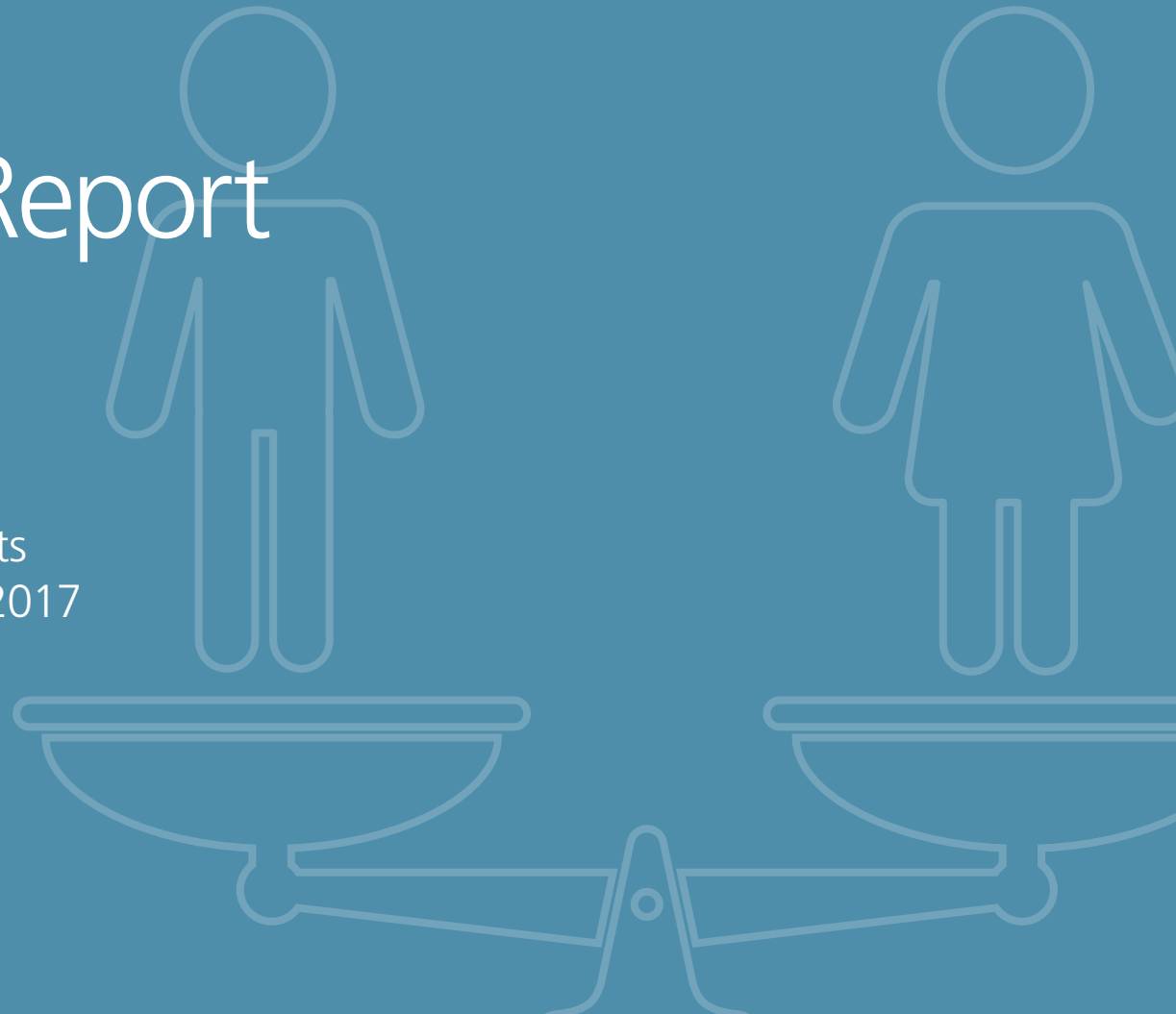




2017 Gender Pay Gap Report Ricoh UK Ltd

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.



At Ricoh UK, promoting diversity within our workforce is a crucial component of our business strategy. We recognise the huge benefits – for employees, customers, partners and other stakeholders – of building our business around a range of perspectives, experiences and attitudes. It's therefore important that we reflect carefully on the challenges and opportunities currently faced by women in our business, and how we can better support them.

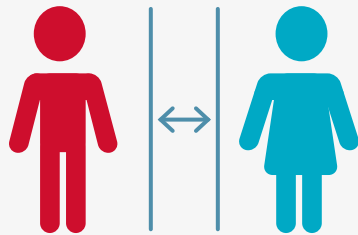
That's why I welcome the opportunity to share Ricoh UK's gender pay gap data for 2017, and discuss how we're tackling the issues faced by the technology industry as a whole when it comes to female progression and inclusion. While our data closely aligns with current UK industry averages, we agree that those averages simply aren't good enough.

Ricoh UK is actively pursuing a firm commitment to build a culture of openness, and to grow our diverse workforce by 2020 through our Diversity and Inclusion Strategy. Some of the initiatives specifically aimed at closing the gender pay gap are detailed in this report. While many are focused on providing support for women directly, cultural change requires absolutely everyone's input, and we're working to ensure the men in our workforce are involved and supporting the journey every step of the way.



Phil Keoghan

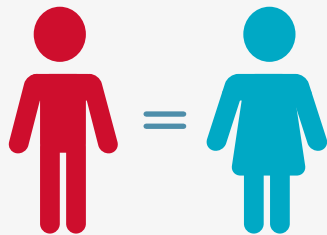
CEO and Diversity Champion, Ricoh UK & Ireland



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.

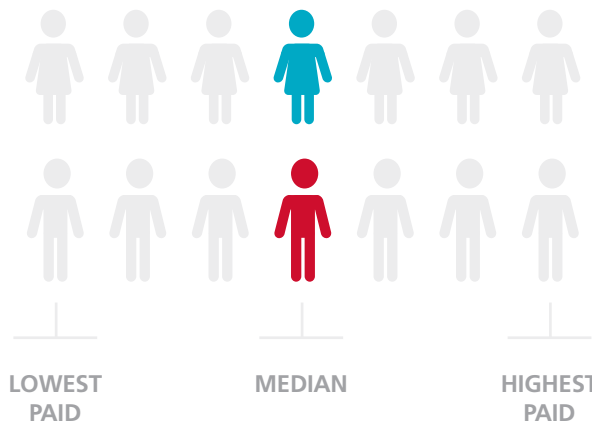
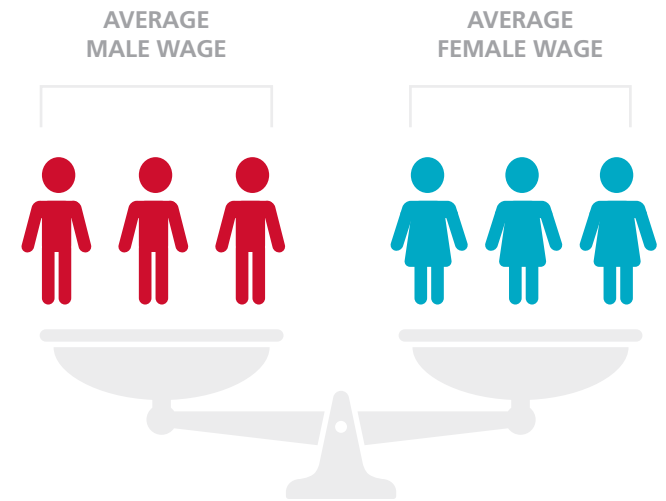


The Difference Between Gender Pay and Equal Pay

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

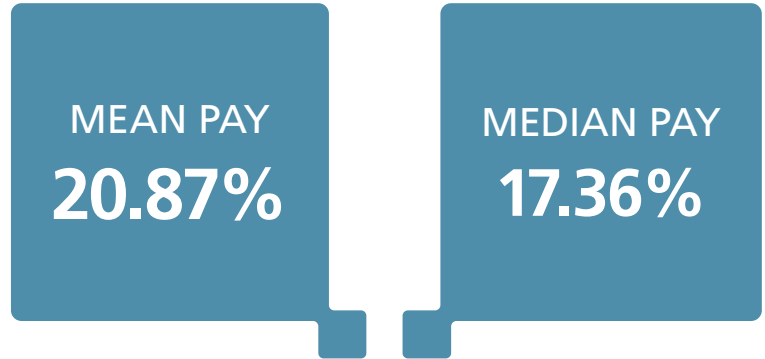


The Median Gender Pay Gap

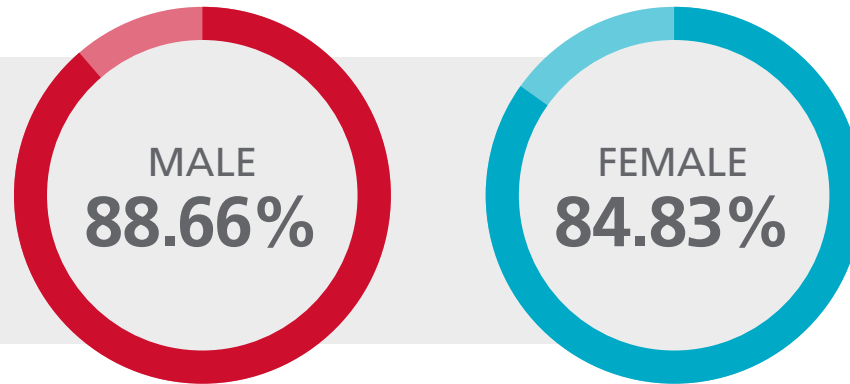
The median gender pay gap is the difference between the middle earning female and the middle earning male.

Gender Pay Gap

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

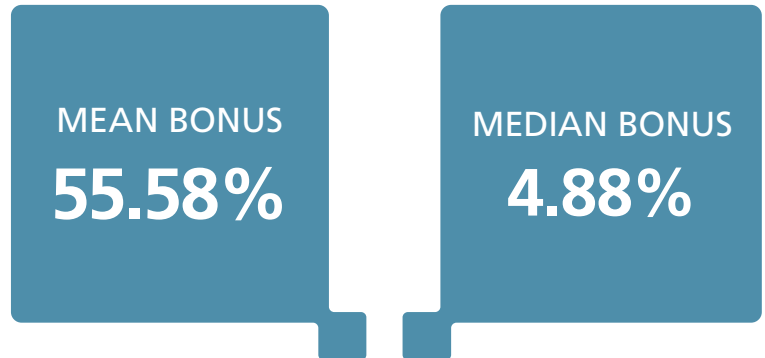


Proportion of men and women paid a bonus:



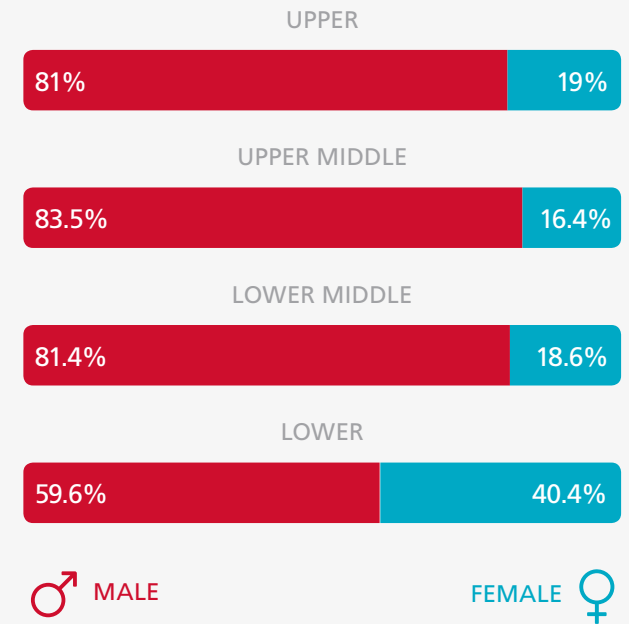
Gender Bonus Pay Gap

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



Population by Pay Quartiles

Ricoh UK 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

While Ricoh UK's gender pay gap is lower than the technology industry average*, we still have work to do.

Although men and women are equally likely to receive a bonus, men typically earn more than women in pay and bonus. The quartiles analysis helps to explain this as our distribution of men and women in the organisation is not even. We have a majority of women in lower earning support roles and beyond this female representation falls below a quarter. Our largest and highest paid jobs with responsibility across Ricoh UK are more likely to be filled by men than women.

Compared to many other companies in the High Tech industry, a 20% representation of women among our highest earners is average, but it's not good enough.

* Source: Mercer, "Gender Pay in the UK High-Tech Industry", 2016

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 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 four key focus areas:



RECRUITING
AND ENABLING
TALENT



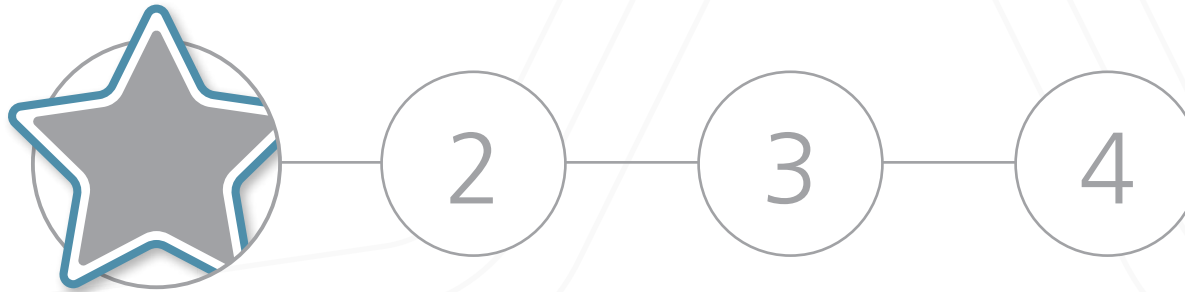
WORKING IN
PARTNERSHIP



WAYS OF
WORKING AND
POLICIES



PROVIDING
TOOLS AND
SUPPORT

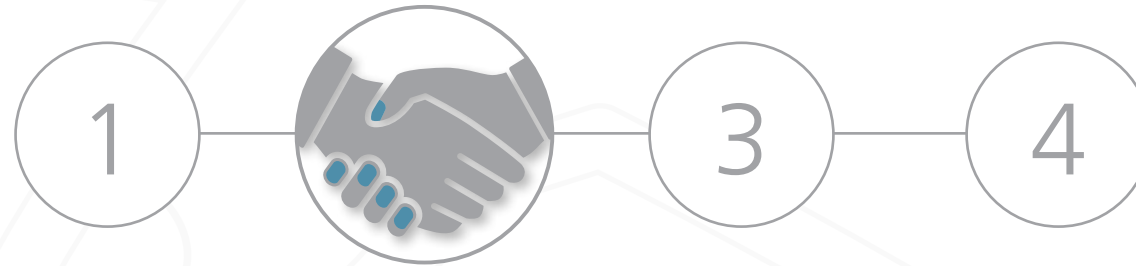


Recruiting and enabling talent

Ensuring we are attracting a diverse talent pool that is reflective of the communities we operate within and all employees, current and future, have the opportunity to reach their full potential.

Example initiatives:

- We are proactively creating formal career paths to find and recruit the right people in the right jobs, highlighting opportunities for progression regardless of background or gender.
- We are developing a programme to support girls to take up careers in STEM, working with schools in order to encourage girls to consider careers they may not have otherwise done.
- We are participating in the 30% Club mentoring scheme that supports women at every layer of the career pyramid. We have both mentors and mentees participating in the scheme.



Working in partnership

Leveraging partnerships to bring about positive change through diversity and inclusion, creating benefits for Ricoh, individuals, other organisations and society.

Example initiatives:

- We are a founding partner to Women Ahead, a social enterprise dedicated to the advancement of women in business and sport.
- Through our Supplier Engagement Committee, we are working with our strategic suppliers around a number of responsible business topics, including Diversity & Inclusion. Our goal is to work with our suppliers to bring about a diverse and sustainable supply chain.

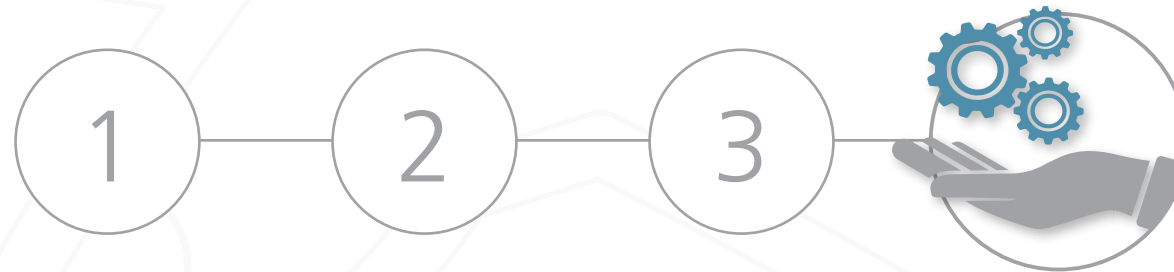


Ways of working and policies

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:

- In 2016, we enhanced our maternity policy to encourage and support women returning from maternity leave. This includes an enhanced benefits package with a return to work bonus for qualifying employees.
- We support working families by promoting flexibility for both men and women in order for them to achieve a better work-life balance.



Providing tools and support

Supporting employees with the tools, development and programmes to promote fairness, inclusion and collaboration - including unconscious bias training for all staff in management roles.

Example initiatives:

- Our female leadership development programme, Ricoh PROGRESS, focuses on developing the key competencies required for women to effectively develop themselves in order to apply for leadership positions that become available.
- We have introduced Inclusive Leadership to our senior management and will be rolling this out throughout the organisation.

At Ricoh UK we know that our strength is in our people. Fostering a truly diverse working culture that is inclusive of people from all backgrounds, geographies and genders, is proven to have an innately positive impact on business results. Diverse teams drive increased collaboration, innovation, creativity and ultimately customer satisfaction – but they have to be nurtured and supported.

We already offer a range of learning opportunities for employees to develop and grow, including online learning programmes, professional development and first class academies within leadership, sales and technical disciplines. But we know we can do better, especially for women within the business, and that's what we plan to do in 2018 and beyond.

This gender pay gap report forms an important component of our ongoing efforts to address the need to support the professional growth of female employees at Ricoh UK. Importantly, it's not just about supporting womens' ongoing professional development; it's also about creating an environment that will enable them to flourish. Our Diversity and Inclusion Strategy, which evaluates our progress against the BITC Diversity benchmarking index, takes positive action to reduce gender bias across all levels of the business.

We're already making strides forward, and I look forward to seeing what we can accomplish together in the coming year.



Rebekah Wallis

Director, People & Corporate Responsibility,
Ricoh UK & Ireland

RICOH
imagine. change.