

## The Ricoh Group as a whole is striving to establish a management system that aims to more reliably manage environmentally-sensitive substances.

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Ricoh's management system covers 66 substance groups in total, comprising 16 prohibited substance groups, including 6 substance groups regulated by the European RoHS Directive, and those that it believes should be treated appropriately even though they are not prohibited. We have traditionally worked on selecting parts and materials that do not contain environmentally-sensitive substances and establishing a scheme that prevents the mixing in of such substances during some processes at supplier companies. To upgrade the management of chemical substances contained in products, we are promoting the establishment of a management system for chemical substances contained in products involving the whole Ricoh Group.

## INTERVIEW

### Employee Interview

### Drawing up the Ricoh Group Management Guideline for Chemical Substances Contained in Products



**Hideyuki Kashiwa**  
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**We examined the risks of mixing in environmentally-sensitive substances and drew up a guideline.**

**We first strove to study drafts and clarify the range to be managed by the system.**

The draft guideline of the Ministry of Economy, Trade and Industry (METI)

was prepared on the assumption that it would be widely applied to manufacturers. To actually apply it at a production site, it would be necessary to interpret it into concrete terms. First we clarified the application range of the system. As for production processes, for example, we decided to use the system to manage consumables for production, including not only parts and components but also solder, adhesives, cutting oil, cleaning agents, and pens used in checking. We also decided to apply the system to the management of grease, which is used after shipment by service staff for the maintenance of products, from the viewpoint of corporate social responsibility. Thus, we discussed what should be managed to what degree regarding respective functions and in respective processes based on the draft guideline.

**Q** What did you do first in establishing a management system for chemical substances contained in products?

**We first prepared the Ricoh Group Management Guideline for Chemical Substances Contained in Products.**

In 2004, Ricoh examined the effectiveness of establishing a management system based on Guideline for Material Declaration Assurance System (draft) prepared by the Ministry of Economy, Trade and Industry (METI) in cooperation with an ISO certifying organization and confirmed its effectiveness. Based on this, Ricoh drew up an original guideline by modifying METI's Draft Guideline in accordance with the company's actual business activities and issued the Ricoh Group Management Guideline for Chemical Substances Contained in Products in May 2005.

To draw up the guideline, Ricoh organized a working group to prepare for the establishment of the management system, inviting people from divisions concerning product planning, development/design, procurement of materials, and manufacturing as well as those who are well-informed of environmental management systems (EMS) and quality management systems (QMS), and clarified the division of roles among them.

**Q** What did you do to establish the management system in an efficient way?

**We endeavored to reduce the burden that the introduction of the system placed on workers at the site.**

The Ricoh Group Management Manual for Chemical Substances Contained in Products was completed in October 2005 by applying the completed guideline to actual operational processes. In drawing up the manual, we tried to make the best use of the EMS and QMS that were already established. Also, we carefully compared the guideline with the management manuals of respective divisions and made concerted efforts to select the items to be added or modified, aiming to (1) add only management items that had not been covered and (2) fortify parts where the management system was not strong enough. We tried to let the new system establish itself smoothly by reducing the burden placed on respective divisions to the utmost and securing more reliable management. As a result of such efforts, all business sites in Japan, including Group companies, completed the establishment of the system by the end of March 2006. Overseas business sites are expected to have the system established by July 2006.

**Q** What efforts will you make in the future toward the sounder operation of the management system?

**We will try to raise the level of the system by fostering internal environmental auditors, etc.**

Since October 2005, we have been providing the education and accreditation necessary to audit the management system in respective divisions, gathering 80 qualified internal environmental auditors for QMS and EMS. Environmental auditors play an important role in the operation of the management system. In the future, we will increase the number of such auditors and upgrade the content of the education we provide so that it will raise the level of the management system.

Also, we will strive to improve the guideline by addressing issues that will surface through the operation of the system and reflecting changes to laws/regulations and standards in other countries. As for information disclosure, we will make thorough efforts not only in the management of information and unification of disclosure levels of respective divisions but also in prompt and accurate responses to inquiries from customers and business partners. In addition, the establishment of a system will be promoted to further ensure that the interests of society as a whole are addressed.

**Drawing up the guideline from the worker's point of view  
Judging the risk of mixing in**

The risks of mixing in environmentally sensitive substances were examined in all respective processes, including the assembly of copiers and the manufacturing of semiconductors and printed-circuit boards. Repeated discussions were made on such risks from the worker's viewpoint, including the possibility of mixing in through such tools as soldering irons and screwdrivers. Based on the results of these discussions, we figured out some ways of clearly giving all the necessary instructions to workers at respective job sites and incorporated them into the guideline. In the future, efforts will be made to further upgrade the guideline and ensure the sounder operation of the management system.

**Flow Chart up to the Establishment of Ricoh Group Management System for Chemical Substances Contained in Products**

