

## Creating a vibrant workplace

Based on the “Spirit of Three Loves” (Love your neighbor, Love your country and Love your work), the Ricoh Group strives for a caring, people-centered approach to management which respects individuality. In other words, we strive to help employees have a sense of purpose, think and act proactively, and find fulfillment in work by contributing to society and customers, thus enriching their own lives while helping the company grow. In the three-year mid-term plan starting in 2008, our main goal was global expansion. The key to that global expansion is to create new value that enables a diverse group of employees to work enthusiastically.

### Fiscal 2008 Activities Review

#### <Ricoh Group (Japan)>

##### ● Helping women develop their careers

With the goal of helping female employees develop their careers, we began a “career support program” targeting mid-career female employees in fiscal 2008. This program aims to boost employees’ skills and mindsets to aim for a higher goal. In addition, we began a forum together with Group companies as part of the awareness-raising activities we were promoting prior to the program. We organized a kick-off event in November during which we shared visions and conducted debates on the issues faced by each company.

##### ● Supporting the development of the next generation

In fiscal 2008, we extended the scope of the reduced working hour system to include care for children (up to the end of third grade of elementary school). We also conducted a needs assessment survey of how employees were balancing their work and family life, and identified issues regarding systems and policies in addition to the employees’ recognition of and satisfaction level with those policies. The results will be reflected in future measures.

##### ● Balancing work and personal life

To enable employees to better balance work and personal life, we are promoting projects aimed at reducing working hours by improving and reforming work procedures. We are also establishing a system to track detailed working hours as part of the infrastructure for promoting efficient operations.

### Plan for Fiscal 2009

#### <Ricoh Group (Japan)>

##### ● Helping women develop their careers

In the context of honing female employees’ skills and developing their careers, we plan to further expand support measures for female managers. Specifically, we plan to develop a mentoring system as well as a network both within and outside our company. In addition, we plan to organize a career forum for young female workers.

##### ● Supporting the development of the next generation

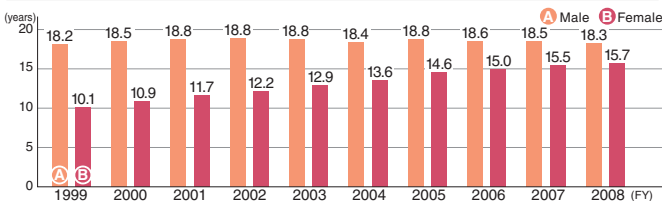
Based on the results of the employee needs assessment, we will introduce a re-employment system targeting employees who are leaving their jobs due to family needs or their spouses’ relocation. This is to enable more flexible work styles. And in order to raise awareness of existing systems, we plan to improve our information distribution system by introducing a portal site to create an environment where these systems can be put into effective use.

##### ● Balancing work and personal life

We plan to continue the program to reduce working hours and boost the efficiency of day-to-day tasks. At the same time, we will raise employee awareness on reducing working hours and a better balance between personal and professional lives. Specifically, we will organize seminars on administrative efficiency, time management and other topics to raise awareness and deepen understanding.

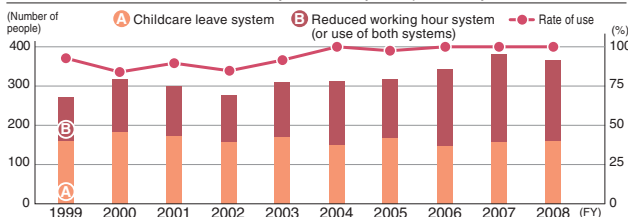
### ● Shift in Activity Results (Ricoh)

#### ■ Average Length of Service by Gender

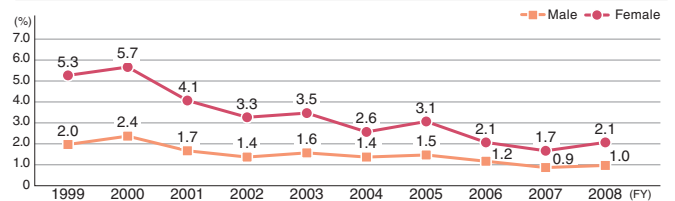


#### ■ Number and Rate of Employees Who Used Childcare Support System

\* Total number of those who actually used the system per fiscal year



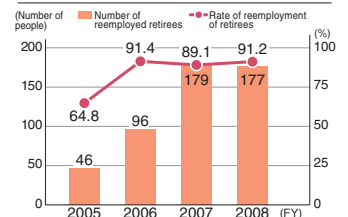
#### ■ Turnover Rate by Gender



#### ■ Rate of Employees with Disabilities



#### ■ Reemployment Rate of Retirees



## Ricoh (Japan) helps female employees achieve their goals and develop their careers.

### Career Support Program

We introduced a career support program to help mid-career female employees become more ambitious in their careers and gain the necessary skills to achieve their goals.

#### <Program overview>

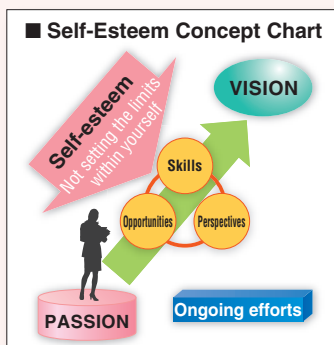
#### ● Encouraging female employees' career ambitions:

This program aims to nurture self-esteem amongst female employees and motivate them to go beyond their current work responsibilities and develop their careers by taking on managerial roles that make use of their leadership skills or taking on more challenges that create higher added value.

#### ● Helping female employees hone their skills:

The program is structured so that female employees can hone their conceptual skills (problem-finding, problem-solving, decision-making, strategy-devising and conceptualizing skills)

and human skills (skills in influencing people, coordinating and negotiating) necessary for middle management.



### Diversity Forum

As part of our efforts to embrace diversity, we established a new space where female employees can share information amongst Group companies and learn from each other.

#### <Hosting the first forum>

We hosted the First Diversity Promotion Forum in November 2008 on the topic of "Promoting the Active Involvement of Women." Group employees in the Tokyo region in charge of promoting diversity were invited, and 113 employees from 10 companies participated.

At the forum, we introduced actual cases in a panel discussion, held group discussions regarding the cases and shared information on each company's situation and agenda. Some 96% of participants said they were satisfied with the forum, or that the forum helped. Taking these results into consideration, we plan to regularly hold meetings between

Group companies for information sharing and awareness raising.



## IKON Office Solutions, Inc. named among top 25 for diversity in the U.S.A.

### <IKON Office Solutions, Inc. (U.S.A.)>

IKON, a Ricoh company, established their own Corporate Diversity Council in 1999. The Diversity Council's mission is to promote diversity within the company and ensure IKON reflects the communities in which it does business.

The Diversity Council consists of employees across IKON. Some of the key diversity initiatives that the Council focuses on include recruiting, training, mentoring, supplier diversity and affirmative action. In addition, IKON has created local diversity councils that foster diversity through building relationships with customers and creating key partnerships with community-

based organizations through job fairs, mentoring programs and career events.

In March 2009, IKON's efforts were recognized by the Association of Diversity Councils with the presentation of its Diversity Council Honors Award, which honors the significant contributions and achievements made by the top 25 U.S. diversity councils and recognizes the positive diversity results in their workforce, workplace and the marketplaces they serve. Diversity council groups are evaluated in terms of measurement and accountability, management commitment,

demonstrated council results, and communication and education.



Michael A. Jones, Vice President, Human Resources Field Operations and Member, IKON Diversity Council (Left)