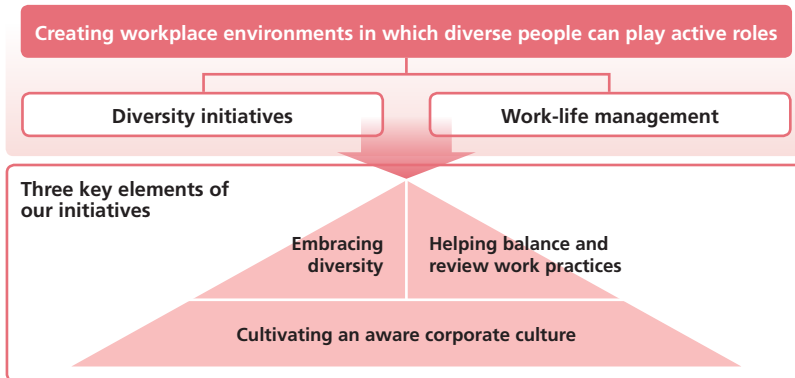


Strengthening value chain sustainability in light of SDGs

Ricoh's mission statement reads, "We are committed to providing excellence to improve the quality of living and to drive sustainability." We follow the United Nations SDGs by striving to materialize decent work through sustainable social development, innovation, and respecting diversity while reinforcing sustainability across our global value chain.

Diversity and work-life management



We embrace diversity at Ricoh, drawing on our employees' individuality and talents and their collective acumen to drive innovation.

It is vital to create a diversity-driven workplace where employees from many cultures and backgrounds can perform at their best while managing a work-life balance.

We accordingly incorporated diversity and work-life management into our business strategies.

Diversity initiatives

We seek to create new value so we can contribute to sustainable social development and innovation. We do so by respecting employee diversity, creating positive work environments, and bringing together our employees' unique talents, experience, and knowledge.

The [Ricoh Group Code of Conduct](#) (in particular, sections covering behavior respecting human rights and the pursuit of fulfilling work & life) accordingly provides clear and actionable guidelines through which we seek to enhance employee understanding.

● Becoming a better employer through a range of awareness-enhancing policies

By cultivating awareness in corporate culture, we seek to review work practices to create workplaces that embrace diversity and promote balance.

Principal initiatives

Cultivating corporate culture awareness	<ul style="list-style-type: none"> • Disseminate information on diversity and work-life management • Educational seminars • Group Company Management Council in Japan 	
Embracing diversity	<ul style="list-style-type: none"> • Woman management study groups and seminars • Prospective woman manager training • 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 on LGBT 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 • Working from home or satellite offices • Flextime program 	<ul style="list-style-type: none"> • Short work program (short hours and fewer days) • Special long-term leave for spouse transfers • Special long-term leave for volunteer activities • Balance support communication guide (for supervisors & users) • Return-to-work support and nursing care seminars, family days, and other initiatives

[Refer to our website](#)

[Ricoh Group Code of Conduct www.ricoh.com/sustainability/society/vision/code_of_conduct.html](http://www.ricoh.com/sustainability/society/vision/code_of_conduct.html)

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 woman managers, train prospective woman managers, and run career forums for young woman employees.

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

● Supporting women's empowerment

Ricoh rolled out childcare leave and shorter working hours programs in 1990, before the Childcare Leave Law was enacted, to help women balance their work commitments with their childcare or eldercare 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.

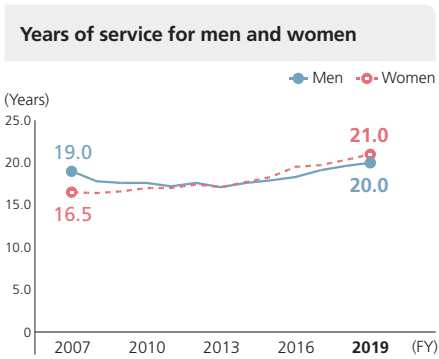
For example, we encourage men to play a more active role in child-rearing and can transform overall workplace practices by changing how they go about their jobs.

We have undertaken initiatives to improve manager attitudes and practices to enhance diversity and work-life management, including empowering women, and helping them balance their work and home life. Examples include diversity management in

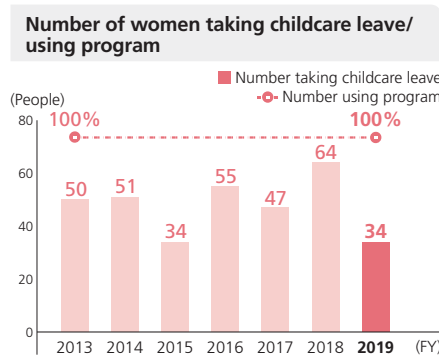
360° assessments and diversity and work-life management seminars. For all employees, we utilize a "diversity and work-life management" portal that presents our corporate policies and objectives and offers specific examples of initiatives to increase awareness and uptake of our approach.

We conduct employee awareness surveys regarding work-life management and use these polls to raise awareness of our programs, help change attitudes, and identify employee needs.

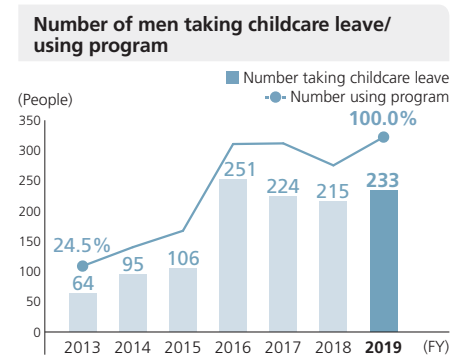
Such endeavors have helped increase childcare support and return-to-work programs usage to nearly 100% among eligible woman employees. Average years of service among women have risen commensurately and now exceed the level for men. The number of male employees using our childcare support programs has jumped significantly, and 100% of eligible employees used childcare leave in fiscal 2019.



* Ricoh Co., Ltd.



* Ricoh Co., Ltd.

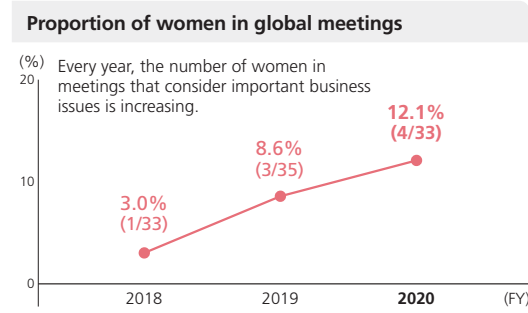


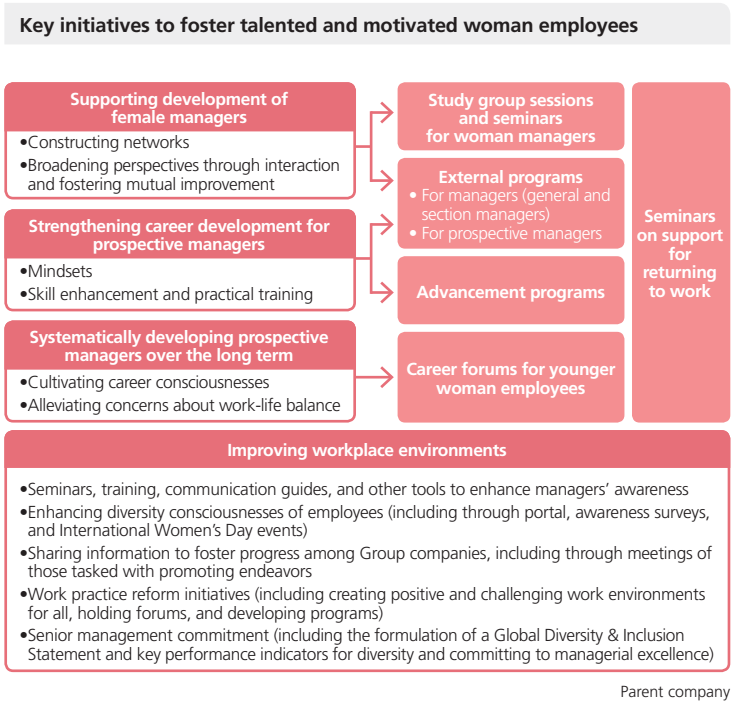
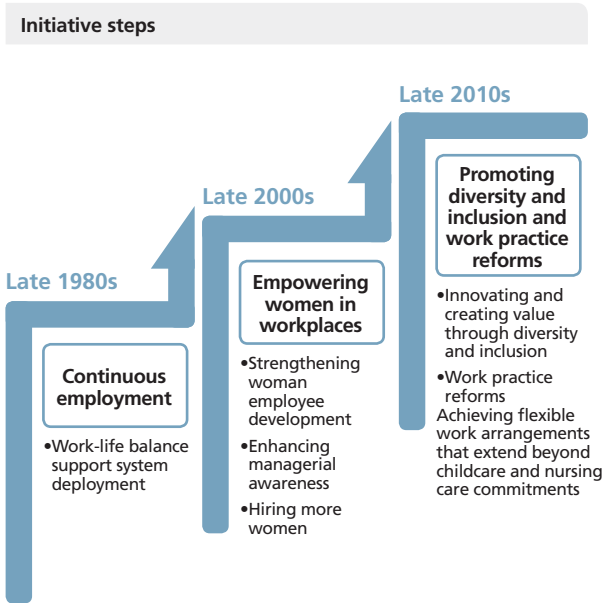
* Ricoh Co., Ltd.

Starting in fiscal 2020, we set an ESG target ratio for woman managers and are stepping up efforts to reach it. We are undertaking initiatives that adapt to regional conditions. We seek to lift the woman managers' ratio in Japan to at least 7% by the end of fiscal 2023 and more than 15% worldwide. In Japan, where woman empowerment endeavors have lagged, the number of woman managers has risen steadily, owing to ongoing human resources development initiatives, work-life balance programs, and flexible work arrangements. We will deploy new initiatives in the coming years to accelerate our progress.

Women as a percentage of full-time employees	Global 31%	Ricoh Company, Ltd. 15%
Woman manager ratio	Global 15.6%	Ricoh Company, Ltd. 4.3%

FY2019





● **Global Diversity & Inclusion Statement**

We are stepping up groupwide measures through the One Global Ricoh effort.

We commemorate International Women's Day annually through regional events with the theme of woman empowerment. We are expanding collaboration between the Ricoh Group and our customers, between employees, and leveraging the resulting capabilities into our business. As part of these efforts, we formulated a Global Diversity & Inclusion Statement representing our collective commitment to global teamwork and acceptance of diverse

peoples and values. We have translated the statement into 22 languages.

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

● **Work practice reform initiatives**

We have undertaken a range of work practice and program reforms since the 1990s. In fiscal 2017, overhauling work practices was a pivotal company-wide 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 get sufficient rest. We strive to trim working hours, notably by reducing overtime through efficiency gains and encourage employees to take paid leave.

Specific efforts to reduce overtime include setting

a minimum of two days a week to finish work on time, alerting supervisors to employees working overtime, and providing labor-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.

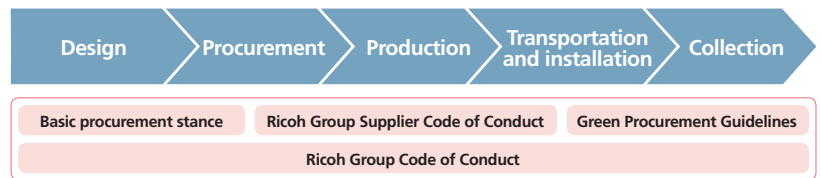
● **Fostering flexible work**

We offer flextime, telework, and shorter working hours and days programs to ensure employees' flexibility.

We are endeavoring to enhance employee efficiency by expanding satellite office access and providing communication tools.

Value chain management

We pursue socially responsible management, given the broad influence of our business activities. Our supply chain is particularly important in that regard since it involves so many companies and individuals, making it vital to avoid or minimize inadvertent downsides from our operations. We endeavor to improve our activities by ensuring that our plants and suppliers operate ethically per human rights, labor, environmental, and other international guidelines.



● **Joining Responsible Business Alliance > 1**

We joined the Responsible Business Alliance in November 2019. It is the world's largest industry coalition dedicated to global supply chains CSR. In keeping with the shared goals of members and the coalition's spirit, we deploy its methodologies and share them with suppliers.

● **Ricoh Group Supplier Code of Conduct**

We established this code in January 2006 to continue collaborating with suppliers to foster acceptance of our CSR principles, contribute to social and environmental progress, and attain sustainable corporate development.

We revised our code in August 2020 per the United Nations Guiding Principles on Business and Human Rights and the Responsible Business Alliance Code of Conduct. The latter is based on central international human rights standards, such as the International Labour Organization's Declaration on Fundamental Principles and Rights at Work Labor and the Universal Declaration of Human Rights. We reproduced the code in Japanese, English, and Chinese and distributed it to suppliers.

We encourage the initiatives throughout our supply chain by developing codes of conduct for suppliers.

We endeavor to fulfill our social responsibilities through our supply chain by engaging in CSR procurement and tackling child labor and conflict minerals issues.

● **Conducting procurement policy briefings**

We conduct annual purchasing policy briefings for suppliers. Our daily production activities' stability stems from supplier cooperation and a commitment to mutually benefiting through trust. We hold seminars for suppliers to pursue CSR activities throughout the supply chain. In fiscal 2019, we held briefings in Thailand and China for local suppliers and outlined various social issues. These included environmental challenges, the significance of SDGs, and our Group policies and goals. We also conducted CSR assessments to confirm adherence to the Responsible Business Alliance's standards, notably for labor, health, safety, and management systems. Our feedback fostered engagement by presenting compliance levels, areas of excellence, and areas requiring improvement.

● **Human rights initiatives > 2**

Interest is growing in human rights risks in supply chains, particularly relating to the use of child and forced labor. We require suppliers to comply with our Supplier Code of Conduct, which forbids the use of child and forced labor. We monitor compliance through regular CSR self-assessments that foster the required improvements.

We responded to the United Kingdom's Modern Slavery Act, which passed into law in October 2015, by posting our commitment statement on the website of Ricoh Europe PLC, a sales subsidiary. We are also continuing to act and disclose information relating to [conflict minerals > 3](#), which has become a key issue in recent years.

Refer to our website

1 Release on joining the Responsible Business Alliance www.ricoh.com/info/2019/1127_1

RBA www.responsiblebusiness.org/

2 Human rights www.ricoh.com/sustainability/society/human-rights/

3 Conflict minerals www.ricoh.com/sustainability/society/fair#minerals