

**From:** [REDACTED]@oracle.com  
**Subject:** Attach this to the D&S in SSA: FW: UPDATE: RE: Action Item: Approval Requested-Proactive D&S request for [REDACTED] M4 (HQ) ([REDACTED] LOB)  
**Date:** May 19, 2015 at 12:59 PM  
**To:** [REDACTED]@oracle.com

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[REDACTED],

Please attach this email in the D&S transaction you are about to submit for [REDACTED]  
It gives us TK's approve to move forward.

Thank you,  
[REDACTED]

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**From:** [REDACTED]  
**Sent:** Tuesday, May 19, 2015 12:54 PM  
**To:** [REDACTED]  
**Subject:** FW: UPDATE: RE: Action Item: Approval Requested-Proactive D&S request for [REDACTED] M4 (HQ) ([REDACTED] LOB)  
**Importance:** High

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**From:** [REDACTED]  
**Sent:** Monday, May 11, 2015 9:55 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]; [REDACTED]  
**Subject:** RE: UPDATE: RE: Action Item: Approval Requested-Proactive D&S request for [REDACTED] M4 (HQ) ([REDACTED] LOB)  
**Importance:** High

Hi [REDACTED],

I just received notification that this proactive dive and save for [REDACTED] for a 26% base salary increase ONLY was approved by [REDACTED] and TK.

You and [REDACTED] need to discuss what RSU commitment you are willing to make to [REDACTED] during this stock cycle so [REDACTED] and I can include that in our modeling this week.

As usual, [REDACTED] will work with you on getting this transaction entered and through the approval loop.

Thanks,  
[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, April 24, 2015 12:13 PM  
**To:** [REDACTED]; [REDACTED]  
**Cc:** [REDACTED]

**Subject:** Re: Action Item: Approval Requested-Proactive D&S request for [REDACTED] M4 (HQ) ([REDACTED] LOB)

[REDACTED]

Please see the request below for [REDACTED]. She is driving [REDACTED] service for us in addition to the [REDACTED] pieces. We are particularly exposed on the search side - where none of the rest of the leadership team has the deep context she has. Losing her would also put our [REDACTED] delivery plans in jeopardy.

Please see details below on securing [REDACTED] approval and CC'ing [REDACTED]

Thanks,

- [REDACTED]

On Apr 22, 2015, at 6:42 PM, [REDACTED] <[REDACTED]@oracle.com> wrote:

[REDACTED]  
I am requesting an out-of-cycle increase for [REDACTED] as we are at risk of losing her. My business justification is below for your review. I have spoken with her and I am confident she will stay with Oracle if we provide this out-of-cycle increase.

Please "reply all" and send to [REDACTED] for approval. Once [REDACTED] approves, please ensure that [REDACTED] is copied on the approval to [REDACTED]. [REDACTED] will secure Thomas's approval. As soon as we have that, I'll enter the D&S into SSA and it will go up for approvals again through workflow.

Thank you,

[REDACTED]

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**Business Justification**

We are at risk of losing one of our key members of the [REDACTED]. [REDACTED] is a Director/M4 currently managing [REDACTED] team as well as [REDACTED] team. [REDACTED] has consistently been ranked as a top performer (4 and 5) over the last three years. She has been with Oracle for 16 years and worked across many different product lines. The last few years her focus has been on search working with integrations cross many products that have lead to many critical releases of [REDACTED] and [REDACTED] for [REDACTED] as well as external customers. Given her creditability and her ability to deliver results, she was recently asked to lead the cloud infrastructure team that drives [REDACTED] and will own the implementation of [REDACTED] lifecycle automation and integration. This is a very challenging project with many dependencies will put her at the forefront of moving to a cloud delivery model. We are confident that her leadership and broad technical knowledge will make her a key person in the cloud delivery ream. Previously, [REDACTED] has led [REDACTED] and [REDACTED] framework engineering team delivering major functionality for the following product lines:

- [REDACTED] – provisioning, upgrade, administration and manageability, UI, Security, Test to Production and performance benchmark.

- [REDACTED]
- [REDACTED] – administration and manageability, [REDACTED] for configuration and [REDACTED] integration, Administrative UI, Security, and VM charter
- [REDACTED]: Pre-study, performance evaluation, [REDACTED] readiness preparations. *(Development paused waiting for application team decisions.)*

As part of delivering these products she had also lead work on authentication, authorization and administrative [REDACTED] frameworks that has enabled [REDACTED] to be successfully embedded to all the Oracle application suites (Fusion Application, PeopleSoft, Siebel, Web Center, E-Business Suites).

[REDACTED] is considering employment outside Oracle because she is actively being recruited by both **Amazon and LinkedIn**. They are offering very competitive compensation packages in the range of [REDACTED] total comp. Ideally, [REDACTED] would like to stay at Oracle and we want to stop her from pursuing any of these outside offers immediately. In order to retain [REDACTED], we need to show our commitment by providing a competitive out-of-cycle increase. [REDACTED] current salary is [REDACTED]. She received a 5.72% ([REDACTED]) focal increase in 2014 which gave her a new compa-ratio of 94%- still below the mid-point in the salary range. Her outstanding contributions have her on a solid career path in which she will be considered for a promotion within the next year.

[REDACTED] proactively takes on increasing responsibilities and we expect her to continue performing well at this level. We propose a 19% increase to [REDACTED]. This gets her to her target total comp of [REDACTED] and gives her a new compa-ratio of 112%, recognizing her contribution as a top performer at Oracle. This is what it will take to retain [REDACTED]. Without [REDACTED] there would be a tremendous legacy knowledge gap and the loss of productivity from the downtime to replace her expertise in this competitive market would be substantial. In addition, our team has also experienced a high attrition rate over the last 12 months of 18.02%. With her driving attitude, knowledge of Oracle and technical background [REDACTED] is a key member of our team and important for our success. Losing [REDACTED] will significantly impact our ability to meet our deliverables on the [REDACTED] project. [REDACTED] has a long history with [REDACTED] which will continue to be an important component for years to come. We will need to improve and replace the [REDACTED] technology. [REDACTED] experience and history with the [REDACTED] will be important for continued support of applications using it. We plan to continue mentoring Cindy as a leader in the development and running of cloud services and cloud integration built on the Oracle cloud infrastructure. Her tenacity and management skills are a good fit for successfully keeping cloud service running.