



Apple UK Gender Pay Gap Report

2017



Deirdre O'Brien

Vice President, People, Apple Inc.

We know the strength of our innovation depends on a vibrant and diverse workforce. From our earliest days, we've believed that Apple should be a reflection of the world around us. That's why we're deeply committed to increasing the number of women, of all races and ethnicities, who work, grow and thrive at Apple in dozens of professional fields and at all levels.

We're proud of the progress we've made to hire more inclusively and are determined to do even more to retain and promote our female employees. While 30 per cent of our UK employees are women, 36 per cent of our new employees last year were women. And 40 per cent of our leaders under the age of 30 are women, reflecting the fact that future generations will be more diverse. We're proud that every Apple employee is eligible for bonuses and stock grants so they can share in the company's success.

Apple believes strongly that equal work deserves equal pay. Every year, we examine the compensation employees receive and make adjustments where necessary to ensure we maintain pay equity. And we have achieved this in every country — women at our company earn the same as men when you factor in similar roles, markets and performance. As part of our commitment to eliminating pay disparities from the first day at Apple, later this year we'll also stop asking candidates about their salary history.

This year, a new law in the UK requires us to publish the average total pay received by men relative to that received by women. The difference, known as the gender pay gap, is created by an imbalance in representation — specifically, a higher proportion of men in senior roles. For Apple, the mean pay gap in the UK is 5 per cent lower for women and the median pay gap is 2 per cent in favour of women.

We believe people come to Apple to do their life's best work. It's the diversity of our employees and their ideas that inspires the innovation that runs through everything we do. We're determined to continue our progress towards a workforce that's more representative of the world around us. It's part of our commitment to leaving the world better than we found it.

Deirdre O'Brien

300,000 jobs and counting

We're proud that Apple is an engine of economic growth in the UK, responsible for 300,000 jobs. We directly employ more than 6,000 talented women and men across the country, and last year we spent nearly £2 billion with our 1,000 UK suppliers. Thanks to the fast-growing iOS app economy, today there are also over 646,000 registered iOS app developers in the country — more than anywhere in Europe — who innovate apps enjoyed by millions of customers around the world.



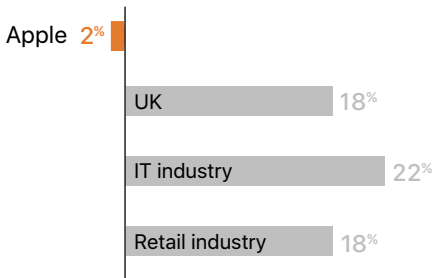
Understanding the gap

The representation of women in our workforce drives our gender pay gap. Thirty per cent of our employee population are women. There are also more men in leadership positions, which pay more. And these positions have higher bonuses and stock, resulting in a bonus gap greater than our hourly pay gap.

Putting our pay gap in context

Apple's median hourly pay gap in the UK is 2% in favour of women.

For comparison, the median gender pay gap in the UK in all industries is 18%, in the IT industry it's 22% and in the retail industry it's 18% — in each case in favour of men.



Source: Office for National Statistics



All Apple employees in the UK are eligible to receive bonus pay

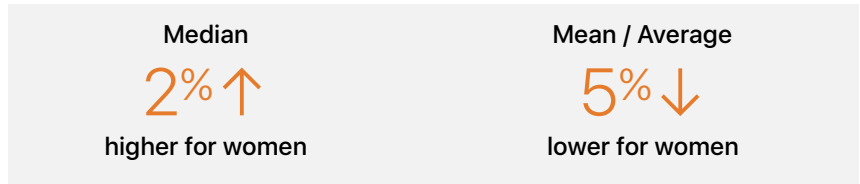
Because the reporting requirement only factors in vested stock during the 12 months ending 5 April 2017, new hires in this period represent the difference between the 100% eligibility and the numbers on the right.

Apple in the UK

Women in the UK earn the same as their male Apple colleagues when you factor in similar roles, markets and performance. The gender pay gap, on the other hand, is driven by the representation of women in our workforce.

The numbers below illustrate the pay gap for Apple employees across the UK based on hourly pay rates as of 5 April 2017 and bonuses paid, including stock, in the 12 months ending 5 April 2017.

Hourly pay rate

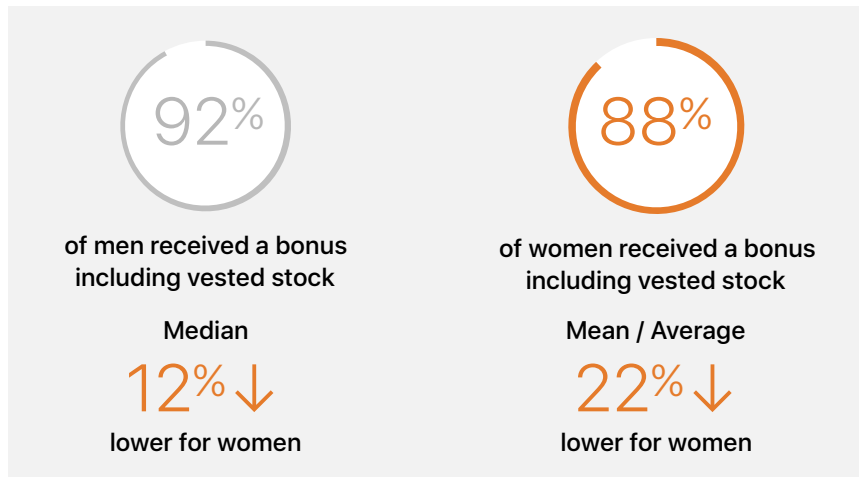


Pay quartiles

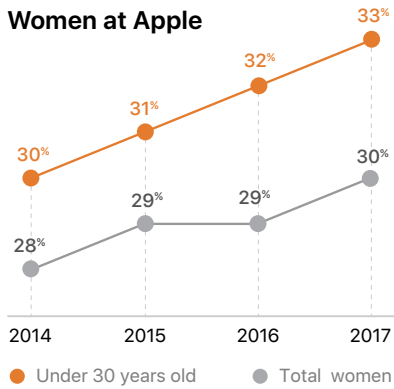
The pay quartiles show the gender distribution across four equally sized quartiles. The overall composition of our workforce in the UK is 70 per cent men and 30 per cent women.

	♂ Men	♀ Women
Upper	71%	29%
Upper Middle	71%	29%
Lower Middle	75%	25%
Lower	68%	32%

Bonus pay



Women at Apple



4% ↑ increase in women hired in the UK in 2017

12% ↑ increase in women leaders under the age of 30 over the last two years



Our hiring and retention efforts are meant to reflect the world around us. We're hiring diverse candidates for jobs at all levels. And we'll continue to cultivate an environment that allows all employees to thrive and do their life's best work.

Making progress towards greater representation

Apple is a multigenerational company with employees from 18 to 85. As Apple continues to grow, we're highly encouraged that our workforce reflects increasing diversity.

In the past three years alone, we've increased the representation of women at Apple in the UK from 28 per cent in 2014 to 30 per cent last year.

Diverse teams make innovation possible. Our female representation is steadily increasing, and we're proud of the progress we're making. For example, 33 per cent of our employees under 30 are women. That's an increase of 3 percentage points since 2014.

Growing numbers. Last year, 36 per cent of our new employees in the UK were women, reflecting a 4-point increase between 2016 and 2017.

Increasing leadership. Forty per cent of our leaders under 30 are women, reflecting a 12-point increase over the last two years. So our future generation of leaders will include an even greater percentage of women.

Hiring. We're proud to have over 6,000 employees across the UK, so even small percentage point changes can affect thousands of people.

Our programmes represent our strong commitment to increased diversity:

- Our recruiters are attracting more and more diverse talent for jobs at all levels.
- We are developing and delivering inclusive leadership training for all UK managers.
- Our employee forums for women at Apple foster connection to expand career growth opportunities and provide support to manage work and family.
- We are expanding our new Women's Leadership programme to further develop even more female managers.
- We are increasing our mentoring programmes to build cross-functional relationships and create new growth opportunities for women.
- We are delivering maternity leave training for managers to better support female employees before and throughout their maternity leave and to facilitate a successful return to work.
- We are driving succession planning to develop a robust pipeline of female talent through all levels of the company.



“I’m motivated by the opportunity to be self-sufficient and independent, and by the increasing opportunities available to women now. There are so many great female leaders, which is important to inspire future generations of women to be who they want to be.”

— Carolynne Skeete, Retail Store Manager, Regent Street

Looking after employees — and their families

Apple offers a rich and comprehensive set of benefits that support and reward our employees for the important contributions they make to our customers every day. These benefits include:

- Bonuses and stock grants across the entire company so employees can share in Apple’s success.
- Extensive healthcare programmes that include coverage for employees’ dependents, including same-sex and opposite-sex domestic partners and their children.
- Financial support for further education.
- Comprehensive assistance for team members who are adopting a child.
- Paid time away for new parents and for those employees taking care of family members in need.
- Employee Assistance Programme for employees and family members in need of counselling, financial planning, legal assistance or referrals.



“I am proud to be part of the leadership team within Apple, and of supporting our efforts to seek, encourage and provide opportunities — for both women and men — to be able to realise their potential, grow and develop in order to create their life’s best work.”

— Souad Lassouadi, Director, Consumer Channel Development

Apple by the numbers

Apple has three legal entities operating in the UK with at least 250 employees, and the regulations require us to report our gender pay gap data for each entity.

		All Apple UK Employees	Apple (UK) Limited	Apple Europe Limited	Apple Retail UK Limited
Hourly pay gap	Median	-2%	24%	14%	5%
	Mean	5%	26%	20%	-5%
Bonus pay gap	Median	12%	57%	35%	16%
	Mean	22%	50%	40%	-20%
Percentage receiving a bonus	Women	88%	88%	94%	87%
	Men	92%	94%	95%	91%
Pay quartiles: ♀ Women ♂ Men					
	Upper	29% 71%	16% 84%	23% 77%	29% 71%
	Upper Middle	29% 71%	30% 70%	28% 72%	21% 79%
	Lower Middle	25% 75%	34% 66%	34% 66%	28% 72%
	Lower	32% 68%	43% 57%	45% 55%	31% 69%

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

Deirdre O'Brien

Deirdre O'Brien, Vice President, People

MR

Mark Rogers, Vice President, Western Europe

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Peter Denwood, Director