

Social

We are striving to help create a sustainable society by empowering diverse talent, fostering innovation, and ensuring respect for human rights and fair business practices through our entire value chain.

Fiscal 2023 initiatives and outcomes

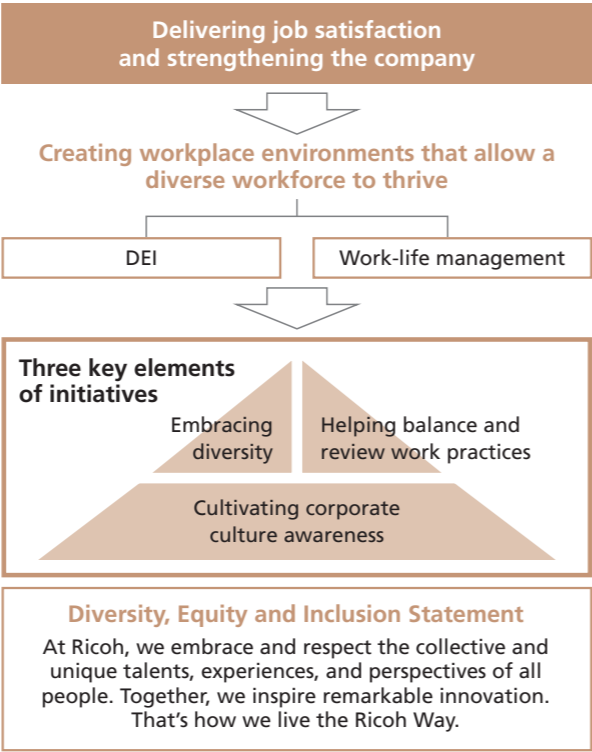
- Held International Women's Day events worldwide
- Launched DEI Empowerment Month to highlight a stronger commitment to equity
- Increased employee engagement scores and boosted the female-held managerial position ratio as a result of regional initiatives

Diversity, equity & inclusion and work-life management¹

Empowering our diverse people to fulfill their potential is crucial for fostering innovation. We have accordingly integrated DEI and work-life management into our management strategies.

We crafted our Diversity, Equity and Inclusion Statement in 22 languages to demonstrate our commitment to embracing all forms of diversity and values as one global team. We also established a 17-language Global DEI Policy that defines the Ricoh Group Code of Conduct².

In fiscal 2023, we advanced our diversity and inclusion efforts by also emphasizing equity. Actions included delivering top management messages on the importance of equity and organizing group-wide events for International Women's Day.



Message from the DEI Leader

DEI is at the core of the Ricoh Way, our corporate philosophy, and business strategy. It helps create workplaces where everyone, regardless of background, feels valued and empowered to contribute unique perspectives. With a global DEI approach, we aim to lead by example, attract and retain a diverse workforce, enhance innovation and problem-solving capabilities, and strengthen our relationships with customers and communities worldwide. I am proud of our significant global progress. Our DEI initiatives and actions have not only helped us foster workplaces where every individual can thrive but have also driven co-creation, innovation, and exceptional customer experiences, all of which are key to our business success.



Lorna Hernandez
Global DEI Council Lead VP,
Human Resources, Ricoh
Latin America, Inc.

Diversity, Equity and 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.”

This statement affirms our commitment to all forms of diversity and values, working together as one global team.

Global reach of the DEI Council

We established the Global DEI Council, which the CEO and CHRO lead. Its 11 members include our female European region head and representatives from other regions. Throughout each year, the council discusses issues within the Group and drives initiatives to ingrain diversity in the culture. In fiscal 2023, the council focused on

equity, which was also the theme for International Women’s Day 2023. The council delved into this concept within the Group, reaching a consensus on the need to intensify efforts to ensure that it consistently upholds that principle, and led the implementation of initiatives.


Internal event celebrates International Women’s Day

The Ricoh Group held its first group-wide livestreamed event in 2024 to celebrate International Women’s Day. The theme was Inspire Inclusion.

Employees from around the world contributed video messages. External guests joined a panel discussion with Ricoh Group leaders to explore DEI from various business and organizational perspectives. At an event at headquarters, participants engaged in group discussions, shared insights and learned from each other to deepen their understanding of DEI.

DEI Empowerment Month

We designated February 2024 as DEI Empowerment Month to prepare for International Women’s Day. We launched a campaign featuring videos and explanatory articles on our intranet to enhance understanding of the contributions of our diverse employees and the concept of equity, which we added to our diversity and inclusion efforts in fiscal 2023. Leaders shared DEI messages during the campaign.



Ricoh's first group-wide livestreamed event to celebrate International Women's Day

Work-life management

The Ricoh Group has long advocated remote work as a flexible job option. In 2019, we conducted a company-wide trial of remote work, which eased the transition during the pandemic. We promote new work practices

across our organization to enhance employee self-direction, a crucial element in our evolution into a digital services company.

Refer to our website ¹ Diversity, Equity & Inclusion and Work-Life Management ² Ricoh Group Code of Conduct

Initiatives to enhance work satisfaction

In fiscal 2017, we embarked on company-wide work-style reforms as part of an ongoing drive to address a range of challenges and create comfortable working environments. Employees can choose their own hours and locations based on their job descriptions and responsibilities. This endeavor has enhanced work satisfaction by changing attitudes and the corporate culture and enables people to take on new challenges. The core concept for these reforms is enabling work-life management. We gauge the effectiveness of these efforts through an annual Work-Life Management Awareness Survey for all Group employees in Japan. This survey measures satisfaction and fulfillment levels across all aspects of life, not just work. More than half of those responding to the 2023 survey reported satisfaction with their professional and personal lives. Also, around 90% of them indicated that their productivity had remained stable

or improved from a year earlier.

An in-house second job program that we introduced in fiscal 2019 allows employees to devote up to 20% of regular working hours to internal projects that they want to explore. The TRIBUS business co-creation program supports internal and external entrepreneurs and start-ups. Employees can propose business ideas through the program and more than 400 have taken part as supporters. The program has become integral to fostering a challenging, innovative culture.

Worldwide, we offer hybrid work combining office attendance and remote work in line with job roles and responsibilities. The goal is to enable teams to optimize performance and results. In some countries in Latin America, for example, we are experimenting with four-day hybrid-based workweeks as part of efforts to explore new ways of working.

Helping balance childcare and eldercare obligations and work commitments¹

We rolled out a childcare leave and shorter working hours program in fiscal 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.

One key initiative has been to encourage men to participate in childcare. Since fiscal 2019, almost 100% of eligible male employees have taken childcare leave. As

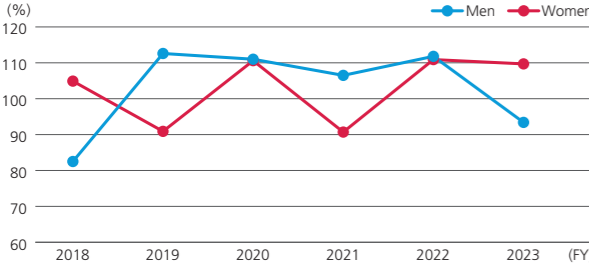
they become more engaged in childcare, workplace dynamics and attitudes are gradually changing.

To drive change further, we rolled out measures for managers. For example, we incorporate diversity management in 360-degree evaluation* criteria and offer seminars to encourage awareness and behavior shifts.

These efforts have led to nearly 100% utilization and return-to-work rates for women taking childcare leave. Notably, since fiscal 2015, the average length of service for women has surpassed that of men.

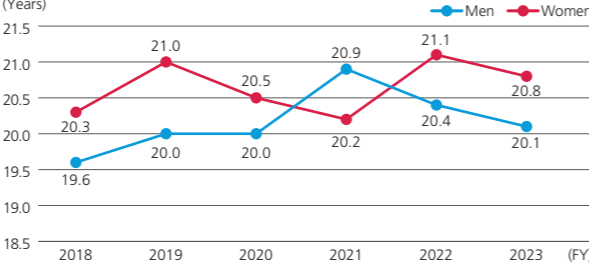
* 360-degree evaluations assess individuals from multiple perspectives, including by their superiors, peers, subordinates, and others in different roles.

Rate of employees taking childcare leave



*1 Usage rate is the number of employees taking maternity or paternity in the year under review divided by the 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 might differ, so usage rates might exceed 100%
*3 All data on a parent company basis

Average years of service



Respecting human rights²

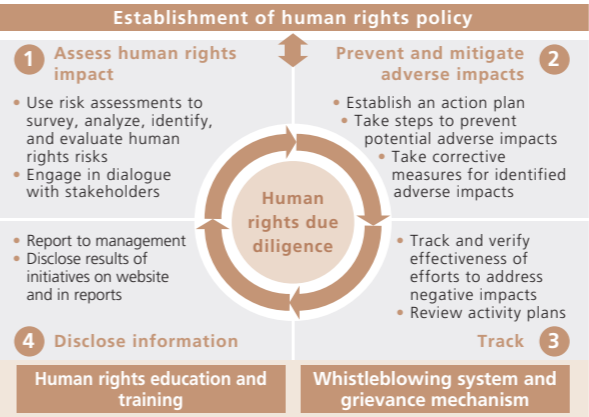
“Love your neighbor” is pivotal to the Spirit of Three Loves, founding principles that epitomize our respect for human rights. As a global company, we respect human rights by complying with national regulatory requirements as well as international norms.

Human rights policy

In April 2021, we introduced the Ricoh Group’s Human Rights Policy in line with the United Nations Guiding Principles on Business and Human Rights. We shared this policy in Japanese, English, and eight other languages with all major Group companies worldwide. We encourage suppliers and business partners to adopt and implement this policy.

Human rights due diligence*

We conduct ongoing human rights due diligence across our supply chain, with management holding responsibility for its oversight.



* 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

Human rights goals

We aim to step up efforts to respect human rights and reduce human rights risks by supporting the Corporate Human Rights Benchmark* methodology. One ESG target is the top score in the information and communication technology sector.

* Institutional investors and nongovernment organizations established the Corporate Human Rights Benchmark, an international initiative that assesses the human rights disclosures of around 250 global companies across five sectors.

Outcomes from respecting human rights

1. Assess human rights impact

In fiscal 2023, we conducted these assessments for 58 non-production companies, based on which we plan to reevaluate outstanding human rights issues (see table below).

2. Prevent and mitigate adverse impacts

We issued the Ricoh Group’s Guide to Respecting Human Rights in August 2024 in keeping with our ongoing commitment to preventing and mitigating adverse impacts.

3. Track: Interviewing employees

In October 2023, we interviewed employees at two production sites in Thailand to assess improvements in human rights risks identified in previous assessments.

4. Disclose information: Reporting to management through the ESG Committee

In February 2024, we presented our human rights risk reduction measure plans to the ESG Committee, which approved these initiatives based on ongoing due diligence.

Significant human rights issues	Examples of possible adverse impacts	Adversely affected stakeholders			
		Employees	Suppliers and business partners	IPLC* ¹	Customers
Forced labor	• 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	• Requiring excessive overtime or consecutive working hours or restricting leave entitlements	✓	✓		
Occupational health and safety	• Industrial accidents attributable to inadequate health and safety conditions • Physical and mental health problems from inadequately considering women’s pregnancy and child-raising needs				
Young worker labor	• 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	• Placing discriminatory advertisements • Giving women unequal pay for equal work • 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	• Inappropriately acquiring, using, providing to third parties, or unintentionally leaking sensitive personal information	✓	✓	✓	✓
Human rights issues in the supply chain	• Becoming directly or indirectly involved in human rights abuses* ² in the supply chain				

*1 Indigenous people and local communities *2 Including forced and child labor, poor working conditions, or other serious risks

Supply chain management

We are a member of the Responsible Business Alliance (RBA). We uphold ethical practices in line with international guidelines on human rights, labor, and environmental standards across our production facilities and among suppliers and business partners. We constantly elevate our efforts.

Supply chain goals

We set annual internal targets through fiscal 2025 for around 290 key suppliers. The metrics are signups for the Ricoh Group Supplier and Partner Code of Conduct, low-risk ratios in ESG risk assessments, and ratios of suppliers setting decarbonization targets and collecting conflict minerals surveys. We are accelerating progress by implementing PDCA cycles.

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. In fiscal 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 implementation agreements. In fiscal 2023, 97% of key suppliers signed the code, surpassing our 90% target.

Ricoh Group Supplier and Partner Code of Conduct Agreement submission rate

	FY2023	FY2024	FY2025
Targets	90%	98%	100%
Results	97%	-	-

Supplier ESG risk assessments

We monitor compliance with the Ricoh Group Supplier and Partner Code of Conduct by asking suppliers who have signed the agreement to complete ESG risk self-assessments. We increase the low-risk supplier ratio by supporting and encouraging certain suppliers to make necessary improvements. That ratio among key suppliers reached 76% in fiscal 2023, exceeding our target of 70%.

Supply chain decarbonization activities

As well as undertaking our own decarbonization initiatives, we collaborate with suppliers to advance their efforts. We accordingly survey progress among key suppliers in setting decarbonization targets. In fiscal 2023, around 53% of these suppliers had set such targets.

Supplier Hotline

We established this vehicle for suppliers to report Ricoh Group director, officer, or employee violations of laws and regulations, the Ricoh Group Code of Conduct, or contracts.

Addressing conflict minerals issues

We survey responsible minerals procurement within our supply chain to prevent mineral mining and trading in conflict zones and high-risk areas from causing human rights violations and labor issues. The fiscal 2023 survey response rate was 98%, just above our target of 97%.

We assess conflict mineral content by component and require suppliers to source minerals from RMAP*-conformant smelters to eliminate the use of conflict minerals.

Conflict minerals survey results

	Fiscal 2023 survey results	
	Four minerals	Cobalt
Total number of smelters and refineries	344	79
Number of RMAP-certified* conflict-free smelters and refineries	222	45
Percentage of RMAP-certified smelters	65%	57%
Survey response rates	98%	97%

* 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.

Production site ESG risk assessments

We use the RBA's self-assessment questionnaire to conduct annual ESG risk evaluations at major production sites. Five production sites undergo biennial RBA Validated Assessment Program audits to ensure compliance with international ESG standards, with all of them obtaining recognition to date.

Sites undergoing RBA Validated Assessment Program audits	Countries	Recognition levels	Expiration dates
Tohoku Plant of Ricoh Industry Company, Ltd.	Japan	Silver	May 2026
Shanghai Ricoh Digital Equipment Co., Ltd.	China	Silver	November 2024
Ricoh Manufacturing (Thailand) Ltd.	Thailand	Gold	April 2025
RICOH Eco Business Development Center	Japan	Gold	October 2024
Ricoh Manufacturing (China) Ltd.	China	Silver	December 2024

Contributing to society

Basic policy on social contributions

As a good corporate citizen, we respect the culture and customs of the countries and regions in which we operate. By working in partnership with employees and collaborating with like-minded partners, we identify priority areas and take action to contribute to a sustainable future for the planet and society.

Social contribution activity outcomes

- Total expenditure: ¥567,743,000 (including donations, donated goods, and employee participation)
- Number of participating employees: 51,200
- Percentage of expenditure benefiting business activities: 71% (such as in terms of contributing to business opportunities and building relationships with customers)

Three priority areas

1 Inclusion in the workplace



2 Community and social development (Education, healthcare, and community development)



3 Response to climate crisis and biodiversity



Case studies of activities in priority areas

Empowering youth in need (Ricoh UK Ltd. and Ricoh Europe PLC)

Ricoh UK has partnered with The Prince's Trust to improve the lives and employment prospects of unemployed and disadvantaged individuals aged 13 to 30. Beyond financial donations, the company offers interview training and résumé revision. As a result, 180 of 225 individuals supported over five years secured employment or pursued higher education, with 16 joining the company.



Planting mangroves in Southeast Asia (Ricoh Japan)

As part of its SDG commitments, Ricoh Japan has planted one mangrove tree in Southeast Asia for every applicable product deployed since February 2020. Plantings reached 420,000 trees by fiscal 2023. This initiative supports biodiversity and combats climate change while fostering sustainable regional development by increasing fish catches to boost incomes and providing better protection against natural disasters.

