Approve

- Approve your subordinate managers' submissions via the [redacted] tab. Click the [redacted] to the right of [redacted] and make a selection:

– [redacted] [redacted]

[redacted]

[redacted]

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Use the [redacted] tab to approve your subordinate managers' submissions, either individually or all at once by clicking [redacted]

To approve selected managers, select a [redacted] or use the [redacted] then choose [redacted]

Choosing [redacted] will approve your entire hierarchy.

After approving, you can verify your approval in the [redacted] column.

Review, Approve and Submit

Submit: Warning



**DO NOT submit until your subordinate managers
have completed their submission to you**

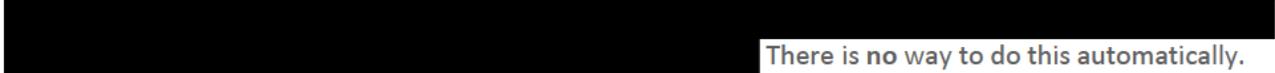


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Submit only when your entire organization has completed their recommendations.



There is no way to do this automatically.

Review, Approve and Submit

Submit: Option 1 – [REDACTED]

- On the [REDACTED], click the [REDACTED] button in the [REDACTED]

NOTE: When you [REDACTED]

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There are two ways to submit your recommendations to your manager for approval:

The first option is on the [REDACTED] click the [REDACTED] button in the [REDACTED]

Review, Approve and Submit

Submit: [REDACTED]

- On the Compensation Workforce [REDACTED]

At this point you are finished with the process

Do not communicate recommendations until you receive notification from Corporate Compensation that approval has been obtained

Always **verify** in Workforce Compensation before you communicate to employees to ensure that the final recommendations have not changed

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The second way to submit for approval is on the [REDACTED]
where you can click on the [REDACTED]

You have now finished the recommendation process.

Please remember not to communicate any recommendations until you receive notification from Corporate Compensation through your manager or HR manager.

Also adjustments can sometimes happen during the approval process, so always check in Workforce Comp before communicating a recommendation.

Workforce Compensation

Tips and Resources



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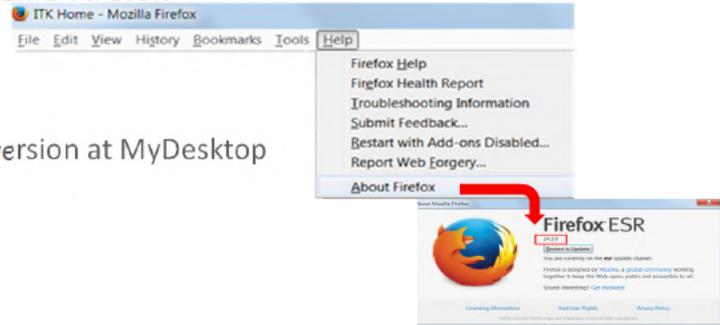
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In this last section, we will share some helpful tips when using the Workforce Compensation tool and resources to help answer your questions.

Workforce Comp Tips

Browsers

- Firefox is the preferred browser
- Use the latest version of Mozilla Firefox
 - Check your version:
From the Menu Bar,
select Help > About Firefox
 - Download the latest browser version at MyDesktop
- Other Browsers
 - Chrome
 - Internet Explorer



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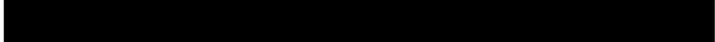
As mentioned earlier, Firefox is the preferred browser. Be sure to use the latest version of Firefox, which can be determined by following the instructions on this slide. If needed, download the latest browser from “MyDesktop.”

You may also use Chrome or IE as well.

Workforce Comp Tips

Collapsible Panes and Expand Arrows

To see more fields without scrolling or if the Team filter is not visible:

1. To gain more work space, click on the left-pointing arrow to collapse the Tasks pane.
2. To show hidden filters, 



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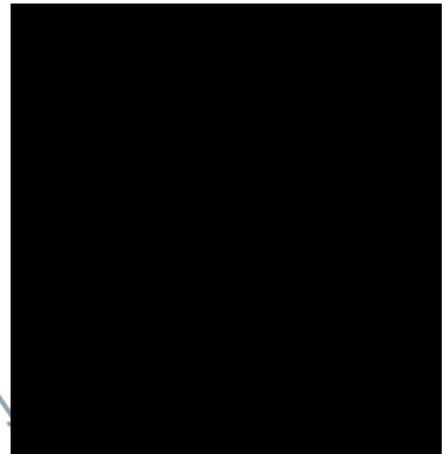
As you use the tool, you may find you need more space on your screen. You can achieve this by collapsing the  pane by clicking the  – indicated by the red circle with the number 1 on this slide.

If your screen is small, you may also find that certain Worksheet filters are not visible, such as the “Team” filter. You can expand the hidden filters by clicking on the double right-pointing arrows – indicated by the red circle with the number 2 as shown here.

Workforce Comp Tips

Nested Scroll Bars

- Workforce Compensation has nested scroll bars (inner and outer)
 - You may need to use the vertical scroll bar to reveal the horizontal scroll bar at the bottom
 - Here, the horizontal scroll bar was out of sight
 - By using the vertical scroll bar, the horizontal scroll bar was revealed



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Workforce Compensation uses nested scroll bars. You may need to use the vertical scroll bar to reveal the horizontal scroll bar at the bottom of the page. The example on this slide shows that the horizontal scroll bar was out of sight and by using the vertical scroll bar, it was revealed.

Workforce Comp Resources

Check and Add APS Entitlement

All managers of people must have the

Oracle HCM Talent Line Manager

APS Privilege to use Workforce Compensation

This role is automatically assigned

If your manager is experiencing access issues or getting error messages when trying to perform manager actions, **the auto-assign may have failed.**

Check the manager's APS Entitlement to ensure they have the Oracle HCM Talent Line Manager role. Instructions can be found in the embedded document: "How to Check and Add OIM APS Entitlements.docx"



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All people managers will be automatically assigned the **Oracle HCM Talent Line Manager** role to use Workforce Compensation. If a manager is experiencing access issues, please use the embedded instructions to check their OIM APS entitlement or download the Workforce Compensation access instructions from the wiki. If the Oracle HCM Talent Line Manager role is not listed, please add it.

Workforce Comp Resources

Questions

- About the timeline
 - The corporate timeline is posted on the Compensation Wiki
 - Please answer manager questions related to LOB timelines
- About eligibility
 - Please review the eligibility document and work with your managers to try to determine the reason that an employee is ineligible
 - If you still have questions, please direct them to your regional compensation contact
- About Workforce Compensation access and functionality
 - Submit MyHelp - Compensation ticket:

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As we discussed earlier, the corporate timeline is posted on the Compensation Wiki. Please address any questions related to LOB timelines.

The eligibility document is available on both the Comp Wiki and Workforce Comp website, please work with your managers to determine the reason an employee is ineligible.

Submit questions on WC access and functionality to MyHelp - Compensation at the url listed.

Workforce Comp Resources

Useful Websites

Compensation Wiki: For the latest program news, HR Training Materials, Access Instructions and program Calendars and Information



Workforce Compensation Website: For the Manager Training Slides, Manager User Guide, OTube Videos, Quick Reference Guides and Helpful Hints, ADFdi Installation Instructions, Eligibility document and FAQs



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This training and any additional HR-specific information will be posted on the Compensation Wiki.

The manager training, user guide, link to OTube videos and quick reference guides, and eligibility document are all available on the Workforce Compensation website.

Annual Focal Process

Next Steps



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Let's recap quickly the next steps for HR.

Next Steps

- Review Eligibility
 - Eligibility Exceptions: Work with Regional Compensation to update these employees manually in the Administer Workers task
 - Manager Changes: Use the Administer Workers task, Status and Hierarchy tab to make changes for missing and incorrect managers
- Review Workforce Compensation functionality
 - Review the training and resources available on the Workforce Compensation website, including OTube videos and reference guides
- Schedule manager training, if necessary

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One of the most critical tasks for you in this process is the validation of eligibility:

- If there are eligibility exceptions, you will need to have Region Compensation update this manually in the Administer Workers task
- If manager changes are required, you as HR, will need to update this in the Administer Workers task, under the Status and Hierarchy tab

Also, please take the time to familiarize yourself with the functionality of Workforce Compensation and schedule manager trainings, as appropriate.

Questions



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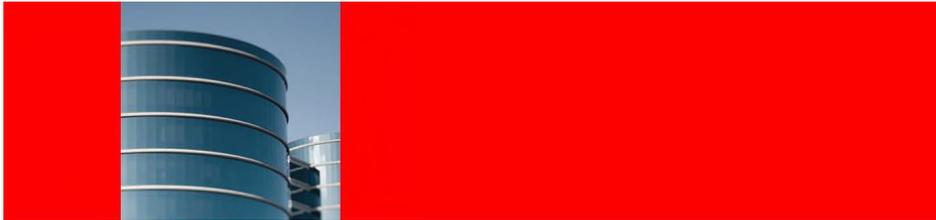
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This concludes our training on how to use Workforce Compensation.
Let's go ahead and open it up for any questions.



EXHIBIT B

DOCUMENT PRODUCED IN NATIVE FORMAT



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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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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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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:

1. 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.
2. The performance of the candidate has not been tested – you may be employing an average performing employee at an above average salary.
3. 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 68,00 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.

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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.

The Oracle logo is centered within a black rectangular border. It consists of the word "ORACLE" in a bold, red, sans-serif font, followed by a registered trademark symbol (®).

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EXHIBIT C

DOCUMENT PRODUCED IN NATIVE FORMAT



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Global Compensation Training
Salary Ranges at Oracle

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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This is the Salary Ranges 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

- Salary Ranges
 - What are they?
 - Why do we have ranges?
 - How are they created?
 - How do we use them to make decisions?

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In this session, we are going to review all that an Oracle manager needs to know about our internal salary ranges. What are they? How are they created and who creates them? And how should managers use the ranges to make decisions?

What are Salary Ranges?

- A tool to assist managers/HR in making decisions about base salaries during the recruiting process, salary increase reviews and job changes or promotions
- A reflection of the local market for base salaries being paid by competitor companies.

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Salary ranges assign a minimum and maximum to the amount that we are willing to pay for a specific job. They reflect the market in the area and allow for much variation in knowledge, skills & abilities that each individual brings to the company.

Salary ranges are country specific. There may be more than one set of ranges per country – in the US, there is a set of ranges for HQ/Bay Area employees and another set of ranges for all other locations.

Why do we have Salary Ranges?

- Salary ranges are a tool to assist managers in making decisions about pay.
 - Broad ranges allow managers to account for differences in experience, skills, competencies and performance of candidates and incumbents.
 - Ranges help managers with employees in multiple countries to pay according to the local market.

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Salary ranges are a tool to assist managers in making decisions about pay. They provide managers with a range of pay that is considered fair and competitive in the local labor market for a specific job. Oracle's ranges are intentionally broad to allow managers to differentiate between employees who are new to their roles and still learning, and those who are fully qualified, very experienced and top performers.

Without such tools managers with employees in multiple countries may think of pay rates in terms of their own home country. This could result in paying too high or too low relative to the local markets.

Salary ranges may be found in the Manager Self Service tool, or in Compensation Workbench and Information Workbench.

How are Local Salary Ranges Developed?

- Local compensation teams participate in, and use data from, salary surveys conducted regularly by external consulting companies.
- Compensation surveys should only be purchased and participated in by the Global/Regional Compensation Team.
- Salary ranges are assigned to Oracle's global jobs based on local market salaries per country.
- Jobs that pay similarly in the local labour market are allocated to the same range

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As a mature, established company, Oracle recognizes the importance of paying competitively relative to the local market.

The global comp team regularly participates in comp surveys and maintains peer relationships with comp professionals at our competitor companies to have access to comp data. This is done at a local country level, as there are clearly market differences from one country to the next, as well as even within-country differences in some cases. For example, jobs in Silicon Valley are paid higher than those in Orlando, FL, so we have a 10% differential in the US for non-HQ jobs. There are also 2 sets of ranges for China, because of the market differences between Beijing and the other Chinese cities in which we operate.

It is IMPERATIVE that only the global compensation team submit compensation data for survey participation and purchase. No one outside of global compensation should be submitting Oracle employee data to 3rd parties.

Creating Salary Ranges

Preferred Competitor Companies

- Adobe
- Apple
- Applied Materials
- Cadence
- Cisco
- Ebay
- Google
- HP
- IBM
- Intel
- Microsoft
- Motorola
- Qualcomm
- SAP
- Texas Instruments
- Yahoo!

Software Industry
Local Companies
Consulting Separate List
Sales Separate List
Geographical Differences

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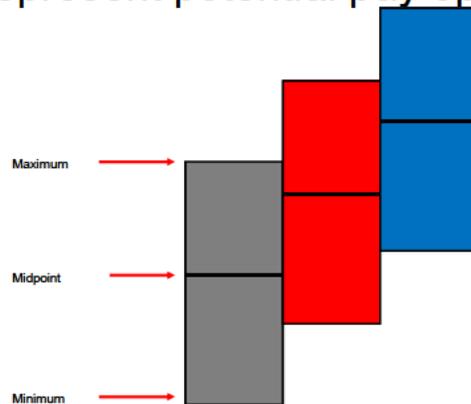
When participating in surveys, Oracle submits data on what we are paying for certain jobs while always ensuring anonymity of incumbents. Our primary sources of data come from highly reputable 3rd party consulting firms who gather data from participants, and compile it to produce reports that keep individual company data confidential. Oracle targets to be competitive against a select list of competitor companies chosen by our board of directors. These are the companies the board feels are our biggest competitors for talent – those that we hire from, and lose employees to. It is not an exhaustive list, rather the most prominent companies only, and those that are felt to be the “premier” high tech market sector.

There may be differences in the list by country, depending on the key competitors in that country. The market maturity in a specific country plays a huge role in determining how much market data we are able to gather. In relatively new geographies, we use whatever data we can get, because we don't always have direct competitors in those markets. The list may also change for some LOBs, since they may compete for talent elsewhere, for example, we may benchmark against consulting firms for the consulting function.

In addition to survey market data, the compensation teams also get data from more informal sources, such as through recruiters or peers in other companies.

Base Salary - Salary Ranges

Represent potential pay opportunity for a job



Salary Ranges are driven by market conditions and are reviewed annually to test for market competitiveness

Salary range is the link between internal and external equity. All jobs that are considered equal in value to Oracle are grouped into the same local grade level, and have the same salary range. The salary range numbers are set based on what the local market is paying for the jobs in that range. Salary ranges are reviewed annually, and the range for a job could change from year-to-year (up or down) based on the review of market data.

There are multiple jobs in the grade, often across different jobs.

The Minimum is the entry level salary for a job. Some countries have legal requirements that employees cannot be paid below the range minimum for their job. In these countries, a salary may be green circled, meaning that the employee must be given a salary increase to bring his or her salary from below the salary range minimum for the job into the salary range for the job

The Midpoint or Job Rate is how much a fully competent employee should earn for the job. It reflects Oracle's desired market position relative to the external market, provided they are fully experienced, fully competent and performing at a completely satisfactory level. The midpoint or job rate is determined based on the desired target market position for all jobs in that grade level. Desired market position around which the midpoint is built may vary from one country to the next, based on the level of maturity of Oracle within that country.

The Maximum is the upper end of the salary range. This is the maximum salary level that is set for the highest level of performance in a job. Regardless of how fantastic an individual employee may be, there is an upper limit on what makes sense for Oracle to pay for a particular job being performed. This is represented by the range maximum. Some countries have legal requirements that employees cannot be paid above the range maximum for their job. In these countries, the salary may be red circled, meaning that the employee is not eligible for a salary increase until his or her salary falls under the range max, either due to being promoted to a job in a higher range, or due to the salary range moving up based on market movement.

As mentioned previously, there are separate ranges for each country, because ranges are based on the local labor market.

Example of moving from salary survey to salary ranges

Support	Mkt Data	Salary Grade	Min	Midpoint	Max
Global Job		1			
Techn. Analyst 1		2			
Techn. Analyst 2		3			
Techn. Analyst 3		4			
Techn. Analyst 4		5			
Techn. Analyst 5		6			
		7			
		8			
		9			
		10			

Salary Range Structure			
	Min	Midpoint	Max
Techn. Analyst 1			
Techn. Analyst 2			
Techn. Analyst 3			
Techn. Analyst 4			
Techn. Analyst 5			
IT Manager			
IT Sr. Manager			
IT Director			

- Local market data is analyzed to create a pay structure that is competitive for all Oracle jobs in the local market; lowest to highest-paid.
- Each Job is assigned to the salary range that is most closely aligned to the market pay. This ensures salary ranges are based on external local market data, not on Oracle's internal structure.
- Where individual jobs are paid similarly, jobs are assigned to the same salary range.

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This slide demonstrates the process that the regional compensation teams go through to determine the salary range that applies to each job at Oracle. The comp team in each region goes through a similar process for every country.

A pay structure is built based on the local market data – starting with the lowest paid job and going through the highest paid job. Once the structure is built, the market data is reviewed for each individual position, and the salary grade chosen is the one with the midpoint that is closest to the market data. Each salary grade will have jobs across various functions, and will also include jobs of varying levels. It all depends on the local market data for the position.

The following slide provides a visual of how the salary grade assignments may be structured.

Example of Pay Structure

Grade	Function A, Function B		Function C, Function D, Function E		Function F, Function G		Function H, Function I, Function J	
	IC	Mgr	IC	Mgr	IC	Mgr	IC	Mgr
1								
2			IC1					
3	IC1						IC1	
4	IC2		IC2		IC1			
5	IC3	M1			IC2		IC2	
6		M2	IC3	M1	IC3	M1	IC3	
7	IC4		IC4	M2				M1
8	IC5	M3			IC4	M2		M2
9		M4	IC5	M3	IC5	M3	IC4	M3
10				M4		M4	IC5	M3
11								M4
12								
13								
14								
15								
16								
17								

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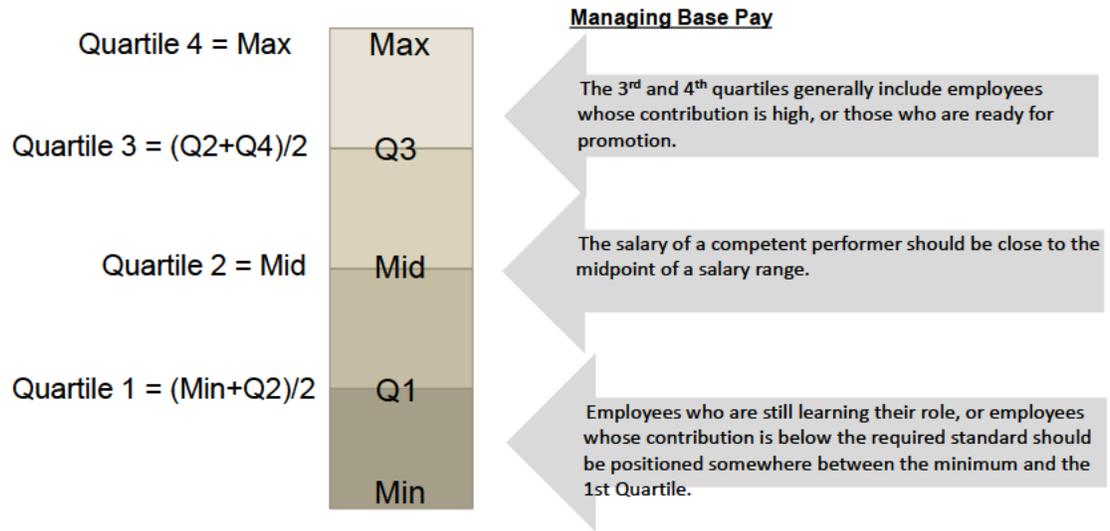
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This graphic shows an example of how the pay structure in a specific country may look. As you can see, there could be various levels or jobs across various functions assigned to the same salary grade. For example, you will notice that grade 5 includes Function A&B's IC3 and M1, as well as Function F&G's and H, I & J's IC2.

You will also notice that Grade 8 has an IC4, IC5, M2 and M3. This graphic clearly demonstrates that there is no intentional correlation between the IC career levels and the MG career levels. Some families may appear to cross over at a certain IC level, but it is purely coincidental and based on market data and is not consistent across job families or functions.

It is important to note that depending on local market pay trends which can go up or down, the salary grade assignments and the ranges themselves may fluctuate from year-to-year.

Effectively Utilizing Salary Ranges



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The business climate and focal budgets play the biggest role in how managers are able to position employees within their range.

Besides the business climate, a number of factors need to be considered when determining where to position an employee within the salary range. These factors include:

1. The employees skills, knowledge, and experience.
2. Internal equity to others in the organization who have similar skill sets for the same role.
3. Performance
4. Previous compa-ratio
5. Tenure in current position – in general, employees who have remained in their current role tend to be paid higher in the salary range

Things to Consider as a Manager

- **Employees at the very top of their range:**
 - Are often highly effective contributors whose promotional prospects are, for various reasons, limited.
 - May have been in the same role for a significant period of time, without the possibility for promotion.
 - May have legacy compensation issues due to joining as a result of an acquisition
- **Employees in different countries will be paid differently for doing the same job, even if the currency is the same.**
- **Employees in the same job do not necessarily earn the same amount**

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To reiterate, salary ranges are intentionally broad to allow managers to differentiate between employees who are new to their roles and still learning, and those who are fully qualified, very experienced and top performers. The ranges are based entirely on the local market and any attempt to do currency conversions to determine appropriate pay levels will not work.

In general, a majority of the population will fall somewhere between the 1st and 3rd quartile of their range. However, there are individual cases where it is completely justified to use the 4th quartile up to the maximum of the range. If you have employees in Canada, it is important to remember that there are legal requirements that employees cannot be paid over the maximum of the range. The only exception to this law are for acquired employees. In this case, the employee will be red circled & will not be eligible for a base salary increase until the range shifts up, or the employee moves to a job in a new range with a higher maximum salary.

Base Salary – Compa-Ratio

- Compa-Ratio is a way to ascertain the base salary competitiveness. It is the ratio of an employee's actual annualized pay rate (numerator) to the midpoint or some other control point for the job's pay range (denominator)
- An example:
 - Employee in Job X has an annual salary of \$30,000
 - The local salary range midpoint for Job X = \$28,000
 - Compa-ratio = Employee salary ÷ Range Midpoint x 100
 - = \$30,000 ÷ \$28,000 x 100
 - = 107.1

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An employee's compa-ratio is the ratio of his or her FTE base salary to the midpoint of his or her assigned range. In this example, an employee with a base salary of \$30,000 who is in a job with a range midpoint of \$28,000 has a compa-ratio of 107.1. This means that the employee is paid at 107% of the midpoint, or 7% over the midpoint of the range.

Looking at the compa-ratio of employees in different jobs helps you get a sense of the fairness of their pay relative to each other. This is helpful when you are managing employees doing different kinds of work, at different levels and in different countries or regions within a country.

Once again, it is important to remember that not everyone has, nor should they have, the same compa-ratio. The right number for each employee depends on his or her individual skills, contributions, performance, etc.

Compa-ratio is a great indicator to compare the base salaries of employees across different levels of jobs or countries where you cannot compare dollar for dollar.

For example, HR uses compa-ratio as an indicator to help set salaries for employees on international transfer between different countries. Markets are so different, we cannot just convert the current salary into a new currency and expect it will be appropriate in the new country. We look to maintain compa-ratio, while also taking into account internal equity and experience of the employee.

Compensation Trends Observed at Oracle

- Base salaries should be reviewed in a business context. What can the business afford?
- There is no data to support a clear link between compensation alone and attrition.
- There are short term internal equity distortions, for example those caused by M&A activities, which cannot be rectified immediately.

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It is important to remember that base salaries must be reviewed in a business context, and as a manager, you must always consider what the business can afford at any point in time. The business performance and the economic situation and forecast are key factors in all compensation-related decisions that are made at Oracle. Therefore, while it is good to know the best practices for how to use salary ranges, you must keep in mind the current business climate.

Key Considerations When Establishing Pay

- Balance external and internal equity considerations
- Differentiate rewards by performance
- Manage your budget – you will never have enough!
- Be honest and open with communications on rewards and performance

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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. In addition, there are external factors that weigh into recruitment & retention, and internal factors, such as morale issues & internal transfers.

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.

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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EXHIBIT D

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The image shows a horizontal banner with a red background. On the left side, there is a photograph of a modern, cylindrical glass building. The Oracle logo is positioned to the right of the building image.

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Global Compensation Training
Job Classification and Global Job Table 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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This is the Job Classification and Global Job Table 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
- Job Classification
- Global Job Table
- Impact on HR processes
- Impact on non-HR processes
- Further information sources

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This is the agenda we will be covering together today. After a short introduction we will start our presentation on the Job Classification Methodology that we use globally at Oracle.

We will talk about what Job Classification is and show you the various elements of Job Classification. We will also mention the impact of Job Classification on other HR and non-HR processes by selecting the correct job for your employees.

And finally we will give you some things to consider as a manager in relation to Job Classification, for example where to find information on the jobs of your employees and how to change a job in the Oracle systems.

Introduction

- Job Classification is a consistent global framework for job related information that supports a number of key HR and non-HR processes as well as management reporting
- The Global Job Table is a key component of the Job Classification system, but other data also forms part of the overall system
- Managers are responsible for ensuring that employees on their teams are in the right job in HRMS
- Attaching employee records to the incorrect job in HRMS will result in multiple problems related to HR and other processes

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Job classification is a consistent global framework for job-related information that supports a number of key HR and non-HR processes. The global job table is a key component of the job classification system. There are many system elements that are tied to employees based on the job code to which they are assigned, and managers are responsible for ensuring that employees are in the correct job code.

Assigning an incorrect job code to an employee could cause problems for various processes down the line, and we will discuss the potential issues that incorrect job codes may cause throughout this presentation.

Global Job Table

- To facilitate the global job classification process, Oracle uses a Global Job Table in which each job is assigned a unique combination of globally defined attributes.

Attribute	Definition
Job code	Unique identifier/reference number
Job Title	Commonly known as the "system job title"
Function	Describes the type of work the person performs. It is not specific to the employee's LOB
Specialty	The specialist work within the Function
Career Level	Broad hierarchical category related to the level at which a job is performed

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Global Job Classification at Oracle is a process that is all about ensuring that we assign the correct job code to each employee. In the next two slides we will first mention the elements of global job classification that are the most important to managers. We will also give a very short description of the elements.

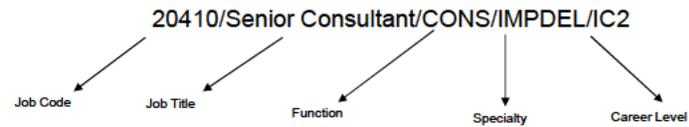
After this short introduction of the most important elements, we will explain each topic in more detail.

It is very important to mention here that once a job code is selected, all the other elements have been defined for that job code. This means there will not be a jobcode that has more than one official job title or function or career level, etc.

One of the most important topics to remember right now is that the process is a global process, with no country specific job classification elements included. So if an employee moves from the US to the UK to perform the same job, e.g. Senior Consultant, then there will be no changes in terms of job classification and, therefore, no changes in the elements you have seen on this slide.

Job Code

- Every employee with the same Job Code will have the same Job Title, Function, Specialty Area and Global Career Level
- Example:
Job 20410 appears as follows in HR Self Service:



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We will now start explaining the most relevant details of the job classification process.

On this slide you see job code 20410, which is only one of more than 1,000 unique job codes (and therefore jobs) that are included in the global job table.

The global job title is just a brief description of the job, referring to the official internal title of the job. The internal job title will be used mostly for system and reporting purposes.

In general the global job title is not the title the employee might use to describe his or her job on a business card, or when speaking to colleagues, clients or relatives.

In the next slides we will discuss the function, specialty area and career level.

Function

- Function describes the type of work the employee performs
- It is not necessarily specific to the employee's LOB.
- The following are the Functions recognized by Oracle

Administration	Business Practices
Consulting	Development
Facilities	Finance
Human Resources	IT
Legal	Manufacturing & Distribution
Marketing	Pre Sales
Sales (all LOB's)	Support
Training	

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The function describes the general type of work the employee performs. This slide lists all of the global job functions at Oracle, including IT, Development, Facilities, Legal and Sales.

All employees working in a sales position, will be part of the Sales Function, regardless of the exact job title or job code. The same applies, for instance, for all employees in Finance.

If an employee is working in a financial position for Consulting, then the job code assigned should be part of the Finance function, despite the fact that the employee is working in the Consulting organization



Specialty Area

- Specialty describes the work performed within the Function
- Each Function has typically 4 – 8 Specialty Areas
- If an employee's role covers more than one specialist area, then chose the job whose speciality is most representative

Example

Function: Finance	<u>Specialty Areas</u> Accounting Audit Budget, Planning & Analysis Credit & Collections Contracts Management Financing Licence Compliance (LMS) Payroll/Commissions Purchasing Revenue Integrity Tax Treasury
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The specialty area is more specific, and it describes the work the employee performs within the defined function.

In this slide, we clearly show that within the Finance function, not all employees are doing the same type of work. Employees in the finance function may be working in one of twelve specialty areas, such as accounting, contracts, purchasing, or tax. The specialty area assigned to a job helps to pinpoint the responsibilities of that job.

For example, when employees send in expenses to be reimbursed, they will be processed by employees in the Shared Service Center in the Accounting specialty area, but our salaries are processed by local payroll. Both Accounting & Payroll/Commissions are specialty areas within the Finance function.

Global Career Level

- Global career levels are a set of broad, hierarchical categories related to the level at which a job is performed
- Responsibilities, individual contributions and job complexity increase from one job level to the next job level in the hierarchy
- The global career level structure has two paths: Management (M1 – M10) and Individual Contributor (IC0 – IC6). There is no correlation between M and IC level
- An employee is considered to be a manager if his/her primary responsibility is management (with hire/fire authority) of two or more regular full time equivalent Oracle employees. All other employees should be considered individual contributors, including team leaders

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A job family is a series of levels where the nature of the work is similar. The distinct levels represent Oracle's requirements for increased skill, knowledge, and responsibilities. The higher the career level, the higher the complexity of the job duties.

This means that if a job in Finance has the same level of responsibilities and complexity as a job in Sales, the career level of the two jobs will be the same.

There are career levels for Management positions (with levels ranging from M1 through M10) and for non-management positions, the so-called individual contributors (with levels ranging from IC0 through IC6). In order to be considered a manager in the US, you must have at least 2 people reporting to you, and your primary responsibility should be that of managing people. For all other countries, only 1 report is necessary. For the individual contributor career path, assignment to the IC6 level is "gated", meaning that there is a rigorous appointment process within groups, most typically development, that use this level. There are very few employees worldwide in this level.

Management Career Levels

Manager Career Levels	
M10	CEO
M9	President
M8	EVP
M7	SVP
M6	VP
M5	Senior Director
M4	Director
M3	Senior Manager
M2	Manager
M1	Supervisor

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This slide gives an overview of all Management Career Levels, which is more or less self explanatory. The information is meant to give a quick total overview of all existing Management Career Levels at Oracle.

Definitions of these levels are available. The formal definitions can be helpful when recruiting a new employee, or when making a decision on whether or not to give a promotion to an employee.

Please contact your compensation representative if you are interested in seeing how each management level is defined.

Individual Contributor Career Levels

IC Career Levels	
IC6	Architect
IC5	Guru
IC4	Senior Professional
IC3	Staff Professional
IC2	Professional
IC1	Entry Level Professional
IC0	Trainee, Intern, Clerical

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This slide gives an overview of all Individual Contributor Career Levels.

Definitions of these levels are also available. Please contact your compensation representative if you are interested in seeing how each individual contributor level is defined.

It is important to note that there is NO correlation between M-levels and IC-levels. Each career path is considered separate from the other, and transfers or job changes across the paths are to be evaluated on a case-by-case basis.

Please also note that the IC6 level is exceptional and requires a special promotion process in most LOBs.

Additional Job Table Information (1)

The following additional information is also held against individual jobs:

Compensation Type

- Broad categories of commission/bonus plans as follows
 - Consulting Bonus Plan
 - Sales/Pre-Sales Commission Plan with Annual Target Variable
 - Education Bonus for Trainers
 - Recruiters' Bonus
 - Global Bonus
- Employees with the same job code are eligible to participate in the same variable/bonus plan type (for exceptions see the Regional Compensation Training Modules)

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In addition to job code, function, specialty area and career level, there are other elements in the global job table that are held against the individual jobs.

One of the critical elements is Compensation type.

Oracle Consultants who are “billable” may be eligible to participate in the Consulting Discretionary Bonus Plan. Consulting bonuses are administered through Global Incentive Planning.

Sales commissions are designed to direct, motivate, and reward sales employees for achieving desired business objectives. Sales commissions are administered through Global Sales Compensation. Oracle Instructors, outside the U.S., who are “billable” are eligible to receive a quarterly bonus. Instructor bonuses are administered through Global Incentive Planning.

Only Oracle recruiters are eligible for the Recruitment plan. This plan is based on measurable recruitment goals.

The Global Performance Bonus Plan is an annual plan, but the Bonuses are discretionary and there are no entitlements.

It is important to note that, in general, employees with the same job code are eligible to participate in the same variable or bonus plan, so correctly assigning the job code, and therefore, the compensation type, is critical to ensuring that your employees are on the right plan.

Additional Job Table Information (2)

- Salary Grades
 - These link to base salary ranges that assist managers to make decisions about salaries during the salary increase review, promotion or recruitment processes
- Consulting Target Bonus
 - This may differ from country to country
- Consulting Job Level
- Billable Flag
 - Relevant Consulting jobs only

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Other important information that is tied directly to the job table includes salary grades, consulting target bonus levels, consulting job levels and the billable flag, which is relevant to some consulting jobs.

Salary grades link a range to each job code, and the grades are assigned at the country level. Grades are determined based on local market analysis, so a grade 8 in the US is not the same as a grade 8 in Australia, or a grade 8 in France. There is a separate training module on how salary ranges are developed and used at Oracle, so please check out that presentation when you have some time.

Impact on HR Processes

- The classification of a job has direct impact on:
 - Compensation
 - Salary range
 - Compensation type
 - iRecruit/Offer Letter
 - Employment terms for acquired employees
 - Benefits (eligibility/level of benefits coverage)
 - Appraisal (individual profile/job competencies)
- Eligibility for Compensation Workbench Processes
 - Sales Increase/Salary Review
 - Non-Sales Increase/Salary Review
 - Global Bonus
 - Consulting Bonus (managed outside CWB outside US)
 - Approval authority levels for HR processes

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The classification of a job has a direct impact on many processes.

First, if the employee is in the wrong job, it could have a direct impact on the variable compensation of the employee. If you have, for example, a Consulting Sales Representative on your team, that is mapped to a consulting delivery job, you will have problems in issuing a comp plan, because the consulting job is eligible for a consulting bonus plan. In addition, we have 2 salary increase processes at Oracle. One is for the Sales function and the other is for all other functions. If someone is misclassified, he or she may not be eligible at the appropriate salary increase time for his or her role. This again illustrates how each job code has pre-defined elements that can not be changed.

Second, in some countries certain benefits are linked directly to the job of the employee, for example the eligibility for a company car or car allowance. Correctly assigning a job code impacts the benefits for which the employee is eligible.

Third, access to Manager Self Service and Compensation Workbench is limited – only employees with a global career level of M1 through M10 are granted access to these tools.

And finally, by incorrectly classifying an employee, we are misrepresenting survey data being reported, and we could be violating local laws putting the company at risk for litigation.

These topics clearly illustrate the importance of having your employees in the correct job.

Impact on non-HR Processes

- Compensation plan issuance
 - The type of sales compensation plan is linked to the employee's job
 - Employees with jobs with Function of Sales or Pre-Sales must have an Annual Target Variable
- General Ledger
 - The employee's job is one of the parameters that generates the Headcount Account for Headcount Reporting by Finance
- Projects
 - Billing rates - linked to Consulting Job Level
 - Only employees with a job with Function of Consulting and Billable Flag set to Y can be charged out with the standard cost rate for the job
- Sales Applications
 - Basic details of Sales applications, such as CRM, are synchronized with employee details of the HR database. Yet, this is true only for employees having a Job Function of Sales or Pre-Sales as access to these applications is restricted to these functions

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In addition to impacting HR processes, the job code selected will impact various non-HR processes.

Some of these processes include: compensation plan issuance, headcount reporting for the general ledger and sales applications. Project billing rates for consultants are also linked to the job classification of each employee. If an employee is mapped too low, this could have a direct impact on the margin of the business.

PLEASE HOLD ON THIS SLIDE FOR A BIT TO GIVE VIEWERS A CHANCE TO READ ALL BULLETS

Further Information Sources

- Detailed definitions of the Function, Specialty Area, Global Career Levels can be found on the Managers' Resource Guide (MRG) accessed via manager HR Self Service
- The MRG also contains detailed information on:
 - Where to find information on jobs
 - How to change the job of your employees
 - How to change the product association and Industry code for your employees

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Through Manager HR Self Service, also known as MEE (Manage Employee Events), managers can view an employee's assignment, salary and training information and change employee details by processing HR transactions through a web browser.

An extensive manual is also available to managers, the MEE Handbook for Managers, in which the manager can find a description of all the options that are included in MEE.

The job code assigned to an employee can also be found in Information Workbench and in MyOracle at People Search.

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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Information Workbench (IWB)

- Main View options:
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 - US hours worked - great tool to track overtime hours
- Filters:
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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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Managing Compensation

July 2016



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Program Agenda

Compensation Systems Fundamentals

- Oracle Job Table
- Career Level Tracks
- Salary Ranges
- Compa Ratio
- Sales Comp Mixes

Pay Decisions

- Principles of Managing Pay
- New Hires
- Internal Transfers
- International Transfers
- Promotions
- Off-Cycle Salary Adjustments
- Business Justifications

Compensation Programs

- Annual Equity Program
- Global Corporate Bonus
- Sales and Non-Sales Salary Increases
- Workforce Compensation Replaces Compensation Workbench

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Compensation Systems Fundamentals



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Global Job Table

Job Code	Job Title	Function	Specialty Area	Career Level
3313	Applications Sales Representative IV	SALES	SPECPROD	IC4
10530	Software Developer 3	PRODEV	SWENG	IC3

Every employee with same Job Code will have the same Global Job Title, Function, Specialty Area and Global Career Level

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Jobs at Oracle are classified using a consistent global framework. Each job is assigned 5 core elements.

These elements are:

- The Job Code which is the unique identifier for the job and is one of about 1300 Job Codes included in the global job table.
- The Job Title which is a brief description of the job – known as the “system title”. In general the global jobtitle is not the title the employee might use to describe his job to colleagues or clients or use it for a business card.
- The Function describes the general type of work the employee performs. This isn’t specific to the employee’s LOB.
- The Specialty Area is a subset of the function and is intended to further identify the work performed.
- Finally, the Career Level is a broad category that indicates increased skill, knowledge, and responsibilities and performance expectations. The higher the career level, the higher the complexity of the job duties.

As shown in our example, the job title, function, speciality and career level will be the same globally.

Global Career Levels

- Global career levels are a set of broad, hierarchical categories related to the level at which a job is performed
- Responsibilities, contribution and job complexity increase from one job level to the next in the hierarchy
- The global career level structure has two paths: Management (M1-M10) and Individual Contributor (IC0 – IC6).
There is no correlation between M and IC level



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As mentioned on the prior slide, global career levels are a set of broad categories related to the level a job is performed. These levels indicate where responsibilities, individual contributions and job complexity increase from one job level to the next.

The career level for a job in one organization with the same level of responsibilities and complexity as a job in another organization, will be the same level. This means that if a job in Finance does have the same level of responsibilities and complexity as a job say in Sales, the career level of the two jobs will be the same.

The career level structure has 2 paths. Management positions and Non-Management positions which are referred to as Individual Contributors. There is no direct mapping between M-levels and IC-levels. Each career path is considered separate from the other, and transfers or job changes across the paths should be evaluated on a case-by-case basis.

Global Career Levels

Individual Contributor (IC) Career Levels

Career Level	Job Title	Discretionary Title	Responsibilities
IC1	Software Developer 1	Associate Member of Technical Staff	Little to no experience, gaining competence in own area with direct guidance from management.
IC2	Software Developer 2	Member of Technical Staff	Understands role, performs moderately complex problem solving with guidance from management.
IC3	Software Developer 3	Senior Member of Technical Staff	Fully competent in own area. May have project lead role.
IC4	Software Developer 4	Principal Member of Technical Staff	Leading contributor individually and as a team member, provides direction & mentoring to others.
IC5	Software Developer 5	Senior Principal Member of Technical Staff	Provide leadership and expertise in development of new or changes to products/services/processes.
IC6	Software Developer 6	Architect	Acknowledged expert within company and/or industry. Provides strategic leadership in development & direction of products/services/processes.

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Global Career Levels

Manager (M) Career Levels (2 or more direct reports)

Career Level	Job Title	Discretionary Title	Responsibilities
M1 - M2	Software Development Manager	Manager, Software Development	Leads dev. team of individual contributors. Minimal people management experience.
M3	Software Development Senior Manager	Senior Manager, Software Development	Leads dev. Team of individual contributors. Generally has 2 or more years of people management experience.
M4	Software Development Director	Director, Software Development	Strategic leadership across functional areas through a team of individual contributors and managers.
M5	Software Development Senior Director	Senior Director, Software Development	Strategic leadership across functional areas through a team of individual contributors and managers. Broad functional exp, enabling mgmt of PM, QA, Dev, etc.
M6	Software Development Vice President	Vice President, Development	Strategic leadership across functional areas through a team of directors. High conceptual complexity, significant intangible or external factors.
M7 – M10	Snr VP, Exec VP, Pres	Senior VP, Exec VP, President, CTO& Chairman	Senior Executive Staff

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Choosing the Correct Job Code

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When choosing a job code, you should select the job that most closely reflects the role. It is important to remember that the job code need not be in a specific function just because an employee is in a specific LOB. An example of this is Admin Assistants. Admins have a function of Admin but can be located across the organization.

If the job code is incorrect there could be an impact to the employee's compensation, including their salary range, bonus eligibility, overtime eligibility and compensation plan eligibility.

In some cases an incorrect job code could impact an offer letter or employment terms especially for M&A employees and hamper access to manager self service and compensation program tools.

Please contact your assigned HR business partner, if you have questions about the job classification of any of your employees. You may be asked to provide information on the duties of the job to determine and ensure the appropriate job code assignment is provided.

Choosing the Correct Job Code

- The Job code selected should be the job which most closely reflects the role in the organization

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Why is this so important?

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Please contact your assigned HR business partner, if you have questions about the job classification of any of your employees. You may be asked to provide information on the duties of the job to determine and ensure the appropriate job code assignment is provided.

Choosing the Correct Job Code

- The Job code selected should be the job which most closely reflects the role in the organization

Why is this so important? What might be impacted by inaccurate job mapping?

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When choosing a job code, you should select the job that most closely reflects the role. It is important to remember that the job code need not be in a specific function just because an employee is in a specific LOB. An example of this is Admin Assistants. Admins have a function of Admin but can be located across the organization.

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Why is this so important? What might be impacted by inaccurate job mapping?

- Salary Range

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- Salary Range
- Bonus eligibility

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Why is this so important? What might be impacted by inaccurate job mapping?

- Salary Range
- Bonus eligibility
- Overtime eligibility

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Choosing the Correct Job Code

- The Job code selected should be the job which most closely reflects the role in the organization

Why is this so important? What might be impacted by inaccurate job mapping?

- Salary Range
- Bonus eligibility
- Overtime eligibility
- Visa eligibility, systems access, and more

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Salary Ranges

Job Code → Salary Grade → Salary Range

- Salary ranges are a tool to assist managers in making decisions about pay
 - Broad ranges allow managers to account for differences in experience, skills, competencies and performance of candidates and incumbents
 - Salary ranges are developed at the country level
 - Some countries may have multiple ranges because of within country pay differences
 - US – HQ and Non-HQ
 - Salary ranges are developed locally using 3rd party salary survey information
 - Market data is reviewed relative to the particular job and it is typical to find a variance between functions. For instance, market data for the sales function differs when compared to market data for the support function.

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Each job code in the global table is assigned to a salary grade that refers to a salary range.

Salary ranges are a tool designed to assist in making decisions about pay by providing ranges that are considered fair and competitive in the local labor market for a specific job. Oracle's ranges are intentionally broad to allow managers to differentiate between employees who are new to their roles and still learning, and those who are fully qualified, very experienced and top performers.

Salary ranges are developed at the local country level, since there are market differences from one country to the next, as well as even within-country differences in some cases. For example, jobs in Silicon Valley are paid higher than those in Orlando, FL, so we have a differential in the US for non-HQ jobs.

Salary survey information from 3rd party consulting companies is used to develop our salary ranges. Market data is reviewed relative to the particular job and it's typical to vary between functions. For instance, market data for the sales function differs when compared to market data for the support function.

Understanding Salary Ranges

Several factors should be considered to position pay:

Performance

Experience
Knowledge
Skill

In relation to

Market (External Equity)

Peers (Internal Equity)

Employees who are still learning their role, or whose contribution is below the required standard

Employees who are fully experienced, competent and solid performers

Employees whose contribution is exceptionally high or ready for a promotion

1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
\$36,159	\$42,938	\$49,718	\$56,498
Minimum		Midpoint	Maximum

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Salary ranges are the link between internal and external equity and assists in making pay decisions during the recruitment process, focal reviews, job changes and also for a promotion. Jobs that have the same local market value are grouped into the same local grade level, and have the same salary range. There are multiple jobs in each grade, often across different LOBs.

Salary ranges are reviewed annually and based on the review of this market data, the salary range structure can be moved as a whole or individual jobs may change grades from year-to-year (up or down).

So, how do we determine the correct placement of an employee in their salary range? The business climate and salary increase budgets play a key role in how managers are able to position employees within their range.

Other factors to consider when determining an appropriate position in the salary range are:

1. The employee's skills, knowledge, and experience and perhaps education (if a requirement for the job).
2. Position in the range of others in the organization who have similar skill sets for the same role.
3. Sustained performance by the employee.

So, specifically, let's review the ideal usage of a salary range.

Employees who are still learning their role, or employees whose contribution is below the standard should generally be positioned somewhere between the minimum and the 1st quartile. We find that with some teams, and in particular with Mergers and Acquisitions, we might have employees perhaps with limited skills, experience or education that truly are shy of meeting particular job requirements and therefore, might be under the minimum of the assigned salary range.

Hopefully over time these employees will have opportunities to increase their skills and knowledge and gain experience and, as budgets allow, their pay can be re-aligned.

As we see in this example, using the U.S. salary range for the Implementation Consultant II (an IC2)

- The midpoint typically reflects the external market rate for an experienced, fully competent and solid performing employee performing this job.
- The 3rd and 4th quartiles should generally include employees who are our top performers, who are ready for promotion or for those who possess a "hot skill".
- The maximum is typically the highest salary that should be paid for a job.

As a manager, you may not always have the budget to perfectly place all your employees, but we wanted to give you an overview and understanding of the intended usage of the salary range.

Base Salary – Compa-Ratio

- Compa-Ratio is the ratio of the employee's salary to the midpoint of their job's salary range.

- Example:

Annual salary - \$52,000

Local salary range midpoint - \$49,718

Compa-ratio = Employee salary ÷ Range Midpoint x 100

= \$52,000 ÷ \$49,718 x 100

= 104.5

- How do we use Compa-Ratio?
 - Salary benchmarking of peers in role
 - International transfers between two countries
 - Periodic salary reviews

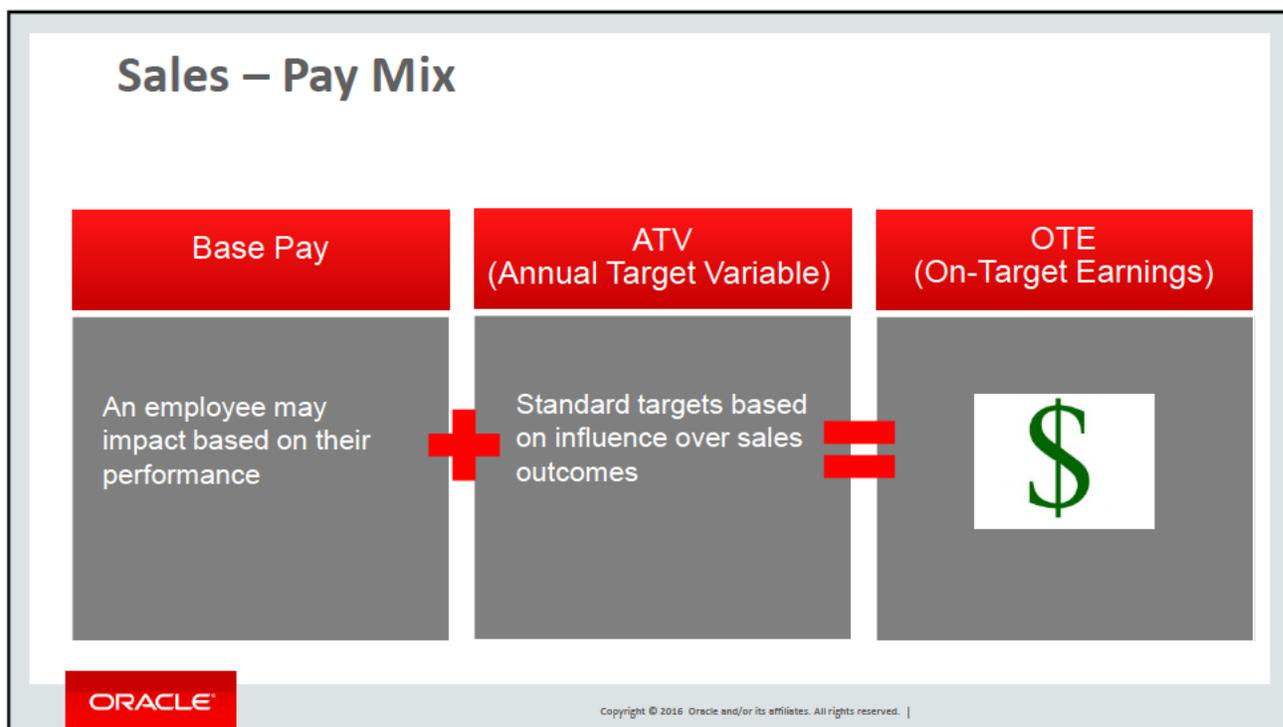


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An employee's compa-ratio is the ratio of their full time equivalent base salary to the midpoint of their assigned job's salary range. With this calculation, you have an opportunity to look at employees in different jobs and to gain a sense of their pay relative to each other. This is helpful when you are managing employees doing different kinds of work, at different levels and in different countries or regions within a country. Of course, it is important to remember that not everyone has, nor should they have, the same compa-ratio. The right compa-ratio for each employee depends on their individual experience, skills, contributions and performance.

To calculate a compa-ratio, as shown in our example for an Implementation Consultant II, we will divide the annual salary of \$52,000 by the midpoint of \$49,718 with a resulting compa-ratio of 104.5. This means that the employee is paid at 104.5% of the midpoint, or almost 5% over the midpoint of the range. This data point would indicate that the employee is fully experienced and competent to successfully perform the duties of the job and is being paid slightly over the current market of the job.



At Oracle, we have variable pay components such as those found within our consulting or corporate plans however, this slide is just speaking specifically about sales plans.

Base pay, as you know, is what an employee is given for a job which may be impacted by the employee with various factors such as their performance. The Annual Target Variable (ATV) is an earning opportunity for the employee based on achievement of their sales goals. It is this equation of base salary and the target variable that provides the 'Pay Mix' ratio of the job. The overall purpose of the pay mix is to help establish a motivating risk/reward proposition for those employees with influence over sales outcomes. Of course, the higher the jobs influence the higher the pay mix should be. Adding an employees base pay and their ATV provides their OTE (On-Target Earnings).

So, for instance, an Applications Sales Rep I and II (in the U.S.) is provided a standard 50/50 pay mix which indicates the employee is given 50% of their earnings in their base pay and a 50% ATV opportunity. This highly leveraged 50/50 pay mix indicates a significant influence over a sale. An example of a lower leveraged job is the pre-sales consultant with a standard pay mix of 80/20. This pay mix indicates their influence for the sale is not as great and therefore most of their dollars (or 80%) is found in their base pay with 20% leveraged in the ATV.

Of course, for some employees based on attainment of their specific sales goals, they will find that their base pay when combined with their variable pay can be very rewarding.

Sales – Pay Mix

Job Code	Job Title	Career Level	Pay Mix (most leveraged)	Pay Mix (least leveraged)	Target Variable (ATV) Minimum	Target Variable (ATV) Mid	Target Variable (ATV) Maximum	On-Target-Earnings (OTE) Minimum	On-Target-Earnings (OTE) Midpoint	On-Target-Earnings (OTE) Maximum

- Global Incentive Comp (GIC) Team
- Standard v. Non-Standard Pay Mix

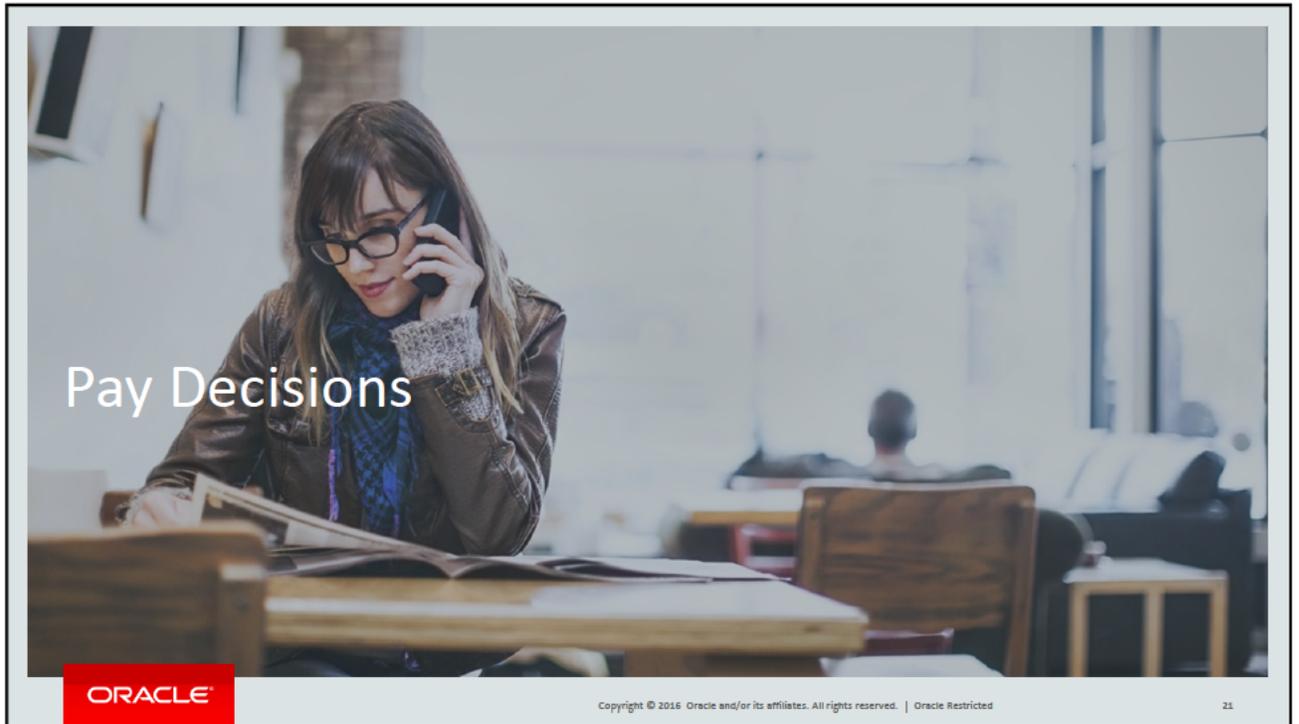
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Here's a look at a standard pay mix for a sales role at Oracle. In this instance, we are looking at an Alliances Consultant role. For this role, the standard pay mix between base salary and target variable can be as leveraged as ██████% base / ██████ variable) or less leveraged as ██████% base ██████ variable). It then shows what the min, mid, and max base salary and target variables for each scenario can be.

The Global Incentive Comp Team is responsible for maintaining the sales pay mixes. They also review all sales roles offered to ensure the

Terms are in line with the standards. It is important to keep the sales pay mix within these standard mixes. This ensures consistency in the roles and teams across Oracle, and avoids pushback from our Global Incentive Comp Team and the BoD.



Thanks Jana

In the next section of our presentation, I will review several types of pay decisions you may make as a manager.

General Principles of Managing Pay

- Compensation and benefits must be in line with the standard for the job
- Balance external and internal equity
- Consider the relevant knowledge, skills, abilities and experience of the employee
- Differentiate rewards by performance but manage within your budget
- Be honest and open with communications on rewards and performance
- These principles apply globally



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Managing pay is an art, not a science, and there are various factors to consider.

Here are some of the general principles of managing pay.

Compensation and benefits offered to employees should be in line with the Oracle local standard for the job.

Managers need to balance external and internal equity, as well as the relevant knowledge, skills, abilities and experience of the employee or candidate.

Rewards should be differentiated by performance which can be a challenge when managing within your budget.

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 you never make specific promises.

Remember these principles apply globally.

New Hires

- When posting a position
 - Choose the correct job family and career level
 - Most closely reflects the role and level of the work required
- When determining an offer
 - Make final determination of correct career level for the candidate – may differ from level of posting – one level up or down
 - Based on experience and skill set of candidate
 - Review salary range for proposed position and salary range position of existing incumbents in work group
 - Understand variable pay plan, if any eligibility
 - Review candidate and proposed package with HRBP prior to making candidate offer

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When hiring a new employee you must first post a position. Choose the job family based on the family that most closely reflects the role. The Career level should be chosen based on the level of work the organization requires not the level that it would be nice to have or the level of the current members of the team.

When you're making an offer, make the final career level determination based on the candidate's experience and skill set. The career level may differ from the level of the posting – one level up or down is allowed with no additional posting requirements. Also review the current salary range and the position in the salary range of existing incumbents in the work group.

Be sure you understand if the position is eligible for any variable pay such as the Global Corporate Bonus or a sales incentive plan.

Scenario #1

New Hire – Choosing a Career Level and Salary

- Position posted as a M4
 - Will have 4 reports – 1 IC3, 2 IC4s and 1 IC5
- Candidate has 10 years experience including 2 years management experience
- Key factors in determining career level
 - Job Scope
 - Candidate’s experience
- Key factors in determining starting salary
 - Peer salaries with similar skills, experience, and job
 - Local market salary data to ensure offer competitiveness

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Let’s review a scenario on choosing a career level and salary for a new hire.

Here are some of the facts.

The position is posted as a M4. The position will have 4 reports – 1 IC3, 2 IC4s and 1 IC5.

The candidate has 10 years experience including 2 years management experience.

The key factors in determining the career level are the job scope and the candidate’s experience.

The key factor in determining the starting salary is where the peers doing similar work are paid.

Based on the this information what would you recommend?

The candidates management experience and the size and makeup of the proposed team isn’t strong enough to qualify for the M4 level. When posting a job, you are free to hire one level up or down, so in this case, a potential recommendation would be M3 instead.

Determine the salary based on the pay of peers with similar experience and skills doing similar work in the organization.

Scenario #2

New Hire – Choosing a Career Level and Salary

- Position posted as a M2
 - Will not have any direct reports
- Candidate has 7 years experience including 1 year management experience
- Key factors in determining career level
 - Job Scope
 - Candidate’s experience
 - Number of direct reports

*Taleo postings may be adjusted up or down one level from what was posted. It must be within the same IC or M career track. You cannot adjust across career tracks.

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Let’s review a scenario on choosing a career level and salary for a new hire.

Here are some of the facts.

The position is posted as a M2. The position is not likely have any direct reports immediately, but may in the future. This is why the hiring manager posted the role as an M2

The candidate has 7 years experience including 1 year management experience.

The key factors in determining the career level are the job scope and the candidate’s experience. It’s also important for manager hires to consider the size of the team and level of the direct reports.

Based on the this information what would you recommend?

Because the new hire will not immediately manage a team consisting of at least 2 direct reports, this hire should not be in a manager role. The role should instead be hired as an individual contributor based on the candidate’s experience and current expected scope of the role. If or when a team is built under this employee, a promotion to a manager role would be appropriate.

Based on these facts, and the candidates level of applicable experience, a more appropriate level to hire would be an IC3 or IC4 role.

*It is important to know that once you’ve posted a Taleo req as a manager or individual contributor role, you cannot adjust the req between the two career tracks. You can adjust up or down one level within the same career track , but not across M or IC tracks (ie. IC to M, M to IC). So in this scenario, the hiring manager would need to post a new IC3 or IC4 level role and hire the candidate against that req.

Promotions

- A promotion is typically a move to a new job with greater responsibility and impact to the company.
 - Some promotions are within the same job family and career path and
 - Others can be to a new job family or career path
- Promotions are not always accompanied by a salary increase
 - Salary should, however, be appropriately positioned in new salary range



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** LOB timing for promotions.

A promotion is typically a move to a new job with greater responsibility and impact to the Company. Some promotions are within the same job family and career path and others can be to a new job family or career path.

Promotions aren't always accompanied by a salary increase. The salary should be appropriately positioned in the new salary range. If an employee is positioned very low in their 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.

Promotions

- Key factors for IC promotions
 - Skills, experience, and performance of the employee
 - Scope of the job
- For promotions from IC to Manager
 - No direct mapping between paths
 - Consider scope of the job and previous management experience to determine level
- Key factors for Management promotions
 - Scope of job and business need for job at new level
 - Experience, performance, and results of the employee

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Key factors to consider for IC promotions are the skills, experience, and performance of the employee and the scope of the job.

For promotions from IC to Manager the new career level should be determined based on the scope of the new job and the previous management experience of the candidate. There is no direct mapping between the IC and M career paths.

Key factors for management promotions are the scope of the job and business need for a job at the new level. The employee's experience and results are also important factors.

Polling Question



Under which situation would you feel a promotion is appropriate?

- A. An employee has been in the same grade for quite awhile and is due a promotion
- B. I'm concerned the employee may leave the organization
- C. The salary of my employee appears to be low and by giving them a promotion I get a chance to increase it
- D. An employee mentions to you that a colleague next to them is doing the same job but has a higher career level. They've asked to be promoted.
- E. None of the above

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Read the slide and do poll.

Best answer is E.

A. Promoting someone simply because they have been around for a while and seem “due” for a promotion, doesn’t mean it is appropriate to promote the employee. If the person’s role isn’t changing and you have no need for higher level work to be performed, then a promotion isn’t really a good idea.

B. This situation is a little tougher. We shouldn’t promote someone just to retain them but we should be sure that we provide development and growth opportunities for employees. If this employee is a top performer or critical to your organization but there is no business need for the next higher level, discuss other opportunities with your manager and HR manager. If you promote but there is no change to the job duties, this may be a short-term answer.

C. Promoting someone already low in their range will potentially lead to bigger problems.

D. In this situation, you should discuss with your HR manager.

When considering whether a promotion is appropriate it is important that you objectively look at the experience, skills and performance of the employee.

IC Product Development Promotion Template

Employee Name: _____ Manager: _____
Current Career Level and Job Code: _____ Proposed Position and Job Code: _____
of Years in Current Position: _____ # of Years in Industry _____
Current Salary: _____ Min Salary for New Position _____
Performance Rating: _____ VP/SVP: _____

Please address the following factors, including examples when recommending promotions to senior development positions in Product Development.

SUMMARY OF EXPERIENCE
(Provide a brief description of current and previous experience education and areas of responsibilities.)

SCOPE OF POSITION
(Describe the scope and complexity of the technical work being performed. Describe how the position or deliverable is important to Oracle's strategic plan or revenue.)

TECHNICAL ABILITY
(Describe the individual's technical skills: skill in solving technical problems; time needed to solve difficult problems; with minimal direction; creativity in problem solving; ability to present new ideas/concepts; judgment in evaluation of alternative courses of action; reliability of design and project decisions.)

TEAMWORK AND INFLUENCE WITHIN ORACLE
(Describe the individual's ability to be effective in a team; ability and willingness to help others when needed; ability and willingness to direct the efforts of others formally or informally; working relationships with other group members. Describe the amount and quality of inter-action with other Oracle groups and what results have been achieved. How has the position contributed to their success or how has it influenced other groups to ensure the success of their own strategic projects?)

EXTERNAL VISIBILITY
(How much time does the individual spend representing Oracle to outside interests such as customers, partners, press and analysts. These contacts should address a technology, product or program area that is highly visible and recognized as an independent entity.)

ACHIEVEMENT
(Describe specific significant deliverables or accomplishments attributed to this individual as the major contributor. Who within or outside of Oracle would know of these achievements? Also explain how the individual exhibits the qualities of leadership, technical credentials and overall ability to represent their group/ST both within and outside Oracle.)

Recommendations
(Comments from other senior management staff both within and outside of group - Min of three.)

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Management Promotion Template
Miranda Organization

Employee Name: _____ Manager: _____
Current Career Level and Job Code: _____ Proposed Position and Job Code: _____
of Years in Current Position: _____ # of Years in Industry: _____
Current Salary: _____ Min Salary for New Position: _____
Performance Rating: _____ VP/SVP: _____

Please address the following factors, including examples when recommending promotions to Management positions.

BUSINESS NEED
(Describe Organization Structural need for a position at this level attach proposed org. chart.)

SUMMARY OF EXPERIENCE
(Provide a brief description of current and previous experience education and areas of responsibilities.)

MANAGEMENT SKILLS
(Briefly describe the individual's management skills which reflect their ability to get tasks done while attracting and retaining good employees)

SCOPE OF POSITION
(Describe expanded scope and responsibility. Define how the position or deliverable is important to Oracle's strategic plan or revenue. Quantify size or complexity of the task, i.e. numbers of people to manage or influence, magnitude of product for Oracle or technical challenges.)

Metrics: Headcount and Span of Control
Current Position HC: _____ # Employees under this position _____; # Direct Reports _____; # Mgmt Level of reports _____
Proposed Position HC: _____ # Employees under this position _____; # Direct Reports _____; # Mgmt Level of reports _____

SIGNIFICANCE OF POSITION AND IMPACT ON THE COMPANY
(Describe the position's significance and how it impacts products revenue generation critical technology or its importance to customers/partners.)

EXTERNAL VISIBILITY
(How much time does the individual spend representing Oracle to outside interests such as customers partners press and analysts. These contacts should address a technology product or program area that is highly visible and recognized as an independent entity.)

TEAMWORK AND INFLUENCE WITHIN ORACLE



Internal Transfers

- The starting point for transfers should be lateral – salary and career level
 - Internal transfers should not be used as means to increase salaries
 - However, if the new role has a change in pay mix or there is a change to job family, some adjustment may be appropriate



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The starting point for internal transfers should typically be lateral for both salary and career level. Transfers should not be used as a means to increase salaries or give promotions.

However, if the new role has a change in the mix of base and variable pay, an adjustment may be appropriate.

Typically we don't adjust the career level for a transfer. However, if the transfer involves a change in job family, sometimes an adjustment is appropriate.

Scenario - Internal Transfer

- I have an internal candidate I would like to hire but he will only transfer if I promote him.
- He has the exact skill set I need for my group and we desperately need the help.
- I'm going to tell him that I'll promote him and give him a salary bump to ensure he accepts my offer.

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Let's review a Scenario on an internal transfer

READ SLIDE ALOUD

What's wrong with these statements based on what we just discussed on the previous slide.

Internal transfers are typically lateral – salary and career level. Focus on the business need & the level of contribution they will make in the new role. If the employee's background (their experience and skill set) is such that a promotion is reasonable at the time of the transfer, a strong justification will be needed to get it approved.

Don't ever make promises prior to getting final approval from BOD. You may review the package that you intend to request, but make it clear that it is pending final approval. This situation is a good example of when it is a good idea to engage the help of your HR manager.

International Transfers

- A cross border transfer is a permanent move from one country to another
- Only employees who have unique or highly specialized skills are considered for this type of transfer
- You should pay appropriately in the new country. Don't simply transfer at the current salary converted to the new currency
- Pay levels for the same job differ from country to country even where currency is the same
 - In Europe several countries use the Euro but have different salary ranges
- Generally, lateral move with no change in career level

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An international transfer is a cross border permanent move from one country to another. It isn't an assignment.

Only employees who have unique or highly specialized skills are considered for this type of transfer.

You should pay appropriately in the new country. Don't transfer at the current salary converted to the new currency.

Pay levels for the same job differ markedly from country to country even where currency is the same. In Europe several countries use the Euro but have different salary ranges which are based on the local labor market.

Generally international transfers are lateral moves with no change in career level.

International Transfers (cont.)

- To determine appropriate salary for international transfer transferring to the same position in a new country use the employee's current compa-ratio and keep it constant in the salary range of the new country.
 - This methodology places the salary at the same position in range in the new country as in the old country
 - If employee's current compa-ratio is extremely high or extremely low it may be appropriate to use the new peer group to place the salary appropriately
 - Don't convert the current salary to the new currency
 - If transfer is into a completely different job family, then determine salary as if a new hire
- $\text{Compa-ratio} = \text{current salary} / \text{midpoint of salary range}$

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To determine an appropriate salary for an international transfer where the employee is transferring to the same position in a new country, use the employee's current compa-ratio and keep it constant in the salary range of the new country.

- This methodology places the salary at the same position in range in the new country as in the old country
- If employee's current compa-ratio is extremely high or extremely low it may be appropriate to use the new peer group to place the salary appropriately
- As we've mentioned earlier, don't just convert the current salary to the new currency
- If the transfer is into a completely different job family, then determine the salary as if the employee is a new hire.

The Compa-ratio is calculated by dividing the current salary of the employee by the midpoint of the salary range.

Because the international transfer process can be complex, please reach out to your HR manager for assistance in determining an appropriate salary.

Off-Cycle Salary Increases

- An off cycle increase may be needed for:
 - Competitive counter offer (Dive and Save)
 - Job change with change to the variable pay plan
- Off Cycle increases in FY17 – limited
- Always Consult your HR Business Partner



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Off-cycle increases 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 – known as a dive and save or when there is a change to the variable pay.

To qualify as a dive and save, a written offer is required.

When there is a decrease in variable, typically when an employee is moving from a Sales or Pre-sales position to a Non-sales position or from a Sales or Pre-sales role with more leverage, the new base salary should be determined based on the employee's experience and pay of the peers in the new workgroup and a base increase may be appropriate.

For any proposed pay action, please proactively work with your respective HR manager. They can assist you in determining if an increase is appropriate and if so what the appropriate amount is and timing should be depending on the country and situation.

We expect that off-cycle increases will continue to be very limited in FY17 company wide.

Workflow Justifications

- An effective justification should include:
 - New Hires/Transfers
 - Description of the job and the business need for it
 - Skills and experience of the candidate and how they meet the requirements of the job
 - Data used to determine salary offer
 - Off-Cycle Promotions
 - Attach relevant information on the scope of the new job
 - If an increase is proposed, position in new salary range and comparison to peers
 - Dive and Saves
 - Performance and results
 - Impact to business if employee leaves organization
- Justifications should be thorough yet concise and be based on facts not feelings

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An effective justification is important to a smooth approval process for any job or pay change. It is important that relevant information is provided for all the subsequent approvers.

For new hires you should include a description of the job and the business need for it. You should also include the skills and experience of the candidate and how they meet the requirements of the job. You should also describe how you determined the salary offer.

For off-cycle promotions or any base pay increases, you should include relevant information about the scope of new position or why an employee needs the proposed pay increase. Included in the details will also be the position in the new salary range and comparison to the peers in the same position. The approvers also like to see a sentence that speaks to the urgency of the proposed pay increase to gain a full picture of the request.

For dive and saves, you should include performance and results of the employee and the impact to the business if the employee leaves.

Justifications should be thorough yet concise and be based on facts not feelings.

Again, please work with your Hr Manager when writing justifications.

Recap

- Each situation should be reviewed on a case-by-case basis but the principles should be applied as consistently as possible
- There are no absolute right or wrong or “one size fits all” answers
- Look at the whole picture, not just the position in the salary grade
 - Internal equity
 - Skills, Knowledge, Competencies, etc.
- Reasons for the decision should be documented
- The salary and benefits should be set correctly for the new position
- The increase/change in status should not be backdated
- When in doubt, consult your HR Business Partner

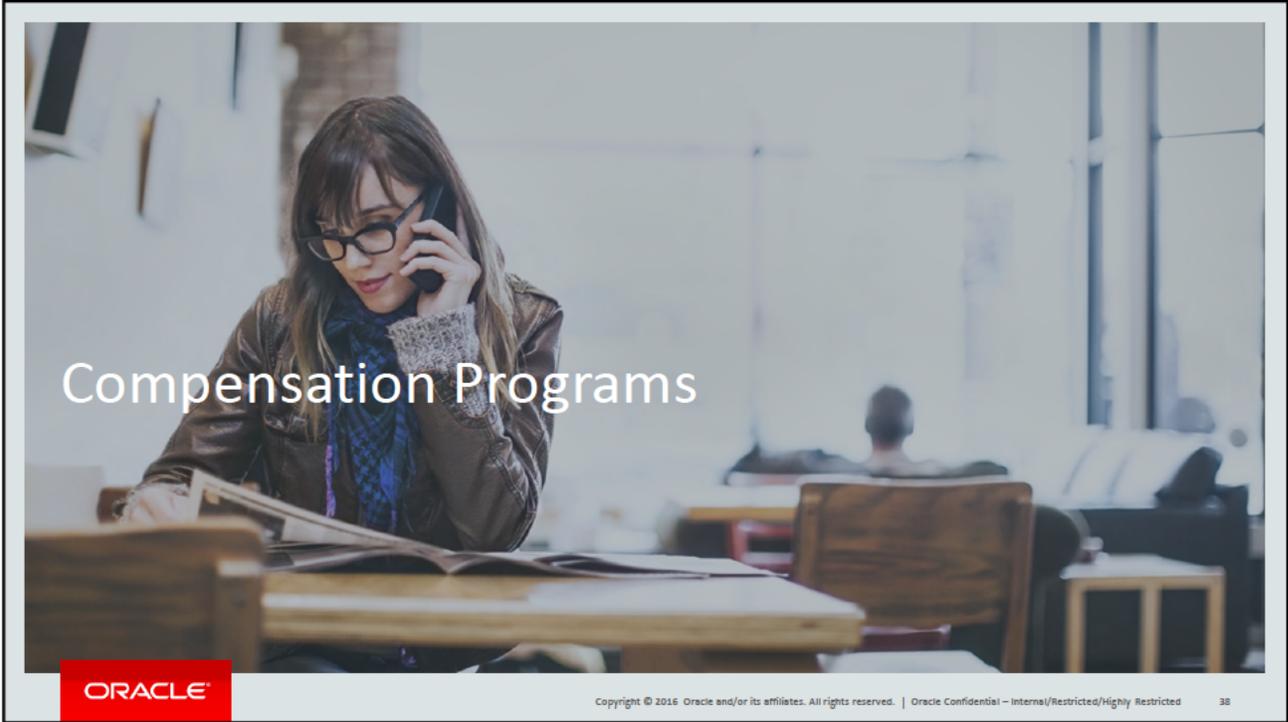
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It is important to remember that compensation decisions are made on a case-by-case basis and many pieces of information need to be considered in each instance. There is not a “one size fits all” solution for managing pay. As we have reviewed, you should look at the whole picture when making a pay decision, including internal equity, as well as the knowledge, skills and competencies of the employee.

You should document the information you used to make your decision. The salary and benefits should be set correctly for the position.

The increase or job change should not be backdated.



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Global Compensation Programs

- *Annual Equity Program*
 - May/June timeframe
 - CHOICE – 100% stock options, 100% RSU's or 50% options/50% RSU's
- *Global Corporate Bonus*
 - Program announced after fiscal year end earnings announcement
 - Planning generally during July/August timeframe
- *Sales and Non-Sales Salary Increases*
 - Sales and non-sales salary reviewed managed separately
 - Sales salary review twice annually Sept/Oct and May/June timeframes
 - Non-Sales salary review generally Sept/Oct timeframe
- *Workforce Compensation (WC) tool to manage comp programs*

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There are several compensation programs that you may be asked to make recommendations for your employees. Annual Equity, Global Corporate Bonus, Sales and Non-Sales Salary Increases. Currently these programs are run at separate times. Each program has a different eligibility criteria so not all employees are eligible for all programs. We will review these programs in more detail in the next few slides.

We have used Compensation Workbench (CWB) in the past to make recommendations for our the compensation programs. Workforce Compensation is replacing CWB this year. Workforce Compensation also referred to as Fusion Workforce Compensation (FWC) is the tool we are currently selling as part of our HCM product.

What is Workforce Compensation?

- Workforce Compensation (WC) is an Oracle Self Service Application for managing compensation processes, allowing you to:
 - Model and allocate budgets
 - Publish (pass down) budgets to subordinate managers
 - Rate, Rank and Award individual employees
 - Review historical compensation information
 - View and download employee information for off-line work for further analysis
 - View submission status of subordinate managers
- Where can I find Workforce Compensation (WC)?
 - Employee Self Service Cloud > MyHR > My Team > Workforce Compensation

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What is Workforce Compensation?

WC is an Oracle Self-Service Application for managing compensation processes and is very similar to CWB. However, it has more flexibility than CWB. The new tool allows you to model and allocate budgets, publish or pass down budgets to managers below you, rate and/or rank employees, make stock, bonus and salary recommendations, review recommendations submitted by your subordinate managers and then submit recommendations for your entire organization to your manager.

You can also view historical compensation information and download employees information and work off-line.



Thank you for your time....

closing comments.....