

Hi Ashley,

As discussed, I'm providing a summary of my understanding of the concerns you shared with me via Box, Webex on July 20, 21, 27, 28, 29, August 2, 3, 2021, and by email. If there is anything I have missed, or if there are additional concerns you did not previously share with me, please let me know immediately by sending the details in writing to me via email. To confirm, on Thursday, July 29, 2021, you told me that you had confidence in my ability to conduct an impartial and objective investigation into the concerns you raised.

My investigation process includes speaking with the involved individuals, including you, and reviewing other relevant information and documentation. I may also consult with others whom I believe may assist in conducting a thorough investigation. As previously discussed, in order to preserve the integrity of my investigation and to protect the privacy of your co-workers whose names have been included here as part of the investigation document, and those whom you've identified as witnesses, please respect the investigation process and refrain from sharing our communications. In accordance with Apple policy, this request doesn't limit you from discussing the concerns you raised about your Apple experiences or that I'm investigating your concerns.

Apple takes concerns such as yours seriously and has a No Retaliation policy that can be found here: <https://businessconduct.apple.com/policies/speaking-up/no-retaliation/>. If you have any concerns of retaliation, please do let me know.

In summary, you believe that Dan West, David Powers, and Helen Polkes are actively retaliating against you, and have created a hostile work environment for you. In addition, you raised new concerns, dating back to 2015 against various managers and colleagues across Software and Hardware Engineering.

Retaliation:

You told me that the events listed below may have caused the alleged retaliatory actions:

- In December 2020, you raised concerns to Josh Cohen following Dan Riccio's all hands meeting on December 7, 2021. You shared with Cohen that your interpretation of what Riccio had to say during the meeting was that Apple had plans in place to "jump the line", and provide employees access to Covid-19 vaccines.
- In March 2021, you raised building and workplace safety concerns to Environmental Health and Safety (EHS).
- In April 2021, you raised concerns to Jenna Waibel that Powers treated you differently because of your gender and disability, which were thoroughly investigated, and appropriate corrective action was taken.
- In April 2021, you raised concerns to Waibel that Robert Yopez sexually harassed you. Waibel thoroughly investigated your concerns and was unable to substantiate your claim.

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- In June 2021, you assisted the Remote Work Advocacy (RWA) Slack channel with drafting a letter and creating a video addressed and sent to Tim Cook and Deirdre O'Brien in response to Apple's Hybrid Working Pilot.

As a result of your actions outlined above, you believe that Powers is retaliating against you by substantially increasing your workload which will force you to leave Apple or quit law school. You also believe that West reassigned your "How I Got Here" assignment to another employee, and has stopped inviting you to meetings and assigning you project work, namely the "Listening Session" project. Finally, you believe that your involvement with the RWA Slack channel may have influenced how Polkes is treating you because she has not been supportive or helpful with your request for remote work.

Software Engineering:

- In 2015, you told me that Brad Reigel, Rob Marini, and Aron Talburt shot at you with nerf guns and threw dodge balls at you. You stated that you asked them to stop, and that you had post-traumatic stress disorder. In their response to you, you told me that they said it was their goal to make you scream.
 - You stated that you reported this behavior to your skip level manager, Venkat Memula, and you said that his advice was for you to replace their alcohol with food color and water (you informed me that Reigel, Marini and Talburt kept alcohol in their workspaces).
 - You told me that you played along with the group, and had you pushed back, you believe that things may have gotten worse for you.
 - You mentioned that you informed Kristen Michallik of your general concerns about the "guys", but you believe that Michallik went out of her way to not ask questions.
- You mentioned that Reigel had live ammunition in his office, and you shared that Talburt looked at rifle specifications at work.
- You told me that within the first month of joining the team, Marini told you that you should have been aborted.
- You mentioned that after you joined Apple, you heard that during your on-site interview, Bodhi Gerfen saw you and said something about your ass, and things he wanted to do to your ass.
- You stated that in 2015, Gerfen texted you in the middle of the night and said "Tinder", and mentioned your hair and tattoos (pictures he saw on your Tinder profile).
 - You told me that you reported this text incident to Andy Andregna, your manager, Linda Keshishogloulou, Reigel, Marini, and Memula.
 - You mentioned that you did not report this text incident to the People team because you believe that based on an unrelated matter that you shared with me, reporting concerns to the People team was frowned upon.
- You told me that Bill Stevenson was notorious for sexually harassing people, and it was well known that Stevenson was inappropriate with you.
 - You weren't able to provide specific examples when Stevenson sexually harassed you, but you asked that I speak with Debbie McDaniel who you said witnessed Stevenson's behavior towards you.

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- You stated that Memula and Keshishoglou were aware of Bill's behavior.
- You mentioned that Keshishoglou did not include you in emails, group text, and strategy meetings, but she included your male colleagues (Marini, Talburt, Reigel).
 - You stated that Keshishoglou provided no explanation as to why she excluded you from strategy meetings, group text, emails, etc.
 - You mentioned that you made Michallik, Memula, Reigel, Talburt and Marini aware of your concerns that Keshishoglou excluded you from strategy meetings, group text, emails, etc.
- In September 2015, you received your first performance review at Apple (6 months in role) as an ICT3. You told me that Keshishoglou gave you \$100K in Restricted Stock Unit (RSU) grants when the max guideline for your role was \$60K. You also believe that you should have been rated as "too new to rate".
 - You shared that during the same performance review conversation, Keshishoglou asked you to tell Memula that she was a good manager.
 - You believe that Keshishoglou asked you to do this in exchange for the compensation you received.
 - You shared that you reported this concern with Keshishoglou to Michallik on September 25, 2015 and to Memula on September 29, 2015.
- You stated that Memula, Reigel, Marini and Talburt came up with nicknames for you, and wrote them down on a white board at work. The names you shared are listed below:
 - **Professor fun sucker:** You mentioned that because you asked the team to follow rules, they called you professor fun sucker and you were offended by it.
 - **Fun sucker:** You weren't able to share any context as it relates to this name, and you mentioned that you were offended by it.
 - **Master of the universe of suck:** You weren't able to share context as it relates to this name, and you mentioned that you were offended by it.
 - **Mother of Neila:** You believe that the team called you this name because you were often the only adult in the room.
 - **Mother of Feldon:** You believe that the team called you this name because you were often the only adult in the room.
 - **Czarina:** Czarina means Russian dictator. You believe that the team called you this name because you are a project planner/manager.
 - **Stupid millennial:** You told me that Reigel often called you stupid millennial.
 - **Princess Beyonce:** You mentioned that the team called you this name because of your flare, assertiveness and confidence. You also shared that you were OK with being called "Princess Beyonce", and you embraced the name.
- In September 2015, you mentioned that Marini created a radar named "Make Ashley's life a living hell", and you believe it was assigned to Reigel to make your life a living hell.

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- In October 2015, you shared that your role was reorganized under Reigel even though you made it clear to Memula that it was a bad idea.
 - You stated that Marini told you that it was his mission to make you quit.
- You told me that Memula's organization had an intense culture of drinking at work, and Michallik was aware of it.
 - You mentioned that Memula was often drunk at work, and you heard that his leader, Kim Vorrath, told him that he was not allowed to have alcohol in his office.
 - You mentioned that Memula would snuggle up on you while drunk, whisper to you, and say things that made no sense.
 - It is your belief that once you are in the "in group" at work, you are expected to drink a lot.
- In 2016 during a Giants game, you told me that you almost got alcohol poisoning because Marini and Memula kept feeding you alcohol.
 - You mentioned that the team shamed you if you didn't drink.
 - You stated that Vorrath and Michallik were in attendance during the game.
- You believe that Reigel, Talburt or Marini created a fake LinkedIn profile of you to harass you.
- You stated that Reigel called you fat, a moron, an idiot, and threatened to smack you.
 - You mentioned that you escalated to Memula during a 1:1 meeting, but you do not believe that he did anything about it.
 - You weren't able to provide the date when you met with Memula.
- In early 2016, you mentioned that you no longer wanted to work for Reigel, and Memula refused to move you.
- You told me that in February 2016, you met Haley Samale, and her team was interested in you as a potential internal hire.
 - Stacey Lysik was your dotted line manager, and you shared with her that you were interested in an internal transfer.
 - You stated that Lysik was initially supportive of the idea, but later gave you feedback that if you were going to transfer, you needed to transfer to her team.
 - When you told Lysik you were interested in a different role, you believe that she became furious and she told you that you say no too much.
 - You mentioned that when Reigel was asked to provide feedback for the role you were interviewing for on Samale's team, his feedback was that (1) you were not technical enough and (2) you had no experience presenting to executives.
 - You mentioned that at the end of your interviews for the role, you were not offered the position.
- You stated that Vorrath offered you a different role as Engineering Program Manager (EPM) for Early Field Failure Analysis (EFFA), and you informed her that you didn't want the role.
 - You shared that if you didn't accept the EFFA role, then you had no other option. As a result, you believe that this was constructive discharge.
- In 2016, Apple allegedly had products in the field (iPhones) with bad batteries.

- Based on your assessment of the situation, you thought it was a software issue, and you shared that Software Engineering was not doing anything to address the field issues.
- You shared that you gave Jeff Williams an update on field issues and the meeting went well.
- After your meeting with Williams, you felt that you were thrown under the bus by your skip level manager, Shandra Rica, and your manager, Evan Buyze, because they failed to update the leadership team on field issues.
 - You told me that after your meeting with Williams, Rica and Buyze shared with you the following performance feedback listed below, and it was your understanding after you met with them that your only job moving forward was to find another role outside of SW Engineering:
 - **Over-communicating internally:** You told me that Rica and Buyze shared that they received too many emails on EFFA topics and it was too much noise.
 - **Over-communicating externally:** You mentioned that Rica had concerns about your judgement on when to share information.
 - **Working too hard:** You stated that Rica said you were fixing issues quickly and you set unrealistic expectations for stakeholders.
 - **Prioritization:** You mentioned that Buyze said that everything was a priority for you and you were working too hard.
- You told me that you didn't have work assignments for 3 months after this incident, and your responsibilities were taken away. As a result, you believe that this was constructive discharge and you raised your concerns to Michallik on December 7, 2016.

Hardware Engineering:

John Basanese

- You stated that in 2017/2018, Basanese told you that at your age, you needed to be married with children.
 - You told me that at holiday functions, Basanese made comments like "where is your partner?, don't you have a boyfriend?, settle down and have kids."
 - You mentioned that you told Basanese to stop, but he wouldn't, so you escalated to West.
 - You stated that Basanese once made this comment at the Caffe at work while West was present.
- You told me that at an all hands meeting in 2017, Basanese talked about diversity, and said that we didn't have a lot of women leaders in the organization because women don't want to be leaders and they are not ready to be leaders. You told me that Basanese went on to state that the business will bring in female interns, and have males mentor them to become leaders.

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- You mentioned that after a 2018 Fireside Chat event for Women of PSQ, Basanese received written feedback from Monu Mathur for comments he made at the event which were interpreted as the following:
 - You shared that Basanese received feedback for talking about someone's body size and posture in a way that sounded like it was a disadvantage. For example:
 - A guy who is really good when he's presenting, but doesn't seem like it before he starts presenting.
 - You told me that Basanese received feedback for suggesting that people should hug co-workers who are honest with them.

Jason Ivan

- You believe that Ivan is passive aggressive towards women.
- You shared that West told you that Ivan was the reason why Bhavana Koka voluntarily resigned in May 2014.
 - You believe that Ivan comes across as controlling and negative at times when he feels something you are working on is under his jurisdiction.
 - You mentioned that Ivan has attacked some of your ideas during meetings without concrete reasons as to why he disagrees with you. You also told me that Ivan refuses to provide proposals or solutions for his concerns.
 - You believe that Ivan does not talk to or treat men the same way he treated you and Koka.
 - You believe that Ivan does not see you as his peer.
- You told me that Ivan's recent hire, Nirupa Balamurugan, is the first female manager in the history of Mac Systems Quality organization.
 - You shared that during Balamurugan's hiring process, Ivan did not ask you or Mathur, the only female Manager 3 (M3) in West's organization, to interview Balamurugan.
- You told me that Ivan's team currently has an open manager position, and you believe that Ivan thinks that the male candidate is a great fit for the role, and the female candidate is a better fit for a lead position.
 - You mentioned that MSQ is 94% male, and for that reason, you would love to see the female candidate go through the interview process for the manager position.

David Powers

- You told me that Powers's succession planning is all males.
- You mentioned that Powers has the second worst team diversity of all of West's direct reports.
 - You believe that because of an I&D training on words that may deter women at work, Powers told you that you cannot use the word "rockstar".
 - You believe that Powers was inferring that there aren't women rockstars, and you were offended by that.
- You mentioned that you shared your concerns with Powers about how Ivan treats you, but you don't believe Powers has done anything about it. You believe that

you are expected to smile, stay calm and keep a straight face when men treat you bad at work.

- Example: You shared that you told Powers and West about Ivan's behavior, and they laughed and mentioned that he made another woman quit (Koka), and that you shouldn't tell anyone.
- In 2018, you mentioned that you led a project called "Hand Me Down" to identify the biggest gaps in testing on Mac computers at Apple. You believe that Powers cancelled your project and gave it to a man.
 - You told me that Reed Johnson, who reports to Powers mentioned that he wanted the Macs and nicer systems for his team.
 - As a result, you believe that Powers cancelled your project because the systems (needed for testing) started going directly to Johnson's team instead of partner teams.
- You told me that Powers uses the term "Open Kimono", and you are offended by it because of its sexual connotation.
- You further shared that Powers and West used the term in the context of being transparent.
- You stated that around August 2020, Powers told you that it was hard to write your review because you were "sick so much".
- In March 2021, you mentioned that Powers insisted that everyone's camera (WebEx) stays on at all times during meetings as an I&D initiative.
 - You believe that this is bad for mental health and for women, especially because women have kids, and keeping their cameras on means that they will not be able to multitask during meetings.
- You believe that Powers is retaliating against you as a result of raising concerns that were investigated and closed out by Waibel in June 2021.
- You mentioned that after Waibel completed her investigation on June 10, 2021, Powers told you that there was no reason for him to receive coaching, and the focus was now on you to change yourself.
 - You stated that when you inquired about working remotely, Powers told you that remote work is "not a thing", and that you must return on-site if EHS says that the building is safe.
- You also believe that Powers is retaliating against you by assigning you work that is a substantial increase from your previous responsibilities, and the assignments are unfavorable. You listed the work assignments below as concerning:
 - Create a list of the top 20 field issues causing returns for Macintosh computers.
 - Get all engineering teams across the company to prioritize root causing the field issues.

Dan West

- You told me that in 2017 while at Grace Hopper, West gave you dessert to eat with peanuts in it and you are allergic to peanuts.
 - You stated that you are not certain if, prior to eating the dessert, you told West you were allergic to peanuts. However, you are fairly certain that you

- previously told him (prior to the Grace Hopper trip) about your peanut allergy.
 - You told me that after eating the dessert, you had an allergic reaction and West did not file an incident report for it.
 - You mentioned that Shikha Pandey, Heidi Zhang, and Marina Sadini were present when this incident happened.
- You mentioned that in 2017, you were at a restaurant (Michelin Star in Mt. View) that West really likes, so you texted him to let him know you were there.
 - While you were at the restaurant, you told me that West and the Chef attempted to “set you up” with a Sous Chef.
 - You shared that at the end of the night, West paid for your entire meal.
 - You told me that in March 2021, West’s daughter gave you a ride to Stanford, and during the car ride she told you that they still talk at home about how bizarre the restaurant incident was.
- You mentioned that in 2020, West made a comment in Slack that Powers will unbutton the top 3 buttons of his shirt during the next all hands meeting.
 - You told me that when you addressed West about his comment, he said he didn’t want to sleep with Powers so it wasn’t a problem.
- You stated that in October 2020, Nordine Kadri’s “How I Got Here” article included a logo about gender equality, and the woman on the logo looked naked. You escalated to West, and he told you to “assume good intent”.
- You shared that during a meeting in 2017, West made a “spanking” gesture with his hand to describe how you “keep him in line”.
- You mentioned that you complained to West about naming team social events “beer bash”.
 - You shared that West’s leadership team is all male and the term “beer bash” is masculine.
 - You told me that male Indian coworkers and women mentioned that they felt excluded by the term “beer bash”.
 - When I asked you to share specific names of individuals who felt excluded by the term, you mentioned that Mathur was a single mother and she does not drink.
 - You were not able to share names of male Indian coworkers who felt excluded.
- You told me that Kai Yun left West’s organization because of how she was treated, and West did nothing about it.
 - Yun’s team was responsible for high quality Macs with high tech monitors. You believe that Yun’s responsibilities were reassigned to a white male outside of West’s organization.
 - You believe that West, Basanese and Powers made the decision to reassign the work.
- You stated that in 2019, West shared a screenshot of his text messages with Steve Rozmus with you.
 - You told me that the screenshot shows a picture Rozmus took of you in the “confidential” bin. Rozmus forwarded the picture to West, and West’s

response to Rozmus was “she is not confidential, she should be in the blue bin.”

- You told me that while you were out on leave due to exposure to chemicals at your apartment, a lawyer emailed you and warned you about potential physical violence from the Irvine company because they are known for retaliation. You forwarded the email to West, and he told you to send it to his personal email address because his work email account is routinely scanned for lawsuits.
 - You mentioned that your worker’s compensation claim was denied on May 22, 2021, right before the announcement that the Irvine company and Apple signed a long term lease agreement on May 24, 2021.
 - You told me that West was aware of your mental state at that time, including your fear of physical violence from the Irvine company.
- You shared that on April 29, 2021, you told West that you could no longer work for Powers, and to reorganize your role so that you can report directly to him. You mentioned that West told you that from an organizational structure standpoint, it made no sense for you to report to him. You also told me that during the same conversation, West told you to quit Apple.
- You shared that West has since stopped meeting with you, and has reassigned your job responsibilities to others.
 - Example: You own the "How Did I Get Here" articles for West’s org, and Daniel Carr is now involved with this assignment.
 - You told me that West is no longer involving you in projects such as the “Listening Session” project.
- You mentioned that you were never invited to West’s extended staff meetings even though he assigns most of your work directly to you.

Helen Polkes

- You believe that Polkes may be retaliating against you because of the work you’ve done in support of the RWA Slack channel.
- You mentioned that on June 30, 2021, you asked Polkes about working remotely, and she said “oh, did you see Deirdre’s video?”. Polkes was referring to a video in which O’Brien clarified Apple’s Hybrid Working Pilot.
- You told me that when you asked Polkes about accommodations for remote work, she said “it sounds like you believe you have a disability and we would need to review it.”

During my investigation, I will take into consideration all of the documents you shared with me via Box, Webex (on the dates listed above), and by email.

On Wednesday, August 4, 2021, you told me that the above were all of your concerns. If I have missed something or if there is additional information or concerns that you did not share with me, please let me know immediately so that I may include them in my investigation. As a reminder, the scope of my investigation does not include the concerns you have raised with our Environmental Health and Safety (EHS) team. Those concerns will be handled by our team of EHS experts.

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Thank you again for bringing your concerns to my attention. I trust that you will respect the investigation process, and that you understand why it is important to not interfere with the investigation so that it can be objective and thorough. If you have any questions, please let me know. Otherwise, I will follow up with you if I need additional clarification and/or upon completion of my investigation.

Sincerely,
Ekelemchi