

Understanding the gender pay gap data



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”



The Kyocera corporate motto is to: Preserve the spirit to work fairly and honourably, respecting people, our work, our company and global community.

The gender pay gap

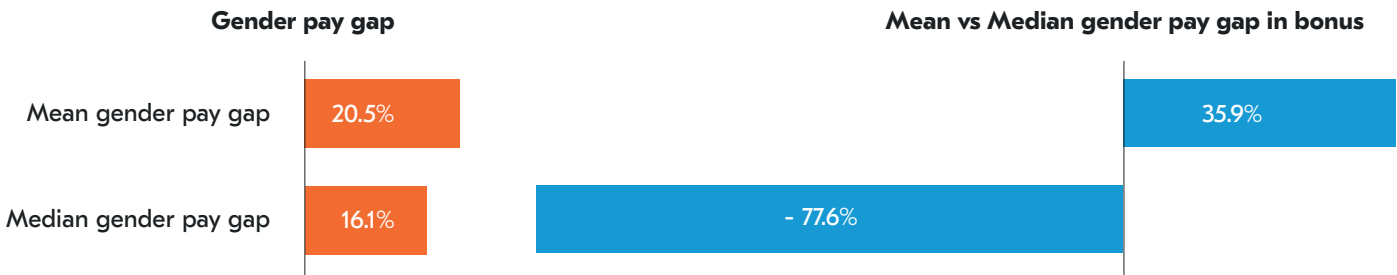
Diversity is a driver of making more conscious and sometimes courageous decisions. It boosts innovation and addresses opportunities from different perspectives. Monitoring our gender pay data, and more importantly, understanding the factors that contribute to differences is an important aspect which 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.

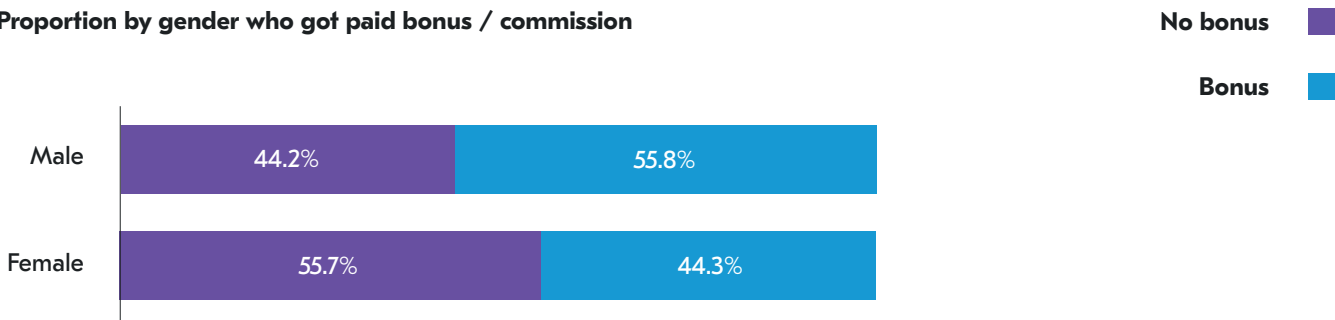
As a relatively new company, competing for all talent (both male or female) against “global and household name” brands are not easy, but we have a great foundation of female talent, a strong ethos of innovation and growth strategy, so we don’t shy away from taking action. We pride ourselves on being 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.

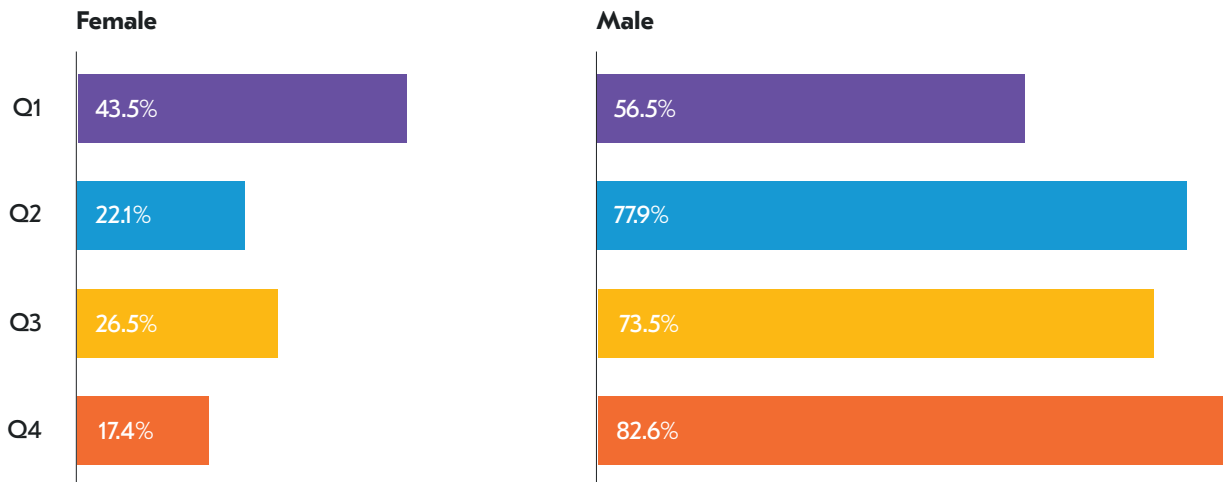
Snapshot date: 273 employees



Proportion by gender who got paid bonus / commission



Proportion by gender in each pay quartile



This our first 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.

Kyocera has a greater proportion of male employees in general and with higher salaries, this position will require a long-term focus as the level of female applicants into the industry continues to remain low in the UK. Our figures show this year we have made a small level of progress with bonus

pay gap differences but still have some way to progress. Our data would suggest that the 'Mean vs Median gender pay gap in bonus' is higher for Females than Males, however we expect that this is due to a smaller number of Females receiving a bonus during this time with a smaller range. During the last year we have also transferred some staff between companies within the Kyocera Group in Kyocera Documents Solutions Limited; as part of wider merger efforts.

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 UK, 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 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, our 'Defining Success' performance process and unconscious bias training 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, introducing unconscious bias training for all of our line managers to assist in the reduction of bias in our decision making.
- **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.

The right thing to do

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 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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