



2017 Gender Pay Gap Report Ricoh Europe PLC

This report details our gender pay gap results from the period 6th April 2016 to 5th April 2017 and our focus areas for the future.



Ricoh is full of many talented people doing great things for our customers. By having a more diverse workforce, made up of different talents and views, we can continue to innovate and empower digital workplaces today and long into the future.

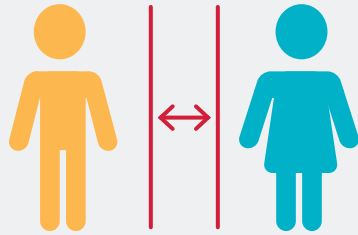
This is why we welcome the introduction of the new UK disclosure requirements on the gender pay gap. These requirements have come at a good time for us as we think long and hard about how we can continue to improve our business performance.

We have already reviewed our pay programmes to ensure that we are paying people fairly in relation to the job they perform, and we are satisfied that we are delivering equal pay. However, diversity of our workforce is an area that we have not placed enough emphasis on in the past and I am pleased to endorse the commitments in this report to change that.

We know this change will take time, but I am fully committed to making sure we build strong foundations for sustained inclusion in our business.



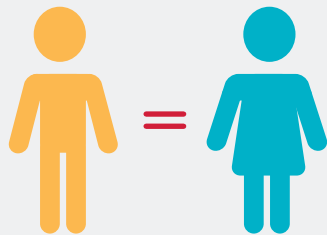
David Mills
Chief Executive Officer, Ricoh Europe



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.

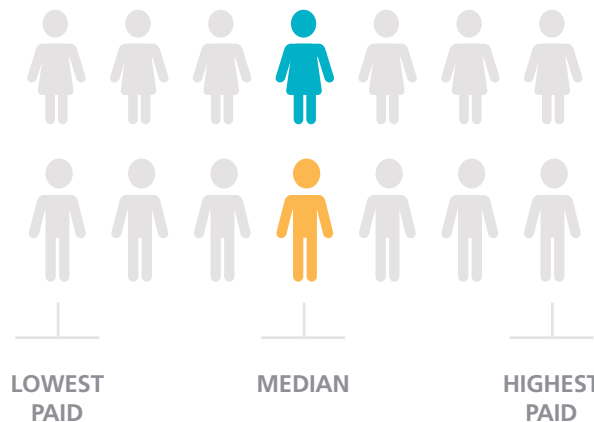
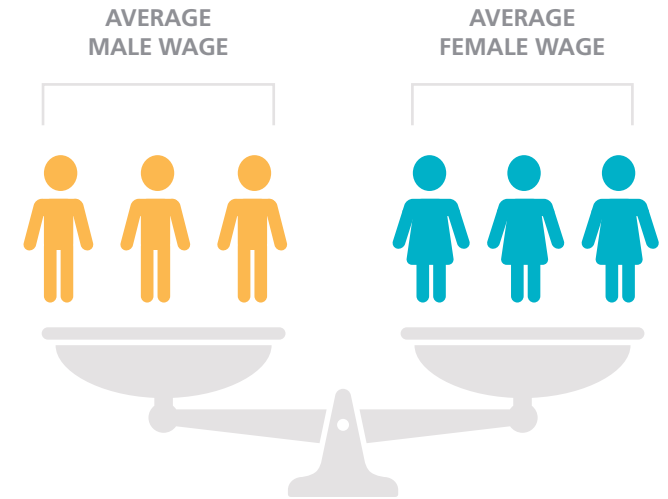


The Difference Between Gender Pay and Equal Pay

"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 that men on average earn more than women at Ricoh Europe PLC.

MEAN PAY
24.4%

MEDIAN PAY
32.7%

Proportion of men and women paid a bonus:

MALE
80.2%

FEMALE
78.8%

Gender Bonus Pay Gap

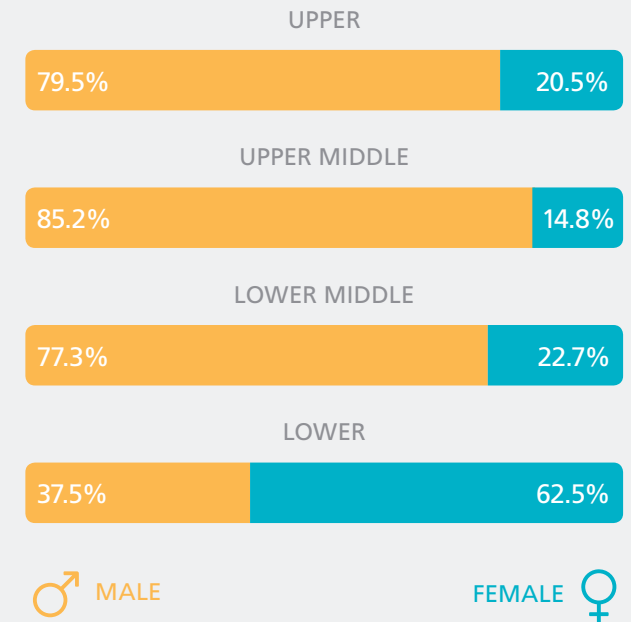
This is the percentage difference that men on average earn more than women at Ricoh Europe PLC.

MEAN BONUS
38.0%

MEDIAN BONUS
23.0%

Population by Pay Quartiles

Ricoh Europe PLC Quartiles



Quartiles Explained

The quartiles analysis ranks men and women from the lowest to highest earners. This is then divided into four even groups to show the proportions of men and women in each of these four earnings groups.

Understanding Our Results

We are committed to improving our gender pay gap figures year on year.

The quartiles analysis helps to explain our gap as our distribution of men and women in the organisation is not even. The majority of lower earning support roles are occupied by females whereas the majority of higher paying roles across Ricoh Europe PLC are occupied by males.

Although men and women are equally likely to receive a bonus, the proportion of men in higher paid jobs (which typically have higher bonus potential) means that our bonus gap is greater.

Our Plans

We recognise we need to place more emphasis on improving the diversity of our workforce.

To achieve this we have organised our initiatives into three main strands.





Talented People

Attracting and recruiting the best people

We are working with our recruitment partners and our managers to improve diversity across the business at all levels. This includes:

- Setting minimum standards for diversity in the candidate pools from which we will select our talent.
- Reviewing our assessment process to ensure that it is free from bias. This includes training for managers on the impacts of unconscious bias during selection and decision making.
- Investment in our technology to provide robust reporting on the progress of our diversity and inclusion efforts.
- A commitment to promoting internal talent and closing any capability gaps with targeted personal development plans.



Performing People

Developing and rewarding people to be the best they can be

We are supporting programmes that build future diverse leadership talent. This includes:

- Continued commitment to Women Ahead; a cross-organisational mentoring scheme aimed at increasing the number of females in senior roles.
- Expanding and improving our talent pipeline and developing their leadership skills to facilitate progression in Ricoh.
- Continued review of our pay programmes to identify new opportunities that enable us to reward the best performance and potential.



Empowered People

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

We are improving our policies to create a more agile working environment. We want to build an inclusive culture so that our people can thrive professionally and personally.

- We have already made changes to our policies to help our people manage the challenges of parenthood and family responsibilities. This includes significant changes to our parental benefits.
- We are investing in learning and development tools so that our employees can learn new skills and build their capabilities.
- We have partnered with Alzheimer's Research to raise vital awareness and funding for dementia. We also participate in a range of social programmes and outreach activities to support our local communities and the environment.

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imagine. change.