

ORACLE UK

GENDER PAY GAP REPORT

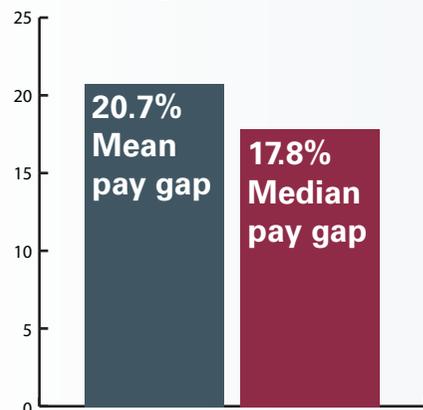
In April 2017, the UK government introduced a requirement for employers with 250 or more employees to disclose their gender pay gap as it stands on a given 'snapshot date' each year.

The gender pay gap is not the same issue as equal pay. Equal pay relates to wages paid to men and women performing equal or similar work, whereas the gender pay gap is the output of a statistical calculation of an entire organisation, across all categories of jobs at all levels, which makes no allowances for demographic and gender imbalances or job role differences.

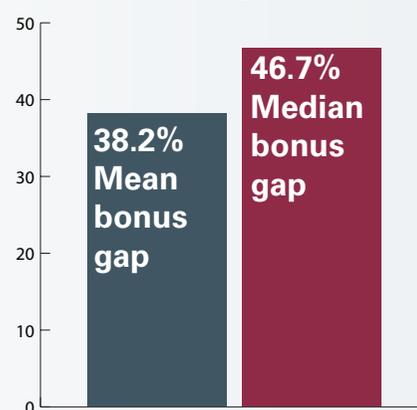
REPORTING ORACLE'S GENDER PAY GAP

Oracle's statistics for the snapshot date of 5 April 2017 are contained in the following charts:

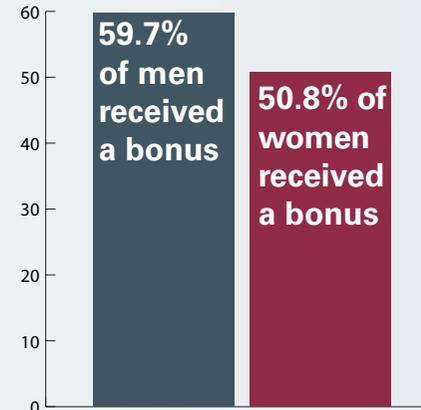
Pay Gap



Bonus Gap



Bonus Distribution



Pay Quartile	Men	Women
Lower	65.0%	35%
Lower-mid	73.1%	26.9%
Upper-mid	81.4%	18.6%
Upper	83.9%	16.1%

UNDERSTANDING ORACLE'S PAY GAP

In the hi-tech industry, there is a shared issue of gender imbalance across the employee population. Most higher-paid jobs are filled by science, technology, engineering and maths graduates and Oracle's 25-30% female workforce is typical of the historic gender mix of these professional groups and graduate programs. This means there are a larger proportion of men in the higher paid jobs, which contributes significantly the overall pay gap. The headline figures are based on aggregating roles across the entire organisation. Oracle's approach is to ensure all jobs of equal value are paid equally regardless of gender and Oracle is committed to this objective.

Oracle is further committed to attracting more women into its business and into higher levels within the organisation, ensuring women stay in the company and enjoy successful careers.

To support this aim, Oracle promotes the following activities:



RECRUITMENT

The importance of diversity is a topic discussed by our recruiters with hiring managers when they take on a hiring brief. Oracle's recruitment team works with the business to encourage a gender balanced shortlist when presenting candidates to hiring managers. We also have recruitment training to help managers understand why diversity is important and to consider unconscious bias in any hiring and pay decisions. Oracle mandates unconscious bias training for all managers in the UK.



FLEXIBLE BENEFITS PROGRAM

At Oracle, we recognise the diverse lifestyles of our employees and the different stages they may be at in their personal and professional lives. Having a truly flexible benefits programme allows all our people to choose benefits that reflect their current circumstances and priorities. The choice and flexibility built into the programme means we can accommodate a diverse workforce wherever they are on their journey, and attract and retain the best talent for Oracle. Oracle offers its UK employees a broad flexible benefits programme, which includes the following:

- Healthcare scheme: coverage is available for dependents and children up to 24 years.
- Back-up child and adult care: 10 days of emergency care, per employee, every year. The first two sessions are funded by Oracle and the remaining sessions are subsidised by Oracle.
- Workplace nursery: reserved, discounted nursery places conveniently located by our UK head office. Significant tax and NI savings on nursery costs.
- Childcare vouchers: providing significant tax and NI savings on childcare costs.
- Additional holidays: the option to uplift annual holiday entitlement.
- Financial wellbeing service: an innovative system designed to prompt employees to make positive financial decisions, exactly when their lifestyle needs it.
- Employee assistance programme: Providing confidential advice from experienced counsellors on issues such as dependent care, parenting, daily challenges, maintaining a work-life balance and returning to the workplace.



FLEXIBILITY



Flexible working policy: Oracle has a flexible working policy in place and is committed to attracting and retaining the very best, utilising all the talent and experience available. Oracle also appreciates the UK workforce is becoming increasingly diverse and includes a high percentage of parents and individuals with other caring responsibilities, as well as those whose interests and aspirations impact on their time. Oracle recognises that flexible working can increase staff motivation, promote work-life balance, reduce employee stress and improve performance and productivity.



Homeworking policy: Oracle promotes flexible working for staff in all jobs and all levels and, where appropriate, will agree to an employee working partly or wholly from home, provided such an arrangement is suitable for both parties and is likely to facilitate effective and efficient working.



Family-friendly policies: Oracle offers family friendly policies intended to assist working parents, including maternity, paternity and adoption leave. Oracle encourages all managers to prepare for the employee's return following periods of family leave to support their adjustment to their new routine.

ORACLE WOMEN'S LEADERSHIP (OWL)

The OWL programme began in response to an overwhelming demand from our employee base. It was created in 2006, as a grassroots effort to offer Oracle women the opportunity to enhance skills and develop leadership potential, extending to the UK in 2010.

As a global initiative, the Oracle Women's Leadership (OWL) mission is to develop, engage, and empower current and future generations of Oracle women leaders to foster an inclusive and innovative workforce. The OWL programme objectives are to: Enhance leadership and professional development skills; strengthen and expand professional networks; improve organisational awareness; cultivate communities and foster environments to attract, grow and retain current and future Oracle women leaders.