

Foster a vital culture

Ricoh is proceeding with reform of its human resources management system to achieve effective functioning of the motivation cycle, and to become a vital culture where each Ricoh employee can take on higher goals, in line with “respecting employees’ richly individual characteristics and encouraging their autonomy and creativity,” as provided for in the Ricoh Group CSR Charter. Ricoh will continue creating a human resources development program for seven categories of human resources, to achieve Ricoh Group’s growth strategy, which includes increasing profits in our major businesses and venturing into new fields.

■ Motivation Cycle



Fiscal 2008 Activities Review

<Ricoh (Japan)>

● Human resources development

- 1) Following efforts from the previous fiscal year, Ricoh continued developing four manager education courses including training to enhance management capacity, training to nurture subordinates, Quality Management (QM) training and training on human affairs and labor issues for managing subordinates. This fiscal year, we trained mainly newly appointed managers, but also offered division chiefs training to enhance their management capacity and training to nurture subordinates.
- 2) We conducted two types of professional training for division chiefs and section chiefs.

● Mechanism to accelerate career development

- 1) We started career design training programs for different age groups, called “Career Design 30,” “Career Design 40,” and “Career Design 50,” aimed at boosting voluntary career development by employees and motivating them for personal growth. These three programs were attended by 411 employees, 418 employees, and 201 employees, respectively.
- 2) Combined with the above training programs, we introduced trial counseling sessions for employees’ career development.

Plan for Fiscal 2009

<Ricoh (Japan)>

● Human resources development

- 1) We will continue to expand the content of manager education and offer education to junior managers as well.
- 2) In order to further expand and strengthen project manager education, we will review the structure of the current project management education.
- 3) We will compile activities aimed at passing on skills to future generations within the Group and develop ideal cases horizontally.

● Mechanism to accelerate career development

Now that career design training has taken root, we are expanding the training interview system to encourage each employee to aim for higher goals by providing appropriate direction and integrating the individual’s ideals with the organizational goals.

● Developing global personnel

The need for globally responsive personnel has increased due to the rapid globalization of business. Therefore, we are expanding education aimed at training employees who can work on a global level.

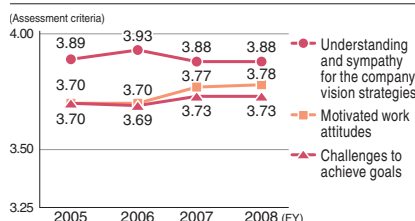
Employee satisfaction survey

<Ricoh (Japan)>

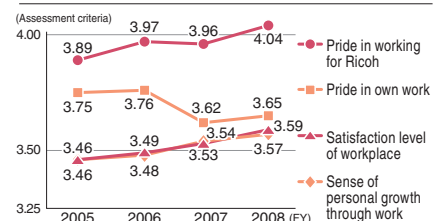
Ricoh conducted the first employee awareness survey in 1999 to assess employees satisfaction levels. Since 2001, Ricoh has conducted the survey annually to determine whether Ricoh can

be considered a “vital company” (as in the Ricoh Group vision) in quantitative terms, and to utilize the survey results by comparing them to targets set in the motivation cycle. In 2005, we added categories to check the level of understanding and practice of customer-oriented behavioral

■ Sharing a Vision and Voluntary Challenges to Achieve Higher Goals



■ General Satisfaction Rating of Employees



patterns that Ricoh should be strengthening. In fiscal 2008, we added 12 questions regarding themes such as “health and safety,” “passing on technology and technical know-how,” and “CSR activities.” By analyzing the survey results, Ricoh

is addressing the problems of each department and improving its human resources management system so as to boost its efforts to develop a system that enhances employee satisfaction. In addition, each Group company conducts its own

employee satisfaction surveys and introduces improvement cycles based on them.

Human Resources Management System

Building a system to motivate employees to achieve the Group’s growth strategy <Ricoh (Japan)>

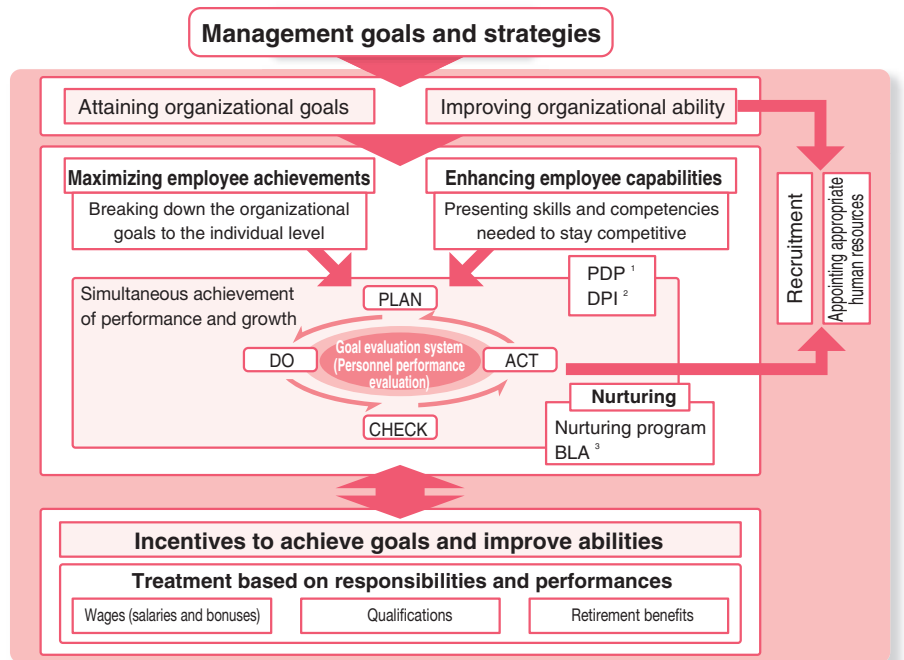
Ricoh classifies the key human resources needed to fulfill our corporate strategy into the following seven types: 1) business leaders (for projects); 2) business leaders (for functions); 3) leaders who create new business; 4) professionals; 5) specialists; 6) project managers; and 7) managers. Reform of the existing human resources management system is essential to nurture the above seven types of human resources. Ricoh has begun building a consultation system to help employees acquire proper orientation, a nurturing program in consideration of the characteristics of each human resource type, evaluation, promotion and an appointment system, depending on their responsibilities.

Developing mechanisms for personnel training and passing on technology <Ricoh Optical Industries (Japan)>

In order to remain a super supplier valued by customers across the globe, Ricoh Optical Industries Co., Ltd. is developing a mechanism to regularly train employees and provide them with practical experience to increase their level of expertise. In fiscal 2008, the company introduced a certification system for technology to implement a cycle of “well-planned technology training—evaluation (certification)—rating of levels—improving employee benefits” in order to steadily pass on Ricoh’s technology at a higher level.



■ Diagram of the Human Resources Management System



1. Professional Development Program 2. Development Program for Innovative Leader
3. Basic License Assessment

Continuing to improve the personnel mechanism that links individual growth with corporate growth <Ricoh Hong Kong (China)>

Sales subsidiary Ricoh Hong Kong offers a wide range of systems and an environment where a diverse group of people can exhibit their skills and be accurately evaluated. For example, by forming committees that engage in company-wide issues transcending the borders of separate

divisions, the goals of individuals and the company are linked to create a workplace where both employees and the company can grow. In addition, the accurate evaluation of employees using the balance score card (BSC) is motivating employees. Furthermore, the company is reflecting individual opinions in its business activities and using communication programs to eliminate barriers between divisions. These efforts are boosting the skills and motivation levels of all employees.

■ Ricoh Hong Kong’s Communication Promotion Structure

