

Ricoh UK
Responsible
Business
Report 2017



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imagine. change.



Contents

Introduction	4
Report Scope	6
About Ricoh	7
Corporate Governance	10
Financial Performance	20
Marketplace	21
Workplace	27
Environment	45
Society	54



Introduction

Chief Executive Officer's Statement

Welcome to Ricoh UK's sustainability report for FY2016 which highlights our economic, social and environmental achievements during 2016 and into 2017.

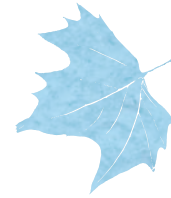
As digital becomes a catalyst for change, the world of work is undergoing a radical transformation. The way we communicate with one other is constantly evolving and expectations of the workplace are being shaped by individual workstyles and multi-generations in the workforce. Customers too are increasingly looking to do business with organisations that operate responsibly.

At Ricoh UK, and across the Ricoh Family Group, we are committed to embracing change, helping customers achieve their potential and building a brand of advocates who share our values and support sustainability.

The start of our 2017/2018 financial year marked the beginning of our 19th Mid Term Plan (MTP), which runs until 2020. The core theme of the 19th MTP is about the Resurgence of Ricoh

“Our purpose is to bring positive change to every organisation.

We believe there’s always a better way”



which focuses on ‘Empowering Digital Workplaces’ and brings to life the four key pillars of Transformation, Office Printing, Office Services, and Commercial and Industrial Printing. Empowering Digital Workplaces is the single unified message for the Ricoh Group of companies which has been developed to express our global customer value proposition and is about going beyond products and services to empowering our people, transforming how we work and moving closer to our customers.

“Our purpose is to bring positive change to every organisation. We believe there’s always a better way”

With this in mind, we created a new Company Purpose at Ricoh UK last year which clearly states our reason for doing business. We believe that this statement captures the essence of what we’re trying to achieve as an organisation and what makes us stand out in the marketplace. Our work in each of the areas which support our responsible business strategy aims to realise this Purpose – to create positive

change by empowering people. Our people really are our greatest asset and will remain at the forefront of our management decisions as we develop the programme with our partners throughout the 19th MTP.

To coincide with the launch of the 19th MTP, Ricoh Japan announced a series of new environmental goals across the Family Group which include committing to 100% renewable energy reliance and zero Greenhouse Gas (GHG) emissions by 2050. At Ricoh UK I’m pleased to say that we’re making great strides towards this goal, having signed a new electricity supply contract in October 2016 which means that 100% of the electricity supplied to our managed sites is now generated from a renewable energy source. In FY2016 we also reduced our electricity consumption by 19.4% compared with FY2015 and our overall carbon footprint by 14.7% to 6,874 tonnes of CO₂.

In FY2016 our efforts were recognised with a range of industry awards and accolades, and I’m proud of what we

achieved despite uncertain circumstances in the UK market. I’m confident that our continued focus on meeting the needs of our customers as well as our ongoing commitment to driving innovation and investing in our communities will leave us well-placed to support these goals throughout the 19th MTP.

Thank you for taking an interest in this report. I hope you enjoy reading about our activities and feel inspired to promote yours.



Phil Keoghan

Chief Executive Officer
Ricoch UK & Ireland



Scope of Report

The Ricoh UK Responsible Business report is produced annually and covers the activities of employees at Ricoh UK Ltd. The results and activities featured in this report relate primarily to the financial year from April 2016 to March 2017 but also show results for the two preceding financial years to demonstrate performance across the whole three-year period of Ricoh's 18th Mid-Term Plan which ran from April 2014 to March 2017.

Ricoh UK Ltd is a wholly owned subsidiary of Ricoh Europe PLC.

Ricoh UK Ltd has more than 2,300 employees working nationwide across the United Kingdom. Ricoh's manufacturing facilities in Telford and activities with customers are not included within the scope of this report.

Further details of Ricoh UK's responsible business activities can be found in the Ricoh Group Sustainability Report. Audited financial figures are published in the Ricoh Group Annual Report. Both reports can be downloaded from www.ricoh.com

The Company makes every effort to ensure the accuracy of the data included herein, but undertakes no obligation to update this data subsequent to publication.

Your feedback

If you have any comments, opinions or suggestions regarding this report, please contact Ricoh UK via the 'Contact' section of our website www.ricoh.co.uk.

About Ricoh UK

“Our purpose is to bring positive change to every organisation by empowering people. We believe there’s always a better way.”

Ricoh was founded in Japan in 1936 by Kiyoshi Ichimura and grew rapidly to become a truly global company, and is recognised today as a market leading global manufacturer and provider of document services, consulting, software and hardware to businesses.

Ricoh UK Limited was established in 1976 as the UK sales and service entity for Ricoh products and solutions. For more than a decade now, Ricoh has consistently been the UK market leading provider of document services, consulting, software and hardware to businesses.

More details of our portfolio of products and services can be found further within this report.

Our Head Quarters are based in Northampton with a further 20 sites at strategic locations across the country, employing a total of around 2,200 employees and giving us full national coverage across the United Kingdom.

people are proud to work for and encourage responsible growth wherever possible. Through our commitment to forward-thinking business strategies, we promote development that is profitable and sustainable at customer sites as well as our own operations.

Ultimately, Responsible Business is simply ‘doing the right thing’ throughout all of our business processes and practises.

Ricoh and Responsible Business

Ricoh views business, society and the planet as interconnected. We strive to be a company



Organisational Governance



Human Rights



Labour Practices



Community Involvement and Development



Environment



Fair Operating Practices



Consumer Issues

Key awards and achievements

During recent years we have been recognised by a number of organisations for our achievements.



General awards and achievements

- Business in the Community CR Index 2017 – 5-star rating
- Business in the Community Diversity (Gender) Benchmark 2017 – Gold
- Sunday Times Best 100 Companies to Work For – One to Watch 2017
- Princess Royal Training Award 2016
- Be a Game Changer Awards 2016 – Women Ahead – Winner

- Business in the Community Responsible Business Awards 2015 – Finalist
- BQF UK Excellence Award Winner 2015
- BQF Achievement Award Leadership – Finalist 2015
- BQF UK Excellence Award Finalist 2014
- BQF Excellence 600 Award 2014
- Living Wage Employer since 2014

- Investors in People – Gold
- Customer Service Excellence accreditation

The Prince's Trust – Silver Patron since 2015

The Prince's Trust Corporate Employee Awards 2016:

- Zero to Hero Award – Winner
- All Round Hero award – Runner Up
- Services to young people – Runner Up

Health, Safety & Wellbeing awards and accreditations

- Simplyhealth - Healthy Workplace Award 2015
- Safecontractor approved
- CHAS accredited contractor

ISO Standards

- ISO 9001 – Since 1996
- ISO 14001 – Since 2002
- ISO 18001 – Since 2010
- ISO 22301 – Since April 2016
- ISO 27001 – Global certification since 2004



PRINCESS ROYAL
TRAINING AWARD
2016



*Integrity in Corporate Activities
for every company in the Ricoh Group*

Corporate Governance

At Ricoh UK we work closely with our partners and suppliers to achieve the highest standards of compliance, corporate governance and global citizenship.

Our Code of Conduct provides a structured model that guides our training and awareness programmes and enables us to help our people understand their role in meeting these standards.

We continually review and audit our processes and actively seek new ways to ethically sustain our business activities.

Honesty, integrity and respect for people and the environment are at the core of everything we do.

Management and ownership of responsible business

Our Responsible Business performance is assessed each year using the independent Business in the Community Corporate Responsibility Index, from which our CEO, Directors and managers are awarded part of their bonus related to our Responsible Business performance.

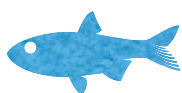
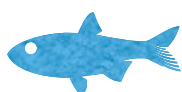
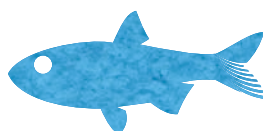
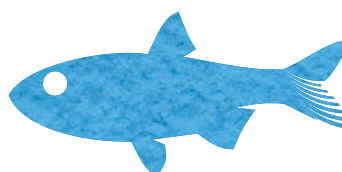
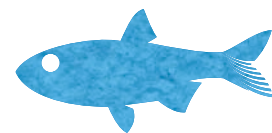
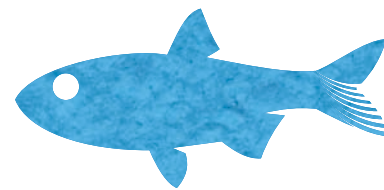
At Ricoh UK we formed a Corporate Responsibility (CR) Committee in 2011 which meets regularly to review and coordinate our Responsible Business processes, programmes and initiatives. The Committee includes several Board Directors and key subject matter experts. All agreed actions are communicated to the rest of the Management Board through monthly meetings.

We share this information with our employees using various communication channels including our company intranet and regular video podcasts.

The role of the CR Committee is to:

- Develop Responsible Business policies and strategies that will effectively implement Ricoh's CSR Charter at national level.
- Co-ordinate the implementation of Responsible Business policies and strategies across Ricoh UK.
- Agree and implement appropriate balanced scorecard measures to report progress against the key initiatives.

- Ensure the availability of sufficient resources to achieve objectives and targets.
- Communicate all policies, targets, initiatives and achievements to relevant stakeholders.
- Promote, encourage and support all sustainability activities within all business divisions and to our key suppliers and business partners.



Phil Keoghan

Chief Executive Officer
RicoH UK Ltd



Rebekah Wallis

Director of People & CR
RicoH UK Ltd



Rick Hewitt

Finance Director
RicoH UK Ltd



James Deacon

Head of CR
RicoH UK Ltd

Our commitment to Responsible Business



Three Ps

Our Responsible Business Strategy is defined in the Ricoh Corporate Responsibility Charter which was established in 2003 to integrate our core values into our daily activities. We take a 'three P's' approach to sustainability: People, Planet and Prosperity. This helps to ensure that our business model is maintained and continuously improved to support our CR, environmental and business objectives.

The Ricoh Way

The Ricoh Way is the global philosophy and set of core values shared amongst all Ricoh Group companies and underpins our daily business operations. It consists of our Founding Principles, Mission, Vision and Values. These components demonstrate our commitment to our customers, business excellence, innovation and continuous improvement, as well as being integral to our brand and employees' development.

The Ricoh Way Values

- To have a Winning Spirit
- To show dedication to Innovation
- To focus on Teamwork
- To demonstrate a Customer-Centric focus
- To commit to the highest standards of Ethics and Integrity

Ricoh Code of Conduct

The Ricoh Group Code of Conduct was established to outline the basic standards expected of our employees when engaging in corporate activities to advance the Ricoh Group. This is to ensure that those standards uphold social ethics and compliance with the law.

The Code of Conduct is grouped under the four principles of integrity in corporate activities, harmony with the environment, respect for people and harmony with society.

These four principles help to ensure that we manage our activities in a sustainable and responsible way.

We are committed to ensuring that our employees:

- Have the opportunity to learn, develop and grow, not only in a work context but also as individuals.
- Provide support to improve their skills and develop new ones.
- Have a fair and impartial process for evaluating and recognising their individual skills and abilities.
- Have a safe, pleasant and functional working environment.

We expect our employees to:

- Observe all relevant national and regional laws at all times.
- Maintain high ethical and moral standards.
- Observe the rules and regulations established by Ricoh UK.
- Make every effort to ensure the maximum possible customer satisfaction.
- Seek to maintain creativity and think independently so we continue to add value.
- Understand the other person's views by putting ourselves in their place.
- Seek to ensure that the progress of the business is fully consistent with the personal welfare of our people.

CR Charter

To enable us to develop a sustainable enterprise we have developed a CR Charter which applies to all companies within the Ricoh Group. This means that at Ricoh UK we must plan our CR activities within a consistent global framework.

The Charter ensures that we remain compliant and observe the following principles:

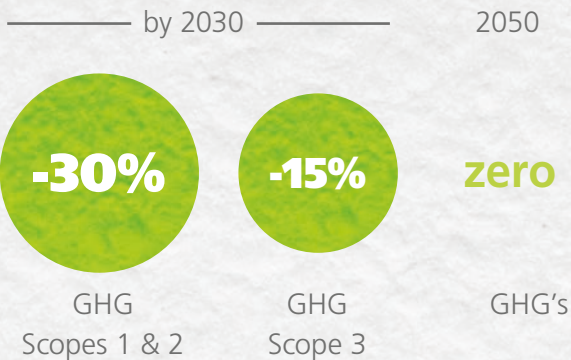
- Integrity in Corporate Activities for every company in the Ricoh Group
- Harmony with the Environment
- Respect for People
- Harmony with Society



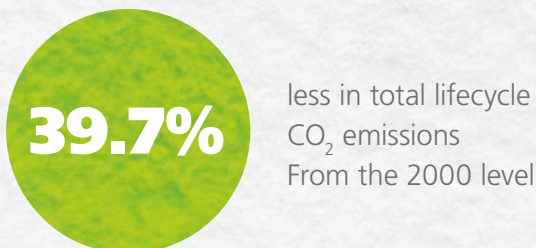
Targets and Progress

Energy conservation and prevention of global warming

Reduce total lifecycle CO₂ emissions

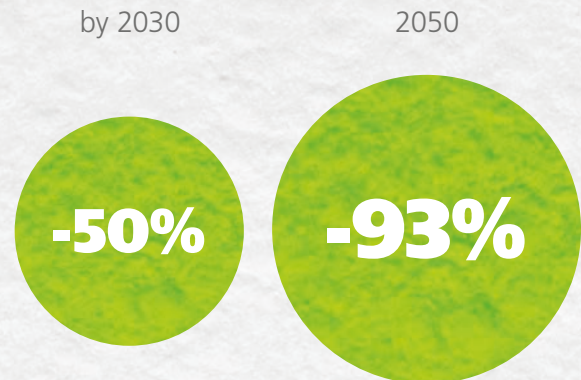


Achievement by fiscal year 2015

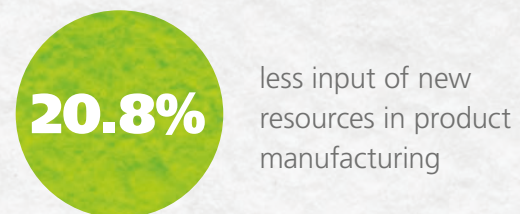


Resource conservation rate

Reduce the input of new resources



Achievement by fiscal year 2015



Long-term commitment to sustainability

We achieved our initial 'tall order' target to reduce CO₂ emissions in 2010 and are on track to achieving our long-term goal to reduce our environmental impact by 87.5% before 2050. With the launch of Ricoh's global 19th Mid-Term Plan in April 2017, we announced even more stringent

2050 long-term environmental targets including 2030 mid-term environmental impact reduction goals. These goals cover energy conservation, global warming, resource conservation, recycling and more. We have set ourselves the goal of sourcing 100% renewable electricity worldwide by 2050.

We also help our customers to achieve their own targets through our Total Green Office Solutions. We have also evaluated ourselves

using the guidance provided by ISO26000 to identify how well we are aligned with the core social responsibility themes outlined in the ISO26000 guidance standard, as well as to identify any areas for improvement.

We are equally committed to fulfilling our economic, social and environmental responsibilities to ensure that we maintain our commitments to our local communities.

Annual assessments and compliance

To help us manage our corporate integrity we have developed the 'Total Risk Management' framework that identifies key risk areas and the stakeholder groups affected by them. This includes an annual assessment to review the effectiveness of our policies and strategies and minimise risk. This also ensures that our practices meet the demands of the changing business environment and the needs of our customers. Another growth area for our business is consultancy in the area of compliance and risk for our customers. We are able to offer expertise in a range of management system standards, with team members on hand to help our customers manage compliance and risk.

ISO9001

The internationally recognised ISO9001 standard is held by Ricoh Group factories, Ricoh UK Ltd and our major Operating Companies. It provides an assurance of best practice quality management. In addition to this, all of our worldwide operating companies are certified to ISO27001 for Information Security Management. These attributes enable us to provide technologies and services that are reliable, secure and intuitive. The result is a customer experience that exceeds

expectations at every stage of the sales cycle. We have recently been assessed and certified to the latest ISO 9001 standard (2015 version) having undergone three transition audits to completely satisfy the requirements of the standard.

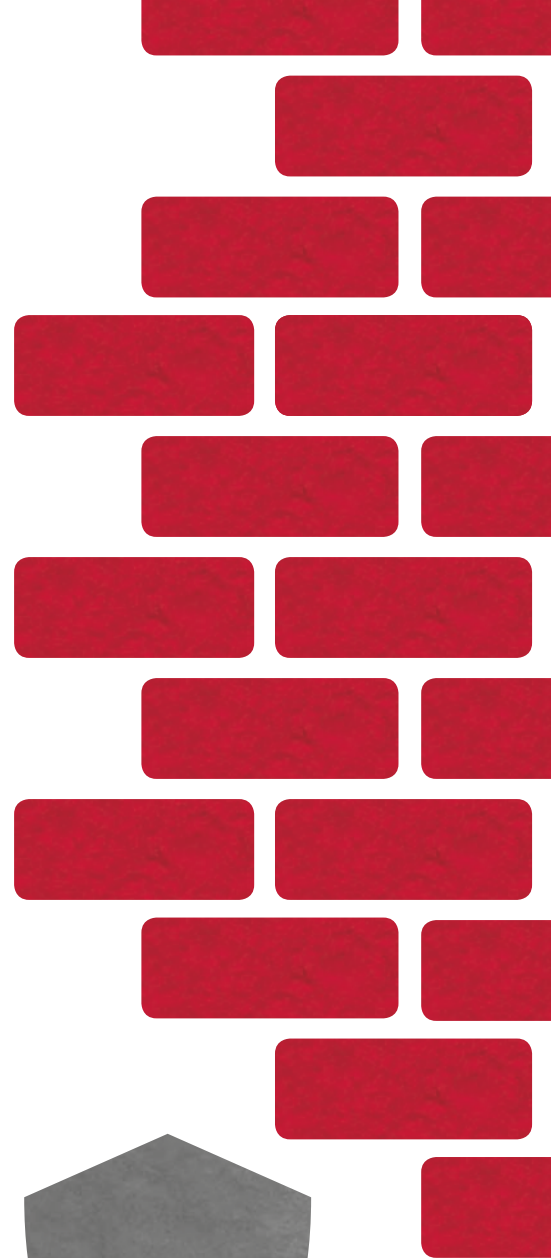
Legal compliance

It's imperative that our employees have a full understanding of European and UK legislation.

For the past seven years we have been developing a compliance training programme that focuses on data protection, competition law and bribery and ethics. The Ricoh Global Code of Conduct expresses the seriousness of our intention and can be downloaded from our website:

<https://www.ricoh.co.uk/about-us/principles/csr/index.html>

We are currently on working to implement the new General Data Protection Regulation (GDPR) law which comes into force in the UK on 27 May 2018. Part of the new data protection laws outline how we should manage our data, where it is held, how long for and for which people. This will involve a joined-up approach between our Information Security and Product Security teams to ensure that all products we supply comply with the new regulations, so our customers can rest assured that data protection is covered.



Anti-bribery and anti-corruption

We work strictly in accordance with the United Nations Global 10th Principle and comply with the anti-corruption laws within the countries we operate.

An appointed pan-European Anti-Corruption Officer (ACO) is tasked with the ongoing review of our Anti-Corruption and Gifts and



Hospitality Policies. To support this role, each Ricoh operating company has its own national ACO.

Compliance Committee

A dedicated team of Board Directors make-up our pan-European Compliance Committee. They meet twice a year and their role is to review our policies and internal audit reports.

Financial reporting

We document and map our financial processes in line with the requirements of the

Sarbanes-Oxley Act. This ensures the accuracy and reliability of our reporting and allows us to establish controls to effectively manage financial risks. In order to make doubly sure of our compliance, our processes are externally audited by KPMG.

SOX compliance and whistleblowing

Sarbanes-Oxley has a set of regulations that require us to provide a whistleblowing service to all our employees. We strictly adhere to these policies and have created a Whistleblowing Policy that provides our team with guidance in the event that they should have a concern which effects the reputation of the Ricoh Group.

Areas of concern include criminal offences, failure to comply with local legal and regulatory

obligations and improper accounting and auditing. We also ensure that the health and safety of individuals is protected, watch for endangerment of the environment, miscarriages of justice and the concealment of information relating to any of these areas.

The Policy enables our employees to raise concerns at an early stage through either an internal reporting procedure or via a third party Hotline Reporting Procedure.

Information security

We're proud to have been awarded the global certification ISO27001 for Information Security Management (certificate no. IS95241)

We are also certified to ISO 27001 as part of a regional certificate which is inclusive of all Ricoh offices within EMEA. SGS has performed audits at our regional head offices and will conduct site audits within the UK during FY 2017. Certificate number JP16/080422 has been issued by SGS. Our Print Data Centre in Merstham is also certified by CPAS in conjunction with our ISO 27001 certificate to provide cheque printing services. Having the ISO27001 certification provides additional assurance of our ability to protect our



customers' information across our Managed Document Services, Production Print, Office Solutions and IT Services areas. To maintain our certification across the Ricoh Group we have a programme in place which conducts annual and regional audits worldwide.

Information Security Management System (ISMS)

As part of our information security framework we work in partnership with the British Standards Institute (BSI), SGS and our EMEA regional parent company Ricoh Europe PLC. The objective of these partnerships is to maintain and continually improve our ISMS.

As our business evolves, the need to protect information grows with it. A coordinated annual audit programme is conducted on every Ricoh Group operating company by either BSI, SGS or a certified Lead Auditor from Ricoh Europe PLC. The audit is overseen by a nominated manager security specialist who is responsible for overseeing the continued improvement of our ISMS.



We also have a Local Information Security Committee (LISC) that is responsible for reviewing any ISMS incidents and reviewing feedback from internal and external audits. The LISC is also responsible for the development and implementation of all new ISMS policies and procedures.

Product security

Our products meet the requirements of a set of common criteria through ISO/IEC 15408 and comply with IEEE 2600.1 or IEEE 2600.2. These are international standards for the security functions of hardcopy devices, including multifunction devices and printers. To assure our customers that our products are secure we offer a broad line of CC-authenticated products which comply with IEEE 2600.1. For more information see the Ricoh products authenticated with CC (ISO/IEC 15408).

P2600 Working Group

We are pleased to confirm that we were founding members of a working group which has developed a set of product rules and evaluation techniques with other business leaders and providers of digital office products. The objectives of the working group are to agree the security standards required for these devices. These standards include:

- P2600 Levels
- IEEE 2600.1
- IEEE 2600.2

- IEEE 2600.3
- IEEE.2600.4
- IEEE 2600.1 and IEEE 2600.2 are functionally common in their requirements.
- IEEE 2600.1 is focussed on government and military environments – not as well recognised globally (primarily recognised in Japan).
- IEEE 2600.2 is for private organisations and has been adopted as the main focus for the standard in the UK and all new Ricoh devices.
- IEEE 2600.1 is an international standard for the security functions of hardcopy devices, including multifunction devices and printers.

Common criteria for testing sets out the following requirements as part of the ISO/IEC 15408 standard:

- Target of evaluation
- Security target
- Evaluation assurance level



Between FY2014 and FY2016 there were no major non-conformances identified through external audits. Both BSI and Ricoh Europe have recognised our high standards in managing our ISMS. The latest audit by SGS at our print data centre did not raise any major non-conformances, with further audits due to be conducted by SGS in October 2017 at other key sites within Ricoh UK.

Our key activities for 2017 included

- The integration of our Quality, Environment and Health & Safety management systems ISO9001, ISO14001 & BS EN 18001 (soon to be replaced with ISO45001).
- Working with Ricoh Europe to develop the integration of auditing within the UK and support regional auditing for the three main certifications (9001, 14001 & 27001).

Business Continuity Management System (BCMS)

Ricoh UK became the first company within the Ricoh Group to achieve the ISO 22301 accreditation for societal security. The BCMS provides us and our business process partners with a definitive set of actions to recover effectively from a disruptive incident.

ISMS communication

We have adopted the Everbridge solution to provide an effective emergency communication to our employees, customers and customer based personnel. The purpose of the communication platform is to provide essential information during an emergency incident. Notifications can be sent using a variety of methods including e-mail, SMS, telephone and mobile based apps.



ISMS training

Regular training workshops, tests and exercises are carried out to ensure that our employees are aware of their responsibilities during an incident as well as to ensure that essential systems and equipment are available to conduct normal working operations which satisfy customer requirements.



We publish an annual e-learning module to our learning platform which provides an overview of our ISMS and tests our employees on their understanding of its policies. Our employees are required to pass the original module and show an understanding of the follow-up modules. These policies and procedures are available on our intranet and our ISMS handbook which provides our employees with an easy-to-follow ISMS overview.

Environmental management system

As a Group we purchase materials and parts used to manufacture our products in line with Green Procurement Standards.

As part of our efforts to help our suppliers promote environmental protection, we have developed Environmental Management System (EMS) and Chemical Substance Management System (CMS) Guidelines to help these suppliers establish their own EMS and CMS aligned with those of the Ricoh Group. These guidelines are used to provide our suppliers with training, education and support for their internal processes.

Key sustainability indicators

Integrity in Corporate Activities	FY2014	FY2015	FY2016
Sales(£k)	£478,445	£486,258	£489,607
Net income (£k)	£20,111	£25,740	£3,987
Net assets (£k)	£86,724	£105,828	£60,513
Average Customer Satisfaction (Marketii data)	91%	89%	92%
Average Net Promoter Score	48%	53%	55%
Number of Whistle Blowing Incidents	0	0	0
Marketplace Management Score from CR Index	97%	97%	98%
% of Formal Complaints Resolved in < 10 Working Days	93%	100%	100%

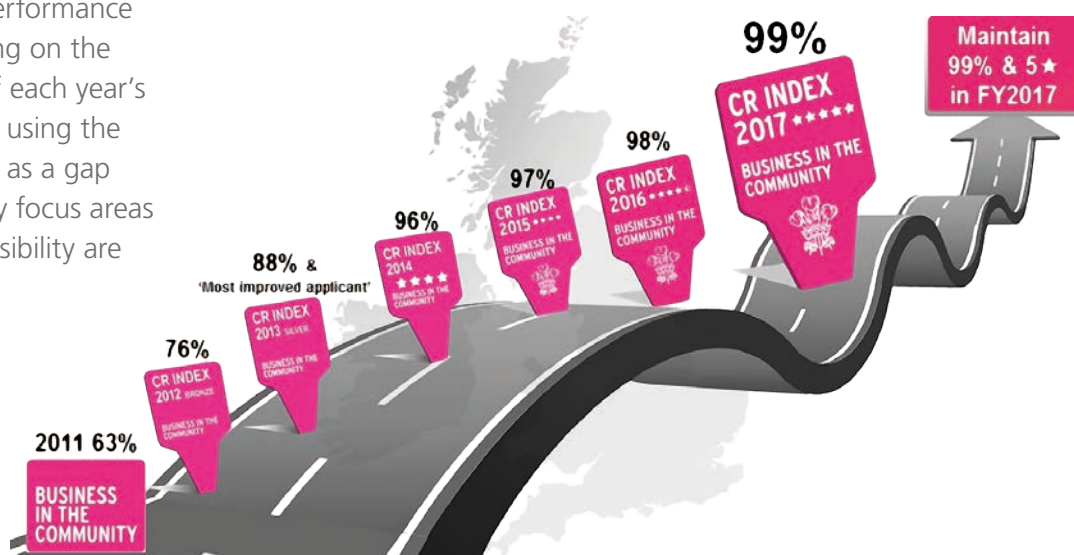
Business in the Community (BITC) CR Index

We work closely with BITC, a business-community outreach charity promoting responsible business, to continually improve our Corporate Responsibility (CR) performance. Since 2010 we have taken part in the BITC CR Index assessment process each year and improved our performance year-on-year by acting on the recommendations of each year's feedback report and using the CR Index framework as a gap analysis tool. Our key focus areas for corporate responsibility are

aligned to the BITC CR Index around Marketplace, People, Environment and Society. In 2015 we were invited by BITC to be part of a small panel of CR Index participant organisations to help review and reshape the CR Index for the future.

In addition to this, our involvement with BITC has included participating in their Employment for Excluded

Groups campaign, with our CEO Phil Keoghan on BITC's Employment for Excluded Groups Leadership team. As part of this, we support the BITC Ban the Box initiative aimed at giving ex-offenders fair opportunity for employment, along with helping disadvantaged young people into employment or training through our Silver Patron partnership with The Prince's Trust.



Financial performance

We have achieved strong, consistent growth throughout the three years of our 18th Mid-Term Plan (FY2014 to FY2016) through our core capabilities in Managed Document Services, Production Printing, Office Solutions, Business Process Services, IT Services and Workplace Services.

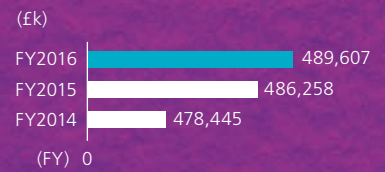
Following the UK's vote to leave the European Union, our net income was adversely effected in FY2016 by the weakening of Sterling against other major currencies.

We responded to this by closely assessing our cost base to identify opportunities to right-size and

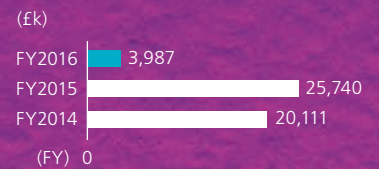
enable the business to continue to provide a high quality service to its customers and whilst generating profit.

We also paid a £47m dividend to our parent company during FY2016, which accounts for the reduction in our Net Assets.

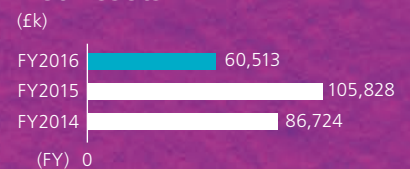
Sales



Net Income



Net Assets



£490m

Sales



£4m

Net Income



£60m

Net Assets



No.1

Best-in-class Customer Satisfaction



No.1

Multi-Function Device Market Share



No.1

Production Print Market Share

Marketplace

Our services

We deliver services to support and transform the way our customers work, collaborate and share information.

Keeping up with the needs of today's workforce needs a strong infrastructure and

user-friendly tools to help us capture, transform and manage information. To do this, our services are grouped across eight different business areas:

- Managed Document Services - Providing cost-saving Information and Document Management
- IT Infrastructure Services – Optimising IT to enhance productivity, increase efficiency and deliver lasting strategic advantage
- Business Process Services – Fully-managed outsourced solutions to streamline core document processes and increase output
- Production Printing Services – Support to improve the effectiveness of document-based communications and the efficiency of production processes
- Sustainability Management Services – Reducing the environmental impact and cost of business processes
- Communication Services – Flexible, efficient communication solutions to enhance outreach to customers and collaboration between employees
- Application Services – Expert application delivery, consultancy and support services for improved information workflows
- Workplace Services – Consultancy and support to streamline office processes to create a more agile and efficient workspace



Ricoh Consultancy

Building upon our success of bringing positive change to organisations within the UK, we formed our Business Consultancy Group (BCG) to extend the expertise and knowledge within our Business Excellence team to support our customers, through four value propositions:



1

Organisational
Change



2

Workplace &
Workstyle



3

Risk
Management



4

Optimisation &
Efficiency



**RUK
IGNITE**

Workplace Services

We set out to transform the way we work back in 2013 by introducing an 'agile' new way of working. This approach enabled us to reduce our property portfolio, save on facilities cost and but increase our employee engagement levels.

Following the success of this transformation, we created the Workplace Services business line to support other organisations around people, property, technology and processes.

As part of this service we analyse a customer's current situation and develop a plan for change over a period of time which is in line with the customer's vision. Ultimately this results in a positive transformation which includes increased employee productivity and reduced property costs.

More information can be found at: <https://workstyle.ricoh.co.uk>

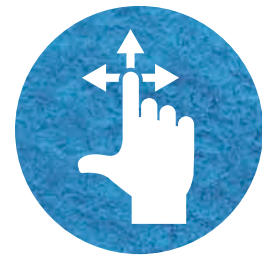
Ricoh Ignite

In 2016 we launched a new business accelerator programme – 'Ricoh BIG Ignite'. The programme was designed to support Northampton start-ups during in their first year and now connects entrepreneurs with expert mentors from across our business provide help and advice about everything from running a scalable company, to product marketing and accountancy. All start-ups on the programme received one lead mentor for the whole year, along with 'flash mentors' who support them in a particular business area over 1 – 3 separate sessions.

Ricoh BIG Ignite has 10 registered companies – three of which were founded as part of Ricoh's Charity partner, The Prince's Trust's, Enterprise programme. The diverse list includes a company creating strategic network solutions, another developing electronic point of sale infrastructure, and another that is working to prevent crime against businesses. Further businesses will be welcomed on to the programme throughout the coming year.

Rick Hewitt, finance director, Ricoh UK commented, "We are proud to invest in a project that will inspire and support some of the brightest business talent that Northampton, and indeed the UK, has to offer. The start-up scene is one that presents many exciting opportunities and challenges and Ricoh wants to continue to help support these new organisations on the start of their business journey. By nurturing new skills and talent, we hope this will have a knock on effect on the number of new businesses coming through in the local area, boosting what is already a very healthy and thriving start-up environment. As a big business with around 2,500 staff, we hope that the Ricoh BIG Ignite Programme will deliver multiple benefits to our employees, by connecting them with the next generation of creative entrepreneurs. Ricoh can learn from the agility and flexibility that forms the lifeblood of a start-up business. It is new skills and new ideas that will keep British businesses competitive, innovative and successful for years to come."

One-step solution to enhance 'New Workstyle'



Paperless



Reduced travel and costs



Virtual meeting rooms



Improved work-life balance

Alec Wadey founder of Ding Dong Diary, which is a company registered on the Ignite programme, said: "I founded Ding Dong Diary two years ago with big plans, but not a clear idea of how to achieve them. After steering the company through many high and lows during that time, I have come to appreciate that all small companies can benefit from the support and guidance provided by business accelerators. "There are a number of accelerators based in London and Manchester but Ricoh BIG Ignite is the first one to launch in Northamptonshire. Working with such a large, well-established organisation such as Ricoh over the next year will provide us with the opportunity to grow and develop – not only as a company, but also as individuals." I am looking forward to brainstorming new concepts and ideas with Ricoh's expert team, and applying these valuable lessons to improve our business."

The Ricoh BIG Ignite programme is being delivered in partnership with award-winning accelerator, 50th Generation.

Product Safety and Security

We assess the health and safety impacts of our products throughout all stages of their lifecycle. This starts with the original concept and continues through manufacturing, marketing, distribution and customer use through to effective recycling.

Safety is considered an absolute priority, so Ricoh has developed a Product Information system that itemises all environmental and health and safety performance aspects of our products. This system streamlines the process of complying with all legal aspects relating to these criteria

RoHS – Restriction of Hazardous Substances

The RoHS dictates that if an electrical or electronic product contains six key hazardous substances, as defined in its regulations, it cannot be entered into the marketplace. Ricoh not only ensures that all of our products comply with RoHS but we have actively banned an additional six substances that are not currently covered.

REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) is an organisation that requires the registration and management of all chemical substances used in business. Ricoh has taken this a step further by forming a rigorous Chemical Substance Management System that extends throughout our supply chain.

Procurement

In January 2006, the Ricoh Group set up the Ricoh Group Supplier Code of Conduct. All of our suppliers are required to comply and to make efforts in reaching for a better society and global environment and sustainable development of society. The code of conduct includes clauses on human rights, which are in accordance with the UN Global Compact and the International Labour Organisation (ILO). They include the prevention of child labour and a commitment to environmental conservation.

Within the UK we have a central procurement toolkit that includes key processes, template documents and checklists for procurement activity. It ensures that we are meeting our stated procurement objectives throughout the procurement process. This starts with initial recognition of customer needs through to contract award, ongoing contract management and benefits reporting.

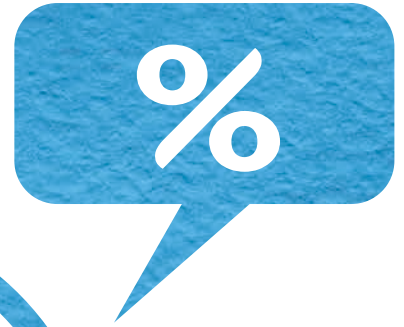


Supplier Engagement

In December 2016, Ricoh UK commenced its Supplier Engagement programme to promote Responsible Business amongst its core supplier-base. A Supplier Engagement Committee was established, with representation from various business functions within Ricoh UK, with the remit to launch and then continue a series of periodic roundtable workshops with our top 40 suppliers on key Responsible Business themes on an ongoing basis. The launch event, aimed at key suppliers' C-suite leaders, took place in September 2017, where Ricoh set out our core Responsible Business themes, with the request that the invitees subsequently brief their organisations' respective Subject Matter Experts, so that these can attend future planned Supplier Engagement roundtable discussion events. The intention is that these events are voluntary, not mandatory, and that Ricoh and our supplier-base can act collaboratively as a broader and more impactful 'force for good' in terms of Governance & Ethics, Social & Environmental Impact, etc.

Customer Insight

Ricoh has two separate channels that enable us to deliver our products and services. The Direct Sales channel and, for our network of Distributors and Dealers, we have an Indirect Channel. We are perfectly set up to serve businesses of every size, from SMEs to Fortune Global 500 companies.



Improving the Customer Experience

As part of a global company, our employees are tasked to care about people, our industry, our society and our planet. We dedicate our winning spirit, innovation capabilities and teamwork to refining our customer centric approach, always committing to the highest standards of ethics and integrity. Engrained in our culture is to always put the customer first and deliver an exceptional customer experience in all areas of our business.

Senior managers from across Ricoh UK form our Customer Centricity Leadership Group and are tasked with improving the overall customer experience in line with The Ricoh Way values. They act as role models and 'change agents', effectively mentoring our employees into

putting the customer at the heart of everything we do. The group meets periodically to exchange knowledge, update one another on progress and to report the outcomes to the Board of Directors. We use a range of 'voice of the customer' surveys to gather feedback from our customer groups.

Customer Satisfaction Surveys

Understanding a customer's experience of specific actions is essential when improving our services across the board. Our overall customer satisfaction is measured monthly through an external research company, Marketii, and is conducted across all Ricoh operating companies in the EMEA region. Results

are benchmarked within our industry sector and also with all UK companies. We remain top in customer satisfaction within our industry sector in the UK.

As part of our Customer Centricity culture we also conduct additional customer satisfaction surveys across the business. We are currently conducting a review of our VOC methods, with the objective of creating a 'holistic view' of all customer feedback, to help identify and drive continual customer satisfaction improvements.

Specialist Surveys

We value feedback from IT Managers, Account Managers and our network of dealers and distributors. They give us valuable insights into how our products are performing in the real world. Depending on the topic, sales channel, market or target audience, we'll hand pick a research company to conduct the research. The findings of those surveys are then used to improve our approach to product development.



Customer Service Excellence

In October 2014 we were successfully third-party audited and accredited to the Customer Service Excellence Standard. This gave us recognition of our integrated and company-wide approaches, ensuring that our customers experience outstanding levels of service, responsiveness and satisfaction.

Feedback from our first assessment stated:

- 'The approach to consultation and engagement is impressive and the document highlighted the many and varied ways of gaining an understanding of customer needs'
- 'The culture of the organisation and its customer centric approach permeates from the top and is instilled in staff through induction into the Ricoh Way.'



We are assessed against this annually and have maintained our accreditation.

Customer Care

We believe that the measure of a good company is by how it resolves problems when they arise. A dedicated customer care team rapidly responds

to all complaints and queries using the Ricoh Query Management system to track customer issues right through to resolution. The system also provides invaluable insights to avoid future errors. When a complaint is dealt with, we don't just want the customer to be satisfied with the outcome, we want them to see that Ricoh is a company that works diligently to provide the best customer experience in the market.

If a complaint is dealt with effectively, it can turn an occasional customer into a regular one. Part of our process is to discuss the complaints we receive at the highest level, which includes the CEO of Ricoh UK and the Board of Directors at Ricoh Europe. The end result is a system that develops strategic initiatives to provide outstanding customer satisfaction.

Strategic Advisory Board

As part of our continued focus on customer satisfaction we commenced work on our Strategic Advisory Board. This underpins a different engagement with our customers. It offers the opportunity to capture and analyse customer/stakeholder information to highlight future needs and trends in the marketplace. It provides the opportunity to capture relevant information and thoughts in regards to our stakeholders current and future requirements with our customers in a safe environment.

Workplace

Innovation & Excellence

Ricoh recognises that being a customer-centric organisation requires on-going self-reflection. This enables us to respond intelligently to the ever-changing needs of our customers and essentially deliver value from their perspective. We gather feedback from all stakeholders and 'voice of the customer' targeted surveys. This data is used to identify and drive process improvement within the business, which helps to shape our strategy.

Ricoh ensures that it is an efficient and effective organisation by using a number of world class frameworks. This includes Strategy Maps, Balanced Scorecards, management systems and the EFQM Excellence Model.

EFQM Excellence Model

Ricoh UK use the EFQM Excellence Model and in 2014 RUK applied for the BQF UK Excellence Awards, resulting in the achievement of 'Finalists' status and earning the nickname 'agile giant' in recognition of our ability to meet change with innovation.

Through continued focus on improvement from the 2014 assessment, Ricoh UK won the BQF UK Excellence Award in 2015, on the second year of entry, with a 100+ point score increase on the previous year. Ricoh UK's CEO, Phil Keoghan, said upon receiving the award from Dame Karen Brady CBE,

"I am delighted, honoured and humbled to accept this award on behalf of Ricoh UK. To say that Ricoh has gone through a transformational journey would be an understatement. In the past five years we have integrated four companies; we have transformed our organisation, and transformed the nature of our business. During this time we have become one of the highest performing and

balanced operating companies within The Ricoh European Group. This transformation is due in no small part to the dedication and hard work of all our people, truly our greatest asset, to create a company that we can truly be proud of."

Lean Six Sigma

Since the introduction of the business improvement programme in 2011, Ricoh has trained over 350 employees in Lean Six Sigma DMAIC methodology across the business, arming employees in every division with the tools to continuously improve the way in which they work and meet the needs of the organisation.

In the last 3 years 78 projects have closed, delivering £7.8million in revenue, £2million in cost savings and positively impacting key focus areas:

- Productivity & Efficiency
- Employee Engagement
- Customer Satisfaction
- Compliance
- Environment

In 2015 RUK applied for their first BQF Six Sigma Award and were awarded 'Finalists' status



Phil Keoghan

Chief Executive Officer
Ricoh UK Ltd



UK Excellence Award
WINNER 2015




Excellence **600**
2014



UK Excellence Award
FINALISTS 2014



BQF Achievement Award
LEADERSHIP
FINALIST 2015



Our employees' winning spirit, innovative ideas and customer centricity help secure a strong and sustainable future for ourselves, our customers and our communities.

People

Over the past 12 months, we have achieved even greater heights in our ever developing People Strategy. Core to this is our 'employer of choice' ethos which combines our internal people activities and external corporate responsibility activities to provide a win-win for all our stakeholders - be they employees, customers, suppliers or society.

Putting people first – overview

Our people policies and practices reflect the principles of the Ricoh brand 'imagine. change.' and its values, which we communicate internally as The Ricoh Way. It includes our focus upon customer centricity, innovation, teamwork, ethics, integrity and a winning spirit.

We embrace change, diversity and inclusion, offering a challenging environment where employees can collaborate, be innovative and create value for customers; they can have a sense of achievement and grow through their work, development

and voluntary activities. Learning opportunities are only limited by people's imaginations and Ricoh's Academy has been consistently recognised by The Learning & Performance Institute with it's leadership programmes being CMI accredited as well as proudly winning a Princess Royal Training Award in 2016, the inaugural year of the awards. Ricoh is also extremely proud to have achieved the Investors In People Gold Standard.



Rebekah Wallis

Director of People & CR
RicoH UK Ltd

Employee Value Proposition

Ricoh helps to shape the future of business by enabling smarter ways of working. As a Ricoh colleague, you are passionate and forward-thinking. Your winning spirit, innovative ideas and exceptional delivery help secure a strong and sustainable future for ourselves, our customers and our communities.



To help you be the best you can be, we offer a supportive culture: a diverse, dynamic and collaborative environment where you're empowered to lead, to make a difference, and forge a vibrant career. And where you are valued, celebrated and rewarded for a job well done. Together we imagine new and exciting ways of enabling and connecting people.

It's not just what we do, it's how we do it. Ricoh. Vibrant in everything we do.



Seven Pillars which are given below:

HR Strategy – conclusion of 18th Mid-Term Plan and launch of 19th Mid-Term Plan

Over the last year of our 18th Mid-Term Plan, our people strategy continued to focus on transforming and developing the knowledge, capabilities and customer centricity of our people in order to attract and retain high-performing, diverse talent who are able to support the changing needs of the business. With ever increasing levels of employee engagement and customer satisfaction, as well as the achievement of awards, accreditations and record performances from both our people and our corporate responsibility activities & measures during the 18th MTP, we are excited to move into the 19th MTP with firm foundations in place.

Building on our achievements in the 19th MTP, our people strategy will sharpen, as well as expand, its focus: with a change in the economic climate, a core focus will be to further accelerate transformation and culture change – ensuring that our operations, internally & externally, are optimised and as efficient as possible whilst ensuring

the attraction, development & retention of a rich & diverse talent – through a highly inclusive culture - remains a central theme. A new & very exciting focus for us will be the development of our external customer proposition through the provision of solutions utilising our people's expertise.

The Ricoh Way sets out a group of fundamental principles that guides our employees, ensuring that all of our stakeholders receive the best possible service, while adding value to our overall proposition. It's a global philosophy that works hand-in-hand with our brand strap-line 'imagine.change.' that promotes our values, customer-centric approach and commitment to the highest standards of ethics.

Providing outstanding value for our customers is the purpose of our work, but it's our people that drive our ultimate success. We work as a global unit to achieve our goals and do all that we can to encourage our employees to realise their full potential. This includes implementing personal development plans that promote innovative thinking, sharing ideas and showing them how to demonstrate our 'new ways of working' proposition. We are always looking for new ways to ensure the recognition, engagement and wellbeing of our people.



Ricoh UK Employee Forum – A means for open discussion

One of the biggest challenges for any organisation is communication. Our 'Employee Forum' provides the mechanism for employee representatives and board directors to share ideas and plans for the future. This allows Ricoh UK to manage change positively and collaboratively. Through the Employee Forum, we can harmoniously work together and ensure that all of our people have input into and are fully aware of our strategy and business goals.

We actively encourage an open dialogue and believe that every question is a good one and all feedback is valuable. In addition to this, to ensure that the forum delivers value to the Ricoh Group, employees are elected to join by their peers. They meet on a two-monthly basis with members of the Board of Directors and their respective feedback is then formulated into action plans where necessary. These action plans are communicated back to employees using a range

of communication channels including our internal social platform iEngage, video podcasts and team debriefs.

Employee representatives from the Ricoh UK Employee Forum also sit on a Ricoh European Employee Forum (REF), along with representatives from each Ricoh Operating Company within the EMEA region. The Ricoh European Employee Forum meets annually with senior management to keep them updated with events.

Employee Engagement

We know that committed and engaged employees are essential for a more productive and efficient business. When employees feel more satisfied in their roles, this leads to a reduction in employee turnover, lower attrition rates and, reduced absenteeism, increased productivity and better business results.

This survey is repeated every two years, with 2014 seeing the advent of the first ever Ricoh Global Employee Survey (RGES). In addition, Ricoh UK conducts a quarterly Engagement Index (EI) survey which provides us with a snapshot of mood, allowing for

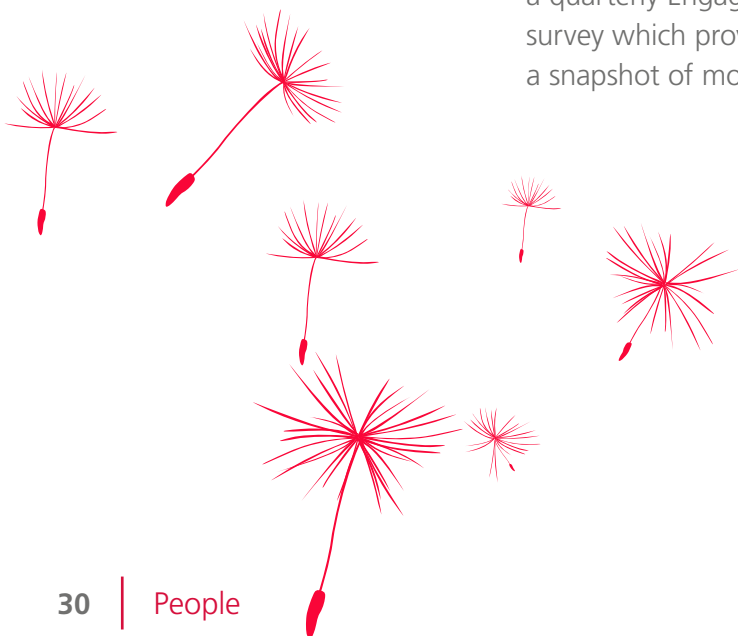
immediate review, which is led by department managers. The shorter timescales and format of the EI survey complements wider-reaching improvement activities, which meet the timescales of the global survey.

As a result of the findings of the European and Global surveys, our UK Board members sponsor improvement projects. These projects are led by Improvement Teams that have been established at a local management level. The benefits of this mean that all of our management those involved are 'on the same page' and new activities can be introduced with a surety that they will achieve their objectives.

Our surveys focus on key drivers of engagement, including leadership, communications, teamwork and belonging, working conditions and personal development. It's important that we gain a real sense of what it's like to work at Ricoh. All questionnaires are completely confidential and all employees are encouraged to take part.

Gathering this data has helped us to pinpoint areas that we need to focus on to improve Ricoh UK. To determine the areas for improvement we engage with our employee forum. Our employee forum representatives will seek feedback from employees on our strengths and areas for change based on the results of the survey.

This information is presented back to our Board of Directors in a roundtable discussion forum. This allows for the senior management team to truly understand key areas to focus on for the business. From this





feedback we put together our Company action plan.

Supporting our global engagement survey is our own quarterly Engagement Index launched in 2014. The objective of the index is to measure employee engagement more frequently, allowing quicker responses to results. At our final survey of FY2016 we had a 61% response rate, with 43% of our employees categorised as 'actively engaged' (i.e. their individual score was > 80%).

BiTC Diversity Benchmark

In 2017 Ricoh UK achieved Gold rating for Gender in the Business in the Community (BiTC) Diversity Benchmark, the UK's most comprehensive benchmark for workplace gender and race diversity.

Organisations are assessed by BiTC on a range of key areas, including career progression, recruitment, supplier diversity, and senior management and board representation of ethnic minorities and women.

"Congratulations to Ricoh on being awarded Gold for gender in the Business in the Community Diversity Benchmark. They have

demonstrated a strong commitment to creating inclusive workplaces where employees are valued and rewarded for their contribution to the organisation, regardless of gender. I hope other employers will learn from their example and use it to drive real change within their own organisations."

**Kathryn Nawrockyi,
Gender Equality Director,
Business in the Community**

The Business in the Community Diversity Benchmark measures diversity in terms of age, gender and race within the workplace. It is a management tool to help organisations evaluate their performance, including peer comparisons, and inform evidence-based decision-making around workplace diversity. It is open to all employers who can

benchmark at their convenience. The continuous benchmarking service allows organisations to participate when it suits their internal processes, resource capacities and reporting cycles.

Learning and Development

Learning is essential to support the transformation of knowledge, skills, attitudes and behaviours needed to achieve this shift in proposition.

As a learning strategy we have created the Ricoh Academy, which is recognised by the Learning and Performance Institute (LPI) as amongst the best in our industry sector. Through the Academy, our employees, Business Partners and distributors are provided with training, guidance and learning opportunities with a real emphasis on coaching and taking ownership of your learning both individually and collectively. This ensures they have the knowledge and skills required to perform at their very best and achieve their



potential, thereby meeting our customer needs, whether these are internal or external stakeholders.

Learning is delivered via a combination of on-line eLearning, webinars, self-learning, role-play scenarios', video interaction and classroom based training. Ricoh's own technologies are used where appropriate, minimising the environmental impact of training-related travel. The development of our current learning strategy has particular alignment to Ricoh's business objective of a 'services led' proposition, which relates directly to Ricoh's 18th and 19th Mid Term Plans.

Learning is essential to support the transformation of knowledge, skills, attitudes and behaviours needed to achieve this shift in proposition. Throughout the four tiers of our Leadership Development Programme, we are very proud to work in partnership with the Prince's Trust and the local community. This partnership offers structured community investment activities as a mandatory element of every programme.

As well as our award-winning Leadership Development programme, other examples of Ricoh's in-house learning programmes include:

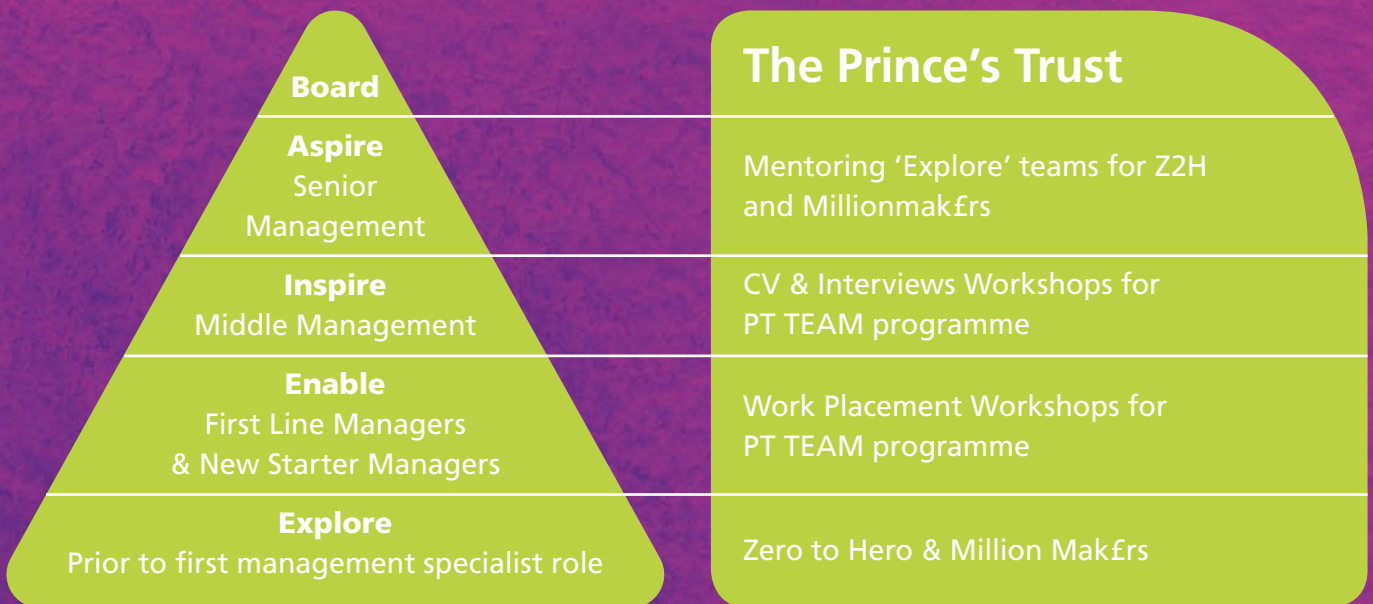
- Corporate Induction
- Dignity at work
- Information Security Management
- Managed Document Services
- Environment and Sustainability
- Health and Safety
- Sales skills (Selling the Ricoh Way)
- Product knowledge
- Interpersonal skills
- Technology and software
- Apprenticeship programmes

Ricoh leadership development & Prince's Trust involvement

- Engagement and Motivation
- Adding Value
- Skills based volunteering



Prince's Trust



For improved employee engagement, we offer:

- Professional qualifications and experience to develop in their current role
- Development of new business techniques, knowledge and skills in their specialist field and the ability to anticipate trends in the broader environment
- Appropriate training and developmental assignments to fulfil their potential

During FY2015 we took steps to incorporate blended learning in our strategy. We provided slightly fewer traditional classroom courses and many more on-demand electronic learning courses. This gives employees additional flexibility of where and when they do their learning, it reduces travel time and cost, and largely avoids the usual scheduling conflicts when trying to find mutually agreeable calendar dates for all delegates. During FY2016, employees completed a total of 31,947 on-line training modules.

Our focus on Leadership Development has led us to implement a complete tiered approach to all levels of management training, ranging from prior-to-first-line-manager role, through to Board succession.

As well as being LPI accredited, Ricoh is certified to Gold level as an Investor in People and has also been awarded Apprenticeship

Training Provider Status to deliver both internally and externally as a revenue generator. We work in close partnership with apprenticeship partners to support our pan-business apprenticeship model to develop our talent pipeline.

As part of our drive to help our employees be the best at what they do, we sponsor many of them to accomplish external industry-recognised accreditations. These include AAT, APMP, CIMA, CIPD and the Prince2 project management qualification, to name a few. These accreditations help us to achieve various high-tier Gold Partner status with suppliers such as HP and Microsoft, which apply directly to our ITS division

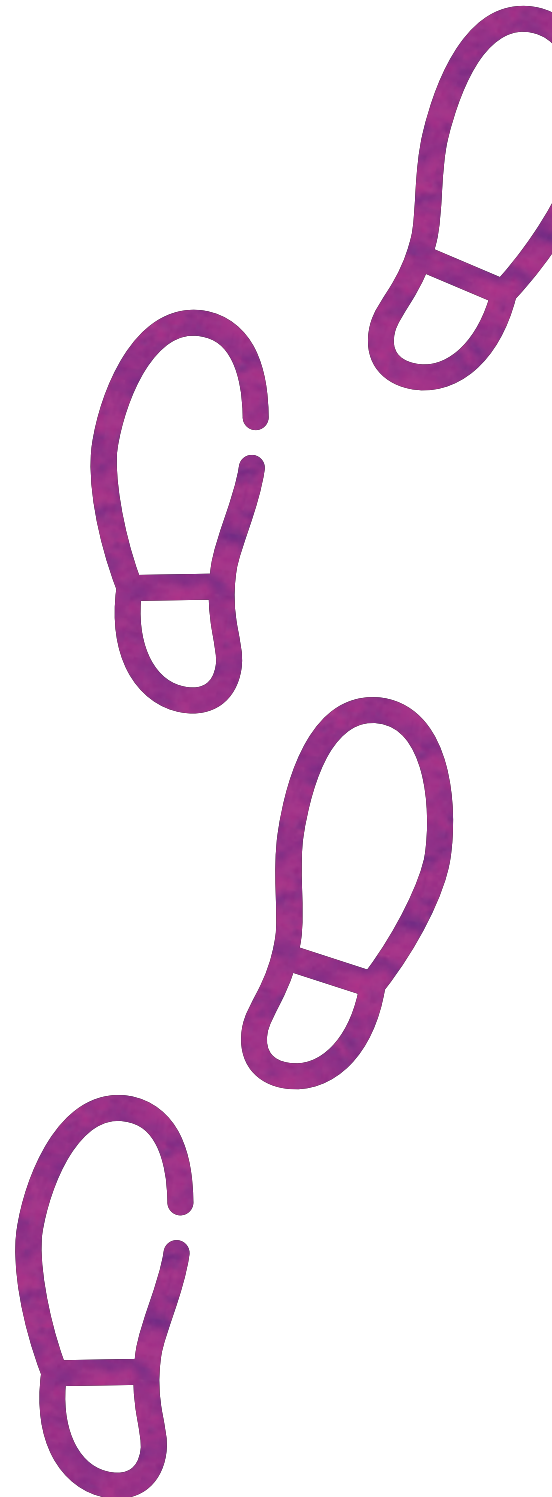
Learning & Development Accreditations and Recognition

The success of our learning and development programme is demonstrated through the awards and recognition we have achieved.

Princess Royal Training Award Recognition

In 2016 RUK were awarded the Princess Royal Training award in recognition of our outstanding leadership skills development and training programmes, at a prestigious awards ceremony at St James's Palace on 24 November 2016.

The City & Guilds Group launched the Princess Royal Training Awards in January 2016. The awards were developed in conjunction with employers, learning and development experts and assessors and endorsed by the City & Guilds Group's President, Her Royal Highness The Princess Royal. In total, 110 organisations applied for the Awards in their inaugural year.





PRINCESS ROYAL TRAINING AWARD 2016

their own entrepreneurial initiatives and identifying and implementing new more efficient ways of working. "Ricoh UK's goal is to create an exciting, evolving working environment where every member of the team can continue to learn and develop their own unique career path. We're thrilled to be recognised for our work in this area and are proud of the programmes we've developed with our people,"

**Rebekah Wallis,
Director, People & Corporate
Responsibility, Ricoh UK**

"Our leadership programmes are designed to improve the skillsets of employees at every level of the organisation. From entry level to board level, every Ricoh employee continually benefits from bespoke training with

a specific focus on soft skills such as communication and collaboration, to help them succeed in the changing world of work. "We've already seen a significant uptake in the programmes on offer, with employees developing

Chartered Management Institute Recognition

Our highly successful 4 tier Leadership programme has been recognised by the Chartered Management Institute.



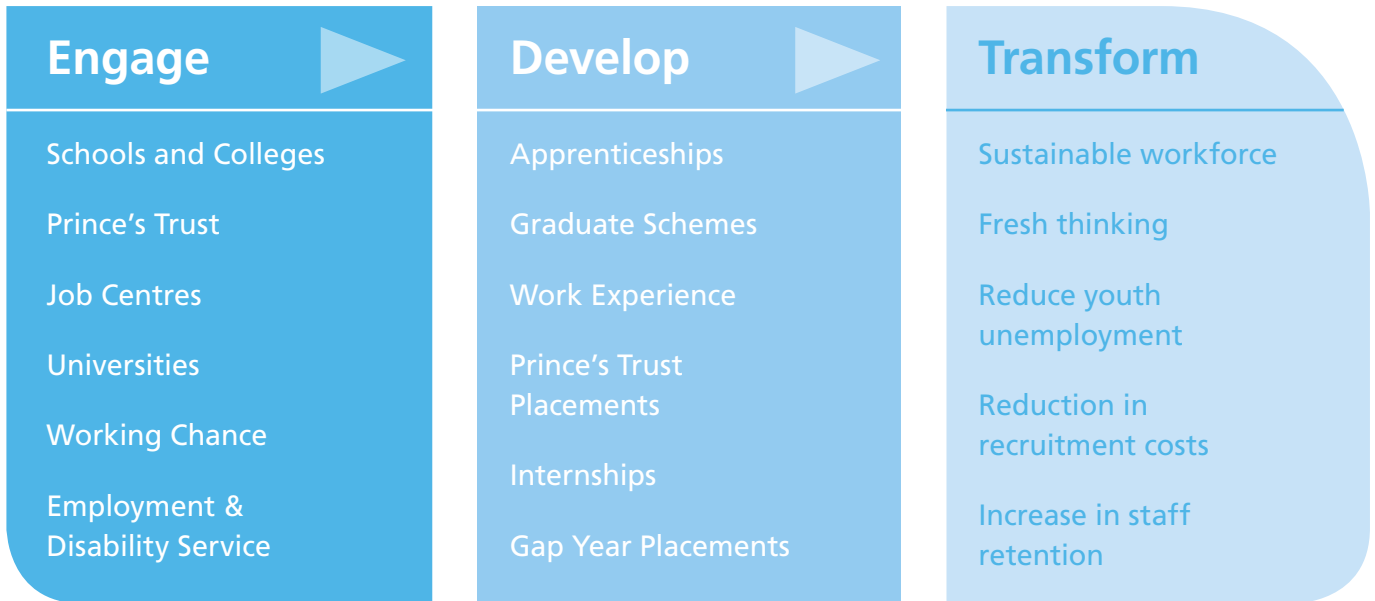
After an extensive mapping exercise our 4 programmes were validated as follows:

- Explore – Level 3 First Line Management
- Enable – Level 3 First Line Leadership & Management
- Inspire – Level 5 Leadership & Management
- Aspire – Level 7 Strategic Leadership & Management

People & CR director for Ricoh UK, Rebekah Wallis stated "I am absolutely delighted and proud of such a prestigious recognition for our Leadership programmes. The programmes have been a fundamental component in our People Strategy and facilitate our leaders and future talent in embracing their skills and truly realising their potential, ensuring optimum performance in their roles whilst building a sustainable future for Ricoh."

CMI Senior Consultant Alec McPhedran enthused "This is a fantastic achievement for a strategy that has been in place for only 18 months. The Ricoh UK Leadership strategy is one of those pleasurable gems that genuinely focuses on capability and behaviours that truly enables Leaders to understand and live the visions and values."

Ricoh UK's Future Talent Development Programme



Ricoh UK's Future Talent Development Programme –

We are at present working to seamlessly thread together a fuller talent management strategy from how we recruit, identify and develop.

We are producing strong talent pathways from an SME perspective, as individuals and as part of teams. A wider number of people being project leads/sponsors and supporting apprentices in a number of potential ways including mentoring, guest speaking, SME advice to name but a few. This has been produced through a business intelligence portal to aid in accurate decision making, workforce planning and analytics to the senior stakeholders. This is delivered and supported by recruitment, HR and learning.

Ricoh Apprenticeships

Ricoh have been awarded training provider status and will look to bring in new talent through this and also up-skill our current employees. We will also be supporting our customers and look to align their apprenticeship strategy to their business objectives. We want to really be a business that embraces the mind-shift change to new apprenticeship standards, with culture shift amongst our customers as well as productivity being a key driver.

As part of the wider strategy we are also going into schools from year 5-12 to aid in telling the Ricoh and Apprenticeship story with a huge emphasis on STEM (Science, Technology, Maths and Engineering).

Princes Trust work placements and Apprenticeships

During October and November 2016, Ricoh UK Northampton took on three young Prince's Trust Team members for a two-week work placement as part of their twelve-week development programme. They previously attended interview and CV workshops delivered by Ricoh employees.

Over the two weeks, the Prince's Trust delegates became integrated members of the Ricoh team and immersed themselves within the working environment, taking on a variety of different roles in different departments.

Charlotte, 20, worked within Business Process Services carrying out various administration roles, such as creating databases to record the opening and closing



of sites over the Christmas period, booked staffing cover on sites in case of sickness or holiday and also designed a promotional poster for a project which aimed to build a print room in a working prison to aid with re-integration.

Cherie, 19, worked closely with our Corporate Responsibility team. During her time there she had a variety of roles and responsibilities which included event planning, sending out surveys and liaising with external companies designating roles to contacts involved with various CR events.

David, 21, spent time working in Business Excellence and carried out a diverse range of tasks. For example, carrying out audits for health and safety and information security, learning how to operate Ricoh's mass communication software, Ricoh Connect, and learning about business continuity and the planning and preparation behind it.

Princes Trust Work Placement Employee testimonial – Cherie

"Before I started my apprenticeship at Ricoh I was a member of The Prince's Trust. Before The Prince's Trust I was sofa surfing between friends, as I left home at 17 due to my circumstances there. My mother had struggled with addiction and mental health for years; it has always affected my education and wellbeing. I never believed I could be capable of achieving anything. I never tried to apply for a job as my anxiety was too severe, I didn't even know where to begin, or how to write a CV.

During my time with The Prince's Trust I became one of the team leaders, which I was surprised to see just what I could do. We took part in a residential trip to the Peak District and participated in various activities such as a 100ft abseil and rock climbing, which

turned out to be a few of the many things The Prince's Trust taught me I'm quite good at. We even built a pony paddock, stable, painted two rooms for a community centre and raised money from the abseil to fund it all. Every task we were set as a team or individuals we completed, which boosted my confidence tremendously. The valuable lessons I learnt during this time were life changing. Our final presentation as a team was one of the best moments of my life and we achieved it all ourselves.

After The Prince's Trust, life improved drastically. I now have the motivation to keep improving, along with the skills and knowledge to make it possible. I started my apprenticeship in January and just recently moved into the first place of my own. Without The Prince's Trust I wouldn't have achieved what I have now. I even changed my attitude towards life and the people in it. Ricoh also helped immensely, first for hosting the very informative CV and interview workshops, allowing me to do a two week work placement and letting The Prince's Trust teams host our final presentations at Ricoh. I also have to show appreciation to the people at Ricoh for being so supportive, generous and for offering me the opportunity to work here, given the circumstances I was in. James Knox took the time to assist me in obtaining my flat, and with the help of other employees at Ricoh and their donations, I was able to fill it with furniture within days of receiving the keys.



All I needed was an opportunity to take on new challenges and the self-belief to attempt them; my group and team leader were very supportive, they believed in me before I did. I learnt many things from these experiences but a very important one to me is to believe in yourself and not give up, especially before you've even attempted anything".

Ricoh remove jargon from all entry level job ads following research by Business in the Community

During 2016, Business in the Community asked young people aged 16-24 to rate the accessibility of over 65 companies' entry level job adverts which between them collectively employ 1.2 million people across the UK.

It found that young job seekers are being put off from applying for entry level or first jobs by impenetrable 'business-speak' which leaves them unsure about the suitability of roles and what their day to day responsibilities would actually be.

As a result of the findings, Ricoh UK removed all jargon from entry level job advertisements.

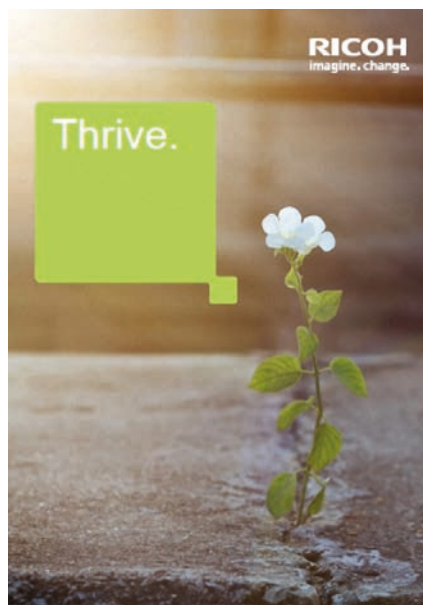
Rebekah Wallis, Director of People and Corporate Responsibility at Ricoh UK, said: "Adopting a clear and jargon-friendly tone is imperative for attracting the next generation of talent, today. Responsible employers should ensure that

Quitters never win and winners never quit

Paul Hamblin

(Prince's Trust Senior Team Leader)

young people applying for jobs – especially their first – have all of the information needed to make an informed and educated decision on their career move. By removing jargon from entry level job adverts as well as ensuring they are easier to identify, the Future Proof campaign enables a greater number of people from more diverse backgrounds to apply for entry level roles. At Ricoh, we firmly believe that businesses can innovate by supporting more young people to get into work, and in ensuring they have the right tools, culture and collaborative technologies to flourish in their roles."



Thrive – Ricoh's Health and Wellbeing Strategy

We actively develop initiatives that support the wellbeing of our employees. In 2010 we launched our successful Wellbeing Programme with targeted initiatives to support our employees to be healthier and happier all year round.





Under the Thrive wellbeing programme we have five areas of focus:

- Get Active
- Resilience
- Financial Wellbeing
- Physical Health
- Back Care

Our newest wellbeing initiative is a financial wellbeing programme, "Making your money Thrive", which is designed to support employees whatever their financial position, with the aims of:

- Encouraging employees to think about their money
- Enabling employees to make their own financial decisions
- Provide employees with knowledge on key financial subjects

The Financial Wellbeing programme is made up of various initiatives including:

- Financial planning workshops, providing information on retirement planning, mortgages, cash flow and much more
- Employee discounts portal, to allow employees to save money on everyday bills
- Employee Assistance Programme, which provides debt counselling and financial advice

The 'Making your money Thrive' workshops engaged with 22% of employees with 98% of those employees requesting to attend a further

workshop. The programme achieved an overall Net Promoter score of +70.

Some of the wellbeing service and initiatives offered under the Ricoh Take Care programme include:

- Get active challenges
- Flu Vaccinations
- Employee Assistance Programme, including face to face counselling sessions
- Company funded and voluntary wellbeing benefits including: Private Medical Insurance, Health Cash Plan, Cycle to Work scheme, discounted gym membership Ricoh Thrive Wellbeing Hub
- Health Kiosks
- Add any new initiatives

As a result of our extensive Wellbeing initiatives, Ricoh UK have been awarded the Healthy Workplace Award by SimplyHealth. In November 2014 we won the Northamptonshire Sports Active Workplace Award.



We've installed Wellpoint Kiosk machines at key office locations so our employees can manage their own health simply and effectively. It's a useful innovation that enables our employees to regularly check their weight, blood pressure, hydration levels and body fat percentage.

In line with our ethos of promoting team-spirit, employees worked collectively and collated details of the amount of 'steps' they made between them. Related activities included organised walks, led by the CEO, and awards for the teams with the highest step count over the five week period.

Ricoh aims to instil a sense of fun into our wellbeing initiatives and each year run a challenge to get employees to increase their level of physical activity. In 2016 employees were challenged to become more active both at home and in work, through participating in a pedometer challenge to walk from John O'Groats to Land's End. 405 employees participated in the challenge and recorded 239 million steps or the equivalent to 10.1 times around the Britain. 164 of those employees participating improved their daily step count by an average of 52%.

The Employee Assistance Programme

Ricoh funds the operation of an Employee Assistance Programme which runs in conjunction with our healthcare providers BUPA. The free and confidential advice helpline provides guidance on all life challenges, both personal and professional. This can help employees with anything from coping with bereavement to moving house, from dealing with becoming a new parent to resolving financial difficulties. The service is completely confidential, with no information other than the rate of uptake notified to Ricoh. Anecdotal feedback from employees tells us that the EAP is an extremely useful resource, helping make Ricoh an Employer of Choice.

Health & Safety

Ricoh has a responsibility to protect the health, safety and welfare of its employees, contractors and its stakeholders. Therefore, Ricoh UK's Board has direct oversight and responsibility for health and safety performance.

This performance is measured using a H&S Management Dashboard that is regularly reviewed with results from internal and external audits.

Ricoh acknowledges the benefits of such audits as providing the business with an opportunity for 'fresh eyes' to reflect and review how we manage Health & Safety. It also provides an opportunity to explore and consider opportunities for improvement. This includes possible improvements that are linked to any observations identified by assessors during these audits.

Ricoh has held the certification to BS EN OHSAS 18001:2007 for its Occupational Health and Safety Management System since November 2010, which is audited every six months by the British Standards Institute (BSI). In addition, Ricoh UK Ltd are SAFE Contractor approved and CHAS Contractors Health & Safety Scheme accredited.

In 2012, and again in 2014, Ricoh UK reviewed its internal reporting process for accidents, incidents and near misses, also known as 'AINM'. As expected, this prompted an increase in our AINMs results due to the increased awareness and improved reporting process. Because we have begun to report these incidents periodically, we have recorded small increases in AINMs.

The focus for the forthcoming year will be to prepare for the release of the new international standard, ISO 45001 it is expected will replace the existing



British Standard (BS OHSAS 18001) later in 2017. Ricoh will plan to transition to the new international standard as quickly as possible to adopt any new practices that are present in the standard to ensure that it links with the combined and integrated approach we operate for existing standards including Quality & Environment which are expected to transition to the latest versions in July 2017.

Living Wage Employer

Ricoh UK is a Living Wage accredited employer and ensures that all employees are paid at, or above, the Living Wage. The Living Wage is set by the Living Wage Foundation and is independently calculated each year based on what employees and their families need to live. We are proud to be an accredited Living Wage employer, and committed to ensuring employees can earn a wage which is enough to live on. Ricoh is now working with suppliers to assist them to pay their employees that are providing services to Ricoh the appropriate Living Wage.



Diversity

Ricoh UK is on a journey to ensure an inclusive and collaborative culture to increase innovation, reduce group think, enhance teamwork, reduce skills gap and meet the needs of our diverse customer base.

We have a commitment to continue to grow our diversity and inclusion, so that every employee can engage and contribute, we can be more innovative and creative, and we reflect our customers and our society. Building on what we have already achieved, our 2020 strategy will focus on recruiting and enabling our talent, working in partnership, and ensuring that we all have the tools and support we need.



Our journey so far...

In 2014...

- Set up a Diversity Steering group consisting of a number of Board Directors and Phil Keoghan, who also became Diversity Champion for the UK. Objective of the committee to set the strategic direction for the diversity agenda within Ricoh UK
- Initial focus was gender diversity and Ricoh UK became members of the

BITC Gender diversity campaign taking part in annual benchmarking along with other organisations throughout the UK. In the 2014 benchmarking achieved a Bronze award with 25.2%

In 2015...

- Looked specifically at data to identify an accurate picture of Ricoh UK, and put an action in place for the future with the aim at increasing gender diversity within the UK.
- In the 2015 benchmarking achieved a Silver award with 65.5% an increase of 40%

In 2016...

- Used the feedback from the 2 years benchmarking to progress on the journey. Initiatives include work on the Gender Pay Gap, with the intention to publish data ahead of the UK regulations, partnership with a recruitment jobs board called Diversity Jobs and The Big Idea, to promote Ricoh UK to its future talent. Review of Family Friendly policies and a behavioural change project with Corporate Culture.

- As well as continuing in with the BITC Gender diversity campaign have joined the Race campaign and will be taking part in the benchmarking.

In 2017...

- Achieved a Gold Award and 75.9% score in the BITC Gender Diversity Campaign

Gender Pay Gap

While addressing this pay level, we have also evaluated our gender-related pay gap, assessing base salary to compare median hourly rate for male and female employees.

We use the following calculation: Men's median hourly pay – Women's median hourly pay (divided by Men's median hourly pay) x 100. Using this calculation, our current gender-related pay gap is 14.95%.

Ricoh UK went through a number of large integrations over a five-year period, resulting in areas of significant disparity between employees in relation to pay and benefits in general.

To address this, in 2012 we implemented a brand new benefits package across all employees as a first step to address differences in the total remuneration packages.

Whilst our gender pay gap remains below UK national average, this continues to be a major focus for the Board as part of both our remuneration and our diversity initiatives where, amongst other activities, we are working to address some of the social factors which impact gender diversity across specific roles in Ricoh UK.

Women Ahead – Partnership Development

Ricoh is committed to driving diversity and inclusion in its workplace and, through its sponsorships, to supporting and nurturing athletic talent.

In order to further our work on gender diversity, we have partnered with Women Ahead. Ricoh employees, male and female, have mentoring female employees from British Cycling and the Lawn Tennis Association as part of a Women Ahead initiative.

Not only is the project helping raise the status of women who work at sporting institutions, it is also providing a channel through which Ricoh can better understand the challenges women face as they progress their careers, particularly those in male dominated environments. Ricoh will take these learnings back into its own organisation. This initiative has the strapline: *champion.change*

Ricoh and Women Ahead are deepening their partnership by combining their expertise to provide a platform for the discussion of issues affecting women in sports.

Ricoh is a sponsor of the LTA, RPL and RBWO. It has also supported up-and-coming British female talent (Ricoh brand ambassadors): Johanna Konta (professional tennis player) now Britain's Women number one, Charlie Hull (professional golfer) and Yazmin Davis (professional showjumper).

The events Ricoh sponsors provide ideal environments for discussions about women in sport. Together, Ricoh and Women Ahead will gather



WOMEN AHEAD



influential men and women, from the worlds of business, politics and sports to discuss the factors that are holding back women in sport. The objective is to help generate wider discussion of these topics, and influence change.

“What Women Ahead have done is very innovative. It's really hit a point... a lot of organisations are now realising they want to progress and grow, and there's a need to work very closely in partnerships with other organisations. And the Women Ahead approach and business model fits really neatly into that space of those partnership approaches in between different organisations, not just in between sports”

Rebekah Wallis,
Director, People & Corporate Responsibility, Ricoh UK

A founding partner of Women Ahead, Ricoh have been instrumental in the strategic direction of the Flagship mentoring programme and the scale and growth of Women Ahead as a growing social enterprise.

Women's Sport Trust – Sponsor Partnership of the Year

Ricoh UK were recognised as Sponsor partnership of the year 2016 at the 2016 #BeAGameChanger Awards organised by the Women's Sport Trust. The Womens Sports Trust are a charity that raises the visibility and increases the impact of womens sport through the promotion of role models, increasing media coverage and improving funding.



The awards, now in their second year, are designed to showcase the incredible talent from across women's sport, and to highlight the need for media, sponsors and the public to invest at all levels.

Employee benefits – Elements

As part of our reward strategy, which is aligned to our 2012 wellbeing strategy, Ricoh UK launched a new (flexible) offer a benefits programme for all Ricoh UK employees. This is designed to meet our employees' needs and lifestyles.

We provide an online portal which enables our employees to view their total reward package. This includes pay and benefits along with pension management. Employees can also buy additional holiday and participate in any benefits and discounts sourced by our benefits provider. Since the launch of the new benefits programme, we have conducted annual surveys and gathered feedback from focus groups to further enhance our benefits' offering.

We strive to give our employees the best possible benefits while helping to achieve our people-related strategic objective: 'to be an employer of choice'. Through these benefits we're actively working to attract and retain talented employees.

We have built a strong portfolio of employee benefits, which includes:

- Pension plan
- Income protection
- Life assurance
- Critical illness insurance
- Medical insurance
- Dental insurance
- Health assessments
- Healthcare cash plan
- Discounted gym membership
- Employee assistance programme
- Company vehicle or cash allowance
- Childcare vouchers
- Technology scheme

- Dining scheme
- Cycle-to-Work scheme
- Travel Insurance
- Lifestyle employee discounts
- Charitable giving

Ricoh won the Employee Benefits Award in 2016 for the best alignment of benefits to business strategy.



New Way of Working (NWoW)

We are now three years into our New Way of Working initiative (now called Workplace Transformation) and over two thirds of our offices have been converted physically and culturally to a newer way of working. These locations have been completely redesigned to enable fully agile working, with open plan workspaces containing hot desks, quiet and huddle areas,



more meeting rooms and no personal office cubicles. This has changed the way that we work together for the better, further increasing our culture of personal empowerment, enablement and trust. At our head office in Northampton we saw a 20% increase in employee engagement when Workplace Transformation was introduced.

“What we’ve done here at Ricoh is truly transform the way we work. We made a bold decision and have seen it through from initial idea to full adoption. It’s increased our competitive advantage, allowing us to attract and retain the very best talent. This flexibility in our business has encouraged employee engagement, productivity, efficiency and a great culture.”

Ricoh UK CEO, Phil Keoghan

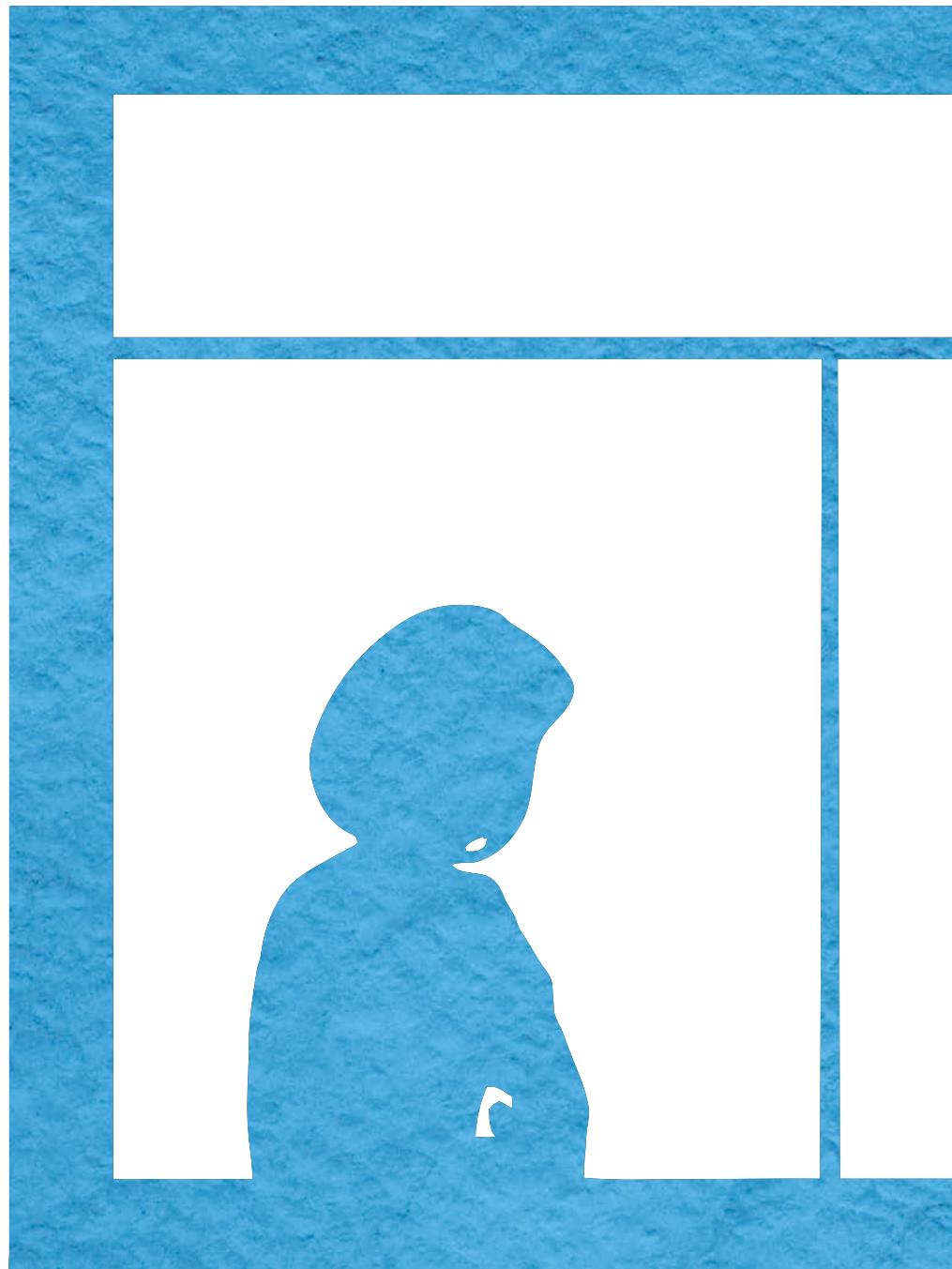
People Perspective

“The Ricoh offices are great workspaces, not only do they look and feel very contemporary, but they are also practical. I have the flexibility to collaborate easily on team projects, work informally or head to quieter areas if needed.”

Elliott, New Ricoh Apprentice

“Giving up my office and desk was a complete change, but having spent time working on projects in the new workspace I’ve found the team works much closer together and morale has increased.”

Tom, Operations



Workplace transformation is an ongoing process and we continue to challenge and improve the way that we work. Due to the maturity of the Six Sigma training around the business, individuals now embody a ‘can do’ attitude and are empowered to complete their own projects to improve how they are working.

A recent example of this is the Agile Meeting project which aims to increase the efficiency

of our internal meetings and make the time spent in them more energising. Workplace Transformation and agile working techniques are integral to the Learning and Development programmes that run, ensuring that new and current employees understand and are committed to developing the way they are working for the better.



Key People indicators

Respect for People	FY2014	FY2015	FY2016
Employee Engagement			
Employee Engagement Survey Response Rate	90%	58%	61%
Employee Engagement Rate	62%	85%	79%
Employees Actively Engaged	36.5%	48.2%	43.3%
Workplace Management Score from CR Index	100%	96%	98%
Employee Development			
Staff Receiving Appraisal	87%	87%	95%
Average 'Classroom' Training Days per FTE	2.20	2.37	2.68
E-learning modules completed	50,557	34,880	21,210
Learning Performance Institute (LPI) Scores	93%	95%	95%
Employees are Clear on Personal Objectives	92%	93%	94%
Discuss Performance Regularly	55%	85%	83%
Accidents and Absence			
Accident Incidence Rate (AIR) per 1,000 Employees	1.0%	0.7%	1.1%
Accident Frequency Rate (AFR) per 100,000 hours worked	0.60	0.45	0.70
Reportable Incidents (RIDDOR)	6	4	5
Average employee sickness absence rates per FTE (days)	5.5	5.7	5.0
People Profile			
Average Headcount	2,547	2,523	2,288
Average Employees' length of service (years)	11.9	12.0	12.8%
% Female Workforce	25.3%	23.8%	21.5%
% Females at Management Level	25.9%	18.7%	16.0%
% Employee Turnover – Voluntary Attrition	8.7%	9.1%	7.4%

Environment

Overview and strategy

At Ricoh, we are committed to enhancing the financial benefits and reducing the environmental impacts for our customers and for our business operations through our innovative technologies and services. Our lifecycle approach and Eco Balance measurement ensure we consider all aspects of products and business activities

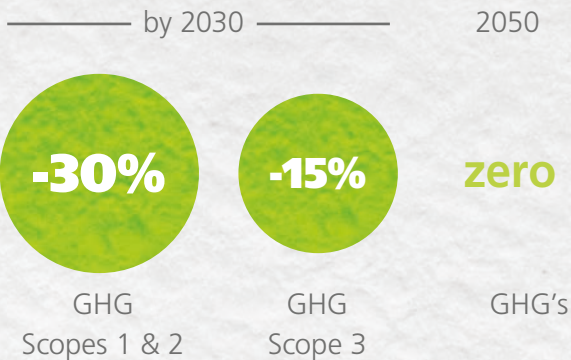
Global environmental targets

We have revised our global commitment to environmental conservation by setting ambitious environmental targets to be achieved by 2030 and 2050. The UK is a key market for Ricoh and we can make a significant contribution to achieving these progressive goals

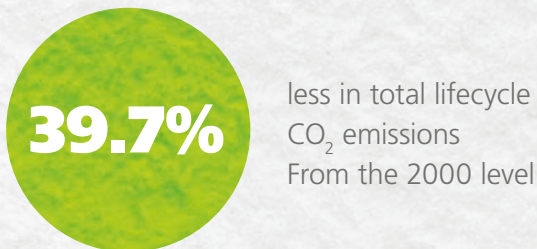
Targets and Progress

Energy conservation and prevention of global warming

Reduce total lifecycle CO₂ emissions

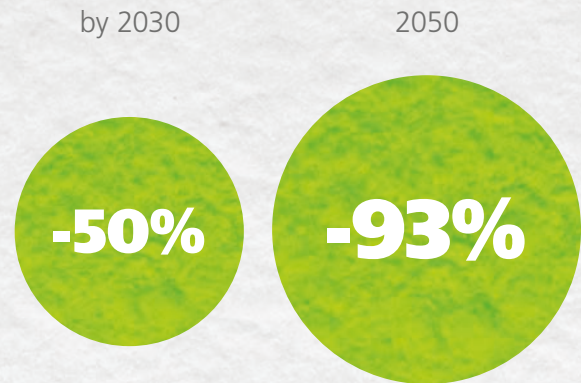


Achievement by fiscal year 2015

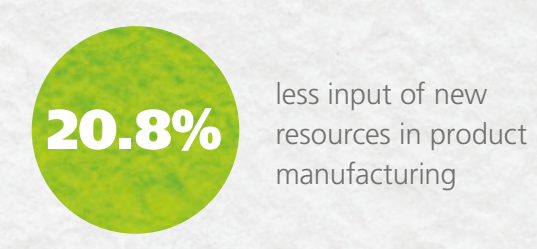


Resource conservation rate

Reduce the input of new resources



Achievement by fiscal year 2015



Area	2030	2050
GHG emissions	<p>Scopes 1 & 2 30% reduction by 2030 against 2015 baseline</p> <p>Scope 3 15% reduction by 2030 against 2015 baseline</p>	Aim for zero GHG emissions across the entire value chain
Resource conservation	50% of material in new products to be recycled content	93% of material in new products to be recycled content

Since October 2016 Ricoh UK has sourced all electricity from a 100% renewable energy source with our new supplier.

Environmental Management System

We maintain certification to ISO 14001 and this year we have been in the process of transition to the 2015 edition. The revised standard places a key emphasis on strategy and leadership and our Sustainability Report is a great illustration of how we recognise and highlight key performances and identify future opportunities for improvement. Certification to ISO 14001 provides a great platform for engaging with other stakeholders, customers and suppliers. Stakeholder engagement enables us to regularly reflect on our own processes and openly discuss, share and learn from best practice with our customers.

Carbon Trust

Throughout 2016 we maintained certification to the Carbon Trust Standard continuing to reduce our carbon footprint through effective management of fleet, facilities and improving our

operational processes. In 2016 we reduced our energy consumption in our property portfolio significantly, 27% and in our fleet by 12.3%.



The carbon intensity of grid supplied electricity also accounts for a significant reduction in our carbon footprint.

From 2017 onwards Ricoh will report our carbon footprint impact externally via the Carbon Disclosure Project in addition to our UK wide legislative obligations.

Fuel efficient vehicles

Fuel consumption accounts for over 70% of our carbon footprint. Operating a large fleet of vehicles serving a broad customer base is a significant challenge whilst

trying to minimise environmental impact. We effectively manage our fleet and reduce our fuel consumption through holistic and coordinated approach. From sustainable procurement of vehicles working with our fleet provider to providing training to our drivers coupled with the use of telematics we can measure, monitor and mitigate our environmental impact. In 2016 we reduced our fuel consumption by 12%.

The main contribution to achieving this reduction is by avoiding unnecessary journeys. The ability to resolve a customer service call by enabling the customer to self-help or be tutored through the resolution remotely negates the need to dispatch an engineer to site. The end result is that the customer query can be resolved in a timelier and efficient manner.

Currently around 18% of all customer service queries are resolved remotely and this figured is monitored and reported on a monthly basis.

Process improvements

One in six of our customer service calls can be resolved without site visits. Thanks to improved Partner service systems and training, we have saved time and reduced fuel consumption because of remote working. We have also improved our scheduling system so engineers travel less distance to attend service call outs.

Ricoh is constantly exploring New Ways of Working, showing how a modern business can demonstrate its commitment to sustainability. Our flagship showroom at our Northampton Head Office shows clear solutions to changing how we work, making today's organisations more efficient. The latest Ricoh hardware has replaced existing equipment, which has greatly improved efficiency. This efficiency includes in-built Eco Mode settings and Streamline NX software, which can convert documents into a paper saving electronic format.

NWoW – New Way of Working & Workplace Transformation

We have drawn on capital investment to improve our property portfolio, specifically through the NWoW initiative. NWoW has created a more agile, efficient working environment by replacing fixed desks with full flexibility for employees. Our focus has been to ensure that employees have the tools and

technology to work from where they need to, when they need to. This reduces unnecessary travel, whilst not compromising collaboration and connection between employees.

Overall, one of the key elements of Ricoh's Workplace Transformation is sustainability. Reduced use of space has enabled us to consolidate several of our sites into one, which in turn has cut our total energy usage. Less travel has further reduced our carbon footprint and solutions such as managed print services have cut paper waste.

Zero waste to landfill

Globally, all Ricoh manufacturing facilities have achieved zero waste to landfill sites with our Energy From Waste initiative.

We carefully select and work with our waste contractor, with clearly defined stages as all waste is diverted from landfill. We begin with on-site segregation, followed by secondary segregation to maximise material recovery, reuse or recycling. The residual waste that is left over is utilised as Refuse Derived Fuel which is used for power generation for homes and businesses.

Ricoh's green travel plan

Our goal is to reduce the need for employees to travel to work individually by car, promoting awareness and the benefits of alternative ways of travel. Our travel plan reflects the need to minimise our impact on the environment while still

performing as a productive, efficient business. We promote the adoption of hybrid and electric vehicles as part of our company car offering and have installed fast charge electric vehicle (EV) charging points at our major office locations in Northampton and Staines. We will also consider installing charging points at other Ricoh locations where we have full control of the on-site parking facilities and there is EV user demand.



Employees are encouraged to utilise car-sharing, public transport and 'zero emissions travel' such as walking and cycling where feasible for commuting.

We have also introduced a travel-booking portal (for rail, flights, hotels, etc) whereby employees wishing to undertake a journey on behalf of the business are prompted to consider alternative means of travel or assessing whether the meeting can be conducted remotely using videoconferencing facilities.

The green travel plan benefits us in three dynamics:

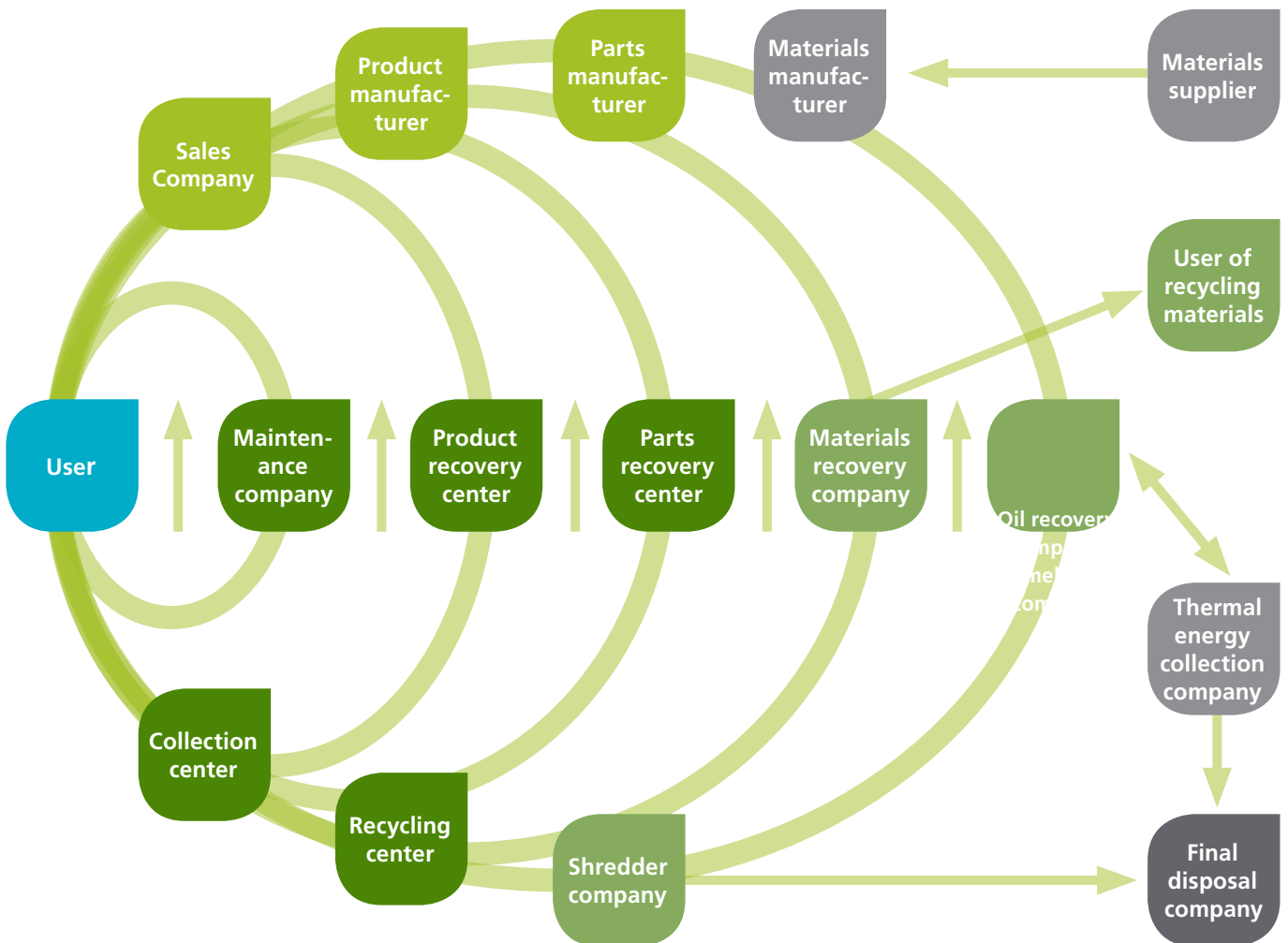
- Environmental - we reduce our usage of individual personal transport, reducing overall resource consumption and carbon emissions;
- Financial – by travelling fewer miles, and/or by using transport which is more efficient, we reduce our business travel costs; employees may also reduce their personal commuting costs for the same reasons;
- Well-being – through adoption of occasional remote working, employees can reduce their commuting, freeing up time to achieve

a better work:life balance; additionally, if travelling by walking, running or cycling, employees can improve their fitness and health.

Reducing our products environmental impact – The Ricoh Comet Circle™

Whilst it is important for Ricoh to focus on ways to reduce the environmental impact of our operations and services, it's equally important to look at how

Concept of a Sustainable Society: The Comet Circle™



we deal with the materials that comprise our products and their eventual recycling.

In every industry, precious resources have to be used smartly and efficiently. To illustrate this we have the Ricoh Comet Circle™, showing the journey of how materials enter – and are recirculated within - our production cycle. Efficiency is optimised where resources can be recirculated in 'orbits' closest to the User. It is clear that no product is produced without consideration for its ultimate environmental impact for both ourselves, customers and end users.

The Comet Circle™ was established in 1994 as a catalyst for change, showing how Ricoh reduces its overall waste throughout the lifecycle of its products. We believe that all product parts should be designed and made in a way that means they can easily be reused or recycled rather than disposed of. Understanding this principle has led to the creation of the GreenLine series of products. GreenLine is one of Ricoh's 'resource smart' offerings that blends innovative design with environmental consideration.

GreenLine revolutionises manufacture

GreenLine is a significant part of the Ricoh Global 2050 Plan. Ricoh GreenLine Centres take previously leased Ricoh products and parts and subject these to rigorous quality testing during disassembly, checking for

suitability to be reused. Ricoh products and parts deemed suitable for reuse are locally remanufactured or refurbished within European Ricoh Greenline Centres, typically reusing more than 85% (by weight) of the products' original 'first life' parts and components again, dramatically reducing the amount of raw materials used in their production.

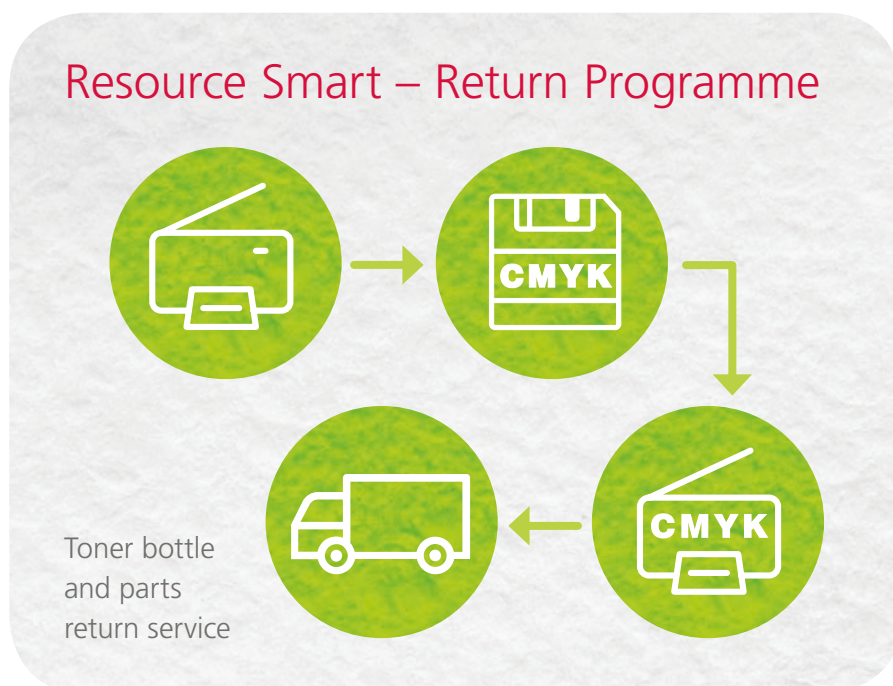


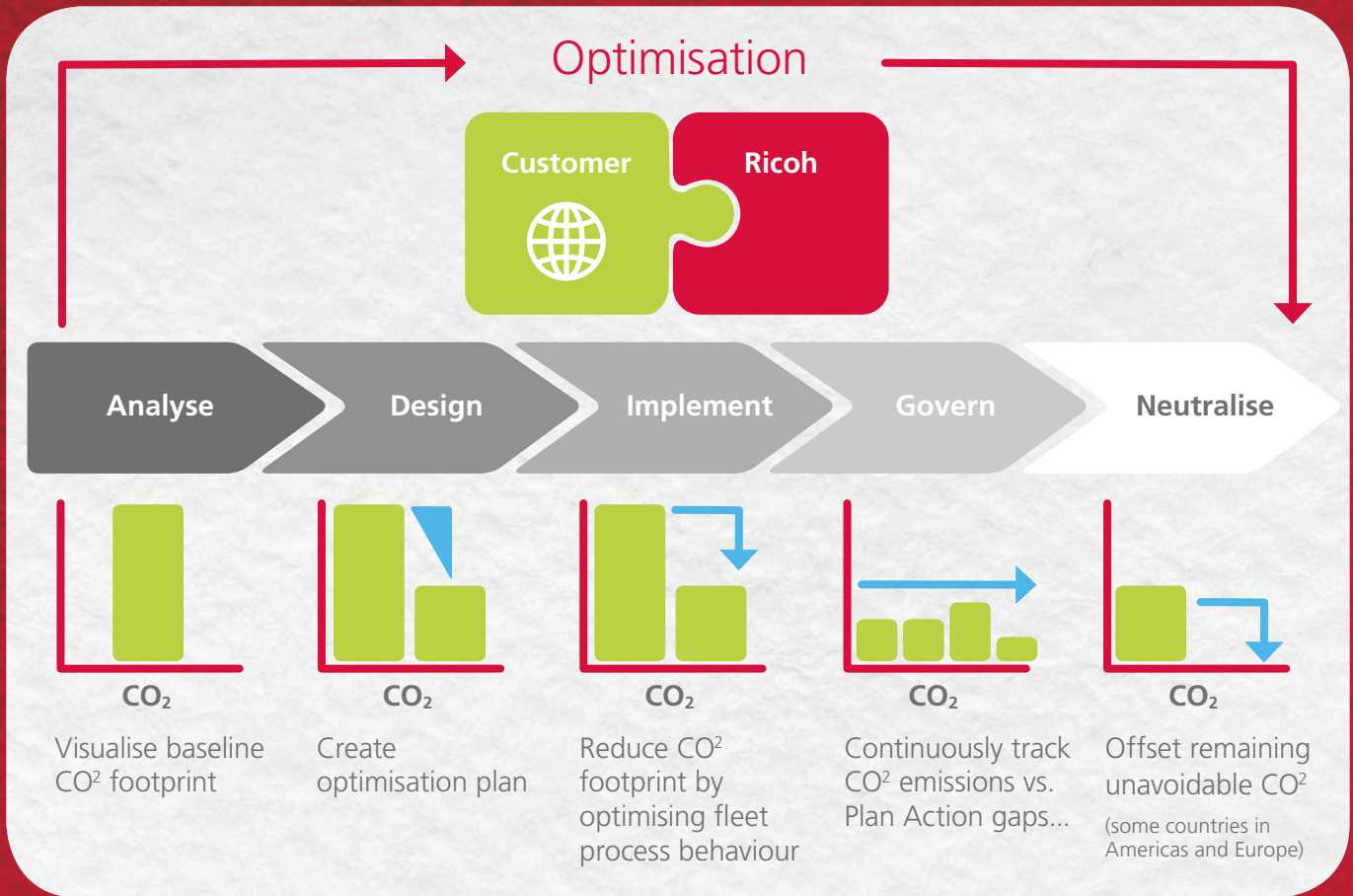
We put Ricoh GreenLine products through the same intensive quality control checks and durability standards as new Ricoh products, replacing components where necessary and updating software, ensuring that Ricoh Greenline products carry the same warranty status as for brand new Ricoh 'first life' products.

The British Standard BS 8887.2 covers the necessary criteria for remanufactured goods. Ricoh is the only UK manufacturer in the Managed Document Solutions (MDS) business area that can build, market and remanufacture document imaging machines under that standard. Our Telford factory has met all the necessary conditions of BS8887.2 since 2004, which has meant we've been able to develop and refine the remanufacturing process to produce high quality products in line with our environmental targets.

The Resource Smart return programme

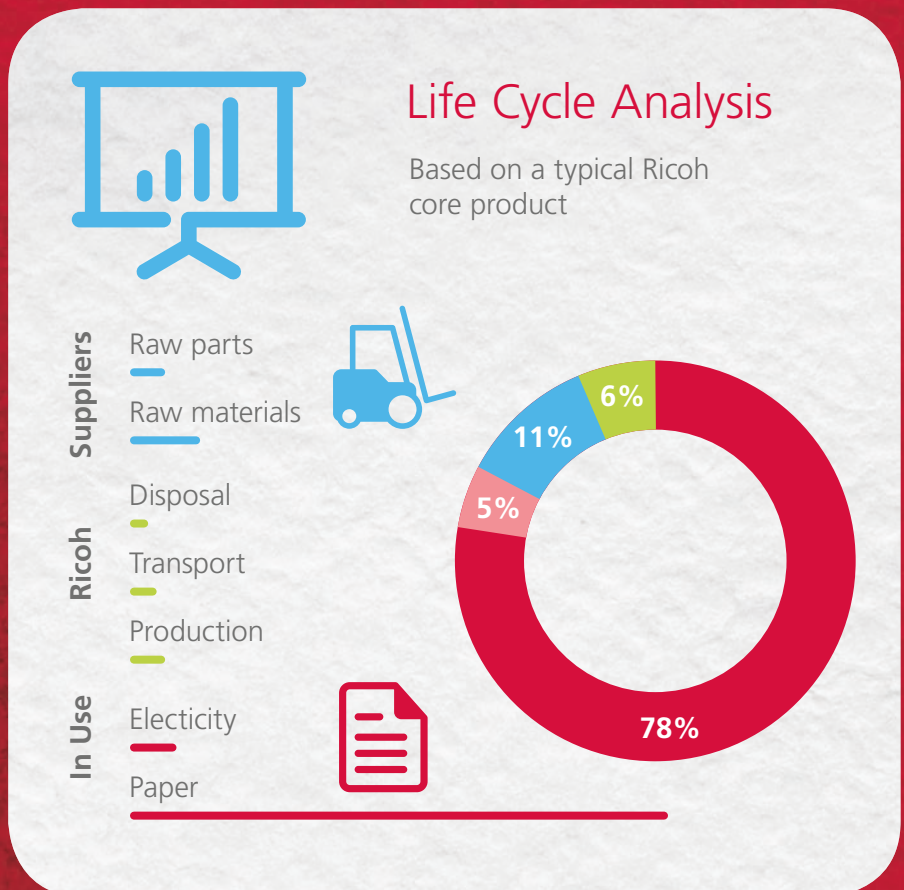
We are committed to making our own significant contribution towards the global effort for a circular economy and implement processes that will enable us to reach our 2030 and 2050 resource conservation targets. Our easy-to-use collection programme provides an efficient way for our customers to recycle





their toner cartridges and spare parts. All our customers have to do is log on to our Ricoh Resource Smart Programme portal (www.ricoh-return.com) and choose if they want to return a single item or many other products as a bulk-box collection.

The benefit is that it's a simple and convenient way for customers to become involved, working with our aims of sustainability and reduction of our carbon footprint. All of these returned materials are either remanufactured or recycled in accordance with our 'Zero-Waste- to-Landfill' policy. We continually conduct feasibility studies in order to effectively measure the use of recovered products and how this benefits our long term sustainability goals.



Sustainability Optimisation Programme

The Sustainability Optimisation Programme is a continuous improvement cycle made up of five stages:

The Ricoh Sustainable Optimisation Programme helps businesses to reduce their own environmental impact while creating their own agile document workflows. The results have been remarkable, offering a zero carbon footprint when printing while reducing the Total Cost of Ownership (TCO). Research has shown that the largest share of environmental impact of printing is when machines are used by customers.

In fact, this accounts for 83% of the product's total lifecycle impact. Ricoh's Sustainability Optimisation Programme focuses on products that are still in use, where manufacturers only have limited control on how they're used.

@remote

@remote is a Smart metering solution for billing customers. The use of @remote provides real time information about customer print volumes that ensures customers are billed accurately and automatically. The benefit to the customer is that this provides the opportunity to monitor and control their print volumes, quantify the carbon footprint of their printing, as well as reducing the level of administration associated with invoice queries.

For us it means that we do not have to dispatch an engineer to undertake a customer meter read incurring an additional customer visit and our invoices are based on up to date information reducing the likelihood of a query being raised and subsequent reinvoice.

i-invoicing and carbon offset

i-invoicing (Intelligent invoicing) was developed by Ricoh as a Document Process Outsourcing (DPO) service. This service gives

our customers the opportunity to switch from traditional paper-based invoicing to a more modern, digitised system. If they are able to make a complete transition to electronic invoicing, the potential saving can be up to 90% to the business. Both large corporations and SMEs can reap this remarkable saving by using i-Invoicing.

i-Invoicing works by having the customers outsource the receipt and raising of their invoices to Ricoh. We print, scan and mail all paper invoices as well as sending them electronically. Because of our size, experience, resources and logistics expertise, we are able to process over 10 million of our clients' invoices every year.

Pro Office Paper

We work in association with UK Forestry Commission's Woodland Carbon Code to produce what

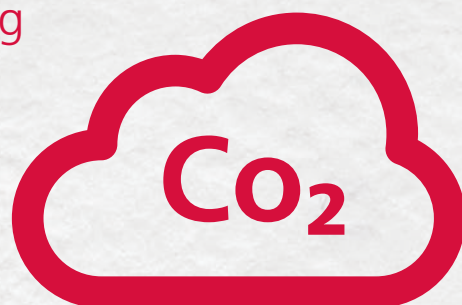
is termed as 'Carbon Capture Paper'. It means the amount of CO₂ generated throughout Pro-Office Paper manufacturing

@remote Management & Reporting

To monitor sustainability optimisation progress



Environmental Sustainability governance report



Compare actual vs. baseline targets for energy, paper and related carbon emissions



process is quantified, and offset, against a carbon removal scheme. Along with our paper suppliers, we achieve this offset by working with the Woodland Trust (the UK's leading woodland conservation charity) and plant trees that grow over a 100 year period.

During this growth the forest absorbs co2 emissions cancelling out the carbon footprint generated by the manufacturing process.

Ricoh's 'Project Mercury'

As business travel accounts for 66% of our energy consumption as a company, we wanted to focus our attention on this high impact area. An internal project was, called Project Mercury, to review and ultimately reduce the amount of travel we were doing as a business. The benefits if successful would be three fold – reducing travel improves our sustainability credentials and conscience, it saves the business money & time and has a positive impact on employee wellbeing through reducing unnecessary time on the road.

An awareness and training programme was initiated to communicate our management's support for the change. Building on the framework and successes of NWOW we further encouraged the use of video conferencing (UCS) and interactive whiteboard (IWB) technology to enable people to collaborate easily during internal meetings without traveling to other Ricoh offices.

Key Environmental performance indicators

Harmony with the Environment (absolute)	FY2014	FY2015	FY2016
Total kg CO2e	8,437,437	8,059,806	6,874,279
Electricity - CO2 emissions (kg CO2e)	1,892,717	1,823,828	1,469,816
Gas - CO2 emissions (kg CO2e)	444,070	320,263	167,668
Flights* - CO2 emissions (kg CO2e)	179,041	222,845	163,891
Train - CO2 emissions (kg CO2e)	79,486	93,091	161,484
Fuel - CO2 emissions (kg CO2e)	5,842,123	5,599,779	4,911,420
Business Travel (avg monthly kgCO2 per company car driver)	352.8	326.5	286.2
Commuting Travel (avg miles commute per car driver)	19.1	18.3	-
Environmental Management Score from CR Index	100%	100%	100%
Waste generated/disposed (tonnes)	493.1	529.1	447.5
Waste reused/recycled (tonnes)	493.1	529.1	447.5

Harmony with the Environment (relative to revenue)	FY2014	FY2015	FY2016
Total kg CO2e / £m revenue	17.64	16.58	14.04
Target kg CO2e / £m revenue (↓2% year-on-year)	19,211	17.28	16.24
Electricity - (kg CO2e / £m revenue)	3.956	3.751	3.002
Gas - (kg CO2e / £m revenue)	0.928	0.659	0.342
Flights* - (kg CO2e / £m revenue)	0.374	0.458	0.335
Train - (kg CO2e / £m revenue)	0.166	0.191	0.330
Fuel - (kg CO2e / £m revenue)	12.211	11.516	10.031

Across 2015 we saw an increase in the use of UCS, and an 8.5% drop in the number of business miles travelled (around 200,000 miles overall) and £236,838 of fuel (rate of 12.2p applied to miles travelled). In 2016 the total number of car miles travelled dropped a further 9.7%. A dashboard was created so employees and managers can easily see their travel trends and challenge their habits for the better.





Society

Ricoh supports the local communities within which we operate and where our employees live. This is core to ensuring the growth of our brand profile as a local employer of choice, making a genuine positive impact to local communities as well as driving employee engagement and advocacy.

Our employees value the opportunity to help contribute through donating their skills and time, and Ricoh is keen to support this whenever and wherever we are able."

Kiyoshi Ichimura formalised Ricoh's Founding Principles in 1936. These values continue to shape the ethos of Ricoh, encouraging us to constantly improve and contribute to the wellbeing of all stakeholders, including our families, customers and society in general. These principles are in The Spirit of Three Loves.



**Global
Environmental
Conversation**



**Community
Development**



**Raising
the Next
Generation**



The Spirit of Three Loves has ensured that community investment is in the very foundation of Ricoh's culture. At a global level, this has inspired a Corporate Responsibility strategy that is focussed on three key areas:

- Environmental Conservation
- Community Development
- Raising the Next Generation

In addition to these three Ricoh global themes, we have introduced an additional area of focus, within UK which is dedicated to 'Employability'. This fits within both the 'Local Communities' and 'Raising the Next Generation' themes, providing support to help people from excluded groups facing barriers to employment to gain permanent full-time employment. Excluded groups that Ricoh support include young NEETs (Not in Employment, Education or Training) and ex-offenders.

Community Investment

Since 2004 Ricoh UK has had a Code of Conduct and Corporate Social Responsibility Charter which highlight our key responsibilities to our staff, customers and communities, as well as our expectations of conduct of our employees, contractors and business partners. In addition, we aim to

not only implement CSR within the business but also throughout the supply chain including procurement, sales and other markets. To support this, we also have a Ricoh Supplier Code of Conduct.

Our community investment policy is designed to support volunteering activities that have a positive influence and link to our three core themes: Environment (e.g. tree-planting; creating/restoring nature reserves), Raising the Next Generation (e.g. School Governors; youth mentoring, employment for young NEETs) and Community Development (e.g. employment for ex-offenders, restoration/maintenance of public recreation areas, donations of clothing and food to shelters and foodbanks).

CR Champions

Since March 2016 Ricoh UK has established a network of eight regional CR Champions to promote and increase the geographical coverage and the amount of CR activity nationwide, centrally coordinated by our Community Investment Manager. Our CR champions are all employees with normal 'day jobs' but who additionally and voluntarily source and promote a wide range of exciting and localised volunteering opportunities for the employees

within respective regions within the UK, making it easier and more engaging for employees to volunteer their time.

Strategic Partnerships for stronger communities

Our focus on Corporate Responsibility has led us to building rewarding relationships with organisations that excel in helping communities. We're proud of our ongoing projects with each of our Partners and customers, who help to realise our shared goals in improving and investing in people's lives.

Ricoh and The Prince's Trust

Since 2012 Ricoh has been working directly with the young people supported by the Prince's Trust on initiatives to help boost their confidence and develop their employability skills.

In recognition of Ricoh's scale of support for the Trust, Ricoh has been awarded Silver Patron status.

Support is provided through a combination of:

Gifts in kind

- Ricoh provides a Managed Print Service across all Prince's Trust sites
- delivery of Lean Six Sigma process improvement training to Prince's Trust employees

Employee time & skills

- hosting and providing employee volunteers who facilitate employability workshops (e.g. CV writing, interview practice) for young NEETs
- provision of fortnight-long work placement opportunities within Ricoh departments

Employee team fund-raising

- London Palace to Palace cycle challenge
- Royal Parks Half-Marathon
- the Trust's two flagship national fund-raising campaigns, Zero to Hero and Million Makers, for which Ricoh UK has raised nearly £70,000 for the Trust during FY2016.

Many of our fundraising programmes with The Prince's Trust are integrated within our leadership framework in order for our employees to develop personal and business skills whilst providing engagement activities, financial gains to the charity and positive outcomes for young NEETs.



Prince's Trust



- 57 Ricoh employees volunteered in FY16, contributing 839 hours of working time

- £8,284 raised by employees in FY16
- £97,200 value of funding (corporate donations, 'in kind' technology donations)

More than Hope event – EXPLORE Leadership training charity event for Princes Trust – Million Makers' fundraising challenge

Our Million Makers team organised a gala aptly named; More than Hope which raised a staggering £47,000 for the Prince's Trust which was all facilitated by our leadership delegates that throughout progressed their personal and business skills such as; project management, due diligence, leadership, ethics and integrity and personal responsibility.

In addition to internal programmes Ricoh UK have supported activities across the country entering teams in to events such as Palace to Palace and most recently twenty employees in to the Royal Parks Half Marathon.

Michael Stickland, Head of Corporate Partnerships at The Prince's Trust, said: "We are incredibly grateful for Ricoh UK's support over the last few years. The More Than Hope ball is the latest in a long line of fantastic fundraising initiatives run by the company. The event raised a phenomenal amount and will make a massive difference to



the lives of disadvantaged young people. So a special thank you goes to the team for the highest fundraising total raised by a new team in the Central region of East Midlands, West Midlands and East of England”.

Rebekah Wallis, Director of People & Corporate Responsibility at Ricoh UK, said: *“The Prince’s Trust ‘Million Makers’ challenge has been an overwhelming success for Ricoh, and we are delighted that our efforts could give 45 disadvantaged young people in the UK access to a better future. The challenge has also provided multiple benefits*

to our employees, opening up greater team building opportunities, and allowing them to develop their business awareness and interpersonal skills. As a company committed to sustainable business and corporate responsibility, this sort of integration sits at the heart of everything that we do.”

Proceeds from Ricoh’s ‘More than Hope’ campaign could positively impact the lives of up to 45 young people

Link to more than hope gala video –
https://www.youtube.com/watch?v=_ENXG4UWK4E

Link to royal parks half marathon –
<https://www.youtube.com/watch?v=ldvP7I07g8I>

BBC Children In Need – participating for 5 years

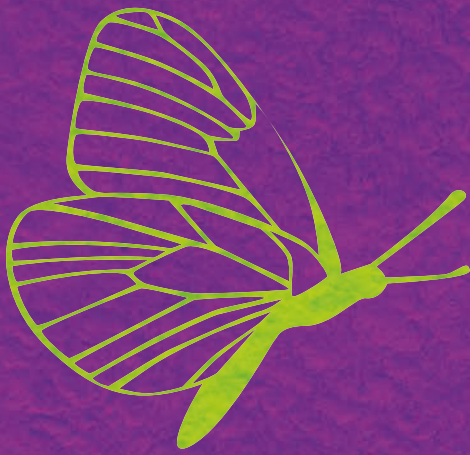


Ricoh UK has also been a long-term contributor to BBC’s Children In Need charity, by raising funds and employees that volunteer by operating our National Contact Centre during the annual BBC CiN Appeal night as part of a virtual public call-centre for receiving and processing telephone donations from the UK public.



Our recent activity included 110 volunteers on the evening processing over £67,000 in donations from the public in addition to over £51,000 raised from within the business. This is typically a fun week of on-going activities, dressing up and having fun whilst raising money for a fantastic charity.





In September 2016, a group of people from Ricoh who were part of the Explore Leadership program organised an abseil event from Broadgate Tower, the London Office for Ricoh. Broadgate tower is the 5th tallest building in the city of London, covering 33 storey and standing at 541ft.

86 people descended the tower on 11th September raising a total £24,010 for Children in Need. The whole event was part of a wider fundraising effort by the rest of the Explore group and the three teams raised over £34,000.



Reducing Re-Offending Work within Prisons

Work within prisons plays a key part in delivering our corporate responsibility strategy for our employees, future talent programmes as well as do our duty to assist those in need. Such activities include CV and interview employability workshops, seeing is believing visits to prisons across the country and breaking down barriers volunteering events where employees get to work alongside inmates within a prison.

Ricoh UK Digital Training Academy

This year, Ricoh UK has taken its work with ex-offenders one step further and has launched a new digital training academy at HMP Onley for inmates serving the last two years of their sentence. Not only will the initiative save HMP Onley money on its printing bills, but it will provide prisoners with

accredited training and work experience, with the ultimate aim of helping them gain future employment.

"I'm delighted to see the Ricoh training centre open at HMP Onley. We want prisons to be places of hard work and high ambition, with incentives for prisoners to learn and where prison staff can prioritise education and employment opportunities. This partnership will provide prisoners with the opportunities to gain work on release and turn their backs on crime for good, and I look forward to visiting the workshop in the coming months." –

**Sam Gyimah MP,
Prisons Minister**

Ricoh UK will train prisoners on aspects of technical printing and engineering. The print room and training programme will provide skills and experience to about 8 inmates each year, opening up opportunities for them to become field engineers once they've served their time.



They will also have the opportunity to complete various externally recognised qualifications in maths, English, customer service and printer maintenance. Having completed their training, participants will join Ricoh UK on a ROTL placement, with a view to gaining employment upon release, either with Ricoh UK or with companies in its network requiring similar skills.



"For me, reoffending will never ever be in my mind again. But for some of the girls in there, before they go to employability workshops or they hear from



businesses that want to help them, they kind of feel that they have no support out there so their only option would be to re-offend...If you think oh, I do have people out there that care and that do want to help, that will obviously bring reoffending down, because they won't need to because they have jobs."

Lucy

<https://www.ricoh.co.uk/news-events/news/ricoh-uk-opens-print-training-facility-at-hmp-onley.html>

"Ricoh's Digital Training Academy should be seen as the 'gold-standard' in employability initiatives for prisoners. It's a truly innovative solution to accessing quality talent and reducing stubbornly high re-offending rates. Ricoh should be commended for the way in which they have taken this issue to heart following a Seeing is Believing visit, by signing up to Ban the Box and establishing a forward-thinking partnership with HMP Onley. In doing so, they have marked themselves out as a leading advocate in supporting ex-offenders through employment."

Cath Sermon,
Employment Director at
Business in the Community





Tree Planting – Premier Paper event

For 3 years now Ricoh UK have been supporting our paper vendor partner, Premier Paper, in their annual tree planting event working with the Woodland Trust.



Volunteers plant a wide variety of native tree species at the location including; Hawthorn, small leaved lime, alder, grey sallow, common oak, downy birch, silver birch, wild cherry, dog rose, blackthorn, aspen, field maple, crab apple, rowan and hornbeam amongst others.

This latest tree planting feat is the third successive Premier tree planting event to take place at Heartwood Forest, which is set to become the UK's largest continuous new native woodland with a massive 5,000 saplings planted by volunteers.

Previously we have supported up to 10 Ricoh employees to attend this event however, recently and going forward we have also invited employees from Ricoh Europe and reached out to customers to join in and encourage them to operate and grow responsibly.

Donations of clothing

In 2016 Ricoh UK launched its charity clothing donation scheme whereby employees and bring in clothing to donate to the Salvation Army that provide our donations to homeless people across the UK.

As a result, during FY2016 our employees donated nearly 500 kilos of clothing which would typically clothe approximately 570 people.

Our collections operate in seven of our largest branches across the UK, with employees very supportive of the scheme and the cause.



'I chose to donate my old clothing at Ricoh because it was convenient to do so, but also because I trust Ricoh to send to those in need and I love that we as a company offer this scheme'.

**Joshua Keane
Supply Chain**



In-Kind Direct donations

Ricoh UK are proud to be a zero waste to landfill organisation, as such we often have a surplus quantity of products be it new or used and therefore for many years now have worked with In Kind Direct (www.inkinddirect.org)

In Kind Direct are a charity broker whereby charities approach them with requests for technology and they reach out to us in order to see if we have any equipment that will meet their requirements. This product is then donated free of charge by us and sold by In Kind Direct to the charity at a very low cost price.

We have donated the following amounts over the last four years;

FY13 – £60,192

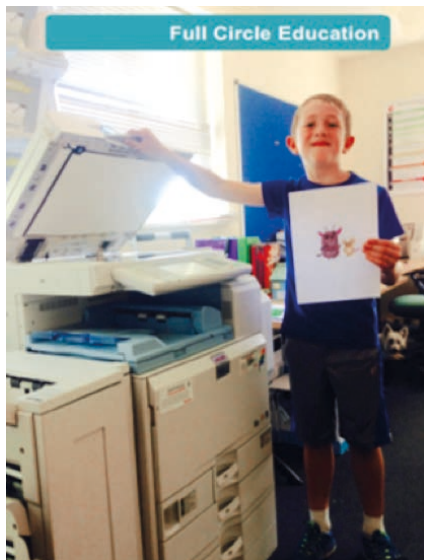
FY14 – £84,889

FY15 – £41, 250

FY16 – £39,187

This has helped support 27 voluntary and community organisations benefiting in the first half of 2016 alone.

One of its beneficiaries are Full Circle Education whom are a small charity-run school for at-risk children and young people.



This photocopier has been an absolute god-send allowing us to make some beautiful displays of children's work. It has also helped our administration and now enables us to scan and email documents, which has improved our productivity and professionalism. The photocopier has made a huge difference to our little school, our staff, the children and their families. Thank you!

Nina Moore
Headteacher



fullcircle
EDUCATION

Commercial importance of CR

Since the introduction of the Social Value act in public sector tenders in 2013 it has raised the importance of CR activity with evaluation scoring accounting for up to 10% and even 15% in some cases of the overall scores when completing public sector tenders.



Over the last 12 months the Bid Team have responded to 176 tenders of which over 50% of which required evidence of Ricoh as a responsible business. Of these tenders Ricoh achieved an over 50% success rate of which our responsible business evidence was of such a high standard significantly supported the success of these contracts, this equates to over £35 million on year one sales revenue.

"In a competitive market, we always seek to differentiate ourselves from the competition with clear evidence. CR activity is used to enable us to add value (and score more points) whilst also adhering to the minimum requirements. Increasingly, CR and Social Value activity is becoming an expectation from our customers - and therefore critical that we maintain the activities that we undertaken to support our on-going sales success from tender responses"

Craig Lissaman
Senior Bid Manager

Royal Holloway's distance learning MBA students

We have supported Royal Holloway's distance learning MBA students with their capstone consultancy project for the second consecutive year.

The students, who are studying International Management, were tasked with creating a business plan featuring Ricoh's collaborative working solutions as part of the assessment process for the project. The challenge set by Ricoh enables the students to put into practice the business management skills they have developed throughout their MBA programme.

With the end of their degree in sight, these international students came together on 27 June – 1 July at Royal Holloway, University of London and worked in small groups to complete the challenge and deliver their business recommendations to Ricoh. As the majority of students are in full-time employment, they were able to approach the task and provide insight to Ricoh from both a professional and academic perspective.

"Following on from the success of the 2015 distance MBA business consultancy project, Ricoh is pleased to be working once again with Royal Holloway students."

"The market insight and ideas that we gained from both students and faculty in 2015 were invaluable in helping to shape our business direction and strategy, and we expect similar success this year."

Chas Moloney
Marketing Director, Ricoh UK

Royal Holloway's capstone consultancy project is designed to encourage students to think critically, solve challenging problems and develop the skills required to flourish in the world of business.

The Prince's Trust – Team Programme

In July 2016 we hosted a Team Programme graduation event at our Northampton HQ in conjunction with our charity partner, The Prince's Trust.

The ceremony, attended by The Mayor of Northampton, Councillor Chris Malpas, marked the conclusion of a 12 week employability programme run by The Prince's Trust to help 16 young people in Northampton that are currently not in employment, education or training (NEET) develop their self-confidence, social skills and work experience. Ricoh UK is just one local business that has participated in The Trust's Team Programme, providing interview and CV workshops alongside a number of work placements to help the 16-25 year olds secure full-time employment or re-enter into education or training.

The programme has seen the youngsters challenged through a series of tasks and projects designed to offer experience into areas such as project management and communication. Over three months, they have delivered their own community project to make a positive difference to the place in which they live, taken part in an action packed residential trip and undertaken work experience in a field they are interested in.



“Ricoh UK is a proud supporter of The Prince’s Trust Team Programme in Northampton because we believe that every young person should be equipped with the skills and confidence to develop their careers in whichever way they choose. We have seen a remarkable transformation in the young people that took part in the programme, and we wish them all the very best in applying everything they have learned as they take their next steps in the professional world. “The programme has also provided multiple benefits to our employees, opening up greater team building opportunities, and allowing them to develop their business awareness and interpersonal skills. As a company

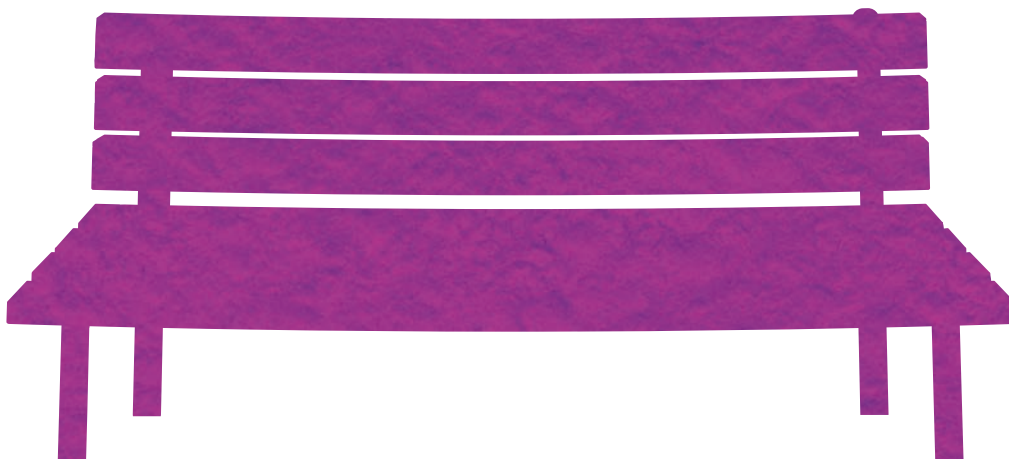
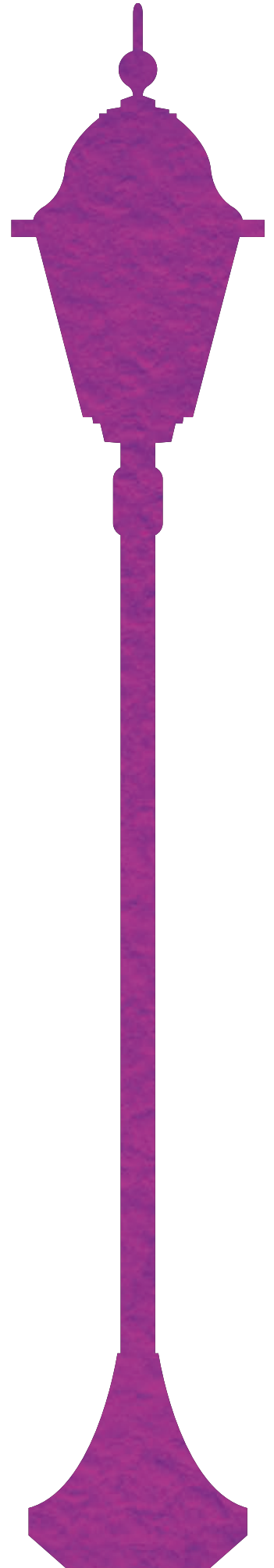
committed to sustainable corporate responsibility, this sort of integration sits at the heart of everything that we do.”

Rebekah Wallis, director of people and corporate responsibility at Ricoh UK

Employee Led Community Investment

We recognise that employees also like to volunteer and fundraise for their own specific charities and this is actively encouraged at Ricoh UK.

In 2016 our employees donated 1,630 hours of volunteering time and over 30 charities were supported. Including:





Key sustainability indicators for community

Harmony with Society	FY2014	FY2015	FY2016
Annual BITC CR Index Score	97%	98%	99%
Number of Employees Involved in Community Volunteering	382	544	530
% of headcount involved in Community Volunteering	15.0%	21.6%	23.2%
Working hours donated	921	2,383	3,371
Gifts In Kind Donations	£84,899	£108,975	£57,803
Total Charity Event Donations	£11,692	£5,500	£10,500
Total Funds Raised By Employees	£53,614	£103,568	£96,388
Cost of Volunteering	£21,442	£44,491	£62,927
Corporate Donations	£43,979	£32,454	£31,242
Volunteering Event Costs	£9,285	£13,806	£5,514
Leverage (not including funds raised by employees)	£158,995	£110,680	£63,879
Total Community Investment value	£383,906	£419,474	£328,253
Community Management Score from CR Index	97%	100%	100%

About Ricoh

Ricoh is a global technology company specialising in office imaging equipment, production print solutions, document management systems and IT services. Headquartered in Tokyo, Ricoh Group operates in more than 200 countries and regions. In the financial year ending March 2012, Ricoh Group had worldwide sales of 1,903 billion yen (approx. 23 billion USD).

The majority of the company's revenue comes from products, solutions and services that improve the interaction between people and information. Ricoh also produces awardwinning digital cameras and specialised industrial products. It is known for the quality of its technology, the exceptional standard of its customer service and sustainability initiatives.

Under its corporate tagline, *imagine. change.* Ricoh helps companies transform the way they work and harness the collective imagination of their employees.

For further information, please visit www.ricoh.co.uk

RICOH
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