

ORACLE

# Oracle Corporation UK Limited Gender Pay Gap Report

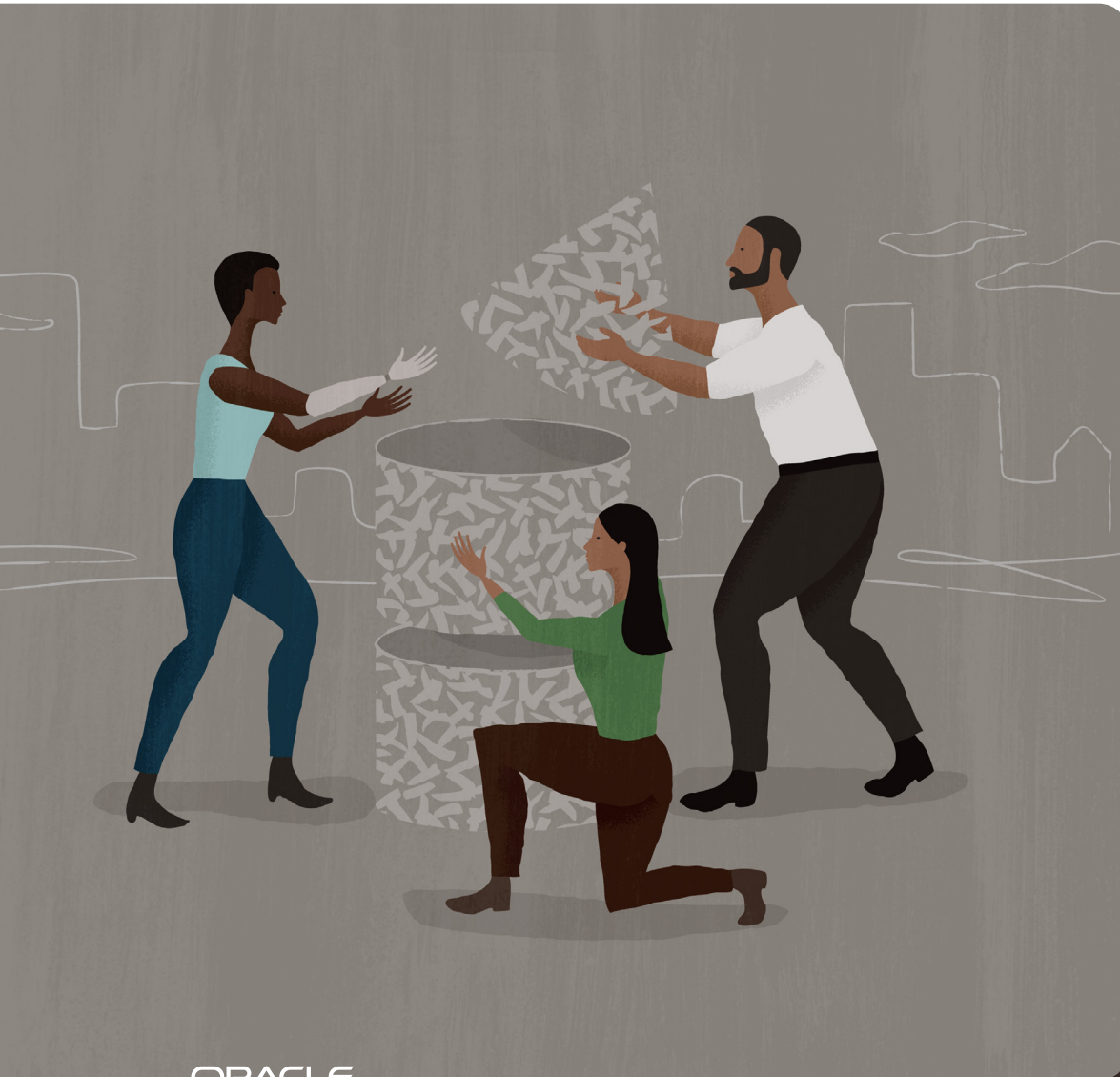
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Publish date April 2026



# Introduction

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**The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require all companies in the UK with more than 250 employees to publish statistics every year showing the pay gap between their employees who identify as men and women.**

At Oracle, we strive to build a diverse and inclusive culture that uses the unique perspectives of our employees to create an innovative, competitive edge. We aim to be a diverse and inclusive organisation where everybody feels valued, included, and empowered and we believe taking steps to address our gender pay is a vital part of that effort.

# Introduction

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Oracle continues its commitment to attract more women into the business and into higher levels within the organisation, while working to ensure that a long-term career at Oracle remains an appealing proposition for women.

To support these aims, Oracle continues to promote the following activities:

- 1. Inclusive Hiring**
- 2. Education & Talent Development**
- 3. Inspiring an inclusive culture through community**
- 4. Flexible Benefits & Working**

# 1. Inclusive Hiring

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**Oracle has policies and practices to improve opportunities through the hiring process to focus on attracting diverse talent to increase the number of employees who are women and from underrepresented groups. This includes training for hiring managers and interview teams engaging with diverse talent considering jobs at Oracle.**

Oracle also looks at talent attraction strategies to ensure the content on our career channels reaches and attracts women and underrepresented groups - for example, creating meaningful and inclusive job descriptions and advertisements.



# 2. Education & Talent Development

**Oracle's Culture and Inclusion mission is to unlock endless possibilities by accelerating an inclusive culture that values acceptance, belonging, and opportunities for all. To support this, Oracle's Global Compliance Training gives us an opportunity to better understand our core values and conduct business the right way by championing integrity, inclusion, and fairness in everything we do and ensure Oracle is a safe and healthy place to work.**

By embedding inclusion into talent development, Oracle can support development of historically underrepresented

talent through specialised learning and development initiatives. Oracle's learning programmes empower leaders to be confident around inclusion, diversity, and equity to create and foster an inclusive culture that thrives on respect, inclusion, and psychological safety.

Oracle provides a wealth of tools and resources for employees to advance their career at Oracle. Whether that's expanding in their current role or growing into a new role, we want our employees to build their future at Oracle.



# 3. Inspiring an inclusive culture through community

**Oracle's employees can connect to Oracle's global networks and resources that support their personal and professional growth and inspire inclusion for all internal communities, set up to engage employees of historically underrepresented groups and their allies. These voluntary, employee-led initiatives provide employees a common space to celebrate different aspects of their identity and convene to find community, find opportunities for networking, professional development, and external community outreach.**

The Oracle Women's Leadership (OWL) employee resource group focuses on driving meaningful change and actively contribute to shaping the future of technology, fostering opportunity, and belonging for all. OWL's mission is to engage, inspire and empower current and future generations of women at Oracle.



# 4. Flexible Benefits & Working

**Oracle recognises the diverse lifestyles of its employees and the different stages they may be at in their personal and professional lives. Having a flexible benefits programme in the UK allows all employees to choose benefits that reflect their current circumstances and priorities.**

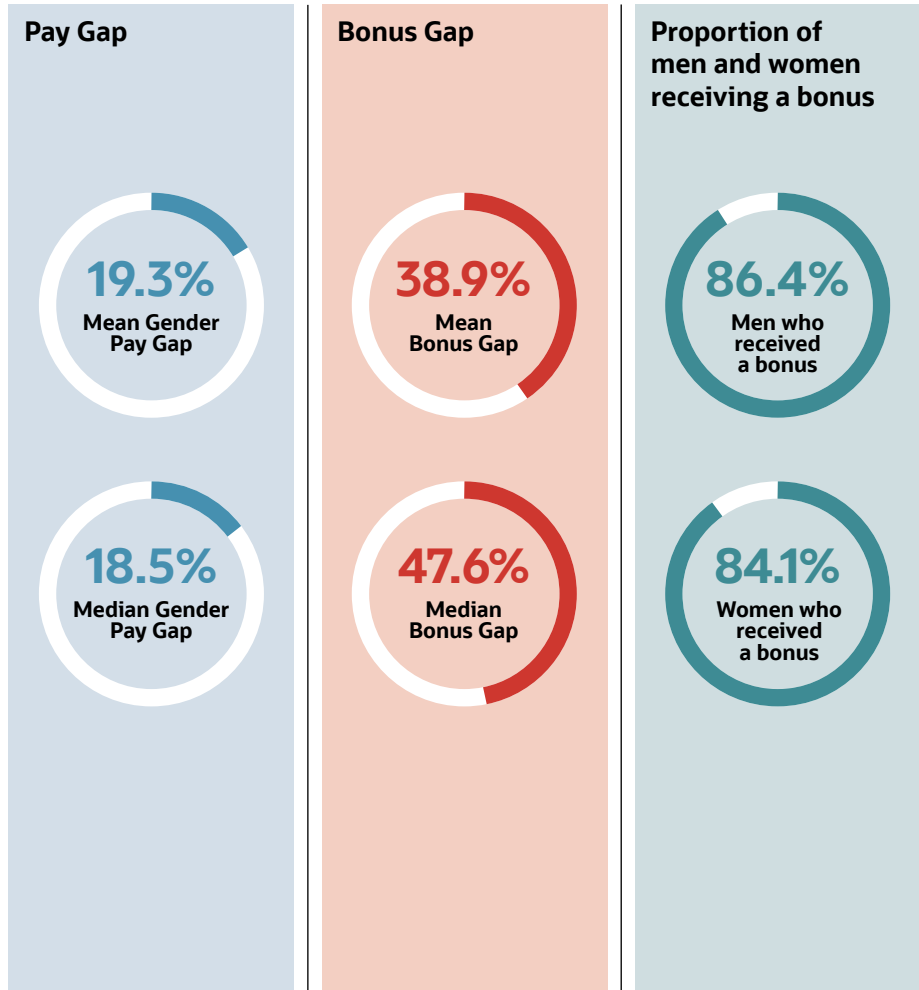
Oracle's improved maternity, adoption, and carer's leave policies helps attract people to Oracle who want to start or grow their families and ensures current employees are financially supported during family leave,

encouraging them to stay with Oracle.

Oracle also has a flexible working policy and appreciates the UK workforce is becoming increasingly diverse and needs to adapt accordingly. Oracle is constantly assessing its views on flexible working to keep up to date with the evolving demands of its employee population and the workplace.

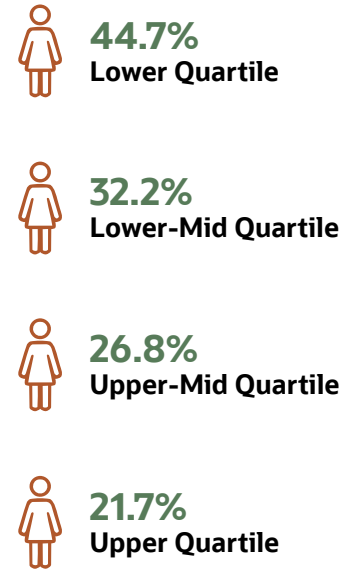


# 2025 figures

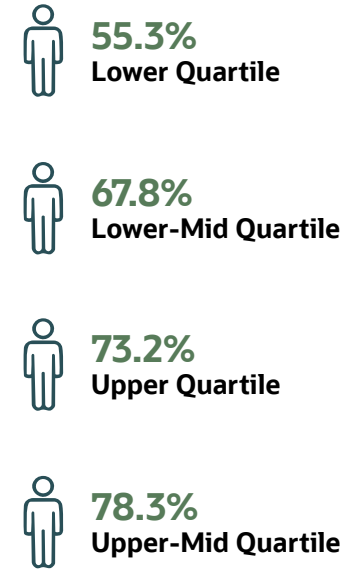


## Pay Quartiles

### Women



### Men





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