



Environmental Social Governance Report

"At the heart of our work is a steadfast commitment to doing right by the planet and its people. We're transparent about our ambitions and the steps we're taking toward them, because we know the global challenges we're tackling—and their solutions—are bigger than any one company or individual."

Lisa Jackson

Vice President Environment, Policy and Social Initiatives

The rainbow arches at Apple Park in Cupertino, CA are a nod to Apple's original logo and an expression of our inclusive values.

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This report contains forward-looking statements and actual results may differ. Numbers and percentages in this report include estimates or approximations and may be based on assumptions. For more information, see 'About the report'.

At Apple, we are optimistic about technology's awesome potential for good. But we know that it won't happen on its own. Every day, we work to infuse the products and services we make with decency and humanity. And we strive to build the best products on earth while leaving the world better than we found it.

Living up to that commitment means staying true to the values that have defined Apple from the beginning. It means innovating to protect people's privacy, which we believe is a fundamental human right. It means creating technology that is accessible for all people. It means building a company culture that is inclusive and a team that represents the diversity of our world. It means treating our colleagues, customers, and supply chain partners with dignity and respect, and protecting the planet we all share.

In all this, we're mindful that global challenges like climate change must be tackled not just by governments but by innovative companies. We are proud to be carbon neutral today, and we've set an ambitious goal to make our entire worldwide supply chain and the use of our products carbon neutral by 2030. We're also partnering with nonprofit and community leaders to help students access a quality education and learn vital skills like coding, to break down systemic barriers to opportunity in our economy, and to invest in the next generation of diverse entrepreneurs and problem-solvers.

This report comes in the wake of a year defined by the COVID-19 pandemic, and from its earliest days, the first question we asked ourselves was, "how can we help?" We met an urgent call to action by working with our partners to source millions of masks, designing and manufacturing millions of face shields, and supporting medical workers and first responders however we could. No period has taught us more about protecting each other's health, and we plan to carry the lessons we're learning with us long into the future.

At Apple, we are pushing this work forward every day, and we're deeply committed to measuring our efforts and improving upon them—day by day and year by year. We do so in the belief that at its best, technology can empower people, enrich their lives, and help everyone participate in the always-urgent work of building a better world.



Tim Cook
CEO



Our approach

We are committed to demonstrating that business can and should be a force for good. Achieving that takes innovation, collaboration, and a focus on serving others. It also means leading with our values in the technology we make, the way we make it, and how we care for people and the planet we share. We're always working to leave the world better than we found it, and to create powerful tools that empower others to do the same.

The initiatives described in this report speak to our long-standing commitment to advancing initiatives across Environmental, Social, and Governance (ESG) efforts.

Environmental

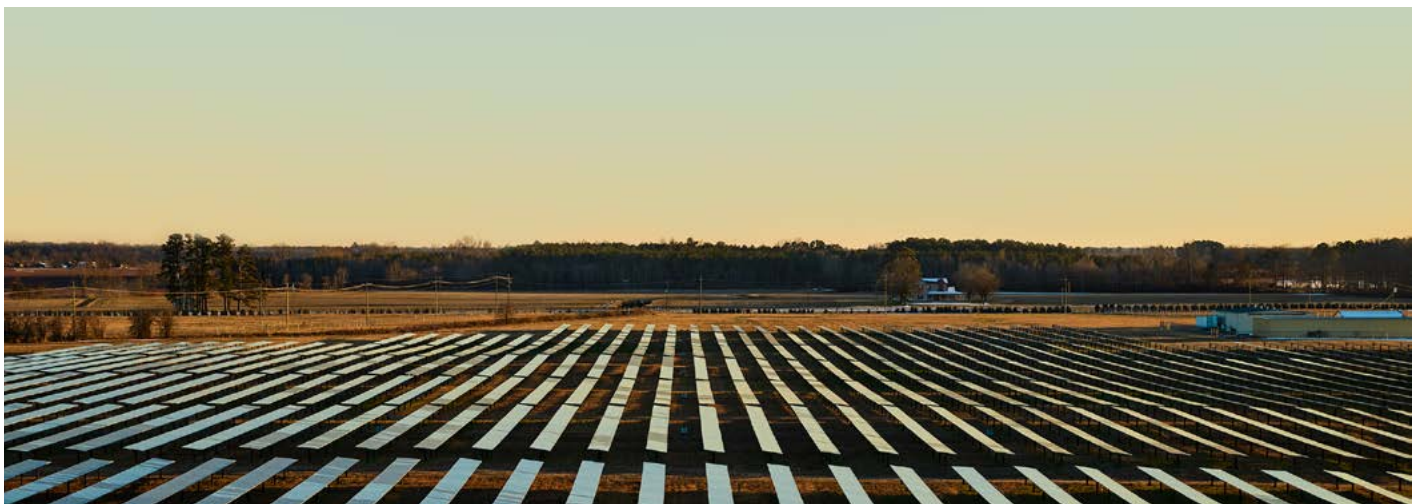
We consider our environmental impact in everything we do:

- We're carbon neutral for our own operations, including business travel and employee commute, and are progressing toward an urgent goal to be carbon neutral across our entire business—including the full life cycle of our products—by 2030.
- We're on an ambitious journey to one day make our products using only recycled or renewable materials.
- We design our products to be safe for anyone who assembles, uses, or recycles them—and to be better for the environment.

In all this work, we're partnering with communities and local leaders to make sure our environmental efforts are also a force for equity and justice.



Read more about our work to protect the **Environment** (p6)



Social

At Apple, we work every day to put people first:

- We're committed to inclusion and diversity. And we're investing in programs to ensure more positive outcomes for communities of color.
- We have programs and benefits to support the development of all of our team members.
- We continue to prioritize the health and safety of our teams, customers, supplier employees, and communities.
- We engineer privacy and security into everything we make, and we are always raising the bar to protect people's data.
- We design our products and services to be accessible for the widest range of users.
- We find innovative ways to give parents, students, and educators the tools to engage their creativity and explore the world around them, with a specific focus on communities too often denied opportunities.
- We're accelerating social change by investing in communities and organizations that are addressing society's toughest problems.
- We hold ourselves and our suppliers to the highest standards of labor and human rights, health and safety, environmental protections, and ethics.



Read more about our work to support

[Our People](#) (p13)

[Customers](#) (p25)

[Suppliers](#) (p35)

[Communities](#) (p44)

Governance

We embed transparency and accountability at every level of our company:

- Apple's Board and governance structure helps foster principled actions, informed and effective decision-making, and appropriate monitoring of our compliance and performance.
- Apple's Human Rights Policy governs how we treat everyone, including our customers, employees, business partners, and people at every level of our supply chain.
- We're committed to conducting business ethically, honestly, and in full compliance with applicable laws and regulations.



Read more about how we operate

[Our Business](#) (p52)



To support our Prineville, OR data center, we signed a 200-megawatt power purchase agreement for a new wind farm in Oregon—the Montague Wind Power Facility—which entered commercial operation at the end of 2019. It's our largest project to date, producing over 562 million kWh of clean, renewable energy a year.

Environment

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We are committed to creating products that enrich the lives of our customers in a way that protects the earth's resources that we all share. In 2018, we reached our goal of sourcing all electricity for our stores, data centers, and offices from renewable sources. Then in 2020, Apple became carbon neutral for our worldwide operations, including business travel and employee commute. We are now tackling the remainder of our footprint with an ambitious goal to make our products carbon neutral by 2030—from our supply chain to the energy customers use to power our devices.

Our strategy focuses on three interconnected areas: climate change, resources, and smarter chemistry. Our comprehensive carbon footprint informs the work we do to reduce our emissions, including our roadmap to carbon neutrality. Within our resources pillar, we're working to make our products using only recycled and renewable materials and eliminate plastic from our packaging. And we are committed to using safer materials to create better products for those who design, make, use, and recycle them. All the work we do aims to improve environmental health, not just for our customers, suppliers, and employees, but also for broader global communities.

Our work is led by Lisa Jackson, Apple's Vice President of Environment, Policy and Social Initiatives, reporting directly to CEO Tim Cook. The Office of Environment, Policy and Social Initiatives works with teams across Apple to set strategy, engage stakeholders, and communicate progress. Our integrated approach means that decisions about Apple's values, including environment, are reviewed and supported at the highest levels of the company.

Climate change

As climate change increasingly threatens biodiversity and puts people's access to clean air, adequate food, safe drinking water, and homes at risk, we believe we have a responsibility to take urgent and decisive action.

Since April 2020, Apple has been carbon neutral across all of our corporate emissions, including our stores, data centers, and corporate facilities, as well as business travel and employee commuting. We started by investing in clean energy around the world. Since 2018, Apple has sourced 100 percent of its corporate and retail electricity from 100 percent renewable sources.

In 2020, we unveiled an ambitious plan to achieve carbon neutrality for our entire carbon footprint, including our products, by 2030. We plan to reach this goal by reducing our emissions by 75 percent compared to 2015,¹ and by investing in carbon removal solutions for the remaining emissions.

Our 10-year climate roadmap will address Apple's carbon footprint through the following five pillars:

- **Low-carbon design:** We're making products with more recycled materials and working to reduce the amount of energy our devices use.
- **Energy efficiency:** We're using energy more efficiently across retail stores, offices, data centers, and manufacturing sites.
- **Renewable electricity:** We're committed to transitioning our entire manufacturing supply chain to 100 percent renewable electricity generated from solar, wind, and other renewable projects.
- **Direct emissions abatement:** We're innovating and improving the processes in our facilities and supply chain to reduce greenhouse gas emissions.
- **Carbon removal:** We're investing in working forests and ecosystem restoration in ways that respect communities and remove carbon from the atmosphere.



We're leveraging the funds from Apple's €2 billion (about \$2.2 billion) bond issuance in 2019 to help meet our climate neutrality goal. Read about the projects funded over the last year in our [2020 Green Bond Report](#). To date, Apple has issued about \$4.7 billion in green bonds.

Read more about our environmental efforts in our [2021 Environmental Progress Report](#), including information about [Apple's renewable energy projects](#).

Progress toward neutrality

In 2020, we became carbon neutral for our corporate operations. To reach carbon neutrality for the full life cycle of our products by 2030, we've swiftly been deploying innovations at scale—like decarbonizing materials used in our products, rapidly deploying renewable energy across our operations and our supply chain, and launching a first-of-its-kind fund to invest in nature-based carbon removal solutions.

In 2020, Apple's comprehensive carbon footprint was 22.6 million metric tons. We've decreased this footprint by 40 percent since 2015, our baseline year, even as net revenue has increased. In 2020 alone, we avoided more than 15 million metric tons of carbon emissions by using low-carbon materials, driving energy efficiency, and switching to clean energy. Since 2011, our Scope 1 and 2 emissions have declined by 73 percent, and we had zero Scope 2 electricity-related emissions for the second year in a row.

Low-carbon design

We believe that well-designed products have a lower environmental footprint. Our carbon footprint helps us identify opportunities to reduce the carbon intensity of our product designs through

material efficiency, use of low-carbon materials, and product energy efficiency. For example, several of our products use 100 percent recycled aluminum in their enclosures, helping reduce our carbon emissions associated with aluminum by 72 percent since 2015.

Product energy use accounts for 19 percent of our carbon footprint, so we've set aggressive targets to reduce this. By addressing this in the earliest design phases, the average product energy use across all our major product lines has declined by more than 70 percent since 2008.² And in fiscal year 2020, 100 percent of our eligible products received an ENERGY STAR rating for superior energy efficiency.³

Energy efficiency

Our energy efficiency goals extend well beyond our products. We're focused on using less energy across our operations and in our supply chain. At our facilities, we track energy use and explore ways to save energy: renovating and retrofitting older locations, designing new facilities with energy efficiency in mind, and working with local utilities on energy efficiency strategies.

40%

decrease in emissions across our entire value chain since 2015.

100%

renewable energy sourced for all Apple facilities.

110+

suppliers in 24 countries committed to **100 percent** renewable electricity for Apple production.



Read more about our efforts to tackle climate change, including risks and opportunities, in our [2021 Environmental Progress Report](#) and our [CDP Climate Change response](#).



In total, Apple-created renewable energy account for 90 percent of the renewable electricity our facilities use, and include wind projects in Viborg, Denmark, and Prineville, Oregon (pictured above).

To address emissions from manufacturing, which account for approximately 70 percent of our carbon footprint, we've continued to scale up our Supplier Energy Efficiency Program. This program helps suppliers that use significant amounts of energy to reduce their energy use. In 2020, more than 900,000 annualized metric tons of supply chain carbon emissions were avoided, a 44 percent improvement over 2019.⁴

Renewable electricity

Our stores, data centers, and offices currently source 100 percent renewable energy, which reduces emissions while also offering greater control over electricity supply and reducing exposure to cost fluctuations.

And we've made tremendous progress toward our goal of transitioning our entire manufacturing supply chain to 100 percent renewable electricity by 2030. Launched in 2015, our Supplier Clean Energy Program has already brought over 4 gigawatts of additional renewable energy online to our supply chain, with additional supplier commitments bringing the total to nearly 8 gigawatts. The renewable energy already online generated 11.4 million megawatt-hours of clean energy in fiscal year 2020, avoiding 8.6 million metric tons of carbon emissions in our supply chain.

Direct emissions abatement

To address the emissions associated with our materials and manufacturing processes, we seek technological solutions through emissions abatement or switching to low-carbon fuel options. For example, we have helped fund research and development for ELYSIS, a technology that eliminates direct GHG emissions from aluminum smelting. And we've started to use ELYSIS aluminum in production of the 16-inch MacBook Pro.

Many components of Apple products, including integrated circuit chips and display panels, rely on manufacturing processes that use fluorinated gases with a high global warming potential. We're partnering with key manufacturers to optimize manufacturing processes, reduce the use of these gases, and deploy abatement technologies to limit any emissions.

The Impact Accelerator

To ensure that our work to protect the planet also helps advance equity, Apple has launched an Impact Accelerator for Black- and Brown-owned businesses.⁵ The Accelerator expands access to opportunity in sectors like renewable energy, carbon removal, and recycling innovation. We are making investments in these sectors to help fight systemic barriers impacting communities that are disproportionately affected by environmental issues like climate change. With customized training, access to Apple experts, and an expanding alumni community, our Impact Accelerator is tailored to support companies as they pursue their next stage of development.

"Systemic racism and climate change are not separate issues, and they will not abide separate solutions."

Lisa Jackson

Vice President of Environment, Policy and Social Initiatives

The Impact Accelerator is just one of many efforts within Apple's \$100 million Racial Equity and Justice Initiative, which focuses on education, economic equality, and criminal justice reform in the United States. With our partners, we aim to redefine business as usual and drive progress toward a more equitable future.



Fifteen Black- and Brown-owned green technology and clean energy businesses are joining Apple's inaugural Impact Accelerator, part of the company's Racial Equity and Justice Initiative.

Carbon removal

To address the emissions we can't avoid, we need to take active steps to remove carbon dioxide (CO₂) from the atmosphere. We invest in nature-based solutions that protect and restore forests, wetlands, and grasslands, which store carbon drawn from the atmosphere. Partnering with Conservation International and Goldman Sachs, Apple will invest up to \$200 million through the Restore Fund, which aims to remove more than 1 million metric tons of CO₂ per year in its pilot phase. The Restore Fund will align with international standards to ensure that the carbon stored in forests is being conservatively and accurately quantified and is permanently locked out of the atmosphere. We are also closely engaging with local and indigenous communities to respect and protect their rights and livelihoods.

Climate scenario analysis

Looking to the future, we conducted a climate scenario analysis to better understand the potential effects of climate change on Apple's business. To align with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, we considered a range of scenarios, including one well below 2° Celsius. The analysis highlighted how our renewable energy program, carbon neutrality goals, and emissions reduction target aligned with the Science Based Targets initiative (SBTi) could improve our resiliency to the impacts of climate change.

65%

less plastic in packaging since 2015—progressing toward our goal to eliminate plastics from packaging by 2025.

10.4M

devices refurbished for new users in fiscal year 2020.⁶

39,000

metric tons of e-waste sent to recycling in fiscal year 2020.

Resources

Our efforts to conserve resources are directly connected to the creation of our products, and span both our own operations and those of our suppliers. We focus on three main areas:

- **Materials:** Transition to only recycled or renewable materials in our products and packaging, and maximize material efficiency, product longevity, and recovery.
- **Water stewardship:** Reduce freshwater use, transition to alternative sources, improve the quality of the water we discharge, and protect shared water resources.
- **Zero waste to landfill:** Minimize overall waste generated and eliminate waste sent to landfill from key manufacturing facilities, corporate offices, data centers, and retail stores.

Materials

We're using three different levers to reduce our footprint and achieve circularity: sourcing and efficiency; product longevity; and product end-of-life.

Sourcing and efficiency

Our goal is to use only recycled and renewable materials in our products and packaging, and to use these materials more efficiently. And we source materials responsibly, whether from virgin, recycled, or renewable sources. In fiscal year 2020, we released seven products with more than 20 percent recycled content. The MacBook Air with Retina display (2020) contains 40 percent of material from recycled sources, including 100 percent recycled aluminum in the enclosure. And in October 2020, we introduced iPhone 12 and iPhone 12 Pro, the first Apple products made with 99 percent recycled tungsten and 98 percent recycled rare earth elements.

Product longevity

We want to make the most of the materials we use through designing long-lasting products. We design durable hardware, leverage software updates to extend functionality, provide convenient access to repair services, refurbish devices for their next user, and reuse parts that still have more to give.



For more information about the responsible sourcing of the materials used in our products, read Apple's People and Environment in Our Supply Chain report in our Conflict Minerals Report on our [Supplier Responsibility](#) website.

Product end-of-life

We are enhancing product collection and recycling innovation, so we and others can use old devices as raw material sources. We continue to provide product take-back and recycling collection programs in 99 percent of the countries where we sell products. And we've continued to expand methods for recovering materials from our products. Daisy, a robot designed to disassemble iPhone devices, has now been joined by Dave, which dismantles Taptic Engines from iPhone to enable the recovery of materials like rare earth magnets, tungsten, and steel. And in Austin, Texas, we've launched a Material Recovery Lab, where our team works on developing better, more efficient recycling technologies.

Water stewardship

Water is an essential shared resource and vital to our operations. To address the water footprint of our corporate and suppliers' sites, we aim to use water efficiently, transition from freshwater to alternative sources, discharge used water responsibly, and pursue water stewardship to keep watersheds healthy.

In fiscal year 2020, Apple facilities used 1.29 billion gallons of water, about 54 percent of which we discharged back into the watershed.⁷ Freshwater comprised about 90 percent of our corporate water use, with the balance made up from recycled water and other alternative sources.

We saved 111 million gallons of freshwater in fiscal year 2020 due to efficiency projects implemented at Apple facilities since 2017.⁸ We prioritize those areas with high water risk, where approximately 46 percent of our corporate water use occurs. In addition, our Prineville, Oregon, data center became the first Apple-owned or operated site—and the first data center worldwide—to achieve certification by the Alliance for Water Stewardship (AWS).



Dianshan Lake is located in the Kunshan watershed, where four Apple suppliers have earned Alliance for Water Stewardship certifications.

Recognizing that far more water is used within our supply chain, we partner with our suppliers to identify and implement water-saving improvements through our supplier Clean Water program. We encourage performance that goes far beyond compliance—to date, 13 supplier facilities have received AWS certification, of which 10 were Platinum status, the highest recognition level.

Zero waste

We're working toward waste-free operations in which we rely on recyclable or reusable materials and send nothing to landfill. Our Prineville data center, for example, is the first Apple facility to receive TRUE certification at the Platinum level, meaning more than 90 percent of its waste is sent to recycling or composting. Such efforts helped limit the amount of waste sent to landfill to about 12,000 metric tons for our global operations.

Helping our suppliers eliminate waste from manufacturing is also essential to realizing our zero waste goals. In 2015, we launched our supplier Zero Waste Program, through which more than 165 participating facilities can access guidance and tools to improve waste management. Suppliers diverted over 400,000 metric tons of waste from landfill in 2020, bringing the total to 1.65 million metric tons diverted since 2015.

41B

gallons of water saved through our supplier Clean Water program since 2013.

100%

All established final assembly sites are now Zero Waste certified.⁹



Read more about our efforts to conserve resources in our [2021 Environmental Progress Report](#).

Smarter chemistry

We're committed to using safer materials to create safer products.

Our smarter chemistry strategy covers three areas:

- **Mapping and engagement:** Engage our supply chain partners to build a comprehensive inventory of chemicals used in our products and go beyond regulatory compliance.
- **Assessment:** Assess the potential human health and environmental risks of chemicals to evaluate compliance with our requirements—including our Regulated Substances Specification—and inform product design.
- **Innovation:** Exceed regional requirements by innovating safer alternatives and improving how we and our suppliers manage potential risks of chemicals.

Mapping and engagement

Our commitment to smarter chemistry starts with a deep understanding of the materials and chemistries used to make our products. In 2016, we launched the Full Material Disclosure program to catalog and map every chemical our products contain. Each supplier is required to report the materials used to manufacture Apple products, using our library of over 40,000 materials to accurately identify each material.

We prioritize the health and safety of the people who make our products. Our Supplier Code of Conduct and Supplier Responsibility Standards set clear workplace safety requirements, and our Chemical Safety Disclosure program advances disclosure around the chemistries used in manufacturing processes. We have identified 14,000 unique chemicals and applications, enabling us to remove those that don't meet our standards.

Assessment

With our products, we aim to make the best chemical and material choices to protect both personal and environmental health. Our Regulated Substances Specification sets standards for the chemicals in our products and manufacturing processes, which exceed many regional regulatory requirements.

Apple's Environmental Testing Lab performs chemical analyses to evaluate the safety of our products and materials and to monitor compliance with the specifications. Our assessment system helps ensure that only materials that meet our stringent requirements can be used in Apple products. Each year, we conduct more than 100 assessments on chemicals before they are used in our manufacturing processes.

Innovation

Our efforts to map and assess the chemicals within our supply chain ultimately fuel innovations at Apple and with our suppliers. We use toxicology data at each point in the product life cycle to seek out and develop safer chemistries, continually improving the overall safety of our products and processes.

Since the late 1990s, we have diligently identified and removed potentially harmful chemicals from our products. This has required developing alternatives by creating safer compounds to replace potentially harmful chemistries or replacing components with alternatives that meet our safety standards.

We're also partnering with nongovernmental organizations (NGOs) to cascade our materials data throughout the electronics industry. Through ChemFORWARD, we are able to share our list of safer cleaners and degreasers with companies beyond our supply chain and outside our industry. We've also worked with the Clean Electronics Production Network to develop the Process Chemicals Data Collection Tool, which supports data collection on process chemicals used in the electronics industry.

100%

of supplier final assembly sites use safer cleaners.

1400+

new materials evaluated for safety.



Our restrictions on potentially harmful chemicals are outlined in the [Apple Regulated Substances Specification](#) and in our [Restricted Chemicals for Prolonged Skin Contact Materials](#) list.

At Apple, we're committed to supporting our team members at work and beyond.

Our People

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We have a talented, motivated, and dedicated team at Apple, and we're committed to supporting the development of all our team members. We're continuously building on our strong culture, creating an environment where everyone can be their whole selves and do the best work of their lives.

In a year that brought challenges and hardship to so many, we've also ensured that our teams around the world receive the support they need to care for their health, safety, and physical and mental well-being.

Inclusion and diversity

Across Apple, we're strengthening our long-standing commitment to making our company more inclusive and diverse. We're committed to hiring inclusively, providing training and development opportunities, fostering an inclusive culture, and ensuring equitable pay for all employees. And we're continuing to focus on increasing diverse representation at every level of the company to help Apple become an even better reflection of the world we live in.

Our work here doesn't stop at our own doors. With efforts like our Racial Equity and Justice Initiative (REJI), we're working to expand access to education, support criminal justice reform, and advance economic opportunities for underrepresented communities.

Inclusive hiring and diverse representation

We're making progress toward building an Apple community that represents the diverse and ever-changing world around us. Since 2014, the number of employees from underrepresented communities (URCs) has increased by 64 percent in the U.S. and the number of female employees worldwide has grown more than 70 percent.

To build upon this growth, we're creating diverse interview panels and candidate slates to ensure that diversity is reflected at every stage of the hiring process. And we're focusing on robust diversity recruiting efforts for R&D and leadership to accelerate progress in hiring across technical, engineering, and leadership roles. In 2020, 43 percent of open leadership roles were filled by people from underrepresented communities in the U.S., and 37 percent of open leadership roles were filled by women globally.

We're also expanding our diversity outreach efforts through organizations like Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs) that serve and engage talent from underrepresented communities. Since 2014, the number of Hispanic/Latinx employees in the U.S. has grown by more than 80 percent with a 90 percent increase in leadership, while the number of Black employees in the U.S. has grown by more than 50 percent with a 60 percent increase in leadership.

Deirdre O'Brien is Apple's Senior Vice President of Retail + People, reporting to CEO Tim Cook. In her role leading the People team, Deirdre works to help Apple connect with, develop, and care for its team members—and to help everyone do the best work of their lives. As the leader of Apple's retail and online teams, Deirdre supports their work to enrich the lives of millions of Apple customers every year.

64%

increase in U.S. employees from underrepresented communities since 2014.

70%

increase in global population of women at Apple since 2014.



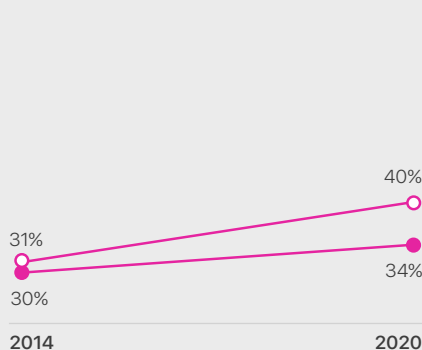
We're making progress and we're holding ourselves accountable to do even more. To learn more and to see our latest diversity figures, visit apple.com/diversity.¹⁰

Where we stand today

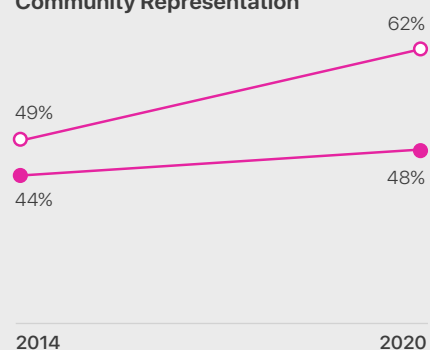
We have over 160,000 talented employees across the world. And we are proud that when people join Apple, they find fulfillment for many years. That also means increasing overall representation takes time.

Every hiring decision is made one role, and one person, at a time. We are taking meaningful actions for more diverse representation across every part of the business. Because just 1 percent of over a hundred thousand represents change for over a thousand people.

Global Female Representation



U.S. Underrepresented Community Representation



○ Under 30 ● Overall

Training and resources

Apple team members have access to career development programs, ongoing inclusion and diversity education, and support throughout their career journey. From new-hire orientation to talent planning and mentorship, we're always finding new ways to help team members continue to learn, thrive, and advance in their careers in an inclusive environment.

All of our team members are required to complete unconscious bias and inclusion training, and can access expert-led courses on race, justice, allyship, and more. In addition, all our managers are required to take inclusive leadership training, and inclusion and diversity measures are built into our annual review process for leaders across Apple.

Community and connection

For more than 30 years, Apple team members have found community and connection in our Diversity Network Associations (DNAs). Rooted in the celebration and amplification of culturally underrepresented communities, DNAs are employee groups that create spaces for belonging, learning, and growing inclusivity, diversity, and equity efforts.

As of August 2021, DNA membership has more than doubled since 2018, with more than 54,000 employees. Our DNA communities include Accessibility@Apple, Amigos@Apple, Apple Veterans Association, Asian Pacific@Apple, Black@Apple, Indigenous@Apple, Pride@Apple, South Asian@Apple, and Women@Apple, as well as a range of faith-based and cultural groups. Throughout the year, to deepen connection and understanding, DNAs regularly lead celebrations, events, and educational sessions that are open to everyone across the company.

"Inclusion and diversity are cornerstones of the global Apple community. We're proud of the foundation we've built, and we're clear-eyed about the challenges that remain. Together, we're committed to continuing this journey with humility and resolve."

Barbara Whye

Vice President of Inclusion & Diversity

160,000 hrs

In 2020, team members completed nearly 160,000 hours of learning to create more inclusive work environments.

Supporting our people

From their first day, Apple team members have the resources and opportunities to build new skill sets, pursue new passions, and feel supported and cared for at work and beyond.

Growth and development

Team members across Apple have ongoing opportunities to learn and grow through challenging work, collaboration with other experts, and ongoing support. In 2020, we invested nearly \$200 million in training and programs to support our teams' growth and development.

- **Apple University:** Apple University began in 2010 with a simple mission—to foster understanding and critical thinking about Apple's culture, organization, and values. To date, more than 90 percent of current executives and managers have participated in a variety of individual, manager, and senior leader classes.

- **Growth and development framework:**

We provide our teams with individual growth and development plans to shape their careers and identify their goals, including planning worksheets, manager toolkits, and a dedicated internal web page.

- **Management and leadership:** Apple helps our teams progress to leadership, creating development pathways that enable individuals to learn, improve, and empower their colleagues to do the best work of their lives.

- **Professional growth:** We offer a variety of educational seminars, external speakers, guest creative performances, and comprehensive resources to support professional growth. Our Educational Assistance Program also offers helpful resources and tuition reimbursement for team members to continue their education.



Read the [Harvard Business Review article](#) about how Apple's distinctive organizational model is key to inspiring innovation.



We provide our teams with individual growth and development plans to help shape their careers.

- **Career experience:** Career experiences provide team members from our stores, retail customer care, and AppleCare teams the opportunity to spend time on a corporate career rotation. Participants build new skills, while host teams benefit from their team members' new perspectives, talent, and passion. Participation has grown by 30 percent year on year since it began in 2015, and in fiscal year 2021, thousands of upcoming opportunities are planned across 80 percent of our lines of business.
- **Coaching at Apple:** This training program for retail leaders in stores, retail customer care, and corporate retail teams provides a consistent and effective model for improving employee engagement and performance. More than 110 senior Apple Store leaders and People team leaders are certified to deliver Coaching at Apple, and more than 4200 have been trained in the content.
- **Internal mobility:** We encourage our teams to discover new opportunities at Apple that spark their interest and draw on their skills. We provide an internal career site, detailed guidance on exploring new roles, and we encourage discussions with managers so they can support their team members' growth at Apple.

Performance reviews

Our annual performance review process offers team members the opportunity to have meaningful conversations with their managers about their performance, growth, and development. Reviews include a self-assessment and feedback from peers and their manager. It's also a chance to reflect on the contribution each person makes to Apple's long-standing commitment to inclusion and diversity.

Benefits

We recognize that our people thrive when they have the resources to meet their needs and the time and support to succeed in their professional and personal lives. We provide a host of benefits to help our teams live healthier, more fulfilled, and happier lives at work and beyond.¹¹

Physical and mental well-being

Apple provides employees a wide variety of health-related benefits, including:

- Physical and mental health coverage that also extends to spouses and domestic partners
- Virtual and onsite wellness visits for employees and eligible dependents
- Free, confidential counseling for employees and their dependents¹²

- Reproductive health services covering contraception, pregnancy, and menopause, as well as prenatal care, pregnancy and delivery, and postnatal care¹³
- Expert second opinion resources to help employees and their family members make informed healthcare decisions
- A comprehensive mental health and well-being hub where employees can find events, apps, and other resources
- Month-long wellness events for team members across Apple to support one another and build healthier habits

Our health plans are designed to support the various life stages of our employees and their families. They are transgender-inclusive, where legally and plan-allowed, and support routine care, therapies, and other medically necessary surgeries.

Life and family

Apple also provides a host of benefits to support our employees in their personal and family life, including:

- Retirement programs to help employees with their future financial needs, such as 401k matching contributions in the U.S. and local retirement plans for employees outside of the U.S.
- Referrals and resources for childcare, before- and after-school programs, programs for children with special needs, and more
- Consultations and referrals to support employees caring for an elderly family member
- Adoption, surrogacy, and fertility services
- Financial coaching services
- Tuition reimbursement
- Legal services for adoption, child support, housing, wills, identity theft, and more

Coming back to work after the arrival of a child can be a big adjustment for employees, so to smooth the transition period following the arrival of a new family member, under our gradual return-to-work program, employees can choose to return half-time at full pay for four weeks—whether they're welcoming a child through birth, adoption, or other covered means.

Time away

Taking the time to recharge is an important part of employee health and well-being. We provide a wide variety of time-away options for our employees, including:

- Vacation
- Paid sick time and medical leave for serious health conditions
- Pregnancy leave and New Parent Leave
- Leave for bereavement or to care for a sick family member
- Time off for voting, jury duty, and other civil obligations
- Company holidays throughout the year

Product discounts

Apple's Employee Purchase Plan offers special pricing on most Apple products. We offer substantial discounts on hardware, software, and accessories for employees, families, and friends—as well as an additional credit that can be used to purchase a Mac, iPad, or unlocked iPhone once every two years.

100%

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

Compensation

At Apple, we believe that our compensation should not only be competitive; it should be equitable and enable all employees to share in the company's success as shareholders of Apple. We're committed to being a leader in pay equity, using pay gap metrics to measure our progress on representation, providing all employees annual opportunities for stock ownership in the company, and paying a highly competitive minimum wage. And we hold our leaders accountable by incorporating Apple values and key community initiatives into our executive short-term incentive compensation.

Pay equity

Apple has a firm and long-standing commitment to pay equity. Since 2017, we have achieved pay equity globally: In every country where we operate, team members 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 race and ethnicities.

- **Annual pay equity review:** To maintain pay equity, we engage a third party to independently evaluate compensation across all of Apple using statistical modeling. This rigorous review considers annual total compensation, including base salary, bonuses, and Restricted Stock Units (RSUs), as well as a variety of data related to pay, including job level, location, performance ratings, and tenure. We also regularly conduct comprehensive job title reviews to ensure employees are in the correct job title, an important factor in determining pay.
- **Annual compensation planning:** During our annual compensation planning process, the People team uses analytics to assess promotion rates, performance ratings distribution, and pay metrics for women compared to men and, in the U.S., for underrepresented groups compared to non-underrepresented groups.
- **Global compensation history policy:** We don't ask candidates for salary history during the recruiting process, which has been our policy globally since 2019. To help ensure internal equity, our recruiters develop offers of employment based on the compensation of current Apple employees in similar roles using a tool developed specifically for this purpose.

Apple stock ownership

In 2015, we introduced our Stock Ownership Program, which was designed to reach employees who were not previously eligible for stock awards, including all of our retail and AppleCare teams. By the end of 2021, over \$1 billion of RSU grants will have been awarded under this program, and those shares today have a value of over \$3 billion.¹⁴ Apple is one of only a few companies in the S&P 500 where all employees are eligible for equity awards.

In most countries, employees also get discounts when purchasing Apple stock by participating in the Employee Stock Purchase Plan (ESPP). Currently, over 80 percent of eligible employees participate in the ESPP.¹⁵

Minimum wage

Apple is committed to paying employees a highly competitive wage in every location where we operate. In addition to the stock programs and wide range of benefits we provide, our minimum hourly wage for employees leads our peers across industries.

\$1 billion

By the end of 2021, over \$1 billion of RSU grants will have been awarded under Apple's Stock Ownership Program, and those shares today have a value of over \$3 billion.¹⁴



In addition to the stock programs and wide range of benefits we provide, Apple is committed to paying employees a highly competitive wage in every location where we operate.

Engagement

We believe that open and honest communication among team members, managers, and leadership fosters an open, collaborative work environment where everyone can participate, develop, and thrive. Team members are encouraged to come to their manager with questions, feedback, or concerns. Our goal is to listen and learn—and to use those lessons to build an even better work environment for all.

We regularly conduct surveys that gauge sentiment in areas like career development, manager performance, and inclusivity. Teams and leaders are encouraged to engage in meaningful dialogue informed by the survey results, and to create action plans that are shared, along with the survey results, with Apple's leadership. Across all our teams, we're always building on our long-standing commitment to an environment where people at every level of our company feel connected and supported.



At Apple, we seek to foster an open, collaborative work environment where everyone can participate, develop, and thrive.

Workplace practices and policies

Apple's culture is built on treating everyone with dignity and respect. This focus shapes how our colleagues engage with one another and with our customers and partners around the world.

Harassment and discrimination

We are committed to providing a workplace free of harassment or discrimination based on race, color, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status, caste, or other legally protected characteristic. We do not tolerate discrimination or harassment of our employees or those with whom we have a business, service, or professional relationship (including customers), nor do we tolerate workplace violence of any kind. Retaliation against anyone for complaining about harassment or discrimination, or for participating in the investigation of a complaint of harassment or discrimination is against Apple policy and will not be tolerated at Apple.

Equal employment opportunity

Apple is an equal opportunity employer committed to inclusion and diversity. We take steps to ensure equal opportunity for all applicants and employees, without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status, caste, or other legally protected characteristic. We provide reasonable accommodations to applicants and employees with physical and mental disabilities.

Voluntary decision review

Apple's voluntary decision review enables employees to have an employment decision reevaluated. This is designed to promote fairness and impartiality, in line with our values and policies. The reviewer will consider any new information that indicates the decision may not have been in accordance with our policies and guidelines.

Apple's COVID-19 response



A healthcare worker in Zambia wears an Apple-produced face shield.

When the pandemic struck, the first question we asked ourselves was, “How can we help?” Our teams answered an urgent call to action by coming together to design and manufacture face shields, helping to source and distribute millions of masks around the world, and making contributions to support medical workers on the front lines and those hardest hit by the pandemic. As the world continues to grapple with COVID-19, we’re committed to innovating, to giving back, and to working with our neighbors to protect people’s health.

Protecting each other’s health

At every stage of the pandemic, our first priority has always been the health of our teams, customers, and communities. That meant being one of the first companies to close our offices and retail stores, and finding innovative ways to connect with colleagues and customers virtually. Apple continued to pay our teams during temporary store and

office closures, expanded our paid leave policies, provided team members with face coverings and PPE, and enhanced our policies and procedures for a safe work environment—both in the office and in-store.

To keep our teams informed, we deployed comprehensive resources with up-to-date COVID-19 information, including a dedicated platform for teams returning to the office. We also provided free testing to eligible employees and created our own face masks for the safety of employees—without tapping into the medical supply chain. COVID-19 case support, implemented for all team members, included return-to-work guidance and contact tracing, with the utmost regard for employee privacy.

We continue to offer special sick leave for employees with possible COVID-19 symptoms, as well as comprehensive health coverage.

Innovating to support our customers

Despite all of the pandemic’s challenges, we brought our most powerful generation of hardware, software, and services into customers’ hands, helping them stay informed, connected, and entertained.

We also tailored our services to promote easy access to trusted information on COVID-19: launching a dedicated section on Apple News; prioritizing visibility of essential services locations—including COVID-19 testing and vaccination locations—on Apple Maps; offering a curated collection of telehealth apps on the App Store; and leveraging Siri to provide the latest COVID-19 guidance.

To meet the extraordinary challenges of virtual education, we delivered new content and services for students, parents, and teachers to foster creativity and learning

in a digital environment. We worked with mobile carriers and school administrators to deliver iPad devices with cellular support for students in need. With our Apple Card Customer Assistance Program, we also offered customers the option to skip their monthly payments without incurring interest. Across many of our stores, we were able to serve our customers' needs through contactless pickup, express storefronts, and new online support. In store, mandatory face masks, physical distancing, temperature checks, and deep-cleaning procedures were put in place to keep our teams and customers safe. Our response to COVID-19 is still ongoing, and we are committed to implementing health protocols and adjusting store operations as required based on available data and guidance from health officials.

Helping our suppliers adapt

From the early days of the pandemic, we worked hand in hand with our suppliers to deploy a range of protections suited to their local circumstances, which included measures such as health screenings, limiting density, and ensuring strict adherence to social distancing

in their facilities. We strengthened our incident reporting mechanisms to more clearly include the reporting of any infectious disease incidents to Apple. This has allowed us to track COVID-19 cases at supplier facilities around the world, from initial reporting to recovery, and to engage with each of these sites individually to confirm they have the correct protocols in place to keep their employees safe and healthy.

We have worked closely with suppliers to help support their ability to pay their hourly workers. And we have further supported our business partners by accelerating our payments to suppliers and extending payment and credit terms for our resellers. We also partnered with NGOs to help further support people deeper in our supply chain through an unprecedented time, particularly those from vulnerable groups like migrant workers and mining communities.

Giving back to our communities

We also made significant contributions toward relief efforts supporting healthcare professionals, first responders, and impacted communities worldwide. This included over

\$120 million in donations toward organizations offering COVID-19 relief,¹⁶ sourcing more than 30 million masks and 10 million custom-built face shields, and matching our employees' charitable donations. With \$10 million of support from Apple's Advanced Manufacturing Fund, COPAN Diagnostics produced over 20 million¹⁷ COVID-19 sample collection kits for hospitals across the United States.

In partnership with the White House Coronavirus Task Force and the Centers for Disease Control and Prevention (CDC), we released an app and website that guided Americans through a series of questions about their health and exposure to determine if they should seek care for COVID-19 symptoms, providing CDC recommendations on next steps including guidance on social distancing and self-isolating, how to closely monitor symptoms, recommendations on testing, and when to contact a medical provider. And we collaborated with Google to create a new exposure notification system for global governments and health agencies, with user privacy and security central to its design, to help fight the pandemic.



With support from Apple's Advanced Manufacturing Fund, COPAN Diagnostics has shipped more than 20 million COVID-19 test kits to medical facilities across the country.

Health and safety at Apple

We're dedicated to protecting our team members and our customers everywhere we operate—a responsibility COVID-19 has brought into even greater focus. At every stage of the pandemic, we make decisions based on the latest local data and public health guidance, and we share lessons across our Environment, Health, and Safety (EHS) teams globally so we can continuously improve our safety programs.

Protecting our people

We're always working hard to ensure our employees and contractors are safe no matter where they are when they're conducting business for Apple. We abide by EHS requirements in every country where we operate, to ensure the safety and well-being of our global teams.

Managing work-related hazards and risks

To ensure the safety of our employees and customers, we put procedures in place to identify the potential risks associated with workplace activities and to mitigate possible hazards. We support and protect employees in lower hazard spaces, and put special programs in place for smaller groups working in higher hazard environments, including chemical management, laser safety, equipment and machinery safety, hazardous materials management, and electrical safety. Employees can request to have their workspaces individually inspected to identify hazards and controls, including ergonomics evaluations.

Our EHS teams identify and provide appropriate personal protective equipment (PPE) for specific hazards, which is provided to employees at no cost and with training on correct use. Additionally, EHS conducts mandatory health checks for employees where they are required.

We invest in new technologies and talent to continually manage risks across our operations, including manufacturing in Cork, Ireland. These standards, programs, trainings, procedures, and other safeguards are managed by trained EHS professionals, and where required, we also translate EHS procedures into local languages for our employees.

Risks identified from incidents, injuries, and non-routine events are addressed immediately for corrective action, and integrated into future program development and training. Lessons learned are routinely communicated across Apple's EHS team and potentially affected operations, and are used to inform updates to existing policies and procedures if necessary.

Employees and managers can report incidents, near-misses, and observations—including newly identified hazards and risks—through an internal iOS app. Incident responses are addressed by Apple's EHS team through a consistent process that connects employees with care and support while identifying corrective actions where appropriate to prevent future occurrences.



Read more about our hazardous waste and chemical safety procedures in our [2021 Environmental Progress Report](#).

Emergency preparedness and response

Beyond COVID-19, we supported the response to dozens of crisis events in 2020, including fires, severe weather, and civil unrest. Our responses focused on ensuring the safety of our employees and business continuity.

All team members can sign up for Apple's Emergency Alert system, enabling them to be notified of local emergencies and to indicate whether they are safe or need help. Disaster supplies are available at our facilities, depending on risk and location.

Facility Response and Recovery Plans provide a comprehensive approach to the safety and support of our employees while minimizing business interruption, and site-specific Emergency Response Plans have been implemented globally. These plans are communicated to all employees, and trainings and drills are held at least annually. And our employees are trained in emergency response, allowing them to react quickly while supporting the safety of our team members and customers.

EHS management systems

To provide a safe environment to our teams, our EHS programs are built to share information about risks, requirements, and expectations for all employees.

Our EHS Policy outlines our commitment to workplace safety and environmental stewardship, and establishes the principles that integrate effective EHS practices into all aspects of our business. The EHS policy is communicated through mandatory training for all new employees and through our internal EHS website.

Apple's EHS leadership team, including Apple's EHS director, is responsible for establishing priorities, determining annual work plans, and assigning resources to execute improvement actions.

5000+

employees trained as first aiders and emergency response team members globally.



Apple's EHS teams follow local health guidelines and have expanded safety protocols in stores during COVID-19 to protect the health of team members and customers.

Blind surfer, Scott Leason, enjoys the independence that Apple technology, including features like VoiceOver, helps enable. At Apple, we believe accessibility is a human right, so we design our products and services with everyone in mind.



Customers

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At Apple, our focus is on creating the world's best products that are a force for good in our customers' lives. It's why we're constantly innovating to protect people's privacy, empowering them to learn more and to live healthier, and designing our technology to be accessible for everyone. From the products and services we create to how we share them with the world, we imbue our technology with the values that define us.

Privacy

At Apple, we believe privacy is a fundamental human right, and we're constantly innovating to give users more transparency and control over their data. It's why we set the industry standard for minimizing data collection and processing a user's data on-device, and build industry-leading transparency and controls into our technology.

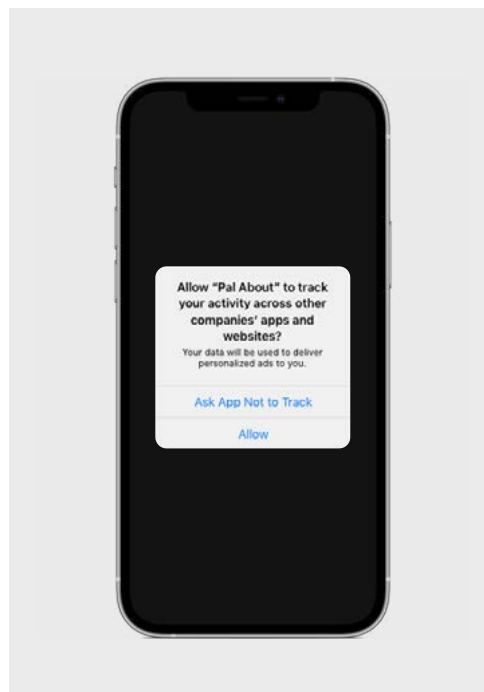
Hand in hand with the privacy of our users are our commitments to free expression and access to information. Our products and services help our customers learn, express their creativity, exercise their ingenuity, communicate privately and securely, and share information globally, whether it be by text message, audio, or sign language over FaceTime video.

Designed for privacy

Our products and services are built with innovative privacy technologies and techniques designed to minimize how much of your data Apple—or anyone else—can access. They contain features designed and implemented over decades to protect customers' privacy and give them control over their information.

Safari was the first browser to block third-party cookies by default as far back as 2005, and more recently, Safari added Intelligent Tracking Prevention to further limit tracking while still enabling websites to function normally. Random identifiers ensure that a customer's use of Maps isn't associated with their Apple ID, and iMessage and FaceTime are end-to-end encrypted, preventing anyone, including Apple, from eavesdropping on user conversations.

Throughout the App Store ecosystem, we continue to add innovative new features that advance user privacy even further. Privacy Nutrition Labels require developers, including Apple, to report their data collection and privacy practices. And App Tracking Transparency requires developers to obtain a user's permission to track their data across apps or websites owned by other companies.



A new App Tracking Transparency feature across iOS, iPadOS, and tvOS requires apps to get the user's permission before tracking their data across apps or websites owned by other companies.

Delivering exceptional products that enrich the lives of our customers is core to Apple's business. That's why the responsibility for integrating privacy, accessibility, education, and health features into our products cuts across many teams, including Hardware Engineering, Software Engineering, Hardware Technologies, and Environment, Policy and Social Initiatives.

Apple's Privacy Policy ensures that privacy remains a top priority in all that we do. We respect users' ability to know, access, change, transfer, restrict, and delete personal data, and we strive to collect the minimum amount of data necessary to power our products and services. Customers control what information is shared, where it's shared, and when it is backed up. We do not provide user information to any third parties without a clear legal basis, and we publish a Transparency Report detailing government requests for customer data and app removal.

Apple is committed to delivering advertising and other services in a way that respects user privacy. We do not track user information across third-party apps or websites for the purposes of advertising, or do business with data brokers.

To continue raising awareness and educating people on how to protect their personal information, on Data Privacy Day in January 2021, we shared a report that illustrates how companies track user data across websites and apps. And in June 2021, we shared another report exploring how Apple's security layers and the App Review process protect users and keep them in control of their data.

Privacy and security on the App Store

To meet the highest standards for privacy, security, and content, all the apps in our App Store agree to comply with our App Store Review Guidelines. These provide developers with clear and transparent guidance on safety, performance, business, design, and legal issues, including appeal rights. The guidelines help ensure that the apps offered on the App Store are safe, provide a good user experience, adhere to our rules on user privacy, and secure devices from malware and threats.

Privacy governance

To keep privacy at the center of our work, we maintain rigorous privacy standards for both customer and employee data. Our Chief Privacy Officer reports to Apple's General Counsel who chairs Apple's Privacy Steering Committee. The Committee sets privacy standards for teams across Apple and addresses or escalates privacy compliance issues. Its members include Apple's Senior Vice President of Machine Learning and AI Strategy, and a cross-functional group of senior representatives from across the business.

The Audit and Finance Committee of the Board of Directors regularly reviews Apple's privacy and data security risks, and discusses them with management. The Committee reviews reports on privacy and data security matters, including updates on Apple's privacy program, risk management, and relevant legislative, regulatory, and technical developments.

Privacy and security training

We communicate privacy and security guidelines with employees and strictly enforce safeguards across the company. All employees take annual training on business conduct, of which privacy is an essential component. Employees with access to customer data and personal information are required to undergo additional privacy and security training. For more information, visit Apple's [Ethics and Compliance](#) website.

Privacy Impact Assessments

As part of our General Data Protection Regulation (GDPR) and human rights work, we undertake Privacy Impact Assessments (PIAs) of our major products and services. These assessments also consider decision-making that relies on algorithmic systems and the impact such decisions have on individuals and their rights. PIAs take into consideration how laws affect privacy and assess any associated risks in the relevant jurisdictions where we operate. PIA reviewers are also trained to identify and highlight potential impacts to freedom of expression. Apple regularly engages with a wide range of civil society representatives globally on various privacy and freedom of expression issues, including privacy by design and encryption.



Learn more about [privacy](#) at Apple.

[Review privacy features](#)

[Control what you share](#)

[See how apps from Apple handle your data](#)

Privacy inquiries

Privacy questions, concerns, or complaints can be raised online or by calling our [Apple support number](#). Our Data Protection Officer is available for questions regarding the Privacy Policy or general privacy practices.

Embedding security and privacy

We've spoken out, time and again, for strong encryption without backdoors, recognizing that security is the foundation of privacy. We build security into our hardware, software, and services to provide users with maximum security and a transparent user experience, serving the ultimate goal of keeping personal information safe. And we've designed the Secure Enclave—a dedicated secure subsystem integrated into Apple hardware—to keep sensitive user data, like biometric information, secure.

As part of our commitment, our [Apple Security Bounty](#) rewards researchers who discover and share with us critical issues in our latest operating systems and the techniques used to exploit them.

Apple also uses administrative, technical, and physical safeguards to protect users' data, taking into account the nature of that information and the threats posed. Apple employees who handle personal information are only permitted to use approved software and collaboration tools, and all our employees can easily raise any privacy issues and questions with our Data Protection Officer.

When we become aware of a potential data security incident, we conduct prompt investigations and analysis, provide notifications in a timely manner when necessary, and determine what steps to take in response.



We maintain current **ISO 27001 and ISO 27018 certifications** setting user security standards, for which we undergo yearly audits.

Accessibility

Technology works best when it works for everyone. At Apple, we believe accessibility is a human right, so we design our products and services with everyone in mind.

Vision

Our features for blind and low-vision users include VoiceOver, an industry-leading screen reader that describes exactly what's happening on your device, and Zoom, a screen magnifier that lets you enlarge the content you see on your device. Magnifier turns the camera on an iPhone, iPad, or iPod touch into a digital magnifying glass to increase the size of any physical object you point it at.

Hearing

To support customers who are deaf or hard of hearing, Apple was the first to create a direct connection between hearing aids and cochlear implants to iPhones and other iOS devices through the Made for iPhone program. This enables customers with hearing loss to make phone calls and stream high-quality audio directly to their hearing devices. Sound Recognition is a feature that notifies users of external environmental sounds

like doorbells and alarms, while FaceTime detects when someone uses sign language in group calls and makes them more prominent. Other features include Headphone Accommodations, which adjust certain sounds and frequencies to best suit a user's hearing preferences, and Sensory Alerts, which offer visual or vibrating notifications for incoming calls, messages, and events.

Mobility

Users with limited mobility can use Switch Control to navigate their device easily and efficiently with a variety of adaptive switch hardware, a single tap, or mouth sounds for users who are non-speaking and have limited mobility. Voice Control lets a user control a device with voice commands, and AssistiveTouch for watchOS allows users with upper body limb differences to enjoy the benefits of Apple Watch without ever having to touch the display or controls. With Touch Accommodations, customers can control how long they touch the screen before it's recognized and whether repeat touches are ignored, while Back Tap lets users double-tap or triple-tap the back of their iPhone to automatically perform a range of custom tasks, from opening an app to taking a screenshot.



Learn more about **Apple's accessibility features**

Cognitive

Our products are built with an array of features to support neurodiversity and cognitive disabilities. Apple is introducing new background sounds to help minimize distractions and help users focus, stay calm, or rest. Audio can be used to enhance reading or writing comprehension with Speak Screen or Speak Selection for iOS. Text to Speech on Mac lets users highlight text to hear it read aloud in over 35 languages, and Dictation and Siri help anyone who finds speaking easier than typing or writing. Another feature, Guided Access, limits a device to a single app and lets users control which features are available.

Community support

We offer sessions to teach anyone how to use our built-in accessibility features and provide tools for developers to make their apps more accessible. In May 2021, we announced world-class, on-demand sign language interpretation services, designed to communicate with AppleCare and Retail Customer Care using American Sign Language (ASL) in the U.S., British Sign Language (BSL) in the UK, or French Sign Language (LSF) in France. With the SignTime app, along with video remote and onsite interpreting, Apple customers and team members can now request an interpreter for one-on-ones, group meetings, external interviews, and more.



Apple has received many awards for its impact in disabled communities, including the prestigious Helen Keller Achievement Award from the American Foundation of the Blind.

Education

For more than 40 years, we've worked alongside educators to inspire the next generation of learners, supporting creativity, problem-solving, communication, and collaboration.

We believe that education is a great equalizing force, and our goal is to empower all educators and learners through technology that protects student privacy and is accessible for all learners. We develop products, programs, tools, and curricula for educators to create engaging learning experiences, and we support education leaders and administrators so they can get the most out of the technology in the classroom and beyond.

Coding is a universal language, and a great way to help students think critically and express their creativity. We're always working to make it easy and fun to learn to code, with supportive resources like Swift Playgrounds and the Everyone Can Code curriculum. And we work hand in hand with communities—particularly communities of color and others often under-resourced—to bring coding, creating, and entrepreneurship opportunities to learners of all ages.

Products for learning

Knowing that everyone has their own way of learning and expressing themselves, we offer products that support students and educators from kindergarten through higher education. iPad provides apps and advanced technologies that help educators teach and students push the boundaries of their creativity. The Augmented Reality capabilities on iPad let students bring digital objects into the real world to spark curiosity and enhance understanding in new, exciting ways. And the powerful Mac processors are equipped for the most intensive tasks, throughout university and far beyond.

We also developed Apple School Manager, a free web-based portal that helps IT administrators in K-12 and higher education institutions effortlessly configure, deploy, and manage iPad and Mac devices.



Learn more about how Apple empowers educators and learners of all ages.

Teaching tools

Our teaching tools empower educators to personalize the learning experience for each student and manage the classroom to keep every student on task. Our Classroom app serves as a powerful teaching assistant that makes it easy to navigate lessons and share information, while the Schoolwork app aids the distribution and collection of assignments, tracks progress, and supports collaboration with students.

Curricula and project guides

Our programs help educators integrate creativity and coding into their lessons, even if they're new to teaching with technology:

- **Everyone Can Create:** Gives educators fun and meaningful ways to bring creative expression into any lesson, topic, or assignment. The free guides teach students to develop and communicate ideas through drawing, photography, video, and music, while teacher guides help educators integrate both technology and creativity into every lesson.
- **Everyone Can Code:** Guides students through the Swift Playgrounds app on iPad and Mac. This free curriculum and the app teach coding for kids through a world of interactive puzzles and playful characters, and introduce Swift, the same programming language used by professional app developers. Teacher guides support educators in teaching code, even if they have no experience.
- **Develop in Swift:** Teaches students aged 14 and over how to use Swift for designing and developing apps through Apple's integrated development environment, Xcode. In 2020, we launched a free online course taught by Apple experts that helps instructors learn to teach Swift and Xcode.

Inspiring others

Our programs nurture and support educators and schools using Apple technology. We recognize those that go above and beyond to rethink what's possible so they can help inspire and mentor others.

Our community of nearly 3000 **Apple Distinguished Educators** in 45 countries model, advise, advocate, and publish materials on ways to integrate Apple technology into teaching and learning. These educators are active leaders, helping to make learning deeply personal for every student.

Apple Distinguished Schools are centers of leadership and educational excellence that demonstrate the impact of learning with Apple technology. The 500-plus schools in 32 countries cultivate environments where students are excited and curious about learning.



Apple Distinguished Educator Mike Lang is using Dr. Martin Luther King Jr.'s legacy to show his kindergarten and first grade students at Laura Dearing Elementary School that they have the power to change the world.

Inspiration and support for teachers

We help educators share experiences, ideas, and inspiration, so that they too can get more out of the technology in their classrooms:

- **Apple Teacher:** A free online, self-paced professional learning program that helps teachers build their skills and confidence teaching with Apple technology and earn Apple Teacher recognition.
- **Apple Teacher Portfolio:** A new addition to Apple Teacher that further supports educators in reimagining their lessons.

- **Apple Professional Learning Specialists:** These experts provide one-on-one coaching sessions and group professional learning workshops for educators, in addition to the support resources available online or via phone.

The majority of our educator tools are free, and we offer special pricing on Mac, iPad, and other Apple hardware for education institutions, eligible college students, and education faculty and staff.



Read more about Apple's community education initiatives in **Communities** (p45).

Health

Apple empowers our users to take control of their health by making it easier to track and share their health and wellness information while always keeping their data secure. This allows for a more informed dialogue with loved ones and doctors, offering the ability to make better health choices on a daily basis.

Technology for better health

Since launching Apple Watch in 2015, we've been constantly inspired by the stories we hear from our users about how using Apple Watch for health and fitness has changed their lives. These range from users who found closing their Activity rings every day motivated them to be in the best shape of their lives to those alerted to a potential irregular heart rhythm who sought medical care to confirm. Stories like those continually drive us to do more for our users.

Building on innovative features for Apple Watch like ECG, Irregular Rhythm Notifications, and Fall Detection, Apple introduced a variety of new services and features to help people on their health and fitness journeys. With Apple Fitness+, we built an entirely new, inclusive, and welcoming fitness service that intelligently incorporates workout

metrics from Apple Watch for a first-of-its-kind personalized and immersive experience. New apps like Handwashing, Sleep, and Blood Oxygen offer more insights into users' overall wellness to make more informed decisions for themselves. Apple Watch users can also view a classification of their Cardio Fitness Level—a powerful predictor of overall health—in the Health app, and receive a notification if it falls within the "low" range. The breakthrough technology allows users to better understand their cardio fitness measurements right on their own wrist.

On iPhone, Walking Steadiness is an industry first, providing insight into fall risk by capturing important mobility data as users walk with their iPhone, directly within the Health app. The Health app provides a consolidated view of users' health information—data from iPhone, third-party apps, and Apple Watch. And since introducing the feature in 2018, Health Records at more than 12,000 care locations across three countries are available for users to directly access from multiple providers. Additionally, users have the option to securely share their health data with a loved one, caregiver, and, in the U.S., their doctor through the Health app.

Health research

Everything Apple does in health is based in science. We have a history of enabling the medical community through platforms like ResearchKit and CareKit, which help researchers produce medical insights and discoveries on conditions from epilepsy to Parkinson's at a pace and scale never seen before.

Apple technology is helping democratize medical research by giving users the ability to opt-in to share data through the Research app on their iPhone or Apple Watch. In 2021, in collaboration with Harvard T.H. Chan School of Public Health and the University of Michigan, the Apple Women's Health Study and Apple Hearing Study released new insights on women's health and hearing health.

In 2020, Apple joined forces with researchers at several universities across North America to explore how Apple Watch and iPhone can help across a variety of conditions, including depression, asthma, and heart failure.

Partnering with the medical industry

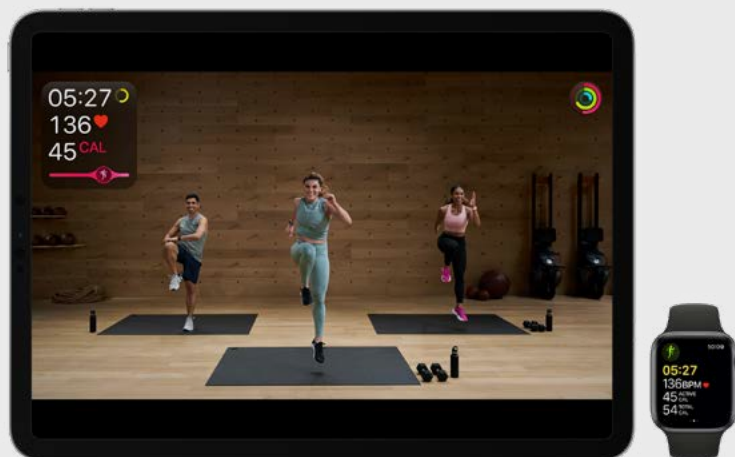
Our technology gives healthcare providers the tools they need to work effectively within hospitals and connect remotely with patients. Apps on iPad, iPhone, and Apple Watch can help medical professionals deliver personalized care. Our devices protect patient data yet remain accessible and easy to use across providers. The result is care that becomes more efficient, more personalized, and ultimately, more human.

For providers, especially during COVID-19, we've seen the power that technology has brought to healthcare. FaceTime was, and still is, being used to deliver virtual care at a time when PPE was so scarce and face-to-face medical appointments were often deferred.

At home, iPhone, Apple Watch, the Health app, and HealthKit-enabled apps and devices make it easy for patients to record and share their health data. This became even more important during the pandemic as many patients began opting for virtual visits.



Privacy is a fundamental aspect of our health work. The right place for health information to exist is with a user on their device, and where or how that information is shared should be completely up to the individual.



Apple Fitness+, the first fitness service built around Apple Watch, launched in December 2020. Apple Fitness+ intelligently incorporates workout metrics from Apple Watch for a first-of-its-kind personalized and immersive workout experience.

Caring for customers

At Apple, we want to create products and services that enrich people's lives. To us, that means making the best, not the most, and only building things that make us proud.

A world-class experience

We're motivated by creating the best user experience through our products and in every interaction with our customers. We focus on breakthrough technologies and innovative features that set us apart and keep people coming back to Apple. Consumer surveys have consistently shown high satisfaction ratings for our revolutionary products, including iPhone (97 percent or higher), Mac (over 90 percent), iPad (over 93 percent), and Apple Watch (over 90 percent).¹⁸

Support through retail

Our focus on our customers extends to an unparalleled retail experience that puts the people we serve at the center of everything we do.

Our retail teams inspire our customers to discover, learn about, and choose Apple products, services, and accessories by delivering a personalized experience like no other. Apple Specialists in our retail stores and contact centers help customers find the right products with one-on-one shopping and support sessions—in person, over the phone, or via chat. Today at Apple sessions help customers learn how to get the most from their devices and take their creativity further.

Apple's Education team works to ensure students, teachers, and parents have the best learning tools for the classroom. For business customers, the dedicated teams in every Apple Store provide the advice, pricing, and support small businesses need in our communities.

We work closely with Apple Authorized Resellers, like carriers, and retailers to enhance the customer shopping experience beyond our own retail locations and the Apple online store.

Listening and improving

To ensure quality, we continually monitor customer feedback, assess key drivers, and leverage analytics to improve the customer experience. Customer feedback is shared with team members as well as leaders, so that everyone understands their impact and is focused on making the customer experience the best it can possibly be. Our Net Promoter Scores® (NPS®),¹⁹ a measure of brand loyalty, are consistently strong and industry-leading among retailers, and reflect our commitment to the customer shopping and support experience.

As we continue delivering exceptional products, we remain committed to high-quality standards and transparent communication with customers. We maintain a System Status page to actively report on identified system issues and offer service programs to address hardware issues. We encourage our customers to contact us with questions, feedback, or to request support.

Product longevity

We are committed to providing long-lasting devices by building durable hardware designed to endure the rigors of everyday use and to be compatible with years of software updates that unlock new features and functionality. We also provide convenient access to safe and reliable repair services in case they're needed, and offer collection programs to refurbish or recycle products.

Product durability

Our customers expect their devices to be ready when they need them, with minimal interruption for maintenance or repair. Apple products are designed to endure daily life, and confidence in the reliability of the device is an essential element of the product experience.



We take responsibility for our products throughout their life cycles—including the materials they are made of, the people who assemble them, and how they are recycled at end-of-life.

Read more in our **Product Environmental Reports**.

Engineers in our Reliability Testing Lab measure the performance of materials, components, and products. Through our iterative testing approach, we continuously improve designs until they can withstand rigorous real-world conditions and meet our strict durability standards, which are informed by in-depth user studies to understand how our customers use their products.

Software support

Product longevity relies as much on software support as it does on durable hardware design. That's why we work to continually improve the operating systems that power our products. We engineer each software release to make sure it runs beautifully on all supported devices. This helps us maximize the number of customers who benefit from the latest software updates, regardless of whether their device is brand-new or several generations older.

Access to repairs

We design our products for durability to minimize the need for repair. But when a repair is needed, we believe our customers should have convenient access to safe and reliable repair services so their product is up and running again as quickly as possible.

Apple-certified repairs are performed by trusted experts who only use genuine Apple parts to ensure reliability and safety. Customers can ship their products to Apple Repair Centers, find an Authorized Service Provider, or visit a Genius Bar at an Apple Store. Since 2019, our repair programs added over 1500 Independent Repair Providers to our growing network of over 5000 Apple Authorized Service Providers around the world. Our program leads the industry for customer satisfaction and helps millions of people with both in- and out-of-warranty repairs.

Refurbishing and recycling

At the end of product life, we make it easy to recycle devices for free, and provide a range of upgrade, finance, and trade-in options. And by encouraging our customers to access the value of their current device through Apple Trade In or third-party trade-in platforms, we not only make their next purchase more affordable, we also enable a new customer to experience Apple products and services through their purchase of a refurbished device. Refurbished devices meet the highest quality, performance, and safety standards.

Product safety

We design our products to make sure they're safe for anyone who assembles, uses, or recycles them.

Commitment to safety

The well-being of those who design, make, use, and recycle our products is a priority for Apple, which is why we're committed to using safer materials to create safer products. We assess the health and safety of all our products, during every stage of their life cycle, from early concept development, through use, service, and repair, to recycling. During the design and prototyping process, cross-functional Apple teams analyze potential failures and their effects from a quality and safety perspective. The results drive product design improvements and manufacturing process controls.

Safety compliance

Apple's products are designed, tested, and certified to comply with international and regional safety standards. They also meet our own specifications, which often go above and beyond what is required. For example, Apple's Regulated Substances Specification restricts the use of certain chemical substances in Apple products, and we apply rigorous additional controls for materials that may have prolonged contact with the skin. Components that are critical to safety are subject to enhanced requirements and additional supplier audits.

Apple's Safety Compliance Policy defines procedures to monitor products in the field and investigate potential safety issues. This policy requires prompt escalation of safety issues to Apple management and timely reporting to regulators. It also requires mechanisms for employees to confidentially report safety or compliance concerns, as well as training for employees on how to address the concerns. Our Product Integrity and Legal teams are responsible for ensuring Apple's Safety Compliance Policy is followed.



Read more about how we create products that are safer across their entire life cycle in [Smarter chemistry](#) (p12).

From the very beginning of the COVID-19 pandemic, we partnered with our suppliers to ensure strong protections were in place for their employees.



Suppliers

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We are deeply committed to working with our suppliers to ensure that the people in our supply chain are safe at work, that they are treated with dignity and respect, and that our planet is protected throughout the process of building our products.

This responsibility includes supporting our suppliers in achieving the highest standards of labor, human rights, and health and safety, and investing in the personal and professional development of those working in our supply chain. It also means working with them to promote renewable energy and energy efficiency; reduce waste; recover and use recycled materials; and design the recycling technologies of the future.

Our approach to supplier responsibility

At Apple, people come first in everything we do. That means holding ourselves and our suppliers to the highest standards of labor and human rights, health and safety, environmental protection, and ethical conduct.

Our supply chain

Apple's supply chain comprises a complex global network of businesses spanning more than 50 countries worldwide. We define our supply chain broadly, including the design, engineering, manufacturing, and recycling of our products, as well as the companies and places where our suppliers source materials. It also incorporates logistics, sales, and support functions, as well as suppliers that support Apple services.

Upholding the highest standards

Developed in 2005, the [Apple Supplier Code of Conduct](#) (the Code) and the [Apple Supplier Responsibility Standards](#) (the Standards) outline our requirements for suppliers in the areas of labor and human rights, health and safety, environment, management systems, and ethics. We share these requirements with suppliers through annual tailored communication and guidance, and require all suppliers to train their employees on their rights.

Our Code and Standards are aligned with internationally recognized labor and human rights standards, including the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the Organisation for Economic Co-operation and Development's (OECD) Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, as well as industry-leading health and safety standards. Our approach to conducting labor and human rights due diligence in our supply chain is based on the UN Guiding Principles on Business and Human Rights (UNGPs).

Every year we incorporate feedback from stakeholders to ensure that our Code and Standards reflect current internationally recognized standards. We also engage with human rights, environmental, and industry organizations to openly share our tools and learnings with other companies in order to drive high standards beyond our supply chain and accelerate progress more quickly.

Sabih Khan is Apple's Senior Vice President of Operations, reporting to COO Jeff Williams. Sabih is in charge of Apple's global supply chain, ensuring product quality and overseeing planning, procurement, manufacturing, logistics, and product fulfillment functions, the programs that support Apple's Supplier Responsibility work. The Operations team also supports Apple's environmental initiatives by partnering with suppliers to propel green manufacturing, help conserve resources, and protect the planet.



For more information, read Apple's [People and Environment in Our Supply Chain](#) report.

Identifying and managing salient risks

Identifying potential human rights risks to people in our global supply chain is the first step toward eliminating them. Our prevention strategy relies on both internal monitoring and analysis, as well as input from key rights holders, stakeholders, international organizations, policymakers, and partners.

Reports identifying potential risks can also come to us from grassroots civil society organizations, local news outlets, individuals in the supply chain or supply chain communities, local whistleblower mechanisms, and third-party hotlines. They also

come through the reporting mechanisms we make available directly to supplier employees, Apple employees, and the general public. These reports can come to us in any language and can be anonymous.

We work quickly and diligently to thoroughly investigate reports, and promptly correct any issues we discover. If any issues are discovered, we go further to prevent recurrence by implementing improvements to our policies and strategies, building capability with our suppliers, and integrating findings and learnings into our annual Code and Standards updates.

Partnering with our suppliers

We partner closely with our suppliers to help them meet and exceed our workplace and environmental requirements.

Assessing prospective suppliers

We assess select prospective suppliers and facilities on their ability to adhere to our rigorous Code and Standards before they enter our supply chain through a process called the Facility Readiness Assessment. In calendar year 2020, 8 percent of prospective suppliers evaluated were excluded from entering our supply chain for being unable or unwilling to meet our high standards.

But even if prospective suppliers are ultimately not awarded business by Apple, we continue to help them improve their performance across environmental, health and safety, and labor and human rights criteria. This includes providing subject matter expertise to help them correct any compliance issues found during the supplier and facility selection process. While the program is voluntary, 56 percent of companies opted to receive this additional support in 2020, helping to protect the rights of people beyond our supply chain.

Driving continuous improvement

We assess our suppliers' performance according to our Code and Standards, and we work closely with our suppliers to drive continuous improvement, because we believe that if we're not finding ways to improve, we're not looking hard enough.

Our comprehensive supplier assessments, also known as audits, evaluate suppliers against more than 500 criteria. Throughout the assessment process, independent third-party auditors conduct extensive document reviews, thorough site walk-throughs, and interviews with management and workers. This rigorous process can take anywhere from a day to more than a week, depending on the scale of the supplier's operations.

The high-level factors Apple considers when selecting suppliers for assessment include geographic location, previous assessment performance, previous record of Core Violations or allegations, how much business the supplier does with Apple, and whether the supplier employs those from vulnerable groups, such as Foreign Contract Workers.

Beyond our regularly scheduled assessments, every year we also conduct unannounced assessments. In calendar year 2020, we conducted more than 100 unannounced assessments and investigations, up from 70 in 2019. We also supplement our own assessment protocol with the Responsible Business Alliance's Validated Assessment Program, a third-party assessment widely used by the industry. Apple-managed assessments covered a cumulative total of 94 percent of Apple's direct manufacturing spend based on assessments conducted since 2007. In 2020, a total of 1121 assessments were conducted across manufacturing sites, smelters and refiners, and service providers, including those that support AppleCare and Apple Retail. Results of these assessments are detailed in Apple's People and Environment in Our Supply Chain report.

Accountability at every step

As auditors review supplier documentation or inspect a supplier site, they look for any instances of noncompliance with Apple's Code and Standards. Assessment findings are divided into three categories based on their severity, with Core Violations being the most serious type of violation.

If a Core Violation is identified, the supplier's Chief Executive Officer is notified and the supplier is placed on probation. The probation period continues until Apple determines that the supplier has completed all corrective actions. The possible consequences of probation include receiving no new projects, no new business, or the termination of existing business with Apple.

If noncompliance is identified, we take prompt action to ensure suppliers correct the issue and make meaningful, long-term changes. We do this through a Corrective Action Plan (CAP), during which 30-, 60-, and 90-day check-ins with Apple are required. We then conduct our Corrective Action Verification (CAV) process to verify that all corrective actions have been successfully implemented, and necessary steps have been taken to prevent a reoccurrence. Beyond immediately addressing the Core Violation, suppliers must also make changes in their management system that address the root causes of the violation, take and sustain preventive measures to ensure the violation does not reoccur, and provide remedy to affected workers in line with the UNGPs.

We are committed to working with a supplier until it becomes clear they are unable or unwilling to uphold our high standards. At that point, they risk removal from our supply chain. Since 2009, we have directed the removal of 24 manufacturing supplier facilities, and 153 smelters and refiners from our supply chain.

Instilling a culture of safety

Health and safety are a critical part of every assessment we conduct at supplier sites. Among other standards, suppliers must implement programs for tracking the use of hazardous chemicals and communicating related risks, maintain systems for reporting and addressing health and safety incidents, and provide training in local languages for all their employees. Any instances of noncompliance with our Code and Standards during an assessment are addressed through Corrective Action Plans, online training materials, and in-person capability-building with Environment, Health, and Safety (EHS) experts.

In 2020, we partnered with our suppliers from the very beginning of the COVID-19 pandemic to ensure strong protections were in place for their employees, and that their rights were respected throughout. This included daily infection and recovery reporting, one-on-one support, and in-depth guidance on health, safety, and labor and human rights standards.

We are also continually improving machine safety across our supply chain. To identify high-priority suppliers, we conducted a risk assessment of suppliers considering three main areas: machine procurement, machine safety sign-off, and safe work procedures. And in 2021, we provided customized, onsite support to 78 suppliers to help improve machine safety in their facilities. We also introduced a new Apple Machine Design Safety Guide for machine builders who provide equipment for enclosure manufacturers in order to help them put into place high safety standards starting with how machines are designed.



Read more about
**Apple's response to
COVID-19** (p21).

94%

Apple-managed assessments covered a cumulative total of 94 percent of Apple's direct manufacturing spend based on assessments conducted since 2007.

Advancing smarter chemistry in manufacturing

While we require suppliers to maintain strict safety measures at all times, the strongest method we can employ to protect people is to select safer materials from the start.

An area where we are making an immediate impact is with process chemicals, such as cleaners and degreasers, that are used in manufacturing processes. All of our final assembly sites use only safer alternative cleaners and degreasers. This year, we were the first consumer electronics company to receive the U.S. Environmental Protection Agency's (EPA) Safer Choice Partner of the Year Award in recognition of our work to scale the use of safer process chemicals in our supply chain.

We also require that suppliers comply with Apple's Regulated Substances Specification, a list of substances that Apple restricts from being included in Apple products or used in their manufacturing. We hold our suppliers accountable by conducting factory audits and testing materials and components at certified laboratories for substances of high concern. We also support our suppliers by sharing a list of identified safer alternatives and promoting the use of substances that meet our standards.

Responsible materials sourcing

Deeper in our supply chain, we require suppliers to responsibly source materials and conduct due diligence in their own supply chains. We also

consider the human rights impact on surrounding communities, engage with others to strengthen industry standards, drive transparency, and foster the same opportunities as we do in other parts of Apple's supply chain.

Our strict Responsible Sourcing Standards apply to primary minerals, recycled materials, primary minerals processors, recyclers, and even to the mining level. We conduct detailed due diligence of our supply chain by mapping higher-risk minerals and identifying risks and opportunities in the supply chain using tools created by Apple. We then take corrective actions where social, environmental, human rights, and governance risks are identified through a variety of sources, such as independent third-party audits, civil society engagement, and public reporting.

We investigate allegations deeper in our supply chain through our Responsible Minerals Sourcing program, which requires minerals suppliers to review incidents and public allegations linked to their smelters and refiners, and to participate in traceability and audit programs that address and mitigate risk.

We also provide support to the Fund for Global Human Rights, which partners with grassroots human rights and environmental organizations in the Democratic Republic of the Congo (DRC). And we continued our support to the International Tin Association's International Tin Supply Chain Initiative's (ITSCI) DRC whistleblowing mechanism, to empower and amplify local voices.



Read more about our smarter chemistry work in our [2021 Environmental Progress Report](#).

See Apple's [2020 Conflict Minerals Report](#) for more information on responsible materials sourcing.

100%

In calendar year 2020, 100 percent of the identified tin, tungsten, tantalum, gold, cobalt, and lithium smelters and refiners in our supply chain participated in independent third-party audits.



Apple partnered with RESOLVE and Tiffany&Co. on the Salmon Gold project, which works with small-scale gold miners and Indigenous peoples in remote regions of the Yukon, Alaska, and British Columbia to support a mining practice that helps restore rivers and streams so that salmon and other fish can thrive.

Supplier employees

Everyone deserves to be treated with dignity and to have their rights respected. As part of our Supplier Code of Conduct, we require our suppliers to provide their employees with training on their rights. Apple also directly engages with tens of thousands of supplier employees on their workplace experiences each year—because the more we listen and learn, the better we all are.

Worker rights

Since 2008, 21.5 million supplier employees have been trained on their rights. Building on this progress, we're working with partners to deliver digital worker rights training to supplier employees, enabling better learning and more accurate knowledge gap identification.

Suppliers are required to respect the rights of their employees to form or join, or refrain from joining, organizations of their choice, and to bargain collectively. Even where the right to freedom of association or collective bargaining is restricted under local law, suppliers are prohibited from obstructing alternative legal means for workers to associate or to individually and collectively engage with their employer without interference, discrimination, retaliation, or harassment. In 2020, 562 supplier facilities in 25 countries employed unionized workers, and 422 sites had negotiated collective bargaining agreements with their employees.

Worker voice

Listening directly to rights holders is critical to creating safe and equitable workplaces. Our Code and Standards require worker feedback channels, including grievance mechanisms at supplier sites. These grievance mechanisms include third-party anonymous hotlines and the ability to contact the Apple Environment and Supply Chain Innovation team at any time, and in any language.

Worker interviews are an important part of every supplier assessment we conduct. In 2020, we interviewed 57,618 supply chain workers, in their local language and without their managers present, to confirm that their experience on the job aligns with our observations during assessments.

In 2019 we began anonymously measuring supplier employees' general satisfaction at work and in 2020 we surveyed 196,647 workers from 135 facilities across Greater China, India, Ireland, the UK, U.S., and Vietnam. The surveys sought feedback on different aspects of the workplace, including working and living conditions, food, and management. And as a result of these surveys, suppliers took 3173 actions to address worker feedback, including adding shuttle buses, reducing turnaround time for addressing worker grievances, increasing bonuses, and improving dorm maintenance.

We are also exploring additional digital tools to further scale worker voice across our supply chain, including a digital platform that combines digital and in-person training to help suppliers gather and address worker grievances, measure worker satisfaction, and provide health and well-being training and services to their employees.



For detailed information on our assessment process and how we remediate Core Violations, read [**How We Work With Suppliers.**](#)

Worker education and professional development

Over the last decade, we've developed a network of higher education opportunities, coding courses, vocational certification programs, and health awareness education programs, that help people working in our supply chain to cultivate the skills needed to advance in the jobs of today and tomorrow. Some examples of these programs include:

- **Supplier Employee Education and Development (SEED):** Since 2008, the SEED program has helped 4.65 million supplier employees cultivate skills to prepare for the future of work.
- **Apprenticeships and technical training:** Over 18,000 supplier employees have participated in our technical training and apprenticeship programs since 2018, including programs on robotics, Computer Numerical Control machines, and mobile device repair. We're also working to increase the impact of these programs by helping expand the capabilities of teachers at local vocational schools.
- The **Automation Technician program** teaches students to install, maintain, and repair automation machines in the production line, while the **Line Leader program** helps students cultivate skills needed to advance into production line supervisor roles. Among other topics, the program covers management training, production organization and management, and project management.
- **Coding:** A few years ago we began offering training to supplier employees on Apple's Swift coding language. We've expanded this program so students can also learn from Creatives at our Apple Store locations to become more familiar with the functionality of Apple products and services, and gain insight into Apple's developer systems as they continue to advance in their coding coursework.
- **Health and wellness:** We provide programs that empower supplier employees to take charge of their own personal health and well-being. Our health education program started in 2017 in China as a peer-to-peer program providing training on reproductive health, disease prevention, and nutrition. The program has since expanded to other countries and further provides support for identified health needs in local communities.

3173

actions taken by our suppliers in 2020 in response to worker feedback.

21.5M

supplier employees trained on their rights since 2008.

4.65M

supplier employees have participated in educational programming since 2008.



Students in a SEED lab studying Swift coding.

Environment and the supply chain

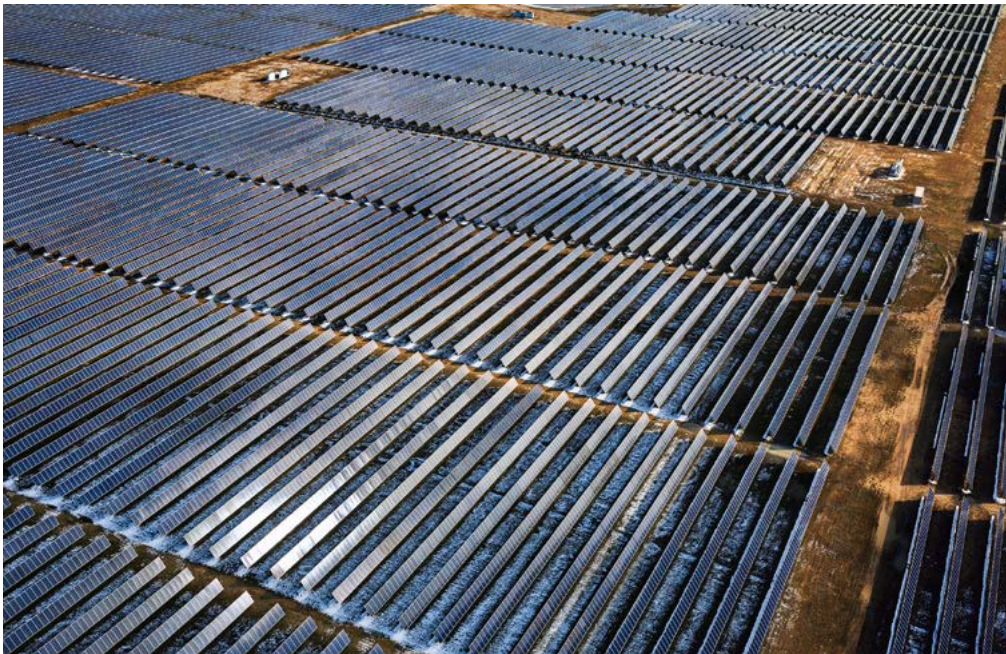
We are committed to creating products that enrich the lives of our customers, and to producing them in a manner that doesn't deplete the earth's resources. This responsibility extends throughout our supply chain—from initial design through manufacturing, and across the entire life cycle of our products.

We work with our suppliers to help us address our environmental commitments, such as becoming carbon neutral by 2030 across our entire product footprint. Our Supplier Energy Efficiency Program and Supplier Clean Energy Program both address direct and indirect emissions in our supply chain, while our Supplier Clean Water and Zero Waste programs help to reduce resource usage.

In addition, our Code contains strict environmental protections, which require our suppliers to understand and take active steps to reduce their environmental impact while also becoming better stewards of the resources we all share and the communities in which we operate. Specifically, our Code addresses the management of regulated substances, stormwater, wastewater, air emissions, waste, and noise, as well as pollution prevention, resource reduction, and obtaining necessary environmental permits.



For more information on these supplier programs, see the [Environment](#) section (p7) and the [2021 Environmental Progress Report](#).



This 80 megawatt solar facility in North Carolina is one of the many energy solutions used by Apple's suppliers to support their commitments to 100 percent renewable energy for Apple production.

Working in partnership

From human rights to climate change, there exists a wide range of issues that are bigger than any one company or organization. They require a multi-stakeholder approach, bringing together the best thinking from a range of sectors and geographies to address these issues at a systemic level.

To do this, we engage with industry associations, civil society organizations, academics, UN agencies, and governments to share our progress and promote best practices. We also regularly convene stakeholder roundtables and expert groups to learn from others' perspectives and seek feedback on our programs.

For more information on all of our efforts and programs to protect people and the environment throughout our supply chain, please refer to the following reports and disclosures:

- [People and Environment in Our Supply Chain, 2021 Annual Progress Report](#)
- [How We Work With Suppliers](#)
- [2020 Conflict Minerals Report](#)
- [2020 Supplier List](#)
- [2020 Smelter and Refiner List](#)
- [2020 Efforts to Combat Human Trafficking and Slavery](#)

Using our purchasing power for good

For Apple, our work to make our company more inclusive extends to how we choose the businesses we work with. When contracting with suppliers, we use our purchasing power to increase diversity in the field and change outdated norms that hurt those who are underrepresented in their field or industry.

Apple's award-winning²⁰ Supplier Diversity program, established in 1993, actively engages suppliers from historically underrepresented communities. We have policies that require diverse supplier participation during early-stage sourcing, key performance indicators to measure company success, and diversity awareness trainings for our global sourcing team members and related Apple business units. In 2016, Apple was the first Silicon Valley-based company to be invited into the Billion Dollar Roundtable (BDR) in recognition of our long-standing commitment to promoting diversity within our supplier base. BDR celebrates corporations that achieved spending of at least \$1 billion with minority- and woman-owned businesses. In calendar year 2020, Apple spent \$5 billion with diverse suppliers around the world.²¹ Our program offers support to participating suppliers and seeks active engagement in industry diversity leadership activities.

One highlight of this program is that minority-owned banks are included in our debt offerings. For the last 14 U.S. bond offerings, we selected minority-owned banks as underwriters and have expanded both the number of firms we include and the allocation and fees that we pay them. Our February 2021 \$14 billion bond issuance resulted in one of the largest amount of fees paid to minority-owned banks on a single bond deal by a corporation.

We're also promoting diversity in the companies with which we do business. For example, our contracts with law firms require that the attorneys staffing our projects include members of traditionally underrepresented groups, and provide anonymized timekeeper data. It's not only a contract term. In day-to-day practice, we've implemented "diversity blend" commitments—how much billable time the firm will commit to have performed by people from underrepresented communities, including women and LGBTQ+ lawyers—when bidding for work. By initiating these discussions at the contract negotiation stage, we are ensuring that diversity is core to our engagement. In recognition of this work, Apple has been awarded the *Financial Times* Innovative Lawyer Award for Inclusion, Diversity and Social Justice.

Apple's Community Education Initiative (CEI) focuses on expanding learning opportunities in communities that are traditionally underrepresented and under-resourced in technology.



Communities

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As a company with teams and customers around the world, we're a member of a shared global community. Those connections inspire our commitment to act as a catalyst for positive change—change that uplifts the people we work with, increases access to opportunity, and helps build a better future for all. Whether we're creating new tools for teachers and students, or new pathways for the next generation of diverse entrepreneurs, the through-line is our focus on advancing the always urgent cause of equity and justice.

Community initiatives

At Apple, we are committed to leaving the world better than we found it. That means supporting communities globally with initiatives that combat inequity and expand access to opportunity. Through efforts that address racial equity and justice, education, affordable housing, and more, we foster open communication with local community partners and stakeholders to understand dynamic challenges in order to drive meaningful impact. Apple supports these initiatives through strategic investments as well as donations to nonprofit partners.

Racial Equity and Justice Initiative

We have an urgent responsibility to help dismantle systemic racism and support opportunities for communities of color. Our [Racial Equity and Justice Initiative \(REJI\)](#), launched in June 2020 and beginning in the United States, focuses on creating lasting change in three areas: expanding access to education, supporting criminal justice reform, and removing economic barriers for Black and Brown communities. Starting with a \$100 million commitment, this initiative has spurred new partnerships and projects while inspiring us to weave a focus on equity and justice into everything we do.

Access to education

REJI builds on our long-standing commitment to education. We're partnering with schools in under-resourced communities to enrich their science, technology, engineering, and math (STEM) programs, and to support educators and learners with Apple technology, curriculum, and hands-on professional learning. To deepen our engagement with historically Black colleges and universities

(HBCUs) in the U.S., Apple helped launch the Propel Center, a global innovation and learning hub in Atlanta, Georgia, that offers innovation curricula, technology support, career opportunities, and fellowship programs. In addition, we are deepening and expanding our work with new innovation grants for HBCU engineering programs, a Fellows program for educators, and academic scholarships.

Criminal justice reform

We support organizations that continue to challenge a justice system that disproportionately fails Black and Brown people. These include the Equal Justice Initiative, Leadership Conference Education Fund, the King Center, and the Birmingham Civil Rights Institute.

Economic equality

Black founders and developers in the technology sector face systemic barriers, especially when starting and leading companies. Programs like our [Entrepreneur Camp for Black Founders and Developers](#) give app founders and developers guidance and support from Apple experts so they can take their app experience to the next level. We're also partnering with Michigan State University to open an Apple Developer Academy in Detroit, a city with a vibrant Black entrepreneur and developer community and over 50,000 minority-owned businesses.²² Our work to promote Black and Brown businesses extends to our own business activities, where we are increasing Apple's spend with diverse suppliers. Read more in [Using our purchasing power for good](#) (p43).

In her role as Vice President for Environment, Policy and Social Initiatives, Lisa Jackson leads Apple's Racial Equity and Justice Initiative and is responsible for Apple's environmental initiatives, community education programs, product accessibility, and community giving. Community initiatives are managed through cross-functional collaboration with teams across Apple, including Treasury, Compliance, People, Real Estate & Development, Legal, and Education.

In January 2021, we announced two financial commitments to support Black and Brown entrepreneurs. We are investing \$10 million in Harlem Capital, an early-stage venture capital firm based in New York with a mission to support 1000 diverse founders over the next 20 years. And Apple is investing \$25 million in Siebert Williams Shank's Clear Vision Impact Fund, increasing loan capital for small- and medium-sized minority-owned businesses and underserved communities.

In May 2021, building on these two commitments, we supported VamosVentures, a Latinx-owned fund investing in technology-enabled companies led by Latinx and diverse founders, and Collab Capital, which aims to decrease the racial wealth gap by helping Black-founded businesses overcome the funding and network challenges that often stifle their growth.

To ensure that our work to protect the planet also enhances equity, we launched an Impact Accelerator for Black- and Brown-owned businesses. Read more about [Apple's Impact Accelerator](#) (p9).

Education

We believe access to education is a human right, and that everyone has their own way of learning and expressing themselves. We work hard to ensure our resources are used to uplift communities around the world, creating opportunities for educators and students to gain coding skills and unlock creativity.

Community Education Initiative

Inspired by the impact of our ConnectED initiative and programs like Everyone Can Create and Everyone Can Code, we launched CEI in 2019 with a focus on expanding learning opportunities in communities that are traditionally underrepresented and under-resourced in technology. Through educational partnerships across the U.S., we've been able to reach tens of thousands of students and educators who might not have had access to our technology and education tools.

CEI partners with K-12 and higher education institutions, community-based organizations, and nonprofits to bring coding, creativity, and workforce development opportunities to educators and learners of all ages. CEI aims to build knowledge and skills for high-demand, high-growth technical careers alongside communities of color to advance educational equity. Our support includes hardware grants, monetary grants to support scholarships and programming, resources for educator training, curriculum development, and employee engagement opportunities.

After starting with 10 communities in 2019, we are now working in dozens of locations around the U.S.—including with 36 HBCUs—to create more coding, creativity, and other learning opportunities. Grounded in the positive relationships that we have created, we are working to deepen our impact in three areas:

- **Educator development:** We're providing educator development and training opportunities to build the knowledge and skills educators need to teach coding in underrepresented communities through Teacher Coding Academies and the CEI Learning Series, in which hundreds of teachers from around the U.S. can meet virtually to share best practices on remote learning. Through our Academies and CEI Learning Series, we are connecting CEI educators with Apple Distinguished Educators from all around the world. Apple Distinguished Educators lead and participate in learning workshops, along with our Apple Professional Learning Specialists.
- **Partnerships:** We're partnering with nonprofits, NGOs, and community-based organizations that provide out-of-school-time learning experiences.
- **Supporting minority-serving institutions:** We're especially focused on expanding our engagement with minority-serving institutions, including HBCUs, HSIs, and tribal colleges and universities, as well as community colleges and public schools in underserved communities.



Read more about how we [design our products to support education](#) (p29).

Apple Developer Academy

As the app economy continues to grow, we're investing in educational programs and opportunities that prepare learners of all ages for the jobs of the future. The Apple Developer Academy partners with educational institutions to create an immersive 10- to 12-month program that enables up-and-coming developers to apply the latest technologies, build their businesses, and market their ideas globally.

In 2013, we started the Apple Developer Academy to empower entrepreneurs, creators, and coders by helping them cultivate the skills necessary to pursue new career opportunities. The program focuses on communities with high youth unemployment and is open to anyone, regardless of academic background or experience. The program also seeks to attract women to software development, a field where they're grossly underrepresented. In seven years, participation among women in the Apple Developer Academy has grown from 6 to 36 percent.

Currently available in several countries, Apple Developer Academy consists of:

- **The Foundation Program:** A 30-day introductory program designed for learners considering app economy careers and looking to better understand what it means to be a developer. This program plays a critical role in sparking interest among the next generation of developers and bringing diverse representation to the growing app ecosystem, particularly among women and individuals from underrepresented communities.
- **The Academy:** An intensive 10- to 12-month program that helps aspiring developers build the skills needed to participate in opportunities within the app economy and even start their own businesses. In addition to partnering with institutions, the Academy works closely with employers to provide direct pathways to career opportunities.

Our 22 Foundation Programs and 17 Academies include close collaborations with institutions that provide content and experience opportunities.

Entrepreneur Camp

Research shows that female and Black business founders and leaders face specific challenges in the technology sector. That's why we created Apple Entrepreneur Camp, an immersive tech lab for app-driven companies founded and led by developers from underrepresented backgrounds. The camp offers one-on-one guidance from Apple experts and engineers, mentorship from Apple leaders, and ongoing support through a growing alumni community.

Apple held its first-ever Entrepreneur Camp in 2019 with a class of women founders and developers. As part of our ongoing commitment to dismantle barriers to opportunity, in early 2021 we welcomed leaders and their teams from 13 app companies as the inaugural cohort of our Entrepreneur Camp for Black Founders and Developers.

Affordable Housing Initiative

Through our Affordable Housing Initiative, announced in 2019, we have made a comprehensive \$2.5 billion commitment to address the housing availability and affordability crisis in California. Together with government and community-based organizations, the initiative has sought to jump-start long-term developments, help first-time buyers purchase homes, and support new housing and related programs to alleviate homelessness. To date, we have deployed more than \$1 billion supporting projects and communities in more than 25 counties across California.



As of July 2021, Apple has deployed more than \$1 billion toward affordable housing projects and homeowner assistance programs in California this year, including this Charities Housing Development Corporation project in San Jose, financed in partnership with Housing Trust Silicon Valley..

1500+

apps on the App Store were created by Apple Developer Academy graduates.

160+

new companies have been founded by Apple Developer Academy graduates.

51

nationalities are represented among Apple Developer Academy graduates.

In partnership with the California Housing Finance Agency (CalHFA), Apple has provided mortgage and down payment assistance to thousands of first-time buyers with low and moderate incomes, with additional benefits for teachers, veterans, and firefighters. Apple has also partnered with CalHFA to launch an affordable housing investment program, the first of its kind in California, which has increased the availability of funding to develop and build very low- to moderate-income housing at a lower cost. And we are supporting several new affordable housing projects funded through our partnership with the Housing Trust Silicon Valley.

Many of the new units are reserved for veterans, the homeless or formerly homeless, and residents with developmental disabilities.

Apple's Affordable Housing Initiative also includes a partnership with Destination: Home, which has helped fund the construction of thousands of new units of affordable and supportive housing for the most vulnerable populations across Silicon Valley. With our support, Destination: Home has also been able to expand its Homelessness Prevention System to keep thousands of families from losing their homes each year.

\$2.5B

We've committed \$2.5 billion toward projects that address housing affordability and availability in California.

Community investments

We invest in communities through donations to nonprofit organizations as well as through strategic investments. Over the past three years, we've committed over \$3 billion toward donations and values-focused investments such as our Affordable Housing Initiative, REJI, clean energy investments, and the Apple Restore Fund. Strategic investments are often multiyear commitments in which Apple plays a substantive role in the project development. We see an important opportunity to continue to invest our capital for good. While donations and investments are accounted for separately, we undertake both with one common goal: to create meaningful change in communities around the world.

Our corporate donations seek to accelerate social change by supporting organizations that are addressing society's toughest problems. We empower employees to contribute to the causes they care about by amplifying their efforts through matching their donations. Our swift response to the COVID-19 crisis, which included over \$120 million²³ in donations, is a reflection of our commitment to being a source of relief and recovery in the face of global challenges.

Corporate donations

Since fiscal year 2015, Apple has donated over \$1 billion²⁴ to create positive change in communities across the globe.²⁵ Whether it's racial injustice, food insecurity, a natural disaster, or a health emergency, our community giving program is agile enough to allow us to respond in a timely, efficient, and effective way. We support nonprofit organizations in a variety of ways, including financial resources and Apple technology and expertise from our teams.

Accelerating social change

We have designed our corporate donations to address immediate needs and to build community resilience. Recent work includes launching our REJI commitment to further racial equity and justice, donating to the COVID-19 response, including financial support and helping to source PPE, and addressing housing scarcity and homelessness in California through our Affordable Housing Initiative.

\$3B+

In the past three years, we've committed over \$3 billion in strategic, values-based investments and community donations.

In 2006, Apple joined (RED)'s mission to end the HIV/AIDS epidemic in sub-Saharan Africa, and over the last 14 years our partnership has delivered almost \$250 million in donations for the Global Fund's HIV/AIDS programs for prevention, testing, and counseling. Since 2006, Apple-supported grants have provided over 10.8 million people with care and support services, helped distribute more than 167 million HIV tests, and provided 13.8 million people with ongoing access to life-saving antiretroviral treatment. COVID-19 has created challenges in accessing care, diagnostics, and supplies, often disrupting crucial HIV/AIDS programs. At the onset of the pandemic, contributions to (RED) were redirected to the Global Fund's COVID-19 Response to help alleviate the impact of the virus on the communities most affected by HIV/AIDS and provide critical support in health systems threatened by the outbreak.

Strengthening communities

We believe we can have an impact on communities by supporting grassroots organizations that work directly with local stakeholders. We focus our donations on programs that are building strong communities and empowering creatives in the places where we live and work. Over the past several years, Apple has offered more than 70 small grants across 12 countries—broadening our impact and bolstering essential community work around the world. The grants provide support for museums, music programs, art and technology education, and storytelling organizations. In partnership with Today at Apple and local community groups, we launched Today at Apple Creative Studios, a global program to develop the creative skills of young people from underinvested communities in 11 cities, with 23 nonprofit partners.

Amplifying Apple's values

We are always looking for ways to support efforts that align with our Apple values. In 2018, Apple became Malala Fund's first Laureate partner, supporting the organization's work with local advocates and teachers in eight countries where girls face significant education challenges. The Fund champions every girl's right to 12 years of safe, free, quality education. Apple also assists with technology, curriculum, and research into policy changes related to girls' education. The partnership has since expanded, and in Brazil Apple's 10 Developer Academies now work with Malala Fund to further advance girls' education opportunities. Since engaging in this powerful partnership, Apple has committed to donating more than \$15 million to the Fund.

Total corporate donations

(excluding strategic investments)

FY18:

\$125M+

FY19:

\$190M+

FY20:

\$250M+

Today at Apple Creative Studios, Grand Paris

Formerly titled Made In Grand Paris, this Apple program was a partnership in February 2021 with 1000 visages, an organization dedicated to bringing film industry opportunities to youth from underrepresented communities in France. With the support of an Apple grant, 1000 visages will extend its curriculum over the next three years and secure a permanent space to launch a free cinema school. They are equipped with iPhone, iPad, and Mac hardware and accessories so they can provide ongoing support to their young members by lending out these creative kits. Our Today at Apple Creative Pro team across France will also deliver annual dedicated sessions to support youth in their creative film projects.



Dounia Larkoub in a scene from TOC TOC, a film she created with other participants in the program.

To continue promoting diversity across the tech sector, Apple has long-standing commitments with Thurgood Marshall College Fund (TMCf) and the National Center for Women & Information Technology (NCWIT), among others. The Apple Scholars program provides scholarships and mentorship to students from underrepresented backgrounds. In partnership with TMCf, this year Apple welcomed its sixth cohort of Apple HBCU Scholar interns, representing students from nearly 20 HBCUs. Our partnership with TMCf was announced in 2015 as a \$40 million multiyear commitment.

Through donations, Apple works with a diverse set of partners to enhance environmental protections and support global communities. For example, for the launch of the Apple TV+ documentary *The Elephant Queen*, Apple partnered with Conservation International and Save the Elephants to support community-based elephant conservation in Kenya—including improved elephant tracking and the Reteti Elephant Sanctuary.

Apple also celebrated the 104th birthday of the national parks with a donation to the National Park Foundation. With support from Apple, the National Park Foundation's youth programs have given thousands of young people the chance to learn about and experience the parks through school activities, trips, and service corps programs. These programs include efforts to expand access to education, bring youth from underserved communities into the parks, and recruit interns from HBCUs.

Employee giving

Our Employee Giving program provides opportunities for employees to contribute to the causes they care deeply about with the support of Apple. From volunteering to donations to smaller individual actions, Apple is committed to giving, hand in hand with our team members. Our program promotes charitable giving to qualified organizations by matching donations of time, money, or Apple products.



Apple team members paint a mural at a school in Hong Kong as part of Apple's Employee Giving program.

Since the program's inception in 2011, Apple employees have helped raise nearly \$600 million in total donations across 34,000 organizations, and volunteered more than 1.6 million hours.²⁶

Giving time

Apple matches \$25 per hour volunteered with a qualified organization. Some of the ways employees give their time include lending skills in person or online, mentoring youth, and participating in outdoor cleanups or other local events with nonprofit organizations.

Giving a donation

When our employees donate money, Apple matches their donations. That way, every contribution goes further, every act inspires another, and every effort is amplified. Apple matches donations year-round, but in times of greater need, we have often increased the match cap up to \$20,000 per employee.

400,000+

Employee volunteer hours in FY20.

53,000+

of employee donors²⁷ in FY20.

Job creation

Apple supports millions of jobs in countries around the world, across North America, Europe, Asia, Central and South America, Australia, and Africa. In the U.S., Apple is one of the biggest job creators, and we continue to expand our commitment to fostering innovation and opportunity in the U.S. economy. We support 2.7 million jobs across all 50 states²⁸ through direct employment, spending with U.S. suppliers and manufacturers, and the iOS app economy. Earlier this year, Apple announced an acceleration of its U.S. investments, with plans to make new contributions of more than \$430 billion and add 20,000 new jobs across the country over the next five years. This includes a new North Carolina campus, which will create at least 3000 new jobs in machine learning, artificial intelligence, software engineering, and other cutting-edge fields. In Europe, where we've been operating for more than 35 years, we support more than 1.8 million jobs, a 25 percent increase since 2016.

Employees

Apple has 160,000 employees worldwide that span an increasingly wide range of roles, including hardware and software engineering, science, construction, manufacturing, retail, customer support, marketing, and design.

Suppliers and manufacturers

Apple has a supply chain that spans the globe, with manufacturing and assembly taking place around the world, including in the U.S., Europe, Asia, Central and South America, and Australia. From component manufacturers to logistics providers,

Apple directly or indirectly supports hundreds of thousands of jobs, working with suppliers and businesses in all 50 states in the U.S. and every European country. These suppliers provide equipment, parts, and materials for all of our core products.

Jobs in the app economy

Since the App Store launched in 2008, the iOS app economy has become one of the world's fastest-growing sectors. Throughout the challenges of the COVID-19 pandemic, the App Store continued to provide economic opportunities to entrepreneurs. The App Store ecosystem supports millions of jobs across the world, empowering entrepreneurs from Argentina and Alaska to Zimbabwe and beyond. In the U.S., it supports more than 2.1 million jobs, an increase of 15 percent since last year, and in Europe, it supports another 1.7 million jobs.

In January 2021, we launched the App Store Small Business Program, which benefits the vast majority of developers who sell digital goods and services on the App Store. The new program cuts the App Store commission in half—to 15 percent—for small businesses that earned up to \$1 million in proceeds during the previous year. The reduced commission means small developers have more resources to create new jobs, expand their businesses, explore cutting-edge technologies, and pioneer new app innovations that reach users around the world.



Apple Developer Program membership is available at no cost for eligible nonprofit organizations, accredited educational institutions, and government entities that will distribute only free apps on the App Store.²⁹

In July 2020, Apple opened its second and largest retail location in Thailand, nestled in the heart of Ratchaprasong, Bangkok's iconic intersection.

Our Business

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At Apple, we're committed to conducting business ethically, honestly, and in full compliance with the law. We believe that how we conduct ourselves is as critical to Apple's success as making the best products in the world. Our Business Conduct and Compliance policies are foundational to how we do business and how we put our values into practice every single day.



For more information on Apple's business, read Apple's [Form 10-K](#) and our [2021 Proxy Statement](#).

Corporate governance

Our corporate governance structure is designed to foster principled actions, informed and effective decision-making, and appropriate monitoring of compliance and performance, assuring that the long-term interests of shareholders are being served.

Board oversight

Members of our Board of Directors take a proactive, focused approach to their positions to ensure that Apple is committed to business success through the maintenance of high standards of responsibility and ethics. Annual board evaluations—including self-evaluations and peer reviews—are led by the independent Chairman and overseen by the Nominating and Corporate Governance Committee and drive accountability at the Board level.

Apple's Board has a standing Audit and Finance Committee, Compensation Committee, and Nominating and Corporate Governance Committee.³⁰

The Board and its committees review and discuss with management progress relating to Apple's values. Further, the Board and its committees also review and discuss Apple's commitments and progress on inclusion and diversity, employee engagement, compensation and benefits, and compliance. During 2020, the Board and its committees engaged with management on the impact of COVID-19 on Apple's employees, supply chain, and business. The Board reviewed strategies and initiatives to respond to, and mitigate, adverse impacts, including enhanced health and safety measures for Apple employees as well as workers in our supply chain.

Apple also has internal systems and procedures for managing environmental, social, and governance (ESG) topics, including with external stakeholders to learn about their priorities and get their feedback and to coordinate relevant projects and initiatives. Work on environmental and social initiatives is embedded across different lines of business, with broad collaboration to drive forward initiatives that are important to Apple.

Selected areas of Board and committee oversight in 2020

	Audit and Finance Committee	Compensation Committee	Nominating and Corporate Governance Committee	Full Board of Directors
Corporate and Product Strategy				●
Enterprise Risk Management	●			●
Legal and Regulatory Compliance	●			●
Tax	●			●
Privacy and Data Security	●			●
Environment	●			●
COVID-19 Response	●	●		●
People		●		●
Inclusion and Diversity			●	●
Governance and Stakeholder Engagement			●	●
Board and Executive Succession			●	●

Board diversity and refreshment

Apple's Board consists of a diverse group of highly qualified leaders in their respective fields. Among our eight Board members, three self-identify as women, and four self-identify as individuals from underrepresented communities.³¹

In 2021, Monica Lozano, President and CEO of College Futures Foundation, joined Apple's Board of Directors. Ms. Lozano brings a broad range of leadership experience in the public and private sectors, as well as a long and storied track record as a champion for equity, opportunity, and representation.

Executive compensation

Our executive compensation program is built on sound compensation policies and practices and clear guiding principles that align executive compensation with our shareholders' interests.

We manage Apple for the long term. Consistent with this approach, beginning in 2021, an ESG modifier based on Apple's values and other key community initiatives has been incorporated into our annual cash incentive program. This change is intended to further motivate Apple's executive team to meet exceptionally high standards of values-driven leadership in addition to delivering strong financial results.

50%

of leadership positions on our Board are held by women.

50%

of our directors are from underrepresented communities.

Our commitment to human rights

Our commitment begins with treating everyone with dignity and respect. But it doesn't end there. We believe in the power of technology to empower and connect people around the world—and that business can and should be a force for good.

Apple's Human Rights Policy

Our Human Rights Policy governs how we treat everyone, including our customers, employees, business partners, and people at every level of our supply chain.

We are deeply committed to respecting internationally recognized human rights in our business operations, as set out in the United Nations (UN) International Bill of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. Our approach is based on the UN Guiding Principles on Business and Human Rights (UNGPs). We conduct human rights due diligence to identify risks and work to mitigate them. We also seek to remedy adverse impacts, track and measure our progress, and report our findings.

Our Board of Directors adopted the policy and is responsible for overseeing and periodically reviewing it. Apple's Senior Vice President and General Counsel is responsible for its implementation, and reports to the Board and its committees on our progress and significant issues.

Embedding respect for human rights

We've worked hard to embed respect for human rights across our company—in the technology we make, the way we make it, and how we treat people. A number of teams are responsible for carrying out human rights due diligence, including the Privacy, Corporate, and Compliance teams within Apple's Legal and Global Security organization—and Apple's Environment and Supply Chain Innovation (ESCI) team within Worldwide Operations.

Identifying and managing salient human rights risks

Identifying human rights risks is the first step to addressing those risks through improvements to our policies and management systems. We work to align our efforts with the business and human rights due diligence process set forth in the UNGPs to identify, mitigate, prevent, and remedy human rights risks.

We identify salient human rights risks through internal risk assessments and external industry-level third-party audits, as well as through the channels we maintain with rights holders and other stakeholders, including investors, human rights and labor experts, governments, and international bodies such as the UN.

In addition to our own internal monitoring, we consider reports identifying potential risks from external sources, including international organizations, policymakers, shareholders, civil society organizations, news outlets, customers, individuals in the supply chain or supply chain communities, whistleblower mechanisms, and third-party hotlines. They also come through the reporting mechanisms we make available directly to all supplier employees, Apple employees, and the general public. These reports can come to us in any language and can be anonymous.

Based on this due diligence, examples of human rights issues of particular focus at Apple include:

- Privacy, freedom of expression, and access to information risks
- Discrimination risks in workforce management and in product and services development
- Labor and human rights risks in the manufacturing supply chain, including freedom of association and collective bargaining, risks of involuntary labor, and discrimination

We work to avoid, prevent, mitigate—and where appropriate, remediate—human rights issues and impacts across Apple's business, including through our commitments to:

- Respecting the rights to privacy, freedom of expression, and access to information
- Promoting diversity, equity, and inclusion, including in our workforce, leadership, product and services development, and in our industry
- Respecting labor and human rights in our manufacturing supply chain, including freedom of association, collective bargaining, and the rights to be free from modern slavery and discrimination
- Respecting human rights through our efforts to protect the planet in how we design, build, and recycle our products, and through responsible sourcing and use of materials and natural resources

Tracking progress

We're committed to continually assessing our progress and incorporating what we learn into our work. We track and measure our performance across a range of areas, and apply the lessons we learn to continually improve. We publicly report detailed information on our approach and our performance in several areas, including:

- [Privacy Transparency Report and Privacy Governance web page](#)
- [Inclusion and Diversity web page](#)
- [People and Environment in Our Supply Chain: Annual Progress Report](#)
- [Efforts to Combat Human Trafficking and Slavery](#)
- [Conflict Minerals Report](#)

98%+

Employees completing business conduct training in calendar year 2020.

Ethics and compliance

Apple is committed to conducting business ethically, honestly, and in full compliance with applicable laws and regulations.

Business conduct and compliance

Apple's Business Conduct Policy provides a guide to our ethical requirements for our employees. The Policy includes our commitment to respect human rights and the principles that guide our business practices—honesty, respect, confidentiality, and compliance. Apple expects its suppliers, contractors, consultants, and other business partners to follow these principles when providing goods and services to Apple or acting on our behalf.

Apple's Business Conduct and Global Compliance team focuses on business conduct, political compliance, export and sanctions compliance, health compliance, antitrust compliance, and anti-corruption compliance. Additional compliance functions are integrated into our business organizations.

Business Conduct and Global Compliance conducts internal and third-party independent assessments of its programs, as needed, to ensure they are effective. We make changes to our policies and our training to reflect emerging trends. Apple's Chief Compliance Officer provides regular updates to the Board's Audit and Finance Committee on the work done by the Business Conduct and Global Compliance programs and other compliance functions.

Training

Our employees take our values seriously, and our training helps guide them in making good decisions. Topics include workplace behaviors, conflicts of interest, gifts, confidentiality, competition, privacy, and Apple's Human Rights Policy. We offer additional resources for employees to address questions and concerns, including the Business Conduct Helpline and the Business Conduct website.

All employees also get mandatory annual or biannual training on Privacy, Respect at Apple, and Inclusion and Diversity. Employees receive between two and five hours of training annually, depending on location and the risks and responsibilities of their role. Additional required and recurring training includes Anti-Corruption, Antitrust, Export and Sanctions, and manager-specific training. Our Board also regularly receives training and updates on ethics and compliance at Apple.

Managers get supplementary resources and training on topics such as disability awareness and accommodations, discriminatory behavior, and their responsibilities to receive and report all allegations of misconduct. Apple also trains eligible contractors on our expectations for ethical behavior; topics include workplace behaviors, secrecy, privacy, and important laws.

Compliance policies

Apple's ethical business practices are set out in our Business Conduct Policy and additional key compliance policies.

Anti-corruption

Apple does not tolerate any form of corruption by Apple employees or by third parties when providing goods or services to Apple or acting on our behalf. Apple's [Anti-Corruption Policy](#) details our commitment to complying with anti-corruption laws. If employees are unsure of the proper course of action, or whether something constitutes corruption, we encourage them to contact our Business Conduct team.

Export and sanctions

Apple is committed to compliance with applicable export and sanctions laws. All employees are responsible for complying with these laws and reporting possible violations.

Antitrust and competition

Apple is committed to conducting business in full compliance with competition laws around the world. Misconduct and violations of Apple's [Antitrust and Competition Law Policy](#) and the law must immediately be reported to our Antitrust

Compliance Officer or to the Business Conduct Helpline. Apple's Antitrust Compliance Officer regularly reports to the Board on matters including the Antitrust Compliance Program's alignment with potential risks and its effectiveness in addressing issues and promoting legal compliance.

Public policy advocacy

Apple engages in policy discussions where they matter to our business and customers. Our Public Policy Advocacy website defines our position on corporate political contributions and describes how Apple participates in public debate in the United States through direct and indirect advocacy.

Apple does not make political contributions to individual candidates or parties, and we do not have a political action committee. Any political contributions made by Apple are made in the interests of the company and without regard for the private political preferences of individual executives or employees. Political contributions are promptly reported publicly on Apple's website.

Reporting concerns

Our employees are required to speak up about any violation of Apple's Business Conduct Policy, other Apple policies, or legal or regulatory requirements, and we make it easy for employees and third parties to report concerns.

Our employees can contact Apple's Business Conduct team by phone, email, or web form. Apple's [external helpline](#) is available to employees and external parties to report concerns, and also provides the option of anonymous reporting, where permissible. The external helpline is available 24/7, and provides a multilingual reporting service with local, toll-free numbers.

Business Conduct partners with appropriate teams at Apple to investigate concerns and determine appropriate resolutions, including corrective action up to and including termination where necessary. Apple will not retaliate—and will not tolerate retaliation—against any individual for reporting a good-faith concern or complaint, or for participating in the investigation of any complaint.

555,000

Apple training courses completed in 2020.

296,000+

Hours spent on Apple-recommended and required trainings in 2020.



For more information about Apple's business compliance programs, read Apple's [Ethics and Compliance](#) website.

Tax payments

Taxes play a necessary and important role in our society and Apple believes every corporation has a responsibility to pay all the taxes they owe. As the largest taxpayer in the world, we comply with the law wherever we operate and pay taxes on everything we earn around the world. Over the past decade, Apple has paid more than \$100 billion in corporate income taxes—and our annual effective tax rate was 23 percent on average.³²

The Audit and Finance Committee of the Board of Directors regularly reviews and discusses Apple's tax payments with management. The committee reviews reports on tax matters from Apple's Chief Financial Officer, General Counsel, the heads of global Tax, Business Assurance, and Internal Audit, and from Apple's independent auditor. These reports include, among other matters, updates on significant domestic and international tax-related developments, worldwide tax audits, international tax structure, international tax policy, and other tax-related legislative matters.

Stakeholder engagement

Apple engages with stakeholders as part of our commitment to advance meaningful change and find novel solutions to pressing challenges. Every day, at all levels of the business, we interact with a variety of stakeholders to listen and learn from others' perspective and experiences, share our progress, and promote best practices.

Throughout the year, we proactively engage with shareholders and other stakeholders. These engagements help us understand their perspectives on significant issues, from company performance, strategy, and corporate governance to executive compensation and other ESG topics. We take feedback and insights from our engagement with all stakeholders into consideration as we review and enhance our operations and disclosures, sharing them with our Board as appropriate.

The following are examples of stakeholder groups that we actively engage with throughout the year, as described in this report and in the sources that we have referenced throughout:

- Colleges and universities
- Communities
- Customers
- Employees
- Governments
- Human rights and environmental defenders
- Investor advisory groups
- Labor organizations
- NGOs
- Rights holders
- Shareholders and investors
- Standards bodies
- Suppliers
- United Nations and other international organizations



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Awards and recognition



Alliance for Water Stewardship:
World's First AWS Certified
Data Center



"A" rating on
CDP Climate
Change



Safer Choice Partner
of the Year award
from the EPA (2020)



Financial Times Innovative
Lawyers Award for
Inclusion, Diversity and
Social Justice (2020)



Apple has made the top 10 of the
Top HBCU Supporters List. Ratings
are a result of voting by HBCU
Engineering Deans (2021)



Human Rights Campaign
Corporate Equality Index,
19th year in a row that we
received a perfect score



Apple awarded the first Corporate
Information Transparency Index
Master's Level designation by
China's Institute of Public and
Environmental Affairs (IPE)



JUST Capital ranking
(1st in Industry)



A+ Mind the Store
(2020): Recognized for
the 3rd year in a row



OMNIKAL Top 50
Corporation for Inclusion
in Procurement (received
for past 5 years)



RE100 Leadership
Award for Best Green
Catalyst (2020)



Thomson Reuters
Stop Slavery Award
(2018)











UN Climate Action
Award (2019)



Women's Enterprise
USA Magazine—
Best of the Decade in
Supplier Diversity (2019)

United Nations Sustainable Development Goals

We believe businesses have an important role to play in creating peace and prosperity for people and the planet, now and into the future. Initiatives across Apple help advance a number of the Sustainable Development Goals set out by the 193 Member States of the United Nations.

UN Sustainable Development Goal	Apple's supporting initiatives
 Goal 1 End poverty in all its forms everywhere	<ul style="list-style-type: none"> Affordable Housing Initiative Community Education Initiative Supplier Standards relating to minimum wages and benefits Commitment to competitive minimum wage Support for Malala Fund Donations help to alleviate poverty
 Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> Donations to food banks, soup kitchens, and meals on wheels
 Goal 3 Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Support for product (RED) Our work to promote health Smarter chemistry in our products Environmental, health, and safety practices at Apple and at supplier facilities
 Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> Our work to support education Racial Equity and Justice Initiative Community Education Initiative Apple Developer Academy Supplier programs to promote education and professional development Support for Malala Fund
 Goal 5 Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> Gender pay equity and diversity policies and programs Anti-human trafficking policy and programs Supplier diversity programs Support for Malala Fund
 Goal 6 Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> Apple's water stewardship programs at our facilities and in our supply chain Apple's Restore Fund and support for ecosystem restoration and protection projects Responsible packaging initiatives
 Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> 100% renewable energy for Apple facilities Supplier Clean Energy Program Supplier Energy Efficiency Program Power for Impact program
 Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> Job creation and economic contributions of app store ecosystem Supplier diversity programs Racial Equity and Justice Initiative, including Apple's Impact Accelerator Our commitment to a highly competitive wage Gender pay equity and diversity policies and programs Programs to respect labor and human rights in our manufacturing supply chain Anti-human trafficking policy and programs Apple's goal to create carbon neutral products made of only recycled or renewable materials

UN Sustainable Development Goal		Apple's supporting initiatives
	Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<ul style="list-style-type: none"> • Job creation • Commitment to combat the housing crisis in California • Supplier Clean Energy Program • Apple's procurement and generation of 100% renewable energy for its facilities • Apple's R&D investments in and creation of new technology • Apple's goal to create carbon neutral products made of only recycled or renewable materials
	Goal 10 Reduce inequality within and among countries	<ul style="list-style-type: none"> • Inclusion and diversity at Apple • Racial Equity and Justice Initiative • Our commitment to a highly competitive wage • Supplier diversity programs • Training supplier employees on their rights and for professional development
	Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> • Commitment to combat the housing crisis in California
	Goal 12 Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> • Transitioning all materials in Apple's products and packaging to recycled and renewable sources • Advancing zero waste initiatives at our facilities and in our supply chain • Incorporating smarter chemistry in our products • Advancing smarter chemistry in manufacturing • Product trade-in and recycling programs
	Goal 13 Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> • Our ambitious goals and programs to mitigate climate change, including our commitment to carbon neutrality for all of our products by 2030 • Advocating for strong climate change policy
	Goal 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<ul style="list-style-type: none"> • Reducing our impact on ocean acidification through our climate change mitigation activities • Mangrove conservation
	Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<ul style="list-style-type: none"> • Responsible packaging initiatives • Apple's Restore Fund and support for ecosystem restoration and protection projects
	Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none"> • Racial Equity and Justice Initiative, criminal justice reform • Supplier Code of Conduct (anti-corruption and non-discrimination practices) • Apple's Business Conduct Policy and Practices • Supplier diversity programs • Inclusion and diversity at Apple
	Goal 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	<ul style="list-style-type: none"> • Developing solutions to global challenges is never an easy journey, and it isn't one that can be undertaken alone. We pursue partnerships with organizations around the world to further efforts to make the world better. These partnerships are described throughout this report and on apple.com.

About the report

Reporting year: This report focuses primarily on fiscal year 2020 activities, unless otherwise noted. All references to a year throughout the report refer to Apple's fiscal years, unless "calendar year" is specified. Apple's fiscal year is the 52- or 53-week period that ends on the last Saturday of September.

Alignment to reporting frameworks: The report leverages reporting frameworks and standards such as the Global Reporting Initiative (GRI), Sustainable Accounting Standards Board (SASB), and the Task Force on Climate-related Financial Disclosures (TCFD). Apple's ESG Index maps the disclosures in this report and other Apple publications against the metrics in these reporting frameworks, as relevant to our business.

Data assurance: We obtain third-party verification for our Scope 1, 2, and 3 greenhouse gas emissions, as well as our energy use, paper use, and waste and water impacts for our data centers, offices, and retail stores worldwide. Apex Companies (Apex) provides "reasonable assurance"—one of the highest levels of verification in the industry—for this environmental impact data. See the assurance statement for general environmental impact data. Scope 3 renewable energy production and avoided carbon emissions related to our Clean Energy Program are also verified to a level of "limited assurance" by Apex. See the assurance statement for data specific to the supplier Clean Energy Program. Scope 3 greenhouse gas emissions related to our products, calculated using life cycle assessment, are checked for quality and accuracy by the Fraunhofer Institute in Germany in accordance with the internationally recognized ISO 14000 environmental management standards: ISO 14040 and 14044. See the Fraunhofer statement. Data in this report reflects estimates using methodologies and assumptions believed to be reasonable and accurate. Those estimates, methodologies and assumptions may change in the future as a result of new information or subsequent developments.

Forward-looking statements: The report does not cover all information about our business. References in this report to information should not be construed as a characterization regarding the materiality of such information to our financial results or for purposes of the U.S. securities laws. The information covered by the report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our ESG goals, commitments, and strategies and related business and stakeholder impacts. These statements involve risks and uncertainties, and actual results may differ materially from any future results expressed or implied by the forward-looking statements, including any failure to meet stated ESG goals and commitments, and execute our strategies in the time frame expected or at all, as a result of many factors, including changing government regulations, and our expansion into new products, services, technologies, and geographic regions. More information on risks, uncertainties, and other potential factors that could affect our business and performance is included in our filings with the SEC, including in the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of the company's most recently filed periodic reports on Form 10-K and Form 10-Q and subsequent filings. We assume no obligation to update any forward-looking statements or information, which speak as of their respective dates.

Imagery: All photographs in the report showing people without masks were taken prior to the COVID-19 pandemic or in accordance with Apple and other local COVID-19 protocols.



View Apple's Environmental, Social, and Governance Index [here](#).

Notes

- 1 The Science Based Targets initiative (SBTi) recently validated Apple's emissions reduction target: 61.7 percent by 2030 relative to our 2019 emissions. This SBTi-approved target is derived from our current target—to reduce emissions by 75 percent by 2030—only with a 2019 base year, instead of 2015.
- 2 Based on sales-weighted averages of Mac, iPad, iPhone, Apple Watch, Apple TV, HomePod, AirPods, and Beats.
- 3 Eligible products are those in a product category for which ENERGY STAR certification exists. For more information, visit www.energystar.gov. ENERGY STAR and the ENERGY STAR mark are registered trademarks owned by the U.S. Environmental Protection Agency.
- 4 Annualized metric tons of supply chain carbon compared to fiscal year 2019 metrics. In previous environmental progress reports, this metric was reported based on calendar year data.
- 5 The Impact Accelerator is a capacity-building program for companies that are at least 51 percent owned, operated, and controlled by an African American, Hispanic American/Latinx, or Indigenous American individual.
- 6 Includes all devices collected by Apple for refurbishing during fiscal year 2020.
- 7 This total includes freshwater use as well as alternative water sources, including recycled water, rainwater, and recovered condensate. We define freshwater as drinking-water quality, the majority of which comes from municipal sources and less than 5 percent comes from onsite groundwater sources. Recycled water represents a key alternative water source. Our recycled water is sourced primarily from municipal treatment plants, with less than 5 percent from onsite treatment. Recycled water is primarily used for irrigation, make-up water in cooling, or toilet flushing. Other alternative sources of freshwater include rainwater and recovered condensate that is captured onsite. Water used for construction for activities like dust control is not included in this total, and represents 8 million gallons of water used in fiscal year 2020. Our actual water discharge may vary by 10 percent relative to our estimates. In these estimates, we've taken into account consumptive activities, including irrigation and cooling towers.
- 8 These savings do not include reduction in water use from facility closures and reduced occupancy due to the COVID-19 pandemic. We consider those savings temporary and also acknowledge that the water use was transferred to employees' homes.
- 9 All established final assembly supplier sites—or those that have been Apple suppliers for more than one year—for iPhone, iPad, Mac, Apple Watch, AirPods, HomePod, Apple TV, and Beats are third-party certified as Zero Waste by UL LLC (UL 2799 Standard). UL requires at least 90 percent diversion through methods other than waste to energy to achieve Zero Waste to Landfill (Silver 90–94 percent, Gold 95–99 percent, and Platinum 100 percent) designations.
- 10 Though we do not use the Federal Employer Information Report EEO-1 to measure progress, our most recent filing is publicly available on our [Inclusion & Diversity](https://www.apple.com/diversity) website. Our annual EEO-1 reports have been made available since 2015.
- 11 Apple benefit programs vary by country, and are subject to eligibility requirements, and may be modified from time to time. Many programs extend to full-time and part-time employees globally, but there can be significant variations by country due to local law.
- 12 Free, confidential counseling for employees and eligible dependents, subject to annual limits.
- 13 Family and reproductive healthcare benefits described in this report are specific to U.S. employees.
- 14 As of July 28, 2021.
- 15 As of July 28, 2021.
- 16 Includes donations through the third quarter of fiscal year 2021.
- 17 As of August 2021.
- 18 Based on surveys conducted by 451 research in the U.S.
- 19 Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld. Net Promoter ScoreSM and Net Promoter SystemSM are service marks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.
- 20 Apple's Supplier Diversity program has received or contributed to Apple's receipt of dozens of awards and recognition in the last 10 years, including "Best of the Decade in Supplier Diversity" by *Women's Enterprise USA Magazine* (2019), and the "Top 50 Corporations for Inclusion" by OMNIKAL (2021).
- 21 "Diverse Suppliers" are minority-owned (African American/Black, Indigenous, Hispanic/Latinx, Asian Pacific, and Asian Indian), women-owned, veteran-owned, service-disabled veteran-owned, LGBTQ+-owned, and disabled-owned.
- 22 50,000 minority owned business in Detroit.
- 23 Includes donations through the third quarter of fiscal year 2021.
- 24 Includes donations through the third quarter of fiscal year 2021.
- 25 Aggregate donations from fiscal year 2015 through June 2021.
- 26 Employee giving figures reflect data as of the end of fiscal year 2020.
- 27 Number of employees that received matching contributions from Apple—monetary, product, and/or volunteer time.
- 28 Job creation estimate based on research by Dr. Michael Mandel, Progressive Policy Institute, August 2020.
- 29 Membership fee waivers for the Apple Developer Program are limited to eligible regions listed on <https://developer.apple.com/support/membership-fee-waiver/>
- 30 The Board has determined that all committee members are independent under applicable Nasdaq and Securities and Exchange Commission (SEC) rules for committee memberships, and that each member of the Audit Committee also meets the additional independence criteria set forth in Rule 10A-3(b)(1) under the Securities Exchange Act of 1934, as amended.
- 31 In the context of Apple's Board of Directors, we define underrepresented communities as an individual who self-identifies as Black, African American, Hispanic, Latino, Asian, Pacific Islander, Native American, Native Hawaiian, or Alaska Native, or who self-identifies as gay, lesbian, bisexual, or transgender.
- 32 Total tax payments and average annual effective tax rate reflect data through fiscal year 2020.