



Apple UK Gender Pay Gap Report

2019–2020

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At Apple, we're committed to building a workforce that reflects the diversity of the communities we serve, and a work environment that is inclusive and supportive for all employees.

From the earliest days of the COVID-19 pandemic, we prioritised the health and safety of people and maintaining full pay and benefits for all of our employees. We've been working closely with health officials and experts to provide a safe working environment for all employees. As our offices and stores closed, we've supported our teams with flexible work arrangements and offered resources for parents and caregivers. And as we have reopened, we've implemented extensive health protocols to protect our employees and continue serving our customers at a time when technology plays an ever-increasing role in keeping people connected.

While the world faced new challenges, we found new ways to support women. During this reporting period, **overall representation of women at Apple in the UK increased**. Women represented 39 per cent of new hires at Apple and 45 per cent of new employees within Apple Retail. We have more women in leadership roles and 55 per cent of leaders under 30 are women. We've also increased representation among women under 30 by 7 percentage points since 2016. As we adapt to new ways of working,

we continue to focus on our longstanding commitment to ensure we retain, promote and hire more women.

At Apple, women and men earn the same when engaging in similar work with comparable experience and performance. Across our UK workforce, our mean and median pay gap are smaller than the UK industry average, with the latter significantly lower by 8 percentage points. Within Retail, which constitutes around three-quarters of our total UK workforce, the pay gap is narrower in comparison to our other UK entities. The mean and median pay gap during this reporting period reduced by two percentage points to 3 per cent and six percentage points to 4 per cent, respectively. Overall, our mean gender pay gap was 13 per cent, while the median pay gap almost halved to 7 per cent.

Each year we see a decrease in the median gender pay gap when comparing employees who have remained at Apple since our previous report with the current reporting population. For the group of employees who remained at Apple, the pay gap was reduced by over half, to 3 per cent.

We see areas of opportunity to improve through initiatives that bring meaningful change. Since the last reporting period, we undertook a rigorous review

to improve representation through our hiring, retention, and career development efforts. We announced a comprehensive set of commitments to support inclusion and diversity. As a result of that work, **we're evolving our outreach to engage women, and our hiring practices have been redefined to further limit bias**, including better representation on interview panels and candidate talent pools. And we remain committed to pay equity, ensuring that individuals who do similar work with comparable experience and performance earn the same.

We know that there is work left to do, and that significant change takes time. We will continue our efforts to improve the representation of women at all levels of the company, and hold ourselves accountable for driving progress.

The numbers in this report illustrate the pay gap for Apple employees across the UK based on hourly pay rates as of 5 April 2020 and bonuses paid, including stock, in the 12 months ending 5 April 2020.

Our Progress

At Apple, women and men earn the same when engaging in similar work with comparable experience and performance.

Every year, we examine the compensation individual employees receive and make adjustments, if needed, to ensure we maintain pay equity.

We also report on the average total pay and median hourly pay that all women receive relative to all men in the UK. If there is a difference, it is referred to as the "pay gap."

The gender pay gap is driven by the representation of women in our workforce across levels and tenure. This year the overall representation of women at Apple in the UK increased, more women took on leadership roles, and the percentage of women under 30 at Apple grew.

£1 = £1

Women

Men

We're committed to closing the gap for our employees.

To better understand the progress we've made, we study the impact of our efforts on UK employees who have remained at Apple since our previous report. For this group of employees, the pay gap was reduced by over half, to 3 per cent.

↓ Reduced by over half

The median gap between the group of tenured employees who have remained at Apple since 2019 and employees in this year's reporting population, which includes new hires.

Our Progress

100% of Apple employees are eligible to receive bonus pay and stock grants.

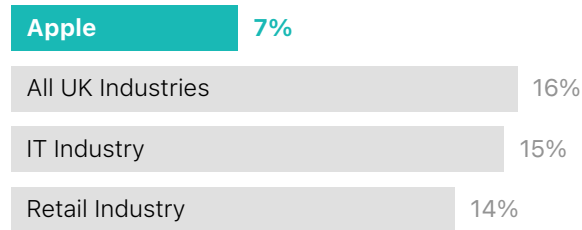
We're fortunate that Apple employees build long careers at the company, and we're proud of our compensation model that makes all employees eligible for stock grants.

New hires begin to receive the value of their stock once it vests, and the longer an employee remains at Apple, the more stock grants they are eligible to receive.

This year more women secured bonuses than during any prior reporting period, and the gap between the proportion of women and men receiving bonuses narrowed.

Putting Apple's pay gap in context.

Our mean and median pay gap are smaller than the UK industry average, with the latter significantly lower by 8 percentage points. Across all industries in the UK, the median hourly pay gap is 16 per cent. Similarly, it is 14 per cent for the retail industry and 15 per cent for the IT industry. By comparison, Apple's median pay gap is 7 per cent.



Source: Office for National Statistics

To align with UK government reporting requirements, data in this report uses the gender categories of male and female. Apple deeply respects that gender is not binary.

Our Representation

We continue to increase the representation of women among our new hires globally.

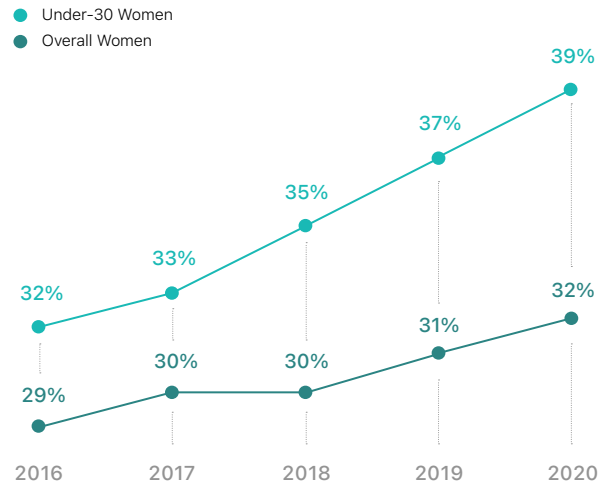
In the UK, 39 per cent of new hires were women. Within Apple Retail, women represented 45 per cent of new employees.

We saw strong retention and growth among women in leadership roles, and the percentage of women under 30 also increased. As we continue to expand and deepen our support for these employees' growth at Apple, we are encouraged that our workforce will become more representative at all levels of the company.

55%

of leaders under 30 in the UK are women.

Women at Apple in the UK



Representation data for each year included reflects the employee population within the reporting period of that year.

Our Commitment

At Apple, we're taking action to build a more equitable and inclusive world.

Our ongoing global commitment to inclusion and diversity is governed by three principles: representation, inclusion, and accountability. We're hiring even more inclusively, creating more development opportunities for all, and supporting and empowering our team members to do their best work—at every stage of their career.

Hiring

We're building more diverse interview panels and candidate slates to ensure that diversity is reflected at every stage of the hiring process.

Development

We're making more opportunities, networks, and training available to Apple team members—from expanding employee resource groups to launching mentorship and leadership programmes.

Retention

We're holding ourselves accountable for ensuring that Apple is a place where all employees are empowered to do their best work. This includes developing action plans for every line of business and evolving our performance review process to encompass inclusion behaviours at all levels.

Actions and Initiatives

We're continuing to invest in efforts that drive progress for women and for all our UK employees:

- From the earliest days of the COVID-19 pandemic, we prioritised protecting our people while keeping all employees on full pay and benefits
- We do not ask candidates about their pay history—ensuring that all employees are compensated equally and fairly
- We've implemented inclusive hiring standards and processes worldwide, including a focus on partnerships that connect us to a more diverse talent pool
- We've expanded our partnerships with organisations dedicated to supporting the education, development, and advancement of women
- Seminars, networking and community volunteering events are available to employees to foster opportunities for career growth and provide support outside work
- We've expanded and created new development and leadership programmes
- Inclusive leadership training and education is required for every manager and senior leader
- Every line of business is transforming processes to hire and promote inclusively
- Every executive team member has regular reviews to drive and track progress

Our Commitment

Actions and Initiatives

And we remain committed to doing more:

- We will continue expanding external partnerships to further diversify our talent pipeline
- We have leveraged technology to eliminate gender bias from job descriptions in English and are expanding this effort to additional languages
- We are piloting a new mentorship programme
- We are growing our employee resource groups within the UK
- We now also support our values-driven leadership by incorporating Apple Values—including Inclusion and Diversity—and key community initiatives into our executive bonus compensation

Benefits Programmes

During this exceptional year, we extended additional benefits to support families and those returning to work. These included flexible work arrangements, expanded leave policies, and resources for parents and caregivers to accommodate circumstances created by COVID-19.

And we support team members by providing a comprehensive set of benefits including:

- Paid leave for new parents and employees taking care of family members in need
- Full pay at a reduced schedule when coming back from parental leave
- Employee Assistance Programme for those in need of counselling, financial planning, legal assistance or referrals
- Extensive health care programmes with coverage for employees' dependants, including same-sex and opposite-sex domestic partners and their children
- Financial support for education
- Adoption assistance
- Bonuses and stock grants to share in Apple's success

Apple by the Numbers

Apple has three legal entities operating in the UK with at least 250 employees.



Deirdre O'Brien
Senior Vice President, Retail + People



Mark Rogers
Vice President, Western Europe



Peter Denwood
Director

We confirm that the gender pay gap data is accurate for the entities reported herein.

The numbers in this report illustrate the pay gap for Apple employees across the UK based on hourly pay rates as of 5 April 2020 and bonuses paid, including stock, in the 12 months ending 5 April 2020.

Since this report only factors in vested stock, some UK employees hired in this reporting period have no bonus pay because they have not yet vested in their stock grant.

		W Women	M Men	All UK Entities	Apple Europe Ltd	Apple Retail UK Ltd	Apple UK Ltd
Hourly Pay Gap	Mean			13%	21%	3%	18%
	Median			7%	20%	4%	22%
Bonus Pay Gap	Mean			37%	45%	31%	33%
	Median			29%	37%	31%	52%
Receiving Bonus		W		95%	96%	95%	94%
			M	97%	97%	97%	97%
Pay Quartiles	Upper	W		27%	30%	29%	13%
			M	73%	70%	71%	87%
	Upper Middle	W		31%	37%	30%	11%
			M	69%	63%	70%	89%
	Lower Middle	W		31%	44%	33%	21%
			M	69%	56%	67%	79%
	Lower	W		37%	52%	39%	37%
			M	63%	48%	61%	63%

