

## A Vital and Motivated Culture—Part 1

### Promoting a New Culture

A company is as good as its employees. Therefore, great importance should be attached to corporate activities for employees. The Ricoh Group's corporate philosophy is "Love your neighbor, Love your country, Love your work." This philosophy has continued as the basis of Ricoh's people-oriented management since its foundation. The corporate philosophy is clearly expressed in "Our Principles" in the management philosophy, "Think as an entrepreneur, put ourselves in the other person's place, find personal value in our work."

### Respect for People

#### ● Respecting peoples right

The Ricoh Group respects the rights of all the people it comes into contact with, including employees and customers. The entire Group endeavors to maintain a working environment that is safe and that makes it easier for employees to perform their duties and establish a cheerful working environment free from discrimination, forced labor and child labor.

#### ● Clear statement in the guidelines

The Ricoh Group's commitment to respect for all people involved in its corporate activities is clearly stated in the Procurement Guidelines. Awareness of CSR, respect for fundamental human rights, protection of privacy, and the elimination of unfair labor practices are specifically stated in the guidelines as Ricoh's standards for procurement.



Procurement Guidelines

### Working Environment Free from Discrimination

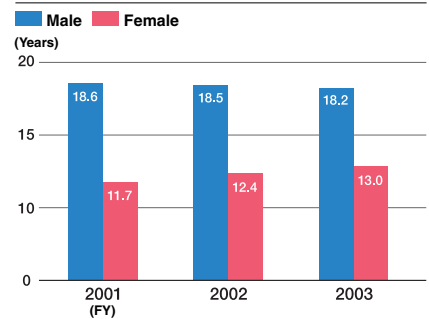
#### ● Anti-Discrimination activities

The Ricoh Group is working to establish a working environment free from gender discrimination based on the declaration, "Establishment of a corporate culture that allows everyone to work and obtain the maximum results according to their aptitude, ability, and will, free from gender discrimination." Ricoh is committed to a range of activities including making available information on gender discrimination issues, publishing a handbook, educating managers, and nurturing female managers. Ricoh has also established a Committee on Human Rights Education and a counseling room where a skilled counselor from outside the Group provides counseling for

employees.

In order to establish a working environment that is cheerful and free from discrimination such as abuses of power and sexual harassment, the Ricoh Group in Japan has established the Committee on Human Development and a "hot line" for consultation and inquiries, as well as making information available at each work site, and promoting personal development and education for management.

### Average Length of Service (Ricoch)



Handbook on Gender Discrimination Issues

● **Employing people with disabilities**

The Ricoh Group employs people with disabilities. A commendation for its efforts in employing the people with disabilities was given to Ricoh's Ohmori Office in 2001 and to Ricoh Keiki Co., Ltd. in 2003. Also, employees voluntarily and actively take part in the activities of the sign language club. Among the various activities, meetings at which PC interpretation and sign language are combined contribute to communication with hearing impaired employees.

**Ratio of Employees with Disabilities (Ricoch)**



**A Comfortable Working Environment**

● **Employee-Management Relations**

One of Ricoh's principles is "Find personal value in our work." Ricoh has no labor union. At the Ricoh Employee-Management Meeting established in 1962, issues related to working conditions such as the number of working days in the year, setting holidays, and bonus and wage increases are reviewed and reported. On August 19 and 20 in 2003, 36 representative employees from business sites in Japan participated in the research study meeting of the Ricoh Employee-Management Central Meeting.

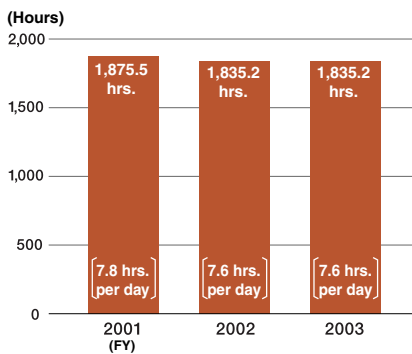


Ricoh Employee-Management Central Meeting in fiscal 2003

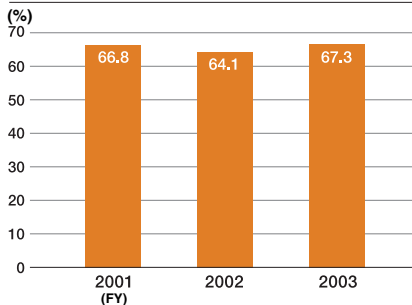
● **Working hours**

Working hours are set based on the review and report from the Central Social Meeting. In this process, trends in the world and the situation within the company are examined from all sides to compile a report on a draft plan on working hours. After taking into full account the wishes of employees and the efficiency of the company, a draft of the basic calendar is prepared, which sets the number of working days and holidays for the year, and a report is then made. Ricoh puts a comfortable working environment as a top priority, and has introduced flextime and the four-seasons holiday system as part of its flexible working hours system. The Ricoh Group is committed to a system in which its employees can continue to work in a mentally and physically healthy environment.

**Normal Working Hours for the Year (Ricoch)**



**Percentage of Employees who Took Paid Leave (Ricoch)**



● **Post-retirement employment**

Following the tendency towards depopulation in Japan, it is important to increase the competitiveness of the company by making use of the wealth of experience and skills of retired employees. Besides employing them on a part-time basis, Ricoh has established a system to send retired employees to workplaces where they can make the most of their expert knowledge and skills.

**Number of Employed Retirees (Ricoch)**



● **Childcare support system**

Ricoh has introduced several systems to support employees with children. They can take childcare leave for up to two years, work part-time for three years, or use both systems at the same time. Any employee who has been in the company for one year or longer can use any of these systems, regardless of their gender.

**Number of Employees who Took Childcare Leave (Ricoch)**

