



2020 Gender Pay Gap Report Ricoh Europe PLC

This report details our gender pay gap results from the period 6th April 2019 to 5th April 2020 and our focus areas for the future.



From the CEO

Our global diversity statement clearly sets out our commitment to creating a diverse and inclusive environment across our organisation:

“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.”

This approach, which recognises value in creating a culture where all employees feel motivated and fulfilled at work, is at the heart of our approach to gender diversity.

I’m delighted to report that our strategy and actions over recent years have led to a positive impact on our gender pay gap figures which continue to show a year-on-year improvement.

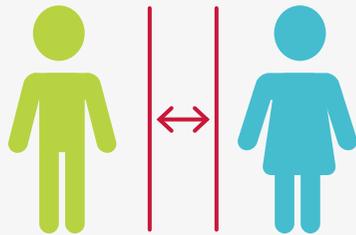
While the figures in this report reflect data up to April 2020, I believe it’s important to mention the impact that the Covid-19 pandemic is reported to have had on many workplaces, with women typically being more adversely impacted than men. We will continue to take positive action

to address the gender balance and pay gap to ensure that the pandemic does not have an adverse effect on our positive progress.

Above all, 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 2020 report.



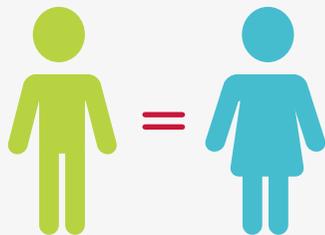
David Mills
CEO, Ricoh Europe



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.

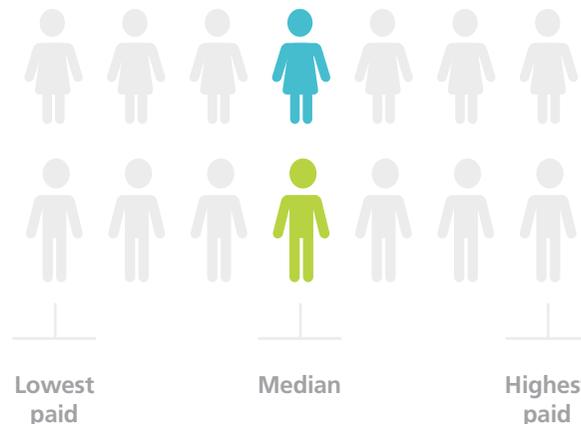
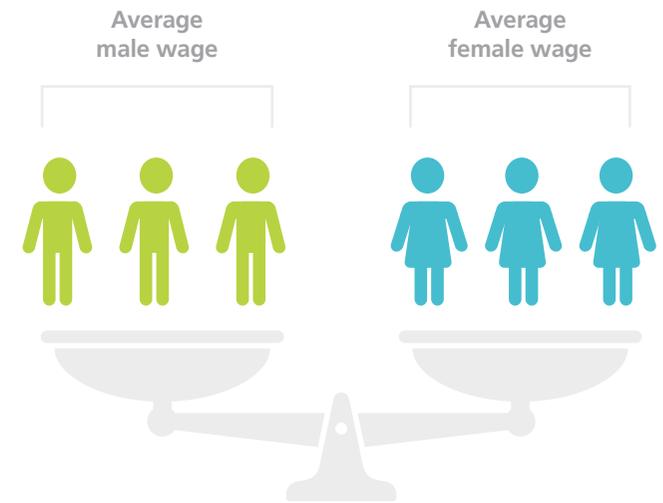


The difference between gender pay and equal pay

"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.



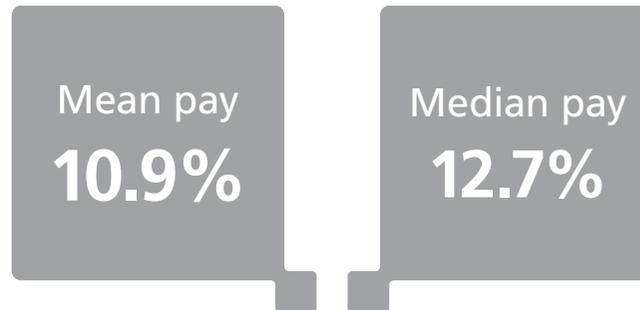
The median gender pay gap

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

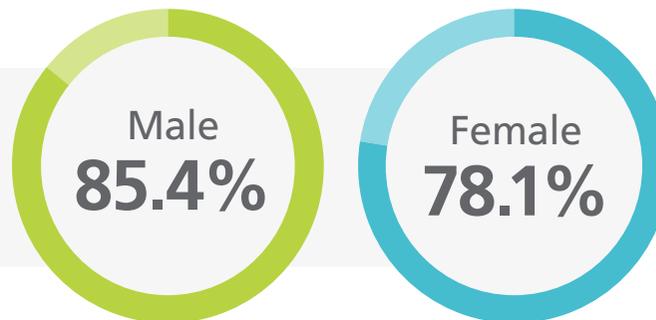
Gender pay gap

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 a further 0.6% since 2019 and our median gender pay gap reduced by over 2% since 2019.



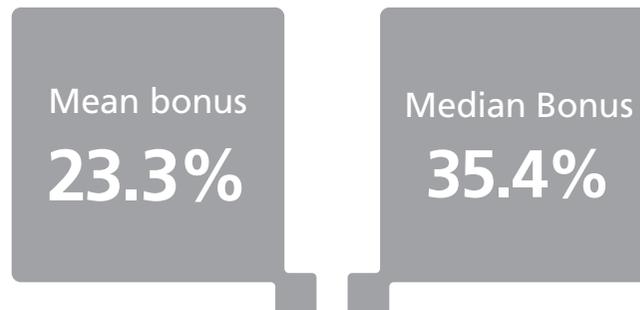
Proportion of men and women paid a bonus:



Gender bonus pay gap

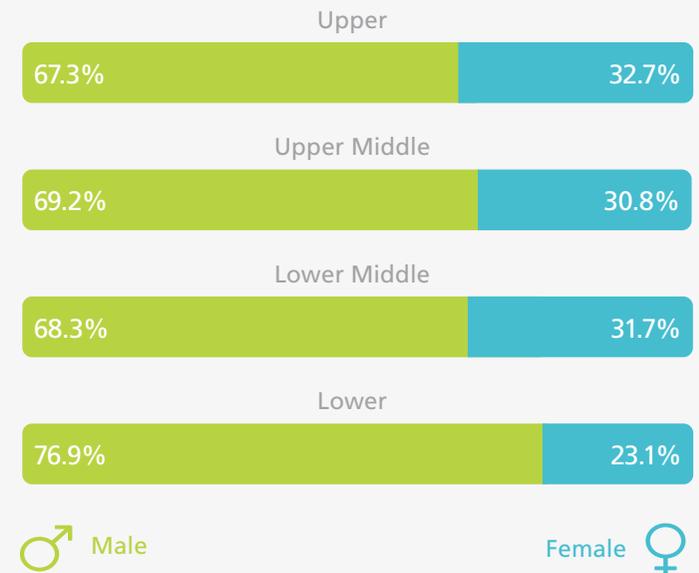
This is the percentage difference in bonus pay for men and women in Ricoh Europe PLC.

Our results show that our mean bonus pay gap has increased on last year but remains 2% lower than 2018. Our median bonus pay gap has increased. This is due to the number of females in the organisation, the differing bonus schemes we have in place and the differing results of these schemes.



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, upper middle and lower middle quartiles since our 2019 report.

The quartiles show that more than half of our female population are now in higher paying roles, this continued progression of women has positively impacted our gender pay gap.

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 and 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).
- Mission Include – expansion of the 30% club focus, providing a cross-company, cross-sector mentoring programme to bring greater ethnic diversity to management and leadership positions.
- EMEA Women's Networking Forum – a network of senior females who connect and engage to increase their exposure to the business, and 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 personal and professional 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 UN's Sustainable Development Goals.
- Actively promote Ricoh's global values and commitment to diversity and gender equality through our new global diversity policy and our Global Employee Survey engagement programme.
- Recognising individual and team contribution to living the Ricoh Way values through our annual Ricoh Way Award and our Imagine.Change.Awards thank you platform.
- Recognising women's achievements and raising awareness about women's equality through the annual celebration of International Women's Day.

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