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# 2021 Gender Pay Gap Report Ricoh Europe PLC

This report details our gender pay gap results for the period 6th April 2020 to 5th April 2021 and our focus areas for the future.



## From the CEO

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I am pleased to share our annual Gender Pay Gap report with you.

**This year, I've been reflecting on the progress we've made since Gender Pay Gap reporting was introduced in 2017. I'm delighted to see that in that time, we've seen a strong reduction in our base pay gap which is now 16% lower than it was 5 years ago.**

This progress is the result of the significant, sustained effort we've put into this agenda over recent years. The impact of numerous initiatives including networking opportunities and personal development support, alongside the introduction of our Europe-wide Women's Leadership Forum is supporting a shift in our numbers.

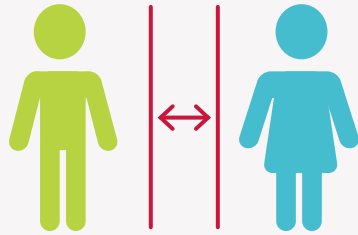
Perhaps the highlight of the last year was the acknowledgment of our talented female employees in our sales teams seen through The Women in Sales Awards 2021. The awards celebrated around 160 finalists of which 20 came from Ricoh – truly great recognition for the exceptional work done by female colleagues across Europe.

While there's much to celebrate, as ever, we recognise that there is still plenty of work to be done. We remain unwaveringly committed to improving the ratio of females to males across Ricoh and we remain focussed on ensuring Ricoh is an attractive employer to women, continuing to support and enable women to progress at Ricoh by providing exceptional learning and development opportunities throughout our employees' careers.

Thank you for taking the time to read our report.



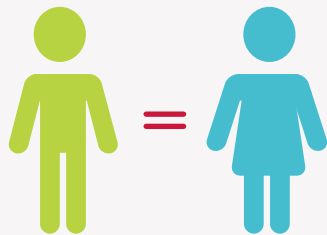
**David Mills**  
CEO, Ricoh Europe



## 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.

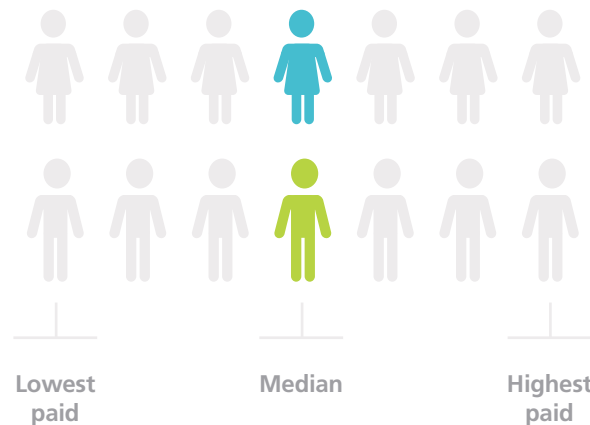
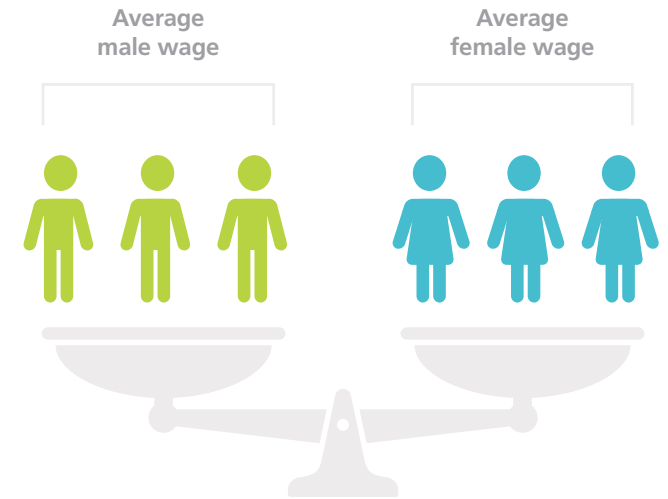


## The difference between gender pay and equal pay

"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.



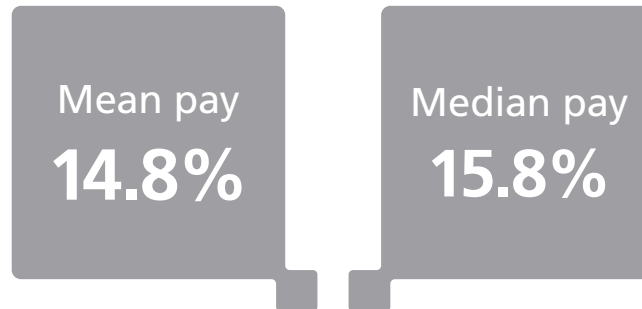
## The median gender pay gap

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

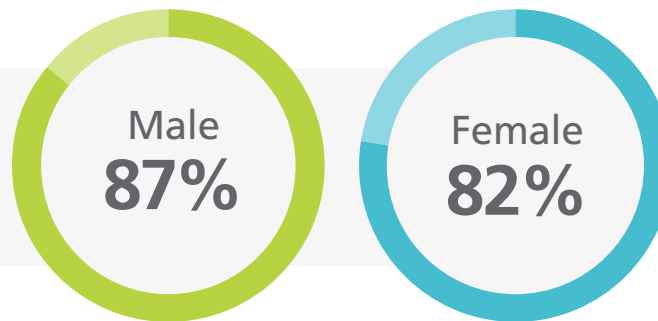
## Gender pay gap

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

Our results show that both our mean and median gender pay gap have slightly increased since 2020. Overall, the mean remains 9% lower and the median remains 16% lower since we first reported in 2017.



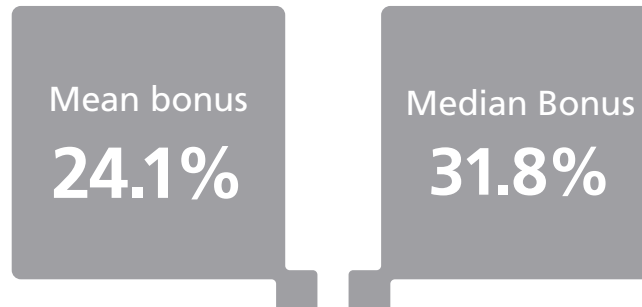
Proportion of men and women paid a bonus:



## Gender bonus pay gap

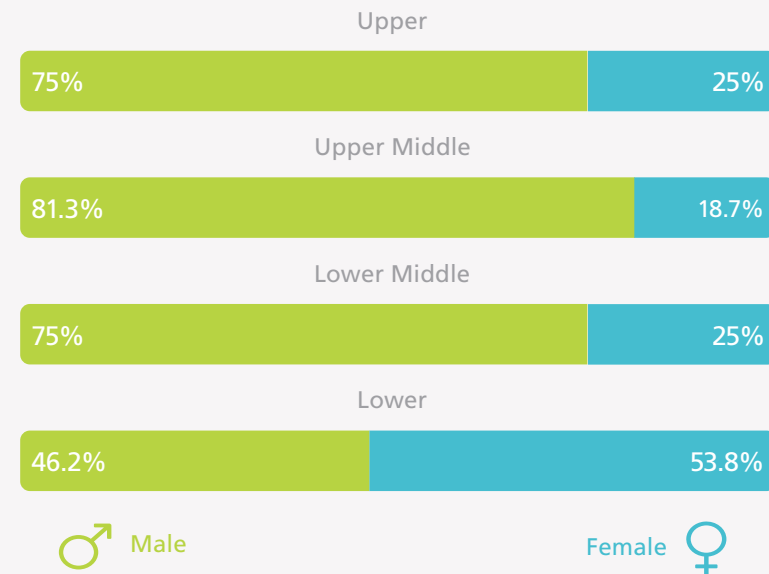
This is the percentage difference in bonus pay for men and women in Ricoh Europe PLC.

The results show that the mean bonus pay gap slightly increased by 0.8% and the median bonus pay gap reduced by 3.6% since 2020.



## Population by pay quartiles

Ricoh Europe PLC Quartiles



## Quartiles explained

The chart above illustrates the gender distribution across Ricoh Europe Plc in four equal size quartiles.

Our quartiles analysis shows an improvement in the distribution of men and women in the lower quartile, whereas all other quartiles have not improved since the 2020 report. The quartiles also help to explain the gap as the distribution of men and women throughout Ricoh Europe Plc 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

Supporting Ricoh's vision 'To be the most trusted global company', we continue to implement actions to address the gender pay gap. This includes both fair and equitable pay policies and practices during recruitment, development and ongoing employee relations. One of our key company indicators, employee engagement, demonstrates that female participation in our Global Engagement Survey increased by 23% in the last year. Female engagement also improved and is now in the 25th to 49th percentile (Gallup).

We have made significant progress since 2017, and we continue to focus on actions that enable a strong and vibrant culture throughout our organisation, and proactively identify initiatives to improve gender balance and empowerment.



**TALENTED  
PEOPLE**



**PERFORMING  
PEOPLE**



**EMPOWERED  
PEOPLE**



## Talented People

Attracting and recruiting the best people

Actively promoting Ricoh's global values and commitment to diversity and gender equality in all recruitment adverts to secure the best talent.

Regularly tracking and analysing recruitment statistics to identify opportunities, gaps and mitigation related to improving representation and opportunities for advancement.

Maintaining regular and ongoing training, coaching and support for hiring managers, with enhanced interview skills and unconscious bias training.

Continuing to promote internal and external recruitment strategies and accountability for gender equality and diversity standards when shortlisting candidates, these include:

- Using gender-neutral language in recruitment adverts.
- Increasing our use of testing to reduce assessment bias.

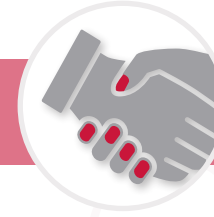


## Performing People

Developing and rewarding people to be the best they can be

Investment and sponsorship of female leadership and mentoring programmes, external outreach and awards programmes to help women reach their full potential, these include:

- Developing the next iteration of the Aurora programme - building confident, effective and self-aware senior female leaders.
- Increasing participation rates of senior female leaders in our Horizon executive development programme.
- Introduction of Mission Include, providing a cross-company, cross-sector mentoring programme to bring greater ethnic diversity to management and leadership positions.
- Expansion of the EMEA Women's Networking Forum - providing an internal network of executive female leaders and future emerging female leaders who connect and engage to share their experience and knowledge, and gain opportunities to build networks both internally and through external speakers.



## Empowered People

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

Analysing our Global Employee Survey engagement scores to understand trends by gender, identify areas and action plans for improvement, and promote opportunities for improved communications across all levels of the organisation.

Recognising women's achievements and raising awareness about women's equality through the annual celebration of International Women's Day, and participation in external recognition programmes such as the internationally recognised Women in Sales award.

Creating a more agile and flexible environment supported by policies such as the introduction of a formal hybrid working policy that enables our people to balance work with career development and family commitments.

Introduction of tools and processes to support performance, development and engagement activities, including a new manager training curriculum to raise awareness of cultural and gender differences.

Actively promoting Ricoh's global values and commitment to diversity and gender equality through our new global diversity policy, implementation of a Diversity and Inclusion Advisory Council, and policies and practices that promote an inclusive work environment.

Recognising individual and team contributions to living the Ricoh Way values through our annual Ricoh Way Award and our Imagine. Change. Awards thank you platform.

Continued investment in 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.

**RICOH**  
imagine. change.