



## Apple UK Gender Pay Gap Report 2017–2018





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Having diverse voices at the table is one of the most powerful tools Apple has to advance its mission of innovating and serving its customers. That's why we believe increasing the representation of women — and of all under-represented groups — is so important.

To that end, we're glad to share this year's report, which shows that we have deepened our efforts to hire and promote more women and to foster a culture that empowers everyone to do their best work. In particular, we're proud of the leadership role we've played in the global pay equity movement. **Women at Apple earn the same as men when performing similar work**, and Apple was among the first companies to stop asking candidates about their salary history.

In any company, increasing representation across every level will take time. You'll see in this report encouraging signs of Apple's ability to increase the representation of women — as well as the roadmap for where future progress can be made.

Each year, we report the pay gap between women and men for Apple employees in the UK. Based on the average total pay that men receive relative to women in the company, a gap is created because we employ more men overall, including in higher-compensated leadership positions. For Apple, the mean pay gap is 9 per cent lower for women and the median pay gap is 10 per cent in favour of men.

**We're very pleased that we've kept growing the representation of women among new hires:** 36 per cent in 2018 and 38 per cent so far in 2019, up from 32 per cent in 2016. We see the new hire percentage as key evidence of our progress over time and our momentum moving forward.

We're fortunate that Apple employees build long careers at the company, and we're proud to boast a compensation model that makes all employees eligible for stock grants which grow and become more valuable over time. Even though we hired more women in 2018, these new hires join with less tenure than their more tenured counterparts. As this new employee population deepens their tenure — and as we sustain our efforts to ensure that more women are hired and promoted — we expect our progress to compound in a meaningful way.

To test this theory, we decided to see how employees who were part of last year's report had fared over the past 12 months. For that set of employees, the pay gap was reduced by a further 2 percentage points.

We won't stop pushing. Representation at all levels is critical. We continue to develop our recruitment, hiring and retention programmes, our professional growth and development plans, and our inclusive workplace culture to ensure that women in all of our professional fields have the opportunity to grow and thrive.

Through constant effort, we'll build on our progress towards a workforce that's more representative of the world around us. It's essential to our mission to leave the world better than we found it.

*Deirdre O'Brien*



**Deirdre O'Brien**  
Senior Vice President  
Retail + People  
Apple

## **300,000 jobs and counting**

We are proud that Apple is an engine of economic growth in the UK through the fast-growing iOS app economy and our own expanding workforce which currently numbers over 6,300 employees. Last year, we spent nearly £2 billion with British suppliers and, all told, our investment and innovation supports over 300,000 jobs up and down the country.

# Our progress

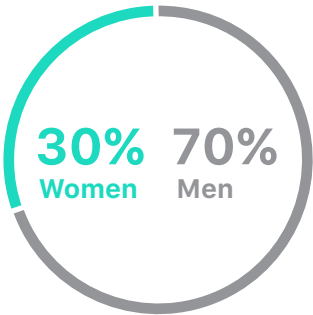
Equal pay for equal work.  
At Apple, women earn the same as men when performing similar work.

Every year, we examine the compensation employees receive and make adjustments to ensure we maintain pay equity. As part of our commitment, we've also stopped asking candidates about their salary history.

£1 = £1  
Women Men

## Understanding the pay gap

The gender pay gap is driven by the representation of women in our workforce. The difference in the average total pay men receive relative to women creates the gap. With 70 per cent of our employee population being men, there's a greater percentage of men in tenured leadership positions that pay more, and who receive higher bonuses and more stock.



## Bonus pay at Apple

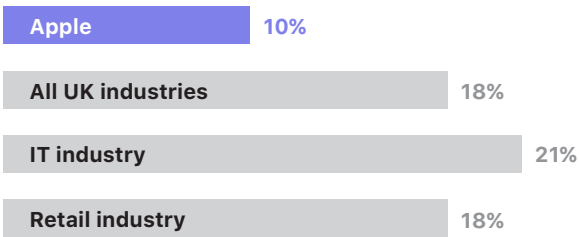
We're proud that all Apple employees are eligible to receive bonus pay, including annual stock grants which vest over time. New hires begin to receive the value of their stock once it vests. The longer an employee remains at Apple, the more stock grants they are eligible to receive. Since this report 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.

100%

Of employees are eligible to receive bonus pay

## Putting Apple's pay gap in context

Across the UK for all industries, the median hourly pay rate gap is 18 per cent in favour of men. Similarly, it is 18 per cent for the retail industry and 21 per cent for the IT industry. By comparison, Apple's median hourly pay rate gap is 10 per cent.



Source: Office for National Statistics

## We're closing the gap for our employees

To better understand the progress we've made in the UK to close the gap since our last report, we studied the year-on-year impact of our efforts upon current UK employees who were also a part of the 2017 report. We found that for this set of employees, the gap was reduced by 2 percentage points.

2 Points

Progress reducing the gap for the same employees year on year

# Our representation

We're deeply committed to increasing the representation of women at Apple.

Since 2016, representation of women in our UK workforce has increased to 30 per cent while new hires has increased by 4 percentage points. In 2018 alone, 36 per cent of our new hires were women.

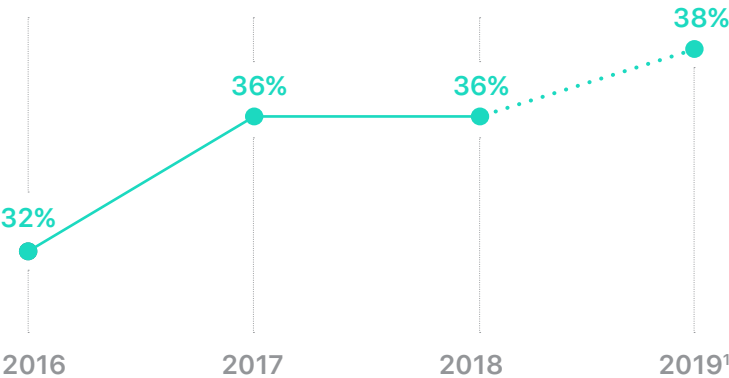
Our new hire and under 30 populations are our most representative, and are accelerating the fastest — this is driving our progress. As we bring in new team members and support their growth at Apple, we're encouraged that our workforce will become more representative at all levels of the company.

As we look to 2019, we see even greater representation of women at Apple in the UK overall, as well as continued progress in our new hire and under 30 populations.

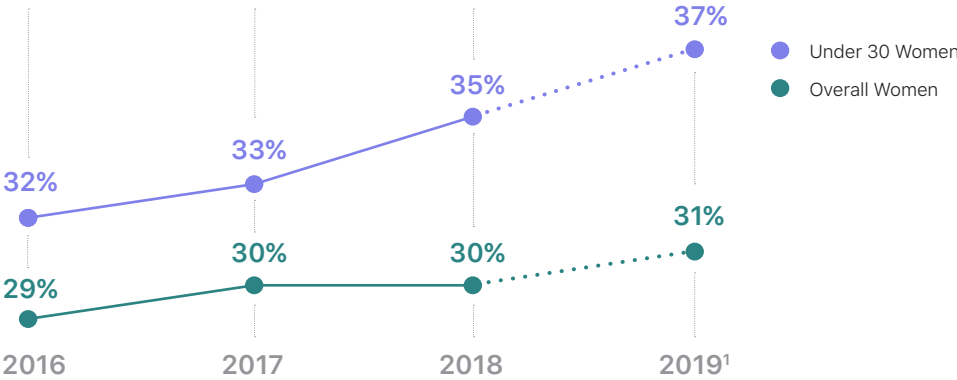
To align with UK government reporting requirements, numbers in this report keep to the traditional gender categories of male and female. Apple respects that gender is not binary and reporting in this manner should not be interpreted as our position on the issue.

<sup>1</sup> 2019 representation data is as of March 30, 2019.

New Hire Women at Apple in the UK



Under 30 Women and Overall Women at Apple in the UK



## Women are equally represented among our highest-paid employees

In 2018, the overall composition of our workforce in the UK is 70 per cent men and 30 per cent women. Our upper quartile of earners at Apple in the UK is representative of our overall population.

## Overall

30%

Population of women at Apple in the UK

## Upper quartile

30%

Representation of women in the top pay bracket

# Our commitment

At Apple, we are committed to hiring and promoting more inclusively, compensating equally, and fostering a workplace culture that allows people to do their best work.

Since our last report, we've continued to invest in efforts that drive our progress — for women and for all our UK employees.

## RECRUITING & HIRING

### Attracting diverse talent

We're working hard to attract more diverse talent for jobs at all levels, we're accessing candidates from more diverse pipelines, and we're expanding our efforts to prevent bias throughout the hiring process.

### Neutral job postings

We're leveraging technology to eliminate gender bias from job descriptions.

### Not asking for pay history

As part of our global commitment to pay equity, we no longer ask candidates about their pay history. This ensures that all employees are compensated equally and fairly.

### Return to work programme

We've partnered with the UK's largest parenting website to help support parents returning to the workforce after bringing a new child into the family.

## GROWTH & DEVELOPMENT

### Training for managers

To ensure that career growth and development opportunities are available to all, we're developing and delivering inclusive leadership training and education for every manager.

### Developing women leaders

We're doing more to develop and grow diverse talent. Last year, we piloted leadership development programmes in the UK, creating a network of women leaders and providing them with the tools to support other women on their teams.

### Unbiased succession planning

We're providing data and insights that support managers in making fair and equitable succession planning decisions across all levels.

### Mentorship opportunities

We're focusing on recruiting diverse employee mentors who can support mentees of all perspectives and interests within the business. Last year, 68 per cent of mentees in the programme were women.

## COMMUNITY & BENEFITS

### Building community

Employees find community and connection in Diversity Network Associations. Our Women@Apple group in the UK has grown exponentially in the past year. Members run seminars, networking meetups and volunteering events to foster opportunities for career growth and provide support outside work.

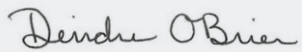
### Employee benefits

Apple offers a comprehensive set of benefits including:

- Bonuses and stock grants to share in Apple's success
- Extensive healthcare programmes with coverage for dependants, including same-sex and opposite-sex domestic partners and their children
- Financial support for education
- Adoption assistance
- Paid leave for new parents and employees caring for family members in need
- Employee Assistance Programme for those in need of counselling, financial planning, legal assistance or referrals

# 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

The numbers in this report illustrate the pay gap for Apple employees across the UK based on hourly pay rates as of 5 April 2018 and bonuses paid, including stock, in the 12 months ending 5 April 2018.

		<div> <span>● Women</span> <span>● Men</span> </div>	All UK Entities	Apple Europe Ltd	Apple Retail UK Ltd	Apple UK Ltd
Hourly Pay Gap	Mean		9%	22%	5%	15%
	Median		10%	17%	11%	15%
Bonus Pay Gap	Mean		29%	41%	6%	45%
	Median		18%	26%	28%	42%
Receiving Bonus	Women		89%	93%	88%	85%
	Men		92%	94%	91%	93%
Pay Quartiles	Upper		30%	23%	24%	26%
			70%	77%	76%	74%
	Upper Middle		23%	30%	23%	21%
			77%	70%	77%	79%
	Lower Middle		30%	30%	33%	33%
			70%	70%	67%	67%
	Lower		36%	47%	37%	43%
			64%	53%	63%	57%