

Gender Pay Gap Report

This gender pay gap report provides a snapshot of the gender pay balance within our organisation as at 5 April 2017. It measures the difference between the average pay of all male and female employees, irrespective of their role or seniority, as well as the difference in bonus pay and the gender distribution of staff across four pay quartiles.

FUJIFILM UK Limited is committed to hiring and developing staff irrespective of gender or any other form of bias:

“right person, right skills, right place”

We have a proud history of developing our employees and our low turnover of staff and positive feedback within forums, surveys and events is testament to a happy, motivated and engaged team.

However, we also recognise that FUJIFILM UK Limited has a gender pay gap and that, as an organisation like many others, females are under-represented at a senior level and in our sales and technical areas.

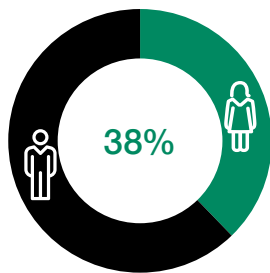
The key data is presented below:

We are confident that we do not have any equal pay issues. Male and female employees are paid the same where they carry out equivalent roles. Additionally, we use internal and external benchmarking tools and are confident that our pay rates are appropriate for the roles being carried out. However, we acknowledge that there is work to do in balancing our representation in certain areas and we are taking active steps towards this goal.

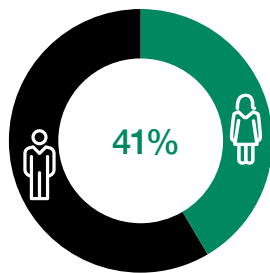
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Pay

Difference in mean pay



Difference in median pay



With a history in providing technical and engineering products, support and solutions our operation has historically attracted a majority of male candidates – particularly in traditionally male dominated industries such as print.

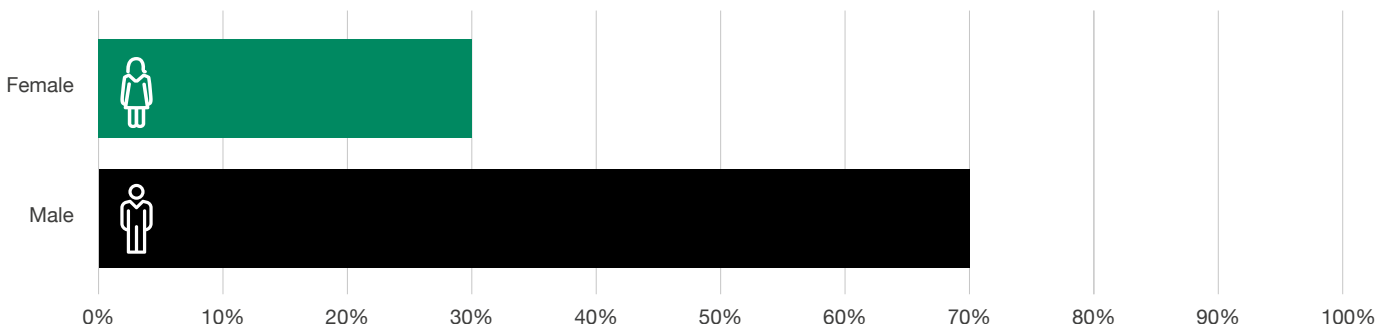
Many of these long serving employees have progressed into senior roles which has exacerbated the gender imbalance at senior levels.

Low staff turnover year on year has limited the number of opportunities to recruit new staff into our senior, sales and technical teams.

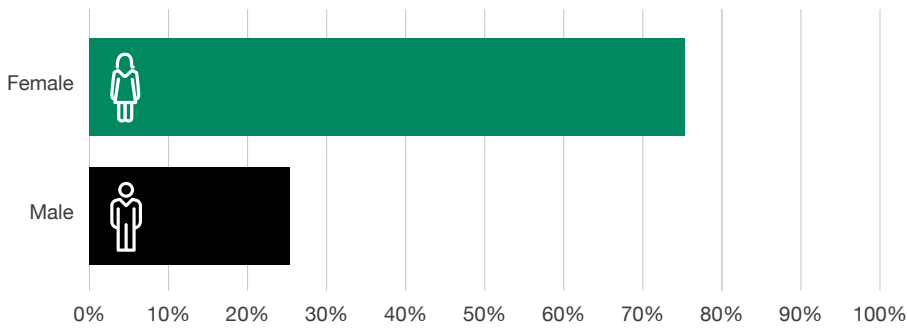
However, we are seeing year on year growth in recruiting females into sales and technical roles, we are progressing females into management levels and over time we expect this gap to lessen.

Our Workforce

Our gender split across the workforce is summarised below:



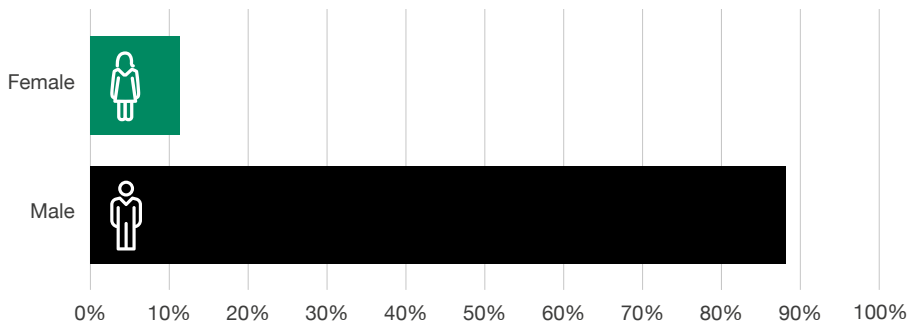
Customer service/Support roles



The split of males and females in our customer service and administrative support roles shows that a significant proportion are female.

These support roles tend to be less senior and are generally in the lower quartile pay ranges.

Sales and technical roles



The split of males and females in technical and sales roles illustrates that a significant proportion are male.

Technical and sales roles tend to be more senior and therefore attract higher salaries and bonus potential.

As we look to build year on year growth of females recruited into these categories, this will help address our pay gap.

The very large differences between the numbers of males and females in these role categories significantly contributes to our average pay and bonus gap.

However, the number of females in these categories of roles is increasing.

Over the last 3 years:

47% of our hires into sales roles were female

18% of our hires into technical roles were female

49% of all our hires were female

Splitting our workforce into quartiles we can see there is work to do in increasing the proportion of females in our upper and upper middle quartiles.

Percentage of males and females within each quartile	Male	Female
Upper	93%	7%
Upper middle	85%	15%
Lower middle	64%	36%
Lower	38%	62%

These distinctions are evident in our report and whilst recognising the fantastic contribution that all of our teams make to the success of our business we must acknowledge that in senior, technical and sales positions we need to work towards a better balance between male and female appointments.

Bonus pay

The vast majority of our workforce receive a bonus.

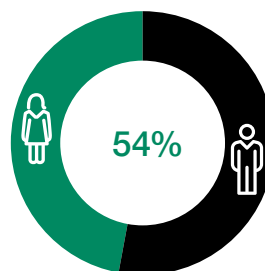
91%



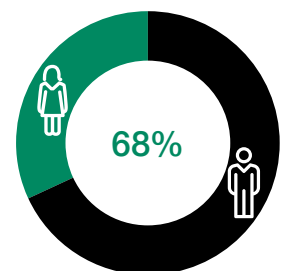
83%



Difference in median bonus pay



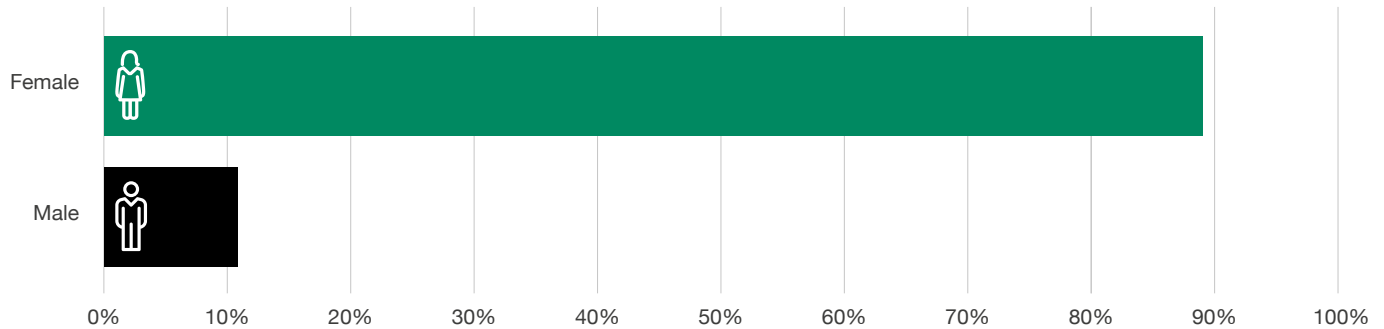
Difference in mean bonus pay



Our bonus payments illustrate a differential as we have a higher proportion of males currently in sales, technical and senior management positions, which provide for greater incentive opportunities and payments, being based on individual performance measures or commission, rather than broad organisational metrics used for many of our support roles.

Part time staff

Additionally, unlike the calculations in regard to basic pay, the bonus calculations are the actual sums paid. These figures therefore reflect any pro-rating as a result of part time working. We have a majority of part time workers who are female and the pro-rated bonuses for these staff contribute to the differential in bonus pay.



The future

We are committed to achieving year on year improvements in the gender balance of our sales, technical and senior management roles and we are confident that in doing so our gender pay gap will reduce.

Action being taken to close the gap:

- Attracting and hiring more females into our business, especially in sales and technical roles – almost 40% of new hires in these roles were females in 2017; and this figure has been steadily increasing over the past 3 years.
- Supporting more women to progress into senior management levels through succession planning and leadership & management training.
- Developing routes to attract female STEM graduates and professionals.

2017

2018



55% of new hires into sales roles were female.



44% of new hires were female.



Females recruited into technical roles nearly doubled to 22%.



A female appointment to the senior management team.



29% female presence on leadership programme.

These developments will not happen in isolation and we must ensure a broader balance over time as we look to develop our business, our people and our leaders for the future.

I confirm that the details included in this report are accurate.

Masaharu Fukumoto
Managing Director