

Enhancing human resources capabilities group-wide as a source for creating corporate value

We cultivating essential values for Ricoh Group employees and are building an environment that champions diversity and safe and secure workplaces.

Optimizing human resources worldwide

The Ricoh Group comprises around 100,000 people around the world, making it important to maintain a human resources management structure that keeps pace with the accelerating globalization of its operations. We look to put personnel policies in place around the world that empower all employees to

contribute significantly to progress and reward effort and talent. Our top three human resources priorities are to 1) encourage employees to embrace the Ricoh Way, 2) manage outstanding global talent, and 3) foster the global mobility of our people.

Encouraging employees to embrace Ricoh Way

We undertake such efforts to ensure that all employees share our universal set of values. Ricoh Way underpins everything we do, and is the basis for delivering on those values to customers around the world. We are fostering a corporate culture in which in keeping with our values our diverse people can demonstrate their individual capabilities from customer perspectives, respect each other, produce flexible and innovative ideas, and continue to create new customer value.

● Ricoh Way awards program

We instituted the Ricoh Way awards program in 2015 for all Group employees.

The program honors those whose endeavors contribute conspicuously to new customer value or innovation in keeping with the values statement of Ricoh Way.



Ricoh Way Excellence Award winners and President and CEO Yoshinori Yamashita (front left)

Managing outstanding global talent

Identifying, cultivating, and harnessing people who can become Group leaders

We have rapidly expanded our international presence through overseas acquisitions and other efforts, so creating a groupwide human resources management system has been a key operational challenge. We have lagged in cultivating prospective managers because we have not systematically identified outstanding people, including at acquired companies or put in place consistent human resources management policies. The Group has thus been unable to benefit fully from its human resources.

We are endeavoring to address these shortcomings by identifying, cultivating, and harnessing people who can become Group leaders.

- Form a pool of outstanding people
- Maintain a training system for exceptional employees
- Set up entities to explore placing the right exceptional people appropriate positions

Diversity and work-life management

Basic approach

By drawing on the individuality of our diverse people and their collective acumen, the Ricoh Group can produce the innovations that are essential to keep growing. We are undertaking efforts to make fostering diversity and work-life management central to our business strategies so an array of people can reach their potential and help boost corporate value.



1 Eijyo College Summit

In 2014, companies from a range of industries launched this collaborative project to foster positive work environments for women in sales positions. In the year ended March 31, 2018, 150 companies were participated in this initiative.

Noteworthy diversity initiatives

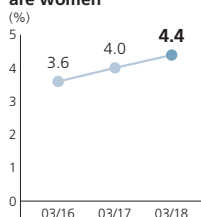
1. Increasing number of female managers in Japan

We have steadily increased the proportion of women in managerial roles at Group companies in Japan. Four of these entities have received recognition in the excellent stage of the Japan's



Ministry of Health, Labour and Welfare Eruboshi certification program for providing equal opportunities to women pursuant to the Act on Promotion of Women's Participation and Advancement in the Workplace. We will continue to foster diversity for women and others.

Percentage of domestic Group managers who are women (%)



2. Women's success promotion event at each region

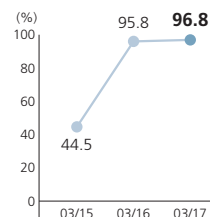
We marked International Women's Day in 2017 by launching events in the Americas, Europe, Japan, and elsewhere in Asia on the theme of better harnessing the contributions of women in the workplace. We have since broadened efforts in this respect to encompass customers. In 2018, we augmented regional initiatives with an event that linked venues in Europe and the United States through our Unified Communication System as part of efforts to immerse employees globally in diversity management endeavors.

Work-Life Management Achievements

1. Maintaining a leave program that reflects social and environmental needs

We reviewed our program to enable employees to meet their professional, childcare, and eldercare commitments. This resulted in all employees better managing work-life balance, with 96.8% of eligible male employees taking childcare leave.

Ratio of male taking childcare leave (%)



2. Reforming work practices in Japan

We maintain a framework and IT environment that are conducive to employees selecting work options that match their work-life needs and optimize their performance. Ricoh Japan has made female employees the focus of its efforts, empowering them to enhance productivity and increase sales even if putting in shorter working hours. That company placed second in the special prize category of the Eijyo College Summit 2017.



Ricoh Japan received second prize in the special prize category of the Eijyo College Summit 2017.

Creating safe and secure workplaces

Creating a proper health management framework

In 2006, Ricoh started full-fledged efforts to maintain the physical and mental health of employees by swiftly identifying, better addressing, and preventing health issues, permanently stationing industrial physicians and nurses at work sites, and building health management systems that use IT to control work and overtime. From the year ended March 31, 2013, we

augmented statutory requirements in health checks for employees over 35 years of age by conducting comprehensive examinations to help prevent lifestyle diseases and detect early-stage cancer. We have also created a management cycle encompassing mental and physical care and work. This setup has gradually reduced health problem incidences every year.

Reinforcing safety management

In early 2000, Ricoh began cultivating a safety-centric culture by acquiring external certifications, primarily for production sites. There is still room for improvement, and affiliates in logistics, sales and service, and with offices set about building a safety infrastructure by undertaking 5S (sort, set in order, shine, standardize, and sustain) initiatives. Research and development units undertook risk assessments to identify and address problem locations and stepped up training to improve safety.

Since the year ended March 31, 2014, we have broadened activities throughout the Group in Japan so we now instantly share information on occupational accidents in our database, including causes and measures to prevent recurrences. We are leveraging this tool to review Group safety standards.

For the year ending March 31, 2019, we are assessing risks based on uniform internal standards, focusing on domestic production sites and other offices.



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1 Number of industrial accidents
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