



Understanding the gender pay gap data.

Snapshot date: 6th April 2020

Creating a workplace environment that promotes diversity and inclusion.

At Kyocera we are committed to building a company and culture that reflects the societies in which we operate and, aligned with the Kyocera Philosophy, “provide opportunities for the material and intellectual growth of all our employees, and through our joint efforts, contribute to the advancement of society and humankind”.

Diversity is a driver of making more conscious and sometimes courageous decisions. It boosts innovation and addresses opportunities from different perspectives.

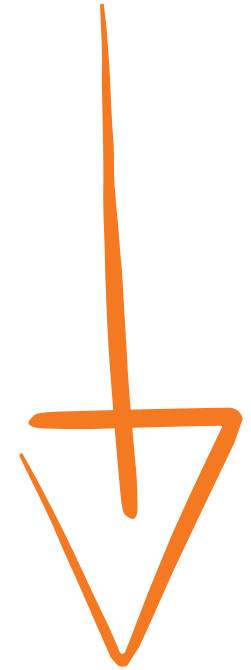
Monitoring our gender pay data, and more importantly, understanding the factors that contribute to differences is an important aspect which helps us achieve that. We understand that our people represent a major source of our competitive advantage and alongside our products, services and innovative solutions, we are continually looking at ways to improve what we do, how we do it and how we work with our employees and customers.

In the Sales and Technology sector, we recognise that the pool of female talent is smaller than in some other sectors. As a relatively new company, competing for all talent (both male or female) against “global and household name” brands are not easy, but we have a great foundation of female talent, a strong ethos of innovation and growth strategy, so we don't shy away from taking action. We pride ourselves on being an ethical employer with a diverse, talented and motivated workforce and will work on improving in these areas throughout 2020 and beyond.

Our Philosophy, underpins what we do, so not only do we believe this is the right thing to do, but there are clear benefits to our employees and customers in achieving an even balance in pay across genders.



Our results for Fiscal Year 20.



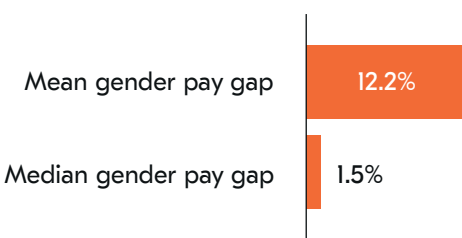
This our second Gender Pay Gap Report examining these figures. The data highlights that there is a need to focus on our gender pay differences. We believe that addressing the differences and gaps is a matter of taking a number of key steps and continuing to do the RIGHT things.

We also know that closing this gender pay gap will take time and is a challenge faced not only by us, but by many other organisations in the sales and technology sectors as well as across different sectors national and social boundaries. We are committed to taking action to improve our gender representation within the Company and will continue to drive this forward over the coming years.

On the snapshot date for FY20 there is an increase in the number of employees within Kyocera. During the last year a number of employees transferred between companies within the Kyocera Group in Kyocera Documents Solutions Limited; as part of wider merger efforts. Kyocera has a greater proportion of male employees in general with higher salaries, only 21.1% of the workforce is female, this position will require a longterm focus as the level of female applicants into the industry continues to remain low in the UK.

Snapshot date: 346 employees

Mean vs Median Gender Pay Gap.



Mean Gender Pay Gap:

FY20: 12.2% FY19: 20.5%

Median Gender Pay Gap:

FY20: 1.5% FY19: 16.1%

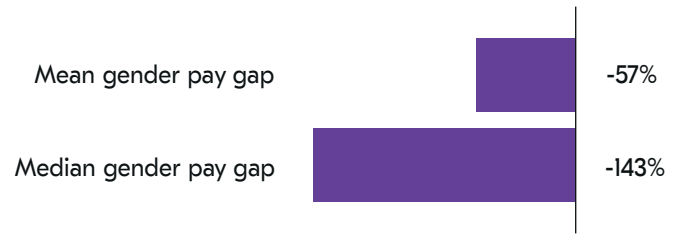
Decrease from previous year in terms of both mean and median pay gaps.

Our data shows that males were on average paid 12.2% more per hour than females. The median has significantly decreased meaning that there was a 1.5% difference between Female and Male hourly pay rates in comparison to the previous year. We believe this improvement is due to a salary review, national living wage increase and salary benchmarking.

Mean vs Median Gender Pay Gap in Bonus.

FY20 the bonus pay gap has changed from the previous year indicating that the women that were eligible for bonuses have earned more than their male counterparts in this year. FY20 data does not include any of the leadership of senior manager bonuses, these would have been mainly males receiving these. In the previous year bonuses received by men were 35.9% higher than females whereas this year the bonus amount for females equated to 57% higher than males.

The high median figure (143%) indicates that we have a large difference in the bonus figures received.

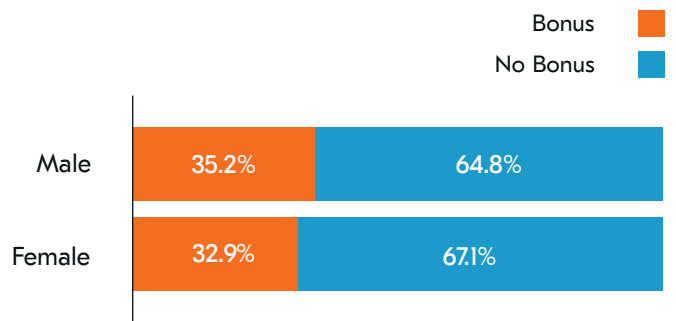


Proportion by Gender who got paid Bonus/Commission.

Our figures show that 64.8% of males did not receive a bonus in comparison to 44.2% of males in the previous year and 67.1% of females did not receive a bonus in comparison to 55.7% in the previous year. For both males and females this percentage has increased. We believe this is due to a large number of employees being transferred from another company within the Group.

Males receiving a bonus has decreased by around 36% from 55.8% of males in the previous year receiving a bonus to 35.2%.

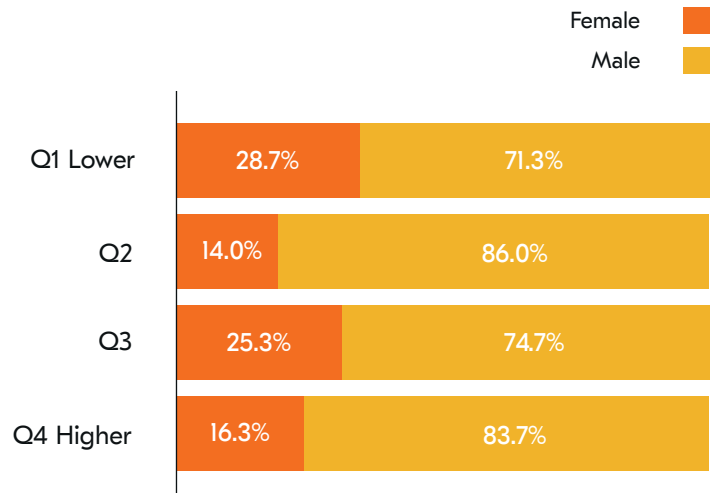
Females receiving a bonus has decreased by around 25% from 44.3% of females in the previous year receiving a bonus to 32.9%.



Proportion by Gender in each Pay Quartile.

FY20 the data has remained consistent from the previous year.

The upper quartile remains consistent with males dominating the pay band here, however in comparison to previous year there is an increase of 10.4% of males in Q2.



Concluding Comments.

Our data highlights that we need to do more to attract, support and encourage more women to fulfil their career potential. Whilst we recognise that there is a Gender Pay Gap to be addressed in Kyocera, for the record we would also like to clarify that where we have two or more people doing the same roles, their remuneration remains aligned.

We are really pleased at our progress since the previous year and at the same time continue to recognise that there is still more progress to be made.

We intend to start with the following actions to assist us in closing our Gender Pay Gaps:

- + **We are working on building a more diverse and inclusive leadership population across all areas of the organisation**, by delivering leadership development program and our 'Defining Success' performance process available to all employees. The impact on our gender pay gap of not having equal gender representation in sales and leadership roles can be seen in the bonus pay gap figures.
- + **We are improving the way we recruit and promote employees through;** encouraging a more diverse candidate pool to apply for roles.
- + **Continuing to work with our recruitment partners to look at what we can do as part of our recruitment processes to attract more women.** This includes looking at where we place job adverts, the language we use in adverts and job descriptions as well as reviewing the minimum requirements we specify for roles to ensure they are inclusive.
- + **Continuing to make our working conditions and policies more family friendly and reviewing and implementing working practices that encourage an inclusive culture.** This includes starting 'Challenging conversations' workshops with our employees to gather feedback.
- + **Continuing to review the experiences of our employees who go on maternity, adoption or shared parental leave.** Looking at how we can help managers to understand the importance of the support they provide to employees during the lead up to their leave, whilst they are off and when they return to work.
- + **Continuing to work with other organisations and industry associations to establish how the sales and technology industries can attract a higher proportion of women.** This includes committing to our status as a national living wage employer.
- + **Working towards alignment of employee benefits across the entire group to ensure that that all employees are equal.**
- + **Mental Health focus** – we have an inhouse mental health trainer and a wellbeing team within the group. There has been a focus on topics that affect women for example the work on a new menopause policy.
- + **Reporting tools being introduced:** Ability to report on Internal promotion opportunities: identifying the number of males and females applying for and being successful in these internal promotions. Look at the proportion of women applying for lower paid/ junior/ management positions.

Our gender pay gap position is not where we want to be.

We understand that to close the gap we need to make long-term and sustainable change. It is the RIGHT thing to do for the future success of our employees, customers and ultimately our business. We are confident that by understanding what's driving the pay gap and responding with clear, positive and inclusive actions guided by our values, we will continue to develop a culture of inclusion and respect.

We are really pleased at our progress since the previous year and at the same time continue to recognise that there is still more progress to be made.

We want the diversity of skills, backgrounds and experiences as well as our working practices to drive a culture that supports all our people to fulfil their career potential and be paid fairly.

I can confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Kyocera Document Solutions has championed innovative technology since 1934. We enable our customers to turn information into knowledge, excel at learning and surpass others. With professional expertise and a culture of empathetic partnership, we help organisations put knowledge to work to drive change.

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