



2018 Gender Pay Gap Report Ricoh Europe PLC

This report details our gender pay gap results from the period 6th April 2017 to 5th April 2018 and our focus areas for the future.



From the CEO

At Ricoh we believe in the creative potential of every one of our people. We recognise that having a diverse and inclusive workforce is essential for our business to perform at its best. By embracing the different talents and perspectives of all people, we are able to create new ideas and value for our customers.

That's why I'm pleased to confirm that we have made good progress against the actions we outlined in our 2017 report. We have continued to focus on gender diversity through a range of initiatives, which have had a positive impact on our results.

We have reviewed our recruitment processes to ensure that we provide equal opportunities at all career stages and attract talented people with diversity of thought. We continue to invest in career development, with a range of leadership programmes for aspiring female leaders; highlighting our pledge to promote gender balance.

Globally, we recently launched our Global Diversity and Inclusion Statement which outlines our unified approach to driving diversity and inclusion across the Ricoh Group:

"At Ricoh, we embrace and respect the collective and unique talents, experience, and perspectives of all people. Together we inspire remarkable innovation. That's how we live the Ricoh Way."

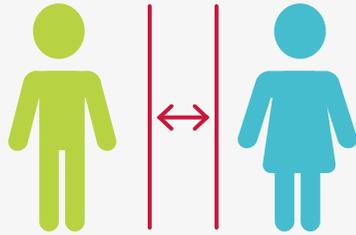
Our Global CEO, Jake Yamashita, has outlined his personal commitment to increasing diversity at Ricoh and sponsors our global statement.

We are making great strides in our goal to secure sustained inclusion and increase the diversity of our workforce, but we can't rest on our laurels. Although we are making progress, there is still more to be done.

Whilst we recognise that change takes time, we remain absolutely committed to creating a gender-balanced organisation in which our people feel comfortable to be themselves, able to achieve their career aspirations, and empowered to make a difference.



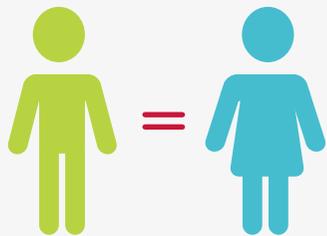
David Mills
CEO, Ricoh Europe



What is the gender pay gap?

The gender pay gap reporting regulations require UK employers with more than 250 employees to disclose their gender pay gap which is made up of a number of statistics.

The gender pay gap is the difference in the hourly rate of pay for all men and all women. The gender pay gap is influenced by a range of factors, including the demographics of a company's workforce.

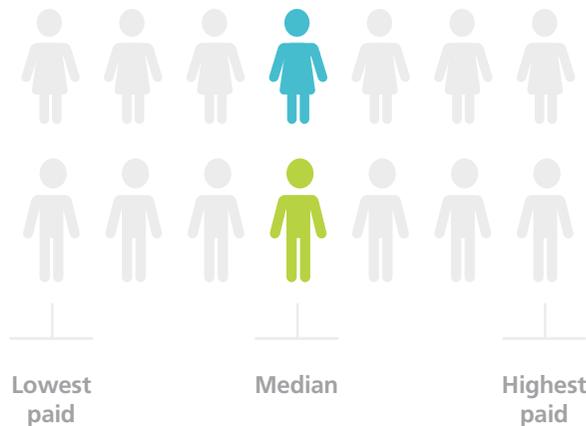
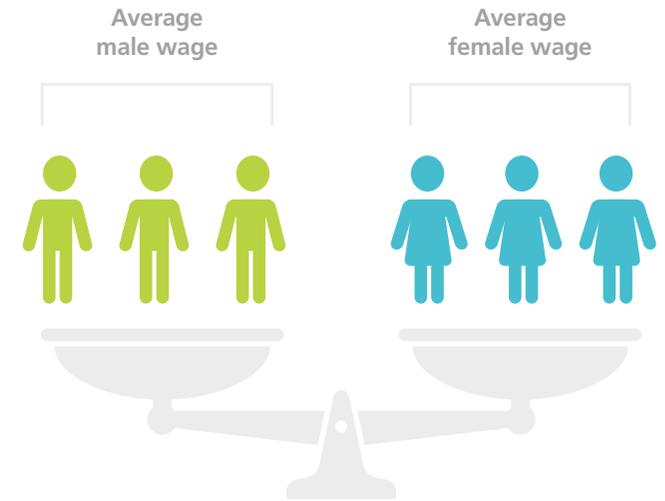


The difference between gender pay and equal pay

"Equal pay" is a legal requirement to pay men and women the same for performing the same or similar work. Ricoh Europe PLC is committed to Equal Pay.

The mean gender pay gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men.



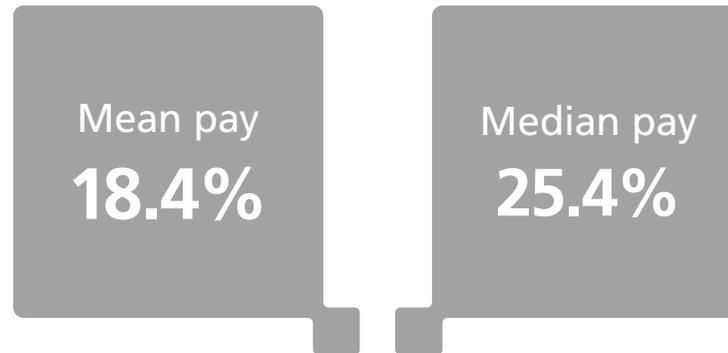
The median gender pay gap

The median gender pay gap is the difference between the middle earning female and the middle earning male.

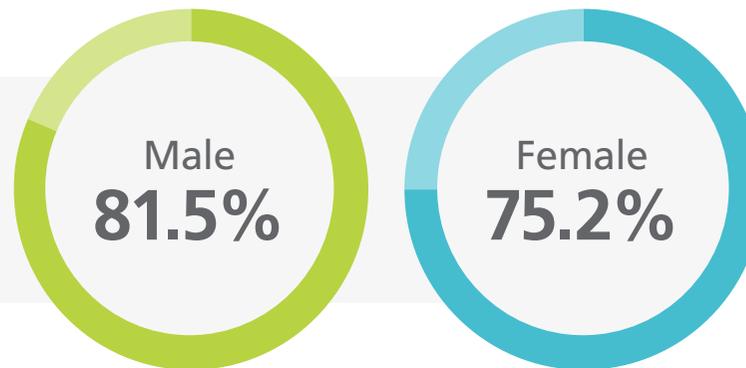
Gender pay gap

This is the percentage difference in mean and median pay for men and women in Ricoh Europe PLC.

Our results show that both our mean and median gender pay gap reduced by more than 5% since 2017 – testament to our extensive work across the business to increase gender balance.



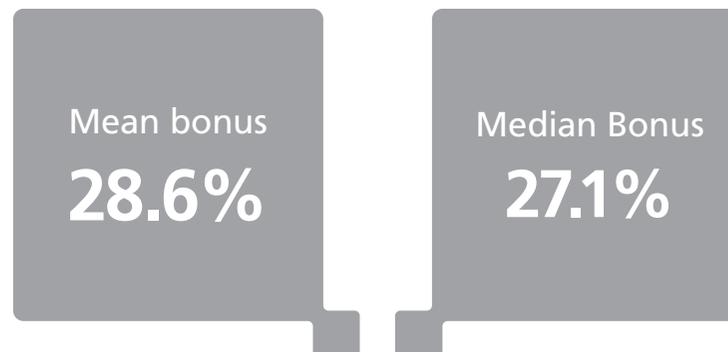
Proportion of men and women paid a bonus:



Gender bonus pay gap

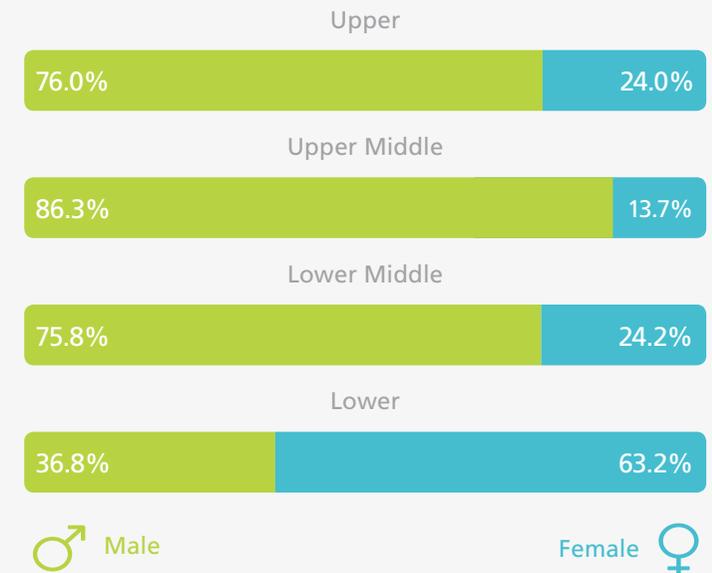
This is the percentage difference in bonus pay for men and women in Ricoh Europe PLC.

The figures show that while our mean bonus pay gap reduced by 9.4%, our median bonus pay gap increased by 4.1% since 2017. These results reflect the composition of our workforce and the impact that business performance has on bonus outcomes for senior leaders – the majority of whom are men.



Population by pay quartiles

Ricoh Europe PLC Quartiles



Quartiles explained

The chart above illustrates the gender distribution across our organisation in four equal size quartiles.

Our quartiles analysis shows an improvement in the distribution of men and women throughout the organisation since our 2017 report. The quartiles also help to explain our gap as the distribution of men and women throughout our organisation is not even – lower-earning support roles tend to be occupied by women, whilst the majority of higher-paying roles are occupied by men.

Our Plans

Looking forward, we will continue developing initiatives to increase gender balance throughout our organisation.

These include enhancing our recruitment processes to attract diverse talent into the business, investing in resources to support career development, and ensuring that our inclusive culture empowers our people to make a difference.



**TALENTED
PEOPLE**



**PERFORMING
PEOPLE**



**EMPOWERED
PEOPLE**



Talented People

Attracting and recruiting the best people

- Adopting the most appropriate strategy for each vacancy to attract a diverse talent pool and using gender-neutral language in recruitment adverts.
- Increasing our use of psychometric testing to reduce assessment bias.
- Holding ourselves and our recruitment partners accountable to diversity standards when shortlisting candidates at all levels.
- Providing ongoing support for hiring managers, with enhanced interview skills and unconscious bias training.



Performing People

Developing and rewarding people to be the best they can be

- Continuing to invest in female leadership and mentoring programmes to help women thrive. These include:
- Progress – nurturing our emerging and mid-level female talent.
 - Aurora – building confident, effective and self-aware senior female leaders.
 - The 30% Club mentoring scheme – offering cross-company, cross-sector mentoring to women – delivered by Women Ahead (a Ricoh Group company).
 - Female Networking Forum – a network of senior females who share experience and knowledge.



Empowered People

Enabling people to be their best at work, home and in their communities

- Creating a more agile and flexible environment that enables our people to balance work with career development and family commitments.
- Offering flexible learning via online resources that teach new skills and broaden capabilities.
- Organising fundraising initiatives to support Alzheimer's research and increase our contribution to society.
- Encouraging individuals to take action to drive sustainability and resolve social issues through business, in alignment with the UN's Sustainable Development Goals.

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