

Social

We are taking the initiative in contributing to a sustainable economy by creating diverse and positive work environments that foster innovation. We are pursuing sustainable development in contributing to social progress that leaves no one behind by respecting human rights and ensuring fair business practices across our entire value chain.

21st MTS ESG goals	Fiscal 2022 results		Fiscal 2025 goals	
	Engagement Score	3.73 globally	3.91* globally	
Female-held managerial position ratio	16.3% globally and 6.9% in Japan	20% globally and 10% in Japan		

* Regional goals are 3.69 in Japan, 4.18 in North America, 4.14 in Latin America, 4.01 in Europe, and 4.15 in APAC

Fiscal 2022 initiatives and results	
	<ul style="list-style-type: none"> Established global and regional DEI Councils Achieved 100% male childcare leave rate for fourth straight year since fiscal 2019 at parent company Improved employee engagement through regional initiatives

Diversity, equity, and inclusion (DEI) and work-life management

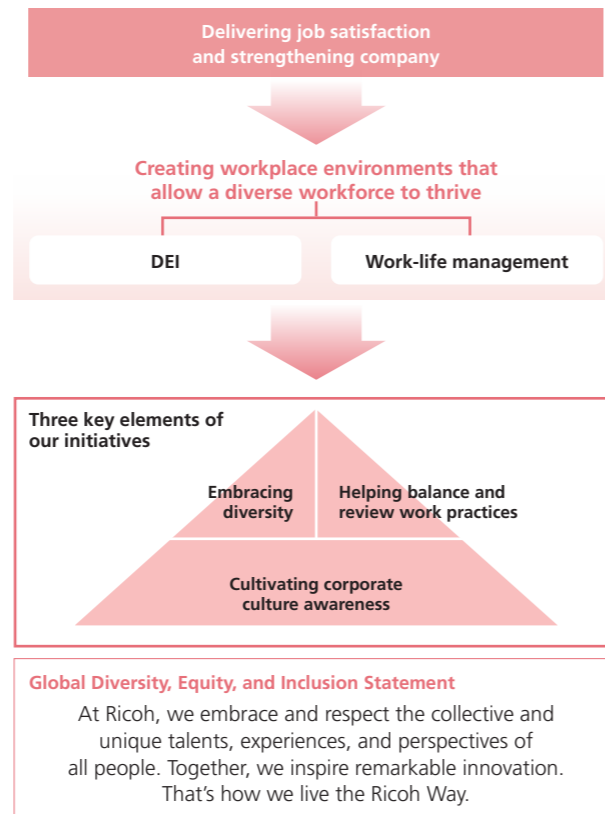
Innovation comes from diverse people pooling their talent in teams. We accordingly need environments in which these individuals can perform at their best.

We have accordingly incorporated diversity and inclusion and work-life management in our management strategy. We emphasize to employees that the Ricoh Group Code of Conduct underpins our corporate culture in committing to create work environments that motivate employees and respect diversity.

We formulated our Global Diversity & Inclusion Statement, disseminating it in 22 languages, to underscore the complete commitment of all employees to mutual respect and teamwork. Complementing this is the Global Diversity & Inclusion Policy, which is available in 17 languages. We will step up efforts to embrace diversity and create work environments that respect and value all people.

From fiscal 2023, we stepped up our diversity and inclusion efforts by committing to DEI. We decided to explicitly include the element of equity because we consider it essential to provide the support and resources that individuals need to overcome their challenges and circumstances so we can foster a truly flourishing diverse workforce and an inclusive organizational culture.

Refer to our website: [Diversity & Inclusion and Work-Life Management](#)



Diversity, equity, and inclusion

Championing DEI Councils globally

We established the Global DEI Council in March 2023. The president and CHRO head this entity, whose nine members from the Group's senior management team include Nicola Downing, CEO of Ricoh Europe PLC and heads of Ricoh's other operating regions. Its tasks over fiscal 2023 include discussing Group DEI issues and spearheading initiatives to build a corporate culture that fully embraces diversity across the Group. Equity was the theme of International Women's Day 2023. One of the council's key focuses this year is to explore ways to strengthen the Ricoh Group's organizational structure so it constantly champions equity.

In June 2022, we set up the Japan Council, which gathers quarterly to intensively discuss domestic challenges. It focuses on everything from gender to generational considerations and career diversity, prioritizing issues and determining direction. Establishing councils in Japan and elsewhere around the world that augment existing ones in Europe and the Americas will embed DEI in the Ricoh Group's culture.



Attendees at Global DEI Council meeting

Empowering women

Gender diversity is a top priority in pursuing DEI. This is particularly important in Japan, where women account for under 7% of managerial positions despite representing around 19% of our workforce. We accordingly target identical female percentages among employees and management by our centennial in 2036. In the meantime, we aim to increase the female-held managerial position ratio to more than 10% domestically and more than 20% globally (including in Japan) by the end of fiscal 2025.

As well as confirming progress with overall measures in Group Management Committee meetings, we set up a support structure to address individual growth challenges. In Japan, for example, where there are particularly significant issues, directors interview talented female professionals and identify candidates for managerial positions. We are drawing on the Ricoh-style job-based personnel system that we rolled out in April 2022 to extensively appoint individuals regardless of gender, age, or background, to revitalize our talent pool.

Employing people with disabilities

We seek people with disabilities who can broaden the scopes of their jobs and accelerate change to generate new value regardless of their challenges.

We are expanding into other business fields. A good example is communication services that we developed with hearing-impaired employees for others with this condition. Another is our launch of the Ricoh Auto Color Adjuster system, which uses algorithms developed by neurodiversity employees with outstanding skills in certain fields. Special subsidiary Ricoh Espoir Co., Ltd., has constantly supported Group production and general affairs operations for the past 30 years or so.

DEI success stories

(1) International Women's Day activity report

The theme for this day in 2023 was Embrace Equity. We undertook an array of activities that matched regional needs. Ricoh's senior management put out a video message and solicited videos of voluntary declarations from employees, posting them on our intranet. In North and South America, we held live events with employees. In Europe, we also disseminated videos and had outside instructors conduct career development seminars. We held workshops in Malaysia and Taiwan.



One of numerous events that Ricoh staged to commemorate International Women's Day

(2) Sharing content worldwide through global onboarding program

In fiscal 2022 alone, more than 10,000 people worldwide joined the Ricoh Group through hirings and acquisitions. We deployed a global onboarding program to familiarize mid-career individuals with our culture and help them meet our performance standards. The program covers the Spirit of Three Loves, the Ricoh Way values, Ricoh's DX and business endeavors, and features of our regional operations. We have translated program content into 21 languages. People can access the materials through in-person workshops and e-learning.

Work-life management

Work practice and job satisfaction reform initiatives

In keeping with our commitment to Fulfillment through Work in line with the Ricoh Way, we have endeavored since fiscal 2017 to overhaul work practices across the Group. We have undertaken everything from creating comfortable work environments through developing rules and tools and improving job satisfaction by changing mindsets and the corporate culture. The core concept for all these efforts is work-life balance management.

Every year, we poll all domestic Group employees in Japan about their work-life-management attitudes. We explore levels of professional and private fulfillment and satisfaction through this endeavor. A total of 29,000 employees responded to our fiscal 2022 survey in January 2023, for an 80.5% response rate. More than half of respondents stated that they found their personal and work lives fulfilling. Around 65% of respondents stated that they could flexibly choose work times and places, while 90% replied that they had maintained or improved their productivity since a year earlier. We attribute such responses to the pandemic accelerating a workstyle transformation that we had already embarked on and our efforts to create a more productive environment. Specific moves have been to abolish core hours from our flextime system and remove restrictions on the number of days and locations of telework. We have also expanded satellite offices and encouraged employees to use digital tools. We have realized a flexible workstyle that allows employees to choose their own time and place according to the type and nature of work, making workcations possible and single-person relocations unnecessary.

Ricoh has deployed hybrid work worldwide globally in line with job categories and requirements. We accordingly aim to foster workstyles that encourage internal teamwork and collaboration beyond organizational boundaries and companies to maximize team performances so people can work faster and more creatively and deliver optimal results. In Latin America,

for example, we are experimenting with four-day work weeks and other new approaches.

Under an in-house second job program that we launched in fiscal 2019, employees can devote up to 20% of regular working hours to internal tasks or initiatives beyond their job descriptions that they want to tackle. Under the TRIBUS business accelerator program for in-house entrepreneurs and startup enterprises, employees make business proposals to more than 400 colleagues serving as supporters. The program has become an important vehicle to encourage people taking on new challenges, and fosters a corporate culture that prizes innovation.

Helping balance childcare and eldercare obligations and work commitments

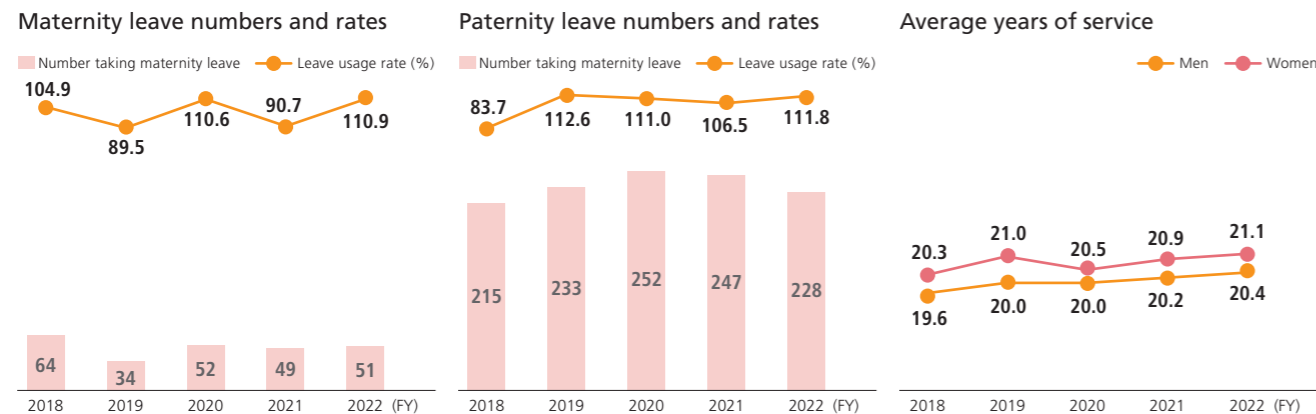
We rolled out a childcare leave and shorter working hours program in 1990. This was before the Japanese government enacted the Childcare Leave Law. Our goal was to help employees balance their work commitments and childcare and eldercare obligations. We update our programs to better cater to employee needs and changes in the social landscape. We create workplace environments that make these initiatives more accessible.

For example, we encourage men to involve themselves more in childcare, thus gradually transforming workplace cultures.

For managers, we have included diversity management in 360° assessments* and seminars to help them become more supportive.

Through these efforts, almost 100% of women eligible for maternity leave and return-to-work programs have used them. Since fiscal 2015, women's average years of service have exceeded those of men. The number of male employees using paternity leave has also increased significantly, reaching 100% for the fourth consecutive year in fiscal 2022.

* A system in which supervisors, peers, and subordinates, and others assess a person's performance from various perspectives



*1 Usage rate is the number of employees taking maternity or paternity in the year under review divided by number of employees welcoming new children in that year

*2 Fiscal years in which children are born and in which employees take maternity or paternity leave may differ, so usage rates may exceed 100%

*3 All data on parent company basis

Employee engagement

Ricoh employs around 80,000 people in about 200 countries and regions. Our global personnel management policy fosters self-starters. We create energetic work environments that respect diversity and thereby enhance employee engagement, which is essential for corporate growth.

Global employee engagement survey

We initiated global surveys in fiscal 2020 as part of efforts to increase employee engagement. We have since polled our people annually to monitor progress. We publish companywide findings on our intranet. Business unit and divisional heads also receive results for areas under their purview. We implement measures to improve engagement. We base the Ricoh Family Group engagement score, one of our ESG benchmarks, on global employee awareness surveys. We link ESG targets to

executive compensation to clarify management accountability for employee engagement.

Metric	FY2022 target (for 20th MTP)	FY2022 results
Ricoh Family Group engagement score	At least 50th percentile in each region	Japan: 54th percentile Americas: 45th percentile Europe: 38th percentile APAC: 39th percentile

Ricoh Way Value Award

The annual Ricoh Way Value Award program recognizes efforts that embody the Ricoh Way. We received 119 entries worldwide in fiscal 2022. The grand prize went to a marketing initiative in Europe.

The winning team earned this accolade for addressing surging customer demand for digital services after the pandemic struck. It earned kudos for exemplifying the WINNING SPIRIT, one of the seven values of the Ricoh Way. The team reorganized marketing and activities in more than 20 countries. In just five months, it switched the marketing structure and website focus from products and services to customer issues. This effort generated €177 million in new business.

The special award went to a success story for deploying

Ricoh Interactive Whiteboards at a university hospital in Niigata, Japan. This prize was for fulfilling the CUSTOMER-CENTRIC and PASSION values of the Ricoh Way. That institution's disaster medical assistance team used the whiteboards in training before the pandemic. It drew on its experience from that training when patient numbers rocketed during that outbreak to help prefectural and city authorities establish a medical system employing these whiteboards to help prop up medical services.

It is through approaches like the award-winning ones we described that our people embody Ricoh Way at each customer touchpoint, doing their very best to satisfy those stakeholders.

Regional initiatives to enhance employee engagement

Employee engagement scores have improved steadily since we began surveying workforce attitudes domestically and abroad. In fiscal 2022, engagement level growth was particularly high overseas. In Europe, we started a project to boost engagement by having supervisors better assist subordinates through training in specific skills and support techniques. The regional employee engagement score jumped 9 percentage points from a year earlier, to 38%. In Latin America, where the business climate remains challenging because of high inflation and rising worker turnover rates, our efforts to verbalize, visualize, and effectively communicate our employee value proposition boosted the worker engagement rate there by 14%.

In North America, we rolled out the Culture of Excellence branding initiative for employees, which has proven very successful. Business leaders candidly explain through that initiative's content what makes it so worthwhile to work for Ricoh. This approach has contributed much to recruiting professionals who share Ricoh's business growth. It has also lowered the worker turnover rate, leading to 2,700 new hires in the United States and Canada in fiscal 2022. Despite competition intensifying to secure talent in North America, we have been able to secure the exceptional individuals we need to expand our business.

Human rights ¹

Basic stance

“Love your neighbor” is pivotal to the Spirit of Three Loves, founding principles that epitomize our respect for human rights, including by complying with national regulatory requirements and international norms*. We support the Ten Principles of the United Nations Global Compact, of which we are a signatory. We strive to enhance corporate value by respecting

the human rights of all stakeholders while endeavoring to prevent human rights violations.

* Including the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the Guiding Principles on Business and Human Rights of the United Nations

Ricoh Group’s Human Rights Policy ²

In April 2021, we established the Ricoh Group’s Human Rights Policy in line with the United Nations Guiding Principles on Business and Human Rights. We formulated this commitment to respecting human rights in light of internal and external expert opinions, ESG Committee deliberations, and the CEO’s approval. We long respected human rights in keeping with the Ricoh Group Code of Conduct. Still, we will strengthen our efforts to comply with global norms under this policy in view of an expanding human rights scope in the international community.

We have disseminated this policy in 10 languages, including Japanese, English and Chinese, to all major Group companies worldwide. We will endeavor to ensure that suppliers and business partners also support and implement the policy.

Ricoh Group’s Human Rights Policy (established on April 6, 2021)

1. Position of the policy and scope
2. Conforming to international principles and standards
3. Respect for human rights of stakeholders
4. Human rights due diligence
5. Remedy 6. Education and training
7. Dialogue 8. Transparency



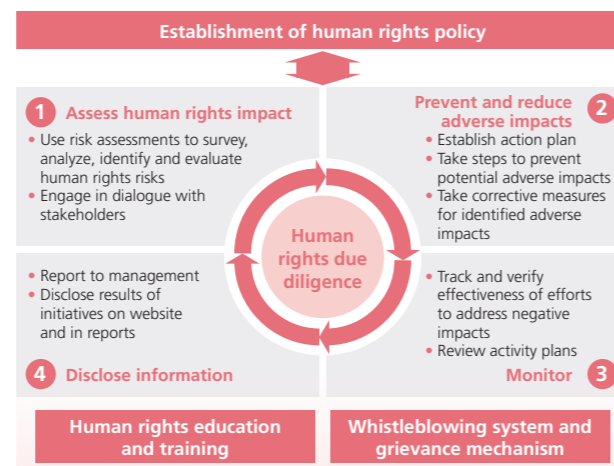
Refer to our website:

- [1 Human Rights](#) [2 Ricoh Group’s Human Rights Policy](#)

Human rights due diligence

Human rights impact assessments

We identify human rights issues for each stakeholder by assessing the adverse impacts of our operations on these rights. In 2015, we organized the relevance of identified risks and stakeholders. In fiscal 2021, we responded to the growing complexity of human rights issues by conducting related impact assessments. We based those efforts on key international human rights rules and frameworks and drew on advice from external experts. Our first evaluation was of parent company and Group manufacturing affiliate worker protections. After consulting with top management in light of results, we identified seven significant human rights issues and addressed them.



* Human rights due diligence is a process that companies undertake to identify, prevent, and mitigate adverse impacts on human rights, assess efforts, and disclose information

We will conduct groupwide human rights impact assessments in view of the importance of risk management.

Key human rights risks	Examples of possible adverse impacts	Adversely affected stakeholders			
		Employees	Suppliers and business partners	Indigenous people and communities	Customers
Forced labor	<ul style="list-style-type: none"> Coercing nonconsensual work or falsifying or not fulfilling labor contracts Engaging in human trafficking, bonded labor, or charging recruitment fees Violating freedom of residence or movement 				
Excessive and unreasonable working hours	<ul style="list-style-type: none"> Requiring excessive overtime or consecutive working hours or restricting leave entitlements 	✓	✓		
Occupational health and safety	<ul style="list-style-type: none"> Industrial accidents attributable to inadequate health and safety conditions Physical and mental health problems from inadequately considering women’s pregnancy and child-raising needs 				
Child and youth labor	<ul style="list-style-type: none"> Inhibiting children’s learning opportunities and violating their health and safety Forcing people under 18 to engage in overtime, late-night, and hazardous work 	✓	✓	✓	
Discrimination and harassment	<ul style="list-style-type: none"> Placing discriminatory advertisements Insufficiently considering diversity and minorities (through sexual, power, maternity, paternity, nursing care, and other forms of harassment) Discriminating against foreign national employees or job applicants 				
Rights to privacy	<ul style="list-style-type: none"> Inappropriately acquiring, using, providing to third parties, or unintentionally leaking sensitive personal information 	✓	✓	✓	✓
Human rights issues in the supply chain	<ul style="list-style-type: none"> Becoming directly or indirectly involved in human rights abuses* in the supply chain 				

* Including forced and child labor, poor working conditions, or other serious risks

Preventing and mitigating adverse impacts

We take corrective action to prevent or mitigate the impacts of significant human rights issues.

In 2020, for example, it was revealed that some temp staffing agencies in China had charged workers commissions related to hiring. The subsidiary reimbursed those people. Later that year, we prohibited contractors from imposing such charges on workers.

In keeping with international standards, we decided in fiscal 2022 to abolish disciplinary pay cuts to protect workers as part of steady efforts to address that issue. We plan to terminate such disciplinary measures at all domestic and Group companies by the end of fiscal 2023.

For sites where there are concerns about adverse impacts from human rights issues, Human Resources and ESG departments that are responsible for safeguarding human rights consult with the relevant units to confirm the details of issues and make improvements on individual bases.

Monitoring

Production sites with particularly high human rights risks have used the Responsible Business Alliance’s self-assessment questionnaire every year since fiscal 2020 to evaluate risks. Major production sites undergo the alliance’s Validated Assessment Program audits every two years to gauge prevention and mitigation measures and corrective actions. In 2022, the alliance certified all four audited sites, awarding Gold certifications to two units in Japan.

In December 2022, a third-party human rights audit was conducted at our domestic production sites. Although no serious risks were identified, we will make improvements to prevent any negative effects from the recruitment process, which may lead to age discrimination, and other issues that were pointed out.

In addition, we conducted assessments in line with the alliance’s standards for key suppliers. For at-risk suppliers surveyed in fiscal 2022, we formulated corrective measures and improvement plans and provided mutually agreed support.

Specific initiatives

Education and training

Since fiscal 2012, the Ricoh Group has conducted human rights education for all executives and employees. In fiscal 2021, we invited external experts to conduct a study session for Ricoh executives to understand business and human rights. We educated more than 75,000 directors and employees globally about business and human rights and the Ricoh Group’s Human Rights Policy in fiscal 2021 and 2022.

Remedies

Our whistleblowing and response framework enables stakeholders to report human rights concerns without fearing retaliation. We promptly investigate alleged human rights violations and take remedial steps in response to reports.

Supporting LGBT+ people

We conduct seminars and provide e-learning training for Group employees so they can better understand LGBT+ people, and established a support desk for that purpose.

Educational overview

Title	Fiscal year	Targets	Attendance rates
Business and human rights Ricoh Group’s Human Rights Policy (e-learning, webinars, and other channels)	2021	All 33,000 Ricoh Group executives and employees in Japan	94%
	2022	All 45,000 executives and employees of 80 Ricoh Group companies outside Japan	96%

Complying with Modern Slavery Act

Group companies in the United Kingdom and Australia have issued statements on the Act. Operations in other countries look to take action.

Supply chain management ¹

Basic stance

Suppliers are vital business partners with whom we pursue mutual progress in serving society across the supply chain. We engage in business based on trust from sharing policies and

visions. The Ricoh Group Purchasing Regulation governs our fundamental approach to procurement in view of regulatory requirements, fairness, and environmental and societal impacts.

Purchasing Regulation

[Fair transactions]

We will purchase fairly, equitably, rationally, and openly in Japan and abroad.

[Environmental conservation]

As a good corporate citizen, we engage in purchasing that helps maintain and improve the environment.

[Corporate social responsibilities]

We ensure legal and ethical purchasing.

[Prospering with partners]

We move forward with suppliers by ensuring that they and we act in good faith.



Refer to our website:
1 Supply Chain Management

Building trust with suppliers

Joining Responsible Business Alliance

In November 2019, we joined the Responsible Business Alliance, committing ourselves through our ESG efforts to this global coalition's corporate social responsibility ethos across global supply chains.

Ricoh Group Supplier and Partner Code of Conduct

We formulated the Ricoh Group Supplier Code of Conduct in fiscal 2006. Through it, we have worked with suppliers to benefit society and the environment and develop sustainably.

We revised our code in fiscal 2020 to conform with the Responsible Business Alliance Code of Conduct, which derives from the United Nations' Guiding Principles on Business and Human Rights and other key international standards. In 2022, we renamed the code the Ricoh Group Supplier and Partner Code of Conduct, which we expect business partners to adhere to.

We ask suppliers and partners to sign the code to confirm that they operate ethically in line with it. In 2022, 98% of key suppliers signed the code.

Assessing supplier ESG risks

To monitor compliance with the Ricoh Group Supplier and Partner Code of Conduct, we ask suppliers who have signed the agreement to complete an ESG risk self-assessment. Of the key suppliers that responded to the assessment in fiscal 2022, around 80% received a low-risk rating, with none getting a high-risk rating.

We will increase the low-risk supplier ratio by encouraging certain suppliers to make improvements as required.

Holding procurement policy and ESG briefings

We conduct Ricoh Group Purchasing Policy briefings annually to explain our procurement and ESG policies to suppliers. We additionally hold ESG briefings for key suppliers. From fiscal 2020, we convened online and in-person sessions to stay in touch with suppliers in China, Thailand, and Japan.

Maintaining the Supplier Hotline

Suppliers can report Ricoh Group director, officer, or employee violations of laws and regulations, the Ricoh Group Code of Conduct, or contracts to this hotline, including through the Internet. The hotline received and investigated one report in fiscal 2022 that we fully dealt with.

Addressing conflict minerals issues

We have surveyed our raw materials and parts suppliers annually since 2013 to learn whether their offerings contain tantalum, tin, tungsten or gold and whether they source these four minerals from conflict zones or high-risk areas. We added cobalt to our survey list in fiscal 2020. The fiscal 2022 response rate to surveys about tantalum, tin, tungsten, and gold was 96%. The rate for cobalt was 92%.

	Fiscal 2022 survey findings	
	Four minerals	Cobalt
Total number of smelters and refineries	345	72
Number of RMAP-certified* conflict-free smelters and refineries	229	39
Percentage of RMAP-certified smelters	66%	54%
Survey response rates	96%	92%

* The Responsible Minerals Assurance Process (RMAP) is a smelter and refinery accreditation program of the Responsible Minerals Initiative, an American entity that supports responsible mineral production and sourcing globally

Contributing to society ²

Basic stance

We are helping reach SDGs by addressing seven material issues through our operations. Sustainably enhancing corporate value by resolving social issues is a top management priority in these efforts. We are undertaking social contribution

activities in keeping with our management strategy and SDGs. We have established priority areas based on material issues and global requirements.

Inclusion at work



Digital support program for young people (launched in fiscal 2021)

An information gap resulting from digitalization has increased the number of young people finding it hard to get jobs.

In Japan, we responded to this situation by undertaking worker inclusion initiatives. These efforts included introducing workplaces in which people can immerse themselves in changing work practices and participate in image production. In fiscal 2022, 40 people participated in the program, with 62 Ricoh volunteers assisting them.

In fiscal 2023, we began a training program to assist young people in Vietnam whose educations are inadequate because of challenging family circumstances. Instructors from a partner non-profit organization teach them graphic design and software skills. Our employees have started mentoring these people to develop interview skills.



Regional and social development (education, healthcare, and community development)



Ricoh Science Caravan (launched in fiscal 2007)

This initiative draws on Group resources in offering children opportunities to become passionate about science in classrooms and through science events.

We began developing inquiry-based and other learning programs under this initiative from fiscal 2020, collaborating with many schools to help implement classes.

In fiscal 2022, 1,150 people participated in the Ricoh Science Caravan, bringing the cumulative total to 174,979.



The Ichimura Nature School Kanto (started in 2001)

We set up this non-profit organization to commemorate the centennial of the birth of Ricoh founder Kiyoshi Ichimura.

This institution fosters growth and understanding among children about the power of nature through hands-on experience in agriculture and communal living across a year.

In fiscal 2022, 24 students graduated, bringing the cumulative total to 1,003.



Response to climate crisis and biodiversity



One Million Trees Project (launched in fiscal 1999)

We conserve forests to protect biodiversity, prevent global warming, and help communities flourish.

We hold regular nature classes for local children in the Ena Forest, which we own.

In fiscal 2022, 583 students participated in these nature classes.



Refer to our website:
2 Social Contribution Activities