

SOCIAL

The Ricoh Group's mission is to create new value that benefits the world and fulfill its responsibility for improving the quality of life and contributing to social sustainability in keeping with the Spirit of Three Loves, whose founding principles are Love your neighbor, Love your country, Love your work. We will meet society's expectations and take the initiative in contributing to a bright and prosperous future by creating diverse and positive work environments that are conducive to innovation. We are pursuing sustainable development and contributing to social progress that leaves no one behind by respecting human rights and ensuring fair business practices across our entire value chain.

Diversity and inclusion and work-life management

Societies cannot develop sustainably without innovation, which happens when diverse talent pools their capabilities in teams. We will become stronger and contribute to sustainable social development by encouraging each and every employee to seek fulfillment by innovating. We accordingly need work environments and management setups that empower diverse talent to play their roles. We have thus incorporated diversity and inclusion and work-life management in our management strategy. The third and fourth sections of the Ricoh Group Code of Conduct foster employee understanding of our commitment to creating a working environment that motivates employees and respects diversity. The third section covers respect for human rights and the fourth overviews our stance on better work environments and living. We are drawing on such efforts to ensure that our workplaces embrace diversity and support work-life balance.



Principal initiatives

Cultivating corporate culture awareness	<ul style="list-style-type: none"> Disseminate information on diversity and work-life management Educational seminars 	<ul style="list-style-type: none"> Disseminate a common global statement Produce a diversity and inclusion video
Embracing diversity	<ul style="list-style-type: none"> Study groups and networking sessions for women managers Early training for women managerial candidates Career forums for young women International Women's Day events 	<ul style="list-style-type: none"> Broaden work scope for employees with disabilities Career support for older workers Seminars and e-learning about lesbian, gay, bisexual, and transgender (LGBT) people, and other topics
Helping balance and review work practices	<ul style="list-style-type: none"> Childcare and long-term care support program (leave and shorter working hours) Family support work-leave program (including for nursing and long-term care, infertility treatment, and personal injury) Fostering hourly-paid leave and accumulation of paid leave 	<ul style="list-style-type: none"> Working from home or satellite offices Flextime program Shorten work time program (Shortened hours, fewer days) Special long-term leave for spouse transfers Special long-term leave for volunteer activities Balanced support communication guide (for supervisors and program users) Return-to-work support and nursing care seminars, family days, and other initiatives

WEB Refer to our website: **2021 International Women's Day "I choose to challenge" video**

Key Moves

- Joined 30% Club Japan, which aims to increase women's representation at the senior management level
- As in fiscal 2019, all eligible employees took childcare leave, both men and women
- Built global employee awareness survey framework

- Formulated Ricoh Group's Human Rights Policy
- Conducted self-assessments of 226 critical suppliers* in line with Responsible Business Alliance standards
- Added cobalt to Responsible Sourcing of Materials policy

* Ricoh identifies critical suppliers based on procurement spending and volumes and the importance and availability of alternatives for materials and parts procured.

Diversity and inclusion

● Global Diversity & Inclusion Statement

We formulated this statement to underscore the commitment of all employees to mutual respect and teamwork. We disseminate the statement in 22 languages.

As part of diversity and inclusion efforts, we conducted events around the world to celebrate International Women's Day on March 8. We produced a video with messages from our women leaders in each country and disseminated it in-house and externally. We will broaden business ties with our customers and amongst employees through women's events in the years ahead.

We will step up efforts to embrace diversity and create work environments that respect and value all people, targeting all stakeholders.

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.

● Empowering women

We are empowering women in workplaces as part of our commitment to diversity. Beginning early this century, we prioritized formulating measures and creating work environments that empower women. We conduct study group sessions and seminars for women managers, train prospective women managers, and run career forums for young women employees.

We undertake a range of global organizational initiatives, including regional International Women's Day events ².

Starting in fiscal 2020, we set an ESG target ratio for women managers and are stepping up efforts to reach it. We are undertaking initiatives that adapt to regional conditions. We

seek to increase the women managers' ratio in Japan to at least 7% and more than 16.5% worldwide by the end of fiscal 2022.

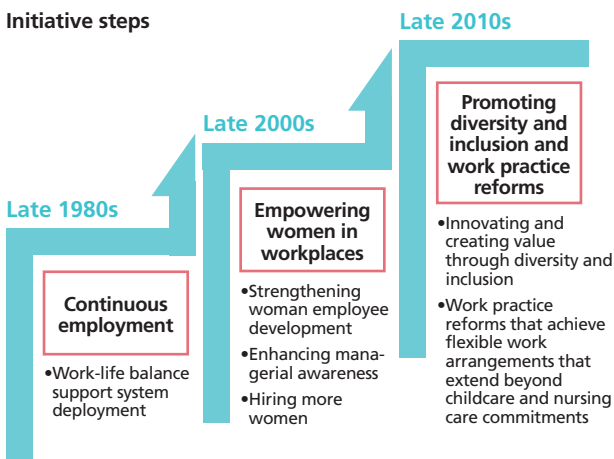
In 2020, we joined the 30% Club Japan ³, which strives to increase women's representation in senior management. We aim to further grow such representation in the Ricoh Group from the current 9.8%, to 18% by 2030.

The number of women throughout management positions has risen steadily from ongoing efforts to develop human resources, help balance professional and private commitments, and offer flexible work styles. We will deploy new initiatives in the coming years to accelerate our progress.

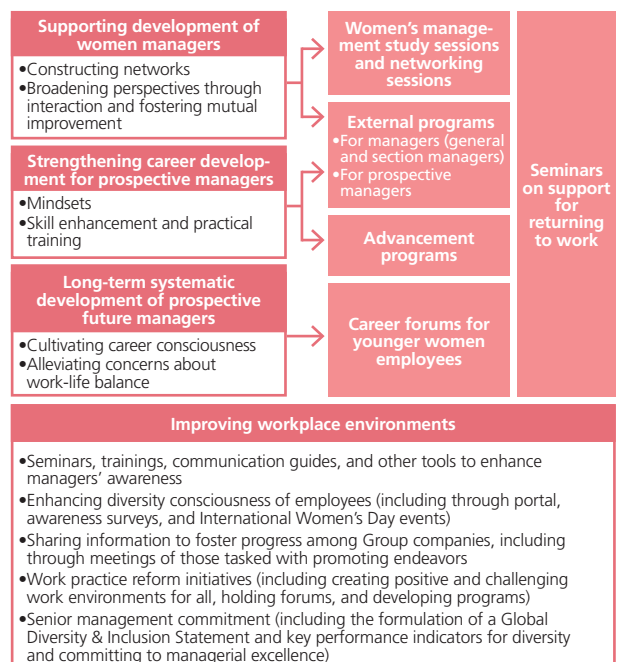
Women as a percentage of full-time employees	Global 29%	Ricoh Company, Ltd. 16%
Women manager ratio	Global 15.1%	Ricoh Company, Ltd. 5.4%

Fiscal 2020

Initiative steps



Key initiatives to foster talented and motivated women and promoting their activities



Ricoh Company, Ltd.

¹ WEB Refer to our website: ² International Women's Day event (Ricoh USA) ³ 30% Club Japan

Work-life management

● Helping balance childcare and eldercare obligations and work commitments

Ricoh rolled out a childcare leave and shorter working hours program in 1990, before the Childcare Leave Law was enacted, to help employees balance their work commitments and childcare and eldercare care obligations. We have since updated our programs to cater better to employee needs and changes in the social landscape. We create workplace environments that make our programs more accessible.

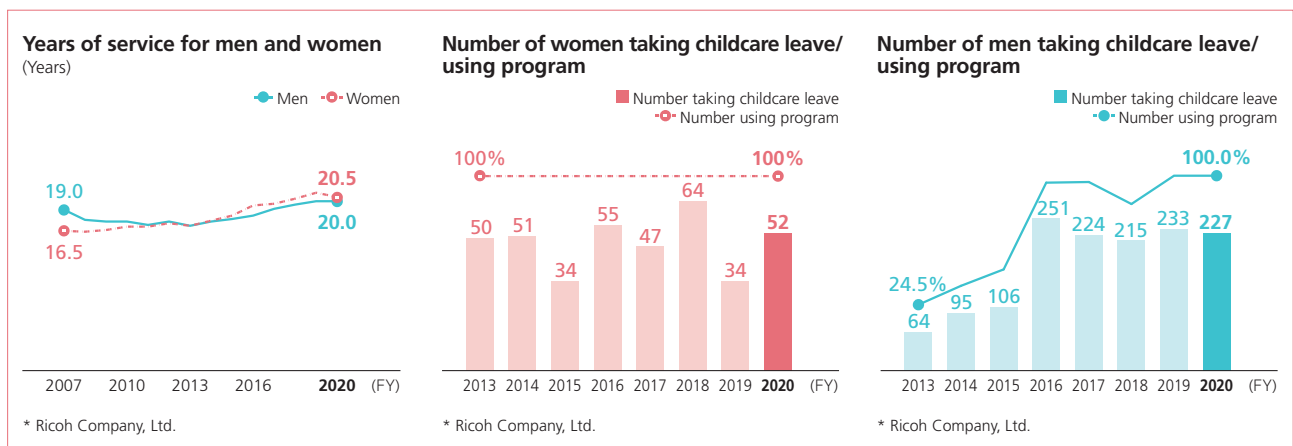
For example, we encourage men to play more active roles in child-rearing and can transform overall workplace practices by changing how they go about their jobs.

We have undertaken initiatives to improve manager attitudes and practices to enhance diversity and work-life management,

including by empowering women and helping them balance their work and home life. Examples include diversity management in 360° assessments and diversity and work-life management seminars. For all employees, our intranet presents our corporate policies and objectives and offers specific examples of initiatives to increase awareness and uptake of our approach.

Such endeavors have helped increase childcare support and return-to-work programs usage to nearly 100% among eligible women employees. Average years of service among women now exceeds the level for men. The number of men using our childcare support programs has risen significantly. All eligible employees used childcare leave in fiscal 2020.

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



● Work practice reform initiatives

We have undertaken a range of work practice and program reforms since the 1990s.

In fiscal 2017, overhauling work practices became a pivotal companywide priority. We pursue various initiatives, from creating rules and tools to transforming attitudes and the corporate culture.

● Cutting total working hours

We encourage our employees to focus entirely on their tasks while working and to get sufficient rest. We strive to trim working hours, notably by reducing overtime through efficiency gains while encouraging employees to take paid leave.

We endeavor to cut overtime by maintaining intervals between work hours, alerting supervisors of employees working too long, and conducting worker management training.

Also, by defining months and days for which we incentivize employees to take paid leave, we make it easier to take time off. We recommend five consecutive days of rest and offer hourly-paid leave.

● Fostering flexible work

We do much to create more efficient work environments. For example, we review work programs in line with new practices, such as eliminating core hours requirements for flextime and restrictions on the numbers of days and locations for telework. We also set up more satellite offices and encourage workers to use digital tools. Therefore, employees can choose working hours and locations in keeping with their duties and flexibly combine working at offices and remotely as needed. Even in manufacturing, hitherto unreceptive to telework, we have deployed digital processes for remote production management at some sites and are rolling these setups out at other locations.

Employee engagement

We have around 80,000 employees. We implemented a global personnel management policy that fosters self-starters. We also create energetic work environments that respect diversity. We thereby increase employee engagement, which is essential to drive corporate growth.

Ricoh global employee engagement survey

We endeavor to increase employee engagement through regular employee awareness surveys that we share with executives to explore and execute improvement measures. We created a global survey structure in fiscal 2020.

We publicize survey findings on our website, intranet, and in internal newsletters. We draw on this information to formulate and implement groupwide, Group company, and business unit improvement action plans.



Global human resources management

We have globalized our operations by expanding and acquiring businesses. We thus need to maintain an appropriate human resources management system. We accordingly look to create a global setup in which we provide opportunities to each and every Group employee to contribute meaningfully to

our progress and further their careers.

We are deploying the Ricoh Group Human Resources Management Policy and its respect for basic human rights while leveraging the Ricoh Way to develop our people worldwide.

Human rights

Companies must increasingly ensure respect for human rights through business in view of the international community's growing interest in this issue. We are committed to respecting human rights in keeping with national regulatory requirements and in line with international norms. We support the 10 principles of the United Nations Global Compact, to 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.

Ricoh Group's Human Rights Policy

In April 2021, we augmented our Ricoh Group Code of Conduct commitments by establishing the Ricoh Group's Human Rights Policy. We are stepping up efforts under this policy to comply with international norms. We have positioned this policy above all of our rules on preventing human rights violations and apply it to all of our executives and employees. We will make sure that all our suppliers and business partners accept and implement this 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

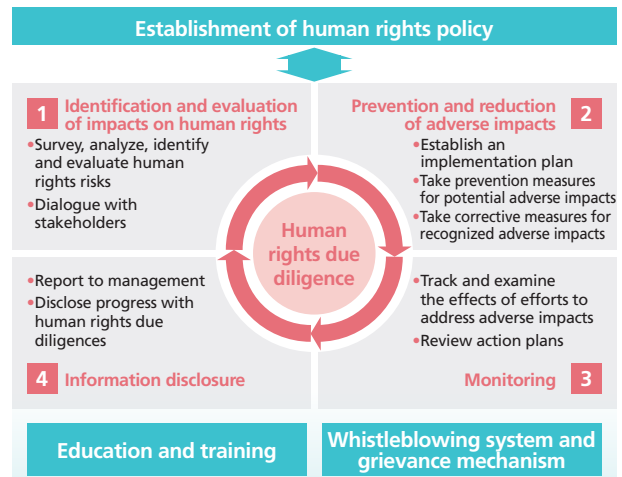
 **WEB** Refer to our website:  Human Rights  Ricoh Group's Human Rights Policy

Human rights initiatives

Respecting human rights entails properly considering all of our stakeholders. It is thus essential to ensure that all employees fully understand our requirements in this regard. We have educated all executives and employees about human rights since fiscal 2012. We conduct seminars and e-learning sessions so employees can better understand the challenges that LGBT people face. We set up a consultation desk to advise on human rights, harassment and LGBT concerns.

Group companies in the United Kingdom and Australia issued statements on the Modern Slavery Act. Ricoh business units in other countries are exploring similar statements.

We have identified no violations of the Ricoh Group Supplier Code of Conduct in our supply chain.



* Human rights due diligence is a process that companies undertake to identify, prevent, and mitigate any adverse impact on human rights and examine the effects of efforts and disclose information.

Supply chain management

We adhere to socially responsible management in view of the wide-ranging impact of our operations. It is particularly important to avoid or minimize unintended negative impacts in our supply chain, which encompasses many companies and people. We are a member of the Responsible Business Alliance, an international coalition dedicated to CSR in global supply chains. We have committed to responsible conduct not just at our plants but also through supplier understanding and cooperation in view of international guidelines on human rights, labor, the environment and other areas. We are constantly striving to enhance our responsible conduct efforts.

WEB Refer to our website: CSR throughout Our Supply Chain

Building trust with suppliers

Suppliers are essential business partners with whom we are endeavoring to build trust and cooperative ties over the long term. We aim to communicate better with these partners to deepen mutual understanding about the importance of CSR, and develop with them in the years ahead.

● Joining Responsible Business Alliance

We joined the Responsible Business Alliance in November 2019. It is the world's largest industry coalition dedicated to corporate social responsibility in global supply chains. In fiscal 2020, we conducted assessments in accordance with that entity's standards for 226 global suppliers in China, Thailand, Japan, and other countries to determine risks. We will implement improvement activities for those suppliers that have been identified for improvement.

● Ricoh Group Supplier Code of Conduct

In January 2006, we established the Ricoh Group Supplier Code of Conduct in Japanese, English and Chinese. The aim is to keep working with suppliers to create a better society and global environment and achieve sustainable corporate development. In August 2020, we revised the Supplier Code of Conduct to conform to the Responsible Business Alliance (RBA) Code of Conduct, derived from major international human rights standards in line with the United Nations Guiding Principles on Business and Human Rights. We request suppliers to review this revised code and sign and submit it to confirm that their working environments are safe, that they treat their workers with respect and dignity, and that they do business ethically and in environmentally responsible manners.

● **Holding procurement policy and ESG briefings**

We conduct Ricoh Group Purchasing Policy briefings annually to explain our procurement and ESG policies to suppliers and ensure that our entire supply chain is on board with us. We additionally hold ESG briefings for key suppliers and conduct assessments based on Responsible Business Alliance standards to share issues. Where identifying numerous issues, we discuss them individually and push ahead with improvements.

In fiscal 2020, we held our ESG briefings online for the first time in view of the pandemic. These sessions were with critical suppliers in Japan, China, Thailand, and elsewhere overseas.

● **Establishing Supplier Hotline**

We established our Supplier Hotline to which suppliers can report Ricoh Group director, officer, or employee violations of laws and regulations, the Ricoh Group Code of Conduct, or contracts.

There were no reports to the Supplier Hotline in fiscal 2020.

Addressing conflict minerals issues

Since 2013, we have annually surveyed suppliers of raw materials and parts used in our products to learn whether they contain tantalum, tin, tungsten or gold. The surveys also ask whether suppliers source these minerals from conflict zones or high-risk areas. From fiscal 2020, we started informing primary

suppliers about high-risk smelters, asking them to switch to Responsible Minerals Assurance Process-certified ones.

We added cobalt to the list of substances surveyed in view of rising concerns in recent years about work environments and child labor in extracting that mineral.

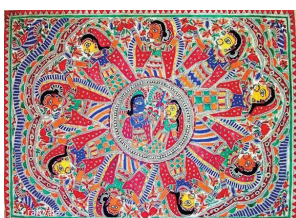
Contributing to society

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

Skill training for local artists in India

We created this program for women artists in rural areas in India who find it hard to earn a living. We enable them to enhance their digital skills and take advantage of our unique two-and-a-half dimensional inkjet technology in creating art.



QOL enhancement (education, healthcare and community development)

Ricoh Science Caravan

The Ricoh Science Caravan enables children to acquire a love for science by experimenting with copiers and digital cameras. In fiscal 2020, we began developing inquiry-based and other active learning programs. These are a priority in educational reforms that the Ministry of Education, Culture, Sports, Science and Technology is promoting. We are collaborating with that ministry to innovate educational approaches that could result in business opportunities.



The Ichimura Nature School Kanto

This institution fosters growth and understanding among children about the power of nature through practical experiments focused on agriculture and communal living. Children accumulate team-building skills, tenacity, and other traits by taking responsibility for everything from sowing seeds in spring to harvesting in fall.



Response to climate crisis and biodiversity

Our forest conservation activities: One Million Trees Project

Forest conservation is important, not just to protect biodiversity, but also to prevent global warming and ensure sustainable community development. We are endeavoring to conserve forests and increasing tree numbers.



WEB Refer to our website: Social Contribution Activities