



2018 Gender Pay Gap Report Ricoh UK Ltd

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 UK, we welcome the opportunity to report on our progress in closing the pay gap. As a people-led business we understand that gender balance is crucial to ensuring our workforce is both diverse and inclusive. More than ever this year, it is clear that achieving gender balance is the only way to unlock the potential productivity within our organisation, bringing fresh perspectives, experience and attitudes to help shape the way we build and conduct our business.

To illustrate our commitment we are continuing to invest in long-term strategies that increase our pace of change. The challenge remains substantial, not just for us but for business across the country. In the short-term there will always be fluctuations such as the pay gap increase we have seen in our recent data but we're proud to be implementing clear measures and are excited to see the results. We're conscious of the national average and are determined to align with and ultimately to succeed this.

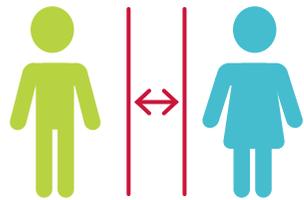
The gender pay gap report is important to everyone at Ricoh UK. Over the past year, we have expanded our initiatives, which will be detailed in this report, as well as continuing to grow our workforce through our Diversity and Inclusion Strategy. Building a culture of openness is a team effort, and we strive to ensure that all of our employees are involved in this journey.



Phil Keoghan
CEO, Ricoh UK

What causes it? The causes are complex and they crossover. In summary:

- Women who have a work hiatus. For example, for maternity, taking a break means salaries are not always accelerated at the same level.
- There is a majority proportion of women in jobs that offer less financial rewards, such as those in administration.
- There is a higher proportion of women in part-time work. Typically, those in part-time roles have been in roles such as administration that offer lower financial rewards.



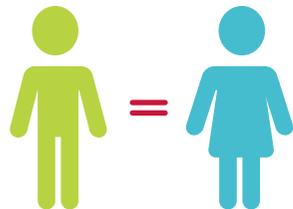
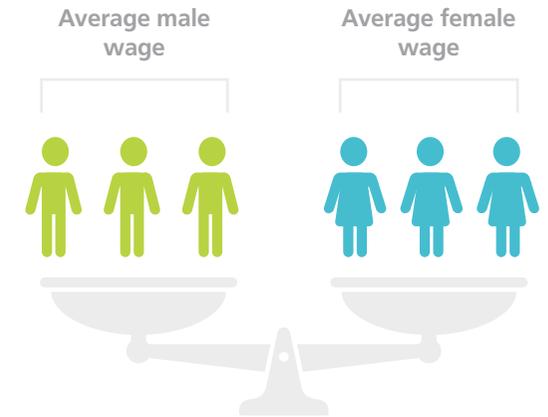
What is the gender pay gap?

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 mean gender pay gap

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

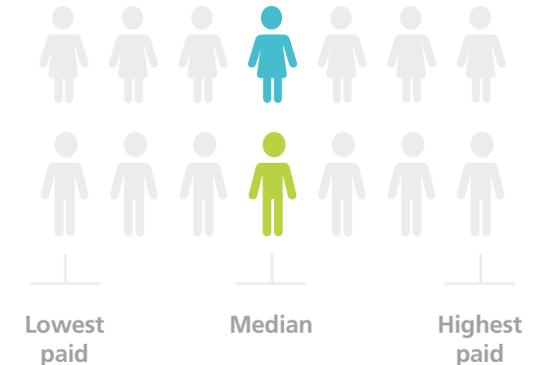


The difference between gender pay and equal pay

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

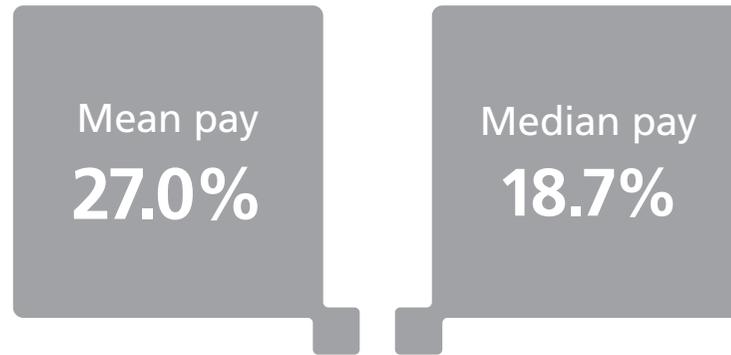
The median gender pay gap

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

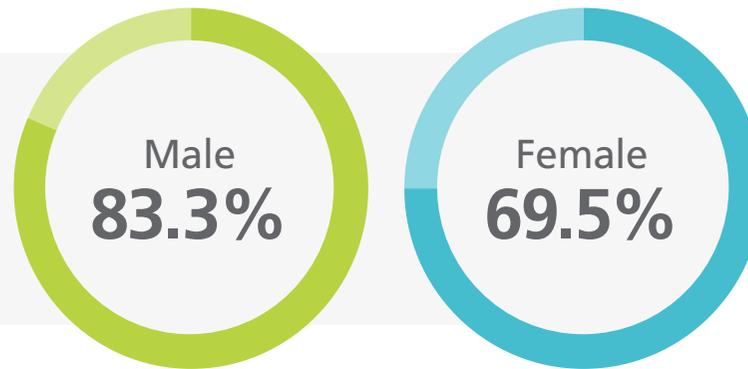


Gender pay gap

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

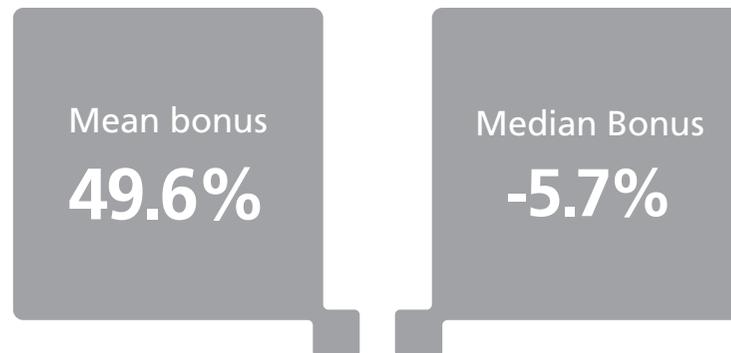


Proportion of men and women paid a bonus:



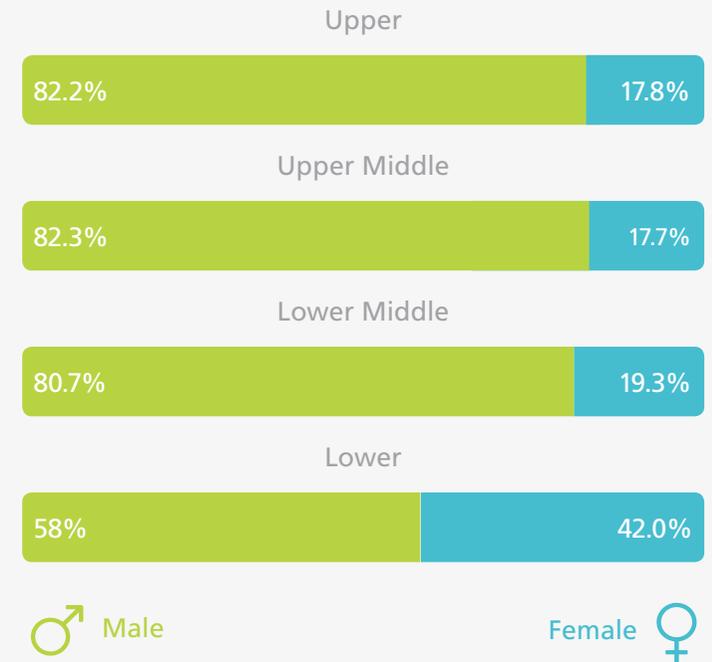
Gender bonus pay gap

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



Population by pay quartiles

Ricoh UK Ltd Quartiles



Quartiles explained

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

Understanding Our Results

Ricoh UK has a long-term approach to addressing the gender pay gap. Our end goal is to achieve greater parity at senior level, and we're doing this by increasing our female talent pipeline at entry level roles, then accelerating them to more senior positions. Our quartile analysis reflects this, with the majority of our women currently positioned in lower-earning support roles. While our highest paid jobs are more likely to be filled by men at present, we hope to see an increase in the number of senior female leaders over the next few years as we support them to progress across the quartiles.

Our results show that we've still got a long way to go and closing the gap will take some time. Our industry has typically attracted men in the past, and we're committed to changing the landscape and the way we view the contribution of women in the sector. The future prosperity of the sector depends on the success of this commitment.



Our Initiatives

To fulfil our commitment to sustained change, we recognise we need to progress in a number of different areas to ensure we recruit, promote and develop the best people regardless of who they are.

At the same time we must consciously seek to reduce any barriers that may exist to our people bringing their whole selves to work.

Our Diversity and Inclusion Strategy has five key focus areas:



RECRUITING AND ENABLING TALENT



WORKING IN PARTNERSHIP



WAYS OF WORKING AND POLICIES



PROVIDING TOOLS AND SUPPORT



DATA AND ANALYSIS



Recruiting and enabling talent

To attract the best people, we need to ensure that we're casting the net far and wide when it comes to recruitment initiatives, ensuring our workforce is reflective of different communities with different attitudes and perspectives.

Example initiatives:

- We are ensuring that advertising for our job roles is gender neutral, and that all of our leadership teams undergo unconscious bias training.
- We are designing flexibility into key strategic positions to enable females to progress.
- We have a clear STEM strategy to provide avenues for new female talent as well being a Tech Alliance member.
- We are expanding opportunities for existing female employees to speak at events and panels.
- We are participating in the 30% Club mentoring programme, which supports and develops the pipeline and parity of women at all levels of the career pyramid. Our employees make up both mentors and mentees in the scheme.



Working in partnership

At Ricoh, diversity and inclusion is part of everything we do, and this extends to who we choose to partner with. By doing so, we can ensure positive change for all of our employees, other organisations and wider society.

Example initiatives:

- We are a founding partner of Women Ahead, a social enterprise dedicated to the progression of women in business and sport, which designs and delivers the 30% Club cross-company mentoring scheme - the largest in the UK.
- Our Supplier Engagement Committee provides a platform to achieve a diverse and sustainable supply chain.
- We are working with our customers in strategic partnerships to drive the diversity and inclusion agenda.



Ways of working and policies

Adopting policies that support the needs of a diverse and inclusive workforce, building agility and flexibility to suit the needs of the individuals and the business.

Example initiatives:

- We have enhanced our maternity policy to encourage and support women returning to work. This includes an enhanced benefits package with a return to work bonus for qualifying employees, as well as a returners programme to ensure a comfortable reintegration back into working life.
- We are looking to improve flexible working practices at all levels of the organisation through a business-led project to enhance existing practices.



Providing tools and support

Every employee needs to be involved on the journey to achieving greater diversity and inclusivity within the workplace. We're providing employees with support networks, tools and development programmes to promote fairness and collaboration, and to build a culture of openness.

Example initiatives:

- We are ensuring that our leadership teams undergo inclusive leadership training, as well as rolling out mentoring circles so we can build on developing our culture.
- We have a female leadership development programme in place called Ricoh PROGRESS. This provides support for women to develop key competencies to enable them to apply for future leadership positions.
- We have introduced an Inclusion and Wellbeing Manager role to support efforts to attract and develop a diverse workforce.



Data and analysis

Our data is fundamental to understanding what the existing barriers are within the organisation and will also enable us to measure our progress over the coming years.

Example initiatives:

- We set five year targets from April 2018 to increase our gender representation across the business and have seen a 2% increase in the overall representation of females.
- We will measure the gender mix throughout the recruitment process to identify any barriers and then put relevant actions in place to address these.
- We have undertaken detailed analysis as part of our pay review to address any pay disparities.

Closing Statement from Rebekah

At Ricoh, we're committed to fostering a diverse workforce which is reflective of society at large. The latest statistics from the UK government indicate that 51% of the total population of the country are women and girls. Our people sit at the heart of everything we do, and we know that taking on-board different perspectives, attitudes and experiences can result in fresh approaches, innovation and collaboration. In turn, this is driving a culture of openness and an overall positive impact on business performance.

In order to maintain this momentum, it's crucial that we continue to support and nurture our employees and understand their needs and preferences. Expanding our diversity and inclusion initiatives over the past year has ensured that we continue to provide an environment that allows our employees to bring their whole selves to work. Not only are we evolving our approach to recruitment strategies by advertising gender-neutral job roles, understanding barriers through our data and working with female STEM groups, but we're also trying to change the image of the tech sector. We're increasing the number of opportunities for female employees to speak at events and continually working to encourage more women to return to work after maternity leave.

2018 has been a great year for female leaders around the globe. From the New York Stock Exchange appointing its first female leader to the Church of England naming its first female bishop, we are seeing businesses and organisations rise to the occasion of gender equality.

We are extremely committed to addressing the gender balance at Ricoh UK, and the pay gap is an important measure for how we continue to support the professional growth of our female employees. There is a lot of work which still needs to be done to ensure we're aligned and succeed the national pay gap average, but we're confident that our long-term strategy will create an environment enabling females to flourish within our organisation.



Rebekah Wallis
Director - People & Corporate
Responsibility, Ricoh UK & Ireland

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imagine. change.