

**FUJIFILM UK Ltd
gender pay gap
report 2019**



This report provides a snapshot of the gender pay gap balance within FUJIFILM UK Ltd as at 5 April 2019.

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.



Summary

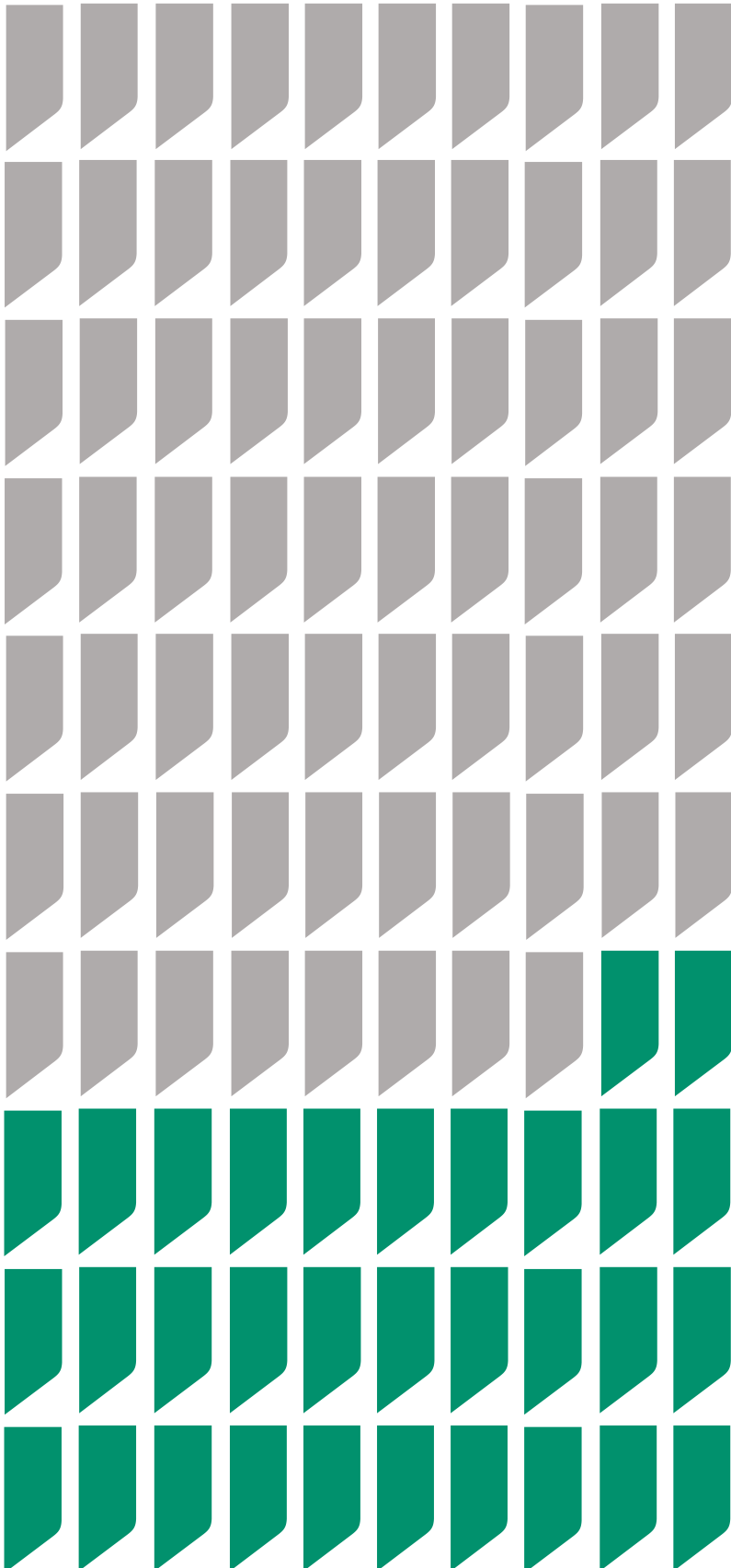
Both of FUJIFILM UK Ltd's main pay gap measures – our median and mean pay gap – have increased by 1 percentage point on 2018.

On bonus pay, more women and men are receiving a bonus compared with previous years. However, whilst our mean bonus gap has reduced by 2 percentage points on 2018, our median gender bonus pay gap has increased by 1 percentage point on 2018.

Positively, both the proportion of women in our upper pay quartile and the proportion of women in sales roles have almost doubled since first reported in 2017.



Our workforce



68%
men

32%
women

Proportion of employees in roles

	Men			Women		
	2017	2018	2019	2017	2018	2019
Customer Service/Support	25%	27%	26%	75%	73%	74%
Sales	88%	84%	77%	12%	16%	23%
Technical	90%	90%	92%	10%	10%	8%
Professional*	54%	59%	52%	46%	41%	48%
Overall	70%	71%	68%	30%	29%	32%

Data correct as at 5 April 2019

Proportion of new hires

	Men			Women		
	2017	2018	2019	2017	2018	2019
Customer Service/Support	50%	20%	14%	50%	80%	86%
Sales	45%	56%	50%	55%	44%	50%
Technical	78%	84%	100%	22%	16%	0%
Professional*	25%	36%	25%	75%	64%	75%
Overall	56%	59%	48%	44%	41%	52%

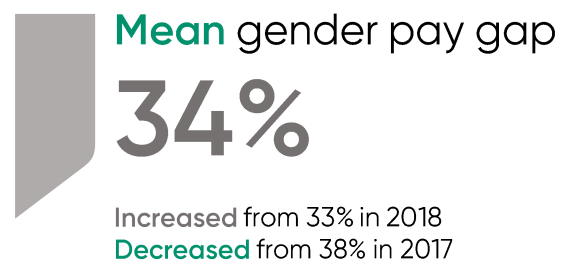
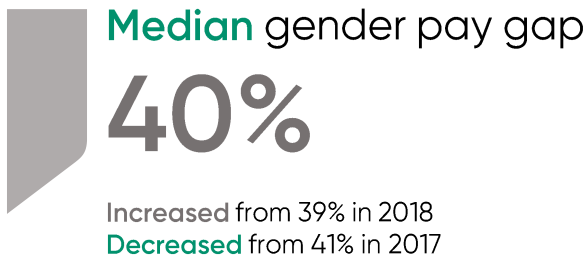
Data correct as at 5 April 2019

Many of the new hires during the period have been into developmental roles, so while we see an encouraging proportion of female hires in the period, it is acknowledged that these are initially into roles in the lower pay quartiles.

In addition, over the reporting period, **38%** of our internal promotions were female appointments.

* Including Marketing, Communications, Finance, Human Resources, Information Technology and Legal Services

Our gender pay gap results



The **median gender pay gap** is calculated by listing all male and female employees' wages from highest to lowest and comparing the number that sits in the middle for each gender. This is the figure commonly reported by equalities organisations and the media.

The **mean gender pay gap** is an average. It is calculated by adding up the wages of all male and female employees and dividing it by the number of employees. The pay gap is the difference between the mean figures for men and women.

Pay quartiles

Proportion of employees in each pay quartile

	Men			Women		
	2017	2018	2019	2017	2018	2019
Upper	93%	90%	87%	7%	10%	13%
Upper middle	85%	85%	85%	15%	15%	15%
Lower middle	64%	69%	67%	36%	31%	33%
Lower	38%	40%	34%	62%	60%	66%

Data correct as at 5 April 2019

The quartiles are calculated by ranking pay across the company from lowest to highest. The total list of employees is then divided into four equally-sized groups, as indicated in the above table.

The figures listed here show the **proportion** of male and female employees in each pay quartile.

Although the proportion of women in our upper pay quartile has **almost doubled** since first reported in 2017 (at 7% in 2017), there is still an under-representation of women in the higher paid roles. This is demonstrated by the lower proportion of female employees in the upper and upper middle quartiles by comparison to the proportion of male employees.

Bonus pay

Proportion of employees who received a bonus
(in the 12 months to 31 March 2019)



84%

women received a bonus

Increased from 80% in 2018
Increased from 83% in 2017



92%

men received a bonus

Increased from 85% in 2018
Increased from 91% in 2017

Received a bonus Did not receive a bonus

Median gender
bonus pay gap

58%

Increased from 57% in 2018
Increased from 53% in 2017

Mean gender
bonus pay gap

68%

Decreased from 70% in 2018
Equal to 68% in 2017

The **median gender bonus pay gap** is calculated by listing all male and female employees' bonus pay from highest to lowest and comparing the number that sits in the middle for each gender. This is the figure commonly reported by equalities organisations and the media.

The **mean gender bonus pay gap** is an average. It is calculated by adding up the bonus pay of all male and female employees and dividing it by the number of employees. The bonus pay gap is the difference between the mean figures for men and women.

Our commitment

As a business and as a management team, we are fully aware that women remain significantly under-represented in our business – particularly at a senior level. This has a substantial impact on our gender pay and bonus pay gaps.

As we have previously reported, it is anticipated that the reduction of our gender pay gap will be steady and take some time due to the longstanding and historical factors within our businesses and industries, combined with our low staff turnover.

Whilst we are disappointed that this year's report does not show progress in terms of pay and bonuses, we remain committed to striving to deliver year-on-year increases in the percentage of women in senior roles and overall within our business, as indicated by the steadily increasing percentage of women who are now in our upper pay quartile.

As announced in 2018, we have developed a number of internal leadership programmes and have further prioritised learning, development and progression as a key way of investing in our future. In particular, we are taking a focus on our female talent pipeline, with women making up 70% of our 'Future Leaders' programme. Beyond this, supporting more women to progress through our business – particularly in sales, technical and senior management roles – is our priority.

Finally, as we move forward, we are actively seeking our employees' input into how we deliver progress in rebalancing our workforce and what measure we can take to support the reduction of our gender pay gap.

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



Yoshitaka Nakamura
Managing Director – FUJIFILM UK Ltd

