

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

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

Human resource management



1 System and structure encouraging employees to pursue new challenges

1. RFG CHALLENGE
2. RISP
3. Internal side job program

Young employee encouragement measures

1. 3 LOVES PROJECT
2. FW: D-PT
3. F Project

Creating positive work environments

1. Workstyle reforms
2. Internal digital revolution

● Responding to change

It is essential to build human resources management systems that can foster ongoing business growth amid dramatic social changes worldwide and intensifying competition.

Group employees worldwide make decisions and act in keeping with the guiding principles of The Ricoh Way. On top of that, we continue to foster business leaders who can create new value and make appropriate judgments based on global standards, allocating these people strategically across the countries and territories in which we operate in line with efforts to build a global management system.

● Employees play key roles

Each employee plays a key role in RICOH Ignite. It is essential to create a structure and corporate culture that motivates employees. We encourage our people to meet new challenges and fulfill their potential, maximizing value through such setups as the Ricoh Family Group CHALLENGE, the Ricoh Internal Startup Program, and our in-house second job program. We evaluate attainments fairly and are endeavoring to enhance and reform employee benefits. >1

We are committed to diversity and inclusion, as well as to work-life management.

Four employee motivational reforms



Kazuhiro Tsuji
Corporate Vice President
General Manager of
Human Resources Division

Employee enthusiasm is paramount to our organization. Motivated people produce great results through teamwork, driving further growth and generating new value. This, in turn, enhances motivation in what is essentially a virtuous cycle.

We instituted four reforms to build a positive corporate culture.

First, we overhauled our work systems. With increasing restrictions on work hours and locations, the nature of work is varying, and work practices to enhance performance are diversifying. We have therefore expanded opportunities for remote work so people more flexibly choose where, when, and how to perform their tasks.

Second, we undertook management reforms. From the year ended March 31, 2017, we rolled out one-on-one meetings so managers could communicate better with their people, build trust, and support growth.

Third, we transformed our evaluation systems so we can assess ongoing achievements and efforts and establish roles, targets, and behavioral expectations. Employees can thus communicate more clearly with supervisors regarding progress and results.

Fourth, we bolstered our framework for encouraging people to take on new challenges. We expanded internal recruiting so employees can pursue new areas of work in keeping with their life stages and career plans.

We look to deploy similar initiatives among Group business units worldwide to create work environments that are more effective and conducive to personal and organizational growth.

Instilling the Ricoh Way >

● Sharing values through the 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 Recognition Program

We instituted the Ricoh Way Recognition Program in the year ended March 31, 2016 for all Group employees. The program honors those whose endeavors contribute conspicuously to new customer value or innovation in keeping with mission, vision and values of the Ricoh Way.



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

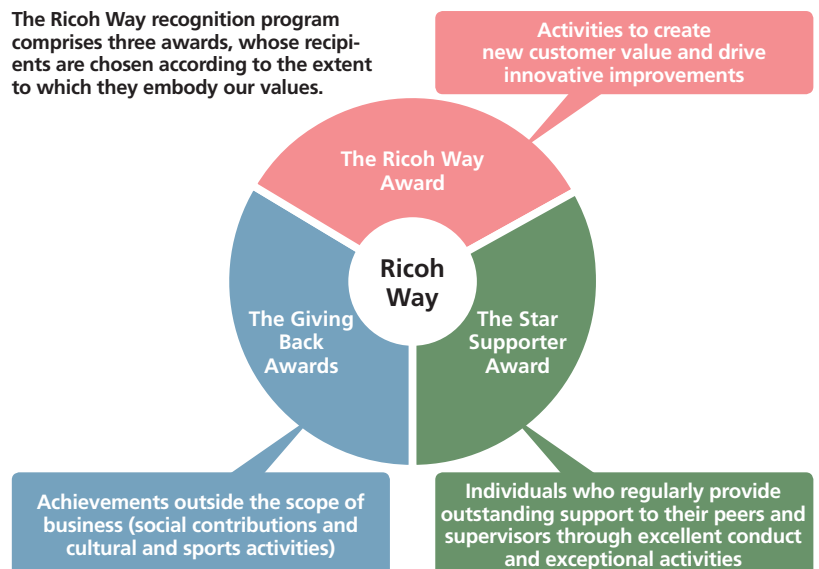
The numbers of applicants and recipients have grown every year, contributing to a corporate culture that recognizes and respects individuals.

● Global employee engagement surveys

To be One Global Company based on a shared commitment to the Ricoh Way, we regularly survey employees to learn their views from Ricoh Way perspectives and foster reforms.

We publish survey findings on our intranet and in internal newsletters. We draw on these results to formulate and execute improvement action plans for the whole group and individual business units.

The Ricoh Way recognition program comprises three awards, whose recipients are chosen according to the extent to which they embody our values.



Global top talent management

The Ricoh Group's workforce rapidly reached around 90,000 people as a result of business expansions and mergers and acquisitions. Such growth made it vital to tailor our human resources management structure to the realities of accelerating globalization and give all employees opportunities to play meaningful roles in our organization.

The Ricoh Group Human Resources Management Policy accordingly prioritizes our enduring respect for basic human rights, and focuses on identifying and developing top talent throughout the world, including by instilling the Ricoh Way. The parent and Group companies will continue collaborating to strengthen our human resources management systems.

 Refer to our website

1 Ricoh Way and Human Resources Management www.ricoh.com/sustainability/society/labor/

Workstyle reforms

The Ricoh Group endeavors to create positive work environments for its people. We will encourage workstyles in which employees can continue to create new value by doing their very best as individuals and team players.

● Ricoh Internal Startup Program (RISP)

We are implementing programs to cultivate new businesses in-house. February 2019 saw the creation of our first RISP, an energy harvesting business. We are accelerating business development by delegating authority to new business teams and enhancing our headquarters backup structure.

● Internal side job program

We augmented our traditional external side job program with a setup that enables employees to

apportion up to 20% of their regular working hours to take on jobs in other departments. Our goals are to foster career advancement, growth among young employees, and expand contributions from experienced employees.

● Internal digital revolution

We brought out companywide business process reforms employing RPA and AI as part of global Kaizen initiatives to implement smart work practices harnessing digital technology. We are harnessing RPA to automate work processes and to foster operational efficiencies at development and production sites and harness the time gained to shift work to areas delivering high added value, thereby enhancing employee motivation.

Diversity and work-life management

We embrace diversity at Ricoh, drawing on the individuality and talents of our people and their collective acumen to drive innovations.

It is accordingly vital to create a diversity-driven workplace where employees from many cultures and backgrounds can perform productive work at their full capacity while also leading fulfilling lives away from their work and career.

● Diversity initiatives

By fostering diversity, we seek to fully leverage the individuality and talents and bring them together to create new value.

We have exemplified this commitment since 2017 by holding events on March 8, International Women's Day, in each of our operating regions to highlight themes on women's advancement. We also drew on collaborations with customers and connections between employees to champion diversity in the course of business. In 2019, the Ricoh Group held diversity events at 46 locations in 31 countries.

As part these efforts, we formulated a Global Diversity & Inclusion Statement that represents our collective commitment to global teamwork and acceptance of all diverse people and values. We have translated the statement into 22 languages.

International Women's Day events worldwide



United States



Uruguay



Spain

Global Diversity & Inclusion Statement

At Ricoh, we embrace and respect the collective and unique talents, experiences, and perspectives of all people. Together, we inspire remarkable innovation. That's how we live the Ricoh Way.

● Work-life management

● Implementing work practice diversity

We have instituted a range of job programs that free employees from the constraints of time and place to encourage efficiency and high productivity. These include options for flextime, remote work, and short working hours and days. Our people can choose working in ways that cater to personal commitments, notably for providing childcare, eldercare, and getting treatment, or they can adopt workstyles matching their career goals and values to enhance their professional and private lives.

We support employees in these regards by creating efficient work environments, notably by expanding our satellite office network and developing communication tools.

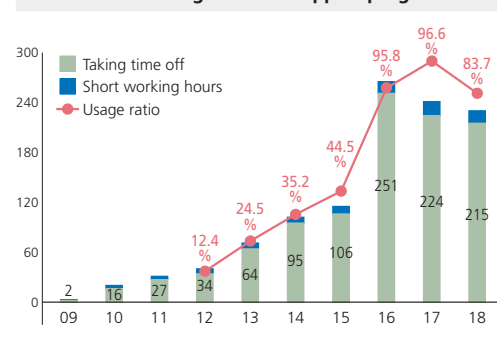
● Support system that both men and women can access

We reviewed this program to meet employee needs and reflect changes in the social environment so our people can balance work and childcare and eldercare commitments.

The number of program users has increased significantly in recent years owing to support program revisions

and greater encouragement to male employees to take childcare and contribute more to family life in Ricoh. In the year ended March 31, 2019, 83.7% (solo Ricoh Co., Ltd.) of males eligible for such leave, or 215 individuals, took an average of 24.3 days off for that purpose in Japan.

Ratio of male using childcare support program



Case study: Ricoh Japan Female Sales Representative Networking Forum

At Ricoh Japan Corporation, a sales subsidiary in Japan, women account for around 10% of sales positions. Many of them experience a range of challenges because they are so few, examples being a shortage of role models, sales-specific issues, life events and concerns about the ability to balance professional and private commitments. Ricoh Japan therefore aims to foster an environment in which female salespeople can achieve long-term success by networking with each other around Japan to identify and address concerns and issues.

In the year ended March 31, 2019, 150 employees from around the nation took part in the Ricoh Japan Female Sales Representative Networking Forum.

Occupational health and safety > 1

The Ricoh Group comprises subsidiaries and affiliates in Japan and around the world. We build Ricoh's unique health and safety management system commensurate with industry and business categories.

● Case study: Supporting construction of occupational health and safety program of a manufacturing company in Vietnam

In the year ended March 31, 2019, we began supporting Ricoh Imaging Products (Vietnam) Co., Ltd., strengthen its occupational health and safety management at its production facilities, primarily focusing on the chemical substances management.

Vietnam will likely strengthen its occupational health and safety regulations in the years ahead, and we based our assistance on Japanese laws in that regard to guide progress. With remote support from Japan, RIMV began to improve its working environment and also developed and established processes for deploying new chemical substances. In the year ending March 31, 2020, we plan to reconfirm site conditions and provide ongoing support.

● 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 and addressing issues. From the year ended March 31, 2013, we have conducted examinations to detect early-stage cancer and help prevent lifestyle-related diseases in addition to the statutory health check. From the year ended March 31, 2016, we undertook efforts to maintain and improve employee health, including through smoking cessation measures.

From the year ended March 31, 2017, we have been distributing smartphone and PC information to employees on their health statuses and concerns and health promotion efforts. We also offered point-based incentives to encourage health enhancement efforts.

Japan's Ministry of Economy, Trade and Industry recognized Ricoh for its efforts in 2019 by including the Company among large organizations in the Certified Health and Productivity Management Organization Recognition Program, also known as White 500.



Respecting human rights

We remain committed to best practices under Article 4 of the Human Rights Violation Prevention Standard of the Ricoh Group. > 2

We established the Ricoh Group Global Whistle-blowing System, which all directors and employees in Japan and overseas can use to report incidents directly to Ricoh's audit and supervisory board members. > 3

Refer to our website

1 Occupational health and safety www.ricoh.com/sustainability/society/safety/

2 Human rights (Initiatives for child labor and conflict minerals issues) www.ricoh.com/sustainability/society/human-rights/

3 Whistle-blowing system www.ricoh.com/sustainability/governance/compliance.html