



2019 Gender Pay Gap Report Ricoh Europe PLC

This report details our gender pay gap results from the period 6th April 2018 to 5th April 2019 and our focus areas for the future.



From the CEO

In a recent communication to employees across the world, our Global CEO, Jake Yamashita, talked about the importance of the people who make up our company. He recognised, with absolute clarity, that out of all our stakeholders it is Ricoh's employees who are the most important. Why? Because ultimately, a company is only as good as its people.

Enabling every one of our people to feel motivated and fulfilled at work is an ongoing objective for Ricoh. We know that having a diverse and inclusive workforce is an imperative in order for our business to perform at its best.

In recent years, we have made significant efforts to create a strong, vibrant culture where everyone can feel comfortable and empowered at work. As a result, I am delighted to see that we have made tremendous progress in our gender pay over the last few years.

This shift in our results has been made as a result of the numerous initiatives we have put into place across our organisation, ensuring that we provide equal opportunities at every career stage.

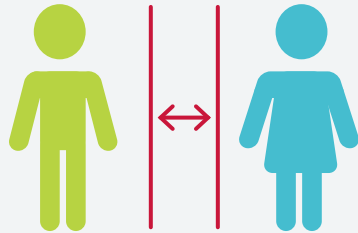
Our Global Diversity and Inclusion Statement, which demonstrates our unified approach to driving diversity and inclusion across the Ricoh Group, remains the core principle of how we proactively tackle the issues associated with diversity and inclusion:

“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.”

We remain firmly committed to creating a gender-balanced, inclusive workplace where there is equality of opportunity for all. I am very pleased to share our progress with you in this 2019 report.



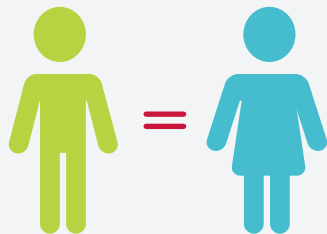
David Mills
CEO, Ricoh Europe



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.

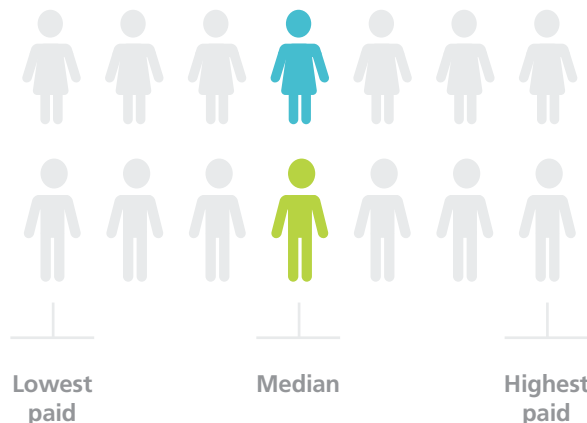


The difference between gender pay and equal pay

"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.



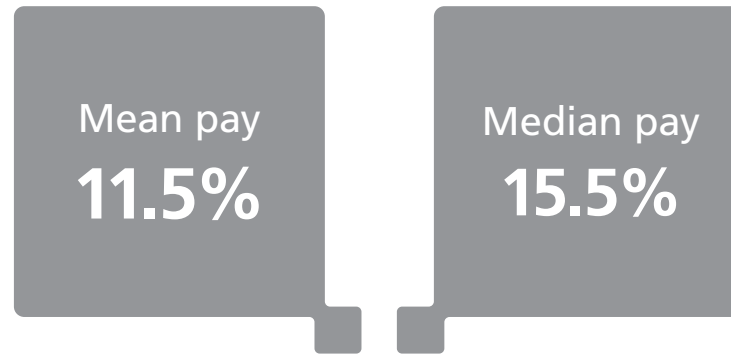
The median gender pay gap

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

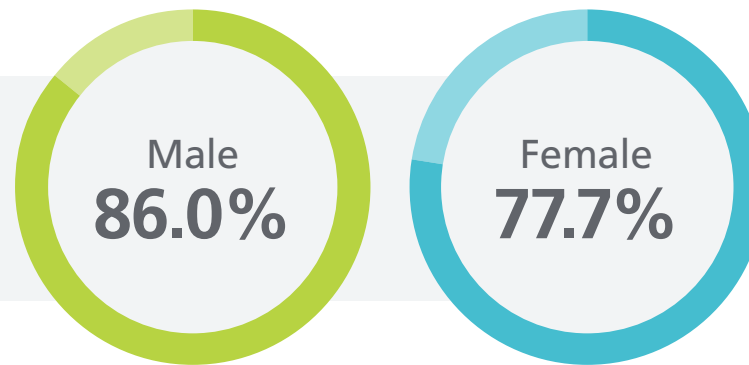
Gender pay gap

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

Our results show that our mean gender pay gap reduced by more than 7% and our median gender pay gap reduced by more than 10% since 2018.



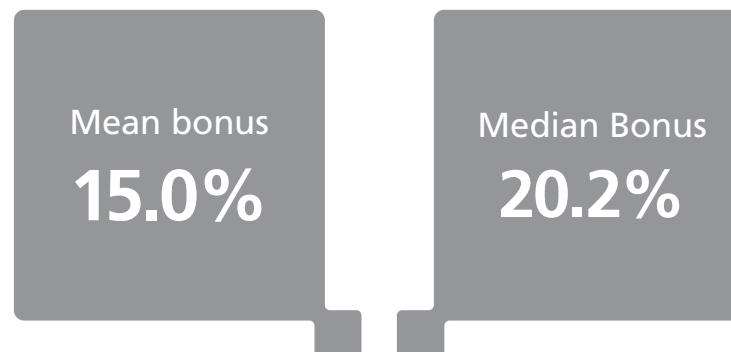
Proportion of men and women paid a bonus:



Gender bonus pay gap

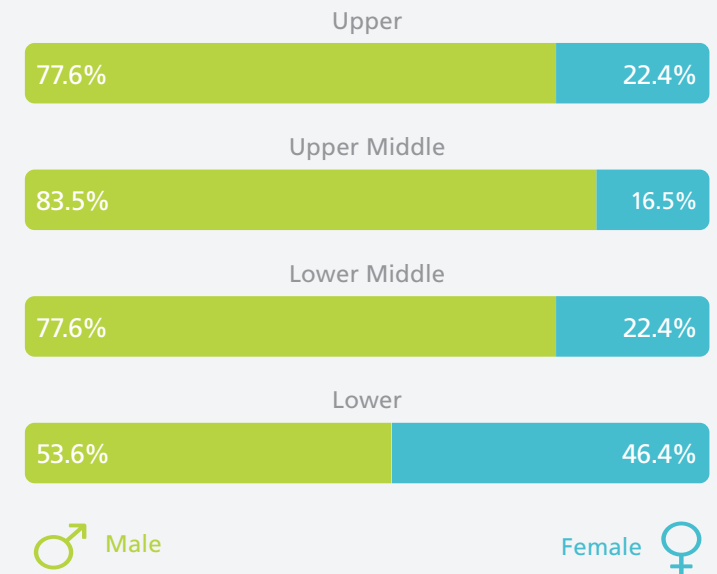
This is the percentage difference in bonus pay for men and women in Ricoh Europe PLC.

Our results show that our mean bonus pay gap reduced by more than 13% and our median bonus pay gap reduced by more than 6% since 2018.



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 in the upper and lower middle quartiles since our 2018 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

We have made a significant impact on our gender pay gap over the last few years and will continue to focus on action that enables a strong vibrant culture throughout our organisation. We will continue pursuing 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 reach their full potential. These include:
- Aurora programme – 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).
 - EMEA Women's 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 online learning and opportunities to gain new skills and capabilities to meet the changing needs of our employees and our customers
- Organising and promoting fundraising initiatives to support Alzheimer's research and increase our contribution to our communities and society.
- Encouraging individuals to take action to drive sustainability and resolve social issues through business in alignment with the UNs Sustainable Development Goals.
- Actively promote Ricoh's global values and commitment to diversity and gender equality through our new global diversity policy and our Love My Work engagement programme.

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imagine. change.