



Pay Transparency & Equity | Survey Results



Agenda

Introduction

Methods

Results

Next Steps

- Apple guarantees gender pay equity
- Concern
 - Our data shows evidence of a systemic gender wage gap in several organizations

Pay equity for everyone at Apple. Everywhere.

Apple has a firm and long-standing commitment to pay equity. Globally, employees of all genders earn the same when engaging in similar work with comparable experience and performance. In the United States, the same is true for employees of all races and ethnicities.

We don't ask for salary history during the recruiting process. Our recruiters base offers on Apple employees in similar roles. And every year, we examine the compensation employees receive and ensure that we maintain pay equity.

Once again in 2020, we received a top ranking for pay equity in the technology industry by Arjuna Capital's Gender Pay Scorecard.



Results

Compare:

- Salary
- RSUs
- Starting Bonus

Across Identities:

- Gender
- Disability Status
- Race/Ethnicity

While Controlling For:

- YOE (pre-Apple)
- YOE (at Apple)
- Job Level
- Job Role
- Location
- Organization
- Education

Key Findings:

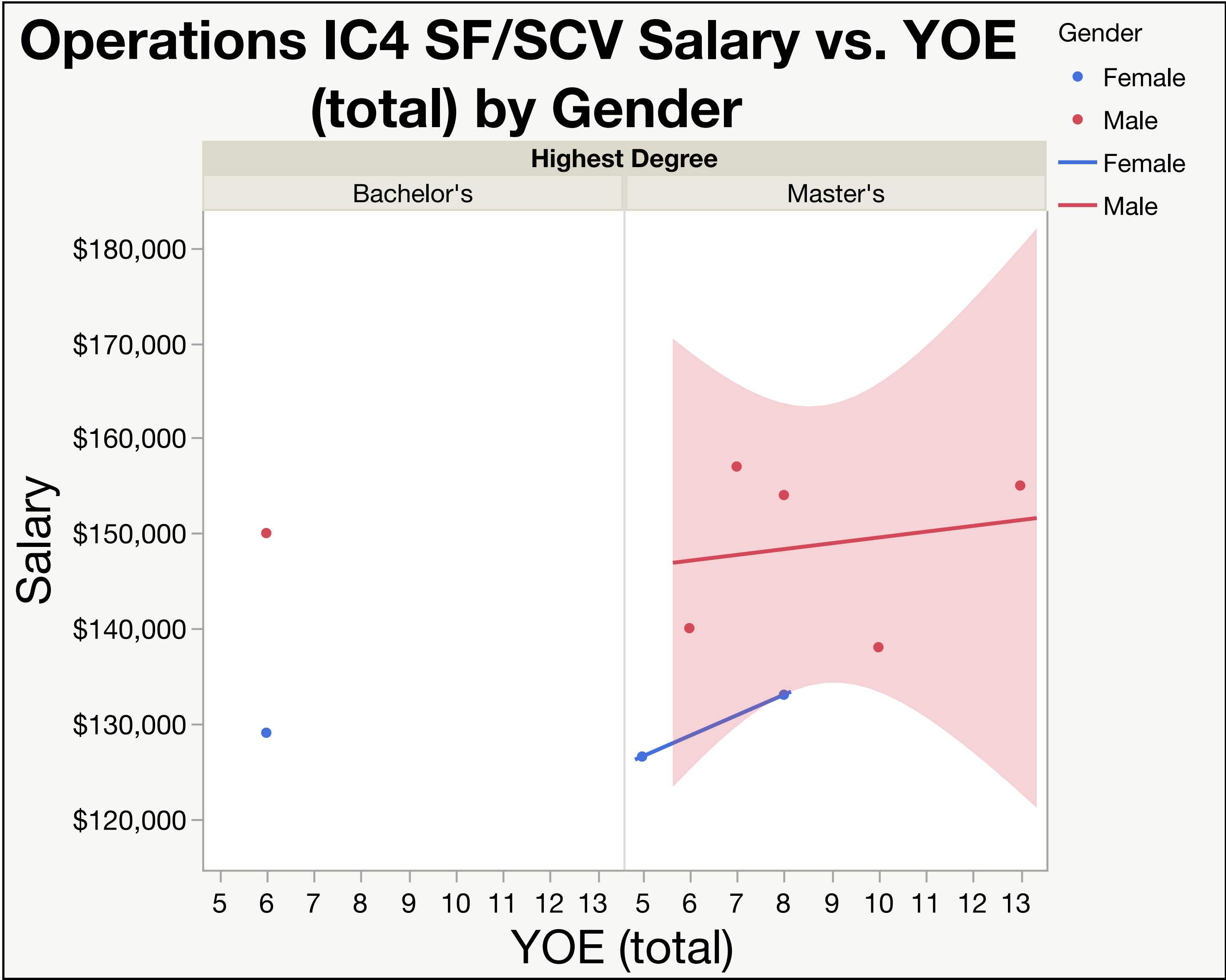
- 2,400+ responses
- Statistically significant gender wage gaps for IC and ICT roles in several organizations
 - Hardware
 - ML & AI
 - Operations
 - Software & Services
- Controlled for job level, job function, organization, location, education, and years of experience

Organization	Gender Wage Gap				
	Intern	Support	Individual Contributor	Individual Contributor Technical	Manager
Retail	N/A	N/A	N/A	N/A	N/A
Corporate Functions	N/A	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A	N/A
Hardware	N/A	N/A	N/A	5%	N/A
ML & AI	N/A	N/A	N/A	8%	N/A
Marketing	N/A	N/A	N/A	N/A	N/A
Operations	N/A	N/A	14%	N/A	N/A
Sales & Business	N/A	N/A	N/A	N/A	N/A
Software & Services	N/A	N/A	7%	N/A	N/A
Support & Services	N/A	N/A	N/A	N/A	N/A

Key Findings:

- Operations IC4 roles in SF and Santa Clara Valley
 - All program managers
 - Women are paid 14% less for equal work

Highest Desgree	Gender Wage Gap
Bachelor's	\$0.86
Master's	\$0.89

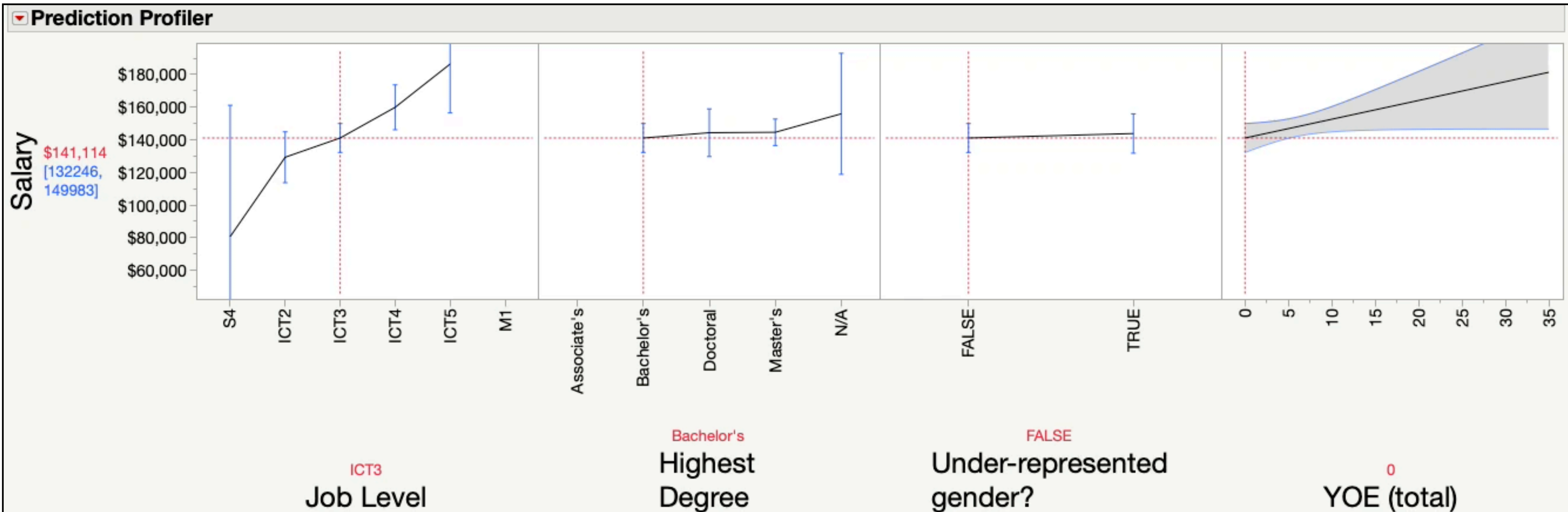




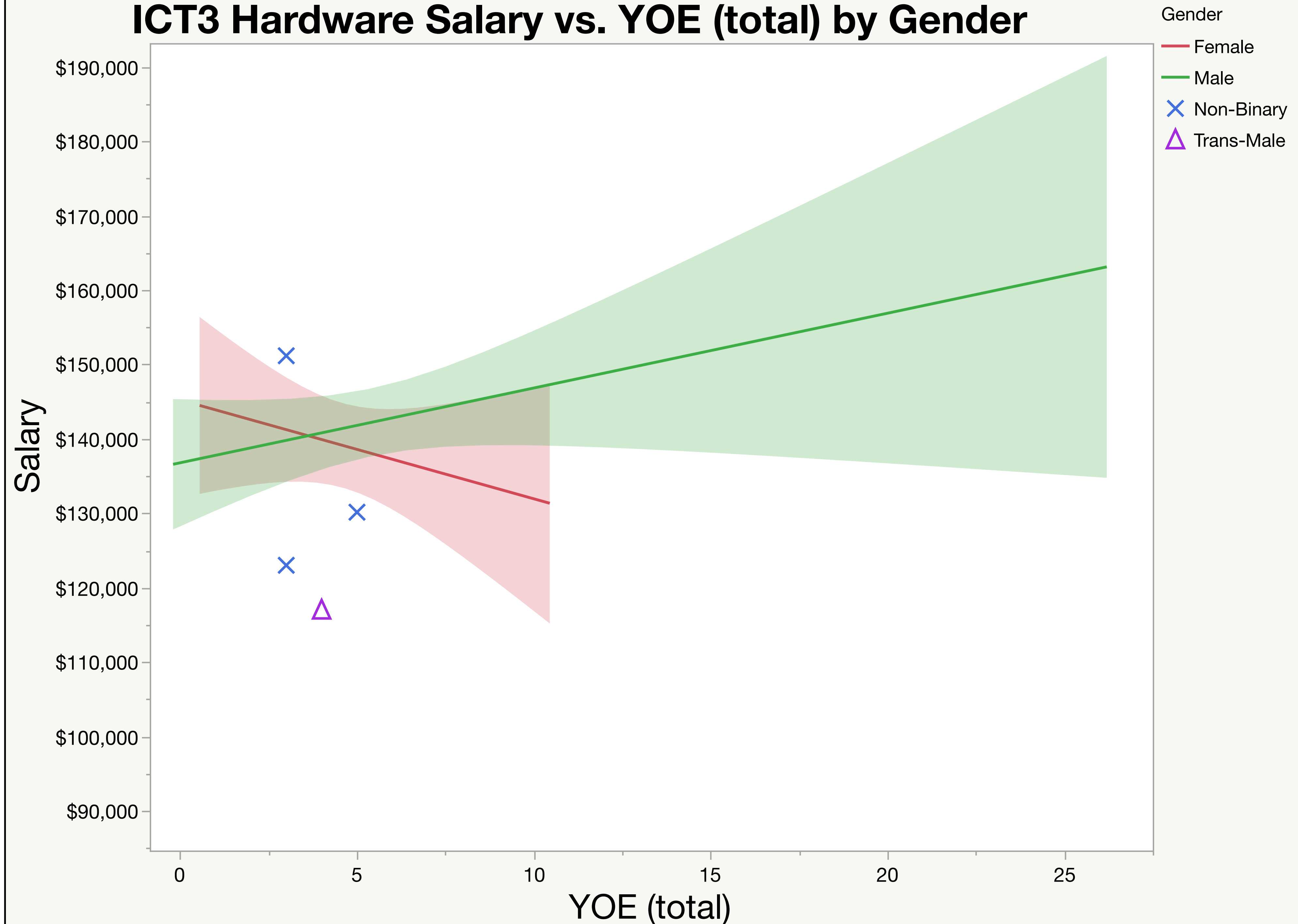
Key Findings:

- Hardware ICT Roles
 - Statistically significant wage gap
 - Gap is worse at higher YOE
 - Women receive lower raises
 - Women hired with high YOE are offered lower compensation

YOE	Gender Wage Gap
0	\$1.01
5	\$0.94
10	\$0.86



ICT3 Hardware Salary vs. YOE (total) by Gender





Next Steps



Pay Transparency and Equity: Next Steps

Investigation

- Investigate causes of the gender wage gap in
 - Operations
 - Hardware
 - ML & AI
 - Software and Services
- Stop suppressing participation in all-hands meetings

Salary Comparison Tool

- Conduct Apple-wide survey
- Develop an internal salary comparison tool
 - Provide employees visibility into the pay grades for their role, location, and org
 - Provide information to underrepresented groups

Release Report

- Option 1
 - Review our internal report before sharing on Slack
- Option 2
 - Apple releases internal report on pay equity