

# Gender Pay Gap Report 2018

This gender pay gap report provides a snapshot of the gender pay balance within FUJIFILM UK Ltd as at 5 April 2018. 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.

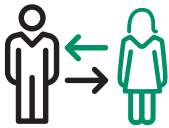
We are pleased to report that the actions commencing in 2017, as set out in our previous report, are resulting in some progress being made in reducing our gender pay gap. As previously reported the long standing and historical factors within our businesses and industries will make this a journey of evolution rather than revolution and it is anticipated that the reduction of our pay gap will be steady and will take some time.

However, our fundamental strategy of

**“right person, right skills, right place”**

to recruit and develop the best talent, irrespective of gender or any other form of bias, remains strong and we anticipate continued progress in rebalancing our workforce differences.

## April 2017 to April 2018



Mean gender pay gap over the last 12 months has reduced from 38% to 33%



41% of new hires over the past 12 months were female



Proportion of female employees in sales roles has increased from 12% to 16%

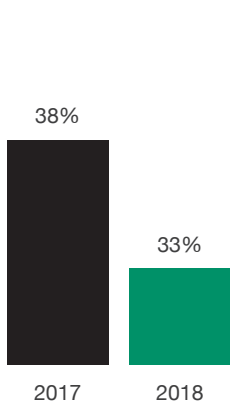


Proportion of females in our upper quartile pay band has increased from 7% to 10%

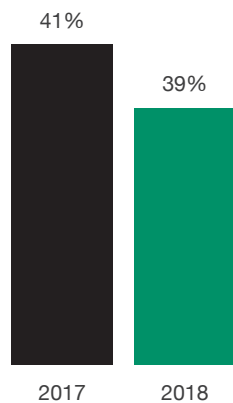
### Our Pay

Our mean pay gap over the last 12 months has reduced from 38% to 33%, with our median pay gap reducing from 41% to 39%.

Difference in mean pay



Difference in median pay

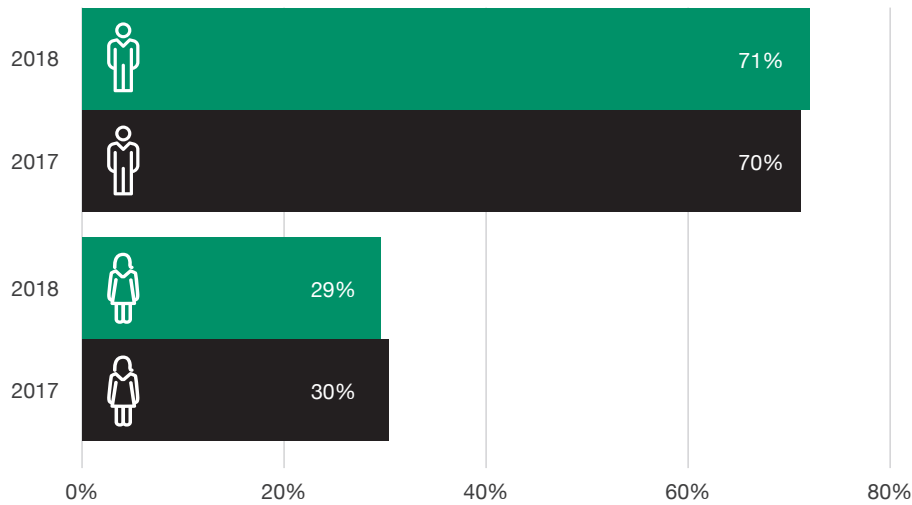


We are pleased to note that our actions to April 2018 have demonstrated an initial decrease in both our mean and median pay gaps.

Our leadership programme has contributed to the development and increased profile of more female leaders.

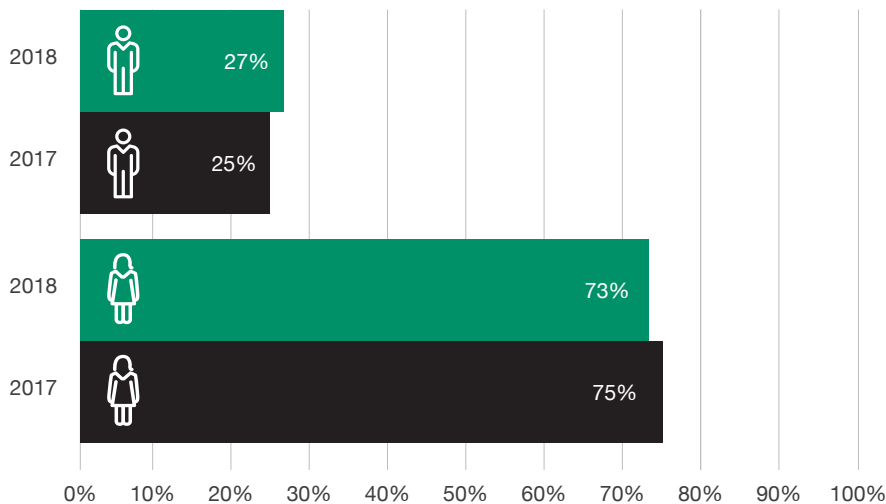
## Our Workforce

Our gender split across the workforce is summarised below:



Our low staff turnover continues to limit the number of opportunities to recruit new staff into our senior, sales and technical teams and as a result our gender split across the workforce remains broadly unchanged.

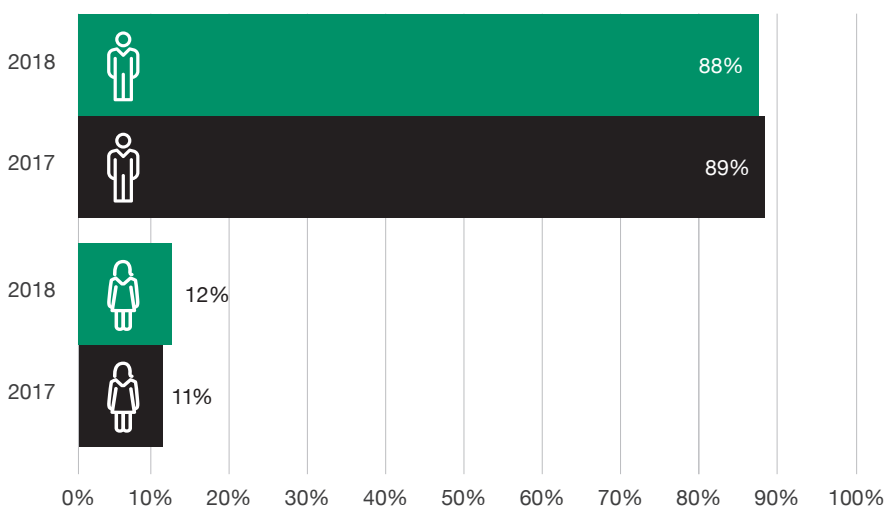
## Customer service/Support roles



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 4 years:

46% of our hires into sales roles were female

17% of our hires into technical roles were female

46% of all our hires were female

## Our Pay Quartiles

Splitting our workforce into quartiles, we have also seen an increase in the proportion of females in our upper quartile pay band from 7% in 2017 to 10% in 2018; and a decrease in the proportion of females in our lower quartile pay bands.

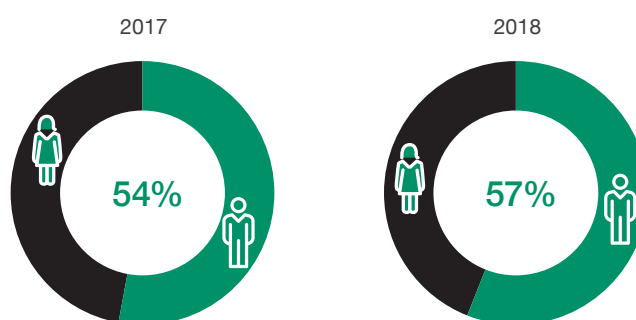
	Women		Men	
	2017	2018	2017	2018
Upper Pay Quartile	7%	10%	93%	90%
Upper Middle Pay Quartile	15%	15%	85%	85%
Lower Middle Pay Quartile	36%	31%	64%	69%
Lower Quartile	62%	60%	38%	40%

## Bonus pay

The vast majority of our workforce received a bonus in the 12 month period to 5 April 2018, with the percentage of males and females receiving a bonus being broadly the same (85% male and 80% female).



### Difference in median bonus pay



2018 has seen a slight increase in the bonus pay gap. We have a higher proportion of males currently in sales, technical and senior management positions, which provide for greater incentive opportunities. Overachievements in the performance of our sales professional during 2018 have contributed to this increase.

## Progress made

We are taking active steps to balance representation through:

- Attracting and hiring more females into our business
- Supporting more women to progress into senior management levels through succession planning and leadership and management training

## The future

Our refreshed and relaunched company values will underpin our business and operations through 2019 and beyond to further develop our staff and leaders of the future and to support the reduction of our gender pay gap.

## Community Integrity Interaction Kaizen Knowledge Quality Trust

During 2018 our leadership programme was attended by our senior leaders and managers. Following positive feedback, further leadership and management training will be implemented for leaders and managers across the business – irrespective of gender.

Sales, technical and senior management roles continue to be an area of particular focus as we recognise that, as an organisation like many others, females continue to be under-represented.

We are confident that the early progress made will continue and we remain committed to achieving year on year improvements in the gender pay balance by living and breathing our values.

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

Yoshitaka Nakamura  
Managing Director