

*Note: Motherboard has retyped this document verbatim; on the first page several words are illegible. Where illegible words exist, we have placed [...]*

### **Retail Talking Points (For Store Leaders)**

- Apple is a place where our connections with, and our care for, our teams creates a special culture. Everyone has an important role to play in that.
- Our team members come from a wide array of backgrounds and have different... aspirations, and needs. The direct relationships we have with our teams allow for us to understand and celebrate our individual differences. We often say, “people come here to do their life’s best work.” We want to give everyone the space to do that. But that [requires] getting to know you all personally. It requires us as leaders to understand your goals, and where we can provide you with opportunities to grow. It also takes [...] which is why we put such an emphasis on building individual relationships.
- Apple is a place where our connections with, and our care for, our teams creates a special culture. Everyone has an important role to play in that.
- If a union were to come into our store we would be placing many of our interactions into the hands of a third party. We could lose some of our ability to engage directly with [...] moment on many issues.

### **How Things Could Change**

- You may be hearing about union activity at a few of our stores. I wanted to touch base if you have any questions, and let you know a few of my thoughts.
- Every one of us has different reasons for coming to Apple. And we look to hire people who want to do their life’s best work...the people we hire are talented, interesting, and bring perspectives and aspirations to the job.
- So if there was ever a union campaign here, I want you to know that we could [...] right to support a union, or to **not** support a union. It would be your choice, you [...] to make an educated decision.

### **There are a lot of things to consider. One is how a union could fundamentally change the way we work.**

- What makes a store great is having a team that works together well. Like so much about relationships. If we’re going to work well, we’ve got to help each other, know if someone’s under stress, know when someone needs some space, and be able to talk through and work problems out.
- That can’t always happen when a union represents a store’s team members. In [illegible] union would actually speak **for** you on most issues related to work.

- Maybe you'd agree with the union's approach to something. Or maybe you wouldn't. There's no way to predict. But when a union is elected to represent a team, the union [illegible]

### Need an example?

- A while back, retail had a time-and-attendance policy based strictly on points. We heard from employees that system wasn't working for them ... it was disconnected from their reality. We asked for feedback and employees told us that, instead of a rigid points scale, we should be looking at how attendance affects individual performance, the team's performance, and the impact on the store.
- We reviewed our policies and got rid of the points-based structure to the current system that provides a lot more flexibility. To me, that's the ideal of teams working together, connecting and supporting each other.
- An outside union that doesn't know Apple or our culture would make things more complex and rigid. Leaders wouldn't have the flexibility to act in the moment or to address each person's unique needs like they do now.
- The way things work now, I have discretion to give employees some time off if they've been working with a difficult customer, or to excuse an absence or late start if someone has something going on at home. The way we work now, we understand and appreciate that we're all balancing our personal and work lives, and we try to make it work for you. A rigid union contract that must be followed at all times would make that very difficult.

### How else could things change?

- **Fewer opportunities** — May union contracts define and limit what a particular employee is allowed to do. I can't speculate what would happen to Career Experiences under a union — it would be subject to negotiations — but what if the contract restricted someone from doing any work outside a narrow job classifications? [sic] That could mean employees wouldn't be able to work in a different zone or pick up work as stretch assignments. The way we work now, we understand and appreciate that we're all balancing our personal and work lives, and we try to make it work for you. A rigid union contract that must be followed at all times would make that very difficult.
- **Less attention to Merit** — Most union contracts give preference based on seniority. That means that priority for transfers, advancements, promotions — and often the most desirable shifts, days off and holidays — go to the employees with the most seniority. The quality of your work may not even be a factor.